# 2012 Comprehensive Economic Development Strategy (CEDS)















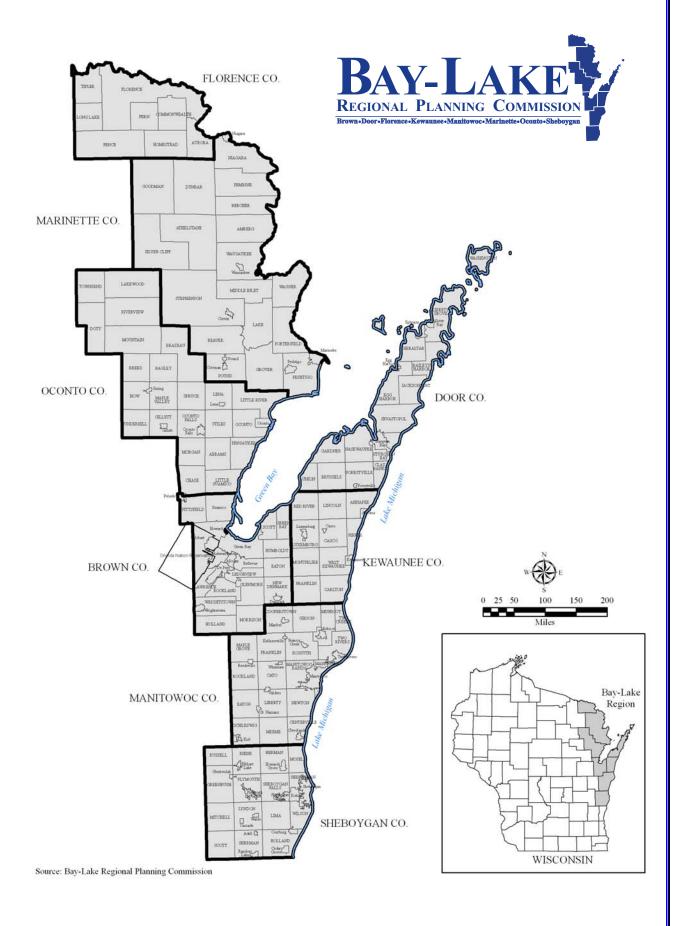




BAY-LAKE REGIONAL PLANNING COMMISSION 441 S. JACKSON STREET GREEN BAY, WISCONSIN 54301 www.baylakerpc.org



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## 2012 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) REPORT BAY-LAKE ECONOMIC DEVELOPMENT DISTRICT

Public Review: November 2, 2012 to December 4, 2012 Adopted: December 14, 2012



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The 2012 Comprehensive Economic Development Strategy (CEDS) was written for the 2013, 2014, and 2015 grant years. The document is an update to the 2009 report and enables the Bay-Lake Regional Planning Commission to continue as a designated Economic Development District (EDD) by the Economic Development Administration of the U.S. Department of Commerce. This CEDS was prepared according to the guidelines of 13 CFR Chapter III, Part 303, Section 303.7. The CEDS helps to ensure the communities within the region remain eligible for funding through EDA.

#### **RESOLUTION 6-2012**

Resolution of the Bay-Lake Regional Planning Commission Adopting the 2012 Comprehensive Economic Development Strategy (CEDS).

WHEREAS, on February 20, 1974, the Bay-Lake Regional Planning Commission requested via Resolution No. 1-74 that the Governor of the State of Wisconsin request designation of the Economic Development Administration (EDA) for the Bay-Lake Region to become a provisional Economic Development District; and

WHEREAS, on August 29, 1974, in response to the Governor's request, EDA did designate the Bay-Lake Region as a provisional Economic Development District; and

WHEREAS, on February 20, 1979, in response to the request made by the Bay-Lake Regional Planning Commission, EDA accepted the initial Overall Economic Development Program (OEDP) and designated the Bay-Lake Region comprised of Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Oconto, and Sheboygan counties as an Economic Development District; and

WHEREAS, on October 26, 2012 via Resolution No. 5-2012, the Bay-Lake Regional Planning Commission reaffirmed its participation as an Economic Development District of EDA; and

WHEREAS, the Comprehensive Economic Development Strategy (CEDS) must also be adopted every three years by the Bay-Lake Regional Planning Commission and accepted by EDA to maintain its status as an Economic Development District.

NOW, THEREFORE BE IT RESOLVED that the Bay-Lake Regional Planning Commission adopts the 2012 Comprehensive Economic Development Strategy prepared following EDA standards as its preferred approach to economic development in the region; and

BE IT FURTHER RESOLVED that the staff of the Bay-Lake Regional Planning Commission is directed to implement the economic development strategies contained in the 2012 Comprehensive Economic Development Strategy in those counties concurring with the contents of the document through technical assistance for project development, procurement of grants and loans, and program administration; and

BE IT FURTHER RESOLVED that a copy of this resolution be transmitted to EDA as a part of the 2012 Comprehensive Economic Development Strategy, and that a copy of this resolution be provided along with a copy of the 2012 Comprehensive Economic Development Strategy to the clerk in each member county of the Bay-Lake Regional Planning Commission.

Cheryl R. Maxwell, Chairperson Bay-Lake Regional Planning Commission

#### ATTEST:

I, Lois L. Trever, Secretary-Treasurer of the Bay-Lake Regional Planning Commission, hereby certify this is a true copy of the resolution adopted by the Bay-Lake Regional Planning Commission on the 14<sup>th</sup> day of December, 2012.

Lois L. Trever, Secretary-Treasurer Bay-Lake Regional Planning Commission

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## THE COMMISSION

By Executive Order 35, Governor Lucey created the Bay-Lake Regional Planning Commission (BLRPC) in 1972 under Section 66.945 of the Wisconsin Statutes now re-titled 66.0309 to become the official area-wide planning agency for northeastern Wisconsin. Seven county boards within the region made the request of Governor Lucy in 1972 to develop a regional planning commission. The following year in 1973, Florence County joined the Commission.

The Commission serves the counties of Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Oconto and Sheboygan. The Bay-Lake Region is comprised of these 8 counties, 17 cities, 40 villages, 119 towns, and the Oneida Nation of Wisconsin for a total of 185 local units of government. The total area of the region is 5,433 square miles, or 9.7 percent of the total area of the state. The region has over 400 miles of coastal shoreline and contains 12 major watersheds that drain into the waters of Green Bay and Lake Michigan. According to the U.S. Census 2010, the Bay-Lake Region had a population of 577,144, or 10.1 percent of the total population of the State of Wisconsin of 5,686,986 residents.

As of December 2012, the Commissioners of the Bay-Lake Regional Planning Commission were: **Brown County**: Tom Sieber; **Door County**: Ken Fisher; **Florence County**: Ed Kelley, Bruce Osterberg, Yvonne Van Pembrook; **Kewaunee County**: Bruce Heidmann, Eric Corroy, Charles R. Wagner – *Vice Chairperson*; **Manitowoc County**: Valerie Mellon, Don Markwardt, Chuck Hoffman; **Marinette County**: Alice Baumgarten, Cheryl Maxwell – *Chairperson* and Mary Meyer; **Oconto County**: Don Glynn, Tom Kussow and Lois L. Trever – *Secretary/Treasurer*; **Sheboygan County**: Traci Robinson, Mike Hotz and Ed Procek; and CEO, Wisconsin Economic Development Corporation - Ex-Officio. The Commissioners review and approve by resolution the Comprehensive Economic Development Strategy.

## PURPOSE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The Economic Development Administration (EDA) of the U.S. Department of Commerce invests in public works, economic adjustment assistance, technical assistance, and short-term planning. EDA investment priorities enhance regional competitiveness and support long-term diversification and development of the regional economy. Eligible EDA applicants are states; city and local governments; Indian Tribes; colleges and universities; nonprofit organizations; and economic development districts. The initial Commission OEDP or CEDS was prepared in 1978 and approved by the Assistant Secretary of Commerce in 1979. The Bay-Lake Regional Planning Commission was designated by EDA as an Economic Development District in 1979.

The purpose of the *Comprehensive Economic Development Strategy (CEDS)* is to bring together the public and private sectors to create an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional EDA assistance. The CEDS analyzes local and regional economies in the development of a regional plan of action by identifying investment priorities and possible funding sources. These broad-based initiatives are supported by a series of goals, objectives, and strategies outlined in the 2012 CEDS.

## CEDS STRATEGY COMMITTEE-NEW MANUFACTURING ALLIANCE MEMBERS

The CEDS brings together the public and <u>private</u> sectors to create an economic roadmap to diversify and strengthen regional economies. Public and private sector partnerships are then critical to the implementation of these CEDS initiatives. The <u>Strategy Committee</u> is comprised of business owners and representatives from area employers as part of the Northeast Wisconsin Manufacturing Alliance. The committee members offered their analysis of the regional economy that served as the basis for their point of view when reviewing the CEDS document and process for updating it. The members of the committee were presented a list of goals, objectives, and strategies from the adopted 2009 CEDS at their May 30, 2012 meeting. They reviewed the goals, objectives, and strategies during the months of June and July, and provided input at their August 7, 2012 meeting. Their comments and suggestions were incorporated into a revised list of goals, objectives, and strategies. Once a complete draft of the 2012 CEDS was completed in late October 2012, the committee members were provided access to the document for any final comments and revisions during the required 30-day public review period.

- Paul Rauscher, EMT International
- John West, Fox Valley Metal-Tech
- Maribeth Zeller, Georgia-Pacific
- Ron Buchinger, CMD Corporation
- John Davis, Great Northern Corp.
- Mark Kaiser, Lindquist Machine Co.

- Jeff Pallini, Fosber America
- David Williams, Bassett Mechanical
- Jim Koronkiewicz, BPM, Inc.
- Scott Kettler, Plexus
- Shannon Niccum, Nestle, Inc.
- Bill Bartnik, Sargento Cheese

## THE ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

The Economic Development Advisory Committee (EDAC) was formed over 30 years ago to provide input on the development of the annual CEDS document. The committee is comprised of individuals representing a wide-range of public, non-profit, and private interests from throughout the region. Members provide information on the state of their local economies; identify regional economic needs or issues; and prioritize community economic development projects submitted from the region. The EDAC meet on June 7, 2012, August 16, 2012, and October 24, 2012 to review various elements of the draft CEDS, along with generation of the annual project survey list found in Appendix D of this document and provided input before presentation to the Commissioners for adoption on December 14, 2012. Thank you, EDAC members for the effort and time you put into drafting this valuable tool for our region. For a complete list of EDAC members, please see Appendix A.

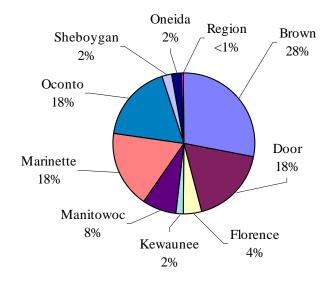
## **EDA GRANTS IN THE BAY-LAKE DISTRICT**

Since the Bay-Lake Regional Planning Commission was designated by the Economic Development District by EDA, the region has attracted over \$22 million in Federal funding to complete a variety of projects as shown below in Table 1. The last EDA funded project in the region was the Global Trade Strategy in 2011. The development of the strategy was a joint effort between the Bay-Lake Regional Planning Commission and East Central Wisconsin Regional Planning Commission in order to cover the joint 18-county region. In addition, the Commission

receives an annual planning grant to provide ongoing technical assistance to counties and communities and to prepare the CEDS and supporting reports.

Over the past three decades, EDA funding has been distributed throughout the Bay-Lake District according to the percentages revealed in Figure 1. Brown County has received nearly \$6.3 million for projects since 1980, or 28 percent of the district total. Door, Marinette, and Oconto counties have been awarded approximately \$4 million each during this time period.

Figure 1: Total EDA Grant Amount Received by County



Pictured: Business Assistance Center, 2004 EDA Project



Table 1: EDA Grants Received in the Bay-Lake District, 1980 to Present

| Location                | Year | Project                                                       | Grant Amount |
|-------------------------|------|---------------------------------------------------------------|--------------|
| C. Green Bay            | 1980 | Commercial Development Project                                | \$2,239,800  |
| V. Sister Bay           | 1980 | Weatherization Project                                        | \$92,000     |
| T. Goodman              | 1983 | Water System Improvements                                     | \$434,591    |
| C. Green Bay            | 1983 | Convention Center Project                                     | \$600,000    |
| C. Sheboygan            | 1984 | Waterfront Improvements                                       | \$491,965    |
| C. Oconto Falls         | 1984 | Industrial Park                                               | \$183,649    |
| Oneida Tribe            | 1984 | Hotel/Convention Center                                       | \$477,254    |
| C. De Pere              | 1984 | Central Business District-Public Works Improvements           | \$900,000    |
| C. Two Rivers           | 1985 | Industrial Park                                               | \$255,287    |
| Florence County         | 1985 | Industrial Park                                               | \$558,373    |
| Oconto County           | 1986 | Tri-County Revolving Loan Fund                                | \$791,965    |
| V. Suring               | 1986 | Water System Improvements                                     | \$340,200    |
| C. Manitowoc            | 1986 | Industrial Park                                               | \$644,910    |
| C. Sturgeon Bay         | 1988 | Industrial Park                                               | \$479,500    |
| C. Gillett              | 1988 | Water System Improvements                                     | \$374,916    |
| C. Two Rivers           | 1989 | Industrial Park                                               | \$555,218    |
| V. Luxemburg            | 1989 | Water System Improvements                                     | \$363,000    |
| Florence County         | 1991 | Water System Improvements                                     | \$323,620    |
| C. Sturgeon Bay         | 1994 | Incubator, RLF, & Maritime Defense Industry Consortium        | \$2,018,500  |
| C. Marinette            | 1996 | Industrial Park                                               | \$550,000    |
| V. Lena                 | 1996 | Water System Improvements & Wastewater Treatment Facility     | \$750,000    |
| C. Oconto Falls         | 1997 | Industrial Park Expansion                                     | \$237,000    |
| C. Niagara              | 1997 | Industrial Park                                               | \$759,000    |
| BLRPC                   | 1998 | Marinette Title IX Adjustment Strategy-Paper Industry         | \$65,000     |
| C. Peshtigo             | 1998 | Industrial Park Improvements                                  | \$506,400    |
| C. Sturgeon Bay         | 1999 | Title IX Defense Conversion                                   | \$1,430,000  |
| Brown County            | 2001 | EDA Grant for International Trade Consortium Administration   | \$10,100     |
| C. Marinette            | 2003 | Sewer Interceptor Replacement                                 | \$1,605,000  |
| C. Oconto Falls         | 2003 | Industrial Park Expansion                                     | \$1,385,000  |
| Brown County            | 2004 | Business Assistance Center at Northwest Wisconsin Tech. Coll. | \$2,500,000  |
| Lakeshore Tech. Coll.   | 2010 | Creation of Welding Facility at Plymouth High School          | \$670,196    |
| Region                  | 2011 | Global Trade Strategy for NE Wisconsin (18 counties)          | \$133,500    |
| <b>Total EDA Grants</b> |      |                                                               | \$22,725,944 |

Source: Bay-Lake Regional Planning Commission, Economic Development Administration, 2012.

## **CHAPTER ONE: STATE OF THE DISTRICT**

## ECONOMIC NEWS FROM THE DISTRICT

The Bay-Lake District weathered large numbers of company closures and downsizings that plagued many other regions of the state and Upper Midwest. Since 2009, each of the major industry clusters have been rebounding with new work orders and expansions that have resulted in call-backs of laid-off workers or the addition of new employees. The strength of the food processing sector, agriculture, health care, and manufacturing have lead the recovery in Northeast Wisconsin. Employers are adjusting to both the local economic environment and expanding global markets and are rethinking how they are doing business, including markets, products, workforce, customers, and suppliers.

The growing strength of the domestic auto industry has positively impacted operation at area companies such as Karl Schmidt Unisia, Inc. in Marinette County that makes carburetors, pistons, rings, and valves for Ford, Nissan, Chrysler, and General Motors. Globally recognized food processing facilities, such as Sargento, Belgioioso, and Johnsonville have seen strong sales throughout the past decade due to new product development and customer loyalty. Two of Wisconsin's largest defense contractors, Oshkosh Corporation and Marinette Marine, have offered stability in employment at their respective corporate headquarters as well as throughout a very extensive supply chain network that extends throughout Wisconsin and many surrounding states. The future of both these companies will likely be impacted by pending Federal budget cuts and the winding down of the Afghanistan War. Agriculture production remains strong throughout Northeast Wisconsin as farming and production operations enjoy record commodity prices for field crops like corn and soybeans.

On the other hand, the paper industry is contracting throughout Wisconsin. In particular, there has been no new comprehensive reuse plan implemented for the former NewPage Mill in Niagara that closed in 2008. Wausaukee Composites closed its manufacturing facility in Gillett in 2012 and 45 employees lost their jobs. Thermo Fisher Scientific closed one of its large manufacturing facilities in the City of Two Rivers resulting in 150 lost jobs. Hostess Brands reorganized its operations that resulted in small numbers of job losses in the cities of De Pere and Sheboygan. Overall, the eight-county district has experienced very few mass lay-offs over the past 18 months in comparison to other areas of Wisconsin. Dominion announced on October 22, 2012, that it plans to close and decommission Kewaunee Power Station after the company was unable to find a buyer for the facility. Pending a grid reliability review by the Midwest Independent Transmission System Operator (MISO), the station is expected to cease power production in the second quarter of 2013 and 650 workers will be laid-off. A team of local and regional officials has formed to address the closure and potential repurposing of much of the land and building surround the secured area where the nuclear waste will be housed for the next 60 years.

Regional initiatives such as the North Coast Marine Alliance and the NEW Manufacturing Alliance have provided a boast to area employers by forming consortiums in which to draft curriculum to be used by the local institutions of higher education to help fill positions that require very specialized skills seen in the boat and ship manufacturing industry. As a result,

luxury and sporting boats manufactured by KCS International, Inc. (Cruisers Yachts), Palmer Johnson, Burger Boats, and Marquis Yachts have been able to take advantage of the expansions at both Marinette Marine and Fincantieri Marine Group, LLC (Ace Marine) to begin to expand operations at their respective plants as the global economy begins to show signs of strengthening.

## **REGIONAL ECONOMIC ISSUES**

Based on feedback received during various small group and committee discussions held over the past several months as part of the comprehensive planning process, the following list was generated to illustrate some of the most important economic development concerns or issues facing the eight counties that comprise the Bay-Lake District.

#### **Workforce/Jobs:**

- General workforce lacks the skills necessary to fill current job openings
- Large numbers of laid-off adults are being retrained for current job openings
- College graduates are failing to find employment within their areas of concentration and seek employment in areas outside of the region
- Older adults forced to work longer rather than retire due to diminished retirement savings and increasing health care costs
- Declining percentage of jobs offer suitable benefits
- Employers requesting employees to assume more of the cost of health insurance
- Employers are partnering with technical colleges and area high schools to help fill the gap in certain skilled occupations (ex. welding)
- Companies are forming stronger and more comprehensive supply chains

## **Funding/Financing:**

- Financial institutions are still reluctant to loan money for business start-ups and expansions
- Angel Networks are forming to assisting emerging business with high growth potential
- Less state and federal grants available for infrastructure and business equity
- Continued emphasis on tax credits and loan guarantees instead of grants or loans for community and economic development projects
- Business loans and lines of credit are difficult to secure
- Formation of regionalization of local revolving loan fund programs
- Decreasing state shared revenues provided to communities, K-12, and institutions of higher education
- Declining equalized values for most counties and communities in the region
- State imposed revenue and tax rate caps restrict local governments from generating revenues for programs and services

#### **Infrastructure:**

- State and federal highway systems are being maintained or improved
- Public transportation only available in larger metropolitan areas
- Local units of government are struggling to replace and maintain roads and infrastructure
- Continued uncertainty with state and funding for future transportation projects
- Lowering of Lake Michigan water levels compromise shipping into and out the region
- Ports are underutilized

- Rail lines are limiting or discontinuing service on low volume tracks
- Austin Straubel renovating facilities to increase foreign travel in and out of the airport
- Lack a multi-model transfer facility
- Rural areas lack sufficient broadband and cable access
- Continued cell phone dead zones

## **Tourism/Recreation/Attraction:**

- Technology advances has made traveling throughout the region more inviting
- Region is enjoying an increase in tourism related revenues as people are staying closer to home to attend events and enjoy recreational areas
- Local events promote community and the region
- Continued improvements and expansions of non-motorized trails
- Concern tourism related jobs do not pay well or include benefits
- Websites are becoming more comprehensive in order to attract people to the community/area
- New tourism related activities are beginning to emerge such as Ecotourism
- State and Local Parks have limited finances to maintain facilities
- Organized efforts to analyze problem beaches and implement rehabilitation measures
- Difficulty to coordinate maintenance and expansion of non-motorized recreation trails due to private and public ownership of land

## **Environmental/Waste Management:**

- Ongoing concerns with water safety and quality within karst bedrock areas of the region
- Concentrated development outside of municipal sewer systems and sanitary districts
- Increasing number of large CAFOs leading to groundwater and air quality concerns
- Run-off and invasive species severely impacting the water quality for lakes and streams
- Much of the area is under non-attainment status
- Concerns with the siting of renewable energy sources like windmills and energy generation facilities using animal or human solid waste

#### **Housing/Health Care:**

- Rising health care costs for individuals and businesses
- Uncertainty of future health care costs and plan options with the Affordable Care Act
- Limited health care options for those individuals unemployed and underemployed
- Declining home values in most areas of the region
- Future demand for senior housing
- Increase in multi-generations living in one single family residence

## **Education:**

- Class sizes growing in many K-12 districts
- Student enrollments continue to drop in many rural districts
- Inequities in how the state funds K-12 schools
- Lack of school involvement in local planning efforts
- Reduction or elimination of many technical programs at the K-12 level
- Rising cost of education and corresponding tax burden assumed by residents
- Capacity of technical colleges to create curriculum quickly enough to satisfy employer needs
- Limited higher education opportunities in extreme rural areas

## **General Regional Issues:**

- Farmland and natural areas preservation
- Development along highway corridors
- Demographic shift from rural to more urbanized areas
- National forest sales blocked by environmental groups
- Opportunities and challenges of a growing number of immigrants into the region
- High residential property taxes
- Downtown redevelopment
- Loss of service businesses in smaller communities
- Unfunded mandates imposed by the state and federal governments
- Declining equalized values in some counties and communities
- Aging population reducing the number of wage earners
- Long-term viability of rural areas
- Increasing energy costs gas, electricity, natural gas
- Farms being sold and divided into residential lots

## **General Economic Development Issues:**

- Downtown/waterfront redevelopment
- Improve central business districts
- Promotion and use of the Green Bay Port, airports, and rail lines
- Large supply of vacant gray buildings and manufacturing facilities and possible brownfield sites
- Availability of workers in some areas the region as well as appropriate skill sets
- Promote/support regional approaches to economic development
- Protecting natural features while fostering economic growth
- Loss of manufacturing jobs
- Technology infrastructure insufficient in some areas of the region
- Declining or flat operational revenues for local economic development entities

## **DISTRICT DEMOGRAPHIC AND EMPLOYMENT INFORMATION**

## **District Land Cover**

According to the National Oceanic and Atmospheric Administration, the district encompasses approximately 3,471,000 acres or 5,424 square miles of land. Of this, 5.1 percent of the land uses are developed, 20.4 percent are in agriculture uses, and 74.5 percent are undeveloped lands of which 30 percent are open lands and 35 percent are forested areas.

## **Population Trends: 1980-2011**

As shown in Table 2, the population of the Bay-Lake District increased from 476,134 in 1980 to an estimated 578,305 persons by 2011 reflecting an increase of 21 percent or 102,171 people. From 2000-2011, the district's growth rate was recorded at 4.3 percent, which was nearly two percent below the state growth rate of 6.1 percent. The eight-county district accounted for just over 10 percent of the state's total population in 2011.

According to the Wisconsin Department of Administration's population projections, Brown County has experienced the largest growth in population since 2000 with just under a ten percent increase that equates to 22,534 new residents. In contrast, Florence County has seen a continuing

decrease in population growth since 2000. The county lost just over 15 percent of their residents from 2000 to 2011 that equates to 751 residents. Both Manitowoc (1,487 residents) and Marinette (1,665 residents) counties saw their populations decline slightly during this time period as well. Brown County continues to comprise over 43 percent of the district's total population with 249,192 residents.

Table 2: Population 1980-2010, and 2011 Final Estimates, Bay-Lake District and State

|           |           |           |           |           | DoA       | Percent Change |       |        |       | 2011       |
|-----------|-----------|-----------|-----------|-----------|-----------|----------------|-------|--------|-------|------------|
|           | Census    |           |           |           | Estimates | 1980-          | 1990  | 2000   | 2010- | Percent of |
| County    | 1980      | 1990      | 2000      | 2010      | 2011      | 1990           | 2000  | 2010   | 2011  | District   |
| Brown     | 175,280   | 194,594   | 226,658   | 248,007   | 249,192   | 11.02          | 16.48 | 9.42   | 0.48  | 43.09      |
| Door      | 25,029    | 25,690    | 27,961    | 27,785    | 27,765    | 2.64           | 8.84  | -0.63  | -0.07 | 4.80       |
| Florence  | 4,172     | 4,590     | 5,088     | 4,423     | 4,337     | 10.02          | 10.85 | -13.07 | -1.94 | 0.75       |
| Kewaunee  | 19,539    | 18,878    | 20,187    | 20,574    | 20,594    | -3.38          | 6.93  | 1.92   | 0.10  | 3.56       |
| Manitowoc | 82,918    | 80,421    | 82,893    | 81,442    | 81,406    | -3.01          | 3.07  | -1.75  | -0.04 | 14.08      |
| Marinette | 39,314    | 40,548    | 43,384    | 41,749    | 41,719    | 3.14           | 6.99  | -3.77  | -0.07 | 7.21       |
| Oconto    | 28,947    | 30,226    | 35,652    | 37,660    | 37,723    | 4.42           | 17.95 | 5.63   | 0.17  | 6.52       |
| Sheboygan | 100,935   | 103,877   | 112,656   | 115,507   | 115,569   | 2.91           | 8.45  | 2.53   | 0.05  | 19.98      |
| District  | 476,134   | 498,824   | 554,479   | 577,147   | 578,305   | 4.77           | 11.16 | 4.09   | 0.20  | 100.00     |
| Wisconsin | 4,705,335 | 4,891,769 | 5,363,704 | 5,686,986 | 5,694,236 | 3.96           | 9.65  | 6.03   | 0.13  | NA         |

Source: Wisconsin Department of Administration Final Population Estimates 1/2011; U.S. Census Bureau 1980-2010; Bay-Lake Regional Planning Commission 2011.

## **Components of Population Change: 2010-2011**

The district's population grew from 577,147 persons in 2010 to an estimated 578,305 persons in 2011, an increase of 1,158 residents and less than one percent. As reflected in Table 3, the natural increase, number of births less the number of deaths, totaled 1,648 for the district. In comparison, net loss from migration was recorded at 490 persons. The district's percent change due to natural increase and migration was slightly less than that for the State of Wisconsin as a whole.

Not all counties experienced population growth during this period of time. Door, Florence, and Marinette counties experienced negative net natural increases while the other five counties saw very slight net population increases between those two years of comparisons. Brown and Sheboygan counties lead the district in net migration over the past year about two hundred people but well less than one percent of their total populations. Florence County saw the greatest percent in population decline ate nearly two percent. Brown County continues to set the pace in population growth for the region at 1,185 new residents from 2010 to 2011.

Table 3: Components of Population Change, 2010-2011, Bay-Lake District and State

|             |           | Final     | 2010 - 2011 |        | Numeri   | Numeric Change 2010/2011 |       |          | Percent Change-2010/2011 |       |  |
|-------------|-----------|-----------|-------------|--------|----------|--------------------------|-------|----------|--------------------------|-------|--|
|             | 2010      | 1/1/09    | Total       | Total  | Natural  | Net                      |       | Natural  | Net                      |       |  |
| County Name | Census    | Estimate  | Births      | Deaths | Increase | Migration                | Total | Increase | Migration                | Total |  |
| Brown       | 248,007   | 249,192   | 2,571       | 1,180  | 1,391    | -206                     | 1,185 | 0.56     | -0.08                    | 0.48  |  |
| Door        | 27,785    | 27,765    | 203         | 247    | -44      | 24                       | -20   | -0.16    | 0.09                     | -0.07 |  |
| Florence    | 4,423     | 4,337     | 28          | 36     | -8       | -78                      | -86   | -0.18    | -1.76                    | -1.94 |  |
| Kewaunee    | 20,574    | 20,594    | 170         | 137    | 33       | -13                      | 20    | 0.16     | -0.06                    | 0.10  |  |
| Manitowoc   | 81,442    | 81,406    | 610         | 579    | 31       | -67                      | -36   | 0.04     | -0.08                    | -0.04 |  |
| Marinette   | 41,749    | 41,719    | 288         | 338    | -50      | 20                       | -30   | -0.12    | 0.05                     | -0.07 |  |
| Oconto      | 37,660    | 37,723    | 311         | 260    | 51       | 12                       | 63    | 0.14     | 0.03                     | 0.17  |  |
| Sheboygan   | 115,507   | 115,569   | 1,010       | 766    | 244      | -182                     | 62    | 0.21     | -0.16                    | 0.05  |  |
| District    | 577,147   | 578,305   | 5,191       | 3,543  | 1,648    | -490                     | 1,158 | 0.28     | -0.08                    | 0.20  |  |
| State Total | 5,686,986 | 5,694,236 | 53,125      | 34,206 | 18,919   | -11,669                  | 7,250 | 0.33     | -0.21                    | 0.13  |  |

Source: Wisconsin Department of Administration: Components of Population Change for Wisconsin Counties 2010-2011, and Bay-Lake Regional Planning Commission, 2012.

## **Population and Population Estimates: 2010-2035**

The Bay-Lake District will experience a health 22 percent growth in population over the next 25-years as shown in Table 4. During the same time period, the state will see nearly a 17 percent increase in population according to the Wisconsin Department of Administration's Demographic Services Center. All eight counties in the district are expecting a population increase of over 12 percent during this projection period. Oconto County is pacing the population growth in the district with an anticipated 35 percent increase in population; while Brown County is closely behind at 28 percent or just over 69,000 new residents by 2015.

Table 4: Population Projections, 2010 to 2035, Bay-Lake District and State

|           |           | Final     |           |           |           | Number    | Percent   |           |           |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|           | Census    | Estimated |           |           | Projected |           |           | Change    | Change    |
| Area      | 2010      | 2011      | 2015      | 2020      | 2025      | 2030      | 2035      | 2010-2035 | 2010-2035 |
| Brown     | 248,007   | 249,192   | 268,255   | 282,409   | 295,423   | 306,931   | 317,045   | 69,038    | 27.8      |
| Door      | 27,785    | 27,765    | 31,110    | 31,832    | 32,193    | 32,090    | 31,519    | 3,734     | 13.4      |
| Florence  | 4,423     | 4,337     | 5,333     | 5,373     | 5,378     | 5,340     | 5,243     | 820       | 18.5      |
| Kewaunee  | 20,574    | 20,594    | 22,705    | 23,587    | 24,399    | 25,084    | 25,633    | 5,059     | 24.6      |
| Manitowoc | 81,442    | 81,406    | 87,403    | 89,035    | 90,508    | 91,622    | 92,305    | 10,863    | 13.3      |
| Marinette | 41,749    | 41,719    | 45,996    | 46,788    | 47,304    | 47,415    | 47,109    | 5,360     | 12.8      |
| Oconto    | 37,660    | 37,723    | 42,854    | 45,313    | 47,573    | 49,501    | 51,037    | 13,377    | 35.5      |
| Sheboygan | 115,507   | 115,569   | 123,209   | 127,195   | 130,875   | 133,979   | 136,482   | 20,975    | 18.2      |
| District  | 577,147   | 578,305   | 626,865   | 651,532   | 673,653   | 691,962   | 706,373   | 129,226   | 22.4      |
| Wisconsin | 5,686,986 | 5,694,236 | 5,988,439 | 6,178,543 | 6,365,904 | 6,515,725 | 6,628,339 | 941,353   | 16.6      |

Source: Wisconsin Demographic Services Center, Wisconsin Department of Administration, 2012; Bay-Lake Regional Planning Commission, 2012.

## **EQUALIZED VALUE COMPARISIONS**

## **County Equalized Values: 2010-2012**

After the region experienced strong growth in local equalized values from 2003 to 2008, many local units of governments, including the overall eight-county Bay-Lake District, have experienced a steady decline during the past four years as well. As highlighted in Table 4, the State of Wisconsin is showing a four percent decline in equalized values from 2010 to 2012, while the region as a whole has seen a decline of over three percent. In this three-year timeframe, Sheboygan County has lost nearly \$375 million or 4.2 percent of its equalized valued, followed by Brown County at \$663 million (3.6 percent), and Manitowoc County at \$211 million or 3.9 percent of its equalized value. By contrast, Florence County was the only county in the district to see an increase in equalized values over the past three years by adding 2.5 percent in value equating to \$14.5 million in new land value. Combined with state imposed revenue and tax rate caps, it creates a very difficult situation for communities and counties to raise revenues for community and economic development projects.

Table 5: Equalized Values by County, 2010 to 2012, Bay-Lake District and State

|           |                 |                     |                 | Value          | Percent | Value           | Percent |
|-----------|-----------------|---------------------|-----------------|----------------|---------|-----------------|---------|
|           | Total I         | Equalized Value wit | h TIF           | Change         | Change  | Change          | Change  |
| Area      | 2010            | 2011                | 2012            | 2010-11        | 2010-11 | 2011-12         | 2011-12 |
| Brown     | 18,437,927,200  | 18,157,652,000      | 17,775,039,700  | -280,275,200   | -1.5    | -382,612,300    | -2.1    |
| Door      | 7,243,313,700   | 7,169,424,900       | 7,107,278,200   | -73,888,800    | -1.0    | -62,146,700     | -0.9    |
| Florence  | 590,167,900     | 598,773,400         | 604,721,400     | 8,605,500      | 1.5     | 5,948,000       | 1.0     |
| Kewaunee  | 1,466,049,600   | 1,470,715,400       | 1,447,756,800   | 4,665,800      | 0.3     | -22,958,600     | -1.6    |
| Manitowoc | 5,397,710,800   | 5,374,268,200       | 5,186,290,300   | -23,442,600    | -0.4    | -187,977,900    | -3.5    |
| Marinette | 3,758,067,200   | 3,647,215,600       | 3,646,138,500   | -110,851,600   | -2.9    | -1,077,100      | 0.0     |
| Oconto    | 3,652,522,200   | 3,599,182,300       | 3,530,555,100   | -53,339,900    | -1.5    | -68,627,200     | -1.9    |
| Sheboygan | 9,025,595,500   | 8,894,480,600       | 8,651,327,800   | -131,114,900   | -1.5    | -243,152,800    | -2.7    |
| District  | 49,571,354,100  | 48,911,712,400      | 47,949,107,800  | -659,641,700   | -1.3    | -962,604,600    | -2.0    |
| Wisconsin | 495,904,192,300 | 486,864,232,800     | 471,092,529,200 | -9,039,959,500 | -1.8    | -15,771,703,600 | -3.2    |

Source: Wisconsin Department of Revenue, Statement of Equalized Values, 2012; Bay-Lake Regional Planning Commission 2012.

## **CIVILIAN LABOR FORCE ESTIMATES**

## **Workforce Trends: 2010-2012**

The recent economic slowdown has had a tremendous impact on the labor force for each county as well as the district and state as a whole. The 2010 figures are from the U.S. Census provide a



starting point for job creation or job loss during the three years following the great recession of 2008 and 2009. Overall, the district saw nearly a 2.5 percent increase in its labor force from 2010 to 2012 as reflected in Table 6. It was 294,676 in 2010 and grew to 302,273 three years later. However, this current figure is much lower than the district's total workforce of 322,780 in 2008. A similar labor force growth rate occurred in Wisconsin during this same time period. Brown County enjoyed the

largest percentage increase in its workforce since 2010 by adding 5,763 workers, or 4.5 percent;

followed by Kewaunee County with a county labor growth rate of 4.1 percent, and Oconto County 3.6 percent. By comparison, Manitowoc County experienced the largest decline in the number of workers (845) and equated to two percent to of its workforce. In Door County, they experienced a workforce increase of over 10 percent from 2010 to 2011 but lost one-third of their job gains during the following year. During the same period of time, Wisconsin's labor force added 66,577



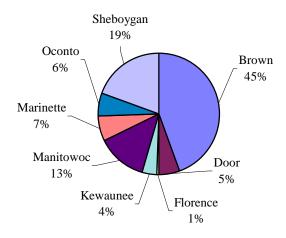
workers. The percent of labor force by county is illustrated in Figure 2.

Table 6: Employed Persons, 2010 to 2012, Bay-Lake District and State

|           |           |           |           | Number  | Percent | Number  | Percent |
|-----------|-----------|-----------|-----------|---------|---------|---------|---------|
|           |           |           |           | Change  | Change  | Change  | Change  |
| Area      | 2010      | 2011      | 2012      | 2010-11 | 2010-11 | 2011-12 | 2011-12 |
| Brown     | 128,600   | 133,312   | 134,363   | 4,712   | 3.7     | 1,051   | 0.8     |
| Door      | 15,368    | 16,964    | 16,513    | 1,596   | 10.4    | -451    | -2.7    |
| Florence  | 2,151     | 2,156     | 2,157     | 5       | 0.2     | 1       | 0.0     |
| Kewaunee  | 10,675    | 11,032    | 11,119    | 357     | 3.3     | 87      | 0.8     |
| Manitowoc | 41,314    | 40,893    | 40,469    | -421    | -1.0    | -424    | -1.0    |
| Marinette | 19,674    | 19,903    | 20,004    | 229     | 1.2     | 101     | 0.5     |
| Oconto    | 18,388    | 18,898    | 19,046    | 510     | 2.8     | 148     | 0.8     |
| Sheboygan | 58,506    | 58,688    | 58,602    | 182     | 0.3     | -86     | -0.1    |
| District  | 294,676   | 301,846   | 302,273   | 7,170   | 2.4     | 427     | 0.1     |
| Wisconsin | 2,798,015 | 2,856,434 | 2,864,592 | 58,419  | 2.1     | 8,158   | 0.3     |

Source: WI DWD, Bureau of Workforce Information, Local Area Unemployment Statistics program 2012; Bay-Lake Regional Planning Commission 2012.

Figure 2: District Labor Force by County, 2012



Source: WI DWD, Bureau of Workforce Information, Local Area Unemployment Statistics program 2012; Bay-Lake Regional Planning Commission 2012.

The civilian labor force is comprised of employed persons and those seeking employment, but it excludes persons in the armed forces and those individuals under the age of 16. Table 7 provides data on the civilian labor force, the number of people employed, those people unemployed, and the unemployment rate for the years 2010, 2011, and 2011 for all eight counties in the Bay-lake District and the State of Wisconsin. *The data present below is not seasonally adjusted*.

With an eight-county total workforce of 324,338 in 2012, Brown County comprises over 44 percent of the district's workforce followed by Sheboygan County at just under 20 percent. Unemployment rates have remained relatively steady from 2010-2012 for each county ranging from a high of 10.4 percent in Marinette County (2010) to 5.9 percent in Kewaunee County for 2012. Oconto and Marinette counties tend to be on the higher end of this range, while Kewaunee and Brown counties are on the lower end. The district average is approximately 7.5, which is very consistent with the State of Wisconsin (7.4 percent) during this three-year time frame.

Table 7: Annual Average Civilian Labor Force Estimates, 2010-2012, Bay-Lake District & State

| Table 7. Allitual Avel             | age Civili | an Labor i | force Esui | imates, 2010-2012, Bay-Lake District & State Percent Percent of District's |              |       |           |       |
|------------------------------------|------------|------------|------------|----------------------------------------------------------------------------|--------------|-------|-----------|-------|
|                                    |            |            |            |                                                                            | cent         |       |           |       |
|                                    |            | Estimates  |            | Cha                                                                        |              |       | abor Forc |       |
| AREA                               | 2010       | 2011       | 2012       | 10-11                                                                      | 11-12        | 2010  | 2011      | 2012  |
| Wisconsin                          |            |            |            |                                                                            |              |       |           |       |
| Civilian Labor Force               | 3,043,679  |            |            | 1.3                                                                        | 0.08         |       |           |       |
| Unemployed                         | 245,664    |            | 218,931    | -10.9                                                                      | -2.6         |       |           |       |
| % C.L.F.                           | 8.1        | 7.3        | 7.1        | -1.0                                                                       | -0.2         |       |           |       |
| Employed                           | 2,798,015  | 2,856,434  | 2,864,592  | 2.4                                                                        | 0.3          |       |           |       |
| Bay-Lake District                  |            |            |            |                                                                            |              |       |           |       |
| Civilian Labor Force               | 321,070    |            | 324,338    | 1.0                                                                        | -0.32        | 100.0 | 100.0     | 100.0 |
| Unemployed                         | 26,393     |            | 22,067     | -16.4                                                                      | -6.2         | 100.0 | 100.0     | 100.0 |
| % C.L.F.                           | 8.2        | 7.2        | 6.8        | -1.4                                                                       | -0.4         |       |           |       |
| Employed                           | 294,675    | 301,846    | 302,273    | 2.6                                                                        | 0.1          | 100.0 | 100.0     | 100.0 |
| <b>Brown County</b>                |            |            |            |                                                                            |              |       |           |       |
| Civilian Labor Force               | 138,658    |            |            | 3.6                                                                        | 0.55         | 43.2  | 43.9      | 44.3  |
| Unemployed                         | 10,058     | 9,604      | 9,338      | -7.2                                                                       | -2.8         | 38.1  | 40.8      | 42.3  |
| % C.L.F.                           | 7.3        | 6.7        | 6.5        | -0.8                                                                       | -0.2         |       |           |       |
| Employed                           | 128,600    | 133,312    | 134,363    | 4.5                                                                        | 0.8          | 43.6  | 44.2      | 44.5  |
| Door County                        |            |            |            |                                                                            |              |       |           |       |
| Civilian Labor Force               | 17,015     | 18,576     | 17,819     | 4.7                                                                        | -4.08        | 5.3   | 5.7       | 5.5   |
| Unemployed                         | 1,647      | 1,612      | 1,306      | -20.7                                                                      | -19.0        | 6.2   | 6.8       | 5.9   |
| % C.L.F.                           | 9.8        | 8.7        | 7.3        | -2.5                                                                       | -1.4         |       |           |       |
| Employed                           | 15,368     | 16,964     | 16,513     | 7.5                                                                        | -2.7         | 5.2   | 5.6       | 5.5   |
| Florence County                    | 2 201      | 2.256      | 2 220      | 2.2                                                                        | 1.10         | 0.7   | 0.7       | 0.7   |
| Civilian Labor Force               | 2,381      | 2,356      | 2,328      | -2.2                                                                       | -1.19        | 0.7   | 0.7       | 0.7   |
| Unemployed                         | 230        |            | 171        | -25.7                                                                      | -14.5        | 0.9   | 0.8       | 0.8   |
| % C.L.F.                           | 9.7        | 8.5        | 7.3        | -2.4                                                                       | -1.2         | 0.7   | 0.7       | 0.7   |
| Employed                           | 2,151      | 2,156      | 2,157      | 0.3                                                                        | 0.0          | 0.7   | 0.7       | 0.7   |
| Kewaunee County                    | 11,580     | 11,802     | 11,817     | 2.0                                                                        | 0.13         | 3.6   | 3.6       | 3.6   |
| Civilian Labor Force<br>Unemployed | 904        | 770        | 698        | -22.8                                                                      | -9.4         | 3.4   | 3.3       | 3.0   |
| % C.L.F.                           | 7.8        | 6.5        | 5.9        | -22.8<br>-1.9                                                              | -9.4<br>-0.6 | 3.4   | 3.3       | 3.2   |
| % C.L.F. Employed                  | 10,674     | 11,032     | 11,119     | -1.9<br>4.2                                                                | -0.6<br>0.8  | 3.6   | 3.7       | 3.7   |
| Manitowoc County                   | 10,074     | 11,032     | 11,119     | 4.2                                                                        | 0.8          | 3.0   | 3.7       | 3.7   |
| Civilian Labor Force               | 45,364     | 44,278     | 43,723     | -3.6                                                                       | -1.25        | 14.1  | 13.6      | 13.5  |
| Unemployed                         | 4,050      |            | 3,254      | -19.7                                                                      | -3.9         | 15.3  | 14.4      | 14.7  |
| % C.L.F.                           | 8.9        | 7.6        | 7.4        | -1.5                                                                       | -0.2         | 13.3  | 17.7      | 17./  |
| Employed                           | 41,314     | 40,893     | 40,469     | -2.0                                                                       | -1.0         | 14.0  | 13.5      | 13.4  |
| Marinette County                   | 41,514     | 40,693     | 40,409     | -2.0                                                                       | -1.0         | 14.0  | 13.3      | 13.4  |
| Civilian Labor Force               | 21,959     | 21,808     | 21,712     | -1.1                                                                       | -0.44        | 6.8   | 6.7       | 6.7   |
| Unemployed                         | 2,285      |            | 1,708      | -25.3                                                                      | -10.3        | 8.7   | 8.1       | 7.7   |
| % C.L.F.                           | 10.4       |            | 7.9        | -2.5                                                                       | -0.8         | 0.7   | 0.1       | , , , |
| Employed                           | 19,674     |            | 20,004     | 1.7                                                                        | 0.5          | 6.7   | 6.6       | 6.6   |
| Oconto County                      | ,          | ,          | _==,===    |                                                                            |              |       |           |       |
| Civilian Labor Force               | 20,313     | 20,429     | 20,499     | 0.9                                                                        | 0.34         | 6.3   | 6.3       | 6.3   |
| Unemployed                         | 1,925      |            | 1,453      | -24.5                                                                      | -5.1         | 7.3   | 6.5       | 6.6   |
| % C.L.F.                           | 9.5        | 7.5        | 7.1        | -2.4                                                                       | -0.4         | ,     | 0.0       | 0.0   |
| Employed                           | 18,388     | 18,898     | 19,046     | 3.6                                                                        | 0.8          | 6.2   | 6.3       | 6.3   |
| Sheboygan County                   | -,         | -,         | . , .      |                                                                            |              |       |           |       |
| Civilian Labor Force               | 63,800     | 63,216     | 62,741     | -1.7                                                                       | -0.75        | 19.9  | 19.4      | 19.3  |
| Unemployed                         | 5,294      | 4,528      | 4,139      | -21.8                                                                      | -8.6         | 20.1  | 19.2      | 18.8  |
| % C.L.F.                           | 8.3        | 7.2        | 6.6        | -1.7                                                                       | -0.6         |       |           |       |
| Employed                           | 58,506     | 58,688     | 58,602     | 0.2                                                                        | -0.1         | 19.9  | 19.4      | 19.4  |

Source: Wisconsin Department of Workforce Development: Wisconsin Local Area Unemployment Statistics for 2010, 2011, and 2012; and Bay-Lake Regional Planning Commission, 2012.

According to the Wisconsin Department of Workforce Development, the district's private sector has been steadily losing jobs since 2008. As reflected in Table 8, the eight counties that comprise the Bay-Lake District saw nearly a two percent decrease in employment from 2011 to 2012 with

the Information, Natural Resources, Mining, and Construction Sector leading the way with a nine percent decrease. Government lost 1,071 jobs during this time period followed by Leisure and Hospitality with 70 jobs lost. On the other hand, Education and Health Services gained 135 jobs and Financial Activities added another 94 jobs districtwide.

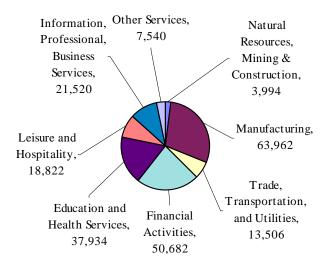
Table 8: Regional Employment by Super Sector, 2011 and 2012, Bay-Lake District

|                                              |         |         | Number  | Percent |
|----------------------------------------------|---------|---------|---------|---------|
|                                              |         |         | Change  | Change  |
| Area                                         | 2011    | 2012    | 2011-12 | 2011-12 |
| Total Private                                | 255,470 | 250,781 | -4,689  | -1.8    |
| Goods Producing Industries                   | 68,259  | 67,956  | -303    | -0.4    |
| Natural Resources, Mining & Construction     | 4,194   | 3,994   | -200    | -4.8    |
| Manufacturing                                | 64,065  | 63,962  | -103    | -0.2    |
| Service Producing Industries                 | 153,319 | 150,004 | -3,315  | -2.2    |
| Trade, Transportation, and Utilities         | 51,064  | 50,682  | -382    | -0.7    |
| Financial Activities                         | 13,412  | 13,506  | 94      | 0.7     |
| Education and Health Services                | 37,799  | 37,934  | 135     | 0.4     |
| Leisure and Hospitality                      | 19,527  | 18,822  | -705    | -3.6    |
| Information, Professional, Business Services | 23,691  | 21,520  | -2,171  | -9.2    |
| Other Services                               | 7,826   | 7,540   | -286    | -3.7    |
| Government                                   | 33,892  | 32,821  | -1,071  | -3.2    |

Source: WI Department of Workforce Development Quarterly Census of Employment and Wages for years shown; and Bay-Lake Regional Planning Commission 2012.

In 2012, despite the economic downturn impacting most all industry sectors, the Manufacturing Sector continued to be the largest source of employment for workers in the district. As shown in Figure 3, 63,962 people worked in Manufacturing followed by Financial Services (50,682) and Education and Health Services (37,934).

Figure 3: District Employment by Super Sector, 2012



Source: WI Department of Workforce Development Quarterly Census of Employment and Wages for years shown; and Bay-Lake Regional Planning Commission 2012.

Based on an analysis conducted by the Office of Economic Advisors within the Wisconsin Department of Workforce Development, employment projections are made in 10-year increments for each of the designated workforce development areas. As seen in Table 9, it is anticipated that there will be an overall two percent increase in full and part-time nonfarm employment from 2008 to 2018. The Education and Health Services industries are expected to add 7,600 jobs for a 13.6



percent increase, followed by Leisure and Hospitality with 1,750 new jobs reflecting a 12.7 percent gain. As seen with current job losses, Manufacturing as a whole is predicted to lose employment during this time period with Fabricated Metal Product Manufacturing experiencing the greatest contraction.

Table 9: Bay Area Workforce Development Employment Projections, 2008-2018

|              |                                                      | Estimated Employment (Full and Part-Time) |         |        |                |  |  |
|--------------|------------------------------------------------------|-------------------------------------------|---------|--------|----------------|--|--|
| NAICS        | Industry Title                                       | 2008                                      | 2018    | Change | Percent Change |  |  |
|              | Total, All Nonfarm Industries                        | 313,480                                   | 320,290 | 6,810  | 2.2            |  |  |
| 1133, 21, 23 | Construction/Mining/Natural Resources                | 13,480                                    | 14,140  | 660    | 4.9            |  |  |
| 31-33        | Manufacturing                                        | 75,220                                    | 67,030  | -8,190 | -10.9          |  |  |
| 311          | Food Manufacturing                                   | 11,160                                    | 11,170  | 10     | 0.1            |  |  |
| 332          | Fabricated Metal Product Manufacturing               | 15,570                                    | 14,020  | -1,550 | -10.0          |  |  |
| 333          | Machinery Manufacturing                              | 7,190                                     | 6,900   | -290   | -4.0           |  |  |
| 42,44-45     | Trade                                                | 43,530                                    | 43,400  | -130   | -0.3           |  |  |
| 452          | General Merchanidise Stores                          | 7,770                                     | 8,110   | 340    | 4.4            |  |  |
| 48-49,22     | Transportation and Utilities (including US Postal    | 16,740                                    | 17,130  | 390    | 2.3            |  |  |
| 52-53        | Financial Services                                   | 17,020                                    | 17,370  | 350    | 2.1            |  |  |
|              | Education and Health Services (Including State and   |                                           |         |        |                |  |  |
| 61-62        | Local Government)                                    | 56,050                                    | 63,650  | 7,600  | 13.6           |  |  |
| 611          | Educational Services                                 | 20,130                                    | 20,400  | 270    | 1.3            |  |  |
| 622          | Hospitals                                            | 11,990                                    | 13,510  | 1,520  | 12.7           |  |  |
| 71-72        | Leisure and Hospitality                              | 29,710                                    | 31,460  | 1,750  | 5.9            |  |  |
|              |                                                      |                                           |         |        |                |  |  |
| 51,54-56,81  | Information/Professional Services and Other Services | 43,000                                    | 46,780  | 3,780  | 8.8            |  |  |
|              | Government                                           | 18,730                                    | 19,330  | 600    | 3.2            |  |  |

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, 2012.

Note: Includes Menominee and Shawano Counties

## Per Capita Personal Income

From 2005 to 2007, the district saw an overall strong 10.6 percent increase in per capita personal income (PCPA). Wisconsin, by comparison, experienced a 10.9 percent increase and the United States reporting a slightly higher number of 11.3 percent. All eight counties experienced an increase in per capita personal income of 8.7 percent or greater (Table 8) during this same three-year time period. The percent increases ranged between 8.7 percent in Brown County to 14.5 percent in Door County followed by Kewaunee County at 11.3 percent.

The average per capita personal income of the district in 2007 was \$33,466, substantially below Wisconsin at \$36,272 and the United States with \$38,615 for the same year. Door County is the lone county within the district with a per capita personal income above the national average with \$39,470. In addition to Door County, Sheboygan County did exceed the state average in 2007 with a PCPA of \$37,736. By comparison, Florence County's PCPA is 76 percent of the national average, 81 percent of Wisconsin's average, and 88 percent of the average for the district in 2007.

Table 10: Per Capita Personal Income, 2008-2010, Bay-Lake District, State, and United States

|               |               |           |        |         |                 | Percent Change |         |  |
|---------------|---------------|-----------|--------|---------|-----------------|----------------|---------|--|
|               |               | (Dollars) |        | Percent | Change          | Compared to US |         |  |
| Area          | 2008 2009 203 |           | 2010   | 2008-09 | 2008-09 2009-10 |                | 2009-10 |  |
| Brown         | 38,651        | 37,457    | 38,179 | -3.1    | 1.9             | 0.6            | 0.7     |  |
| Door          | 41,036        | 39,327    | 41,610 | -4.2    | 5.8             | 0.8            | 2.1     |  |
| Florence      | 32,191        | 32,581    | 35,235 | 1.2     | 8.1             | -0.2           | 2.9     |  |
| Kewaunee      | 35,430        | 34,497    | 36,583 | -2.6    | 6.0             | 0.5            | 2.2     |  |
| Manitowoc     | 35,656        | 35,139    | 35,777 | -1.4    | 1.8             | 0.3            | 0.6     |  |
| Marinette     | 32,312        | 31,769    | 34,690 | -1.7    | 9.2             | 0.3            | 3.3     |  |
| Oconto        | 33,277        | 33,064    | 34,415 | -0.6    | 4.1             | 0.1            | 1.5     |  |
| Sheboygan     | 40,691        | 38,165    | 41,681 | -6.2    | 9.2             | 1.2            | 3.3     |  |
| District      | 36,156        | 35,250    | 37,271 | -2.5    | 5.7             | 0.5            | 2.0     |  |
| Wisconsin     | 38,172        | 36,970    | 38,225 | -3.1    | 3.4             | 0.6            | 1.2     |  |
| United States | 40,947        | 38,846    | 39,937 | -5.1    | 2.8             | 1.0            | 1.0     |  |

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Accounts of 4/25/2012 and the Bay-Lake Regional Planning Commission 2012.

## **Tourism**

Tourism continues to be the third largest industry in the State of Wisconsin behind manufacturing and agriculture. As shown in Table 9, expenditures are what travelers spent on lodging, food, retail sales, recreation, etc. Local revenues are property taxes, sales taxes, lodging taxes, etc. collected as a result of travelers.

The district has three counties ranking in the top ten in 2008 tourism expenditures. According to the Wisconsin Department of Tourism, Brown County ranked 5<sup>th</sup> in the state with annual expenditures of \$557 million, followed by Door County at 6<sup>th</sup> (up from 7<sup>th</sup> in 2007) at nearly \$484 million, and Sheboygan County coming in at a strong 9<sup>th</sup> with \$344 million. For the remaining five counties in the district; Manitowoc ranked 27<sup>th</sup> (down from 26<sup>th</sup> in 2007), Marinette 30<sup>th</sup> (up from 31<sup>st</sup> in 2007), Oconto 46<sup>th</sup> (down from 45<sup>th</sup> in 2007), and Kewaunee 65<sup>th</sup>, and Florence 70<sup>th</sup> remained the same position as 2007. Door County saw a tremendous spike of nearly \$80 million in expenditures from 2007 to 2008. In contrast, Sheboygan County experienced an \$8 million decrease during this same time period. Overall, the district had an increase of \$262 million in new expenditures from 2007 to 2008. Door (\$1.7 million) and Brown (\$1.3 million) enjoyed the largest increase in local revenue from 2007 to 2008. Combined, there were \$3.6 million, or nearly a five percent gain in new local revenues during this period of time, while the state came in at just over a percent increase.

Table 11: Tourism Revenue by County, 2007 and 2008, District, and State

|           | Township I to your of the state |                |             |         |                  |             |            |         |            |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|---------|------------------|-------------|------------|---------|------------|
|           | Expend                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | itures \$      |             | Percent | Local Revenue \$ |             |            | Percent | 2008 State |
| Area      | 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2008           | Difference  | Change  | 2007             | 2008        | Difference | Change  | Rank       |
| Brown     | 530,063,680                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 557,723,866    | 27,660,186  | 5.2     | 21,648,000       | 22,920,000  | 1,272,000  | 5.9     | 5          |
| Door      | 404,194,585                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 483,861,040    | 79,666,455  | 19.7    | 20,203,000       | 21,927,000  | 1,724,000  | 8.5     | 6          |
| Florence  | 19,310,533                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 19,107,666     | -202,867    | -1.1    | 968,990          | 989,335     | 20,345     | 2.1     | 70         |
| Kewaunee  | 31,749,848                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 32,159,513     | 409,665     | 1.3     | 1,306,000        | 1,323,000   | 17,000     | 1.3     | 65         |
| Manitowoc | 131,178,105                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 132,261,444    | 1,083,339   | 0.8     | 5,398,000        | 5,442,000   | 44,000     | 0.8     | 27         |
| Marinette | 113,662,519                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 116,624,094    | 2,961,575   | 2.6     | 5,703,511        | 6,038,430   | 334,919    | 5.9     | 30         |
| Oconto    | 70,602,813                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 69,117,362     | -1,485,451  | -2.1    | 3,542,802        | 3,578,680   | 35,878     | 1.0     | 46         |
| Sheboygan | 352,495,612                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 344,584,233    | -7,911,379  | -2.2    | 17,687,997       | 17,841,491  | 153,494    | 0.9     | 9          |
| District  | 1,493,353,238                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1,755,439,218  | 262,085,980 | 17.6    | 76,458,300       | 80,059,936  | 3,601,636  | 4.7     |            |
| Wisconsin | 12,775,536,247                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 13,115,616,078 | 340,079,831 | 2.7     | 638,226,000      | 664,111,000 | 25,885,000 | 4.1     |            |

Source: Wisconsin Department of Tourism 2009; and Bay-Lake Regional Planning Commission, 2009.

Statewide, tourism accounted for 310,330 full-time equivalent jobs in 2008, which is a noticeable increase from 2007's figure of 302,231. In 2008, there were 37,368 people living in the district and employed in the tourism business, which is down substantially by 3,821 workers

from the year before. Brown County leads the district with 13,198 individuals working in the tourism industry, followed by Door (8,471), Sheboygan (7,894), and Manitowoc with 3,114. Florence County's tourism businesses employed 437 people in 2008.

## **Agriculture**



New agriculture data will be available from the U.S. Department of Agriculture in 2012. Agriculture has and continues to be one of the district's largest economic clusters. As indicated in Table 12, the total market value of all agriculture products sold in 2007 for the entire district was over \$1 billion. According to the U.S. Department of Agriculture's National Agriculture Statistics Service, the value of these farm products grew by nearly 70 percent from 2002 to 2007. Kewaunee

County had the largest percent change in value of products sold with 86 percent, from \$105 million to just under \$195 million. Manitowoc County leads the district with 1,444 farms, although the county experienced a slight decline of 25 farms from the 2002 figure of 1,469. Oconto County saw the largest percentage change in land in farms from 2002 to 2007. The county lost nearly 13,000 acres during this time period due to the increasing urbanization of its southern towns.

Table 12: Agriculture Statistics, 2002 and 2007, District, and State

|           | Number | of Farms | Number | Land In Farms |            | Percent | Market Value  | Percent       |        |
|-----------|--------|----------|--------|---------------|------------|---------|---------------|---------------|--------|
| Area      | 2002   | 2007     | Change | 2002          | 2007       | Change  | 2002          | 2007          | Change |
| Brown     | 1,117  | 1,053    | -64    | 196,859       | 187,167    | -4.9    | 149,756,000   | 253,758,000   | 69.4   |
| Door      | 877    | 854      | -23    | 135,128       | 134,472    | -0.5    | 40,080,000    | 60,505,000    | 51.0   |
| Florence  | 121    | 115      | -6     | 21,360        | 20,264     | -5.1    | 1,440,000     | 2,485,000     | 72.6   |
| Kewaunee  | 915    | 893      | -22    | 174,212       | 175,449    | 0.7     | 104,815,000   | 194,915,000   | 86.0   |
| Manitowoc | 1,469  | 1,444    | -25    | 257,111       | 248,238    | -3.5    | 147,298,000   | 257,171,000   | 74.6   |
| Marinette | 729    | 746      | 17     | 148,777       | 144,303    | -3.0    | 40,850,000    | 66,904,000    | 63.8   |
| Oconto    | 1,132  | 1,244    | 112    | 218,887       | 205,924    | -5.9    | 73,988,000    | 115,830,000   | 56.6   |
| Sheboygan | 1,116  | 1,059    | -57    | 195,248       | 191,719    | -1.8    | 103,960,000   | 166,866,000   | 60.5   |
| District  | 7,476  | 7,408    | -68    | 1,347,582     | 1,307,536  | -3.0    | 662,187,000   | 1,118,434,000 | 68.9   |
| Wisconsin | 77,131 | 78,463   | 1,332  | 15,741,552    | 15,190,804 | -3.5    | 5,623,275,000 | 8,967,358,000 | 59.5   |

Source: U.S. Department of Agriculture, National Agriculture Statistics Service, 2008; and Bay-Lake Regional Planning Commission, 2009.

As reflected in Table 12 above, with the declining number of farms there continues to more and more land diverted from farming to other uses. That trend is also confirmed by the Wisconsin Agriculture Statistics Service's inventory of agriculture land sales. In Table 13, 5,521 acres of agriculture land was diverted to other uses during the 2008-2010 time period. Manitowoc County comprised the largest percentage of that figure with 24 percent, or 1,318 acres, or 45 percent. Brown County comprised 19 percent of that total number of acres and Oconto County saw nearly 1,000 acres diverted from farming, or 18 percent. Overall, Wisconsin saw over 77,000 acres diverted from farming to other uses during the three year period. In 2010, the value paid for the agriculture land ranged from \$1,233 to 6,227 per acre. The lowest per acre figure was in Florence County at \$1,233 to over \$6,000 in Brown County, which is lower per acre value than paid in either 2008 or 2009.

Table 13: Agricultural Land Diverted to Other Uses, 2005 - 2008, District, and State

|           | 2008     |          | 20       | 09       | 20       | 10       | Total Acres   |
|-----------|----------|----------|----------|----------|----------|----------|---------------|
|           | Acres    | Dollars  | Acres    | Dollars  | Acres    | Dollars  | Diverted From |
| Area      | Diverted | per acre | Diverted | per acre | Diverted | per acre | 2008-2010     |
| Brown     | 49       | 9,900    | 264      | 10,786   | 711      | 6,227    | 1,024         |
| Door      | 10       | 3,300    | 30       | 4,900    | 255      | 3,289    | 295           |
| Florence  | 0        | 0        | 0        | 0        | 12       | 1,233    | 12            |
| Kewaunee  | 0        | 0        | 51       | 3,945    | 665      | 3,851    | 716           |
| Manitowoc | 0        | 0        | 0        | 0        | 1,318    | 4,424    | 1,318         |
| Marinette | 0        | 0        | 0        | 0        | 383      | 2,250    | 383           |
| Oconto    | 113      | 3,400    | 0        | 0        | 886      | 2,393    | 999           |
| Sheboygan | 0        | 0        | 45       | 4,100    | 729      | 4,306    | 774           |
| District  | 172      |          | 390      |          | 4,959    |          | 5,521         |
| Wisconsin | 5,335    | 8,421    | 3,440    | 6,230    | 68,254   | 3,791    | 77,029        |

Source: Wisconsin Agricultural Statistics Service: Agricultural Land Sales: Land without Buildings or other Improvements; and Bay-Lake Regional Planning Commission, 2009.

## **INDUSTRY CLUSTERS**

According Dr. Michael Porter of the Harvard Business School, a cluster is defined as a concentration of companies and industries in a geographic region that are interconnected by the markets they serve and the products they produce, as well as their suppliers, trade associations and educational institutions. He claims clusters have been forming naturally for years, both in the U.S. and abroad. Cluster-based economic development initiatives have been built around the idea that nurturing the district's key industries improves the competitiveness of businesses within these industries, in turn boosting the regional economy. By combining the market knowledge and expertise of businesses with the talents and resources of government, education and economic development organizations, these industry clusters can collectively better prepare themselves to face the challenges created in the global marketplace.

Within the Bay-Lake District, there are several well established industry clusters that often encompass adjacent counties and communities. Northeast Wisconsin has and continues to be home to some of the most recognizable industry clusters in the world, such as:

- Paper Products
  Insurance Products
- Agriculture and Food ProcessingCustomer Service Center
- Printing and PublishingProduction Technology
- Maritime Vessels and EquipmentForestry Products
- ➤ Tourism ➤ Metal Manufacturing

The Bay-Lake and East Central Wisconsin Regional Planning Commissions applied for and received funding in 2011 from the Economic Development Administration to conduct a study using a Federal Community Trade Adjustment Assistance grant to expand global trade for small to medium-sized companies in the joint 18-county planning area. The two regional planning commissions hired the consulting firm, Newmark Knight Frank to conduct a study to identify those top industry sectors that have the capacity to expand their trade opportunities, along with

countries that have the need for products produced by these companies. The study identified the following industry sectors that would become the focus of the study:

Aerospace

Agriculture Equipment Manufacturing

Chemical Manufacturing

Food Processing

Many regional efforts focus on expanding the district's industry clusters, such as NEWREP, N.E.W. (Northeast Wisconsin) Manufacturing Alliance, and New North, Inc. to provide support and resources for these companies in their efforts to remain strong and competitive. Because of these new regional initiatives, there are many emerging new opportunities underway to grow these clusters, plus support new emerging clusters.

## STATE AND REGIONAL STRATEGIES

The Comprehensive Economic Development Strategy prepared by the Bay-Lake Regional Planning Commission is written and implemented to work in conjunction with other statewide, regional, and local economic development initiatives. The CEDS invokes a unifying economic development strategy for the district to help ensure all resources are being used as efficiently and effectively as possibly to accomplish the stated strategies within the plans. The economic development goals and objectives outlined in Chapter 2 of this CEDS were prepared to expand upon and support those initiatives provided within the following state and regional plans.

## **BE BOLD 1: Wisconsin Competitiveness Study**

In September 2009, the Wisconsin Economic Development Association (WEDA), Competitive Wisconsin, Inc., Wisconsin Counties Association and the research organization Wisconsin Economic Development Institute (WEDI) collaborated on an economic development study that focused on identifying and aligning policy, programs and organizations to competitively position Wisconsin for the global marketplace. The study's ambitious goal was to build upon Wisconsin's solid foundation by enhancing or creating new strategic investment, employment, and growth-related initiatives. The Wisconsin Competitiveness Study directed its attention squarely on producing a well-reasoned, executable economic development strategy for improving Wisconsin competitiveness and positioning the state for business growth, job creation and increased per capita income of our residents. The objectives of the study included:

- 1. Benchmark Wisconsin against various regional and national competitors on a variety of business climate factors.
- 2. Evaluate Wisconsin's competitiveness in selected industry sectors with best practice regions.
- 3. Recommend improvements to existing economic development strategies and structures to promote growth throughout the state.
- 4. Create consensus with economic development stakeholders across the state related to the conclusions of this study and proposed next steps.

## **Wisconsin Economic Development Corporation**

Wisconsin Economic Development Corporation (WEDC), formed in 2011 as a public-private entity, leads economic development efforts for the state and nurtures business growth and job creation by advancing Wisconsin's business climate. WEDC partners with 650 economic development organizations throughout Wisconsin to serve businesses looking to start, grow or relocate. WEDC has four focus areas: business and industry development, economic and community development, entrepreneurship and innovation, and international business development.

## WEDC Strategic Plan:

http://wedc.org/wp-

content/uploads/2012/02/5650\_WEDC\_StrategicPlan\_Final\_onepage.7.11.2012.3.pdf

WEDC Operations Plan: <a href="http://wedc.org/wp-">http://wedc.org/wp-</a>

content/uploads/2012/07/2012\_WEDC\_OpsPlan\_final.pdf

## **BE BOLD 2: Growing Wisconsin's Talent Pool**

BE BOLD I, Competitive Wisconsin, Inc.'s 2010-11 strategic initiative, offered recommendations that have transformed and energized economic development in Wisconsin, including the creation of the Wisconsin Economic Development Corporation (WEDC), the retooling of Wisconsin's economic development incentives, the development of a state marketing program, along with the identification of a statewide inventory of certified sites. The BE BOLD 2 study released its results in October 2012 after a year-long examination of the state's job skills challenges and opportunities. Prompted by growing concerns about existing skills gaps and the effects an aging workforce will have on employer ability to meet future needs, the study was undertaken in partnership with the globally renowned talent development and acquisition strategist, ManpowerGroup. The strategic goals prepared as a result of the study include:

- 1. Focus strategic management by replacing the Governor's Council on Workforce Investment and the Governor's Council on Workforce and College Readiness with a new Governor's Talent Development and Acquisition Council (Talent Council).
- 2. Provide the Talent Council oversight of a \$100-million Talent Development Fund to enhance the ability of Wisconsin workers, employers, educators, trainers, economic development professionals and communities to respond to supply and demand changes in critical skill clusters.
- 3. Develop a comprehensive talent supply and demand projection for Wisconsin that examines the skills required by Wisconsin's employer groups.
- 4. Develop the most comprehensive real-time workforce/talent data warehouse in the nation.
- 5. Develop a mobile application that provides job and career information on demand to everyone.
- 6. Leverage real-time data, innovation and educational and training best practices to maximize citizen benefit from Wisconsin's world-class education and training systems.

- empowering citizens to engage in lifelong learning that enhances employability and employment security.
- 7. Support internships and experiential learning in targeted skill sets by enabling youth to enter the world of work by encouraging employers to align internships, apprenticeships and applied learning programs with the skill clusters roadmap.
- 8. Alert employers and workers to Wisconsin's ability to supply job creators in the United States and worldwide with the best, rightly-skilled talent in the world.

## **USDA-Rural Development-Wisconsin Office**

The United States Department of Agriculture's Rural Development Office is committed to helping improve the economy and quality of life in rural America. Through their programs, they touch rural America in many ways. USDA's financial programs support such essential public facilities and services as water and sewer systems, housing, health clinics, emergency service facilities and electric and telephone service. The office promotes economic development by supporting loans to businesses through banks, credit unions and community-managed lending pools. In addition, technical assistance and information is provided to help agricultural producers and cooperatives get started and improve the effectiveness of their operations. Also, USDA staff provide technical assistance to help communities undertake community empowerment programs. USDA Rural Development has a \$172 billion portfolio of loans and will administer \$20 billion in loans, loan guarantees and grants through our programs at the conclusion of FY2012. Its mission is achieved by helping rural individuals, communities and businesses obtain the financial and technical assistance needed to address their diverse and unique needs.

## New North, Inc.

New North, Inc. was established in 2005 to address the results of the Northeast Economic Opportunities Study unveiled in 2004. This 501(c)3 corporation works to foster collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin. Its mission is to harness and promote the region's resources, talents and creativity for the purposes of sustaining and growing our regional economy. The six key initiatives of New North, Inc. are as follows:

- Attract, develop and retain diverse talent
- Foster targeted industry clusters and new markets
- Support an entrepreneurial climate and small business
- Encourage educational attainment
- Elevate sustainability as an economic driver
- Promote the regional brand

## Northeast Wisconsin Regional Economic Partnership (NEWREP)

NEWREP was created in 2002, when then Governor Scott McCallum announced the creation of the "Build Wisconsin" program. The program was designed with the goal of creating a higher standard of living and enhancing the overall economic climate in Wisconsin through cooperative regional partnerships. NEWREP is comprised of 16 northeast Wisconsin counties, plus the Menominee Tribe. While NEWREP's focus is on businesses engaged in research and the development of advanced products, NEWREP also assists businesses that use advanced

technology in their production, operations or manufacturing processes. NEWREP's members have also elected to pursue initiatives dedicated to seeking solutions in a collaborative manner that will have a regional impact. By working together, the region can achieve broader economic and business development objectives that will enhance the entire region's economic and business development environment and the quality of life of people living and working throughout the NEWREP area. This group of economic development professionals offers:

- community-specific economic development programs
- access to workforce and training programs
- information about local buildings, sites, industrial/commercial parks
- financing program support and technical direction
- technical support for business development projects
- local advocacy and liaison for resident and new business investment
- community and state program liaison

## **Bay-Area Workforce Development**

Bay Area Workforce Development Board serves eleven counties in Northeast Wisconsin, including the counties of Shawano, Outagamie, and Menominee and the Oneida Nation. The Bay Area Workforce Development Board, Inc., consisting of selected community representatives, develops a skilled workforce by strategically allocating and coordinating resources to address community needs by working through others for the benefit of all. The vision of the Bay Area Workforce Development Board is that job skills and educational levels are increased, quality of life of all individuals is enhanced, while employers' needs are met. The Bay Area Workforce Development Board is responsible in advancing Wisconsin Governor Scott Walker's workforce vision and priorities. Wisconsin's Workforce Investment Act (WIA) encompasses the following guidelines with the focus on a more flexible, nimble and effective system, Governor Walker has articulated his vision for a workforce system in Wisconsin that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

In order to achieve the Governor's vision, the following key workforce investment priorities have been developed in cooperation with the Council on Workforce Investment (CWI). The following six of the eight priorities are relevant to WIA activities:

- 1. Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- 2. Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- 3. Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- 4. Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative;

- 5. Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- 6. Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

## Northeast Wisconsin Educational Resource Alliance (NEW ERA)

**Mission Statement**: NEW ERA is a consortium that fosters regional partnerships among the public colleges and universities in the New North to better serve the educational needs of the 1.2 million people in northeast Wisconsin.

**Vision Statement**: NEW ERA will be a national leader in collaborating to:

- 1. Serve northeast Wisconsin with quality seamless education;
- 2. Provide essential educational resources for communities, business and government; and
- 3. Drive regional-and thereby state-economic vitality.

## **Regional Transportation Program**

A Regional Transportation Work program is completed each year by the Bay-Lake Regional Planning Commission as required by the Wisconsin Department of Transportation. The work program focuses on both area-wide and local transportation issues. Planning activities within the work program include:

- Bicycle
- Airport
- Rail
- Highway Corridor
- Port and Harbor
- Specialized Transportation



## **Other Regional Initiatives**

NEW Manufacturing Alliance: The NEW Manufacturing Alliance is a group of manufacturers, working with educational institutions, workforce development boards, chambers of commerce and state organizations to promote manufacturing in our region. The alliance's vision is to unite northeast Wisconsin manufacturers to strengthen our position as a world-leading region of advanced manufacturing opportunities. The goals of the alliance are to:

- 1. Create a positive view of manufacturing careers in our area.
- 2. Grow partnerships with K-16, media and other manufacturers
- 3. Promote workforce development.
- 4. Advance collaboration efforts that promote the health of manufacturing.

*North Coast Marine Manufacturing Alliance:* The purpose of the alliance is to convene the ship, yacht and boat manufactures in the region to work in partnership with the leaders in workforce development, educational institutions, and economic development to promote, develop, and grow the industry. Their strategies:

Attracting, recruiting and training a highly skilled workforce;

- Promoting the North Coast region as a center of marine manufacturing excellence;
- Developing the supply chain both in and outside the region;
- Sharing best practices for operational process improvement; and
- Strengthening industry-government relations.

At the heart of the marine industry, whether the project involves boats, yachts or ships, there is a highly skilled workforce with an unwavering passion. And their passion is demonstrated through award-winning designs, billion-dollar contracts, and hundred-year-old histories.

Lakeshore Health Care Alliance: This alliance is a collaboration of health care, educational and community organizations. This alliance addresses health care workforce development in Sheboygan and Manitowoc Counties by:

- Sharing information
- Identifying needs
- Supporting new and expanding educational opportunities
- Keeping health care careers and career ladders visible

## **CHAPTER TWO: PROGRAM REPORT AND EVALUATION**

The Commission prepares an annual economic development work program to help achieve the goals and objectives as outlined in the Comprehensive Economic Development Strategy. This chapter presents an inventory of individual community and regional economic development projects that were completed as a part of the implementation of the Commission's adopted strategy. For a complete list of CEDS objectives and strategies to implement these goals, please see Appendix B.

The Goals for the District are:

- GOAL 1: To improve the district's long-term economic health and viability through business attraction, development, and expansion.
- GOAL 2: To strengthen the capabilities of counties and local communities to grow, attract, and retain businesses and a skilled labor force.
- GOAL 3: To promote environmental and economic development sustainable communities and businesses.
- GOAL 4: To Promote Regional Economic Development and Planning.

## ECONOMIC DEVELOPMENT WORK PROGRAM

## **CEDS Annual Report**

For close to four decades, the Commission has received an annual planning grant award from EDA to prepare and administer and economic development strategy for the district. In 2009, EDA began approving three-year technical assistance grants to eliminate paperwork and enable economic districts to focus more of their attention on assisting communities. The latest grant was awarded in 2009 for the years 2010, 2011, and 2012. The following activities are to be completed under the economic development program funded in part by EDA that is included as a section within the Commission's annual work program.

## **Technical Assistance**

The Commission serves as the district office for the Economic Development Administration. As an EDA district office, the Commission's function is to market the EDA programs, solicit potential projects from communities within the region, act as a liaison with the staff at the EDA regional office in Chicago to ensure projects meet program requirements, and assist in the preparation of pre-applications including the gathering of necessary project information and mapping. At the request of the community, Commission staff can prepare EDA grant applications.

Commission staff are requested to participate in a technical advisory capacity for a variety of activities and projects each year. This includes writing grants, serving as a resource for the completion of grants, working on steering committees, and providing and analyzing data for regional studies.

## **EDA Grant Writing Assistance**

The Commission anticipated providing technical assistance in the preparation of two EDA grant pre-applications for communities in the Bay-Lake Region. This included the gathering of necessary project information with possible map preparation, pre-application review, and working with EDA officials to ensure they have all the necessary project information. This assistance will be targeted to projects listed in the *CEDS* project inventory.

<u>Performance Measure</u>: Meet with a minimum of four communities to discuss their *CEDS* projects and determine funding eligibility for EDA grant programs and submittal of one pre-application.

## **Other Grant Writing Assistance**

In addition to the EDA grant writing assistance, Commission staff assisted local units of government with grant writing for other federal and state agencies. This assistance may be in the form of meeting attendance, data gathering and analysis, information dissemination, preapplication writing assistance, grant administration, and grant close-out documentation.

<u>Performance Measure</u>: Meetings with a minimum of four communities to discuss their *CEDS* projects and potential federal and state grant programs and submittal of one grant application.

## **Workshops and Conferences**

Commission staff have either attended or participated in the planning of various development related conferences and workshops over the past year.

<u>Performance Measure</u>: Attend at least one workshop, such as the Wisconsin Economic Development Association's Governor's Conference.

## **Environmental Cleanup**

The Commission undertook activities that encourage the coordination and implementation of environmental cleanup programs.

<u>Performance Measure</u>: Participation in the Wisconsin Brownfields Coalition (WBC), supporting local efforts to redevelop brownfields for economic and health benefits, and preparing strategies for local governments to address their brownfield sites through their comprehensive planning process.

## **Plant Closing Notification**

Commission staff continued to keep the Economic Development Administration apprised of any major plant layoffs or closings in the District.

<u>Performance Measure</u>: Timely notification of the economic development representative of any major plant layoffs or closing in the Bay-Lake District.

## **Commission Committees**

The Commission has continued facilitation of its Economic Development Advisory Committee (EDAC).

Performance Measure: Hold four meetings each year of the EDAC.

## Northeast Wisconsin Regional Economic Partnership (NEWREP)

Commission staff serve in an adhoc board member for the partnership

<u>Performance Measure</u>: Attendance at bi-monthly NEWREP Board meetings and provide technical assistance as needed.

## **Global Trade Stakeholder Committee**

The Commission will serve as a stakeholder committee member to implement the strategies outlined in the 2012 Global Trade Strategy.

<u>Performance Measure</u>: Attend scheduled meetings and teleconferences of both the stakeholder and committee meetings.

## **Community Economic Development Planning**

## **Economic Development Element for Local Comprehensive Plans**

The Commission drafted and presented the socio-economic chapters for comprehensive plans for local units of government. These chapters contain strategies for economic development.

<u>Performance Measure</u>: Completion of the housing and economic development elements of four local comprehensive plans.

## **Other Economic Planning Assistance**

The Commission provided additional economic planning assistance by reviewing environmental plans for development projects, presenting at workshops/conferences, drafting tax incremental financing project plans, and providing input on various development plans.

Performance Measure: Provide economic planning assistance to four communities.

## **Encourage Continued Growth and Stability of the Region's Growth Centers**

The Commission will work with one of the region's growth centers (the City of Green Bay, City of Marinette, City of Sturgeon Bay, cities of Manitowoc and Two Rivers, and the City of Sheboygan) economic development staff to implement one of the priority *CEDS* projects.

<u>Performance Measure</u>: Implementation of one *CEDS* project for one of the region's growth centers.

## **Regional Economic Development Initiatives**

Under this element, the Commission will undertake economic studies of regional significance.

<u>Performance Measure</u>: Submittal of an application to EDA or other state or federal agencies to develop and implement regional strategies, such as the 2012 Global Trade Strategy.

## **Regional Comprehensive Plan-Economic Element**

The Commission completed the economic element of the regional comprehensive plan. The economic element will be consistent with the *CEDS*.

<u>Performance Measure</u>: Completion of an update to the economic element of the regional comprehensive plan.

## **Economic Development Program Coordination**

The Commission held quarterly meetings of its Economic Development Advisory Committee to help coordinate and monitor economic development activities within the region.

Commission staff continued to monitor state and federal economic development programs to be able to provide information on those programs to various public and private interests as requested. This includes supporting projects under consideration for funding under the American Recovery and Reinvestment Act.

Commission staff continued to participate in the Northeast Wisconsin Regional Economic Partnership (NEWREP) consisting of one Indian Nation, and 15 counties covering two regional planning commissions.

Commission staff provides technical assistance as requested to New North, Inc. New North is a public/private partnership initiating efforts to promote stronger regional economic development initiatives within an 18 county region of northeast Wisconsin.

Commission staff serve on regional committees like the Northwoods Economic Development and Sustainable Forestry Steering Committees to promote initiatives to grow and diversify a six county region to include Oconto, Marinette, and Florence counties.

#### **CHAPTER THREE: ECONOMIC DEVELOPMENT PROJECTS**

#### **ECONOMIC DEVELOPMENT PROJECT INVENTORY**

In May 2012, the Commission sent its annual project survey to each member county and local units of government within the eight-county district to solicit their priority community economic development projects. A copy of the 2012 Community Survey is provided as Appendix C. A total of 121 projects were submitted for the district's project list. A summary of the many types of projects submitted is provided in Table 14. Based on the submission provided by the counties and communities, 36 are development related projects, which account for nearly 30 percent of the total number of projects submitted. The second highest project type was categorized as infrastructure with 23 projects or 19 percent, followed by planning related projects at nearly 12 percent or 14 projects. For a complete list of projects submitted by community within the district, please see Appendix D.

Table 14: 2012 Projects Submitted by Type

| Project Type       |       | Number | Percent |
|--------------------|-------|--------|---------|
| Development        |       | 36     | 29.8    |
| Infrastructure     |       | 23     | 19.0    |
| Planning           |       | 14     | 11.6    |
| Recreation         |       | 11     | 9.1     |
| Community Facility |       | 9      | 7.4     |
| Downtown           |       | 6      | 5.0     |
| Waterfront         |       | 5      | 4.1     |
| Assistance         |       | 4      | 3.3     |
| Incubator          |       | 3      | 2.5     |
| Transportation     |       | 3      | 2.5     |
| Public Utility     |       | 3      | 2.5     |
| Industrial Park    |       | 2      | 1.7     |
| Energy             |       | 1      | 0.8     |
| Marketing          |       | 1      | 0.8     |
|                    | Total | 121    | 100.0   |

Source: Bay-Lake Regional Planning Commission, 2012.

#### ECONOMIC DEVELOPMENT PROJECTS RANKING

As part of the survey process, communities were also asked to identify one project they would like to complete first. For their priority project, they provided key details as to its status of that project in terms of funding, permitting, jobs created/retained, etc. The Economic Development Advisory Committee (EDAC) then collectively ranked the priority projects on a regional basis using the criteria listed below. Projects could achieve a total of **50 points** based on the following criteria:

- 1) the project is ready to go including financing, engineering work, and application for permits;
- 2) the number of jobs created or retained by the project;

- 3) the cost of the project per job;
- 4) the relative local importance of the number jobs created/retained;
- 5) the county unemployment rate (24 month average);
- 6) the county per capita personal income (2010);
- 7) the overall benefit of the project to the county as a region; and
- 8) other significant benefits of the project to the BLRPC region.

For the complete list of scoring criteria with points allocation, please see Appendix E.

Table 15 is a listing of the priority projects as scored by the Economic Development Advisory Committee (EDAC) in August of 2012. The table summary is followed by a brief paragraph description of those projects. <u>Please note</u>: Not all requested information on the survey was submitted for some projects. Projects were scored based on the information provided.

The highest scored projects were:

- 1) the Demolition and Redevelopment of the Former Mirro Plan in the City of Manitowoc (28 pts.);
- 2) the Expansion of the Business Park by 30 Acres in the City of Algoma (27 pts.);
- 3) the Redevelopment of the Formrite property in the City of Two Rivers (26 pts.);
- 4) the Modification of the Advance Business and Manufacturing Center for Composites Research Testing Center and basic Metal Fabrication Shop on the NWTC Campus in green Bay (23 pts); and
- 5) the Extension of Water and Sewer Lines along CTH A to the East of USH 141 (20 pts.).

To assist local community and economic development staff in identifying appropriate resources for completing these projects, a complete list of resources contacts is provided as Appendix F of this document.

Table 15: 2012 Priority Project Scoring Results

|           |                                         | Project            | Project                                                                              | Ready | Number  | Cost per | Significance | Unemployment Per Capita | Per Capita | Regional         | Other  |       |
|-----------|-----------------------------------------|--------------------|--------------------------------------------------------------------------------------|-------|---------|----------|--------------|-------------------------|------------|------------------|--------|-------|
| County    | Community                               | Type               | Title                                                                                | to Go | of Jobs | doL      | of Jobs      | Kate                    | Income     | Economic Benefit | Impact | Total |
|           |                                         |                    | Modification of Advance Business and<br>Manufacturing Center for Composites Research |       |         |          |              |                         |            |                  |        |       |
| Brown     | Brown County                            | Incubator          | Testing Center and Basic Metal Fabrication Shop                                      | 0     | 5       | 4        | 5            | 1                       | 3          | 5                | 0      | 23    |
| Florence  | Town of Aurora                          | Infrastructure     | Update of Sanitary District                                                          | 0     | 2       | 4        | 1            | 2                       | 3          | 1                | 4      | 17    |
| Florence  | Town of Florence                        | Industrial Park    | Finish Existing Industrial Park & Development                                        | 2     | 3       | 2        | 5            | 2                       | 3          | 1                | 0      | 18    |
|           |                                         |                    | Expansion of the business park by an additional                                      |       |         |          |              |                         |            |                  |        |       |
| Kewannee  | City of Algoma                          | Industrial Park    | 30 acres.                                                                            | 9     | 5       | 4        | 5            | 1                       | 3          | 3                | 0      | 27    |
| Kewannee  | City of Kewaunee                        | Development        | Waterfront Redevelopment                                                             | 2     | 0       | 0        | 0            | 1                       | 3          | 1                | 3      | 10    |
| Manitowoc | Village of Cleveland                    | Infrastructure     | Centerville Creek/Hika Park Restorations                                             | 1     | 0       | 0        | 0            | 2                       | 3          | 1                | 3      | 10    |
| Manitowoc | Village of Mishicot                     | Infrastructure     | VFW Park River Access                                                                | 3     | 0       | 0        | 0            | 2                       | 3          | 0                | 1      | 6     |
| Manitowoc | Village of Reedsville                   | Infrastructure     | Manitowoc Street Bridge                                                              | 0     | 0       | 0        | 0            | 2                       | 3          | 0                | 4      | 6     |
| Manitowoc | City of Manitowoc                       | Development        | Demo-Redevelopment of Former Mirro Plant                                             | 2     | 5       | 1        | 3            | 2                       | 3          | 5                | 7      | 28    |
| Manitowoc | City of Two Rivers                      | Development        | Formrite Company Property Redevelopment                                              | 1     | 3       | 2        | 3            | 2                       | 3          | 3                | 6      | 26    |
| Marinette | Village of Wausaukee                    | Downtown           | USH 141/Main Street Redevelopment                                                    | 1     | 0       | 0        | 0            | 5                       | 5          | 3                | 2      | 16    |
| Marinette | City of Niagara                         | Infrastructure     | Sewer System Main and River Street                                                   | 0     | 0       | 0        | 0            | 5                       | 5          | 0                | 3      | 13    |
| Oconto    | Town of Chase                           | Infrastructure     | Sewer and Water Expansion                                                            | 0     | 0       | 0        | 0            | 3                       | 5          | 1                | 0      | 6     |
| Oconto    | Town of Maple Valley                    | Infrastructure     | Rebuild 1/2 Mile of Clay Road                                                        | 0     | 0       | 0        | 0            | 3                       | 5          | 0                | 0      | 8     |
| Oconto    | Town of Morgan                          | Community Facility | New Town Hall                                                                        | 0     | 0       | 0        | 0            | 3                       | 5          | 0                | 0      | 8     |
| Oconto    | Village of Lena                         | Infrastructure     | USH 141 and CTH A Infrastructure Extension                                           | 3     | 2       | 1        | 3            | 3                       | 5          | 3                | 0      | 20    |
| Sheboygan | Village of Elkhart Lake Industrial Park | Industrial Park    | Industrial Park Development                                                          | 2     | 0       | 0        | 0            | 1                       | 1          | 3                | 0      | 7     |
| Sheboygan | Village of Howards Grove Housing        | Housing            | Harvest Home Realty, LLC                                                             | 0     | 0       | 0        | 0            | 1                       | 1          | 0                | 3      | 5     |
| Sheboygan | Village of Waldo                        | Infrastructure     | Bridge/Culvert Improvement/Replacement                                               | 1     | 0       | 0        | 0            | 1                       | 1          | 0                | 0      | 3     |

#### **Brown County**

## Brown County (Advance) – Modification of Advance Business and Manufacturing Center to Create a NE Wisconsin Composites Research and Testing Center and Basic Metal fabrication Facility

Advance, in conjunction with the NEW Manufacturing Alliance, North Coast Marine Alliance, and NWTC, proposes to establish a composites research and testing center with metal fabrication capabilities. Total cost of the project is \$2.2 million with public financing comprising 70 percent of the cost and the private sector contributing another 30 percent. Less than ½ of the financing and engineering work has been completed and no work has started on government approvals. There is not imminent threat to health, does not include housing, downtown revitalization or related to tourism or public facility improvements. Job creation ranges from 100s to 1,000s based on current job creation numbers generated by the incubator. The four partners involved in the project have identified this facility as a high priority within their respective long-range plans.

#### **Florence County**

#### Town of Aurora – Update Sanitary District

The update to the sanitary district will eliminate ammonia before discharged into the Menominee River. The \$130,000 needed for the project will come from public funding (25 percent) and the remaining from private sources. The project does address a public health concern. The district update does not address housing, downtown revitalization, or recreation. Seven jobs will be created and one retained.

#### **Kewaunee County**

#### City of Algoma - Business Park Expansion

The city will develop approximately 30 acres of additional business park property and have estimated the cost of \$682,920 for infrastructure to include street, sewer, water, curb, gutter, and utilities. Planning has already begun for the parceling out of the lots. 150 jobs are expected to be created and/or retained with this expansion.

#### City of Kewaunee - Waterfront Redevelopment

The waterfront redevelopment is estimated to cost nearly \$14 million with the project cost split 50-50 between public and private funding sources. The Waterfront Redevelopment Project will provide the City of Kewaunee with an opportunity to integrate the community's greatest natural features with its greatest economic development opportunities. The city is determined to take a proactive role in the redevelopment of their waterfront. Less than ½ of the funding and engineering work are completed. Permitting has not started. It does not address an imminent health concern, housing, downtown revitalization, or recreation. No jobs were indicated as being created or retained.

#### **Manitowoc County**

#### Village of Cleveland - Centerville Creek/Hika Park Restoration

Cost of the project is unknown and no public or private money has been raised for the improvements. Engineering work is not applicable and government approvals nearly completed.

The project includes stream rehabilitation; removal of invasive species with wetland restoration; construction of walking paths and interpretive trail; bridge for non-motorized over the creek; and relocation of the public works facility. Remedies cladofora problems and an unsafe walkway and improves the local park. The project does not have a threat to public health; is not housing related; not part of downtown revitalization; and includes no brownfields. No jobs created or retained. Part of the village's facilities study and 20-year comprehensive plan.

#### Village of Mishicot – Mishicot VFW Park River Access

This is a \$300,000 publically funded improvement to the village's park. Less than ½ of funding has been secured, engineering work is greater than ½ completed, and government approvals are finished. This project includes step replacement with ADA accessibility to the East Twin River. It is to include ADA pier access. Not an imminent threat to health and public safety; not housing related; not part of downtown revitalization; no brownfields; and no jobs created or retained. The upgrades improve the park and its accessibility. It is noted of the village's comprehensive plan and park and recreation plans.

#### Village of Reedsville - Manitowoc Street Bridge

The village is just starting the project. Interviews to hire an engineering firm are underway. No money has been secured nor has a total dollar amount been determined for the replacement. It is to remedy an imminent threat to health and public safety; not housing related; no recreation; is part of downtown revitalization; no brownfields; and no jobs created or retained.

## City of Manitowoc - Demolition and/or Redevelopment of Former Mirro Facility at 1512 Washington

The 3.72-acre site is fully occupied by a 900,000 square foot vacant industrial office/warehouse/manufacturing facility that was closed in 2003. The Site measures an entire city block in area, is zoned for heavy industrial purposes, and is comprised of approximately 17 buildings of various heights. A Phase I and a limited Phase II environmental assessment have been completed for the site and soil and groundwater contamination have been identified. Cost of demolition and site development ranges from \$6 to \$10 million. That total cost will be a mix of public and private financing, which less than ½ has been secured. Engineering work is not applicable, and governmental approvals nearly completed. It does address a public safety concern. The project does not improve housing; create permanent service sector service jobs; improve the park and accessibility to waterways; and is not part of downtown revitalization efforts. Jobs created or retained is unknown. It is noted in the city's comprehensive plan.

#### City of Two Rivers – Formrite Company Property Redevelopment

The existing Formrite site is contaminated, according to a November 6, 2006 letter from the Wisconsin Department of Natural Resources. The building, initially constructed in 1950 plus subsequent additions totals about 80,000 square feet of manufacturing and office space. The site is irregular and contains about 1.9 acres. Formrite is assessed for \$750,400. The City has an interested hotel which could have a development cost of \$3 million and about 9 FTE for a portion of the site. Further the City has a restaurant for the remaining portion of the site and this portion could have a potential development cost of \$1½ million with about 17 FTE.

Total estimated project cost is \$5.7 Million with public financing comprising about 22 percent and private financing comprising 78 percent of the total project cost. Less than ½ of the financing has

been secured, engineering work is over half completed, and government approvals have not begun. It is an imminent health issue; does not address housing; is part of a downtown revitalization project; is a tourism project; and is to improve park facilities. Number of jobs to be created is 26 and none retained. It is a brownfield site. Project is part of the comprehensive plan, economic development plan, and capital improvement budget.

#### **Marinette County**

#### Village of Wausaukee – USH 141 Rebuild

The village would like to rebuild the highway corridor as part of the revitalization of their Main Street; including but not limited to lighting, seating, plantings/planers, crosswalks, signage, etc. During the rebuild, the infrastructure will be updated and replaced as needed. Cost of the project is \$1 million. Less than ½ of funding has been secured; engineering work less than ½ completed and government approvals are completed. Not an imminent threat to health and public safety; not housing related; is part of a downtown revitalization project; does not create service sector jobs, is not a park facility, or does not include brownfields. An unknown number of jobs will be created or retained. This project was identified in the village's comprehensive plan.

#### City of Niagara - Sewer System at main and River Street

Costs, engineering, approvals are now being reviewed. It does not address imminent health issues; is part of a plan to improve housing conditions; is not part of a downtown revitalization effort; not tourism or park related; and is not a brownfield. No jobs will be created or retained.

#### **Oconto County**

#### **Town of Chase – Sewer and Water Expansion**

It is a project to run sewer and water from the Village of Pulaski to the town along STH 32. The cost is unknown, and none of the funding has been secured; no engineering work has started; no government approvals have been secured. It is not an imminent health issue; is does address housing; not part of downtown revitalization; not connected with tourism or park facilities and is not a brownfield. Jobs to be created ranges from 10 to 100 and another 50 retained. It is part of the town's comprehensive plan.

#### Town of Maple Valley – Rebuild One-Half Mile of Clay Road

This is a \$60,000 project comprised of 100 percent public funding. No funding has been raised; engineering has not started; government approvals are not applicable. Does not address or encompass any of the health, housing, tourism, environmental, or brownfield criteria. It is part of the town's five year road improvement plan.

#### **Town of Chase – New Town Hall and Community Center**

The town started saving for the new town hall in 2011. Beside town monies, all the ATC Transmission line fees will be used to build a totally green town hall. No cost was given for the project and subsequent engineering and government approvals have not started. No other information provided on the survey.

## Village of Lena – Infrastructure Expansion to Serve USH 141/County Highway A Interchange

The cost of the project is approximately \$1.1 million and includes water and sewer extension to the interchange and serve businesses on the east side of USH 141. Less than ½ of the money is secured, engineering work is done, and none of the required permitting as started. It does not address public safety, housing, downtown development, or recreation. It is too early to determine the number of jobs to be created but will enhance the likelihood of retaining five employees. This project is part of the village's comprehensive plan.

#### **Sheboygan County**

#### Village of Elkhart Lake – Industrial Park Expansion

The \$600,000 for this project is to extend water and sewer to an existing commercial/industrial building and then extending it to an additional 14 acres the village currently owns to facilitate further development. The total cost of the project is publicly financed with less than half the funding secured; engineering is less than ½ completed, and permitting is nearly completed. It does not address public safety, housing, recreation, brownfields, or downtown development. Jobs created and/or retained is unknown. The project is part of the village's comprehensive plan and capital improvement plan.

#### Village of Howards Grove – Harvest Home Realty, LLC

This project includes an assisted living facility for elderly- two, 8 unit buildings with two duplex housing units. The facilities will be located at Apple Tree Road and Forest Hills Drive. Cost is unknown but engineering has been completed. It does not address public safety, brownfields, recreation, or downtown development. However, the homes are designed to improve housing conditions for low to moderate incomes.

#### Village of Waldo – Bridge and Culvert Improvement and Replacement

The village is proposing to remove, replace, and upgrade existing bridge and bridge deck with a safe and cost effective alternative, such as an aluminum box culvert. The cost of the project is \$125,000 with approximately 50 percent coming from public sources and the other 50 percent coming from private resources. No indication as to how much funding has been secured; engineering work over ½ completed; and government approvals not started. Project does address an imminent threat to health and public safety. However, it does not address housing, downtown revitalization, recreation, or a brownfield. No jobs will be created or retained with the bridge improvements.

#### Region

#### **New Leaf Market Cooperative**

Glacierland RC&D will partner with New Leaf Market Cooperative to support the establishment of a full-service co-op grocery store featuring local, healthy and fair-priced food for the community. Locating New Leaf Market Co-op in downtown Green Bay will directly improve access to healthy foods in a USDA-designated "food desert". It will also reduce transportation costs in time, money, and family stress to low-income downtown residents. Important as these direct improvements are to underserved populations; equally important are the indirect contributions to their sustainable food security from downtown revitalization by the creation of good jobs for low-income people and the support for locally-owned farm and food enterprises.

Glacierland Resource Conservation & Development, Inc. will partner with New Leaf Market Cooperative, which will acquire a site and construct a 10-15,000 sq. ft. full-service co-op grocery store. CED funds of \$800,000 will be used to secure the site in order to begin construction of the store. Almost 600 people in the Green Bay area have already invested in a member-owner equity share of the cooperative in support of its mission and vision; and projections of 1500 member-owners at store opening and 5000 member-owners at store maturity.



#### Bay-Lake Regional Planning Commission Economic Development Advisory Committee 2012

| 10/30/2012 |  |
|------------|--|
|            |  |

| NAME                 | TITLE                                       | EMAIL ADDRESS                      | REPRESENTING                                   |
|----------------------|---------------------------------------------|------------------------------------|------------------------------------------------|
| BLRPC Staff Contacts |                                             |                                    |                                                |
| Richard Heath        | Executive Director                          | rheath@baylakerpc.org              | Bay-Lake Regional Planning Commission          |
|                      |                                             |                                    |                                                |
| Brown                | Non-Member County                           |                                    |                                                |
|                      |                                             |                                    |                                                |
| Door                 | Non-Member County                           |                                    |                                                |
|                      |                                             |                                    |                                                |
| Florence             |                                             |                                    |                                                |
| Wendy Gehlhoff       | Director                                    | wgehlhoff@co.florence.wi.us        | Florence Economic Development Commission       |
|                      |                                             |                                    | ·                                              |
| Kewaunee             |                                             |                                    |                                                |
| Jennifer Brown       | Executive Director                          | brownjk@kcedc.org                  | Kewaunee County Economic Development Corp.     |
|                      |                                             |                                    |                                                |
| Manitowoc            |                                             |                                    |                                                |
| David Less           | Director                                    | dless@manitowoc.org                | City of Manitowoc Planning Department          |
| Dan Pawlitzke        | Economic Development Director               | danpaw@two-rivers.org              | City of Two Rivers                             |
| Greg Buckley         | City Manager                                | GREBUC@two-rivers.org              | City of Two Rivers                             |
| Connie Loden         | Executive Director                          | cloden@edcmc.org                   | Economic Dev. Corp. of Manitowoc County        |
|                      |                                             |                                    | · ·                                            |
| Marinette            |                                             |                                    |                                                |
| Ann Hartman          | Interim Director                            | info@mcabi.org                     | Marinette Co. Assoc. for Business & Industry   |
| Paul Putnam          | Community, Natural Resource & Dev. Educator | paul.putnam@ces.uwex.edu           | Marinette County UW-Extension                  |
|                      | ,                                           |                                    | · ·                                            |
| Oconto               |                                             |                                    |                                                |
| Paul Ehrfurth        | Executive Director                          | pehrfurth@ocontocounty.org         | Oconto County Economic Development Corporation |
| Nancy Rhode          | Assistant Director                          | rhode@ocontocounty.org             | Oconto County Economic Development Corporation |
|                      |                                             |                                    |                                                |
| Sheboygan            |                                             |                                    |                                                |
| Chad Pelishek        | Economic Development Manager                | cpelishek@ci.sheboygan.wi.us       | City of Sheboygan                              |
| Dane Checolinski     | Economic Development Manager                | checolinski@sheboygancountyedc.com | Sheboygan County Economic Development Corp.    |
|                      |                                             |                                    |                                                |
| Region               |                                             |                                    |                                                |
| Ted Penn             | Director, Business & Community Development  | tipenn@wisconsinpublicservice.com  | WI Public Service Corp.                        |
| Carol Karls          | Manager, Business & Community Development   | cskarls@wisconsinpublicservice.com | WI Public Service Corp.                        |
| Jennifer Schenck     | Area Loan Specialist                        | jennifer.schenk@wi.usda.gov        | USDA-Rural Development                         |
| Jerry Murphy         | Executive Director                          | imurphy@thenewnorth.com            | New North, Inc.                                |
| Peter Tillman        | VP of Workforce & Economic Development      | peter.thillman@gotoltc.edu         | Lakeshore Technical College                    |
| Amy Kox              | Associate Dean, Energy & Sustainability     | amy.kox@nwtc.edu                   | NWTC                                           |
| Linda Bartelt        | Executive Director                          | barteltnewera@gmail.com            | NEW ERA                                        |
| Deby Dehn            | Community Relations Officer                 | deby.dehn@wheda.com                | WHEDA                                          |
| Jeff Sache           | Labor Market Analyst                        | Jeff.Sachse@dwd.wisconsin.gov      | Wisconsin Dept. of Workforce Development       |
| Dennis Foldenauer    | Economic Development Representative         | dennis.m.foldenauer@eda.gov        | Economic Development Administration            |
| Naletta Burr         | Community Account Manager                   | naletta.burr@wedc.org              | Wisconsin Economic Development Corporation     |
| Barb Fleisner        | Regional Account Manager                    | barb.fleisner@wedc.org             | Wisconsin Economic Development Corporation     |



## DRAFT COMPREHENSIVE ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES

\*These are written from the perspective of the Bay-Lake Regional Planning Commission's role in fostering long-term community and economic development within the eight county district (region).

## GOAL 1: To improve the district's long-term economic health and viability through business attraction, development, and expansion.

#### Objectives:

- 1. Develop and maintain a well-skilled workforce to meet the changing needs of employers.
- 2. Expand sound entrepreneurial initiatives and programs.
- 3. Promote initiatives to retain existing employers.
- 4. Support programs aimed at growing existing businesses.
- 5. Support the consistent and ongoing marketing of the district to attract suitable businesses and skilled employees to the area.

- A. Participate in initiatives designed to promote coordination amongst educational institutions and workforce development offices to ensure employees have access to courses and instruction appropriate to meet employer's current and future needs.
- B. Support programs, such as leadership workshops and conferences, designed to facilitate networking of business leaders and associations.
- C. Work with local economic development organizations, business development entities such as SCORE, SBDC, WEDC, and technical colleges, and chambers of commerce to ensure aspiring entrepreneurs have the necessary resources to successfully start their business.
- D. Support the creation of innovation centers and programming promoted by technical colleges to increase the success rate of emerging new technologies.
- E. Create a strong global trade resource network through the Global Trade Strategy to assist companies seeking ways to expand there business through exporting or an increase in current export levels.
- F. Provide technical assistance as requested to local and regional economic development organizations working to grow and diversify the district's economy.
- G. Support efforts to strengthen and grow the district's core industrial clusters, such as paper, paper converting, forestry, agriculture, metal, equipment manufacturing, ship building, and food production.
- H. Encourage activities and funding initiatives that will diversify the economic base through the integration of employers focused on bio-technology, value added manufacturing, alternative energy production and distribution, and agriculture expansion.

- I. Encourage the expansion or development of pulp mill operations in locations where such development is desirable and has the local amenities to support such operations.
- J. Identify effective methods, programs, and initiatives designed to improve and increase the utilization of the district's highway, rail, harbor, and air transportation systems.
- K. Facilitate the expansion of broadband infrastructure throughout the district.
- L. Encourage the promotion and expansion of the tourism and recreation industry to compliment existing business sectors.

### GOAL 2: To strengthen the capabilities of counties and local communities to grow, attract, and retain businesses and a skilled labor force.

#### Objectives:

- 1. Strengthen the economies and long-term sustainability of the district's urban centers.
- 2. Seek continued investment opportunities to support the livability and long-term health of the district's rural communities.
- 3. Improve the overall attractiveness of communities for recruitment of people and businesses.
- 4. Revitalize underutilized commercial and industrial areas and identified blighted sites.
- 5. Work to ensure there is sufficient improved space to support expanding and new businesses.

- A. Conduct an annual community project survey to enable to the Commission as well as local economic development entities to better assist local municipalities in completing projects that will support business development while becoming increasingly more sustainable.
- B. Support local, countywide, and region wide economic development entities through implementation of the district's Comprehensive Economic Development Strategy.
- C. Develop highway corridors plans for STH 54/57, I43, STH 23, STH 29, and USH 141/41 to identify valuable development opportunities while preserving agriculture land and natural areas.
- D. Provide technical assistance to local municipalities in the updates to and implementation of their respective comprehensive plans.
- E. Provide technical assistance to local communities in the creation and redevelopment of underutilized areas with the focus on multi-use tenants and more localized amenities.
- F. Prepare redevelopment site plans to help encourage investment to improved the look and function of older central business districts, main streets, and declining industrial areas.
- G. Encourage the coordination and implementation of environmental hazardous sites that prohibit or inhibit the redevelopment of those parcels for a higher and better use.

- H. Promote and expand economic opportunities presented by the existing transportation facilities (airports, rail, harbors, and highway system) located within the district.
- I. Provide business development assistance, such a TIF planning and zoning ordinances.
- J. Offer grant writing services and technical assistance to communities seeking public funding for local economic development and planning projects.
- K. Assist communities in finding funding sources for the continued upgrading of their municipal wastewater treatment facilities and public water supply facilities to meet current and future needs of their residents and business community.
- L. Encourage the well-planned, coordinated, and cost-effective provision of public facilities in those communities lacking basic infrastructure for economic development, such as public water supply, wastewater treatment facilities, gas and electrical services, and broadband.
- M. Encourage the development of a variety of housing options to meet the housing needs of the district's labor force and to attract new employees to the district.

### **GOAL 3:** To promote environmental and economic development sustainable communities and businesses.

#### Objectives:

- 1. Promote initiatives to reduce waste as well as identify alternatives in which to use that waste to produce other value added products.
- 2. Endorse the usage of alternative energy sources in all aspects of daily living and business operations, such as wind.
- 3. Support proposals to establish a more energy efficient multi-modal transportation network.
- 4. Encourage the preservation and promotion of significant historical sites and buildings, prime agricultural land, open space, and recreational areas.
- 5. Encourage sound forest management practices to support the forest industry and increase recreational facilities and opportunities.
- 6. Promote long-term cost-effective methods of solid waste disposal of large farming operations.

- A. Work with the Wisconsin Economic Development Corporation to create and maintain a data bank of funding sources and technical resources to help advance sustainable business operations and community development practices.
- B. Support legislation that focuses on creating new alternative energy programs, funding sources, and technical resources for use by businesses and communities.
- C. Encourage communities to establish a multi-modal transportation system in future development and redevelopment plans.
- D. Assist communities and businesses in accessing both public and private funding establish plans to reduce or eliminate unnecessary waste from their daily operations.

- E. Work with economic development entities and programs to create training opportunities for businesses and communities on ways to capture waste and transform it into another product to sell or a way to reduce further energy costs, such as methane gas to plastic.
- F. Continue to serve as the review agency for sewer service area amendments.
- G. Assist communities and regional economic development entities to establish and institute sub or district-wide efficient development practices through implementation of the goals and objectives outlined within the Commission's Regional Comprehensive Plan.
- H. Ensure the type and level of energy to be used is considered while assisting communities with their economic development projects.
- I. Participate on strategy committees to identify measures to improve the district's air and water quality, including the long-term health of Lake Michigan and Green Bay of Lake Michigan.
- J. Prepare and update zoning ordinances and farmland preservation plans that focus on compact development and in-fill redevelopment in order to preserve prime agricultural land and maximize existing infrastructure.
- K. Work with local entities and organizations seeking ways to control or eradicate invasive species that will compromise future tourism revenues and opportunities.

#### **GOAL 4: To Promote Regional Economic Development and Planning**

#### Objectives:

- 1. Prepare and implement a district comprehensive economic development strategy (CEDS) with the assistance of local economic development entities, private sector, and Commissioners.
- 2. Promote initiatives to further promote collaboration amongst units of government, organizations, businesses, and residents.
- 3. Participated in local and regional economic development studies and planning initiatives.
- 4. Conduct economic development and related studies to identify and promote the district's vital and unique economic development assets.

- A. Provide technical assistance to communities planning to prepare and implement updated local economic development plans, strategies, and programs.
- B. Provide technical and planning assistance to communities seeking to establish business parks and tax incremental financing districts.
- C. Serve as a communication conduit for available community and economic development programs between the state and federal governments and the regional/local economic and business development entities.
- D. Meet on a regular basis with local planning departments and commissions to assist them with the implementation of their respective work plans.

- E. Initiate an educational series to enable local communities and counties to better understand the benefits of regional approaches to planning and development.
- F. Provide planning and GIS services to organizations such as New North, Inc. and NEWREP as they continue their efforts to promote regionalism in business development and diversification.
- G. Continue membership within the Association of Regional Planning Commissions, Association of Wisconsin Planning Associations, and other like organizations with missions to promote quality, sustainable development practices.
- H. Continue participation in regional projects and committees like the Northwoods Economic Summit, Sustainable Forestry Conference, Great Lakes Forum, and Global Trade Conference that are designed to bring stakeholders together to disseminate information on current development and business trends and programs.



## 2012 Community Project Inventory Bay-Lake Regional Planning Commission Economic Development District



|              | Please I                                                  | Print Legibly!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                               |
|--------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|              | Comm                                                      | munity/County Name:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                               |
|              | Person                                                    | n Completing Inventory:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                               |
|              | Name_                                                     | eTitle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                               |
|              | Addres                                                    | ess                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                               |
|              | City, Z                                                   | Zip                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                               |
|              | Phone_                                                    | e Email                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                               |
|              | munici<br>develoj<br>underw<br>your c<br>econon<br>incuba | Bay-Lake Regional Planning Commission is collecting information cipality in its eight-county region regarding proposed communication opment projects. We would like you to provide us with a list of projects way and are planned for completion/implementation within the next of community. These projects should represent your " <b>priority list</b> " omic development projects, such as industrial park development, publicators, infrastructure, transportation needs, park upgrades, or planning prostainable economic development for your respective community, county, | nity and economic<br>s that are not already<br>one to three years in<br>of community and<br>c facilities, business<br>ojects that will result |
|              | Comm<br>at <u>ww</u><br>Develo<br>project                 | ur community, county, or organization had previously submitted premunity Survey, you can view them on the Bay-Lake Regional Planning www.baylakerpc.org. A link to the project list has been made un lopment" tab on our website. Including your previously submitted process your community is considering, please decide on up to five (5) program most important to lesser importance.                                                                                                                                                                                          | Commission website der the "Economic bjects, plus any new                                                                                     |
|              |                                                           | My community has no proposed projects at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                               |
| Most Importa | ant                                                       | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                               |
|              |                                                           | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                               |
|              |                                                           | 3.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                               |
|              |                                                           | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                               |
| Lesser Impor | tance                                                     | 5.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                               |
|              | For vo                                                    | your community's priority project #1, as listed above please answer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | the questions on                                                                                                                              |

For your community's priority project #1, as listed above, please answer the questions on the back of this survey in order for us to gain a better understanding of that project. Please be as thorough as possible when answering the questions.

| . 1 | Name of project:                                                                                                                                                          |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.  | Total estimated project cost: with public financing comprising % and private financing comprising % of the total project cost.                                            |
| 3.  | Other financing in addition to possible public funding has been: all secured $\geq \frac{1}{2}$ secured $\leq \frac{1}{2}$ secured                                        |
| 4.  | Engineering work:  completed < ½ completed NA                                                                                                                             |
| 5.  | Government Approvals (permits, environmental reports, zoning, etc.):  completed not started NA                                                                            |
| 6.  | Project location:                                                                                                                                                         |
| 7.  | Brief project description: (Please feel free to include supporting documentation.)                                                                                        |
| 8.  | Project is needed to address an imminent threat to health and public safety:  Yes No                                                                                      |
| 9.  | Project is designed to improve housing conditions for low to moderate income residents:  Yes No                                                                           |
| 10. | Project is part of an organized downtown revitalization project:  Yes No                                                                                                  |
| 11. | Project is tourist and recreational in nature and will create permanent service sector jobs:  Yes No                                                                      |
| 12. | Project to improve or expand upon public park facilities or improve public access to waterways: Yes No                                                                    |
| 13. | Estimated number of new permanent jobs to be created:                                                                                                                     |
| 14. | Estimated number of jobs to be retained:                                                                                                                                  |
| 15. | Project is designed to mitigate a hazardous condition (e.g., Brownfield) that could call for future public expenditures if not addressed in the immediate future:  Yes No |
|     | If yes, please describe:                                                                                                                                                  |
| 16. | Please list the economic development plan, comprehensive plan, capital improvements budget, or other document that identifies the project as a community priority:        |

THANK YOU FOR YOUR TIME!
PLEASE RETURN THE SURVEY BY MAY 24, 2012
(Mail to address on cover letter or fax to: 920-448-2823)



Community Economic Development Project List 2012

|     |           |                      | MCD  | Project            | elopment Project List 2012                                                                                                                      |
|-----|-----------|----------------------|------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| No. | County    | MCD                  | Rank | Туре               | Project                                                                                                                                         |
| 1   | Brown     | Brown County         | 1    | Incubator          | Modification of Advance Business Center to create N.E. Wisconsin Composites<br>Research and Testing Center and Basic Metal Fabrication Facility |
| 2   | Door      | Town of Egg Harbor   |      |                    | No projects at this time                                                                                                                        |
| 3   | Door      | Town of Forestville  |      |                    | No projects at this time                                                                                                                        |
| 4   | Florence  | Town of Commonwealth | 1    | Infrastructure     | Watermain replacement                                                                                                                           |
| 5   | Florence  | Town of Aurora       | 1    | Public Utility     | Aurora Sanitary District improvements                                                                                                           |
| 6   | Florence  | Town of Fern         | 1    | Community Facility | Replace current town shop/garage                                                                                                                |
| 7   | Florence  | Town of Florence     | 1    | Development        | TID creation for downtown revitalization and industrial park expansion                                                                          |
| 8   | Florence  | Town of Florence     | 2    | Development        | Assisted Living and Senior Housing Development                                                                                                  |
| 9   | Florence  | Town of Florence     | 3    | Development        | U.S. Highway 2 dog park rest stop                                                                                                               |
| 10  | Florence  | Town of Florence     | 4    | Development        | Full service hotel development                                                                                                                  |
| 11  | Florence  | Town of Florence     | 5    | Community Facility | Visitor center improvements                                                                                                                     |
| 12  | Florence  | Town of Florence     | 6    | Downtown           | Redevelopment and in-fill development                                                                                                           |
| 13  | Kewaunee  | Kewaunee County      | 1    | Incubator          | Expand existing food processing incubator to include custom co-packing and cold storage/distribution center                                     |
| 14  | Kewaunee  | City of Algoma       | 1    | Industrial Park    | Expand and Develop city's industrial park                                                                                                       |
| 15  | Kewaunee  | City of Algoma       | 2    | Waterfront         | Waterfront Development Plan implementation                                                                                                      |
| 16  | Kewaunee  | City of Algoma       | 3    | Downtown           | Main Street Program, Downtown development                                                                                                       |
| 17  | Kewaunee  | City of Algoma       | 4    | Infrastructure     | Sewer/water for Evergreen Drive and County K (1.3 miles)                                                                                        |
| 18  | Kewaunee  | City of Algoma       | 5    | Infrastructure     | CDBG, Feld and Mueller Streets, storm sewer and curb                                                                                            |
| 19  | Kewaunee  | City of Algoma       | 6    | Planning           | Outdoor Recreation Plan update                                                                                                                  |
| 20  | Kewaunee  | City of Algoma       | 7    | Waterfront         | Harbor and marina development plan and implementation                                                                                           |
| 21  | Kewaunee  | City of Kewaunee     | 1    | Waterfront         | Waterfront redevelopment including dock wall improvements                                                                                       |
| 22  | Kewaunee  | City of Kewaunee     | 2    | Infrastructure     | Water distribution and waste water distribution system improvement upgrades                                                                     |
| 23  | Kewaunee  | City of Kewaunee     | 3    | Development        | Business Park development                                                                                                                       |
| 24  | Kewaunee  | City of Kewaunee     | 4    | Recreation         | Add two new fish cleaning stations to reduce mercury in the water in conjunction with an education program                                      |
| 25  | Kewaunee  | Village of Luxemburg |      |                    | No projects at this time                                                                                                                        |
| 26  | Kewaunee  | Town of Ahnapee      |      |                    | No projects at this time                                                                                                                        |
| 27  | Kewaunee  | Town of Casco        |      |                    | No projects at this time                                                                                                                        |
| 28  | Kewaunee  | Town of Pierce       |      |                    | No projects at this time                                                                                                                        |
| 29  | Manitowoc | City of Manitowoc    | 1    | Development        | Redevelopment and/or demolition of former Mirro facility at 1512 Washington                                                                     |
| 30  | Manitowoc | City of Manitowoc    | 2    | Development        | Redevelopment and/or demolition of shopping mall properties at Reed Avenue and Memorial Drive                                                   |
| 31  | Manitowoc | City of Manitowoc    | 3    | Development        | Acquisition or redevelopment of 22 -acre Canadian National - Wisconsin Central property to include environmental remediation                    |
| 32  | Manitowoc | City of Manitowoc    | 4    | Waterfront         | Waterfront/riverfront redevelopment                                                                                                             |
| 33  | Manitowoc | City of Two Rivers   | 1    | Development        | Formrite Company property redevelopment                                                                                                         |
| 34  | Manitowoc | City of Two Rivers   | 2    | Development        | Acquire railroad 3.5 miles right-of-way from Canadian National                                                                                  |
| 35  | Manitowoc | City of Two Rivers   | 3    | Development        | Hamilton and vacant Eggers Manufacturing site redevelopment along river                                                                         |
| 36  | Manitowoc | City of Two Rivers   | 4    | Incubator          | Multi-tenant incubator in the former Paragon Electric building                                                                                  |

|                                                                                                    |                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                |                                                          | I                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 37                                                                                                 | Manitowoc                                                                                                                                                                                                                   | City of Two Rivers                                                                                                                                                                                                                                                                             | 5                                                        | Development                                                                                                                                                     | Acquire and remediate four sites on the West Twin River                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 38                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Cleveland                                                                                                                                                                                                                                                                           | 1                                                        | Recreation                                                                                                                                                      | Centerville Creek / Hika Park Rehabilitation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 39                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Cleveland                                                                                                                                                                                                                                                                           | 2                                                        | Planning                                                                                                                                                        | Sign ordinance update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 40                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Cleveland                                                                                                                                                                                                                                                                           | 3                                                        | Planning                                                                                                                                                        | Historic overlay update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 41                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Cleveland                                                                                                                                                                                                                                                                           | 4                                                        | Marketing                                                                                                                                                       | Website upgrade                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 42                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Cleveland                                                                                                                                                                                                                                                                           | 5                                                        | Community Facility                                                                                                                                              | Relocate Public Works Facility from lakefront (tied to #1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 43                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Kellnersville                                                                                                                                                                                                                                                                       |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 44                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Maribel                                                                                                                                                                                                                                                                             |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 45                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Mishicot                                                                                                                                                                                                                                                                            | 1                                                        | Development                                                                                                                                                     | VFW Park River Access Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 46                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Mishicot                                                                                                                                                                                                                                                                            | 2                                                        | Development                                                                                                                                                     | Business Park development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 47                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Mishicot                                                                                                                                                                                                                                                                            | 3                                                        | Recreation                                                                                                                                                      | Mishicot river walk phase 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 48                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Reedsville                                                                                                                                                                                                                                                                          | 1                                                        | Infrastructure                                                                                                                                                  | Manitowoc St. Bridge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 49                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Village of Reedsville                                                                                                                                                                                                                                                                          | 2                                                        | Infrastructure                                                                                                                                                  | Street Improvements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 50                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Eaton                                                                                                                                                                                                                                                                                  |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 51                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Franklin                                                                                                                                                                                                                                                                               |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 52                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Manitowoc                                                                                                                                                                                                                                                                              |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 53                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Mishicot                                                                                                                                                                                                                                                                               |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 54                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Rockland                                                                                                                                                                                                                                                                               |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 55                                                                                                 | Manitowoc                                                                                                                                                                                                                   | Town of Schleswig                                                                                                                                                                                                                                                                              |                                                          |                                                                                                                                                                 | No projects at this time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                    |                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                |                                                          |                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 56                                                                                                 | Marinette                                                                                                                                                                                                                   | City of Marinette                                                                                                                                                                                                                                                                              | 1                                                        | Infrastructure                                                                                                                                                  | Reconstruction of Main Street from Wells Street to Shore Drive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                    | Marinette  Marinette                                                                                                                                                                                                        | City of Marinette  City of Marinette                                                                                                                                                                                                                                                           | 2                                                        | Infrastructure Infrastructure                                                                                                                                   | Reconstruction of Main Street from Wells Street to Shore Drive  Reconstruction of Stanton Street from Main Street to the railroad right-of-way                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 57                                                                                                 |                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                | -                                                        |                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 57                                                                                                 | Marinette                                                                                                                                                                                                                   | City of Marinette                                                                                                                                                                                                                                                                              | 2                                                        | Infrastructure                                                                                                                                                  | Reconstruction of Stanton Street from Main Street to the railroad right-of-way                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 57<br>58<br>59                                                                                     | Marinette  Marinette                                                                                                                                                                                                        | City of Marinette City of Marinette                                                                                                                                                                                                                                                            | 2                                                        | Infrastructure  Development                                                                                                                                     | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 57<br>58<br>59<br>60                                                                               | Marinette  Marinette  Marinette                                                                                                                                                                                             | City of Marinette  City of Marinette  City of Marinette                                                                                                                                                                                                                                        | 2 3 4                                                    | Infrastructure  Development  Industrial Park                                                                                                                    | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 57<br>58<br>59<br>60<br>61                                                                         | Marinette  Marinette  Marinette  Marinette                                                                                                                                                                                  | City of Marinette City of Marinette City of Marinette City of Marinette                                                                                                                                                                                                                        | 2 3 4 5                                                  | Infrastructure  Development  Industrial Park  Waterfront                                                                                                        | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 57<br>58<br>59<br>60<br>61<br>62                                                                   | Marinette Marinette Marinette Marinette Marinette                                                                                                                                                                           | City of Marinette City of Marinette City of Marinette City of Marinette City of Niagara                                                                                                                                                                                                        | 2<br>3<br>4<br>5                                         | Infrastructure  Development Industrial Park Waterfront Infrastructure                                                                                           | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street                                                                                                                                                                                                                                                                                                                                                                                      |
| 57<br>58<br>59<br>60<br>61<br>62<br>63                                                             | Marinette Marinette Marinette Marinette Marinette Marinette Marinette                                                                                                                                                       | City of Marinette  City of Marinette  City of Marinette  City of Marinette  City of Niagara  City of Niagara                                                                                                                                                                                   | 2<br>3<br>4<br>5<br>1                                    | Infrastructure Development Industrial Park Waterfront Infrastructure Infrastructure                                                                             | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street                                                                                                                                                                                                                                                                                                                                               |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64                                                       | Marinette Marinette Marinette Marinette Marinette Marinette Marinette Marinette                                                                                                                                             | City of Marinette City of Marinette City of Marinette City of Marinette City of Niagara City of Niagara City of Niagara                                                                                                                                                                        | 2<br>3<br>4<br>5<br>1                                    | Infrastructure Development Industrial Park Waterfront Infrastructure Infrastructure                                                                             | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site                                                                                                                                                                                                                                                                                      |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65                                                 | Marinette                                                                                                                         | City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman                                                                                                                                   | 2<br>3<br>4<br>5<br>1<br>2                               | Infrastructure  Development  Industrial Park  Waterfront  Infrastructure  Infrastructure  Planning                                                              | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time                                                                                                                                                                                                                                                            |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65                                                 | Marinette                                                                                                               | City of Marinette City of Marinette City of Marinette City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee                                                                                                                                | 2<br>3<br>4<br>5<br>1<br>2<br>3                          | Infrastructure Development Industrial Park Waterfront Infrastructure Infrastructure Planning Transportation                                                     | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape                                                                                                                                                                                                                                       |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66                                           | Marinette                                                                                                     | City of Marinette City of Marinette City of Marinette City of Marinette City of Miagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Village of Wausaukee                                                                                                           | 2<br>3<br>4<br>5<br>1<br>2<br>3                          | Infrastructure  Development  Industrial Park  Waterfront  Infrastructure  Infrastructure  Planning  Transportation  Transportation                              | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization                                                                                                                                                                                     |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68                               | Marinette                                                                       | City of Marinette City of Marinette City of Marinette City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Village of Wausaukee                                                                                                           | 2<br>3<br>4<br>5<br>1<br>2<br>3                          | Infrastructure Development Industrial Park Waterfront Infrastructure Infrastructure Planning Transportation Transportation                                      | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail                                                                                                                                                         |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68                               | Marinette                                         | City of Marinette City of Marinette City of Marinette City of Marinette City of Miagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee                                            | 2<br>3<br>4<br>5<br>1<br>2<br>3<br>1<br>2<br>3           | Infrastructure  Development Industrial Park  Waterfront Infrastructure Infrastructure Planning  Transportation Transportation Transportation Recreation         | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail  Developing Steve Stumbris Sr. Memorial Park  Creation of a tax incremental financing district                                                          |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68<br>69                         | Marinette           | City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Town of Beecher          | 2<br>3<br>4<br>5<br>1<br>2<br>3<br>1<br>2<br>3           | Infrastructure  Development Industrial Park  Waterfront Infrastructure Infrastructure Planning  Transportation Transportation Transportation Recreation         | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail  Developing Steve Stumbris Sr. Memorial Park  Creation of a tax incremental financing district  No projects at this time                                |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68<br>69<br>70                   | Marinette | City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Village of Wausaukee Village of Wausaukee Village of Wausaukee Town of Beecher Town of Niagara               | 2<br>3<br>4<br>5<br>1<br>2<br>3<br>1<br>2<br>3           | Infrastructure  Development Industrial Park  Waterfront Infrastructure Infrastructure Planning  Transportation Transportation Transportation Recreation         | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail  Developing Steve Stumbris Sr. Memorial Park  Creation of a tax incremental financing district  No projects at this time  No projects at this time      |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68<br>69<br>70<br>71<br>72       | Marinette | City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Village of Wausaukee Village of Wausaukee Village of Wausaukee Town of Beecher Town of Niagara Town of Pound | 2<br>3<br>4<br>5<br>1<br>2<br>3<br>1<br>2<br>3<br>4<br>5 | Infrastructure  Development Industrial Park Waterfront Infrastructure Infrastructure Planning  Transportation Transportation Transportation Recreation Planning | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail  Developing Steve Stumbris Sr. Memorial Park  Creation of a tax incremental financing district  No projects at this time  No projects at this time  No projects at this time |
| 57<br>58<br>59<br>60<br>61<br>62<br>63<br>64<br>65<br>66<br>67<br>68<br>69<br>70<br>71<br>72<br>73 | Marinette | City of Marinette City of Niagara City of Niagara City of Niagara Village of Coleman Village of Wausaukee Village of Wausaukee Village of Wausaukee Village of Wausaukee Town of Beecher Town of Niagara               | 2<br>3<br>4<br>5<br>1<br>2<br>3<br>1<br>2<br>3           | Infrastructure  Development Industrial Park  Waterfront Infrastructure Infrastructure Planning  Transportation Transportation Transportation Recreation         | Reconstruction of Stanton Street from Main Street to the railroad right-of-way  Rebuild Downtown Main Street/street improvements and development  Expand Sandhill Industrial Park  Improvements to Municipal Harbor (Menekaunee Harbor)  Sewer System at Main and River Street  Water system at Main and River Street  Creation of TIF district encompassing the old mill site  No projects at this time  Hwy 141 streetscape  Hwy 141 (Main Street) rebuild and revitalization  Safe route to school trail  Developing Steve Stumbris Sr. Memorial Park  Creation of a tax incremental financing district  No projects at this time  No projects at this time      |

| 75  | Oconto    | City of Oconto          | 1 | Development        | Redevelopment of old hospital                                                                                                            |
|-----|-----------|-------------------------|---|--------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| 76  | Oconto    | City of Oconto          | 2 | Development        | Continued Development of the former Kelly Pickle factory site                                                                            |
| 77  | Oconto    | City of Oconto Falls    | 1 | Downtown           | Redevelopment and in-fill development                                                                                                    |
| 78  | Oconto    | Village of Lena         | 1 | Infrastructure     | Extend water and sewer to serve properties around the HWY 141 and CTH A interchange                                                      |
| 79  | Oconto    | Village of Lena         | 2 | Development        | Develop newly acquired village property                                                                                                  |
| 80  | Oconto    | Village of Lena         | 3 | Downtown           | Redevelop central business district                                                                                                      |
| 81  | Oconto    | Village of Suring       | 1 | Development        | Development within TIF district                                                                                                          |
| 82  | Oconto    | Village of Suring       | 2 | Downtown           | Redevelopment of commercial/retail along STH 32                                                                                          |
| 83  | Oconto    | Town of Breed           |   |                    | No projects at this time                                                                                                                 |
| 84  | Oconto    | Town of Chase           | 1 | Infrastructure     | Sewer and water expansion (north along STH 32 from Village of Pulaski)                                                                   |
| 85  | Oconto    | Town of Chase           | 2 | Infrastructure     | Replace bridge on Schwartz Road, threat to safety and in need of repair                                                                  |
| 86  | Oconto    | Town of Chase           | 3 | Community Facility | Stone Barn Park                                                                                                                          |
| 87  | Oconto    | Town of Chase           | 4 | Planning           | TIF District                                                                                                                             |
| 88  | Oconto    | Town of Chase           | 5 | Recreation         | Chase Town Hall Park                                                                                                                     |
| 89  | Oconto    | Town of Lena            |   |                    | No projects at this time                                                                                                                 |
| 90  | Oconto    | Town of Maple Valley    |   |                    | No projects at this time                                                                                                                 |
| 91  | Oconto    | Town of Morgan          | 1 | Community Facility | New town hall                                                                                                                            |
| 92  | Oconto    | Town of Spruce          |   |                    | No projects at this time                                                                                                                 |
| 93  | Oconto    | Town of Townsend        |   |                    | No projects at this time                                                                                                                 |
| 94  | Sheboygan | City of Plymouth        | 1 | Public Utility     | Elevated water storage tank                                                                                                              |
| 95  | Sheboygan | City of Plymouth        | 2 | Development        | Downtown revitalization implementation plan                                                                                              |
| 96  | Sheboygan | City of Plymouth        | 3 | Recreation         | Plymouth riverwalk / trail system improvements                                                                                           |
| 97  | Sheboygan | City of Plymouth        | 4 | Community Facility | Community Wellness Center/Gymnasium. This a \$2.5 million dollar add on to the Generations Building/Plymouth Intergenerational Coalition |
| 98  | Sheboygan | City of Sheboygan       | 1 | Development        | Development of the I-43 Green Technology Park                                                                                            |
| 99  | Sheboygan | City of Sheboygan       | 2 | Development        | Development of the Former Pentair Property                                                                                               |
| 100 | Sheboygan | City of Sheboygan       | 3 | Infrastructure     | Indiana Avenue Revitalization                                                                                                            |
|     | Sheboygan | City of Sheboygan       | 4 | Infrastructure     | Taylor Drive Corridor Revitalization                                                                                                     |
| 102 | Sheboygan | City of Sheboygan       | 5 | Development        | Development of new Industrial Park - South Side of Sheboygan                                                                             |
| 103 | Sheboygan | City of Sheboygan Falls | 1 | Infrastructure     | Replacing water mains, sewer lining, road reconstruction                                                                                 |
| 104 | Sheboygan | City of Sheboygan Falls | 2 | Community Facility | Remodel city hall, police and fire departments                                                                                           |
| 105 | Sheboygan | City of Sheboygan Falls | 3 | Development        | Re-development of the former Tecumseh site                                                                                               |
|     | Sheboygan | City of Sheboygan Falls | 4 | Recreation         | Pedestrian bridges over the Sheboygan River / Trail connection                                                                           |
| 107 | Sheboygan | City of Sheboygan Falls | 5 | Infrastructure     | Traffic control and beautification of the Hwy. 32 corridor                                                                               |
| 108 | Sheboygan | Village of Adell        |   |                    | No projects at this time                                                                                                                 |
| 109 | Sheboygan | Village of Elkhart Lake | 1 | Development        | Industrial Park development                                                                                                              |
|     | Sheboygan | Village of Elkhart Lake | 2 | Infrastructure     | Street resurfacing - S. Lake St. & Osthoff Ave.                                                                                          |
|     | Sheboygan | Village of Elkhart Lake | 3 | Recreation         | Pathway connecting the subdivision to June Volrath Park and Trails                                                                       |
| 112 | Sheboygan | Village of Elkhart Lake | 4 | Infrastructure     | Sargento expansion project, including road realignment                                                                                   |

| 113 S | Sheboygan | Village of Elkhart Lake  | 5                                                | Development        | Victory Elkhart Commercial and Residential Development                                                                                                                                                                    |
|-------|-----------|--------------------------|--------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 114 S | Sheboygan | Village of Howards Grove | 1                                                | Community Facility | Harvest Home Assisted Living Complex                                                                                                                                                                                      |
| 115 S | Sheboygan | Village of Howards Grove | 2                                                | Infrastructure     | HWYs 32 and 42 rehab and HWY 42 corridor development                                                                                                                                                                      |
| 116 S | Sheboygan | Village of Howards Grove | 3                                                | Infrastructure     | Continue street improvement program                                                                                                                                                                                       |
| 117 S | Sheboygan | Village of Howards Grove | 4                                                | Infrastructure     | Millersville Avenue extension (East) with community park development                                                                                                                                                      |
| 118 S | Sheboygan | Village of Howards Grove | 5                                                | Public Utility     | Implement Phase II storm water requirements - as mandated by DNR                                                                                                                                                          |
| 119 S | Sheboygan | Village of Waldo         | 1                                                | Infrastructure     | Bridge/culvert improvement/replacement                                                                                                                                                                                    |
| 120 S | Sheboygan | Village of Waldo         | 2                                                | Planning           | Creating a tax incremental financing district                                                                                                                                                                             |
| 121 S | Sheboygan | Village of Waldo         | 3                                                | Recreation         | On-going village park improvements/upgrades                                                                                                                                                                               |
| 122 S | Sheboygan | Village of Waldo         | 4                                                | Development        | Possible business/residential development                                                                                                                                                                                 |
| 123 S | Sheboygan | Town of Mosel            |                                                  |                    | No projects at this time                                                                                                                                                                                                  |
| 124 F | Regional  | New North, Inc.          | 1                                                | Energy             | Support the development and integration of alternative/green fuels, such as wind, cellulosic, or bio-fuels.                                                                                                               |
| 125 F | Regional  | New North, Inc.          | 2                                                | Development        | Dairy Innovation-manure management                                                                                                                                                                                        |
| 126 F | Regional  | New North, Inc.          | 3                                                | Planning           | Data Centers                                                                                                                                                                                                              |
| 127 F | Regional  | New North, Inc.          | 4                                                | Development        | Aviation supply chain development                                                                                                                                                                                         |
| 128 F | Regional  | New North, Inc.          | 5                                                | Planning           | Regional inventory of post secondary faculty/staff and facilities                                                                                                                                                         |
| 129 F | Regional  | New North, Inc.          | 6                                                | Development        | Fast growth entrepreneurship program: Fast Forward 1.0                                                                                                                                                                    |
| 130 F | Regional  | New North, Inc.          | 7                                                | Planning           | Repurposing vacated industrial properties                                                                                                                                                                                 |
| 131 F | Regional  | New North, Inc.          | 8                                                | Planning           | Defense industry supply chain initiative                                                                                                                                                                                  |
| 132 5 | Regional  | New North, Inc.          | 9                                                | Development        | Northeast Wisconsin Education Resource Alliance & New North Partnership on<br>Sustainability                                                                                                                              |
|       | Regional  | New North, Inc.          | 10                                               | Development        | Cluster Organization - manufacturing                                                                                                                                                                                      |
|       | Regional  |                          |                                                  | Assistance         | Provide technical assistance to regional development entities, such as local EDCs, New North, Inc, NEWREP, CACs, RC & Ds, universities, technical colleges, etc. to solidify and diversify the local and regional economy |
|       | Regional  |                          |                                                  |                    | Promote and support the creation of food markets, such as New Leaf Market Cooperative                                                                                                                                     |
|       |           |                          |                                                  | Community Facility | Assist communities and counties in the implementation of their local                                                                                                                                                      |
| 136 F | Regional  |                          |                                                  | Planning           | comprehensive, outdoor recreation, waterfront, etc. plans  Promote expansion of industry clusters (shipbuilding, agriculture, etc.) on a                                                                                  |
| 137 F | Regional  |                          |                                                  | Development        | regional or sub-regional basis (i.e. Lakeshore or Northwoods)                                                                                                                                                             |
| 138 F | Regional  |                          |                                                  | Development        | Support establishment of a regional RLF                                                                                                                                                                                   |
| 139 F | Regional  |                          |                                                  | Development        | Support creation and delivery of needed curriculum and training to address workforce development needs (i.e. North Coast Marine Alliance)                                                                                 |
| 140 5 | Regional  |                          |                                                  | Development        | Support expansion of innovation/technology centers to facilitate growth of new and emerging industries                                                                                                                    |
|       | _         |                          |                                                  |                    | Support the improvements to and the redesignation of USH 41 to Federal highway                                                                                                                                            |
| 141 F | Regional  |                          | <del>                                     </del> | Assistance         | status  Participate in regional and sub-regional projects designed to promote sustainable                                                                                                                                 |
| 142 F | Regional  |                          | -                                                | Assistance         | economic development  Promote the expansion of global trade through the implementation of the global                                                                                                                      |
| 143 F | Regional  |                          |                                                  | Assistance         | trade study                                                                                                                                                                                                               |
| 144 F | Regional  |                          |                                                  | Planning           | Support expansion of broadband throughout the region                                                                                                                                                                      |
| 145 F | Regional  |                          |                                                  | Recreation         | Promote multi-modal transportation methods through planning, infrastructure construction, and promotion                                                                                                                   |
| 146 F | Regional  |                          |                                                  | Planning           | Complete Highway corridor business development studies with site design plans as requested                                                                                                                                |
|       |           | t                        |                                                  |                    | 1 *                                                                                                                                                                                                                       |



# 2012 PRIORITY PROJECT SCORING

|                                       | Score | v                     | n<br>m                |                   |                                      |                 |           |          |           |                                                          |                          |                     |                    |                                  |                      |              |                                                                   |                                    |                                      |                                         |                 |
|---------------------------------------|-------|-----------------------|-----------------------|-------------------|--------------------------------------|-----------------|-----------|----------|-----------|----------------------------------------------------------|--------------------------|---------------------|--------------------|----------------------------------|----------------------|--------------|-------------------------------------------------------------------|------------------------------------|--------------------------------------|-----------------------------------------|-----------------|
|                                       | Range | 0 - 35000             | 35,001 - 39,000       | 39,001 or greater | •                                    |                 |           |          |           | (Source: Bureau of Economic Analysis, 2010 PCPI, 6/2012) |                          |                     |                    |                                  |                      |              | •                                                                 | γ (                                |                                      | cost l                                  |                 |
| (2010):                               | Score | "                     | ,                     | 33                | 33                                   | 8               | 5         | 5        |           | omic Analysis,                                           | Design                   | Negioii.            | ი ი                | o -                              |                      |              |                                                                   | I project cos                      | otal project c                       | total project                           |                 |
| Income                                | Rate  | 38 179                | 41,610                | 35,235            | 36,583                               | 35,777          | 34,690    | 34,415   | 41,681    | of Econo                                                 | £ + ±5                   | בובווו ור           | paci               | acı                              |                      |              | stment                                                            | the tota                           | of the to                            | % of the                                |                 |
| Per Capita Personal Income (2010):    |       | Brown                 | Door                  | Florence          | Kewannee                             | Manitowoc       | Marinette | Oconto   | Sheboygan | (Source: Bureau                                          | Orogan Donofft to Donoff | Over all Economic B | Moderate Impact    | Modelate Impart<br>Little Impact | No Imaget            | INO IIIIpaci | Level of Private Investment                                       | Over 50% of the total project cost | 25% to 50% of the total project cost | Less than 25% of the total project cost |                 |
| Financing Engineering Govt. Approvals | 2 2 2 |                       | 0 0 0                 |                   | Retained:                            | ν.              | 4         | 8        | 2         | 0                                                        |                          |                     | 4                  | 8                                | 2                    | 1            | Significance of Jobs Created: (Location, Type, Unemployment Rate) | 5                                  | 3                                    | 1                                       | 0               |
| Project is Ready to Go:               |       | 1/2 Completed/Secured | < ½ Completed/Secured |                   | *Number of Jobs Created or Retained: | 50 Jobs or More | 26 to 40  | 11 to 25 | 1 to 10   | No Jobs                                                  |                          | Cost Per Job:       | Less than \$25,000 | \$25,001 to \$35,000             | \$35,001 to \$50,000 | \$50,000 +   |                                                                   | Very Significant                   | Significant                          | Little Significance                     | No Significance |
|                                       |       |                       |                       |                   |                                      |                 |           |          |           |                                                          |                          |                     |                    |                                  |                      | E-           | 1                                                                 |                                    |                                      |                                         |                 |

## Unemployment Rate (24 month average):

|           | Rate  | Score | Range           | Score |
|-----------|-------|-------|-----------------|-------|
| Brown     | 6.82  | 1     | 0 - 7.50        | П     |
| Door      | 10.22 | 5     | 7.51-9.00       | 33    |
| Florence  | 8.76  | 2     | 9.01 or greater | 5     |
| Kewannee  | 7.05  | 1     |                 |       |
| Manitowoc | 8.11  | 2     |                 |       |
| Marinette | 9.54  | 5     |                 |       |
| Oconto    | 8.69  | 8     |                 |       |
| Sheboygan | 7.48  | 1     |                 |       |

(Sources: U.S. Bureaus of Census, labor Statistics and Economic Analysis generated by STATS America, 6/12) \*If the committee can not perceive any jobs created or retained, the project will be

scored a zero.

## Other Significant Positive Impacts:

| <del>-</del> | 1. Project addresses a threat to imminent health and public safety: |
|--------------|---------------------------------------------------------------------|
|              | Yes = 4 Points No = 0 Points                                        |
| 2            | 2. Project is designed to improve housing for low to moderate inco  |

come residents: Yes =3 Points No = 0 Points

Project is part of an organized downtown revitalization project: Yes = 2 Points No = 0 Points 33

Project is specifically tourist and recreational in nature and creates permanent service sector jobs: 4.

Yes = 2 Points No = 0 Points

Project is designed to improve or expand upon public park facilities or improve public access to waterways: 5.

No = 0 Points Yes = 1 Point



This section briefly explains the many programs and resources available on each level of government that are designed to help grow and diversify the local economies by offering funding and technical assistance to both municipalities, educational institutions and private businesses.

#### COUNTY AND LOCAL

#### County Economic Development Officials/Contacts

All eight counties within the Bay-Lake District have established programs to promote economic development within their respective county. These organizations promote existing businesses in the county, offer a marketing outlet for each local municipality, and participate in events that are unique to the county in which they are located. To support the efforts of these countywide economic development entities, there are several community specific or local organizations addressing economic development at the town, village, and city levels, as well as several Chambers of Commerce located throughout the region that provide support for local and regional economic development functions.

#### **County Economic Development Contacts:**

**Brown County** 

Fred Monique, Vice-President ED

Advance

2701 Larsen Road

Green Bay, Wisconsin 54303

Phone (920) 496-2118

 $Email: \underline{monique@titletown.org}$ 

Website: www.titletown.org

Florence County

Wendy Gehlhoff, Director

Florence Economic Development Commission

P.O. Box 88 (Courthouse) Florence, Wisconsin 54121 Phone: (715) 528-3294

Email: wgehlhoff@co.florence.wi.us

Website: www.florencewisconsin.com

Manitowoc County

Connie Loden, Executive Director

Economic Development Corporation of

Manitowoc County

202 N. Eighth Street, Suite 101

Manitowoc, Wisconsin 54221

Phone: (920) 482-0540 Email: <u>cloden@edcmc.org</u>

Website: www.edcmc.org

**Door County** 

William Chaudoir, Executive Director

Door County Economic Development Corp.

185 E. Walnut Street

Sturgeon Bay, Wisconsin 54235

Phone: (920) 743-3113

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**Kewaunee County** 

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Marinette County

Ann Hartnell, Executive Director

Marinette County Association for Business and

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Crivitz, WI 54114 Phone: (715) 732-0230 Email: info@mcabi.org Website: www.mcabi.org Oconto County

Paul Ehrfurth, Executive Director

Oconto County Economic Development Corp.

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Email: <a href="mailto:pehrfurth@ocontocounty.org">pehrfurth@ocontocounty.org</a>
Website: <a href="mailto:www.ocontocounty.org">www.ocontocounty.org</a>

Sheboygan County

Dane Checolinski, Executive Director Sheboygan County Economic Dev. Corp. 508 New York Avenue, Room 209 Sheboygan, Wisconsin 53081

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Email: <a href="mailto:checolinski@sheboygancountyedc.com">checolinski@sheboygancountyedc.com</a>
Website: <a href="mailto:www.sheboygancountyedc.com">www.sheboygancountyedc.com</a>

#### University of Wisconsin Extension Office

Community Resource Development Agent/Educator offers small business management assistance workshops or one-on-one counseling, as well as information on county revolving loan funds and other sources of financing. (source: www.uwex.edu)

Door County - UW Extension

Robert Burke

Community Resource Development Educator

County Government Center

421 Nebraska Street Sturgeon Bay, WI 54235 Phone: 920-746-2260

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Website: www.uwex.edu/ces/cty/door

Kewaunee County – UW Extension

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Oconto County - UW Extension

Dale Mohr

Community Resource Development Agent 301 Washington Street (Courthouse)

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Website: www.uwex.edu/ces/cty/oconto

Florence County - UW Extension

Corrin Seaman

Community Resource Development Educator

Florence Natural Resource Center

3977 US Highway 2 Florence, WI 54121

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Marinette County - UW Extension

Paul Putnam

Community Resource Development Educator

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Website: www.uwex.edu/ces/cty/marinette/cnred

#### REGIONAL

#### The Bay-Lake Regional Planning Commission (BLRPC)

The Bay-Lake Regional Planning Commission serves as an economic development district for the US Department of Commerce-Economic Development Administration. Potential EDA eligible projects must be included in and consistent with the current Comprehensive Economic Development Strategy (CEDS) adopted by the BLRPC. The BLRPC also provides technical assistance to local ED organizations and offers grant writing and administration services for various state and federal funding sources. (source: www.baylakerpc.org)

#### Northeast Wisconsin Regional Economic Partnership (NEWREP)

The **Northeast Wisconsin Regional Economic Partnership** (**NEWREP**) provides hands-on support and programming for existing and prospective New North businesses. NEWREP Members offer: community-specific economic development programs; access to workforce and training programs; information about local buildings, sites, industrial/commercial parks; financing program support and technical direction; technical support for business development projects; local advocacy and liaison for resident and new business investment; and community and state program liaison. (source: <a href="http://www.thenewnorth.com/doing-business/new-regional-economic-partnership-(newrep)">http://www.thenewnorth.com/doing-business/new-regional-economic-partnership-(newrep))</a>

#### New North, Inc.

The **New North** is the 18 county region in northeast Wisconsin. The New North brand unites the region both internally and externally, signifying the collective economic power behind the 18 counties. This consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders are working to have the area recognized as competitive region for job growth while maintaining our superior quality of life. It represents a strong collaboration between the 18 counties that have come together behind the common goals of job growth and economic viability for the region. The power of the New North region working together is far greater than one county or one business alone. (source: www.thenewnorth.org)

#### Small Business Development Centers (SBDC)

**SBDCs** are located within the eleven 4-year universities. The SBDCs counselors offer advice, training, and resources to promote entrepreneurship and small business growth. Programs focus on minority entrepreneurship, startup business solutions, and established business solutions. Specific programs include business plan reviews and one-to-one business counseling. (source: www.wisconsinsbdc.org)

#### *SCORE*

**SCORE** is a more than 11,500 member volunteer association sponsored by the U.S. Small Business Administration. It matches volunteer business-management counselors with present and prospective small business owners in need of expert advice. **SCORE** has experts in virtually every area of business management. Local SCORE chapters offer workshops and no cost one-to-one counseling. (source: www.sba.gov)

#### Utilities

Area utility companies offer economic development assistance to communities and businesses in a number of ways to include the development of business plans, making available grants and loans, providing loan guarantees, and facilitating educational forums. Utilities serving the Nay-Lake Region include:

- **Wisconsin Public Service Corporation** (www.wisconsinpublicservice.com)
- ➤ **Alliant Energy** (www.alliantenergy.com)
- > Rural Energy Cooperatives (www.meuw.org)

#### **STATE**

#### Wisconsin Economic Development Corporation

The **Wisconsin Economic Development Corporation (WEDC)** nurtures business growth and job creation in Wisconsin by providing resources, technical support, and financial assistance to companies, partners and the communities they serve. WEDC has key areas of focus to elevate Wisconsin's economy to be the best in the world:

- Economic and Community Development Elevate Wisconsin's economy by investing in high quality job creation and expansion and by enabling a world-class, high performing state economic development network.
- Entrepreneurship and Innovation Elevate Wisconsin's economy by increasing the amount of R&D and investment capital, and by providing an effective entrepreneurship support network.
- Business and Industry Development Elevate Wisconsin's economy by advancing targeted, high growth business consortia and industry sectors.
- International Business Development Elevate Wisconsin's economy by increasing Wisconsin exports, increasing foreign investment and expanding export assistance capacity in the state.
- Marketing and Public Affairs Elevate Wisconsin's economy by advancing business growth supporting policies and promoting Wisconsin as a business-friendly location.
- Finance and Administration Elevate the Wisconsin economy by providing WEDC and its economic development partners with the tools, technology and support necessary to meet strategic goals and operational advantage. (source: <a href="www.inwisconsin.com">www.inwisconsin.com</a>)

#### Wisconsin Department of Transportation

The **Transportation Economic Assistance** (**TEA**) grants provide up 50% of costs to governing bodies, private businesses, and consortiums for road, rail, harbor, and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state. Grants up to \$1 million are available for transportation improvements that are essential for an economic development project. The amount of DoT provided funding is dependent on the number of jobs being created or retained. The 50% local match portion can come from a combination of local, federal, state, or in-kind services. The **Local Transportation Enhancement** (**TE**) **program** funds projects that increase multi-modal transportation alternatives while enhancing communities and the environment. Federal funds administered through this program provide up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping and the preservation of historic transportation structures.

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

The State Infrastructure Bank (SIB) program, similar to a private bank, offers a range of loans and credit options to help finance eligible surface transportation projects. The money can be used in conjunction with other programs. SIBs offer Wisconsin the ability to undertake transportation projects that would otherwise go unfunded or experience substantial delays. Communities can borrow the money to provide needed transportation infrastructure improvements to help preserve, promote, and encourage economic development and/or promote transportation efficiency, safety, or mobility. The Wisconsin SIB program is a revolving loan program providing capital for transportation projects from loan repayments and interest earned from money remaining in the bank. Eligible projects include constructing or widening a road linking an intermodal facility and providing better access to commercial and industrial sites. (source: www.dot.wisconsin.gov)

#### Wisconsin Department of Tourism

Funding is available for local communities and regions to design their own marketing effort. The most popular and utilized program is the **Joint Marketing Grant (JEM)**. The grants are to assist in paying for the costs associated with developing a stronger advertising and public relations campaign. (source: http://industry.travelwisconsin.com/Grants.aspx)

#### Wisconsin Department of Agriculture, Trade, and Consumer Protection

Financial resources are provided to help grow and diversify the state's agriculture industry. The **Agricultural Development and Diversification** (**ADD**) grant is awarded to projects that may create new opportunities within agriculture through new value-added products, new market research, new production or marketing techniques, or alternative crops or enterprises. Maximum grants are \$50,000. Eligible applicants are individuals, associations, agri-businesses, and industry groups. The **Buy Local, Buy Wisconsin** (**BLBW**) grant program invites pre-proposals for projects that are likely to stimulate Wisconsin's agricultural economy by increasing the purchase of Wisconsin grown or produced food by local food buyers. Pre-proposals will be accepted from individuals, groups, businesses and organizations involved in Wisconsin agriculture, agritourism, food retailing, processing, distribution or warehousing. (source: <a href="http://datcp.wi.gov/">http://datcp.wi.gov/</a>)

#### Wisconsin Department of Administration

Wisconsin Coastal Management Program was established in 1978 under the Federal Coastal Zone Management Act. Coastal management is defined as achieving a balance between natural resource preservation and economic development along our Great Lakes coasts. All counties adjacent to Lakes Superior and Michigan are eligible to receive funds. Coastal Management Grants are available for coastal land acquisition, wetland protection and habitat restoration, non-point source pollution control, coastal resources and community planning, Great Lakes education, and public access and historic preservation.

(source: <a href="http://www.doa.state.wi.us/section.asp?linkid=65&locid=9">http://www.doa.state.wi.us/section.asp?linkid=65&locid=9</a>)

#### Wisconsin Department of Natural Resources

Environmental (including brownfields) loans and grants help local governments clean-up brownfield sites intended for long-term public benefit, drinking water and wastewater projects, development of recreational areas or other uses by local governments. A city, village, town, county, redevelopment authority, community development authority, or housing authority is eligible to apply for funds. Eligible costs include remedial action plans and/or costs to develop a Remedial Action Plan. Site access and completed Phase I and II Environmental Site Assessments are required to receive a grant. (source: http://dnr.wi.gov/topic/brownfields/)

#### Wisconsin Housing and Economic Development Authority (WHEDA)

The Wisconsin Housing and Economic Development Authority (WHEDA) was created in 1972 by the Wisconsin Legislature as an independent authority, not a state agency. As a lender, WHEDA has over \$3 billion in assets. The agency works closely with lenders, developers, local government, nonprofits, community groups and others to implement its low-cost financing programs. WHEDA provides low-cost, fixed interest rate mortgages to low- and moderate-income individuals and families to purchase their first home; and work with developers to finance affordable rental housing, and support economic development and agriculture through our small business guarantee programs. WHEDA programs fundamentally do not rely on tax dollars. Instead, proceeds from the sale of revenue bonds allow for funding of the financing programs that help stimulate affordable housing and economic development throughout the state. (source: www.wheda.com)

#### Other statewide resources include:

- *Impact Seven, Inc.*, is one of more recognizable statewide organizations that provide micro-loans for small business start-ups and expansions. (source: www.impactseven.org)
- The Wisconsin Women's Business Initiative Corporation (WWBIC) also provides microloans to predominately women, people of color, and those of lower incomes. (source: www.wwbic.com)
- The Wisconsin Business Development Finance Corporation provides financial assistance and resources to business and lenders throughout the state. (source: www.wbd.org)
- The **Wisconsin Innovation Network** (**WIN**) is a priority area for the *Wisconsin Technology Council*. **WIN** is a community-based economic development organization dedicated to fostering innovation and entrepreneurship. (source: www.wisconsintechnologycouncil.com)
- The Wisconsin Entrepreneurs' Network (WEN) provides entrepreneurs with access to a statewide network of resources and expertise, identifies high-potential entrepreneurs and helps move their businesses forward, facilitates collaboration between entrepreneurs and between organizations that assist entrepreneurs, and helps create and grow minority-owned businesses. (source: <a href="www.wenportal.org/index.htm">www.wenportal.org/index.htm</a>)
- The Wisconsin Manufacturing Extension Partnership (WMEP) enhances the success of Wisconsin's small to midsize manufacturers by providing expert and accessible services in the areas of growth and innovation, continuous improvement, training, export assistance, supply chain management and profitable sustainability. WMEP is a strong advocate for manufacturers in Wisconsin and supports Wisconsin manufacturing at a national level.

#### **FEDERAL**

#### <u>US Department of Commerce, Economic Development Administration (EDA)</u>

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

The Public Works Program to empower distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment. Economic Adjustment Assistance Program assists state and local interests to design and implement strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. The Research and Technical Assistance Program supports research of leading edge, world class economic development practices as well as funds information dissemination efforts. The Technical Assistance Program helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues. EDA's Partnership Planning Programs help support local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with their long-term planning efforts and their outreach to the economic development community on EDA's programs and policies. (source: www.eda.gov)

#### US Department of Housing and Urban Development

CDBG Entitlement Communities Grants are annual grants given on a formula basis to entitled cities including the cities of Green Bay and Sheboygan to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. Entitlement communities develop their own programs and funding priorities. Focus is on serving low-and moderate-income persons, and prevention and elimination of blight. Eligible activities include relocation and demolition; construction of public facilities; and assistance to profit-motivated businesses to carryout economic development and job creation/retention activities. To receive its annual CDBG entitlement grant, a grantee must develop and submit to HUD its Consolidated Plan.

**Economic Development Initiative (EDI)** provides grants to local governments to enhance both the security of loans guaranteed through Section 108 Loan Program and the feasibility of the economic development and revitalization projects they finance. EDI has been the catalyst in the expanded use of loans through the Section 108 Program by decreasing the level of risk to their CDBG funds or by paying for some of the project costs. There are congressionally earmarked and competitive BDI grants. Competitive EDI grants can be only be used in projects also assisted by the Section 108 Loan Program. Eligible activities include property acquisition, rehabilitation of public owned property, and economic development activities.

Brownfields Economic Development Initiative (BEDI) is a key competitive grant program HUD administers to stimulate and promote economic and community development. BEDI is designed to assist cities with the redevelopment of abandoned, idled, and underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination. The purpose of the BEDI program is to spur the return of brownfields to productive economic use through financial assistance to public entities in the redevelopment of brownfields, and enhance the security or improve the viability of a project financed with Section 108- guaranteed loan authority. Therefore, BEDI grants must be used in conjunction with a new Section 108-guaranteed loan commitment.

**Section 108 Loan Guarantee Program** increases affordable housing choices for very low-income households by allowing families to choose privately owned rental housing. The public housing authority (PHA) generally pays the landlord the difference between 30 percent of household income and the PHA-determined payment standard-about 80 to 100 percent of the fair market rent (FMR). The rent must be reasonable. The household may choose a unit with a higher rent than the FMR and pay the landlord the difference or choose a lower cost unit and keep the difference. (source: www.hud.gov)

#### USDA Rural Development

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

The Rural Business Opportunity Grant Program provides technical assistance, training, and planning activities that improve economic conditions in rural areas of 50,000 people or less. A maximum of \$1.5 million per grant is authorized. Rural Economic Development Loan and Grant Programs help develop projects that will result in a sustainable increase in economic productivity, job creation, and incomes in rural areas. Projects may include business start-ups and expansion, community development, incubator projects, medical and training projects, and feasibility studies. Ineligible purposes are those which directly benefit the borrower, conflicts of interest, and costs incurred prior to the application.

Rural Business Enterprise Grants Program (RBEG) to public bodies, private nonprofit corporations, and federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a City, or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area. The small, or emerging business to be assisted must have less than 50 new employees, less than \$1 million in gross annual revenues, have or will utilize technological innovations and commercialization of new products and/or processes to be eligible for assistance. Funds can be used for a variety of things including, but not limited to: construction of buildings and plants, equipment, access streets and roads, parking areas, utility and service extensions, and a variety of other costs. The Intermediary Relending Program money is lent to private non-profit organizations, any state or local government, an Indian Tribe, or a cooperative that is relent to by the intermediary to the ultimate recipients. The ultimate

recipient must not be able to receive financing at reasonable rates or terms. (source: www.rurdev.usda.gov/wi/)

#### <u>US Department of Commerce National Oceanic and Atmospheric Administration (NOAA)</u>

Coastal Zone Management Program (CZMP) assists local and state governments in managing and revitalizing coastal areas for mixed-use development. The competing goals of commercial and industrial development, tourism, environmental protection, transportation and recreation are discussed in coastal management plans. The CZMP supports states through financial contributions, technical advice, participation in state and local forums, and through mediation. Wisconsin CZMP programs currently protect wetland ecosystems, reduce non-point pollution sources, reduce erosion and assist in meeting state and regional coastal goals. (source: http://coastalmanagement.noaa.gov/programs/czm.html)

#### US Environmental Protection Agency

The **Brownfields Program** provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters. (source: <a href="http://www.epa.gov/brownfields/grant\_info/index.htm">http://www.epa.gov/brownfields/grant\_info/index.htm</a>)

#### <u>US Department of the Interior - National Park Service</u>

Land and Water Conservation Fund (LWCF) provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. States receive individual allocations of LWCF grant funds based on a national formula. Then states initiate a statewide competition for the amount available to award via matching grants. (source: www.nps.gov/ncrc/programs/lwcf)

#### Small Business Administration (SBA)

The SBA provides financial, business counseling and training, and business advocacy to foster the development and success of small businesses. Under the SBA's loan-guaranty programs, the borrower applies to a lending institution, not the SBA. The lender applies to the SBA for a loan guaranty. The SBA can process the lender's request through a variety of methods including the SBAExpress Loans, CommunityExpress Loans, 7(a) Loan Guarantee, Prequalification Loans, Micro Loans, Community Development Company/504 Loans, CAPlines Program, and 8(a) Business Development Program.

(source: <a href="www.sba.gov/localresources/district/wi/index.html">www.sba.gov/localresources/district/wi/index.html</a>)

#### **BAY-LAKE REGIONAL PLANNING COMMISSION**

#### **COMMISSION MEMBERS**

**Brown County** 

Tom Sieber

**Door County** 

Ken Fisher

Florence County

Edwin Kelley

**Bruce Osterberg** 

Yvonne Van Pembrook

Kewaunee County

Bruce Heidmann

Charles Wagner, Vice Chairperson

Eric Corroy

Manitowoc County

Donald Markwardt

Nomination Pending

Chuck Hoffman

Marinette County

Alice Baumgarten

Cheryl Maxwell, Chairperson

Mary Meyer

Oconto County

Donald Glynn

Thomas Kussow

Dennis Kroll

Sheboygan County

Mike Hotz

Ed Procek

Traci Robinson

Wisconsin Economic Development Corporation

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Natural Resources Planner III

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**GIS** Coordinator

