

2009 Comprehensive Economic Development Strategy (CEDS) Report



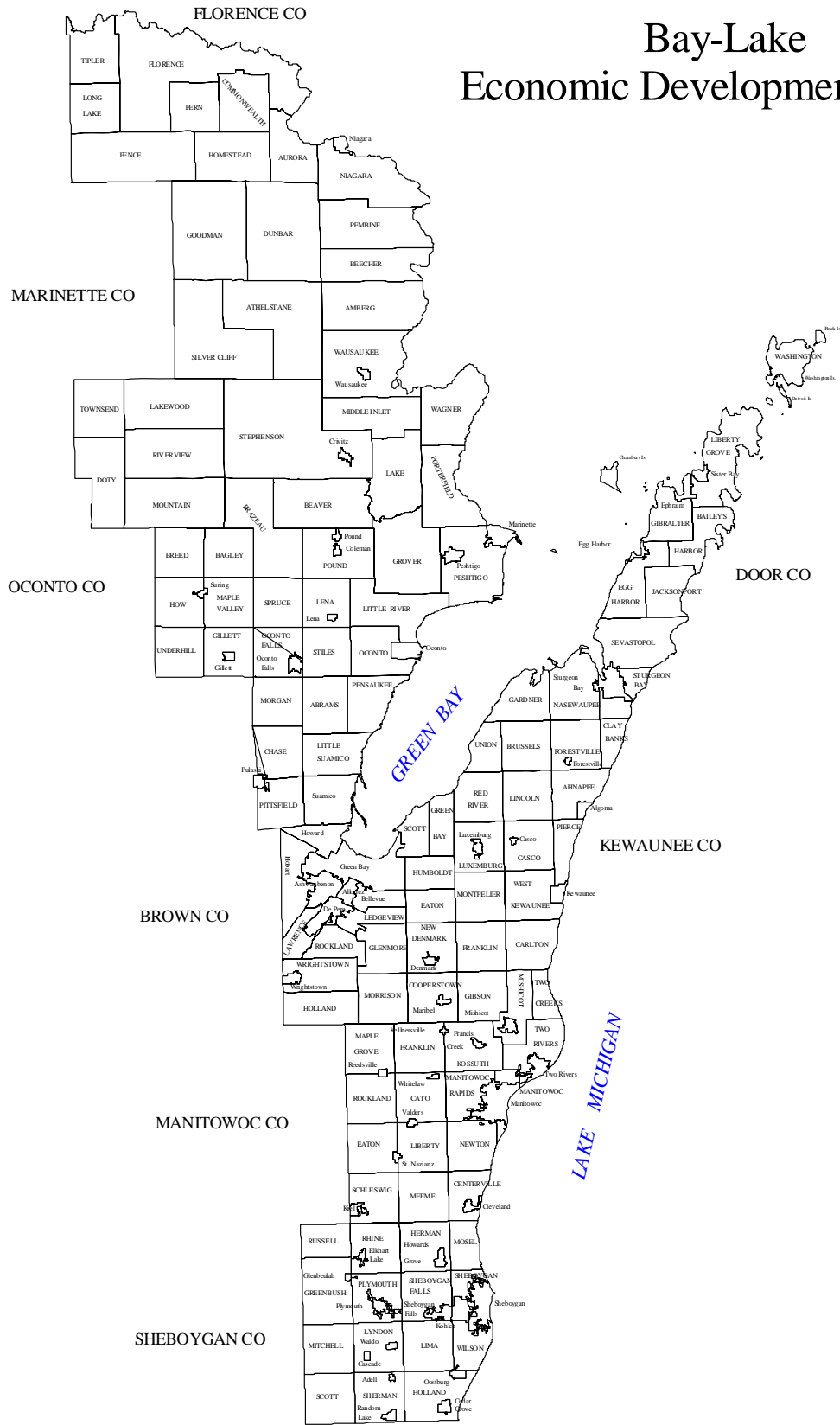
Shown: Business Assistance Center, NWTC Green Bay Campus

BAY-LAKE REGIONAL PLANNING COMMISSION
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Preparation of this report was financed in part by a grant from the
Economic Development Administration, U.S. Department of Commerce.

Bay-Lake Economic Development District



2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) REPORT
BAY-LAKE ECONOMIC DEVELOPMENT DISTRICT

Second Printing: November 2010



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The *2009 Comprehensive Economic Development Strategy* (CEDS) was written for the 2010, 2011, and 2012 grant years. The document is an update to the 2006 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 EDA funding programs.

RESOLUTION 14-2009

Resolution of the Bay-Lake Regional Planning Commission Adopting the 2009 Comprehensive Economic Development Strategy Report.

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 November 13, 2009 via Resolution No. 13-2009, the Bay-Lake Regional Planning Commission reaffirmed its participation as an Economic Development District of EDA; and

WHEREAS, the *Comprehensive Economic Development Strategy (CEDS) Report* 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 2009 *Comprehensive Economic Development Strategy Report* 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 2009 *Comprehensive Economic Development Strategy Report* 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 2009 *Comprehensive Economic Development Strategy Report*, and that a copy of this resolution be provided along with a copy of the 2009 *Comprehensive Economic Development Strategy Report* to 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 13th day of November, 2009.

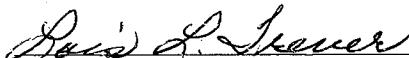

Lois L. Trever, Secretary-Treasurer
Bay-Lake Regional Planning Commission

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INTRODUCTION

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. Based on Wisconsin Department of Administration 2009 population estimates, the Region contained 589,885 persons or 10.4 percent of the state's population.

As of November 2009, the Commissioners of the Bay-Lake Regional Planning Commission were: **Brown County:** Bill Clancy, Chris Swan and Toni Loch; **Door County:** Paul DeWitt, Mariah Goode, and *nomination pending*; **Florence County:** Edwin A. Kelley, Bruce Osterberg, Yvonne Van Pembroke; **Kewaunee County:** Mary Hanrahan, Jim Abrahamson, Charles R. Wagner – *Vice Chairperson*; **Manitowoc County:** Valerie Mellon, Donald C. Markwardt, NyiaLong Yang; **Marinette County:** Alice Baumgarten, Cheryl R. Maxwell – *Chairperson* and Mary G. Meyer; **Oconto County:** Donald A. Glynn, Thomas D. Kussow and Lois L. Trever – *Secretary/Treasurer*; **Sheboygan County:** Ronald McDonald, Mike Hotz and Ed Procek; and WI Department of Commerce Secretary: Richard Leinenkugel- 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 are those projects that 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 in the creation of an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional EDA assistance. A section within the CEDS identifies other economic development initiatives at the state, regional, sub-regional, and local levels. The goals and actions identified within those efforts are supported by those

outlined in the 2009 CEDS. The CEDS analyzes local and regional economies and serves as a guide for promoting regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

THE ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

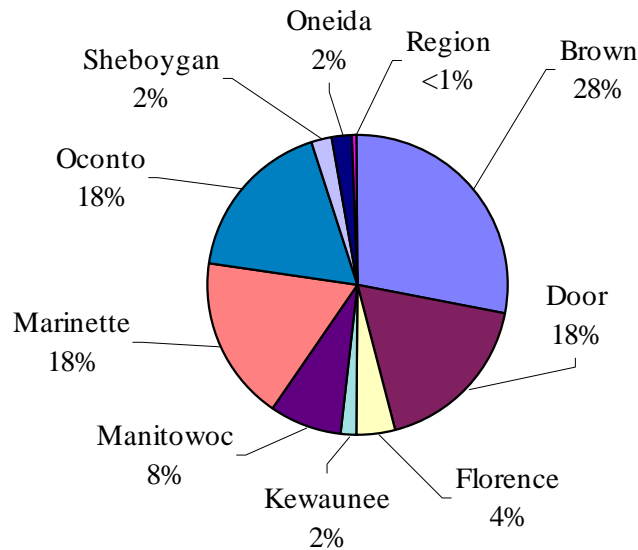
The Economic Development Advisory Committee (EDAC) was formed to provide input on the development of the annual CEDS document. The committee is comprised of individuals representing a wide-range of public and private interests from throughout the region. Members provide information on the state of their local economies; identify regional economic needs or issues; and prioritize community economic development projects submitted from the region. The EDAC reviews the final draft CEDS document before presentation to the Commissioners for final approval. 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 Business Assistance Center in 2004 located on the Green Bay campus of the Northeast Wisconsin Technical College (shown on front cover). This money is in addition to the annual allocation of \$51,628 awarded to the Commission 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



Source: Bay-Lake Regional Planning Commission, 2009.

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	535,000
C. Green Bay	1983	Convention Center Project	600,000
C. Sheboygan	1984	Waterfront Improvements	539,500
C. Oconto Falls	1984	Industrial Park	200,000
Oneida Tribe	1984	Hotel/Convention Center	500,000
C. De Pere	1984	Central Business District-Public Works Improvements	900,000
C. Two Rivers	1985	Industrial Park	255,296
Florence County	1985	Industrial Park	565,000
Oconto County	1986	Tri-County Revolving Loan Fund	635,000
V. Suring	1986	Water System Improvements	340,200
C. Manitowoc	1986	Industrial Park	675,500
C. Sturgeon Bay	1988	Industrial Park	479,500
C. Gillett	1988	Water System Improvements	403,500
C. Two Rivers	1989	Industrial Park	850,850
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
BLRPC	1996	Feasibility Study -Develop Plan	25,000
V. Lena	1996	Water System Improvements & Wastewater Treatment Facility	750,000
C. Oconto Falls	1997	Industrial Park Expansion	237,000
BLRPC	1997	Feasibility Study -Teaching Factory	18,000
C. Niagara	1997	Industrial Park	759,000
BLRPC	1998	Marinette Title IX Adjustment Strategy-Paper Industry	60,000
C. Peshtigo	1998	Industrial Park Improvements	506,400
C. Sturgeon Bay	1999	Title IX Defense Conversion	1,430,000
Co. Brown	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
Total EDA Grants			\$22,351,766

Source: Economic Development Administration, 2008.

CHAPTER ONE: STATE OF THE DISTRICT

ECONOMIC NEWS FROM THE DISTRICT

Northeast Wisconsin, which encompasses, a majority of the Bay-Lake District, has seen its share of company closures and downsizings. All the industry clusters have felt the affects of the deepest and most widespread economic downturn in decades. The condition of the global economy and all of its contributing factors have forced employers to rethink how they are doing business, including markets, products, workforce, customers, and suppliers. There are several local examples of how the economy has taken its toll on employers that served as the economic base for the region for decades. The collapse of the auto industry has 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. Foreign competition and a static demand for coated paper lead NewPage to their Niagara Mill in 2008 to decrease global supplies and keep commodity prices at profitable levels. The declining demand for foreign oil has dramatically dropped crude oil prices has limited the ability of KCS International, Inc. and Cruisers Yachts in Brown and Oconto counties to sustain customers from the Middle East oil producing companies who were a large customer base for their luxury recreational boats and ships. Gardner Denver Thomas Manufacturing decided to close their long time pump manufacturing plant in Sheboygan in early 2009 to consolidate operations in Monroe, Louisiana. These downsizings and closures alone have left nearly 2,000 workers unemployed in the district.

The poor economy however has provided new opportunities for new, existing, and emerging companies. The Federal Stimulus Plan, or American Recovery and Reinvestment Act, has attempted to spark the economy by investing in vital infrastructure improvements and upgrades and by promoting alternative energy processes and products. In particular, New North, Inc. has been a key proponent in establishing Wisconsin Wind Works, which is a consortium of manufacturers representing the wind manufacturing supply chain within Wisconsin. The goal of this initiative is to connect wind power companies to suppliers and vendors. Specialty areas represented within the consortium include, but are not limited to: assembly; construction; die castings; engineering; foundry/forging; logistics; composites; controls; education/training; fabrication; gears/bearings; and tooling/machining. In addition, several new initiatives are underway to diversify, solidify, and grow the local economy through the formation of new partnerships, building on existing industry clusters, and increasing outside invest into the region.

REGIONAL ECONOMIC ISSUES

Based on feedback received during various nominal group discussions conducted during the past three years as part of the comprehensive planning process and other discussions, 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 adults being retrained for new occupations after lay-off
- Inability of recent graduates to enter the local workforce and seek employment elsewhere
- Large number of skilled employees unemployed in most industry sectors
- Older adults choosing to work longer rather than retire

- Many adults face long daily commutes to and from the workplace
- Declining percentage of jobs offer suitable benefits
- Employers requesting employees to assume more of the cost of health insurance
- Trend from very large employers to smaller companies with a philosophy of outsourcing
- A growing percentage of workers are telecommunicating

Funding/Financing:

- Limited amount of money available for new business start-ups and expansions
- Less grants available for infrastructure and business equity
- Business loans and lines of credit are difficult to secure
- Limited financing for recreational facilities
- Expanded options for financing/supporting business expansions
- Decreasing shared revenues provided to communities
- State budget crisis and affect on funding to local governments and schools

Infrastructure:

- Region has seen an improvement to major highway system
- Limited public transportation only available in larger cities
- Towns and communities are struggling to replace and maintain local roads
- Uncertainty with state and funding for future transportation projects
- Low Lake Michigan water levels compromise shipping into and out the region
- Ports are underutilized
- Lack a multi-modal transfer facility
- Rural areas lack sufficient broadband and cable access
- Continued cell phone dead zones

Tourism/Recreation/Attraction:

- Area has seen an increase in tourism related revenues
- Local events promote community and the region
- Continued recreation trail improvements and expansions
- Concern tourism related jobs do not pay well or include benefits
- Community websites are important to attract people to the community/area
- New tourism related activities are beginning to emerge such as Geocaching
- State and Local Parks have limited finances to maintain facilities
- People are staying closer to home to enjoy events and recreational areas
- Difficulty to coordinate maintenance and expansion of recreation trails due to private and public ownership of land

Environmental/Waste Management:

- Ongoing concerns with water safety and quality
- Regulatory controls are cumbersome and time consuming
- Concentrated development outside of municipal sewer systems and sanitary districts
- Residential subdivisions being built with individual wells and septic systems
- Increasing number of large farms leading to groundwater concerns
- Run-off and invasive species severely impacting the water quality at area beaches/parks
- Much of the area is under non-attainment status
- Concerns with the siting of renewable energy sources like windmills

Housing/Health Care:

- Rising health care costs for individuals and businesses
- Decreasing access to health due to large demand from unemployed and underemployed
- Lack of affordable/workforce housing in some locations
- Overbuilding of homes causing values to decline
- Future demand for senior housing

Education:

- School crowding in some areas while declining in other areas
- Inequities in school funding formula
- Lack of school involvement in local planning efforts
- Contracting curriculum options due to continued declines in funding
- Rising cost of education and larger percentage of tax burden assumed by residents
- The ability of technical colleges to create curriculum quickly enough to satisfy needs
- Lack of higher education opportunities in extreme rural areas

General Regional Issues:

- Farmland preservation
- Land conservation
- Development along highway corridors
- Retaining young people in the area
- Demographic shift from rural to more urbanized areas
- National forest sales blocked by environmental groups
- High residential property taxes
- Downtown redevelopment
- Loss of service businesses in smaller communities
- Poor tax climate for industrial growth
- Unfunded mandates
- Expansion of incorporated communities resulting in annexations of towns
- 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
- Need to attract commercial development
- Improve central business districts
- Large supply of vacant gray buildings and manufacturing facilities
- Availability of workers in some areas
- Promote/support regional approaches to economic development
- Unified ED strategy needs to be adopted and followed by parties involved
- Developing waterfronts effectively
- Protecting scenic beauty while encouraging economic growth
- Loss of manufacturing jobs
- Technology infrastructure insufficient
- 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: 1970-2009

As shown in Table 2, the population of the Bay-Lake District increased from 440,926 in 1970 to an estimated 589,894 persons by 2009 reflecting an increase of 34 percent or 148,968 people. From 2000-2009, the district's growth rate was recorded at 6.39 percent, which was slightly above the state rate of 6.05 percent. The district accounted for 10.37 percent of the state's total population in 2009.

According to the Wisconsin Department of Administration's population projections, Oconto County has seen the greatest growth in population since 2000 with just over a ten percent increase that equates to 3,803 new residents. In contrast, Florence County has seen a dramatic slowdown in population growth since 1970, ranging from a 26 percent rate from 1970 to 1980 to only one percent during the past nine years (2000 to 2009). Brown County continues to comprise over 41 percent of the district's total population with 245,426 residents.

Table 2: Population 1970-2000, and 2009 Final Estimates, Bay-Lake District and State

County	Census				DoA Estimates 2009	Percent Change				2009 Percent of District
	1970	1980	1990	2000		1970- 1980	1980- 1990	1990- 2000	2000- 2009	
Brown	158,244	175,280	194,594	226,658	245,426	10.77	11.02	16.48	8.28	41.61
Door	20,106	25,029	25,690	27,961	30,529	24.49	2.64	8.84	9.18	5.18
Florence	3,298	4,172	4,590	5,088	5,346	26.50	10.02	10.85	5.07	0.91
Kewaunee	18,961	19,539	18,878	20,187	21,488	3.05	-3.38	6.93	6.44	3.64
Manitowoc	82,294	82,918	80,421	82,893	85,065	0.76	-3.01	3.07	2.62	14.42
Marinette	35,810	39,314	40,548	43,384	45,019	9.78	3.14	6.99	3.77	7.63
Oconto	25,553	28,947	30,226	35,652	39,455	13.28	4.42	17.95	10.67	6.69
Sheboygan	96,660	100,935	103,877	112,656	117,566	4.42	2.91	8.45	4.36	19.93
District	440,926	476,134	498,824	554,479	589,894	7.99	4.77	11.16	6.39	100.00
Wisconsin	4,417,731	4,705,335	4,891,769	5,363,704	5,688,040	6.51	3.96	9.65	6.05	NA

Source: Wisconsin Department of Administration Final Population Estimates 1/2009; U.S. Census Bureau 1970-2000; Bay-Lake Regional Planning Commission 2009.

Components of Population Change: 2000-2009

The population within the Bay-Lake District grew from 554,479 persons in 2000 to an estimated 589,894 persons in 2009, an increase of 6.39 percent. As seen in Table 3, the natural increase, number of births less the number of deaths, totaled 18,848 for the district, representing a 3.20 percent growth rate. In comparison, net migration was recorded at 18,848 persons, representing a 2.81 percent increase from 2000 to 2009. The district's percent change due to natural increase was less than that for the state, while the percent change due to net migration was noticeably higher than experienced by Wisconsin as a whole.

Each county experienced population growth during the nine-year period. Only Door, Florence, and Marinette counties had negative net natural increases. Door County leads the district in net migration during the past nine years with a solid 10.79 percent, followed by Oconto at 9.09

percent and Florence with 7.72 percent. Oconto County also leads the district in growth rate over the past nine years at 10.67 percent with most of that growth seen in the southern portion of the county. Conversely, Manitowoc County has only seen an increase of 2,163 people since 2000 corresponding to the district's lowest percentage increase of 2.61 percent.

Table 3: Components of Population Change, 2000-2009, Bay-Lake District and State

County Name	2000 Census	Final 1/1/09 Estimate	2000 - 2009		Numeric Change 2000/2009			Percent Change-2000/2009		
			Total Births	Total Deaths	Natural Increase	Net Migration	Total	Natural Increase	Net Migration	Total
Brown	226,658	245,426	29,219	14,003	15,216	3,552	18,768	6.71	1.57	8.28
Door	27,961	30,529	2,164	2,612	-448	3,016	2,568	-1.60	10.79	9.18
Florence	5,088	5,346	309	444	-135	393	258	-2.65	7.72	5.07
Kewaunee	20,187	21,488	2,019	1,629	390	911	1,301	1.93	4.51	6.44
Manitowoc	82,893	85,056	7,679	6,929	750	1,413	2,163	0.90	1.70	2.61
Marinette	43,384	45,019	3,764	4,374	-610	2,245	1,635	-1.41	5.17	3.77
Oconto	35,652	39,455	3,434	2,873	561	3,242	3,803	1.57	9.09	10.67
Sheboygan	112,656	117,566	12,302	9,178	3,124	1,786	4,910	2.77	1.59	4.36
District	554,479	589,885	60,890	42,042	18,848	16,558	35,406	3.20	2.81	6.39
State Total	5,363,715	5,688,040	617,598	404,697	212,901	111,424	324,325	3.97	2.08	6.05

Source: Wisconsin Department of Administration: Components of Population Change for Wisconsin Counties 2000-2009, and Bay-Lake Regional Planning Commission, 2009.

CIVILIAN LABOR FORCE ESTIMATES

Workforce Trends: 2000-2009

The economy has had a tremendous impact on the growth of the labor force for each county and the district as a whole. The 2000 figures are from the U.S. Census and give a better historical illustration of workforce numbers over a nine year reference period. Overall, the district saw only a slight increase in its labor force from 2006 to 2008 as reflected in Table 4. It was 321,854 in



2006 and grew to 322,780 two years later. A similar labor force growth rate occurred in Wisconsin during this same time period. Manitowoc County enjoyed the largest percentage increase in its workforce since 2006 by adding 1,253 workers, or nearly 3 percent. By comparison, Brown County experienced the largest decline in the number of workers (703) but equated to less than .5 percent. From 2007 to 2008,

Manitowoc County added an impressive 662 workers to its workforce followed by Door County with 491 new workers. With the larger plant closures and downsizings already being experienced in 2007, Sheboygan County lost 770 people from its workforce by the 2008 count. In the meantime, Wisconsin's labor force contracted nearly 5,500 within this two-year time span. The percent of labor force by county is illustrated in Figure 2.



Table 4: Employed Persons, 2000 and 2006-2008, Bay-Lake District and State

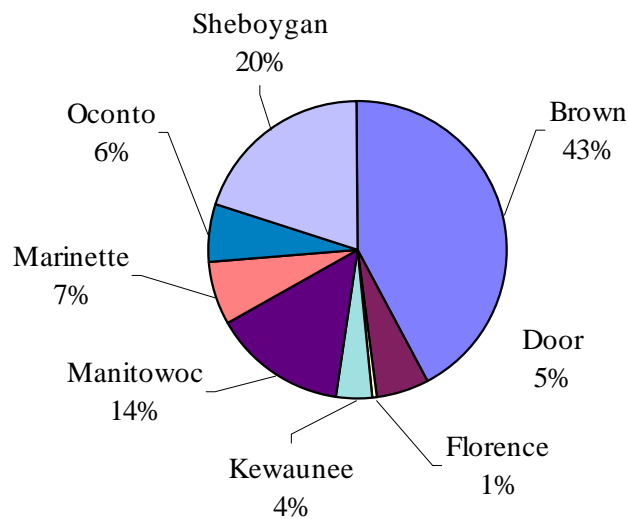
Area	2000	2006	2007	2008	Number Change 2000-08	Percent Change 2000-08	Number Change 2007-08	Percent Change 2007-08
Brown	131,640	137,348	137,430	136,645	5,005	3.8	-785	-0.6
Door	16,518	16,727	16,706	17,197	679	4.1	491	2.9
Florence	2,630	2,584	2,539	2,517	-113	-4.3	-22	-0.9
Kewaunee	11,654	11,936	11,887	11,793	139	1.2	-94	-0.8
Manitowoc	47,189	45,519	46,110	46,772	-417	-0.9	662	1.4
Marinette	22,568	22,083	22,200	22,457	-111	-0.5	257	1.2
Oconto	19,493	20,544	20,610	20,525	1,032	5.3	-85	-0.4
Sheboygan	64,613	65,113	65,644	64,874	261	0.4	-770	-1.2
District	316,305	321,854	323,126	322,780	6,475	2.0	-346	-0.1
Wisconsin	2,996,091	3,062,932	3,093,763	3,088,274	92,183	3.1	-5,489	-0.2

Source: WI DWD, Bureau of Workforce Information, Local Area Unemployment Statistics program 2009; Bay-Lake Regional Planning Commission 2009.

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 5 provides data on the civilian labor force, the number of people employed, those people unemployed, and the unemployment rate for the years 2006, 2007, and 2008 for all eight counties in the Bay-lake District and the State of Wisconsin. *The data present below is not seasonally adjusted.*

With a district workforce of 322,780 in 2008, Brown County contains over 43 percent of the district’s workforce followed by Sheboygan County at 20 percent. Unemployment rates have remained relatively steady from 2006-2008 for each county ranging from 4.0 percent to 6.7 percent. 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 4.0, which is very consistent with the State of Wisconsin during this time frame.

Figure 2: District Labor Force by County, 2008



Source: WI DWD, Bureau of Workforce Information, Local Area Unemployment Statistics program 2009; Bay-Lake Regional Planning Commission 2009.

Table 5: Annual Average Civilian Labor Force Estimates, 2006-2008, Bay-Lake District & State

AREA	Estimates			Percent Change		Percent of District's Labor Force		
	2006	2007	2008	06-07	07-08	2006	2007	2008
Wisconsin								
Civilian Labor Force	3,062,932	3,093,763	3,088,274	0.8	-0.18			
Unemployed	144,777	145,632	153,954	6.3	5.7			
% C.L.F.	4.7	4.7	5.0	0.3	0.3			
Employed	2,918,155	2,948,131	2,934,820	0.6	-0.5			
Bay-Lake District								
Civilian Labor Force	321,854	323,126	322,780	0.3	-0.11	100.0	100.0	100.0
Unemployed	15,346	15,944	16,168	5.4	1.4	100.0	100.0	100.0
% C.L.F.	4.8	4.9	5.0	0.2	0.1			
Employed	307,103	307,182	306,611	-0.2	-0.2	100.0	100.0	100.0
Brown County								
Civilian Labor Force	137,348	137,430	136,645	-0.5	-0.57	42.7	42.5	42.3
Unemployed	6,220	6,373	6,468	4.0	1.5	40.5	40.0	40.0
% C.L.F.	4.5	4.6	4.7	0.2	0.1			
Employed	131,128	131,057	130,177	-0.7	-0.7	42.7	42.7	42.5
Door County								
Civilian Labor Force	16,727	16,706	17,197	2.8	2.94	5.2	5.2	5.3
Unemployed	901	928	956	6.1	3.0	5.9	5.8	5.9
% C.L.F.	5.4	5.6	5.6	0.2	0.0			
Employed	15,826	15,778	16,240	2.6	2.9	5.2	5.1	5.3
Florence County								
Civilian Labor Force	2,584	2,539	2,517	-2.6	-0.87	0.8	0.8	0.8
Unemployed	173	151	151	-12.7	0.0	1.1	0.9	0.9
% C.L.F.	6.7	5.9	5.9	-0.8	0.0			
Employed	2,411	2,388	2,365	-1.9	-1.0	0.8	0.8	0.8
Kewaunee County								
Civilian Labor Force	11,936	11,887	11,793	-1.2	-0.79	3.7	3.7	3.7
Unemployed	529	549	531	0.4	-3.3	3.4	3.4	3.3
% C.L.F.	4.4	4.6	4.5	0.1	-0.1			
Employed	11,407	11,338	11,262	-1.3	-0.7	3.7	3.7	3.7
Manitowoc County								
Civilian Labor Force	45,519	46,110	46,772	2.8	1.44	14.1	14.3	14.5
Unemployed	2,252	2,453	2,321	3.1	-5.4	14.7	15.4	14.4
% C.L.F.	4.9	5.3	5.0	0.1	-0.3			
Employed	43,861	43,657	44,451	1.3	1.8	14.3	14.2	14.5
Marinette County								
Civilian Labor Force	22,083	22,200	22,457	1.7	1.16	6.9	6.9	7.0
Unemployed	1,425	1,408	1,391	-2.4	-1.2	9.3	8.8	8.6
% C.L.F.	6.4	6.3	6.2	-0.2	-0.1			
Employed	20,659	20,792	21,066	2.0	1.3	6.7	6.8	6.9
Oconto County								
Civilian Labor Force	20,544	20,610	20,525	-0.1	-0.41	6.4	6.4	6.4
Unemployed	1,252	1,278	1,323	5.7	3.5	8.2	8.0	8.2
% C.L.F.	6.1	6.2	6.4	0.3	0.2			
Employed	19,292	19,332	19,203	-0.5	-0.7	6.3	6.3	6.3
Sheboygan County								
Civilian Labor Force	65,113	65,644	64,874	-0.4	-1.17	20.2	20.3	20.1
Unemployed	2,594	2,804	3,027	16.7	8.0	16.9	17.6	18.7
% C.L.F.	4.0	4.3	4.7	0.7	0.4			
Employed	62,519	62,840	61,847	-1.1	-1.6	20.4	20.5	20.2

Source: Wisconsin Department of Workforce Development: Wisconsin Local Area Unemployment Statistics for 2006, 2007, and 2008; and Bay-Lake Regional Planning Commission, 2009.

According to the Wisconsin Department of Workforce Development, the district’s non-farming employment sector has been steadily growing during the past eight years. As reflected in Table 6, the eight counties that comprise the Bay-Lake District saw a one percent increase in employment from 2000 to 2008 with the Information, Natural Resources, Mining, and Construction Sector leading the way with a solid 71 percent gain. Government added 8,395 workers during this time period followed by Education and Health Services with 6,546 new jobs. On the other hand, Manufacturing lost nearly 11,000 jobs during this time span due to the large decline in boat and ship building, and the collapse of the auto industry.

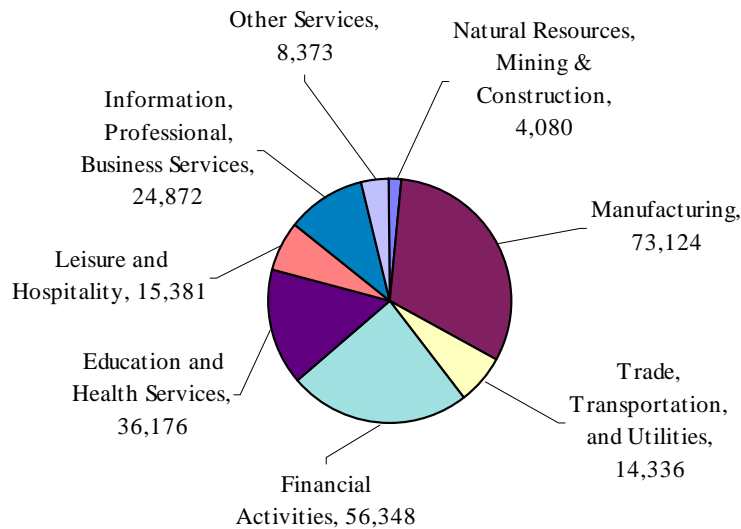
Table 6: Regional Employment by Super Sector, 2000, 2007, and 2008, Bay-Lake District

Area	2000	2007	2008	Number Change 2000-08	Percent Change 2000-08	Number Change 2007-08	Percent Change 2007-08
Total Nonfarm	236,070	262,709	265,704	29,634	12.6	2,995	1.1
Total Private	211,451	230,827	232,690	21,239	10.0	1,863	0.8
Goods Producing Industries	85,853	78,643	77,204	-8,649	-10.1	-1,439	-1.8
Natural Resources, Mining & Construction	2,391	3,878	4,080	1,689	70.6	202	5.2
Manufacturing	83,462	74,765	73,124	-10,338	-12.4	-1,641	-2.2
Service Producing Industries	125,598	152,184	155,486	29,888	23.8	3,302	2.2
Trade, Transportation, and Utilities	53,627	56,378	56,348	2,721	5.1	-30	-0.1
Financial Activities	11,353	14,100	14,336	2,983	26.3	236	1.7
Education and Health Services	29,630	35,496	36,176	6,546	22.1	680	1.9
Leisure and Hospitality	1,181	15,495	15,381	14,200	1202.4	-114	-0.7
Information, Professional, Business Services	22,006	22,337	24,872	2,866	13.0	2,535	11.3
Other Services	7,801	8,378	8,373	572	7.3	-5	-0.1
Government	24,619	31,882	33,014	8,395	34.1	1,132	3.6

Source: WI Department of Workforce Development Quarterly Census of Employment and Wages for years shown; and Bay-Lake Regional Planning Commission 2009.

In 2008, despite the economic downturn impacting the Manufacturing Sector, it continued to be the largest source of employment for workers in the district. As shown in Figure 3, 73,124 people worked in Manufacturing followed by Financial Services and Education and Health Services.

Figure 3: District Employment by Super Sector, 2008



Source: WI Department of Workforce Development Quarterly Census of Employment and Wages for years shown; and Bay-Lake Regional Planning Commission 2009.

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 7, there is anticipated to be an overall seven percent increase in full and part-time nonfarm employment from 2006 to 2016. The health care industry is expected to add 2,310 jobs for an 18.5 percent increase, followed by state and local government sectors with 8,430 jobs for a 15.4 percent gain. As seen with current job losses, manufacturing as a whole is predicted to lose employment during this time period with paper manufacturing specifically feeling the greatest contraction.



Table 7: Bay Area Workforce Development Employment Projections, 2006-2016

NAICS	Industry Title	Estimated Employment (Full and Part-Time)			
		2006	2016	Change	Percent Change
	Total, All Nonfarm Industries	308,700	330,330	21,630	7.0
1133, 21, 23	Construction/Mining/Natural Resources	14,930	16,320	1,390	9.3
31-33	Manufacturing	75,390	74,520	-870	-1.2
311	Food Manufacturing	10,480	10,350	-130	-1.2
322	Paper Manufacturing	9,110	8,280	-830	-9.1
333	Machinery Manufacturing	7,190	6,730	-460	-6.4
42,44-45	Trade	43,680	44,400	720	1.6
452	General Merchandise Stores	7,580	7,840	260	3.4
48-49,22	Transportation and Utilities	17,040	18,370	1,330	7.8
52-53	Financial Services	16,450	18,270	1,820	11.1
61-62	Education and Health Services (Including State and Local Government)	54,860	63,290	8,430	15.4
611	Educational Services	19,680	20,520	840	4.3
622	Hospitals	12,460	14,770	2,310	18.5
71-72	Leisure and Hospitality	30,240	33,640	3,400	11.2
51,54-56,81	Information/Professional Services and Other Services	37,090	41,950	4,860	13.1
	Government	19,020	19,570	550	2.9

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors, November 2008.

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 8: Per Capita Personal Income, 2005-2007, Bay-Lake District, State, and United States

Area	(Dollars)			Percent Change		Percent Change Compared to US	
	2005	2006	2007	2005-06	2006-07	2005-06	2006-07
Brown	33,350	34,760	36,242	4.2	4.3	0.7	0.9
Door	34,471	36,249	39,470	5.2	8.9	0.9	1.8
Florence	26,574	27,465	29,364	3.4	6.9	0.6	1.4
Kewaunee	29,414	30,482	32,751	3.6	7.4	0.6	1.5
Manitowoc	30,268	31,448	33,222	3.9	5.6	0.6	1.1
Marinette	26,610	27,859	29,141	4.7	4.6	0.8	0.9
Oconto	27,239	28,233	29,802	3.6	5.6	0.6	1.1
Sheboygan	34,105	35,821	37,736	5.0	5.3	0.8	1.1
District	30,254	31,540	33,466	4.2	6.1	0.7	1.2
Wisconsin	32,706	34,461	36,272	5.4	5.3	0.9	1.1
United States	34,690	36,794	38,615	6.1	4.9	1.0	1.0

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Accounts of 7/24/2009 and the Bay-Lake Regional Planning Commission 2009.

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 5th in the state with annual expenditures of \$557 million, followed by Door County at 6th (up from 7th in 2007) at nearly \$484 million, and Sheboygan County coming in at a strong 9th with \$344 million. For the remaining five counties in the district; Manitowoc ranked 27th (down from 26th in 2007), Marinette 30th (up from 31st in 2007), Oconto 46th (down from 45th in 2007), and Kewaunee 65th, and Florence 70th 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 9: Tourism Revenue by County, 2007 and 2008, District, and State

Area	Expenditures \$			Percent Change	Local Revenue \$			Percent Change	2008 State Rank
	2007	2008	Difference		2007	2008	Difference		
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



Agriculture has and continues to be one of the district's largest economic clusters. As indicated in Table 10, 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 10: Agriculture Statistics, 2002 and 2007, District, and State

Area	Number of Farms		Number Change	Land In Farms		Percent Change	Market Value of Products Sold		Percent Change
	2002	2007		2002	2007		2002	2007	
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 noted above in Table 10, there are a declining number of farms as well as land being farmed in the district. That trend is also confirmed by the Wisconsin Agriculture Statistics Service's inventory of agriculture land sales. In Table 11, 1,844 acres of agriculture land was diverted to other uses during the 2005-2008 time period. Brown County comprised the largest percentage of that figure with 833 acres, or 45 percent. The value paid for the agriculture land ranged from \$815 to \$25,308. Brown, followed by Sheboygan County, had the highest per acre value. According to these figures, Florence County did not have any agriculture land diverted to other uses during this four year reporting period.

Table 11: Agricultural Land Diverted to Other Uses, 2005 - 2008, District, and State

Area	2005		2006		2007		2008		Total Acres Diverted From 2005-2008
	Acres Diverted	Dollars per acre	Acres Diverted	Dollars per acre	Acres Diverted	Dollars per acre	Acres Diverted	Dollars per acre	
Brown	258	25,308	461	23,943	65	13,231	49	9,900	833
Door	0	0	0	0	55	7,645	10	3,300	65
Florence	0	0	0	0	0	0	0	0	0
Kewaunee	51	7,979	0	0	0	0	0	0	51
Manitowoc	84	6,000	0	0	60	7,050	0	0	144
Marinette	51	815	0	0	15	2,635	0	0	66
Oconto	56	2,894	28	2,526	0	0	113	3,400	197
Sheboygan	170	8,227	318	13,039	0	0	0	0	488
District	670		807		195		172		1,844
Wisconsin	21,745	10,916	14,056	10,310	9,316	11,948	5,335	8,421	50,452

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. As identified in the Northeast Wisconsin Economic Opportunities Study of 2004, these clusters include:

- Paper Products
- Agriculture and Food Processing
- Printing and Publishing
- Maritime Vessels and Equipment
- Tourism
- Insurance Products
- Customer Service Center
- Production Technology
- Forestry Products
- Metal Manufacturing

While many of these industry clusters have experienced a rather roller-coaster type business cycle during the past five years, they continue to serve as strong economic pillars for Northeast Wisconsin. These clusters are most often affected by global markets, state and federal regulations and policies, changes in consumer buying habits, and the ability to gain access to investment capital add new process to their facilities or train workers for tomorrow's technology.

Companies of all sizes within these industry clusters have formed partnerships to share resources that will allow them to remain competitive globally in the short and long term. Many regional efforts have begun 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 exciting new opportunities underway to grow these clusters, plus support new emerging clusters such as nutraceuticals, education and workforce training services, and machine tool design.

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 possible 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.

Grow Wisconsin

Wisconsin's Governor, Jim Doyle, created an economic development plan for the state in 2003. *Grow Wisconsin* is a comprehensive plan that presents a vision and strategies to create good paying jobs and a "high-end" economy. This plan is a multi-faceted strategy designed to make more effective use of existing resources to grow the state's diverse economy consisting of agriculture and manufacturing to biotechnology and nanotechnology. Since the unveiling of the original *Grow Wisconsin* plan in 2003, it has been revised and updated in 2008 with 200 new initiatives to reach the eight overriding strategic goals. These goals are:

1. Retain and Create High-Wage Jobs
2. Prepare Workers for Tomorrow's Economy
3. Add Value in Wisconsin's Economic Base
4. Create and Unleash Knowledge to Build Emerging Industries
5. Tap Wisconsin's Full Urban Potential
6. Implement Strategies Regionally
7. Lower Regulatory Burdens, Keep Standards High
8. Build a World Class Infrastructure

To move forward on these eight goals, the Next Steps focuses on four key areas:

- A. Create and Maintain a Competitive Business Climate
- B. Invest in People
- C. Invest in Businesses
- D. Reform Regulations and Make Government Responsive

Wisconsin Department of Commerce

The Wisconsin Department of Commerce prepares a five-year expenditure plan for the disbursement of over \$49 million federal and state dollars annually to local governments, public and private organizations, and businesses to meet the meet critical housing and community development needs in non-entitlement areas of Wisconsin. The *2005-2009 Consolidated Plan*

covers a period of 5-years. It is effective from April 1, 2005, through March 31, 2010 and serves as the overall strategy for addressing a variety of housing, community, and economic development needs.

In particular to economic development, increasing economic opportunity in our communities, focusing on both workers and businesses, continues to be of critical importance. Job creation and retention, education, job training, and skill development programs to prepare workers for jobs continue to be a priority. However, Commerce is expanding the focus of ED program eligibility to include all of the national objectives: low and moderate income benefit, urgent local need, and the prevention or elimination of slum and blight. Assisting business to investing in new technology, establishing a statewide system to support entrepreneurial development, encouraging the best use of local revolving loan fund resources, and addressing a wider variety of needs critical to developing long term employment opportunities will also be priorities. Economic assistance and loans to attract new business and retain and expand existing ones are key to Governor Doyle's *Grow Wisconsin* strategy.

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 all of rural America. This office touches rural America through its financial programs, such essential public facilities and services as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telephone service. Rural Development promotes economic development by supporting loans to businesses through banks and community-managed lending pools. Technical assistance and information is offered to help agricultural and other cooperatives get started and improve the effectiveness of their member services. In addition, technical assistance is available to help communities undertake community empowerment programs. Rural Development's Mission Statement is: Enhance the ability of rural communities to develop, to grow, and to improve their quality of life by targeting financial and technical resources in areas of greatest need through activities of greatest potential.

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 key initiatives of New North, Inc. are as follows:

- Attracting, developing, and retaining talent
- Focusing on targeted growth opportunities
- Supporting an entrepreneurial and small business climate
- Sustainability
- Encouraging educational attainment
- Encouraging and embracing diverse talents
- Promoting 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

Regional Innovation Grant/Economic Opportunity Study

This study was completed in 2009 and is to serve as a call to action to accelerate the pace of change and direction of the economy of Michigan's Upper Peninsula (UP) and two adjoining Wisconsin counties- Florence and Marinette. This region, the UP/Wisconsin border region, faces long term economic challenges from a rapidly shifting national and global economy. High levels of unemployment in the region, recent plant closings, layoffs, delays in investment projects, and low levels of business start ups are clear benchmarks of economic distress. In response to the current environment, leaders in the region applied for and received a Regional Innovation Grant from the United States Department of Labor for the development of a 17-county (consisting of the entire UP, plus the adjacent Wisconsin counties of Florence and Marinette) economic impact study with actionable implementation activities critical to regional economic survival. The goal of the study was to formulate strategies for regional economic and workforce development that are specific, measurable, achievable, and realistic with a timeline. The individual strategies outlined in the study focus on the following elements:

- **Higher Education** - Build on the higher education cluster in the region; expand enrollment, research and entrepreneurial activity; raise educational attainment of the region's workforce
- **Education and Workforce Training** - Increase the skill and education of the regional workforce to increase competitiveness
- **Business Growth and Development** - Work to grow existing businesses and the number of new businesses; establish a region-wide culture of collaboration and innovation to attract entrepreneurs and existing business investment;
- **Tourism** - Have the region become a major tourism destination and 2nd place of residence

- **Infrastructure** - Develop a 21st century vision for broadband/cellular service, highways, rail service and air service
- **Natural Resources** - Continue to promote use of the region's natural resources in an environmentally sound, safe, and sustainable manner and focus on proactive strategies that promote value-added economic activity within the region.
- **Health Care** - Provide citizens of the region with the highest quality, affordable, convenient health care services available.

Bay-Area Workforce Development

The Bay-Area Workforce Development Board comprises the eight county district of the Bay-Lake Regional Planning Commission, plus the counties of Shawano and Menominee. The vision of the Bay-Area Workforce Development Board is that as 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, 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 Workforce Development Board adopted the following four strategic goals in which to work toward achieving its vision:

1. Access to Services
2. Work Readiness
3. Training
4. Alignment

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

Northwoods Economic Summit: The Mission of this regional effort is to facilitate partnerships between business, education, and local governments in order to more effectively grow our region's economy, job base, recreational awareness, and quality of life. The region consists of five counties in NE Wisconsin and the Lower UP of Michigan-Oconto, Marinette, Florence, Menominee, and Dickinson. A steering committee facilitates an annual summit to discuss one theme (i.e. entrepreneurialism) and provide updates on economic projects underway in the region. Summits have been held each year since 2005.

Northwoods Summit V

Vision Statement
The Northwoods is a unique location where nature meets business. We are united to promote the region as a good place to live, work, and play.

Mission Statement
Our mission is to facilitate partnerships between business, education, and local governments in order to more effectively grow our region's economy, job base, recreational awareness, and quality of life.



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.

Lakeshore Health Care Alliance: 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 District's goals are:

1. To advance the district's long-term economic health and viability.
2. To strengthen the capabilities of counties and local communities to attract and retain businesses.
3. To promote environmental and economic development sustainable communities and businesses.
4. To Promote Regional Economic Development and Planning.
5. To increase investment opportunities within the district.

ECONOMIC DEVELOPMENT WORK PROGRAM

CEDS Annual Report

For close to three decades, the BLRPC received an annual grant award from EDA to prepare and administer an economic development strategy for the district. In 2006, 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 2006 for the years 2007, 2008, and 2009. The following activities were completed under the economic development program funded in part by EDA as part of 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.

Performance Measure: 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.

- Commission staff reviewed two preliminary concept papers prepared by the Sheboygan Area Chamber of Commerce for potential EDA funding.
- Commission staff met with representatives of the Economic Development Corporation of Manitowoc and Lakeshore Technical College regarding a Manitowoc County Manufacturing Center.
- The Commission provided a letter of support for an EDA application prepared and submitted by the Lakeshore Technical College. It was for the Sheboygan Area Composites Innovation Center.
- Commission assisted Marinette and Florence county officials in writing a pre-application to complete an economic study for counties in NE Wisconsin and the Lower tier of counties in Upper Michigan.

Other Grant Writing Assistance

In addition to the EDA grant writing assistance, Commission staff will also assist 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, pre-application writing assistance, grant administration, and grant close-out documentation.

Performance Measure: 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.

- Commission staff serve on the business retention and development committee for the Olde Main Street/Downtown Green Bay Organization. As requested, staff will assist the organization in preparing materials and support documentation to secure funding for identified projects.
- Commission staff have been requested by the Town of Amberg to identify funding sources for construction of a new fire hall.
- Commission staff are submitting grant applications at the direction of the cities of Kewaunee and De Pere and Manitowoc County to secure funding for local projects.
- Commission staff have submitted applications for funding for projects in the cities of Marinette and Sheboygan.

Workshops and Conferences

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

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

- The Principal Planner attended the annual Wisconsin Economic Development Association (WEDA) annual conference in Eau Claire, Wisconsin in September 2009.
- The Principal Planner has been a steering committee member for the Northwoods Economic Development held the past five years (2005-2009) at the Four Seasons Resort in Pembine, WI.
- Commission staff served on the steering committee member for each of the last four Annual Sustainable Forestry Conferences (2006-2009).
- Commission staff serve on the steering committee and as a financial sponsor for the annual Global Trade Conference since its inception in 2003.
- Commission staff attended the annual conference for National Association of Planning Organizations in April 2009.

Environmental Cleanup

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

Performance Measure: 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.

- Commission will continue its participation in the WBC.
- In the preparation of the economic development and land use elements of local comprehensive plans, the Commission identifies any existing brownfields and works with local officials to develop strategies for their redevelopment.
- The Commission completed its Regional Comprehensive Plan in November 2005. It contains information on area brownfields and goals and objectives for their remediation.
- The Commission has been successful in securing funding annually from Wisconsin's Coastal Management program to serve on regional technical advisory committees and provide technical assistance to local communities and counties on their environmental projects and studies.

Plant Closing Notification

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

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

- The Commission continued to read local newspapers, communicate with local ED professionals, and monitor the Wisconsin Department of Workforce Development's web site for plant closings and pending plant closings within the region.

Commission Committees

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

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

- The Commission facilitated Economic Development Advisory Committee meetings on a quarterly and/or needed basis to review projects and provide input on the economic development goals and objectives for the region.
- The Commission facilitates quarterly Housing Advisory Committee meetings.

Northeast Wisconsin Regional Economic Partnership (NEWREP)

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

- Commission staff attended a majority of the NEWREP meetings scheduled during the past two years.

International Trade Advisory Committee

The Commission continued its financial support and technical advisory participation in the International Trade Advisory Program to promote international trade opportunities for businesses located in the region.

Performance Measure: Attend quarterly meetings of the International Trade Advisory Committee and assist in arranging the annual Northeast Wisconsin International Trade Conference.

- The Principal Planner continued to serve on the Advisory Committee of the International Business Development Program.
- The Principal Planner served on the organizing committee for each of the last five Annual International Trade Conferences and continued its financial sponsorship of the event.

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.

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

- Commission staff have completed the Economic Development Element of 46 community and 4 county comprehensive plans during the past sixteen months.
- Commission staff provided assistance to the Sheboygan County Planning Department in the completion of the county's comprehensive plan.

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.

- Commission staff is providing sewer service area planning and review for the city of Marinette, cities of Manitowoc/Two Rivers, and the Sheboygan Metropolitan Area.
- Commission staff prepared a tax incremental financing project plan amendment for the Village of Luxemburg.
- Commission staff continues to serve on the Door County Attainable Housing Advisory Committee.
- Commission staff are serving on a committee to define a waterfront plan for the Fox River in Brown County.

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.

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

- Commission staff will be working to define implementation strategies for the recently completed Regional Innovation Grant/Economic Opportunity Study, which includes the counties of Florence and Marinette.
- Commission staff are working with officials at Lakeshore Technology College to establish an innovation center in the City of Sheboygan Area.

Regional Economic Development Initiatives

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

Paper and Forestry Industry Studies

The Commission will participate in local efforts to submit applications to EDA and/or other granting agencies to identify trends in the paper industry and develop strategies to address these trends. The BLRPC has partnered with the East Central and Northcentral Regional Planning Commissions to facilitate meetings and conduct these studies. This includes locating resources to

conduct a feasibility study for area paper mills to cost effectively produce cellulosic ethanol. In addition, the Commission will collaborate with other local, regional, and state economic development organizations to carry out activities that preserve the region's paper industry cluster.

Performance Measure: Submittal of an application to EDA or other state or federal agencies to develop and implement regional strategies to address trends in the paper industry.

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*.

Performance Measure: Completion of the economic element of the regional comprehensive plan.

- The economic development of the Regional Comprehensive Plan was completed in November 2005. The Economic Development Advisory Committee will annually review the content and strategies within the Economic Development Element for potential implementation.

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 the Northwoods Economic Development Steering Committee to promote initiatives to grow and diversify a six county region to include Oconto, Marinette, and Florence Counties.

Commission staff have served on the Steering Committee the past four years for the Annual Sustainable Forestry Conference held during the month of April in Florence County.

CHAPTER THREE: ECONOMIC DEVELOPMENT PROJECTS

ECONOMIC DEVELOPMENT PROJECT INVENTORY

In June 2009, the Commission sent its annual project survey to each of the 185 units of government within the eight county district to solicit their priority community economic development projects. A copy of the 2009 Community Survey is provided as Appendix C. A total of 254 projects were submitted for the district's project list. A summary of the many types of projects submitted is provided in Table 12. For this complete list, 72 are infrastructure type projects, which account for 28 percent of the total projects submitted. The second highest project type was categorized as development activities with 52 projects or nearly 21 percent, followed by recreation related projects at nearly 11 percent or 27 projects. For a complete list of projects submitted by community within the district, please see Appendix D.

Table 12: 2009 Projects Submitted by Type

Project Type	Number	Percent
Infrastructure	72	28.3
Development	52	20.5
Recreation	27	10.6
Planning	21	8.3
Public Utility	15	5.9
Community Facility	13	5.1
Industrial Park	9	3.5
Energy	8	3.1
Marketing	7	2.8
Incubator	7	2.8
Transportation	5	2.0
Waterfront	5	2.0
Other	4	1.6
Brownfield	3	1.2
Assistance	3	1.2
Downtown	2	0.8
RLF	1	0.4
Total	254	100.0

Source: Bay-Lake Regional Planning Commission, 2009.

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 **57 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 (January thru June 2009);
- 6) the county per capita personal income (2007);
- 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 13 is a listing of the priority projects as scored by the Economic Development Advisory Committee (EDAC) in August of 2009. The table summary is followed by a brief paragraph description of those projects. Please note: 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 Abandoned Railroad Property for Redevelopment in the City of Two Rivers, Manitowoc County (29 pts.);
- 2) the Economic Adjustment Strategy for Marinette County (27 pts.);
- 3) the Environmental Tax Incremental Finance District for the City of Kiel, Manitowoc County (26 pts.);
- 4) (TIE) the Installation of Fiber Optic in the City of Surgeon Bay, Door County (25 pts.);
the Construction of a Water Tower and Distribution System in the Town of Lakewood, Oconto County (25 pts.);
- 5) (TIE) the Replacement of the Water Mains along U.S.H. 141 and Water Tower for the City of Niagara, Marinette County (24 pts.); and
the Implementation of the Fox River Waterfront Plan for Brown County (24 pts.)

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

2009 Priority Project Scoring Results

County	Community	Project Type	Project Title	Ready to Go	Number of Jobs	Cost per Job	Significance of Jobs	Unemployment Rate	Per Capita Income	Regional Economic Benefit	Other Impact	Total
Brown	Brown County	Development	Waterfront Development Plan Implementation	0	7	1	5	1	1	3	6	24
Brown	City of De Pere	Recreation	Kathleen Harper River Walk	4	2	1	1	1	1	3	8	21
Brown	City of Green Bay	Infrastructure	University Heights Infrastructure	0	0	1	0	1	1	3	1	7
Brown	Village of Denmark	Public Utility	Upgrade of Wastewater Treatment Facility	1	0	1	0	1	1	3	7	14
Brown	Village of Hobart	Development	Centennial Centre at Hobart	3	2	1	1	1	1	3	2	14
Brown	Village of Howard	Industrial Park	Industrial Park Expansion	1	0	1	0	1	1	3	1	8
Brown	Village of Suamico	Development	Town Center/Riverside Drive Streetscape	1	0	1	0	1	1	0	5	9
Brown	Village of Wrightstown	Infrastructure	County Highway U Reconstruction	1	0	1	0	1	1	0	1	5
Brown	Town of Ledgeview	Industrial Park	Implementation of the Village's Business Park Master Plan	1	0	1	0	1	1	3	1	8
Door	Door County	Financial	Angel Investor Network	0	2	1	1	3	1	3	3	14
Door	City of Sturgeon Bay	Infrastructure	Installation of Fiber Optic	3	7	2	5	3	1	3	1	25
Door	Town of Brussels	Community Facility	Community Center/Town Hall Building	0	0	1	0	3	1	0	1	6
Florence	Town of Florence	Development	Creation of a TIF district	0	0	1	0	5	5	3	6	20
Florence	Town of Aurora	Infrastructure	Update of Sanitary District	0	0	1	0	5	5	0	5	16
Florence	Town of Fern	Infrastructure	Reconstruction and Paving of Patten Lake Rd.	0	0	1	0	5	5	0	1	12
Kewaunee	City of Kewaunee	Waterfront	Waterfront Redevelopment	0	0	1	0	1	3	3	7	15
Kewaunee	City of Algoma	Industrial Park	Business Park Expansion	0	0	1	0	1	3	3	1	9
Manitowoc	Manitowoc County	Incubator	Business Innovation and Support Center	0	2	1	2	5	3	3	3	19
Manitowoc	City of Kiel	Brownfield	Environmental TIF Construction Project	1	2	1	2	5	3	0	12	26
Manitowoc	City of Manitowoc	Development	Demo-Redevelopment of Former Mirro Plant	1	0	1	2	5	3	3	3	18
Manitowoc	City of Two Rivers	Development	Acquire Abandoned RR for redevelopment	0	7	4	5	5	3	3	2	29
Manitowoc	Village of Cleveland	Infrastructure	Franklin Drive Reconstruction	1	0	1	0	5	3	0	2	12
Manitowoc	Village of Valders	Infrastructure	Watermain Replacement on USH 151	3	0	1	0	5	3	0	0	12
Manitowoc	Town of Meeme	Infrastructure	Bridge Replacement	4	0	1	0	5	3	0	4	17
Manitowoc	Town of Schleswig	Infrastructure	Dam Repairs and Hydro Dam Installation	2	0	1	0	5	3	0	3	14
Marinette	Marinette County	Planning	Economic Adjustment Strategy	4	0	1	5	5	5	5	2	27
Marinette	City of Marinette	Incubator	Business Incubator	0	0	1	0	5	5	3	1	15
Marinette	City of Niagara	Infrastructure	USH 141 watermain and Water Tower	6	0	1	0	5	5	3	4	24

County	Community	Project Type	Project Title	Ready to Go	Number of Jobs	Cost per Job	Significance of Jobs	Unemployment Rate	Per Capita Income	Regional Economic Benefit	Other Impact	Total
Marinette	Village of Coleman	Infrastructure	Reconstruction of CH B	0	0	1	0	5	5	3	2	16
Marinette	Village of Wausaukee	Industrial Park	Industrial Park	0	0	1	0	5	5	3	2	16
Oconto	City of Oconto	Infrastructure	Cook Avenue Construction	1	0	1	0	5	5	0	2	14
Oconto	Village of Lena	Infrastructure	USH 141 and CTH B	1	2	1	2	5	5	0	2	18
Oconto	Village of Suring	Public Facility	Arsenic Absorption and Sewer Line Construction	3	0	1	0	5	5	0	5	19
Oconto	Town of Lakewood	Infrastructure	Water Tower and Distribution System	0	4	1	4	5	5	3	3	25
Oconto	Town of Riverview	Recreation	40 Acre ATV Park	0	2	1	2	5	5	3	3	21
Oconto	Town of Underhill	Recreation	Park Upgrades	0	2	1	2	5	5	0	3	18
Sheboygan	City of Sheboygan	Development	Corporate Business and Technology Park	0	0	1	0	3	1	3	1	9
Sheboygan	Village of Elkhart Lake	Industrial Park	Industrial Park Expansion	1	0	1	0	3	1	3	2	11
Sheboygan	Village of Howards Grove	Downtown	STH 42 Commercial Corridor Improvements	0	0	1	0	3	1	3	3	11
Sheboygan	Village of Kohler	Recreation	New Outdoor Wading Pool	0	0	1	0	3	1	0	3	8
Sheboygan	Village of Oostburg	Downtown	Downtown Improvements	1	0	1	0	3	1	3	3	12
Sheboygan	Village of Ransom Lake	Public Utility	Well #3 and Tower #2	0	0	1	0	3	1	3	1	9

EDAC Scoring August 20, 2009

Brown County

Brown County – Waterfront Development Plan Implementation

The implementation of the waterfront development plan includes relocation of port facilities to increase efficiencies, reduce land use conflicts, mitigate brownfield conditions, and encourage mixed-use development. The total cost is estimated to be \$50 million with public financing consisting of 20 percent with an 80 percent private contribution. Less than ½ of the financing is secured, and less than ½ of the engineering and permitting is finished. It does improve health and safety through brownfield mitigation, improve housing conditions, create and estimated 300 jobs and retain an additional 300 jobs, improve access to the river, and is part of an organized downtown revitalization project and the City of Green Bay's Comprehensive Plan.

City of De Pere – Kathleen Harper River Walk

The proposed project involves the construction of three separate facilities. It includes a combination fixed/scissors bridge spanning from Voyageur Park to Government Island, approximately 600 feet of walkway on Government Island consisting of a combination of asphalt pavement and raised boardwalk, and a 300 ft. pedestrian pier out over the Fox River using the piers from the Claude Allouez Bridge, which has recently been replaced with a new bridge. The project also includes a 250ft fishing pier on Government Island. The river walk is anticipated to cost \$2 million with public financing comprising 50 percent (grants) and private financing consisting of the other 50 percent. About ½ of the financing has been secured, engineering work is also ½ completed, and government approvals are nearly finished. It does not address an imminent threat to public health or safety or involving housing. However, the proposal is part of a downtown revitalization project, expected to create 100 jobs and retain another 200 workers, and will expand recreational opportunities.

City of Green Bay- University Heights Infrastructure

The University Heights area is located around the State Highway 54/57 and Algoma Road interchange. The project will consist of planning, engineering, and additional construction to grow the University Heights Commercial and Business Park. The total estimated cost of the project is unknown with public financing covering 100 percent of the project costs. Identification of financing, work on engineering, and completion of governmental approvals has not begun. It does address a public health concern, improve housing conditions, or revitalize downtown. The total number of jobs to be created or retained is unknown. The Business Park is part of the city's comprehensive plan.

Village of Denmark – Upgrade of Wastewater Treatment Facility

The cost to upgrade the 40 year old treatment plan is \$2.6 million with 49 percent coming from public sources and 51 percent financing from the private sector. No money has been secured for the project, engineering work is underway, and WDNR has given tentative approval of the plant upgrades. Upgrades to the treatment facility does address a public safety concern, but does not encompass housing, downtown revitalization, or create or retain jobs. The project is part of the 3-year facilities plan completed by an engineering firm for the village.

Village of Hobart – Centennial Centre At Hobart

The village is in the process of creating a 400 acre mixed-use development within their tax incremental financing district on State Highway 29. Some \$4.8 million is needed for roads, water, and sewer to support 100 commercial buildings, 200 multi-family apartments, 150+ small starter homes with the number of new jobs expected to be around 2,300 individuals. A Master Plan is being completed for the site and some supporting infrastructure is being extended. Much of the engineering and permitting process is completed. It is unknown what the total cost of the project is and the break-down of those costs between public and private funding. The project does address housing and job creation.

Village of Howard – Industrial Park Expansion

The village is seeking to redevelop the southwest quadrant of the USH 41/ STH 29 interchange. This proposed \$8 million project will be financed by public (75 percent) and private sector (25 percent). Less than ½ of the funding has been secured and ½ of the engineering is completed. Government permitting has not started. An estimated 500 jobs will be created when the redevelopment is completed. It does address an imminent problem with public safety but does not have a housing component, downtown redevelopment element, or any expansion of recreational options. It is part of the village's TIF plan, comprehensive plan, CIP, and redevelopment plan.

Village of Suamico – Town Center/Riverside Drive Streetscape

This \$453,172 project is to be 100 percent covered by public funding. It includes landscape and streetscape upgrades to Riverside Drive; multi-modal trail construction; and upgrades to Fireman's Park along the Suamico River. Less than ½ of the funding has been secured as well as the engineering work. Governmental approvals have not begun. The project is part of the village's comprehensive plan, town center plan, TID project plan, 2003 trail plan, and CIP. The project does not address a public safety issue or improve housing conditions. It does revitalize downtown areas, expand recreational opportunities, and retain 75 jobs.

Village of Wrightstown – County Highway U Reconstruction

This infrastructure project is expected to cost \$4.5 million with a 78 percent public and 22 percent private financing break-down. The updated to a 2-line road section will address some growing traffic concerns. Less than ½ of the financing has been secured; over ½ of the engineering is completed, none of the permitting has begun, and does not address housing, downtown, or recreational needs. The project will create 50 construction jobs. The project was identified in the village's 2005 comprehensive plan.

Town of Ledgeview- Implementation of the Town's Business Park Master Plan

The business park is located at I-43 and County Highway MM. This \$15.7 million dollar project is to continue the implementation of the master plan, when finished will provide up to \$500 million in new tax base. Financing is unknown at this point. Engineering work has not been completed and government approvals are underway with zoning instituted. Jobs creation or retention is unknown at this point. It does not address a public safety concern, housing, downtown revitalization, or recreation.

Door County

Door County – Door County Opportunity Fund

The formation of a Door County angel investment network was one of the seven priority action steps identified by the DCEDC staff and Board of Directors from among the 75 individual action steps that were outlined in the Door County Economic Development Adjustment Plan released in April 2005. The specific recommendation calls for the establishment of a local source of equity seed capital to assist in the financing of new and growing businesses. The making seed financing available in the area will encourage and entice entrepreneurs to start or relocate promising businesses to the peninsula. DCEDC has partnered with Mike Ward, Managing Director of Waypoint Private Capital, Inc. to assist in the establishment and management of this \$10 million Door County Opportunity Fund, which is proposed to be 100% from private sources. Less than ½ of the financing has been secured and engineering and governmental approvals are not applicable. The fund is expected to create 1-2 permanent jobs.

City of Sturgeon Bay – Installation of Fiber Optic

This \$11 million project outlines the implementation of community-wide telecommunications network to include voice, data, and video communication. Emphasis is on serving users and businesses with large telecommunication needs, such as hospital, schools, shipyard, and other manufacturers. Less than ½ of the financing has been secured, engineering work is completed; and permitting is nearly completed. The project does not address safety concerns, housing, downtown revitalization, or recreation. Extension of fiber has been noted in the city's comprehensive plan, economic development adjustment plan, and Door County Telecommunications Needs Assessment.

Town of Brussels – Community Center/Town Hall Building

This project is still in the planning stage and no other information is available.

Florence County

Town of Florence – Creation of TIF in the Town of Florence

The creation of tax incremental financing district on the west end of the town's central business district to assist in the financing of infrastructure for the recruitment of a brand name motel, an ATV rest stop, community center recreational area, and businesses to serve tourists and recreational travelers. The infrastructure is anticipated to cost about \$2 million with 20 percent coming from public funding and 80 percent from private sources. Less than ½ of the financing has been secured, less than ½ of the engineering is finished, and permitting has not begun. The project is part of a downtown revitalization plan and will help create 36 jobs and retain 12 other jobs. It does not address a safety concern or housing but does expand recreational opportunities.

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.

Town of Fern – Reconstruction and Paving of Patten Lake Road

The estimated cost to reconstruct this high use road and add proper drainage is \$367,500. The road extends through the towns of Fern and Florence.

Kewaunee County

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.

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.

Manitowoc County

Manitowoc County – Business Innovation and Support Center

This project unites community and business partners in an alliance leveraging opportunities to bring responsive programming and services to the area. It connects multiple stakeholders and the business community in order to provide consolidation of vital business resources and the most innovative technologies in a single location. The total project cost is \$5 million with \$2 million provided from public funding and a \$3 million match from private sources. This project is in its very early stages of development and no information was provided regarding the amount of money already committed to the project, location, engineering, or permitting. There is no information at this time regarding job creation or retention.

City of Kiel – Environmental TIF Construction Project

This \$250,000 project seeks to clean-up an old industrial site on 7th Street and use it for two apartment buildings. Clean-up of the site will help prevent Well #1 from becoming contaminated. Funding is coming from public sources and is all secured. The project will address an imminent safety concern and housing. It is not addressing downtown enhancements or recreation. The project will create two jobs.

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 which was owned by Newell Holdings Delaware, Inc., and was operated as part of the Mirro Aluminum Plant No. 9 production facilities in Manitowoc until Newell shuttered their facilities 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, coupled together as one structure. E.J. Spirtas Manitowoc, LLC has signed an “Access Agreement” to grant access to the Site for assessment activities occurring in 2009. A Phase I and a limited Phase II environmental assessment have been completed for the site, and currently, additional environmental assessment activity is being funded directly through EPA’s Targeted Brownfield Assessment (TBA) program. TBA will expand upon a current Wisconsin Department of Natural Resources (DNR) Site Assessment Grant (SAG) for the site, and will accomplish at minimum: (i) a comprehensive lead paint survey; (ii) a comprehensive asbestos survey; and (iii) a comprehensive PCB ballast container survey. Soil and groundwater contamination has been identified at the site. The site owner has secured preliminary demolition bids for portions of the 900,000sf building in the range of \$2 - \$4,000,000, range but these preliminary estimates do not reflect the TBA assessment work to be completed in mid-September, 2009. The total cost is \$6.5 million with a mix of public and private financing, which less than ½ has been secured. Engineering work is underway and governmental approvals nearly completed. It does address a public safety concern, and improves access to waterways. However, it is not part of a downtown revitalization project, housing, or recreational plan. It is part of the city comprehensive plan.

City of Two Rivers – Acquire Abandoned Railroad Corridor for Trail and Redevelopment Uses –More information on the other phases of the project is needed.

The former Wisconsin Central Railroad Corridor in Two Rivers runs parallel to Memorial Drive/STH 42 along the Lake Michigan shoreline for about 4 miles. It has not been used as an active rail line since 1985. The acquisition of the right-of-way is important to facilitate redevelopment along Memorial Drive lakefront corridor. To purchase the 4 miles of right-of-way is \$290,000 and would allow for a pedestrian/bike trail and support several other redevelopment projects, such as the former paragon site and the old warehouse on Roosevelt Avenue and Memorial Drive. Environmental remediation costs are also estimated at \$290,000 with funding sought through the Rails to Trails program. TID financing and local budget support would be used to assist in the cost of land purchase and remediation.

Village of Cleveland – Franklin Drive Reconstruction

This project is anticipated to cost nearly \$5 million with 60 percent public and 40 percent private financing. The expenses are to install storm sewers, curb and gutter, and street reconstruction. Less than ½ of the funding has been secured, about ½ of the engineering work is done, and none of the government approvals are completed. There are no imminent health concerns, housing activities, downtown improvements, or recreational opportunities associated with the reconstruction. No jobs are created or retained.

Village of Valders – Watermain Replacement on US Highway 151, Jefferson and E. Wilson

The \$550,000 reconstruction is a complete replacement of the oldest watermain sections in the village, prior to the US Highway 151 resurfacing in 2011. Less than ½ of the funding has been secured; 75 percent of the engineering work is completed; and all the permitting is finished. The project does address a safety concern and improve housing conditions. It is not anticipated to create or retain jobs or enhance the downtown or expand recreational opportunities. It is a state mandated resurfacing project.

Town of Meeme – Bridge Replacement

The town is seeking funding to replace a bridge on S. Cleveland Road over the Pigeon River. The cost is \$100,000 to \$249,999 and is comprised of 100 percent public funding. The amount of money already secured is unknown. Engineering and permitting is complete. The project does address a public health concern, but it does not include housing, downtown revitalization, or recreation. No jobs will be created or retained. The project was noted in the town's capital improvements budget.

Town of Schleswig – Millhome Dam Repairs and Hydroelectric Addition

The current dam needs to be brought up to OSHA standards and to ensure it is able to withstand future floods. While the dam improvements are being made, consideration is being given to adding a hydroelectric plant to generate electricity. One hundred percent of the \$250,000 needed for the repairs will come from public sources. The amount of money already on hand is unknown, less than ½ of the engineering is complete, and government approvals are nearly finished. The dam repair is to address a public safety concern. One job will be retained and could be considered a tourist and recreational asset.

Marinette County

Marinette County – Economic Adjustment Strategy for Cluster Development

Marinette County is a member of a partnership called the Dickinson Area Border Counties Alliance that includes five additional counties including Florence. It is important to identify key industry clusters and assets and then draft a strategy to grow and attract those businesses to further enhance those clusters. There will be no jobs with the creation of a strategy but could potentially result of several new jobs being created with the addition of new businesses and the expansion of existing employers. The cost of preparing an Economic Adjustment Strategy could range from \$25-50,000.

City of Marinette – Marinette Business Incubator

The city has identified the need for a business incubator to support the goal of improving the quality of life and expanding Marinette's economic base. A study is being completed to determine if and where the facility should be built. The project will convert an existing building, possibly a vacant school building or blighted industrial building, to facilitate small business start-ups in the area. The number of jobs anticipated to be created is 150. Estimated cost of the project is \$750,000. This project was identified in the city's Comprehensive Plan approved in late 2004.

City of Niagara – US Highway 141 Watermain Reconstruction and Water Tower

Niagara plans to reconstruct the watermain lying under US Highway 141 along with highway reconstruction planned for 2011. In addition, the city plans to replace a deteriorating water tower. This \$2.5 million project is comprised of 100 percent public funding, which less than ½ has been secured. Engineering work is ½ completed and government permitting nearly finished. It does address a public safety concern and will improve housing conditions. It is not part of a downtown improvement plan or to recreational opportunities. Some 50+ jobs will be created over 2-years. This project is part of a capital improvement plan.

Village of Coleman – Reconstruction of County Highway B East and Downtown Portion of Highway B West

The village plans to invest nearly \$2.5 million in funding for local street improvements. Coleman is working with the WDoT to access \$180,000 for design work. The status of project funding, engineering, and permitting is unknown. It does not address public safety concerns, housing, downtown improvements, or recreation. Forty jobs will be either created and/or retained when project is completed. This project is part of the county's highway improvement budget and plan.

Village of Wausaukee – Industrial Park

The village would like to build an industrial park to attract and grow new businesses. Potentially, the industrial park could be part of a tax incremental financing district to help spur development. The project is very preliminary so no information is available on funding, engineering, government approvals, or job creation or retention.

Oconto County

City of Oconto – Cook Avenue Utility and Street Construction

The City of Oconto is planning to reconstruct Cook Avenue with new sanitary sewer, storm sewer, and water at an estimated cost of \$340,025. Cost will come from public sources. It is unknown how much money has been secured. Engineering work is ½ completed and permitting has not started. Project addresses a safety concern and is part of the downtown revitalization plan. It does not include housing or recreation. No jobs are to be created and/or retained.

Village of Lena – Infrastructure Expansion to Serve USH 141/County Highway B 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, less than ½ of the 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.

Village of Suring – Arsenic Absorption Water Treatment System and Sewer Line Construction

The Village of Suring is seeking to bring Well #2 back on line with the installation of arsenic absorption, along with a new well house station. The \$1.5 million will bring the well in to DNR compliance and lessen the dependence on a well that has water lines crossing the Oconto River. Less than ½ of funding and engineering are finished and government approvals are nearly completed. It does address a public safety issue. No jobs will be created with this project.

Town of Lakewood – Water Tower and Distribution System

This \$28 million dollar project consists of a water tower and distribution system to secure commitment of a hospital and medical campus. Fifteen percent of the funding will be coming from public sources and 85 percent from the private sector. None of the needed funding has been secured. A feasibility study grant is being submitted to the Wisconsin Department of Commerce to assist with the cost of engineering work. No government permitting has started. The project

does address a public health issue because individual wells are failing and residents travel 75 miles for hospital services. It does not address housing, downtown revitalization, or recreation. Total jobs to be created 50-100 and 25 jobs retained. This project was listed as the #1 priority in 2006 CEDS.

Town of Riverview – 40 Acre ATV Park

Cost of the project is unknown. An engineering plan will not be developed until there is assurance property can be purchased through grant funds. Several area towns will be working on the park. The park will expand recreational opportunities and one job will be created and one retained.

Town of Underhill – Local Parks Expansion and Improvements

The \$115,000 project includes fitness and recreation for all ages; local historic restoration; handicap accessible restroom facilities; and handicap accessible fishing docks and tourism. The amount of money already secured is unknown, and no engineering or permitting has started. It is anticipated to create two jobs. Upgrades are part of the Town of Underhill Parks and Recreation Plan.

Sheboygan County

City of Sheboygan – Corporate Business and Technology Park

This \$15 million project consists of the purchase and development of approximately 200 acres for a corporate business and technology park. Less than ½ of the funding has been secured; engineering work is less than ½ completed; and permitting is unknown. It does not address an imminent safety concern, housing, recreation, or downtown revitalization. No jobs were indicated as being created or retained with this project. The park is part of the city's comprehensive plan.

Village of Elkhart Lake – Industrial Park

The \$300,000 for this project to create two additional industrial lots will be paid for through public funds. Funding obtained to this point unknown. Engineering is less than ½ completed and permitting is nearly completed. It does not address public safety, housing, recreation, or downtown development. The expansion will facilitate the relocation of 12 jobs from the West Bend area. Project is part of the village's 1993 comprehensive plan.

Village of Howards Grove – State Highway 42 Commercial Corridor Improvements

This project includes reconstruction and limit access through frontage roads and new intersection. Total project cost is unknown. The status of engineering and permitting is unknown. It is part of the village's downtown revitalization plans. It does not address an imminent public health concern, housing, or recreation. The corridor improvements are listed in the CIP and comprehensive plan.

Village of Kohler – New Outdoor Wading Pool

The cost of replacing the 1995 pool at the Kohler Memorial Building with a new one is \$300,000 with 100 percent of the funding coming from public sources. Less than ½ of the funding has been secured and that is likewise for the engineering. Permitting has not started. It does address a public health concern.

Village of Oostburg – Downtown Improvements

The village is looking to purchase and rehab downtown properties in the 800 and 900 blocks adjacent to Center Street to create business park/commercial buildings and green space. Less than ½ of the needed \$400,000 has been secured. Engineering work and permitting has not started. It is part of a downtown development plan, but it does not address public safety, housing, or recreation. The project as noted in the comprehensive plan. Some 20 will be created.

Village of Random Lake – Well #3 and Tower #2

The \$2 million in upgrades will be used to satisfy and increasing need for water as noted in a study completed by a consulting firm. Unknown are the funding status or engineering. Government approvals have not begun. It does not address an imminent health concern, housing, downtown development, or recreation. No jobs will be created and/or retained.

**APPENDIX A: LIST OF ECONOMIC DEVELOPMENT ADVISORY
COMMITTEE (EDAC) MEMBERS**

**Bay-Lake Regional Planning Commission
2009 Economic Development Advisory Committee**

NAME	TITLE	REPRESENTING
BLRPC Staff		
Richard Heath	Assistant Director/Principal Planner	Bay-Lake Regional Planning Commission
Brown		
Jami Harrington	Business Development Specialist	City of Green Bay Economic Development
Fred Monique	Vice President Economic Development	ADVANCE
Jessica Beckendorf	Associate VP of Economic Development	ADVANCE
Chuck Lamine	Planning Director	Brown County Planning Commission
Ken Pabich	Director, Planning and Economic Development	City of DePere
Parker Plitz	Community Planner II	Oneida Nation of Wisconsin
Dave Wiese	Director of Community Development	Village of Howard
Door		
Bill Chaudoir	Executive Director	Door County Economic Development Corp.
Sam Perlman	Business Development Manager	Door County Economic Development Corp.
Rob Burke	Community Development Educator	Door County UW-Extension
Florence		
Wendy Gehlhoff	Director	Florence Economic Development Commission
Corrin Seaman	Community Resource Development Agent	Florence County UW-Extension
Kewaunee		
Jennifer Brown	Executive Director	Kewaunee County Economic Development Corp.
Claire Thompson	Community Resource Development Agent	Kewaunee County Extension
Manitowoc		
David Less	Director	Manitowoc City Planning Department
Dan Pawlitzke	Economic Development Director	City of Two Rivers
Ken Stubbe	Executive Director	Economic Dev. Corp. of Manitowoc County
Diana Schultz	Director of Client Services and Marketing	Economic Dev. Corp. of Manitowoc County
Marinette		
Don Clewley	Executive Director	Marinette Co. Assoc. for Business & Industry
Paul Putnam	Community, Natural Resource & Dev. Educator	Marinette County UW-Extension
Oconto		
Dale Mohr	Community Resource Development Agent	Oconto County UW-Extension
Bruce Mommaerts	Executive Director	Oconto County Economic Development Corporation
Nancy Rhode	Executive Assistant	Oconto County Economic Development Corporation
Sheboygan		
Paulette Enders	Director of Planning and Development	City of Sheboygan
Chad Pelishek	Economic Development Manager	City of Sheboygan
Dee Olsen	Executive Director	Sheboygan County Chamber of Commerce
David Such	Community Resource Development Agent	Sheboygan County UW-Extension
Region		
Ted Penn	Director, Business & Community Development	WI Public Service Corp.
Carol Karls	Manager, Business & Community Development	WI Public Service Corp.
Chia Yang	Community Relations Officer	Wisconsin Housing & Economic Dev. Auth.
Jennifer Schenck	Area Loan Specialist	USDA-Rural Development
Margie Shurgot	Fund Development/Investor Relations	New North, Inc.
Jerry Murphy	Executive Director	New North, Inc.
Kim Goerg	Coordinator	Lumberjack RC & D
James Golembeski	Executive Director	Bay Area Workforce Development
Greg Hines	Coordinator	Glacierland RC & D
Jack Price	Economic Development Representative	Economic Development Administration
Dennis Russell	Area Development Manager	Wisconsin Department of Commerce

APPENDIX B: DISTRICT GOALS, OBJECTIVES, AND STRATEGIES

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES (2010, 2011, 2012)

In May of 2009, the following goals and objectives, originally prepared in 1993, were updated to better reflect the current initiatives at the local, state, and federal levels to enable the Bay-Lake Regional Planning Commission to better address both the short and long-term economic needs of the district.

GOAL 1: To advance the district's long-term economic health and viability.

Objectives:

1. Work to maintain a well-skilled workforce to meet the changing needs of employers.
2. Expand entrepreneurial initiatives and programs.
3. Promote initiatives to retain existing employers.
4. Support programs aimed at growing existing businesses.
5. Build stronger partnerships with local and regional community economic development organizations

Strategies:

- 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. Participate in collaborative efforts amongst employers, educational institutions, and organizations to attract and maintain a highly skilled workforce.
- C. Support programs, such as leadership workshops and conferences, designed to facilitate networking of businesses leaders and associations.
- D. Promote youth apprenticeship programs, post high school apprenticeship programs, and employee training programs as options for the workforce to acquire needed skills.
- E. Support efforts to grow new and emerging industries through programs such as the Entrepreneurs and Inventors networks.
- F. Provide technical assistance to organizations working to expand the "Buy Local" purchasing philosophy.
- G. Work with economic development entities working to assist local companies in identifying methods to increase exports.
- H. Provide technical assistance as requested to local and regional economic development organizations working to grow and diversify the district's economy.
- I. Develop highway corridors plans for STH 54/57, I43, STH 23, STH 29, and USH 141/41 to better accommodate future growth while preserving agriculture land and natural areas.
- J. Encourage activities and funding initiatives that will diversify the economic base such as bio-technology, added value manufacturing, alternative energy production and distribution, and agriculture expansion.
- K. Support efforts to strengthen and grow the district's core industrial clusters, such as paper, forestry, agriculture, ship building, and food production.

- L. Encourage the expansion or development of pulp mill operations in locations where such development is desirable, feasible, and appears to have the greatest
- M. Identify effective methods, programs, and initiatives designed to improve and utilize the district's highway, rail, harbor, and air transportation systems.
- N. Encourage the promotion and expansion of the tourism and recreation industry to compliment existing business sectors.
- O. Promote more and consistent marketing of the district.
- P. Facilitate the expansion of technology infrastructure throughout the district.

GOAL 2: To strengthen the capabilities of counties and local communities to attract and retain businesses.

Objectives:

1. Encourage continued growth and sustainability of the district's urban centers.
2. Promote measures to increase the attractiveness of communities for recruitment of people and businesses.
3. Revitalize underutilized commercial and industrial areas and identified blighted sites.
4. Increase the utilization of available local, state, and federal funding opportunities.
5. Ensure there is sufficient improved space to support expanding and new businesses.
6. Support the work being done by local and countywide economic development corporations.
7. Develop an adequate supply of housing options for individuals of all incomes and family compositions.

Strategies:

- A. Provide technical assistance to local municipalities in the preparation and implement of their comprehensive plans.
- B. Conduct an annual community project survey to enable to the BLRPC and local economic development entities to better assist local municipalities in completing projects that will allow them to become stronger and more sustainable.
- C. Promote the preparation of site plans for older central business districts, main streets, and declining industrial areas.
- D. Encourage the coordination and implementation of environmental cleanup programs for the removal of hazardous waste, including underground storage tanks.
- E. Promote economic opportunities presented by the many transportation facilities (airports, rail, harbors, and highway system) located within the district.
- F. Support activities to develop passenger rail services between Green Bay, Milwaukee and Minneapolis.
- G. Work with local communities to apply for funding to remediate blighted parcels for a better use.
- H. Provide business development assistance, such a TIF planning and zoning.
- I. Offer grant writing services and technical assistance to communities seeking public funding for local community economic development projects.

- J. Work with local economic development organizations, businesses development entities such as SCORE, SBDC, and Urban Hope, and chambers of commerce to ensure aspiring entrepreneurs have the necessary resources to start their business.
- K. Encourage the continued upgrading of the district's wastewater treatment facilities and public water supply facilities in order to serve current and future needs of their residents and business community.
- L. Encourage the development of a variety of affordable, standard housing to meet the housing needs of the district's labor force and to attract new employees to the district.
- M. 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.

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

Objectives:

- 1. Promote initiatives to reduce pollution to land, air, and water resources, including invasive species.
- 2. Endorse the usage of alternative energy sources in all aspects of daily living and business operations;
- 3. Support proposals to establish a more energy efficient multi-modal transportation network.
- 4. Provide technical assistance in the implementation of local comprehensive plans.
- 5. Encourage the preservation and promotion of significant historical sites and buildings, prime agricultural land, open space, and recreational areas.
- 6. Encourage forest management practices and related development activities which provide for the best use of the forest in both wood related industries and recreation.
- 7. Promote long-term cost-effective methods of solid waste disposal of large farming operations.

Strategies:

- A. Act as the lead facilitator in identifying funding sources to better institute district-wide sustainable development and environment practices.
- B. Assist communities and businesses to access public funding to reduce or eliminate unnecessary pollution from their operations.
- C. Continue to serve as the review agency for sewer service area amendments.
- D. Assist communities and regional economic development entities to establish and institute sub or district-wide development practices.
- E. Encourage the most efficient use of energy when assisting communities with their economic development projects.
- F. Participate on strategy committees to identify measures to improve air and water quality, including the long-term health of Lake Michigan and Green Bay of Lake Michigan.

- G. Preserve prime agricultural land and stabilize and enhance the agricultural economy through collaborative efforts amongst local communities, businesses, organizations, and farming operations.
- H. Support the development of environmentally sound landfill disposal sites in appropriate locations based upon regional solid waste disposal needs, the safe disposal of toxins and hazardous wastes, and the reduction in the quantity of materials going to landfills.
- I. Encourage industrial development to locate in areas that are already served by existing public facilities.

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 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.

Strategies:

- A. Encourage communities 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. Act as a communication conduit between the state and federal governments and the local economic and business development entities.
- D. Meet on a regular basis with local planning departments in order to better assist them with regional projects or initiatives.
- E. Initiate an educational series to enable local communities and counties to better understand the benefits of regional approaches to planning and development.
- F. Support organizations such as New North, Inc. and NEWREP in their efforts to promote regionalism in business development.
- 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 designed to bring stakeholders together to inform the public about current development and business trends.

GOAL 5: To increase investment opportunities within the district

Objectives:

1. Attract capital from outside the district to fund infrastructure, public facilities, and business expansion projects.
2. Encourage the use of financing packaging for business and economic development projects.
3. Expand existing financing options to support local revolving loan fund programs and capital improvement plans.

Strategies:

- A. Utilize the annual community survey to promote projects with legislators and state and federal programs.
- B. Provide technical assistance to local communities in the application for funding and the completion of studies/plans for identified priority projects.
- C. Encourage the coordination of the various federal, state, local, and private funding sources for economic development projects.
- D. Work with counties and communities to implement their comprehensive plans.
- E. Support initiatives put forth by the Wisconsin Economic Development Association to change and expand state economic development programs and tools.
- F. Assist local economic development entities to education their businesses on the availability of programs and incentives to expand their operations.
- G. Assist local economic development entities in identifying and securing funding for community development projects.
- H. Participate on initiatives promoted by organizations such as the New North, Inc. and NEWREP to expand existing and emerging industry clusters.
- I. Prepare studies (i.e. regional port study) in order to expand/improve existing transportation infrastructure to attract new business opportunities.

APPENDIX C: 2009 COMMUNITY PROJECT SURVEY

2009 Community Project Inventory
Bay-Lake Regional Planning Commission Economic Development District



Please Print Legibly!

(Circle one) Indian Tribe, County, Town, Village, City of: _____

Person Completing Inventory:

Name _____ Title _____ Date _____

Address _____

City, Zip _____

Phone _____ Email _____

The Bay-Lake Regional Planning Commission is collecting information from each community in the eight county region regarding economic and community development projects that are planned for implementation within the next one to three years. We would like you to provide us with a list of projects your community is planning to begin within this timeframe. These projects should represent your “**priority list**” of community economic development projects, such as industrial park development, public facilities, business incubators, infrastructure, transportation needs, park upgrades, or planning projects that will result in sustainable economic development for your respective community, county, or region.

If your community/county had previously submitted projects in 2007 or for the 2009 stimulus plan funding, you can view those two lists on the Bay-Lake Regional Planning Commission website at www.baylakerpc.org. Links to the project lists have been prominently displayed on the front page of our website. Including these previously submitted projects, plus any new projects your community is considering, please decide on up to five (5) projects and list them below from most important to lesser importance.

_____ My community has no proposed projects at this time.

- | | |
|-------------------|----------|
| Most Important | 1. _____ |
| | 2. _____ |
| | 3. _____ |
| | 4. _____ |
| Lesser Importance | 5. _____ |

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. **Financing in addition to possible public funding:**
all secured _____ 1/2+ secured _____ <1/2 secured _____
4. **Engineering work:**
completed _____ 1/2+ completed _____ <1/2 completed _____ NA _____
5. **Government Approvals** (permits, environmental reports, zoning, etc.):
completed _____ nearly completed _____ not started _____
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 permanent jobs created: _____
14. Estimated number of jobs retained: _____
15. Project 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 IN THE ENVELOP PROVIDED BY July 22, 2009

APPENDIX D: 2009 DISTRICT PROJECT LIST

2009 Community Economic Development Project List 2009

No.	County	MCD	MCD Rank	Project Type	Project
1	Brown	Brown County	1	Development	Waterfront Development Plan implementation
2	Brown	Brown County	2	Transportation	Port Channel Deepening Project
3	Brown	Brown County	3	Development	Development of Model LEED mixed-use traditional neighborhood development on the Brown County Farm Property
4	Brown	Brown County	4	Energy	Wind Turbine energy project on county lands
5	Brown	Brown County	5	Energy	Landfill waste to energy project
6	Brown	Brown County	6	Planning	Commercial kitchen study for Business Assistance Center at NWTC
7	Brown	City of De Pere	1	Waterfront	Kathleen Harper River Walk
8	Brown	City of De Pere	2	Energy	Compliance with 25/25 plan through joint efforts with neighboring communities such as Green Bay, Ashwaubenon, and others
9	Brown	City of De Pere	3	Industrial Park	Business Park Road Construction (West Business Park off HWY 41)
10	Brown	City of De Pere	4	Development	Improve access to STH 172 and I-43
11	Brown	City of De Pere	5	Downtown	Main Street and downtown enhancements and business recruitment
12	Brown	City of Green Bay	1	Infrastructure	University Heights infrastructure
13	Brown	City of Green Bay	2	Marketing	University Heights marketing and promotion
14	Brown	City of Green Bay	3	Planning	East River trail planning
15	Brown	City of Green Bay	4	Planning	Military Avenue economic development strategy
16	Brown	City of Green Bay	5	Planning	Port expansion opportunity study
17	Brown	Village of Allouez	1	Infrastructure	Webster Street watermain replacement
18	Brown	Village of Allouez	2	Infrastructure	Greene Avenue street reconstruction
19	Brown	Village of Allouez	3	Infrastructure	Sanitary sewer replacement for various streets throughout the village
20	Brown	Village of Allouez	4	Recreation	Repave East River Trail
21	Brown	Village of Allouez	5	Recreation	Add footbridge at Wiese Park to connect to Isaac Walton Park in Bellevue, including a kayak/canoe launch
22	Brown	Village of Denmark	1	Public Utility	Upgrade of wastewater treatment plant
23	Brown	Village of Denmark	2	Infrastructure	Upgrade of water utility infrastructure
24	Brown	Village of Denmark	3	Infrastructure	Rebuilding of Mahlick Lane, Woodrow Street, and Diamond Ridge
25	Brown	Village of Denmark	4	Community Facility	Municipal/public works building
26	Brown	Village of Denmark	5	Brownfield	Clean-up of former dry cleaning contaminated site on Wisconsin Avenue
27	Brown	Village of Hobart	1	Development	A 400 development called Centennial Centre at Hobart includes \$4.8 needed for roads, water, sewer, etc. to serve 100 commercial buildings and 400 homes and employ approximately 2,300 individuals.
28	Brown	Village of Howard	1	Development	29/41 redevelopment area project
29	Brown	Village of Howard	2	Infrastructure	Velp Avenue reconstruction between Military and Memorial
30	Brown	Village of Howard	3	Development	Village Center master plan
31	Brown	Village of Howard	4	Transportation	Cardinal Lane development area
32	Brown	Village of Suamico	1	Development	Town Center/Riverside Drive streetscape project
33	Brown	Village of Suamico	2	Infrastructure	West Deerfield Avenue utility construction
34	Brown	Village of Suamico	3	Public Utility	Municipal well and water tower construction
35	Brown	Village of Suamico	4	Infrastructure	Sewer and water supply to Norfield Road Business Park
36	Brown	Village of Suamico	5	Marketing	Promote development in TID #1
37	Brown	Village of Wrightstown	1	Infrastructure	Reconstruction of CTH U
38	Brown	Village of Wrightstown	2	Infrastructure	Design and construction of a regional stormwater detention pond
39	Brown	Village of Wrightstown	3	Infrastructure	Misc. Water, sewer, and street improvements associated with STH 96 bridge replacement project
40	Brown	Town of Glenmore			No projects at this time
41	Brown	Town of Ledgeview	1	Development	Implementation of the Ledgeview Business Park Master Plan
42	Brown	Town of Ledgeview	2	Development	Implementation of the Ledgeview Town Center at CTH G and CTH GV
43	Brown	Town of Ledgeview	3	Recreation	Continuation of construction of Scray Hill Park-regional soccer and baseball park
44	Brown	Town of Ledgeview	4	Infrastructure	Extension of sewer and water to BelGioioso Cheese, Inc.
45	Brown	Town of Ledgeview	5	Recreation	Extension of East River pedestrian trail
46	Brown	Town of New Denmark			No projects at this time
47	Brown	Town of Rockland			No projects at this time
48	Brown	Town of Wrightstown			No projects at this time
49	Door	Door County	1	Other	Establishment of an Angel Investor Network for business development
50	Door	City of Sturgeon Bay	1	Infrastructure	Fiber optics expanded throughout the city
51	Door	City of Sturgeon Bay	2	Infrastructure	Industrial park stormwater management improvements
52	Door	City of Sturgeon Bay	3	Development	Creation of angel investing network
53	Door	City of Sturgeon Bay	4	Development	Co-op property redevelopment
54	Door	City of Sturgeon Bay	5	Development	Redevelopment of the Leathem Smith Lodge property
55	Door	Town of Brussels	1	Community Facility	Building or purchasing building for town hall/community center
56	Door	Town of Egg Harbor			No projects at this time
57	Door	Town of Gibraltar			No projects at this time
58	Door	Town of Jacksonport			No projects at this time
59	Florence	Florence County	1	Planning	TID creation for downtown revitalization
60	Florence	Florence County	2	Development	Industrial park expansion and infrastructure improvements
61	Florence	Florence County	3	Development	Redevelop Hillcrest school building into a regional entrepreneurial center and vocational academy
62	Florence	Florence County	4	Infrastructure	Aurora Sanitary District improvements
63	Florence	Florence County	5	Infrastructure	Commonwealth water main replacement project
64	Florence	Town of Aurora	1	Infrastructure	Update town sanitary district to remove ammonia discharge
65	Florence	Town of Fern	1	Infrastructure	Reconstruction and paving of Patten Lake Road
66	Florence	Town of Fern	2	Community Facility	Replace current town shop/garage
67	Florence	Town of Fern	3	Community Facility	Renovation of the town hall (National Register of Historic Places)
68	Florence	Town of Homestead			No projects at this time

2009 Community Economic Development Project List 2009

No.	County	MCD	MCD Rank	Project Type	Project
69	Kewaunee	City of Algoma	1	Industrial Park	Develop approximately 30 acres of additional business park property and are currently planning infrastructure to include street, sewer, water, curb, gutter, and utilities. Planning has already begun for the parceling out of the lots.
70	Kewaunee	City of Algoma	2	Waterfront	Waterfront Development Plan implementation
71	Kewaunee	City of Algoma	3	Downtown	Main Street Program, Downtown development
72	Kewaunee	City of Algoma	4	Infrastructure	Sewer/water for Evergreen Drive and County K (1.3 miles)
73	Kewaunee	City of Algoma	5	Infrastructure	CDBG, Feld and Mueller Streets, storm sewer and curb
74	Kewaunee	City of Algoma	6	Planning	Outdoor Recreation Plan update
75	Kewaunee	City of Kewaunee	1	Waterfront	Waterfront redevelopment
76	Kewaunee	City of Kewaunee	2	Infrastructure	Infrastructure improvements
77	Kewaunee	City of Kewaunee	3	Development	Business Park development
78	Kewaunee	City of Kewaunee	4	Planning	Comprehensive plan implementation (revise zoning ordinance)
79	Kewaunee	City of Kewaunee	5	Planning	Outdoor Recreation Plan update
80	Kewaunee	Village of Luxemburg	1	Public Utility	Municipal well #4
81	Kewaunee	Village of Luxemburg	2	Infrastructure	Main Street enhancement and bank parking lot
82	Kewaunee	Village of Luxemburg	3	Infrastructure	Construct improvements for Zeller property (new industrial park) and extend Ash Street to the west
83	Kewaunee	Village of Luxemburg	4	Infrastructure	Northwest interceptor sewer
84	Kewaunee	Village of Luxemburg	5	Infrastructure	Frontier Road extension
85	Kewaunee	Town of Carlton			No projects at this time
86	Kewaunee	Town of Luxemburg	1	Planning	Revise town zoning
87	Kewaunee	Town of Luxemburg	2	Infrastructure	Obtain funding for fire and road name signs
88	Kewaunee	Town of Montpelier			No projects at this time
89	Kewaunee	Town of Pierce			No projects at this time
90	Kewaunee	Town of Red River			No projects at this time
91	Manitowoc	Manitowoc County	1	Incubator	Predevelopment and development of a Manitowoc Innovation Center to facilitate and serve as an educational/training center and adaptive, flexible business incubator
92	Manitowoc	City of Kiel	1	Brownfield	ERTIF for industrial site to be used for high density residential
93	Manitowoc	City of Kiel	2	Infrastructure	Two roundabouts projects with the state
94	Manitowoc	City of Kiel	3	Infrastructure	4th Street reconstruction project
95	Manitowoc	City of Kiel	4	Development	Complete 70 lot subdivision
96	Manitowoc	City of Manitowoc	1	Development	Redevelopment and/or demolition of former Mirro facility at 1512 Washington
97	Manitowoc	City of Manitowoc	2	Development	Redevelopment and/or demolition of shopping mall properties at Reed Avenue and Memorial Drive
98	Manitowoc	City of Manitowoc	3	Brownfield	Acquisition or redevelopment of 22 -acre Canadian National property to include environmental remediation
99	Manitowoc	City of Manitowoc	4	Incubator	Predevelopment and development of a Manitowoc Innovation Center to facilitate and serve as an educational/training center and adaptive, flexible business incubator
100	Manitowoc	City of Manitowoc	5	Waterfront	Waterfront/riverfront redevelopment
101	Manitowoc	City of Two Rivers	1	Development & Recreation	Acquire abandoned railroad corridor for trail and redevelopment uses
102	Manitowoc	City of Two Rivers	2	Development	Site improvement costs for new terminal for Wisconsin Nationwide Transportation Company
103	Manitowoc	City of Two Rivers	3	Development	Acquire and redevelop the Former Paragon site for mixed residential uses
104	Manitowoc	City of Two Rivers	4	Development	Redevelopment of former warehouse site along Roosevelt Avenue and Memorial Drive
105	Manitowoc	City of Two Rivers	5	Development	Site improvement costs for redevelopment of the former Hansen Floral site for mixed-use development
106	Manitowoc	Village of Cleveland	1	Infrastructure	Franklin Street reconstruction
107	Manitowoc	Village of Cleveland	2	Infrastructure	Westview Street reconstruction
108	Manitowoc	Village of Cleveland	3	Development	Centerville Creek restoration (old dam site)
109	Manitowoc	Village of Cleveland	4	Planning	Develop and adopt official traffic map
110	Manitowoc	Village of Cleveland	5	Recreation	Construct restrooms in Veterans and Dairyland Parks
111	Manitowoc	Village of Francis Creek			No projects at this time
112	Manitowoc	Village of Kellnersville	1	Recreation	Tennis court renovation
113	Manitowoc	Village of Kellnersville	2	Public Utility	Wastewater facility plan
114	Manitowoc	Village of Kellnersville	3	Recreation	Playground equipment for village park
115	Manitowoc	Village of Mishicot			No projects at this time
116	Manitowoc	Village of Valders	1	Infrastructure	Watermain replacement project-US HWY 151/Jefferson and E. Wilson
117	Manitowoc	Village of Valders	2	Public Utility	Wastewater energy efficient DO system
118	Manitowoc	Village of Valders	3	Public Utility	Portable generator of lift stations/transfer switches
119	Manitowoc	Village of Valders	4	Community Facility	Upgrade community center restrooms and entrances to bring up to ADA standards
120	Manitowoc	Village of Valders	5	Recreation	Valders Memorial Park lower ball diamond complete renovation
121	Manitowoc	Town of Centerville			No projects at this time
122	Manitowoc	Town of Franklin			No projects at this time
123	Manitowoc	Town of Gibson			No projects at this time
124	Manitowoc	Town of Manitowoc			No projects at this time
125	Manitowoc	Town of Meeme	1	Infrastructure	Bridge replacement on S. Cleveland Road
126	Manitowoc	Town of Mishicot			No projects at this time
127	Manitowoc	Town of Rockland			No projects at this time
128	Manitowoc	Town of Schleswig	1	Infrastructure	Millhome Dam repairs/hydroelectric addition
129	Manitowoc	Town of Schleswig	2	Infrastructure	Meggers Road reconstruction
130	Manitowoc	Town of Schleswig	3	Infrastructure	Fish and Game Road reconstruction
131	Marinette	Marinette County	1	Planning	Implementation of multi-jurisdictional economic adjustment strategy for Central Menominee River Area-Marinette, Florence, Dickinsen, and Menominee Counties
132	Marinette	Marinette County	2	Transportation	Completion of 4-lane highway from US Hwy 64 to Village of Crivitz
133	Marinette	Marinette County	3	Marketing	Market industrial parks
134	Marinette	Marinette County	4	Marketing	Market TIDs in Coleman and Crivitz
135	Marinette	Marinette County	5	Incubator	Northern Marinette County small business incubator

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No.	County	MCD	MCD Rank	Project Type	Project
136	Marinette	City of Marinette	1	Incubator	Business Incubator
137	Marinette	City of Marinette	2	Development	Rebuild Downtown Main Street/street improvements and development
138	Marinette	City of Marinette	3	Industrial Park	Expand Sandhill Industrial Park
139	Marinette	City of Marinette	4	Waterfront	Improvements to Municipal Harbor (Menekaunee Harbor)
140	Marinette	City of Marinette	5	Public Utility	Water filtration plant improvements
141	Marinette	City of Marinette	6	Public Utility	Replace water pipe from river crossing to water treatment plant
142	Marinette	City of Marinette	7	Transportation	Extend rail access to Marinette Fuel and Dock
143	Marinette	City of Niagara	1	Public Utility	Watermain and water tower reconstruction -HWY 141
144	Marinette	City of Niagara	2	Infrastructure	Sanitary sewer reconstruction-HWY141
145	Marinette	City of Niagara	3	Development	Acquisition and redevelopment of paper mill property
146	Marinette	Village of Coleman	1	Infrastructure	Reconstruction of CTH B East and downtown portion of CTH B West
147	Marinette	Village of Coleman	2	Infrastructure	Upgrade/repair water & sewer utilities under CTH B East and a portion of CTH B West
148	Marinette	Village of Coleman	3	Development	USH 141 Interchange development-commercial and industrial
149	Marinette	Village of Coleman	4	Infrastructure	Interceptor sewer construction USH 141 interchange
150	Marinette	Village of Coleman	5	Development	Commercial development along CTH B and CP (previously USH 141)
151	Marinette	Village of Crivitz	1	Planning	Creation of a tax incremental financing district
152	Marinette	Village of Crivitz	2	Infrastructure	Street Improvements
153	Marinette	Village of Crivitz	3	Development	Downtown Redevelopment
154	Marinette	Village of Crivitz	4	Development	Clean-up blighted areas
155	Marinette	Village of Crivitz	5	Industrial Park	Park Development
156	Marinette	Village of Pound	1	Industrial Park	Industrial Park
157	Marinette	Village of Pound	2	Marketing	Business sign
158	Marinette	Village of Pound	3	Industrial Park	Park upgrade - more land
159	Marinette	Village of Wausaukee	1	Transportation	Improvements to US 141 including parking and street
160	Marinette	Village of Wausaukee	2	Planning	Feasibility study for development/TIF district
161	Marinette	Village of Wausaukee	3	Development	Develop housing: rehab/redevelop blighted properties
162	Marinette	Village of Wausaukee	4	Marketing	Attract new retail and tourist related businesses
163	Marinette	Village of Wausaukee	5	Industrial Park	Industrial park in/near the village
164	Marinette	Town of Amberg	1	Community Facility	Upgrade existing fire station (remodel or replace) and add a satellite station in the southeast corner of the town.
165	Marinette	Town of Beecher	1	Recreation	ATV trails connected to local businesses is something we could use \$ half with for local club
166	Marinette	Town of Goodman	1	Industrial Park	Industrial park development
167	Marinette	Town of Goodman	2	Recreation	Park upgrades
168	Marinette	Town of Porterfield	1	Infrastructure	Road improvements
169	Marinette	Town of Silver Cliff			No projects at this time
170	Marinette	Town of Wagner			No projects at this time
171	Oconto	Oconto County	1	Infrastructure	Infrastructure development in incorporated areas
172	Oconto	Oconto County	2	Development	Increase tourism development
173	Oconto	Oconto County	3	Development	Value added agriculture development
174	Oconto	Oconto County	4	Energy	Alternative fuels including agriculture based power generation
175	Oconto	Oconto County	5	Development	Expansion of industrial base; wood and forestry, medical, plastics, metal fabrication, transportation
176	Oconto	Oconto County	6	Development	Recruitment of new businesses and retention of employment base
177	Oconto	Oconto County	7	Planning	Cooperative boat/ship building cluster development with Brown, Door, Manitowoc, Marinette, Oconto counties
178	Oconto	Oconto County	8	Planning	Development of a county-wide strategy to counter act job losses and plant closing
179	Oconto	Oconto County	9	Incubator	Creation of incubator for medical services, business and industry
180	Oconto	Oconto County	10	Incubator	Creation of incubator for tech based and light manufacturing
181	Oconto	Oconto County	11	RLF	Recapitalization of Revolving Loan Fund
182	Oconto	City of Gillett	1	Infrastructure	Stormwater detention pond
183	Oconto	City of Gillett	2	Infrastructure	Washington Street rebuild, including water, storm water, and sewer
184	Oconto	City of Gillett	3	Infrastructure	Main Street rebuild, including water, stormwater, and sewer
185	Oconto	City of Gillett	4	Infrastructure	First Street rebuild, including water, stormwater, and sewer
186	Oconto	City of Gillett	5	Community Facility	A new building to house city hall, aging resources center, and new shop
187	Oconto	City of Oconto	1	Infrastructure	Cook Avenue utility and street construction
188	Oconto	City of Oconto	2	Community Facility	New public works and utility building
189	Oconto	City of Oconto	3	Recreation	Upgrade breakwater park and city dock boat ramps
190	Oconto	City of Oconto	4	Industrial Park	Develop new industrial park
191	Oconto	City of Oconto	3	Infrastructure	New aeration system and wastewater treatment plant
192	Oconto	City of Oconto	4	Infrastructure	Pecor Street utility and street construction
193	Oconto	City of Oconto	5	Infrastructure	Round about at Superior Avenue and Main Street
194	Oconto	City of Oconto	6	Planning	Study of water metering system
195	Oconto	City of Oconto Falls	1	Energy	Replace street lights with energy efficient lighting
196	Oconto	City of Oconto Falls	2	Infrastructure	Resurface/replace Jackson Street; water mains and sewer mains
197	Oconto	City of Oconto Falls	3	Public Utility	Waste water treatment plant upgrade
198	Oconto	City of Oconto Falls	4	Infrastructure	Water distribution service upgrade
199	Oconto	City of Oconto Falls	5	Infrastructure	Resurface/replace portion of Hwy 22/Main Street, water mains, sewer mains
200	Oconto	Village of Lena	1	Infrastructure	Extend water and sewer to serve properties around the HWY 141 and CTH A interchange
201	Oconto	Village of Lena	2	Development	Redevelop former mill property
202	Oconto	Village of Lena	3	Development	Redevelop commercial district
203	Oconto	Village of Lena	4	Infrastructure	Erect additional street lighting along CTH A to the east
204	Oconto	Village of Lena	5	Planning	Prepare ordinances-design and commercial zoning

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No.	County	MCD	MCD Rank	Project Type	Project
205	Oconto	Village of Suring	1	Public Utility	Arsenic reduction in well #2 and sewer line construction from Well #2 into the village
206	Oconto	Village of Suring	2	Development	Lodging and tourism development
207	Oconto	Village of Suring	3	Development	TIF District-business recruitment
208	Oconto	Village of Suring	4	Development	Recruitment of professional and health related services to rent space and make their services available
209	Oconto	Village of Suring	5	Development	Industrial retention and recruitment
210	Oconto	Town of Abrams			No projects at this time
211	Oconto	Town of Brazeau	1	Community Facility	Construction of a new firehouse/community center/town office
212	Oconto	Town of Chase	1	Infrastructure	Replace bridge on Schwartz Road, threat to safety and has been in need of repair for 8-10 years
213	Oconto	Town of Chase	2	Community Facility	Stone Barn Park
214	Oconto	Town of Chase	3	Planning	TIF District
215	Oconto	Town of Chase	4	Recreation	Chase Town Hall Park
216	Oconto	Town of Doty			No projects at this time
217	Oconto	Town of How	1	Recreation	Ball diamond improvements for "Babe Ruth" Little League games
218	Oconto	Town of How	2	Recreation	Park Pavilion
219	Oconto	Town of How	3	Recreation	Volleyball court improvements for local league
220	Oconto	Town of How	4	Public Utility	Drill well for ball park use
221	Oconto	Town of How	5	Recreation	Outside bathroom facilities for ball park
222	Oconto	Town of Gillett	1	Equipment	New fire truck
223	Oconto	Town of Gillett	2	Infrastructure	New fire numbers and road signs
224	Oconto	Town of Gillett	3	Equipment	Refurbish/retool old fire truck
225	Oconto	Town of Lakewood	1	Development	Develop water tower and distribution system to secure commitment of hospital and medical campus
226	Oconto	Town of Lakewood	2	Development	Property Development
227	Oconto	Town of Lakewood	3	Infrastructure	Town road improvements
228	Oconto	Town of Lena	1	Community Facility	Remodel of town hall to include running water and indoor restrooms
229	Oconto	Town of Little River			No projects at this time
230	Oconto	Town of Little Suamico	1	Community Facility	New town hall
231	Oconto	Town of Little Suamico	2	Recreation	Upgrades to the town park with the addition of concession stands and restrooms
232	Oconto	Town of Little Suamico	3	Infrastructure	Rebuild 4.5 miles of South Chase Road
233	Oconto	Town of Little Suamico	4	Infrastructure	Clean ditches and resurface 100 miles of town roads
234	Oconto	Town of Maple Valley			No projects at this time
235	Oconto	Town of Morgan	1	Public Utility	Upgrade and expansion of recycling/garbage drop-off center at town hall
236	Oconto	Town of Mountain	1	Marketing	Business park signage
237	Oconto	Town of Mountain	2	Industrial Park	Business park lighting
238	Oconto	Town of Oconto			No projects at this time
239	Oconto	Town of Oconto Falls	1	Development	Value added agriculture development
240	Oconto	Town of Riverview	1	Recreation	Purchase 40 acres and develop ATV Park off county recreation trail
241	Oconto	Town of Riverview	2	Recreation	Municipal park-pavilion, volley ball courts and playground equipment
242	Oconto	Town of Riverview	3	Recreation	Excavate and gravel parking and picnic/campfire area for snowmobile and ATV trailhead
243	Oconto	Town of Riverview	4	Recreation	Christmas wonderland drive thru the purchase of trees and LED lights
244	Oconto	Town of Riverview	2	Recreation	Designation and signage of rustic roads and constructing bike trails
245	Oconto	Town of Spruce			No projects at this time
246	Oconto	Town of Stiles			No projects at this time
247	Oconto	Town of Townsend			No projects at this time
248	Oconto	Town of Underhill	1	Recreation	Local parks expansion and improvements
249	Sheboygan	Sheboygan County	1	Development	Sheboygan Area Composites Innovation Center
250	Sheboygan	City of Sheboygan	1	Development	Corporate business/technology park
251	Sheboygan	City of Sheboygan	2	Infrastructure	Redevelopment of Taylor Drive corridor
252	Sheboygan	City of Sheboygan	3	Infrastructure	Redevelopment of Indiana Avenue corridor
253	Sheboygan	City of Sheboygan	4	Incubator	Business Incubator
254	Sheboygan	Village of Cedar Grove			No projects at this time
255	Sheboygan	Village of Elkhart Lake	1	Development	Industrial Park
256	Sheboygan	Village of Elkhart Lake	2	Development	Renovate old fire station
257	Sheboygan	Village of Elkhart Lake	3	Infrastructure	Sanitary sewer upgrade-eliminate infiltration
258	Sheboygan	Village of Elkhart Lake	4	Infrastructure	Street resurfacing-Moraine and Crestwood
259	Sheboygan	Village of Elkhart Lake	5	Infrastructure	Water and sewer main extensions-North Lake Shore
260	Sheboygan	Village of Howards Grove	1	Development	HWYs 32 and 42 rehab and HWY 42 corridor development
261	Sheboygan	Village of Howards Grove	2	Infrastructure	Millersville Avenue complete reconstruction from east to village limits
262	Sheboygan	Village of Howards Grove	3	Infrastructure	Implement Phase II stormwater improvements
263	Sheboygan	Village of Howards Grove	4	Infrastructure	Conrad Court/Glen Avenue reconstruction
264	Sheboygan	Village of Howards Grove	5	Infrastructure	Upgrade street surfaces
265	Sheboygan	Village of Kohler	1	Recreation	New outdoor wading pool
266	Sheboygan	Village of Oostburg	1	Development	Continuing improvements to achieve downtown master plan
267	Sheboygan	Village of Oostburg	2	Recreation	Extension of bike trail
268	Sheboygan	Village of Oostburg	3	Community Facility	New municipal building, expand fire house
269	Sheboygan	Village of Oostburg	4	Recreation	Renovate and improve Sauk Trail/De Master Road intersection
270	Sheboygan	Village of Oostburg	5	Public Utility	Sewage treatment plant upgrades
271	Sheboygan	Village of Random Lake	1	Public Utility	Well and water tower on east side of the lake
272	Sheboygan	Village of Random Lake	2	Infrastructure	Looping water lines in the southeast and northeast areas of the village
273	Sheboygan	Village of Random Lake	3	Infrastructure	Allen Street reconstruction with underlying utility replacement
274	Sheboygan	Village of Random Lake	4	Safety	"Library Bay" shoreline stabilization
275	Sheboygan	Village of Random Lake	5	Recreation	Kirchner Park-additional land acquisition and facilities upgrades
276	Sheboygan	Town of Herman			No projects at this time
277	Sheboygan	Town of Holland			No projects at this time
278	Sheboygan	Town of Sheboygan			No projects at this time

2009 Community Economic Development Project List 2009

No.	County	MCD	MCD Rank	Project Type	Project
279	Regional			Assistance	Provide technical assistance to regional development entities, such as local EDCs, New North, Inc, NEWREP, CACs, RC & Ds, universities, technical colleges, etc.
280	Regional			Planning	Assist communities and counties in the implementation of their comprehensive and related plans, such as outdoor recreation, waterfront, etc.
281	Regional			Development	Promote expansion of the region's industry clusters (shipbuilding, agriculture, etc.)
282	Regional			Development	Support establishment of a regional RLF
283	Regional			Energy	Support the New North Wind Energy Project
284	Regional			Energy	Support the New North Cellulosic Energy Project
285	Regional			Energy	Support the New North Advanced Agriculture Project
286	Regional			Assistance	Participate in regional and sub-regional project designed to promote sustainable economic development
287	Regional			Assistance	Promote the expansion of international trade
288	Regional			Planning	Conduct a Technology infrastructure assessment study
289	Regional			Recreation	Promote a Regional Bicycle and Pedestrian Trail System-Ice Age Trail
290	Regional			Planning	Complete Highway corridor business development studies (I-43) with site design plans as requested
291	Regional			Planning	Prepare TIF District Project Plans for new and amended districts

APPENDIX E: PRIORITY PROJECT SCORING CRITERIA

2009 PRIORITY PROJECT SCORING

Per Capita Personal Income (2007):

	<u>Rate</u>	<u>Score</u>	<u>Range</u>	<u>Score</u>
Brown	36,242	1	0 – 30,000	5
Door	39,470	1	30,001 – 35,000	3
Florence	29,364	5	35,001 or greater	1
Kewaunee	32,751	3		
Manitowoc	33,222	3		
Marinette	29,140	5		
Oconto	29,802	5		
Sheboygan	37,736	1		

(Source: Bureau of Economic Analysis, USDoC, 2009)

Overall Economic Benefit to Region:

Significant Impact	5
Moderate Impact	3
Little Impact	0

Level of Private Investment

Over 50% of the total project cost	3
25% to 50% of the total project cost	2
Less than 25% of the total project cost	1

Other Significant Positive Impacts:

1. Project addresses a threat to imminent health and public safety:
Yes = 4 Points No = 0 Points
2. Project is designed to improve housing for low to moderate income residents: Yes = 3 Points No = 0 Points
3. Project is part of an organized downtown revitalization project:
Yes = 2 Points No = 0 Points
4. Project is specifically tourist and recreational in nature and creates permanent service sector jobs:
Yes = 2 Points No = 0 Points
5. Project is designed to improve or expand upon public park facilities or improve public access to waterways:
Yes = 1 Point No = 0 Points

Project is Ready to Go:

	<u>Financing</u>	<u>Engineering</u>	<u>Govt. Approvals</u>
Completed/Secured	2	2	2
½ Completed/Secured	1	1	1
< ½ Completed/Secured	0	0	0

*Number of Jobs Created or Retained:

41 or more	7
26 to 40	6
11 to 25	4
1 to 10	2
No Jobs	0

Cost Per Job:

Less than \$15,000	4
\$15,001 to \$25,000	3
\$25,001 to \$50,000	2
\$50,000 +	1

F-1

Relative Local Importance of the Number of Jobs Created/Retained:

Range of-	0	1	2	3	4	5
(0=Low, 5=High)						

Unemployment Rate (Jan-Jun 2009 six month average):

	<u>Rate</u>	<u>Score</u>	<u>Range</u>	<u>Score</u>
Brown	8.0	1	0 – 8.0	1
Door	9.8	3	8.1-10.00	3
Florence	10.1	5	10.01 or greater	5
Kewaunee	7.6	1		
Manitowoc	10.3	5		
Marinette	11.6	5		
Oconto	12.3	5		
Sheboygan	9.3	3		

(Source: Monthly Unemployment Rates, not seasonally adjusted, Department of Workforce Development, 7/2009)

*If the committee can not perceive any jobs created or retained, the project will be scored a zero.

**APPENDIX F: ECONOMIC DEVELOPMENT PROGRAMS AND
RESOURCES**

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 governmental entities and the business community.

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: 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

Ken Stubbe, Executive Director
Economic Development Corporation of
Manitowoc County
202 N. Eighth Street, Suite 101
Manitowoc, Wisconsin 54221
Phone: (920) 482-0540
Email: kstubbe@edcmc.org
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
Email: bill@doorcountybusiness.com
Website: www.doorcountybusiness.com

Kewaunee County

Jennifer Brown, Executive Director
Kewaunee County Economic Development Corp.
520 Parkway Avenue, P.O. Box 183
Algoma, Wisconsin 54201
Phone: (920) 487-5233
Email: brownjk@kcedc.org
Website: www.kcedc.org

Marinette County

Don Clewley, Executive Director
Marinette County Association for Business and
Industry, Inc.
601 Marinette Avenue
Marinette, Wisconsin 54143
Phone: (715) 732-0230
Email: dac@czwireless.net
Website: www.marinettecounty.org

Oconto County

Bruce Mommaerts, Executive Director
Oconto County Economic Development Corp.
1113 Main Street, PO Box 43
Oconto, Wisconsin 54153
Phone: (920) 834-6969
Email: bruce@ocontocounty.org
Website: www.ocontocounty.org

Sheboygan County

Dee Olsen, Executive Director
Sheboygan County Chamber of Commerce
712 Riverfront Drive, Suite 101
Sheboygan, Wisconsin 53081
Phone: (920) 457-9491
Email: olsen@sheboygan.org
Website: www.sheboygan.org

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
Email: robert.burke@ces.uwex.edu
Website: www.uwex.edu/ces/cty/door

Florence County - UW Extension

Corrin Seaman
Community Resource Development Educator
Florence Natural Resource Center
3977 US Highway 2
Florence, WI 54121
Phone: 715-528-4480, Ext. 116
Email: corrin.seaman@ces.uwex.edu
Website: <http://florence.uwex.edu>

Kewaunee County – UW Extension

Claire Thompson
Community Resource Development Educator
810 Lincoln Street
Kewaunee, WI 54216
Phone: (920) 388-7136
Email: claire.thompson@ces.uwex.edu
Website: www.uwex.edu/ces/cty/kewaunee

Marinette County - UW Extension

Paul Putnam
Community Resource Development Educator
1926 Hall Avenue
Marinette WI 54143
Phone: (715) 732-7515
Email: pputnam@marinettecounty.com
Website: www.uwex.edu/ces/cty/marinette/cnred

Oconto County – UW Extension

Dale Mohr
Community Resource Development Agent
301 Washington Street (Courthouse)
Oconto, WI 54153
Phone: (920) 834-6846
Email: dale.mohr@ces.uwex.edu
Website: www.uwex.edu/ces/cty/oconto

Sheboygan County –UW Extension

Dave Such
Community Resource Development Educator
5 University Drive
Sheboygan, WI 53081
Phone: (920) 459-5902
Email: david.such@ces.uwex.edu
Website: www.uwex.edu/ces/cty/sheboygan

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 funded projects must be reviewed by the BLRPC for eligibility of federal funding. 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)

NEWREP administers Commerce's *Eastern Wisconsin Technology Zone* for the 18 counties of northeast Wisconsin. The program provides income tax incentives for high-tech development in the region. The zone is designed to enhance the region's attractiveness to high-tech businesses and workers, build on the success of the biotechnology and manufacturing companies in the region, attract auxiliary companies and help existing companies increase productivity. (source: www.thenewnorth.com/thenewnorth/newrep/default.asp)

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 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)

Community Action Agencies

Community Action Agencies operate a variety of programs and are known statewide for their operation of Head Start, weatherization, housing, employment and training programs, family development, economic development, commodity distribution, senior and youth services, and many other valuable programs. In addition to providing direct services, CAAs often serve as program sponsors or grantees overseeing, although not necessarily directly operating programs. (source: www.wiscap.org)

Utilities

Area utilities 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. Area utilities include:

- **Wisconsin Public Service Corporation** (www.wisconsinpublicservice.com),
- **Alliant Energy** (www.alliantenergy.com),
- **Rural Energy Cooperatives** (www.meuw.org), and
- **SBC** (www.sbc.com).

STATE

Wisconsin Department of Commerce

The federally funded **Community Development Block Grant (CDBG)** program can be used for housing, economic development and public facility improvements. The program is designed to assist economically distressed smaller communities with improvements to such things as utilities and streets, fire stations, community centers, and housing rehabilitation, as well as many other improvements needed by a community. The **CDBG-Economic Development (ED)** program assists large businesses that will invest substantial private funds and create approximately 100 jobs as they expand or relocate in Wisconsin. Funds are awarded to a community, which then loans the funds to a business. The **Major Economic Development (MED) Program** is designed to assist businesses that will invest private funds and create jobs as they expand in or relocate to Wisconsin. The **Rural Economic Development (RED) Program** provides working capital or fixed asset financing for businesses with fewer than 50 employees.

Specifically, the **CDBG-Public Facilities for Economic Development (PFED)** program is designed to assist communities with expanding or upgrading their infrastructure to accommodate businesses that have made a firm commitment to create jobs and invest in the community. The **CDBG-Public Facilities (PF)** component helps eligible local governments upgrade community facilities, infrastructure, and utilities for the benefit of low- to moderate-income residents. The **Main Street Program** offers a variety of resources to include façade grants and technical and financial assistance to stimulate the revitalization of their respective areas. The **Brownfields Initiative** provides grants to persons, businesses, local development organizations, and municipalities for environmental remediation activities for brownfield sites where the owner is unknown, cannot be located or cannot meet the cleanup costs. The **Planning Grant Program (CDBG-PLN)** provides funding to local governments and community partnerships that have clearly identified a community or economic development concern, or opportunity, and lack the resources needed to plan an appropriate response. The program's goals are two-fold; 1) to help communities develop clear and actionable strategies for addressing specific site, neighborhood, community or regional economic or development needs and 2) to improve the quality of

community or economic development projects by helping to fund local plans. The **CDBG-Blight Elimination and Brownfield Redevelopment Program (BEBR)** can help small communities obtain money for environmental assessments and to remediate brownfields. The **CDBG-Emergency Assistance Program (EAP)** can help small communities repair or replace infrastructure that has suffered damages as a result of catastrophic events.

Community Development Zone (CDZ) designation is a tax credit program for businesses planning to expand, relocate or start in the designated Community Development Zones (CDZ). *CDZs in the BLRPC district include the cities of Green Bay, Sturgeon Bay, Two Rivers, and Manitowoc; and the counties of Florence, Marinette, and Oconto.* These tax credits are to be applied against a company's Wisconsin income tax liability. These credits are based on the number of new jobs that a company creates, and the wage level and benefit package that are offered to the employees. The **Enterprise Development Zone (EDZ)** program provides tax incentives to new or expanding businesses whose projects will affect distressed areas. Based on the economic impact of a proposed business project, the Department of Commerce will be able to designate an enterprise development zone. A zone is "site specific" and applies to only one business.

To compliment the bricks and mortar component of Commerce, there is funding specifically earmarked for employee training. Eligible businesses looking to train a significant number of its current or incoming workforce can apply for and receive a direct grant from Commerce for **Customized Labor Training (CLT)**. Companies with a few employees seeking training are eligible for the **Business Employees Skills Training (BEST)** program. The focus of both programs is on the training or retraining of employees to incorporate new technologies or manufacturing processes.

Commerce provides financial resources to encourage the development of small businesses. Potential entrepreneurs can access an **Early Planning Grant (EPG)** of up to \$3,000 to obtain professional services necessary to evaluate the feasibility of a proposed start-up or expansion or develop a business plan. The **Entrepreneurial Training Grant Program (ETG)** is a comprehensive course designed to provide hands-on assistance in the writing of a business plan. The technical assistance can be provided by the *Small Business Development Center (SBDC) at UW-Green Bay* or the regional *Service Core of Retired Executives (SCORE)* office. The **Wisconsin Entrepreneur's Network (WEN)** provides programs and services to small and emerging businesses, resulting in job creation and retention, business start-ups, expansions and acquisitions; and strengthened linkages with the rich network of resources in the state. Key services will include one-on-one consulting, educational workshops, executive level programs, peer learning, and strategies to assess technologies and access capital.

Other programs offered by Commerce include: the **Employee Ownership Assistance Loan (EOP) Program** can help a group of employees purchase a business by providing individual awards up to \$15,000 for feasibility studies or professional assistance. The business under consideration must have expressed its intent to downsize or close. **Industrial Revenue Bonds (IRB)** are municipal bonds whose proceeds are loaned to private persons or to businesses to finance capital investment projects. All Wisconsin municipalities, cities, villages, and town are authorized to issue IRBs. The **Technology Development Fund (TDF)** program helps Wisconsin businesses research and develop technological innovations that have the potential to provide significant economic benefit to the state. The **Technology Development Loan (TDL)** program

helps Wisconsin businesses develop technological innovations that have the potential to provide significant economic benefit to the state. This program is designed to help businesses commercialize new technology. The **Technology Development Zone (TDZ)** program provides tax credits to technology-based businesses that locate or expand in one of eight designated zones. Credits are awarded based on the number of full-time jobs created or retained, capital investments made and environmental remediation expenses incurred. Credits are non-refundable, but may be carried forward for up to 15 years.

The **Minority Business Development (MBD) Loan Program** provides low interest loans to assist minority-owned companies with land and equipment purchase, working capital, and construction. The **Wisconsin Trade Project Program** can help small export-ready firms participate in international trade shows. The **Milk Volume Production (MVP) Loan Program** enables farmers to increase milk production by offering loan interest loans to purchase additional dairy cattle. The **Dairy 20/20 Early Planning Grant Program** covers third party services to assist the applicant with start-up, modernization, or expansion of a dairy operation. For a complete list of community and economic development programs offered by Commerce, please visit their website. (source: www.commerce.state.wi.us)

Wisconsin Department of Transportation

The **Transportation Economic Assistance (TEA)** grants provide up to 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.

In 1979, the **Harbor Assistance Program (HAP)** was created to assist harbor communities along the Great Lakes and Mississippi River in maintaining and improving waterborne commerce. Port projects typically include dock reconstruction, mooring structure replacement, dredging, and construction of facilities to hold dredged materials. The **Freight Rail Infrastructure Improvement program (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. WisDOT charges 2 percent interest on the loan principal, with projects amortized up to 25 years. Eligible applicants are local units of government, Amtrak Railroad, private non-profit organizations, and Transit Commissions. (source: 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/en/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: www.datcp.state.wi.us)

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: www.doa.state.wi.us)

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: www.dnr.state.wi.us/org/caer/cfa/BUREAU/grantlist.html)

Wisconsin Housing and Economic Development Authority (WHEDA)

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

Other state resources include: *Impact Seven, Inc.*, is one of more recognizable statewide organizations that provide micro-loans for small business start-ups and expansions. (source: www.impactseven.org) The *Wisconsin Women's Business Initiative Corporation (WWBIC)* also provides micro-loans 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 one of the priority areas of the *Wisconsin Technology Council*. **WIN** is a community-based economic development organization dedicated to fostering innovation and entrepreneurship. (Source: www.wisconsintechcouncil.com/win/)

FEDERAL

US Department of Commerce, Economic Development Administration (EDA)

EDA was established to work with states and regional planning commissions (economic development districts) to generate new jobs, retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas and regions of the United States. The purpose of its program investments is to provide economically distressed communities with a source of funding for planning, infrastructure development, and business financing that will induce private investment in the types of business activities that contribute to long-term economic stability and growth. EDA's investments are strategically targeted to increase local competitiveness and strengthen the local and regional economic base. 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 and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. 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 carry out 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 relented 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/)

US Department of Commerce National Oceanic and Atmospheric Administration (NOAA)

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: www.csc.noaa.gov/funding/)

US Environmental Protection Agency

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

US Department of the Interior - National Park Service

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: www.sba.gov/localresources/district/wi/index.html)

Bay-Lake Regional Planning Commission

Commission Members

Brown County

William Clancy
Toni M. Loch
Chris Swan

Door County

Paul DeWitt
Mariah K. Goode
Nomination Pending

Florence County

Edwin Kelley
Bruce Osterberg
Yvonne Van Pembrook

Kewaunee County

Jim Abrahamson
Mary Hanrahan
Charles R. Wagner, Vice-Chairperson

Manitowoc County

Donald C. Markwardt
Valerie Mellon
NyaLong Yang

Marinette County

Alice Baumgarten
Cheryl R. Maxwell, Chairperson
Mary G. Meyer

Oconto County

Donald A. Glynn
Thomas D. Kussow
Lois L. Trever, Sect./Tres.

Sheboygan County

Mike Hotz
Ron McDonald
Ed Procek

Wisconsin Department of Commerce

Sec., Richard Leinenkugel

Staff

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Assistant Director/Principal Planner

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Kimberly Miller
Community Planner

Angela M. Pierce
Natural Resources Planner III

Brenda L. Rehberg
Administrative Assistant

Brandon G. Robinson
Community Assistance Planner III

Joshua W. Schedler
GIS Specialist

James J. Van Laanen
Transportation Planner III

Ker Vang
Community Planner