

# BAY-LAKE REGIONAL PLANNING COMMISSION



INNOVATION

SUSTAINABLE

RESILIENT

REGIONAL



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# I. PRELIMINARY INFORMATION



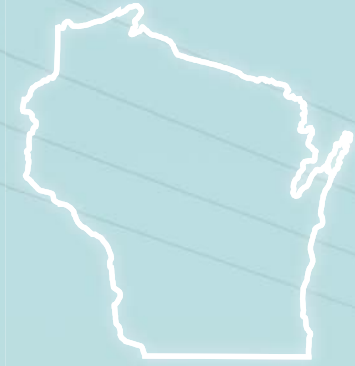


## PREPARED BY

Bay-Lake Regional Planning Commission  
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## CONTACT INFORMATION

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## BACKGROUND & PURPOSE

The 2017 Comprehensive Economic Development Strategy (CEDS) is an update to the 2012 report and enables the Bay-Lake Regional Planning Commission to continue as a designated Economic Development District (EDD) by the Economic Development Administration of the U.S. Department of Commerce. This CEDS was prepared according to the guidelines of 13 CFR Chapter III, Part 303, Section 303.7. The CEDS helps to ensure the communities within the region remain eligible for funding through EDA.

The Economic Development Administration (EDA) of the U.S. Department of Commerce invests in public works, economic adjustment assistance, technical assistance, and short-term planning. EDA investment priorities enhance regional competitiveness and support long-term diversification and development of the regional economy. Eligible EDA applicants are states; city and local governments; Indian Tribes; colleges and universities; nonprofit organizations; and economic development districts. The purpose of the Comprehensive Economic Development Strategy (CEDS) is to bring together the public and private sectors to create an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional EDA assistance. The Commission receives an annual planning grant to provide on going technical assistance to counties and communities and to prepare the CEDS and supporting reports.

## THE COMMISSION 2017

The Commissioners review and approve by resolution the Comprehensive Economic Development Strategy.





# REGIONAL ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

**Bernhardt, Joshua**

*Advance Economic Development Green Bay*

**Buchanan, Matthew**

*City of Green Bay Economic Development Specialist*

**Burr, Naletta**

*Wisconsin Economic Development Corporation*

**Callow, Lindsay**

*Marinette County Association for Business & Industry Exe. Director*

**Checolinski, Dane**

*Sheboygan County Economic Development*

**Falkowski, James**

*Manitowoc County Board Supervisor*

**Frostman, Caleb**

*Door County Economic Development Corporation Executive Director*

**Gehlhoff, Wendy**

*Florence County Economic Development Director*

**Hartnell, Ann**

*Marinette County Association for Business & Industry Exe. Director Emeritus*

**Karls, Carol**

*Wisconsin Public Service Manager Com & Economic Development*

**Loden, Connie**

*New North Senior Project Manager*

**Pawlitze, Dan**

*City of Two Rivers Economic Development Consultant*

**Pelishak, Chad**

*City of Sheboygan Director of Development*

**Rhode, Nancy**

*Oconto County Economic Development Corporation Asst. Director*

**Sparacio, Nic**

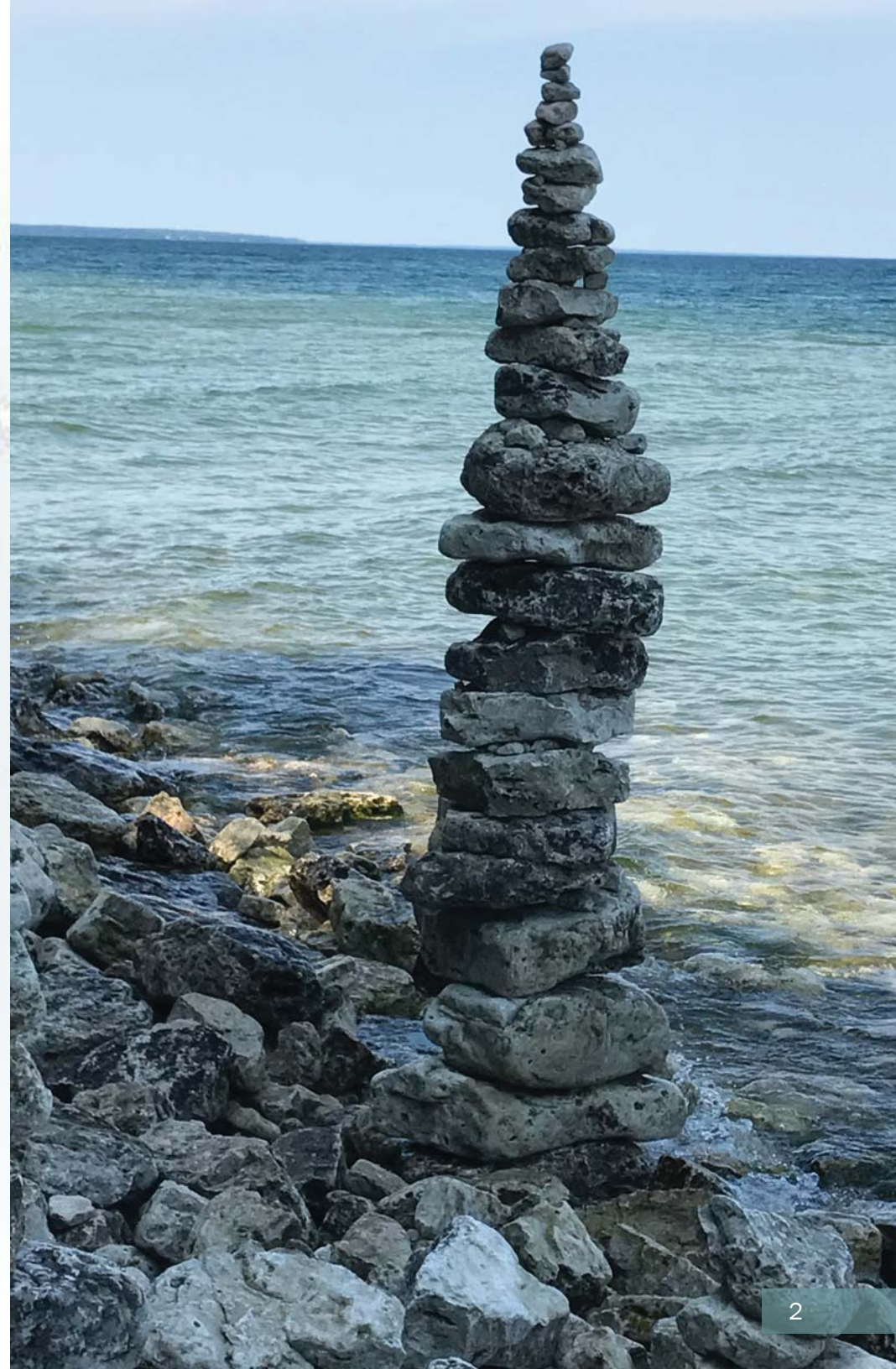
*City of Manitowoc Community Development Director*

**Wendy Townsend**

*City of Green Bay Project & Program Manager*

**Wills, Peter**

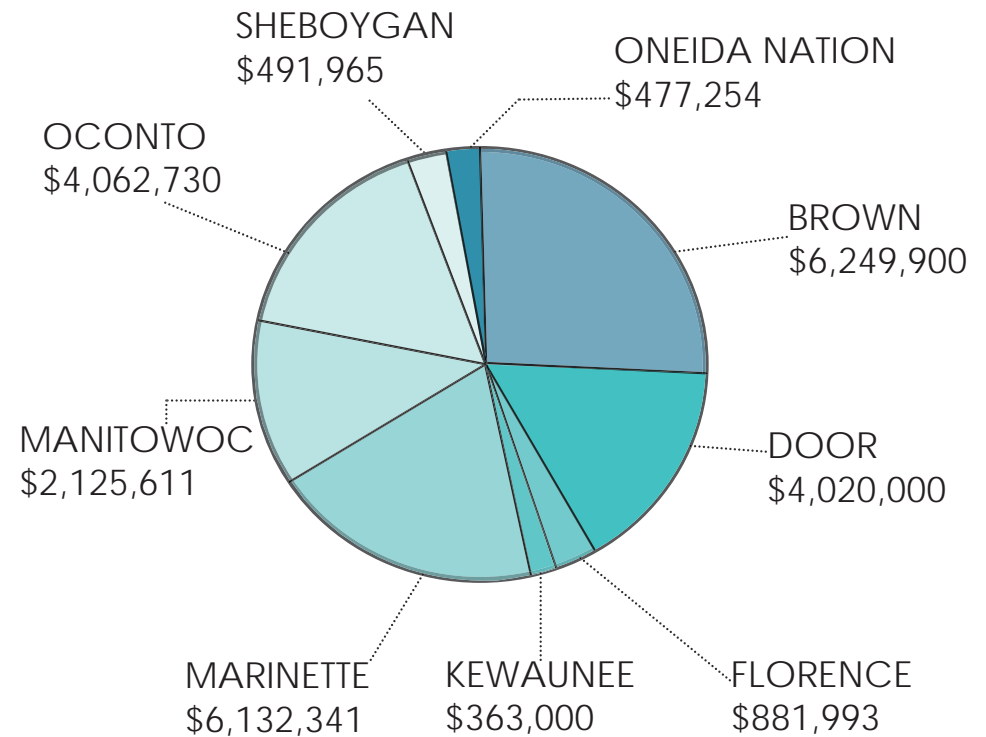
*Progress Lakeshore Executive Director*



### EDA GRANTS IN THE BAY-LAKE DISTRICT

Bay-Lake Regional Planning Commission as a designated Economic Development District EDD, has attracted over \$25 million in federal funding to complete a variety of projects as shown in the figure adjacent. The most recent EDA funded project in the region was the City of Marinette's Main Street and Stanton Street infrastructure Improvements in 2012. Over the past three and a half decades, EDA funding has been distributed throughout the Bay-Lake District. Brown and Marinette counties have both received a quarter of the district total funding. Door and Oconto counties have each been awarded approximately \$4 million.

### TOTAL EDA GRANT AMOUNT RECEIVED BY COUNTY



Source: Bay-Lake Regional Planning Commission, and the Economic Development Administration, 2017.  
Note: Does not include annual planning grants received by the BLRPC.



## II. SUMMARY BACKGROUND





## REGIONAL PROFILE



POPULATION  
**585,087**

AVERAGE COMMUTE  
TIME TO WORK  
**20.3 MINS**

LARGEST EMPLOYING INDUSTRY  
**FABRICATED METAL  
MANUFACTURING**

VETERANS  
**38,512**

AREA OF REGION  
**5,433 SQUARE  
MILES**

2040 POPULATION  
**654,955**

AVERAGE HOUSEHOLD  
INCOME  
**\$53,500**

LARGEST EMPLOYING INDUSTRY  
**FABRICATED METAL  
MANUFACTURING**

VETERANS  
**38,512**

AREA OF REGION  
**5,433 SQUARE  
MILES**

JOB  
**324,834**

FOOD PRODUCTION  
TRANSPORTATION

HOUSEHOLDS  
**289,515**

MAIN INDUSTRIES  
**PULP  
PAPER  
ENERGY  
MARINE**

## POPULATION | CURRENT & PROJECTED

4% growth

Kewaunee



2016 Population	20,703
2040 Population	21,475

Manitowoc

-3% decline



2016 Population	81,372
2040 Population	78,920

Door

-6% decline



2016 Population	28,175
2040 Population	26,620

Sheboygan

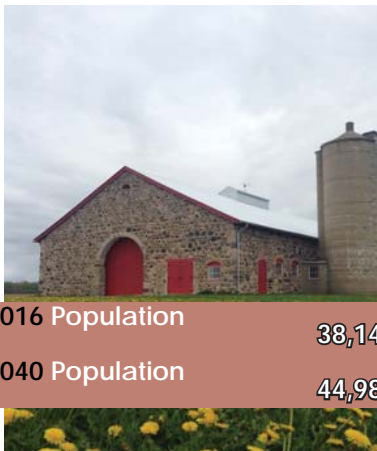
9% growth



2016 Population	115,305
2040 Population	125,160

18% growth

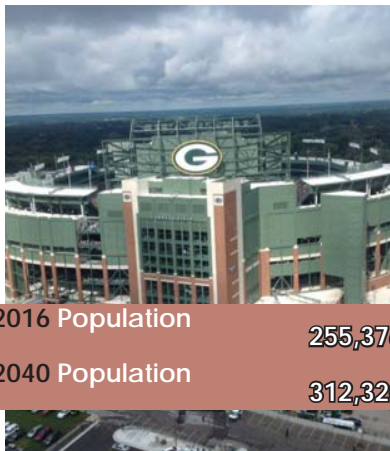
Oconto



2016 Population	38,147
2040 Population	44,985

Brown

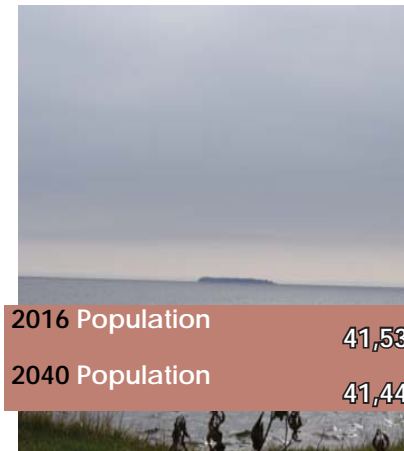
22% growth



2016 Population	255,376
2040 Population	312,320

Marinette

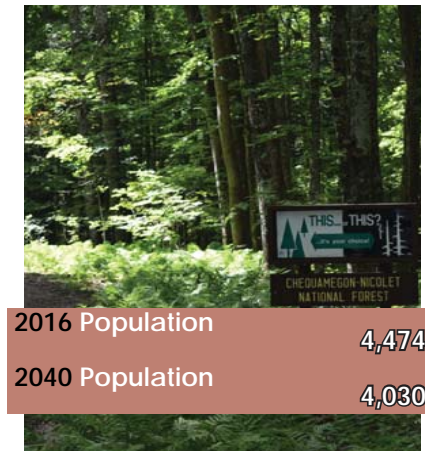
0%



2016 Population	41,535
2040 Population	41,445

Florence

-10% decline



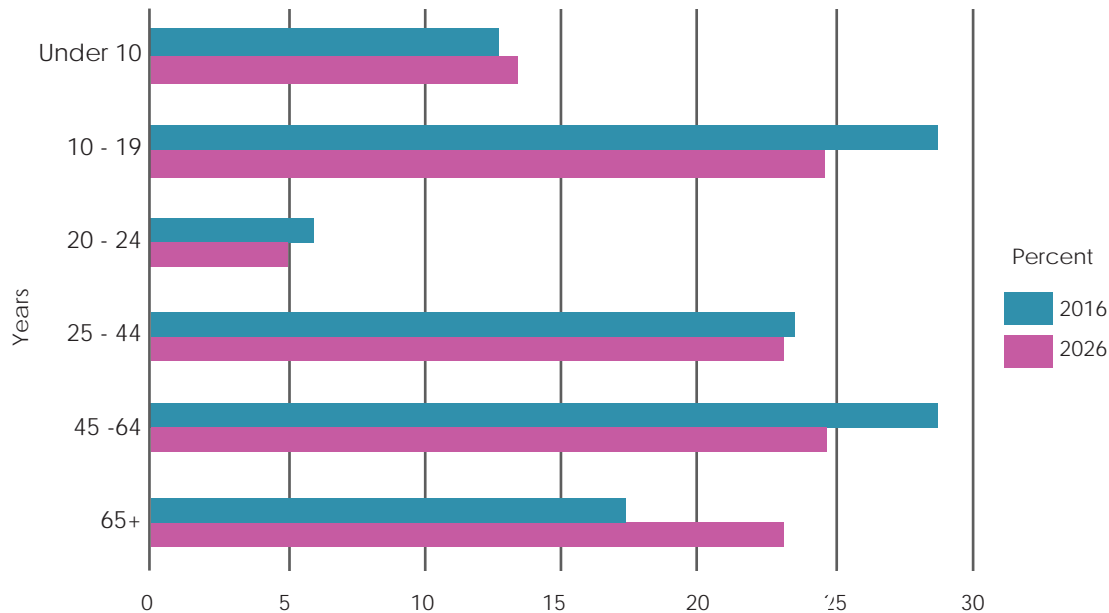
2016 Population	4,474
2040 Population	4,030

Source: 2000, 2010, 2016 Census Data & American Fact Finder



## POPULATION | AGE

Region Population by Age  
2016 & 2026



The Bay-Lake district includes eight counties and is 5,433 square miles of land. In total, the region's population is 10% of the state's population. The district's population is projected to increase from 585,087 to 654,955. A 12% increase from 2016 to 2040. Within the region, Brown and Oconto Counties are projected to increase the greatest amount in the same period, 22% and 18% respectively. Florence and Door Counties are projected to decline in population.

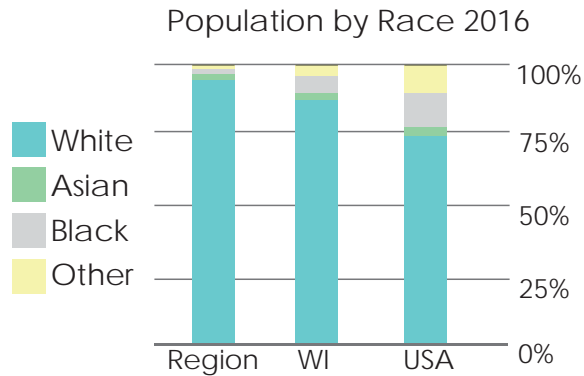
The age group of 25 - 44 is a significant segment of the working population. It is also the largest segment of the national workforce. The region is competing with other areas for this age group to work in northeast Wisconsin. The region needs to prioritize attracting additional workers, in order to fill vacant positions. Population projections show a decline through 2026 for this segment of the population; therefore, increased efforts to attract and retain younger working people will need to be put into place.

In addition to this population shift, by 2026, there will be a significant increase in the 65 and older population in the district. This demonstrates a need for service provision aimed toward this demographic.

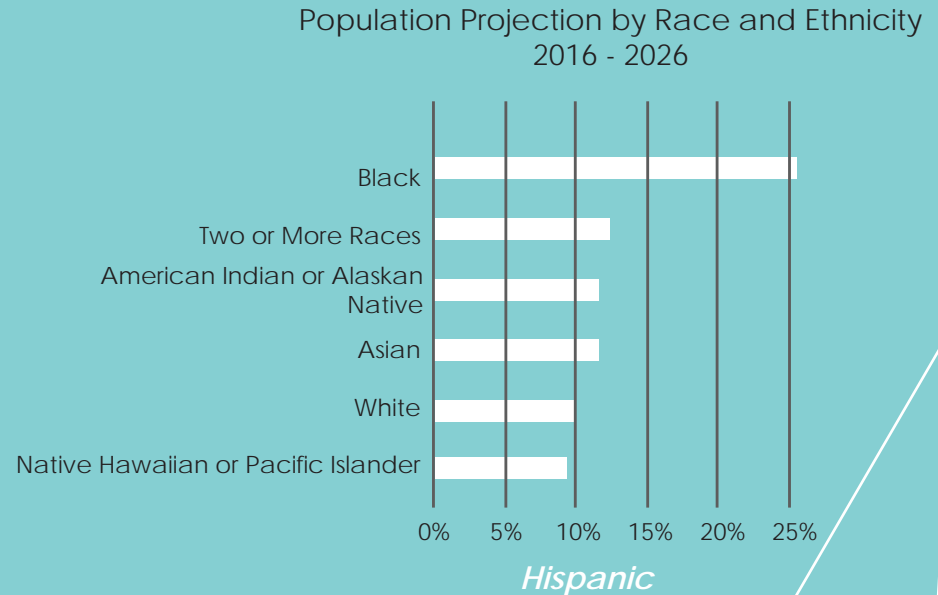
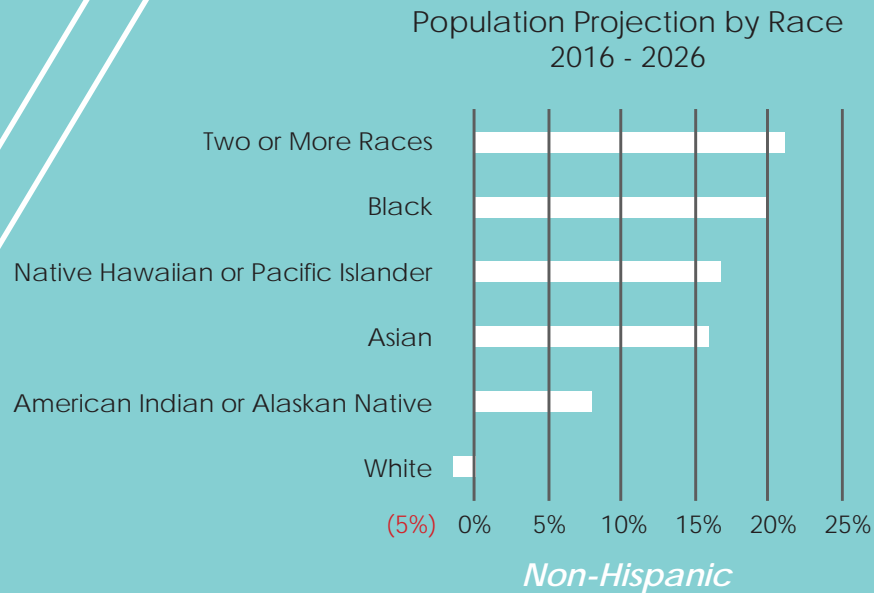
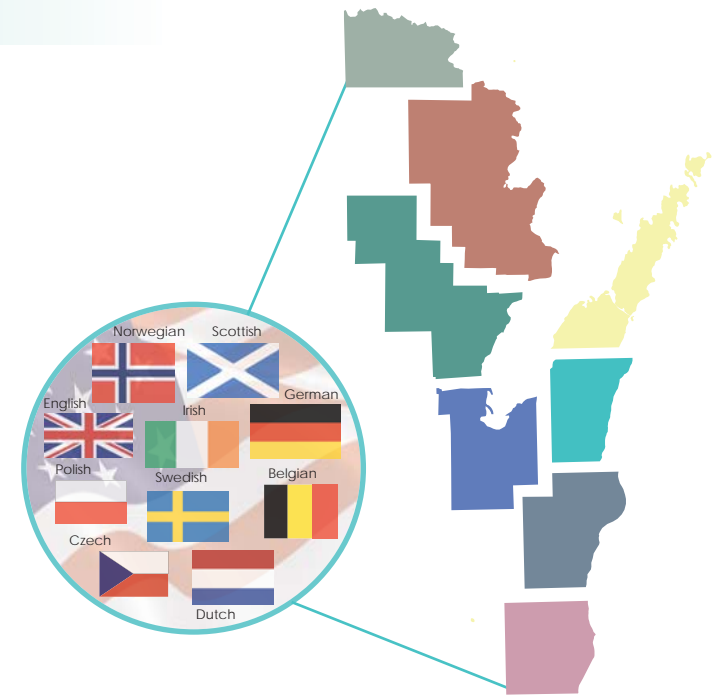


Source: EMSI





The overall district is expected to increase in population. The composition of that growth, according to EMSI data, shows a faster pace in growth in non-white populations, indicating the region will be experiencing growth in diversity and culture between 2016 and 2026.



# EDUCATION

University of Wisconsin - Marinette, Manitowoc, and Sheboygan



Concordia University



Lakeshore Technical College



Northeast Wisconsin Technical College



University of Wisconsin Green Bay



Rasmussen College



Saint Norbert College



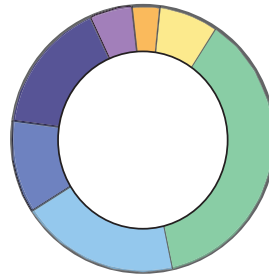
Bellin College



Lakeland University



Silver Lake College

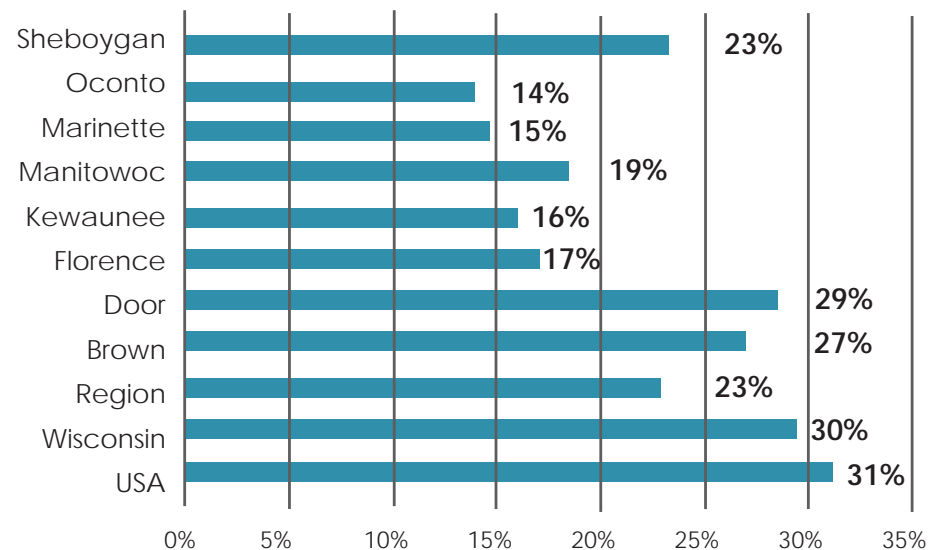


Level of Education	REGION	WI	USA
Less Than 9th Grade	3.8% (15,303)	2.7%	5.4%
9th Grade to 12th Grade	6.2% (25,101)	5.4%	7.2%
High School Diploma Only	36.4% (147,961)	31.1%	27.2%
Some College	20.6% (83,865)	20.7%	20.6%
Associate's Degree	10.2% (41,609)	10.7%	8.4%
Bachelor's Degree	16.2% (65,970)	19.3%	19.3%
Graduate Degree +	6.7% (27,154)	10.2%	11.9%

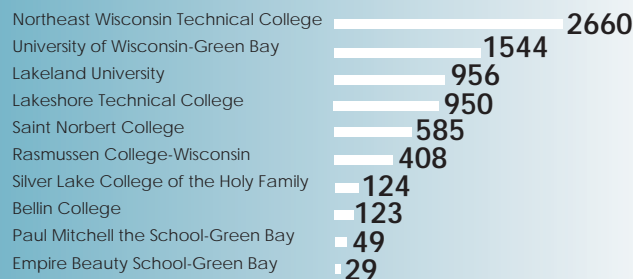
Educational attainment is essential to the regional economy and the workforce. The region has a higher share, 36.4%, of residents that have high school diplomas when compared to state and national averages. The region also remains competitive with the level of Associate's degrees recorded at 10.2%, just below Wisconsin's averages. Both the region and the state exceeded the U.S. in Associate's degrees earned.

Technical colleges are located in multiple counties in the region including Brown, Marinette, and Manitowoc counties; with satellite technical colleges located throughout the region. In addition, there are four year public and private campuses in Brown, Manitowoc, and Sheboygan Counties, providing additional educational access.

Bachelor's Degree or Higher



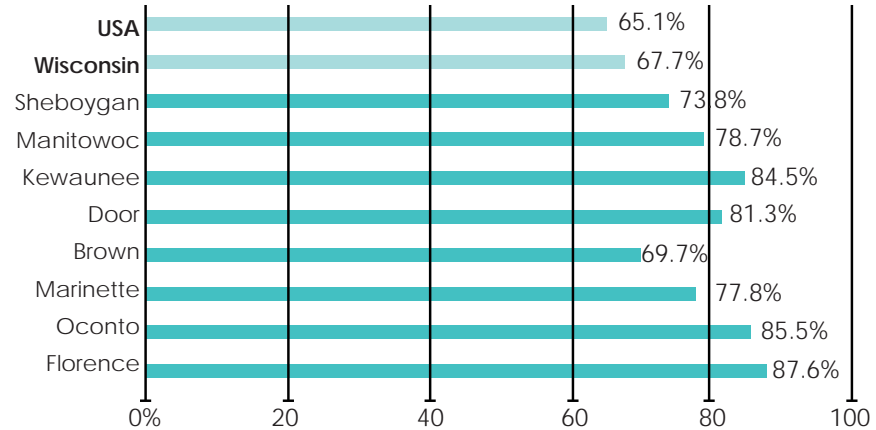
Total Graduates 2017



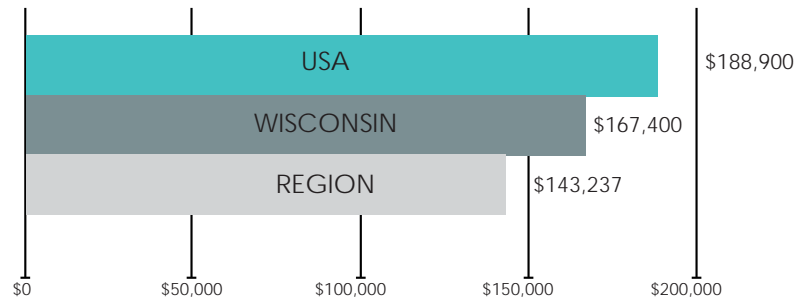
# HOUSING



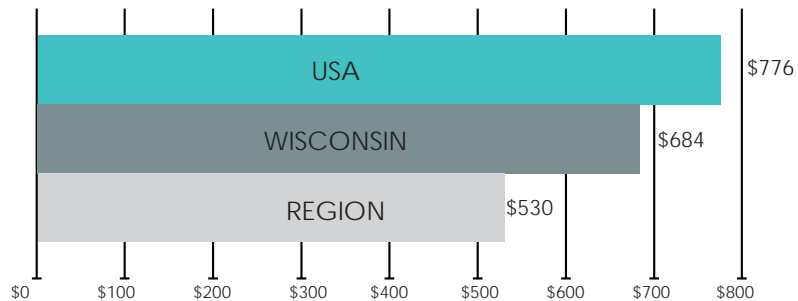
## Home Ownership Rate in 2015



## Median Home Value in 2016



## Median Contract Rent 2015 - 2016



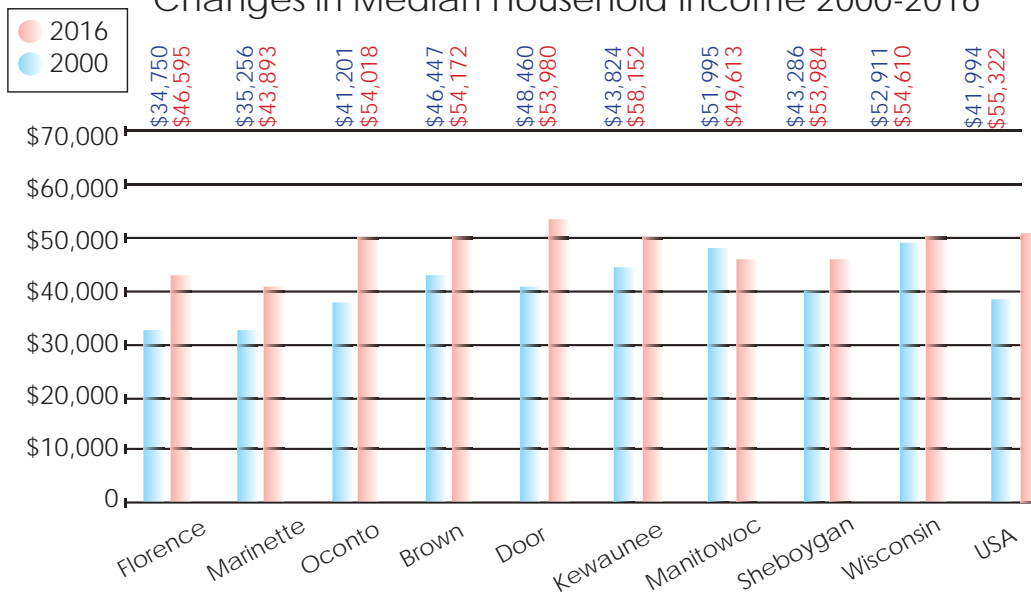
Home ownership rates are reflective of access within a housing market, housing values, and prosperity of an economy. Ownership also demonstrates an ability to purchase. The ownership rate within the region exceeds the state and nation rate.

Median home value shows a cost of living factor for the region's residents. A higher median home value tends to have a positive impact on local tax revenues. However, higher housing costs can be a barrier to attracting members of the workforce. The median home values within the counties of the Bay-Lake region are lower when compared to the state or national median values.



# INCOME

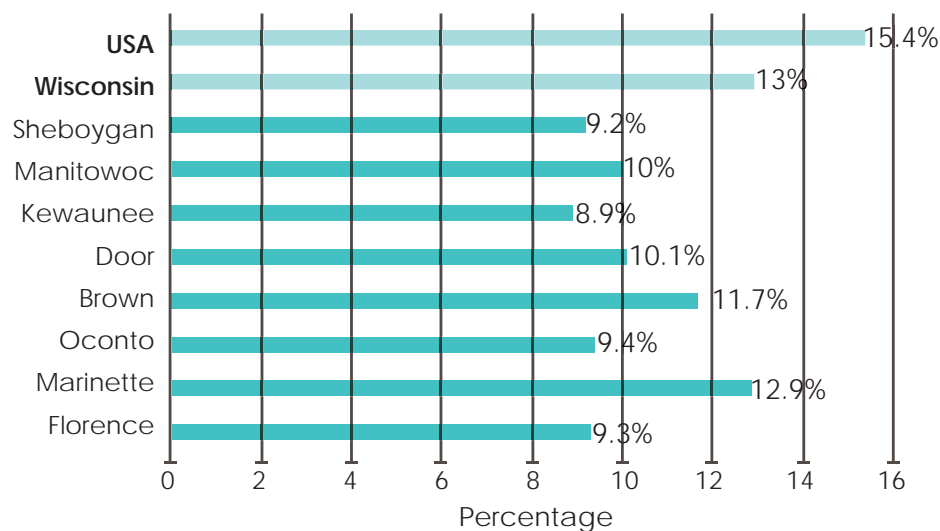
## Changes in Median Household Income 2000-2016



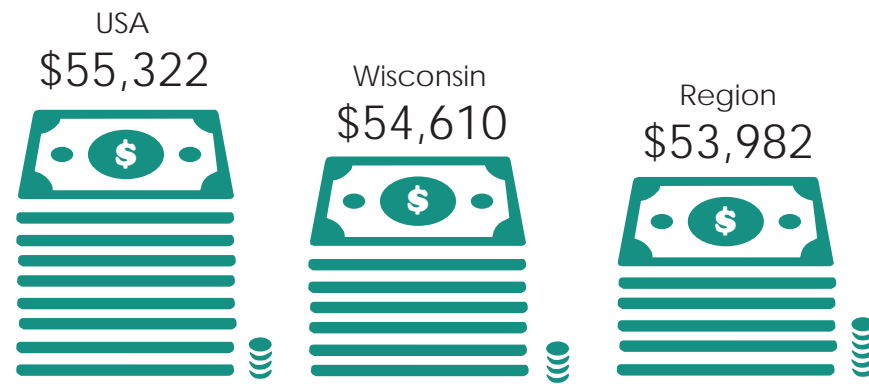
Median Household Income (MHI) is a measure of spending power and economic gain. Historical income data shows an increase in MHI for each county between 2000 and 2016, except for Manitowoc County. Manitowoc County has experienced a loss of a major employer, Manitowoc Crane and this has negatively impacted the local economy and wages. The region's median incomes are increasing, but remain below the MHI of Wisconsin and the U.S. Kewaunee County is an exception with a greater MHI.

The region's poverty rates contrast with the regions MHI. The counties in the region have lower poverty rates than Wisconsin's 13%. Marinette County has the region's highest rate of poverty in 2015 at 12.9% with Brown County following at 11.7%.

## Households in Poverty 2015

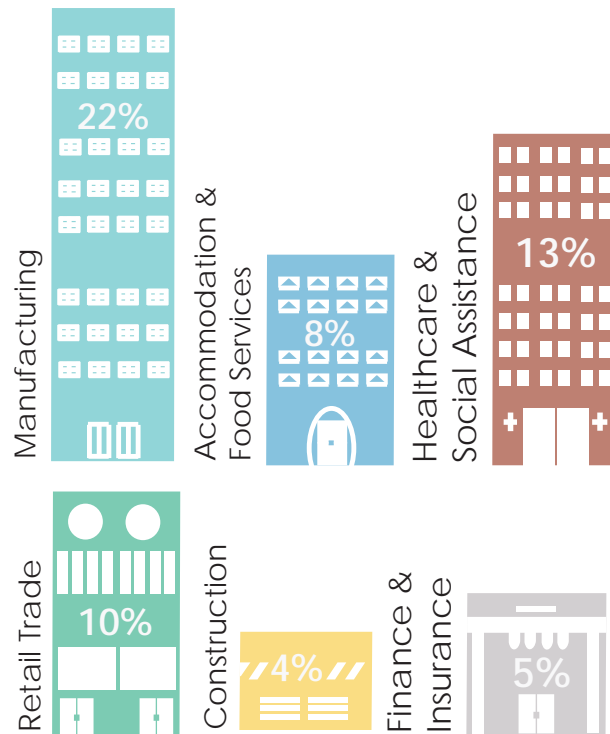


## Median Household Income 2016



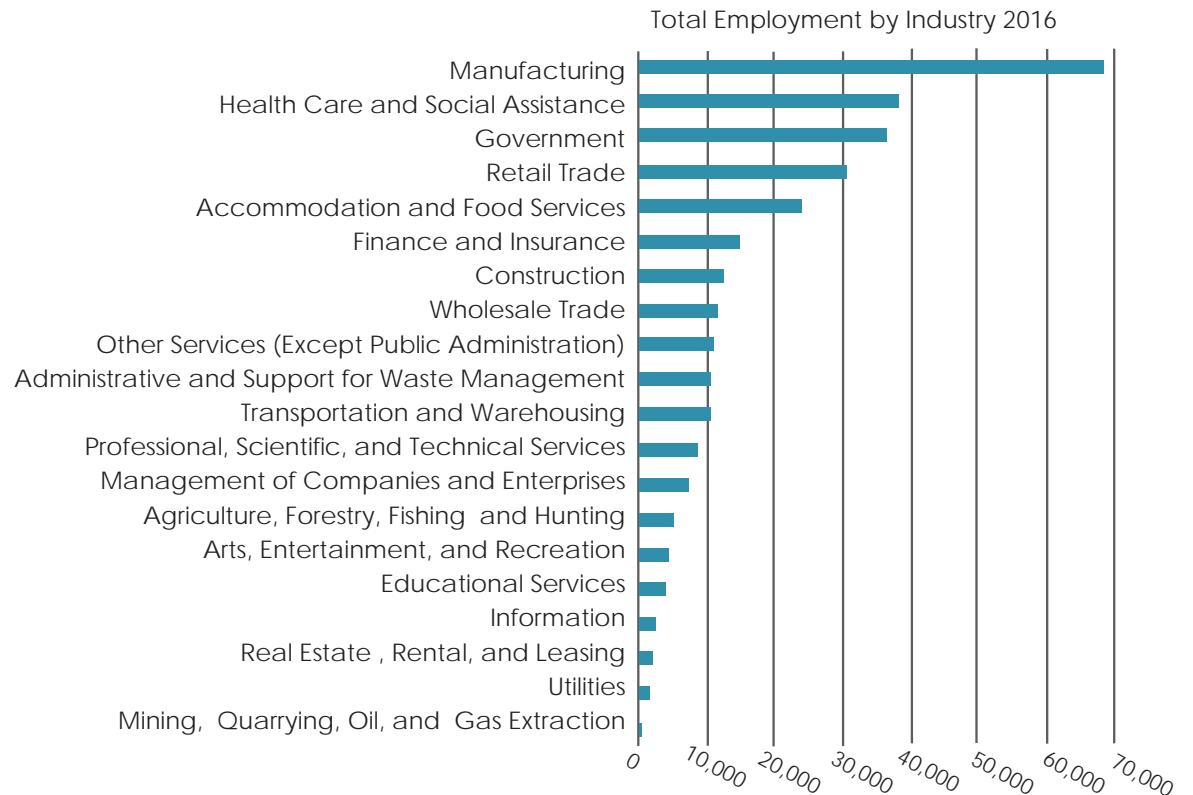
Source: GEOFRED; Graphical Economic Data, ACS 2016

## EMPLOYMENT



Employment across all industries within the Bay-Lake region indicates the largest employing industry is manufacturing. The region has concentrations of diverse manufacturing, contributing to high levels of employment across the manufacturing industry.

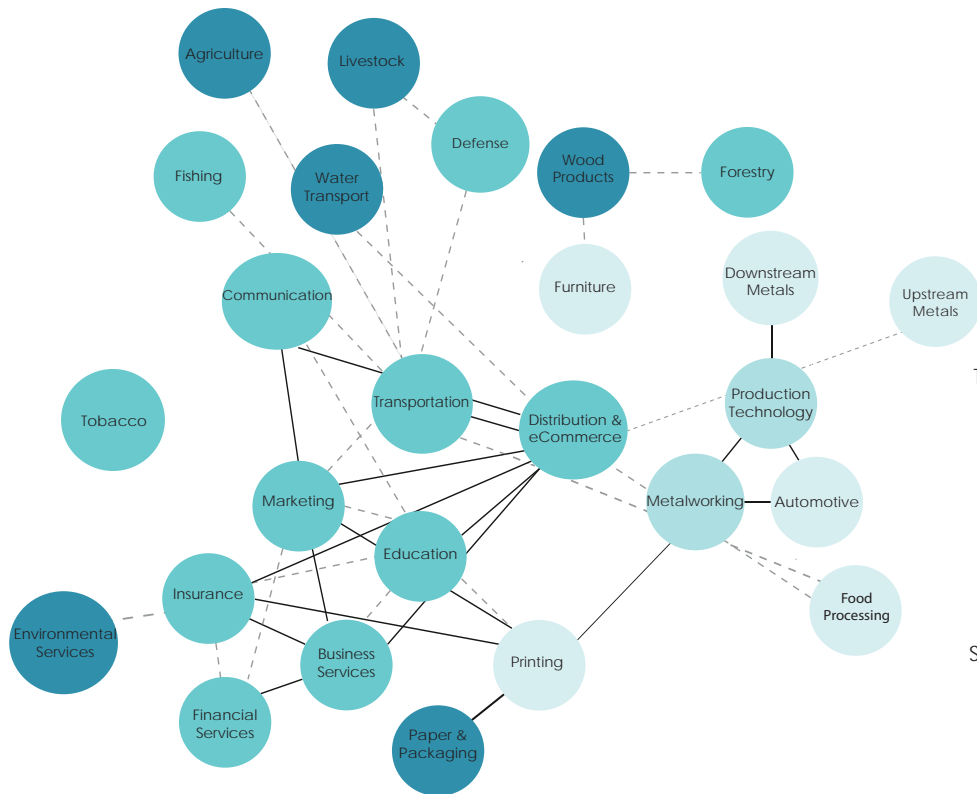
Regional stakeholders have emphasized the need to align workforce training with current regional job opportunities, particularly in the manufacturing sectors that are struggling to attract a younger workforce.



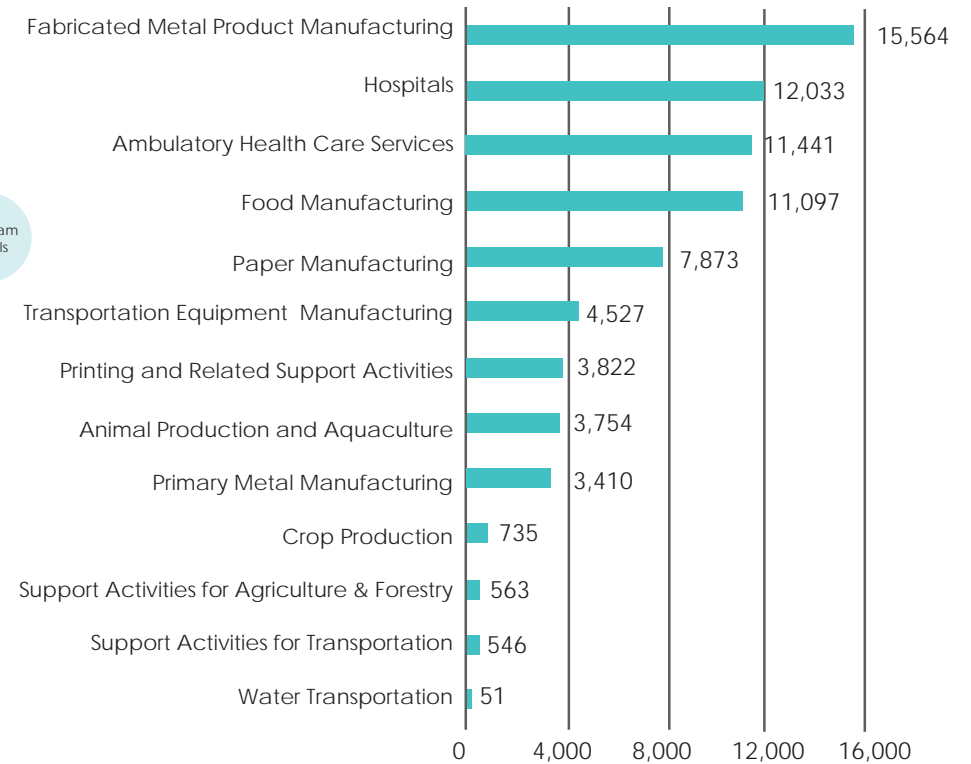
INDUSTRY	2011 JOBS	2016 JOBS	PERCENT CHANGE
Food Services and Drinking Places	19,680	21,059	7%
Management of Companies and Enterprises	6,696	7,356	10%
Specialty Trade Contractors	6,806	8,539	25%
Social Assistance	4,808	6,226	29%
Motor Vehicle and Parts Dealers	3,799	4,486	18%

Source: EMSI

# INDUSTRY CLUSTERS



Employment in Cluster Industries, 2016



Industry clusters are defined as concentrations of companies and industries that are interconnected by markets, suppliers, and trade in a geographic area. The Bay-Lake region has several well established industry clusters that are linked via employment, location, business expertise and other marketplace factors. These include metal, food, paper, transportation equipment, and agricultural related processes. Another industry cluster of significance is healthcare (hospitals and ambulatory healthcare services).

Supply chain connections for industries within and outside of the region is a priority for cluster industries in the region. Marketing business is a part of the supply chain process to create partnerships and opportunities for a continued expansion of the customer base.

Source: EMSI



## PROMINENT EMPLOYERS

- Associated Bank
- Kimberly Clark
- The Boldt Company
- WEDC
- Wisconsin Public Service
- 4Imprint
- A Mazing Events
- Affinity Health
- Agropur Dairy Cooperative
- Alliant Energy
- American Transmission Company
- Amerilux International LLC
- Ameriprise Financial
- AON Risk Solutions
- Appvion
- Ariens
- At&t
- Baker Tilly
- Bank First National
- Bassett Mechanical
- Bemis
- Bergstrom Automotive
- BMO Harris Bank
- Camera Corner Connecting Point
- Cedar Corporation
- Cellcom
- Coalescence Marketing Design
- Community First Credit Union
- Consolidated Construction Co Inc
- CR Meyer
- Creative Business Services
- Davis Kuelthau Attorneys at Law
- Employment Resource Group Inc
- Encapsys
- Festival Foods
- Fincantieri Marine Group
- First Business Bank
- Foth
- Fox River Fiber
- Fox Valley Technical College
- Goodwill Industries
- Grande
- Great Northern Corporation
- Greater Green Bay Chamber
- Green Bay Packaging
- HJ Martin and Son Inc
- Hoffman Planning Design Construction
- Holy Family Memorial
- Humana
- Insight
- Investors Community Bank
- J F Ahern Co
- Jewelers Mutual
- J.J. Keller
- Katapult LLC
- KerberRose

- Lakeshore Technical College
- Lakeside Foods
- Lindquist Machine Corporation
- Marco (Infinity Technology)
- Marinette County Association for Business and Industry
- McMahon Group
- Michael Best Friedrich LLP
- Miller Electric
- Miron Construction
- Nation Consulting
- New North B2B
- Newmakr Grubb Pfefferie
- Nicolet National Bank
- Northeast Wisconsin Technical College
- O'Connor Connective
- Oshkosh Corporation
- OMNI
- Appleton International Airport
- Green Bay Packers
- Performa Architects Engineers
- Poms Tire Service
- Prairie States Enterprises
- Prevea Health
- Right Management
- Sargento
- Schenck
- Shneider
- Schreiber Foods
- Secura
- Silver Star Brands
- Skyline Technologies
- St. Norbert College
- Stellar Blue Technologies
- Step Industries
- The Babcock Wilcox Company
- Thedacare
- Thomas James Real Estate
- Thrivent Financial
- Tweetgarot
- Univeristy of Wisconsin Oshkosh
- US Venture
- Vanlanen
- Von Briesen
- We Energies
- Werner Electric Supply
- WHEDA
- Willis Towers Watson
- Wipfli CPAs and Consultants
- Wisconsin Aluminum Foundry
- Wisconsin Bank & Trust
- Woodward Communications



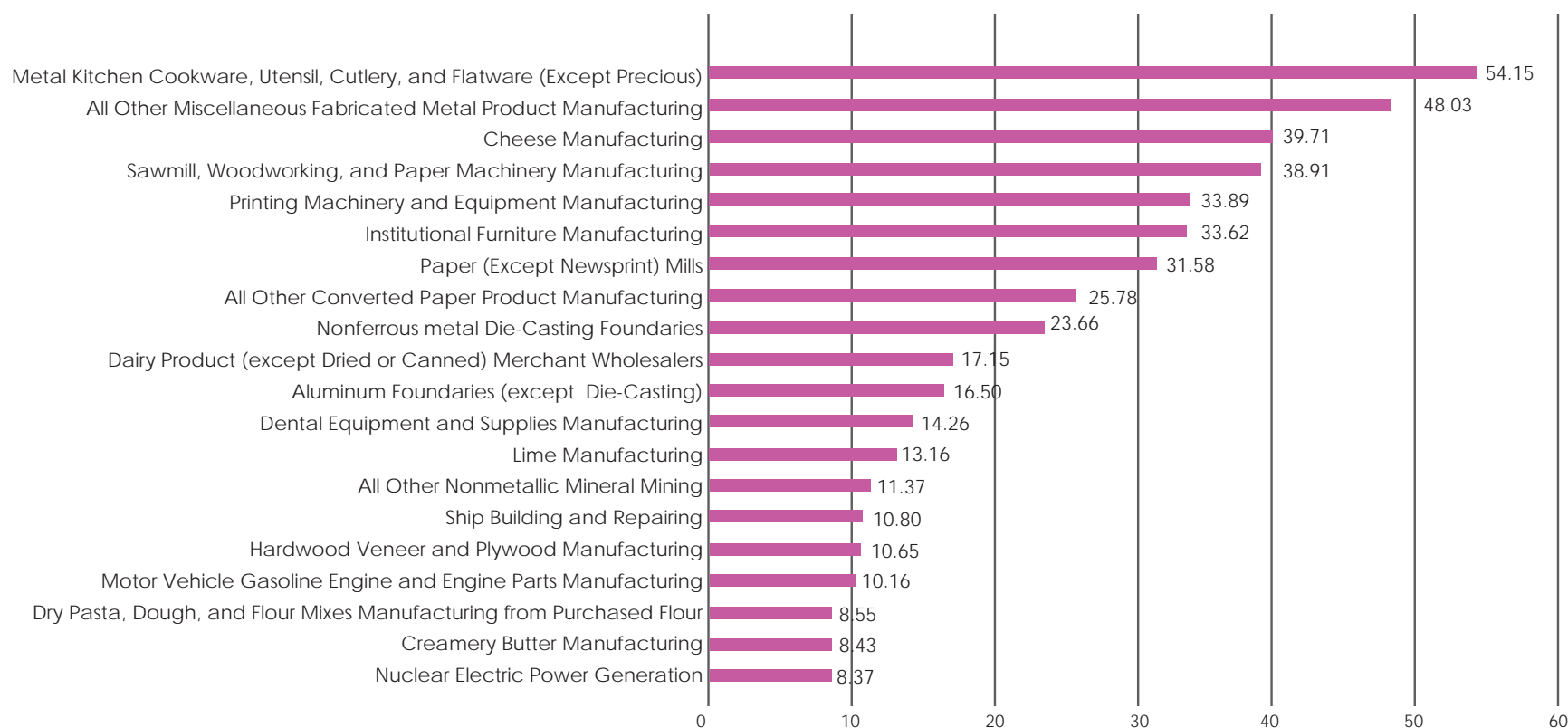
Source: America's Labor Market Information System (ALMIS), Employers Database, NEW North Inc.

## LOCATION QUOTIENTS OF REGIONS INDUSTRIES

Location Quotients can be calculated for any industry where comparable information is available. LQ identify export industries in an area (those industries producing more of a product or service than is needed to meet area demand) and import industries (those producing less than enough to meet area demand). An LQ greater than 1.0 illustrates that the region has proportionately more workers than the larger comparison area employed in a specific industry sector. This indicates that the region is producing more of a product or service than is consumed within the region. The surplus is available for export outside the region. An LQ of at least 1.25 is required to consider classifying an area industry as an exporter.

Identifying area export industries ( $LQ > 1.25$ ) is beneficial, as it provides a gauge of industry specialization within the region. A high location quotient in a specific industry may translate into a competitive advantage in that industry for the local economy. Economic development opportunities may exist for additional growth of the exporting or related industries because of the availability of an existing skilled labor pool or other resources such as suppliers, facilities or transportation hubs in the region. An LQ significantly less than 1.0 may indicate an opportunity to develop businesses in the local area to meet area demand.

Top 20 Location Quotients, 2016



Source: EMSI

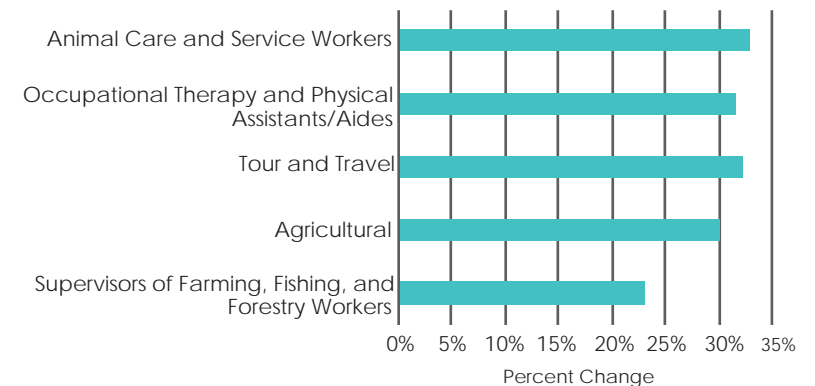
## OCCUPATIONS

Highest Employing Occupations 2016



Occupation data provides insight into career paths for unique workforce needs. This shows distinct careers within the region and Animal Care and Healthcare were the fastest growing over the last 5 years. Shown below is additional information regarding occupations with the greatest growth in the region between 2011 to 2016.

Occupations with Greatest Increases 2011-2016



Source: EMSI



## TRANSPORTATION

### COMMUTING PATTERNS TO WORK

#### Florence County

54 commuting into Florence County  
775 commuting within Florence County  
1,089 leaving Florence County

#### Marinette County

1,279 commuting into Marinette County  
13,780 commuting within Marinette County  
4,453 leaving Marinette County

#### Oconto County

1,170 commuting into Oconto County  
8,163 commuting within Oconto County  
10,313 leaving Oconto County

#### Kewaunee County

2,450 commuting into Kewaunee County  
5,592 commuting within Kewaunee County  
4,497 leaving Kewaunee County

#### Brown County

14,600 commuting into Brown County  
112,914 commuting within Brown County  
12,392 leaving Brown County

#### Door County

1,191 commuting into Door County  
12,520 commuting within Door County  
2,010 leaving Door County

#### Manitowoc County

2,688 commuting into Manitowoc County  
31,640 commuting within Manitowoc County  
9,333 leaving Manitowoc County

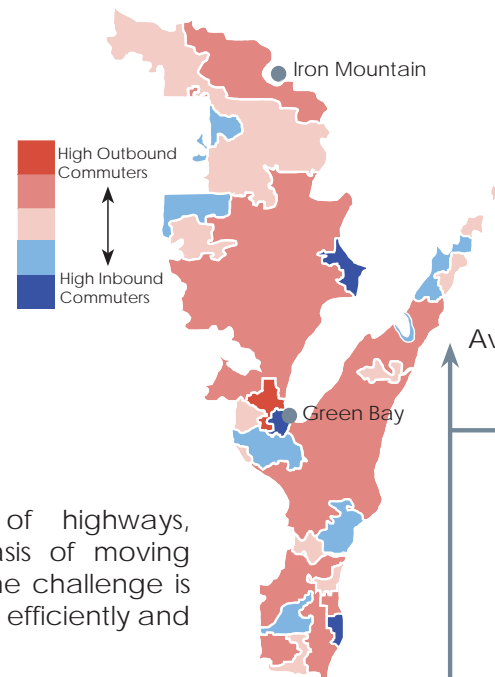
#### Sheboygan County

4,071 commuting into Sheboygan County  
48,746 commuting within Sheboygan County  
8,801 leaving Sheboygan County



The transportation network of highways, rail, and water provide a basis of moving people, goods and services. The challenge is maintaining the infrastructure to efficiently and safely provide this function.

Interstate 43 and 41 are major roadways that connect communities within the region and also connects the region to major metropolitan areas to the south including Milwaukee and Chicago. Within the region, these interstates are connections to Brown, Sheboygan and Manitowoc Counties. To the north I-41 provides a route to Marinette and Florence Counties.



### Average Commuting Time To Work (Minutes)

Oconto  
**26.22**

Kewaunee  
**21.80**

Florence  
**20.61**

Marinette  
**19.76**

Brown  
**18.92**

Door  
**18.85**

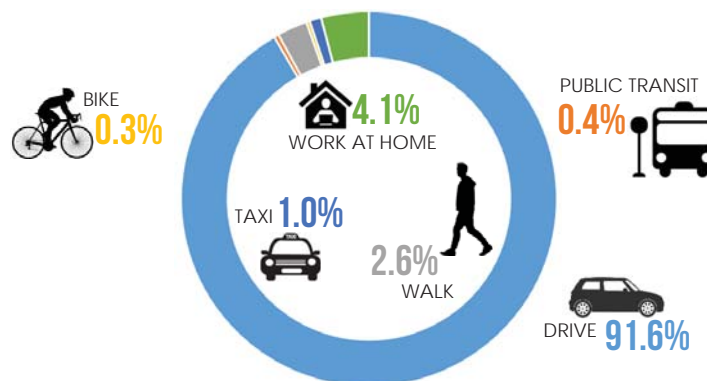
Sheboygan  
**18.25**

Manitowoc  
**18.60**

Region Average  
**20.38**

State Average  
**21.10**

### MODES OF TRANSPORTATION



Source: EMSI, ACS 2016

## BROADBAND

Broadband refers to high-speed internet access:

- Broadband service provides a higher-speed of data transmission.
- Broadband provides access to the best quality internet services, such as video conferencing for telehealth, that require large amounts of data transmission.
- Access is constant. It does not interrupt phone lines.

This map shows broadband availability data for Census Blocks less than 2 square miles. There are areas within the region with little to no coverage. A lack of access creates barriers to economic development and negatively affects quality of life.

The Wisconsin Public Service Commission has a Broadband Program that can financially assist providers for the purpose of constructing broadband infrastructure in underserved areas. A recipient of this program was CenturyTel for a project in Peshtigo, Wisconsin. Details are outlined in the table below.

### 2017 WPS Broadband Grant Recipient

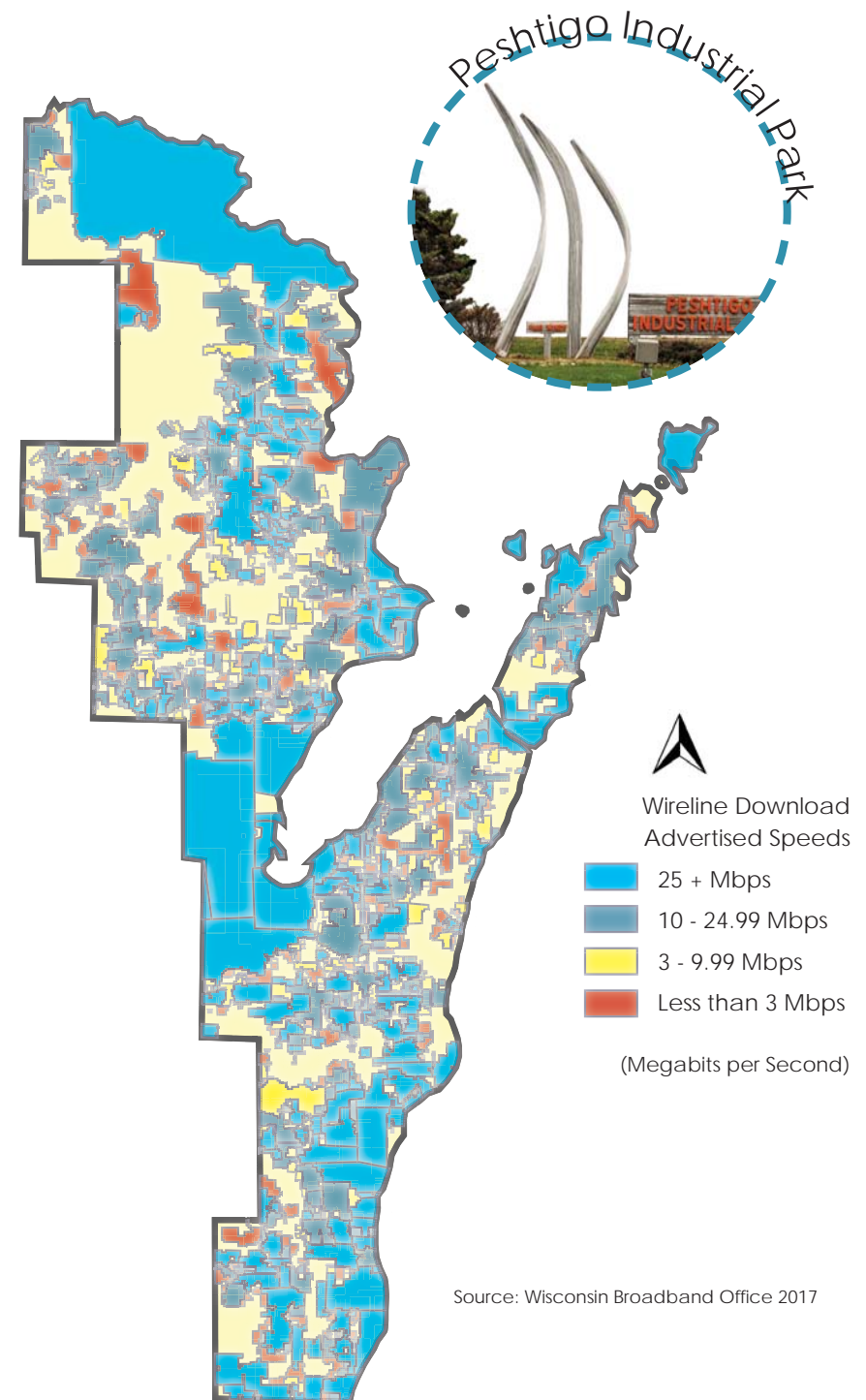
Location of the Project: City of Peshtigo, Marinette County

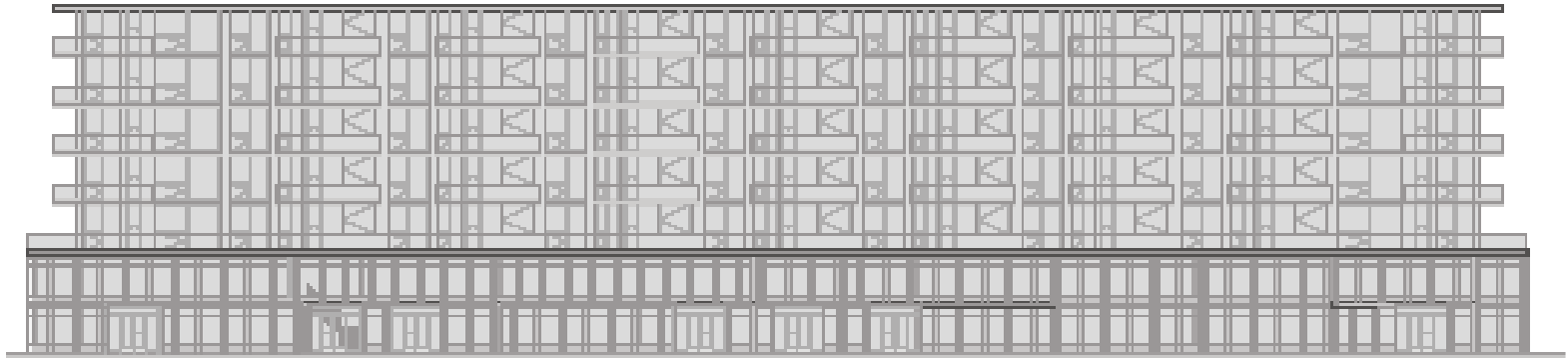
CenturyTel of the Midwest - Kendall, LLC d/b/a CenturyLink

Awarded: \$39,900

Total Investment: \$133,000

Project includes the installation of a 2.4 mile fiber route in the Peshtigo Industrial Park in the City of Peshtigo. The route will pass 58 business and 98 residential locations in the project area. CenturyTel currently provides DSL broadband service to 66 locations.





## IV. SWOT ANALYSIS



## #1 Good transportation – rail, water, highways, air: regional airports, international status

- Manufacturing concentration – innovation by the manufacturing industry
- Education by tech colleges to train for manufacturing fields
- Willingness of municipalities to work with the businesses
- Collaboration with education institution and New Workforce Alliance
- Natural Resource availability
- Safe and low cost place to live
- Diversification of manufacturing
- Diversification of business
- Low cost of utilities
- Dedicated and loyal workforce
- Year round outdoor recreation
- Sport driven economic driver
- Individual silent sports (non-motorized sports)
- Family friendly place and environment
- Availability of land/redevelopment opportunities
- Proximity between communities
- Art and theatre culture scene developing; entertainment (good quality of life)
- NEWREP
- WEDC
- Agriculture and food production
- Wood/timber value added
- Defense contracting
- Nuclear energy power
- Solar power farm (coming soon)
- Hydro power; energy generation
- Manufacturing growth

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# W E A K N E S S E S



## #1 Perception that region is viewed as not very progressive

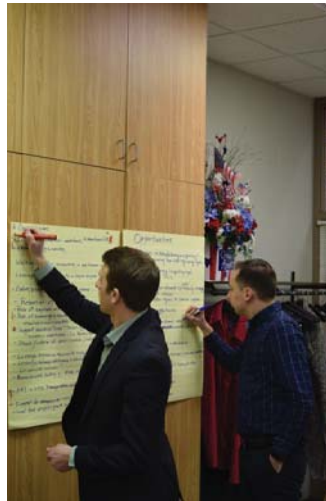
- Pockets geographically of investment & innovations while others are hesitant to take risks
- Fear of Success/Standing out in community by investing and showing off wealth
- Angel Investment, other investors affecting entrepreneurship levels
- CDBG requirements and restrictions
- Workforce mismatch vs. jobs available
- Workforce and automation upscaling; impact on non-skilled labor
- Workforce mismatch & culture
- Broadband
- Road conditions and design
- Econ incentives that do not match up with manufacturing innovation
- Commuter Patterns –and transportation facilities
- DNR; Wetland permitting process
- Housing affordability and availability
- Lack of support for rental housing
- Cost of construction increasing but rents are not keeping up with these costs
- Lack of funding for transportation: port, seawall
- Rail diversification
- Loss of rail to the north and west of the I-41
- Collaboration with New North and local EDCs
- Lack of planning with/from New North for the Region

**#1** Improving amenities: waterfronts, accessibility for walkability within communities

- Role of communities in housing development such as reduced land costs, streamlined reviews and permitting
- I-41 and I-43 Transportation corridor, economic development planning & modeling
- Manufacturing in exporting/finishing recovering from 2008 & growing again
- Growth tied to energy (exporting in gas)
- Growth tied to cuts
- Leverage supplier network in and with related manufacturing and energy (Energy – Water Nexus)
- Partnering with other regions to showcase suppliers.
- Additional sector opportunities
- Increase in wages for workers in demand
- Job opportunities for automation technicians/programmers/maintenance.
- Portability (use of intermodal transportation) to import/export with Foxconn/or other companies
- Workforce attraction opportunities
- Growing of green forest/log supply and value added products
- Walking and bicycling connectivity in and between communities
- Leverage water resources to a larger degree
- Explore/provide appropriate housing for current and future demand
- Retention of workforce
- Role of employer with workforce
- Support industries “lesser” known in the region, but very significant economic contributors (I.e. Foxconn and automation)
- Share/inform of other industries and other educational opportunities
- Leverage engineering resources to increase innovation levels.
- Leverage business intelligence and educational institutions also for increases in innovation
- Local food projects and growth in support
- Support for entrepreneurship, particularly in rural areas
- Become forward looking and economic drivers versus backward looking and reactive





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#1

Attraction of talent/workforce due to perception of the area, perception of amenities, perception of work available and perception of manufacturing as a career

- Air quality standards, regulatory impacts and transport of pollution from Chicago
- Aging workforce / lack of workforce
- Costs/impacts of illegal drugs on the workforce
- Foxconn is a workforce threat and is an impact on northern (rural) county's populations too
- Immigration policies
- Student loans negatively impact entrepreneurship and healthcare
- Changing demographics in rural and northern counties in the region
- Impaired/ill-prepared workforce
- Funding or pension and retirement plans
- Disconnect between businesses and drug impaired workers and the ability to test the workers
- Effect of workforce shortage could be a loss of employers and then a loss of talent
- Pipeline (in rural areas particularly) to existing jobs from high school – not enough information is known about these jobs
- Ability to maintain infrastructure.



## IV. ACTION PLAN



## **REGIONAL GOALS, STRATEGIES, AND PERFORMANCE MEASURES**

This section contains goals, strategies, and performance metrics for the 2017 CEDS update. The strategies associated with each goal are a result from the regional background information, the SWOT exercise, staff recommendations, and partner input and review.

Performance metrics are also included to measure goals, strategies and their implementation. Metrics are not necessarily attributed to one party. Activities associated with goals and strategies will occur on local and regional levels. BLRPC will track measures, many of which are output metrics, to determine the progress of implementation.

### **GOAL 1: ENCOURAGE AND SUPPORT BUSINESS, BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP**

#### **STRATEGIES**

- Support efforts to strengthen and grow the region’s top industry clusters, such as fabricated metal manufacturing, food processing, and paper packaging.
- Explore regional funding mechanism(s), such as revolving loans that can provide funding for business start-ups that need financial resources.
- Stay informed about federal and state technical assistance programs that could assist with regional industries and supply chains.
- Encourage funding, networking, and innovation activities that will diversify the economic base and support top industries that are present but not known to be as prevalent in the region’s economy such as electrical equipment, appliance and component manufacturing.
- Encourage sound forest and agricultural practices to support industries and related value-added opportunities.
- Leverage supplier networks related to manufacturing and energy.
- Support entrepreneurship, particularly in rural areas.
- Support the development of centers of innovation, incubation, and acceleration.

#### **PERFORMANCE MEASURES**

- Promote/execute elements of funding mechanisms, such as revolving loan funds, for businesses within the region.
- Attend/support workshops that assist with business development and resources for regional businesses.



## GOAL 2: MAINTAIN AND STRENGTHEN INFRASTRUCTURE AT COMMUNITY, COUNTY AND REGIONAL LEVELS

### STRATEGIES

- Work with transportation programs to increase access and efficiency of highway, rail, harbor, and air transportation.
- Assist/support the expansion of broadband infrastructure in the region, where needed.
- Support corridor planning, such as I-41 and I-43, to enhance regional economic development and transportation planning.
- Offer grant/loan technical assistance to communities seeking funding for infrastructure planning and facility projects.
- Encourage planning efforts to establish multi-modal transportation facilities/amenities in future development and redevelopment efforts.
- Support alternative energy proposals for energy sources.

### PERFORMANCE MEASURES

- Meet with communities to discuss infrastructure projects and potential funding sources.
- Track grant and technical assistance services provided that are related to infrastructure.
- Continue planning for roads, air, rail, bicycle and pedestrian infrastructure.

## GOAL 3: SUPPORT AND ADDRESS REGIONAL WORKFORCE DEVELOPMENT AND ATTRACTION ISSUES

### STRATEGIES

- Participate in initiatives to attract talent and align workforce development with the needs of the region's industries.
- Assist communities with residential planning and policy options beneficial for housing the workforce.
- Encourage the development of a variety of housing options, including rental housing, to meet the needs of the current and future labor force.
- Inform and increase availability of demographic information about the region's population; particularly, the growing racially and culturally diverse segments of the population.

### PERFORMANCE MEASURES

- Complete economic development and housing elements of comprehensive plans and housing studies.
- Complete housing studies/assessments for communities, upon request.

## GOAL 4: SUPPORT QUALITY-OF-LIFE, COMMUNITY & CULTURAL AMENITIES AS AN ECONOMIC DEVELOPMENT TOOL

### STRATEGIES

- Support planning to improve amenities such as in downtown areas, waterfronts, and improving accessibility for walking and bicycling in communities.
- Continue addressing measures to improve air and water quality, specifically air emissions from other regions negatively impacting NE Wisconsin.
- Encourage the promotion/expansion of recreation and tourism opportunities to complement business sectors and enhance quality of life.

### PERFORMANCE MEASURES

- Continue providing planning assistance to communities for downtown, waterfronts, or other locations upon request.
- Provide technical assistance for multi-modal transportation planning and projects.
- Track and provide funding information related to public art and other cultural amenities.
- Complete recreation plans for/with communities.

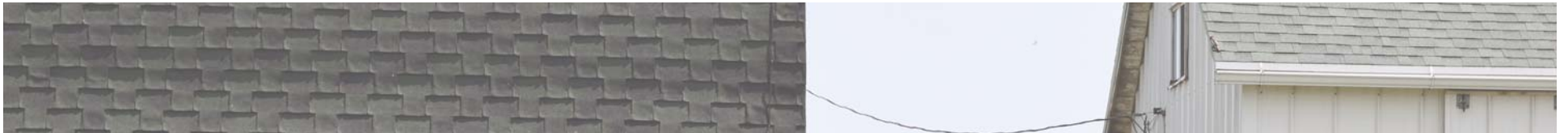
## GOAL 5: CONTINUE WORKING WITH ECONOMIC DEVELOPMENT PROFESSIONALS TO IMPROVE COORDINATIONS

### STRATEGIES

- Work with agencies to determine if resources and/or incentives can be modified for businesses and communities to be a better fit for business and workforce development.
- Continue participation in regional projects and committees like the Northwoods Economic Summit, Sustainable Forestry Conference, and Great Lakes Forum to bring together regional stakeholders and discuss issues and trends.
- Participate with and provide services, where possible, to NEWREP and NEW North, Inc. in their efforts to promote the regionalism in business and diversification.
- Maintain participation and membership with the Association of Wisconsin Regional Planning Commissions, Association of Wisconsin Planning Association and similar organizations that promote coordination and quality development practices.

### PERFORMANCE MEASURES

- Follow state resources and programs to work with communities.
- Follow and assist where possible with NEWREP and NEW North, Inc.
- Maintain membership and involvement in other regional organizations.



## V. APPENDICES





## APPENDIX 1 - 2017 PROJECT LIST

County	MCD	PROJECT RANK	PROJECT TYPE	PROJECT
Brown	City of Green Bay	1	Environmental/Development	The shipyard area brownfield cleanup and redevelopment
Brown	City of Green Bay	2	Environmental/Development	The rail yard and brownfield cleanup and redevelopment
Brown	City of Green Bay	3	Development	I-43 business center expansion
Brown	City of Green Bay	4	Recreation	Bay Beach restoration and amenity improvements
Brown	City of Green Bay	5	Environmental/Development	Pulliam plant brownfield cleanup and redevelopment
Brown	Brown County	1	Development	STEM Innovation Center Building
Brown	Brown County	2	Development	Brown County Research Park (Phoenix Innovation Park)
Brown	Brown County	3	Infrastructure	Southern Bridge and Arterial Project
Brown	Brown County	4	Development	Green Bay Austin Straubel International Airport
Brown	Brown County	5	Development	Brown County Expo Center
Brown	Town of Ledgeview	1	Development	Denis Property & Monroe Road Development
Brown	Town of Ledgeview	2	Community Facility	Olde School Square Development
Brown	Town of Ledgeview	3	Recreation	Zelten Family & Dollar Road Neighborhood Parks
Brown	Town of Ledgeview	4	Marketing	CTH G/GV Marketing Initiative
Door	Town of Gibraltar	1	Recreation	Fish Creek Beach
Door	Town of Gibraltar	2	Infrastructure	HWY 42 Resurfacing
Door	Town of Gibraltar	3	Design/Public Utility	Streetscaping, Lighting, & Wayfinding
Door	Town of Gibraltar	4	Infrastructure	Parking Improvements
Door	Town of Gibraltar	5	Infrastructure	Spring Road Improvements
Door	Town of Sevastopol	1	Planning	Assessment of Current/Future Recreational Opportunities for Joint Ventures in State/County/Town
Door	Town of Sevastopol	2	Planning	Development of Capital Improvement Plan
Door	Town of Sevastopol	3	Planning	Application of County Zoning: Co-Existence/Best Practices for Residential/Agricultural/Commercial
Door	Town of Sevastopol	4	Planning	Update Comprehensive Plan
Florence	Florence County	1	Housing	Birchwood Meadows Assisted Living Facility
Florence	Florence County	2	Development	Full Service Hotel Development
Florence	Florence County	3	Housing	Mid-Priced Rental & Housing Inventory Construction
Florence	Florence County	4	Recreation	Interpretive Trails Connecting Visitor Center to Downtown
Florence	Florence County	5	Environmental	Invasive Species Eradication
Florence	Town of Long Lake	1	Infrastructure	Road Improvements
Florence	Town of Long Lake	2	Recreation	Park Upgrades
Florence	Town of Long Lake	3	Development	Town Garage Update/Replacement
Kewaunee	City of Kewaunee	1	Development	Development of Lakefront Site (Klockner)
Kewaunee	City of Kewaunee	2	Community Facility	Community Center Development
Kewaunee	City of Kewaunee	3	Community Facility	Redevelopment of Marquette School Site
Kewaunee	City of Kewaunee	4	Public Utility	Water for North End of City - Water Tower
Kewaunee	City of Kewaunee	5	Industrial Park	Development of Industrial Park
Kewaunee	Town of Casco	1	Environmental	Phragmites Elimination
Kewaunee	Town of Luxemburg	1	Infrastructure	Well #4 and #2 Rehabilitation
Kewaunee	Town of Luxemburg	2	Infrastructure	Potential Sewer Rehabilitation
Manitowoc	Manitowoc County	1	Infrastructure	CTH R (Rapids Road) Bridge Replacement
Manitowoc	Manitowoc County	2	Infrastructure	CTH R (Rapids Road) 1 Mile Reconstruction
Manitowoc	Manitowoc County	3	Infrastructure	CTH S Bridge Replacement
Manitowoc	Manitowoc County	4	Infrastructure	CTH Q Bridge Replacement X2
Manitowoc	Manitowoc County	5	Infrastructure	CTH JJ Bridge Replacement
Manitowoc	City of Manitowoc	1	Planning	Land acquisition toward downtown plan implementation
Manitowoc	City of Manitowoc	2	Transportation	S 30th Street reconstruction (Dewey to Viebahn)
Manitowoc	City of Manitowoc	3	Recreation	Trail improvements per the 2017 Outdoor Rec Plan (bridges, lakeshore, connections, etc.)
Manitowoc	City of Manitowoc	4	Redevelopment	Remediation and redevelopment (Mirro Plant 9 and Gravel Pit Sites)
Manitowoc	City of Manitowoc	5	Planning	City Comprehensive Plan Update (2019-2029)
Manitowoc	City of Two Rivers	1	Incubator	Small Business Incubator
Manitowoc	City of Two Rivers	2	Infrastructure	Harbor Wave Attention Structure
Manitowoc	City of Two Rivers	3	Waterfront	Transient Marina
Manitowoc	City of Two Rivers	4	Industrial Park	Woodland Industrial Park Infrastructure Expansion
Manitowoc	City of Two Rivers	5	Development/Waterfront	Redevelopment of Eggers Waterfront Property

## 2017 PROJECT LIST CONTINUED...

County	MCD	MCD RANK	PROJECT TYPE	PROJECT
Manitowoc	Village of Kellnersville	1	Transportation	Sealcoat Circle Drive & Pleasant Lane
Manitowoc	Village of Kellnersville	2	Transportation	Sealcoat Sunset, Slope Lane, Park Street, Zeman Road
Manitowoc	Village of Kellnersville	3	Transportation	Sealcoat Jasmine to Pine
Manitowoc	Village of Kellnersville	4	Industrial Park	Woodland Industrial Park Infrastructure Expansion
Manitowoc	Village of Kellnersville	5	Administration	Clerk and Treasurer to Clerk/Treasurer
Manitowoc	Village of Maribel	1	Development	New C-Store Building
Manitowoc	Village of Mishicot	1	Recreation	Canoe & Kayak Landing(s)
Manitowoc	Village of Mishicot	2	Development	Old Grocery Store Purchase - Rehabilitation
Manitowoc	Village of Mishicot	3	Recreation	Potential for VFW Park Expansion
Manitowoc	Village of Reedsville	1	Infrastructure	Replacing 4th Street Bridge
Manitowoc	Village of Reedsville	2	Utility Facility	Painting Water Tower
Manitowoc	Village of Reedsville	3	Transportation	Reconstructing 3rd Street Manitowoc to Mill Street
Manitowoc	Village of Reedsville	4	Transportation	Reconstructing Monroe Street
Manitowoc	Town of Eaton	1	Development	Build Salt Shed
Marinette	Marinette County	1	Development	Marinette County Broadband Expansion
Marinette	Village of Coleman	1	Industrial Park	Development of Industrial Park - MacArthur Drive Site
Marinette	Village of Coleman	2	Development	Redevelopment of Commercial Site - Sadowski Site
Marinette	Village of Coleman	3	Development	Redevelopment of Downtown District
Marinette	Town of Middle Inlet	1	Transportation	Moonshine Hill Road East Reconstruction
Marinette	Town of Middle Inlet	2	Transportation	Moonshine Hill Road West Reconstruction
Marinette	Town of Middle Inlet	3	Housing	Sweetheart City Subdivision Reconstruction
Marinette	Town of Middle Inlet	4	Transportation	HWY XX Reconstruction
Marinette	Town of Middle Inlet	5	Transportation	Wayside Road Reconstruction
Marinette	Town of Stephenson	1	Community Facility	Veterans Memorial
Marinette	Town of Stephenson	2	Recreation	High Falls Park / Disk Golf Project
Oconto	City of Gillett	1	Recreation	Nicolet Trailhead Project
Oconto	City of Gillett	2	Recreation	Campground Facilities; Bathroom/Shower Project
Oconto	City of Gillett	3	Recreation	Campground Playground and Play Equipment
Oconto	Oconto County	1	Redevelopment	NEWCAP Corporate HQ/Old Oconto Hospital Site
Oconto	Oconto County	2	Redevelopment	Adaptive Reuse of Existing NEWCAP Site with OCEDC: Incubator/Makers Space
Oconto	Town of Brazeau	1	Design/Recreation	Park(s) Concept Plans
Oconto	Town of Morgan	1	Development	Community Facility - New Town Hall (Currently Under Construction)
Sheboygan	City of Plymouth	1	Business Park	Expansion of Business Park
Sheboygan	City of Plymouth	2	Downtown Development	Downtown Revitalization and Recreational Enhancements
Sheboygan	City of Sheboygan	1	Development	Expansion of Sheboygan Business Center
Sheboygan	City of Sheboygan	2	Development	Indiana Ave Innovation District
Sheboygan	City of Sheboygan	3	Development	Indiana Ave Railroad Acquisition & Construction
Sheboygan	City of Sheboygan Falls	1	Infrastructure	WisDoT 2017-2022 STP; Urban Program Application
Sheboygan	City of Sheboygan Falls	2	Transportation	Fond du Lac Ave. Reconstruction from HWY 32 to Rangeline Road
Sheboygan	City of Sheboygan Falls	3	Transportation	Extension of 6th Street & Willow Drive, & added Street for New Subdivision
Sheboygan	City of Sheboygan Falls	4	Transportation	Extension of Hapy Lane and New Street Construction for Multi-Family Development
Sheboygan	City of Sheboygan Falls	5	Infrastructure	Traffic Circle at HWY TT and HWY C for Safe Traffic Control
Sheboygan	City of Sheboygan Falls	6	Infrastructure	Traffic Circle at HWY 28 and Broadway Road (HWY EE)
Sheboygan	Sheboygan County	1	Housing/Development	Develop owner-occupied housing units (single family and condo)
Sheboygan	Sheboygan County	2	Workforce	Workforce recruitment and retention initiatives and implementation
Sheboygan	Town of Sheboygan	1	Development	Retail development along HWY 42 Corridor
Sheboygan	Village of Elkhart Lake	1	Housing/Development	Victory Elkhart Residential Developments - Road, Sewage, Water
Sheboygan	Village of Elkhart Lake	2	Development	Commercial Land Acquisition
Sheboygan	Village of Elkhart Lake	3	Utility Infrastructure	Burying Power Lines & Upgrading Street lights to LED
Sheboygan	Village of Elkhart Lake	4	Community Facility	Public Works Building
Sheboygan	Village of Elkhart Lake	5	Community Facility	Public Restrooms
Sheboygan	Village of Random Lake	1	Transportation	Reconstruction of Allen Street

## 2017 PROJECT LIST CONTINUED...

County	MCD	MCD RANK	PROJECT TYPE	PROJECT
Regional	New North, Inc.	1	Economy	Defense Industry Cluster; Supply Chain Market Place; Supply Chain Mapping
Regional	New North, Inc.	2	Economy	Research & Development for Regional Econometrics
Regional	New North, Inc.	3	Economy	Global New North Foreign Direct Investment
Regional	New North, Inc.	4	Development	Greenhouse Project; Technology Connections for Dairy Producers
Regional	New North, Inc.	5	Energy	Energy Works / Energy Cluster Initiative



## APPENDIX 2 - RESILIENCY

The Bay Lake region conducted a SWOT exercise which resulted in the communication of threats and vulnerabilities of the region. By engaging in this process, goals and strategies were developed to address resiliency to these vulnerabilities. The concerns and threats identified during the SWOT are below as they relate to the goals of the CEDS.

### Goal 1: Encourage and support business and entrepreneurship.

A concern is the lack of financial access for non-collateral rich startups. Stakeholders identified the need for access to capital that it is not readily available. Entrepreneurship will diversify the economy however a lack of funding is a weakness currently in the region.

### Goal 4: Support quality of life, community and cultural amenities.

The region's quality of life and economic development are linked. A threat to growth and development identified is the perception that the region may be viewed as not progressive. New people may not be attracted to the area if there is a perception that the region has a lack of understanding of diversity or an under appreciation of community investment in amenities within communities. Also a weakness of the region is a lack of waterfront and downtown development. A weakness identified was a lack of connectivity such as walking and biking facilities which are not included enough in the design of local projects.

### Goal 2: Maintain and strengthen Infrastructure.

A regional concern and threat is a lack of funding for infrastructure, particularly transportation. There are concerns about maintaining all of the infrastructure because of the extensive costs but it is necessary for economic development in the region. There is also a need for regional distribution and access to broadband in rural areas but in this case as well funding is a barrier to greater access.

### Goal 5: Work with economic development professionals to improve coordination.

Economic development program incentives for attraction and retention currently offered from agencies were flagged as outdated. Economic development professionals responded that the incentives are not necessarily a "good fit" any more as innovation and research continues to move forward. Industry may not be incentivized by awards, related to job creation and retention. Innovation and technological advancements are areas where incentives should be explored further as possible incentives.

### Goal 3: Support and address regional workforce development & attraction.

The region will need to supplement and maintain its workforce, particularly the 25-44 year old age group due to a projected decline in the size of this cohort. The negative impact could be a contraction in businesses due to this anticipated reduction in workforce. An additional threat and weakness related to workforce is the lack of available housing choices. The future workforce will need a variety of available and affordable housing. Younger talent, in particular, needs affordable homes or a choice of rental housing in the region.

## PRE-DISASTER PREPARATION AND ECONOMIC RESILIENCE

Bay-Lake Regional Planning has completed plans for five counties and the Oneida Nation within the region. The inventory of Hazard Mitigation Plans is below.

HAZARD MITIGATION PLANS COMPLETED BY BAY-LAKE REGIONAL PLANNING COMMISSION	
Florence County	2013
Manitowoc County	2014
Marinette County	2014
Sheboygan County	2014
Oconto County	2015
Oneida Nation	2016

COMPLETED BY OTHERS	
Kewaunee County	2014
Brown County	2012

Hazard mitigation planning forms the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage in the next disaster. State, county, and tribal governments are required to develop a hazard mitigation plan as a condition of receiving certain types of hazard mitigation disaster assistance, emergency and non-emergency. In addition, Bay-Lake has also developed a guide to hazard mitigation planning for Wisconsin coastal communities. A [\*Guide to Hazard Mitigation Planning for Wisconsin Coastal Communities\*](#) was designed to help Wisconsin coastal communities identify, profile, and mitigate Great Lakes coastal hazards and develop a multi-hazard mitigation plan. While the guide was designed for coastal communities, it is helpful for any community developing a hazard mitigation plan.

**Hazard Mitigation planning** begins with organizing resources. A gathering of support and removing barriers to the planning process is needed. An effective planning process also requires aligning technical resources to establish a knowledge base for the plan.

Next, **identifying and assessing risk occurs**. The types of vulnerabilities are natural, man-made and technological. A plan will create a profile of the area, and in working with resources gaps and deficiencies will be identified and areas of vulnerabilities will be specified. A probability of risk occurrence will also be assessed for these areas.

**The mitigation plan includes strategies and priorities for response actions.** An assessment of the capabilities to execute these actions is completed. Additionally, a cost – benefit review of the proposed mitigation is done to support the priorities of responses in the event of a disaster.

## PRE-DISASTER PREPARATION AND ECONOMIC RESILIENCE

### Natural Disaster Resources

Federal Emergency Management Agency

A Federal Emergency Management Agency (FEMA) approved hazard mitigation plan is a condition for receiving certain types of non-emergency disaster assistance, including funding for mitigation projects. Specific information for additional resources for disasters is below.

### Pre-Disaster Mitigation Grant Program

The Pre-Disaster Mitigation Grant (PDM) program is a nationally competitive program that makes funding available to local, state, and Indian Tribal governments to implement hazard mitigation activities. Funding may be awarded for the development or update of an all hazards mitigation plan or for a hazard mitigation project. Local governments and Indian Tribal governments applying for PDM funds for local mitigation projects must have an approved local mitigation plan. Information about the PDM program is here: <https://www.fema.gov/pre-disaster-mitigation-grant-program>

### Hazard Mitigation Grant Program

The Hazard Mitigation Grant Program (HMGP) provides funds to states, tribes, and local communities after a disaster declaration to protect public or private property through various mitigation measures. Hazard mitigation includes long-term efforts to reduce the impact of future events. Further information can be found at: <https://www.fema.gov/hazard-mitigation-grant-program>

### Wisconsin Emergency Management

The current State Hazard Mitigation Plan was published in October 2016. In accordance with FEMA requirements, the next update of the Plan is scheduled for 2021.

The State of Wisconsin Hazard Mitigation Plan identifies Wisconsin's major natural hazards, assesses the vulnerability to those hazards, and outlines a strategy to reduce those vulnerabilities. The Plan focuses state agency resources to help protect the health, safety, property, environment, and economy of Wisconsin from the effects of natural hazards.



## APPENDIX 3 - BAY-LAKE RPC WORK PLAN

The work plan describes the activities Bay-Lake completes and will support the strategies included in this CEDS.

1. Prepare and submit a CEDS Update.
2. Provide technical assistance and grant preparation to member governments for identified projects.
3. Assist the Bay-Lake members with economic profile information and participating in the economic development network.
4. Assist local governments with comprehensive planning.
5. Assist communities with infrastructure planning and funding information.
6. Provide grant administrative assistance for state and federal grants.
7. Serve as the Sheboygan Metropolitan Planning Organization and conduct transportation planning for the County.
8. Assist on local, & rural transportation issues (rural transportation coordination, intercity passenger rail, local financing, etc.).
9. Assist with and complete Hazard Mitigation plans.
10. Provide sewer service area planning for infrastructure.
11. Provide technical assistance to Lake Michigan stakeholders, Green Bay Conservation Partners & the Wisconsin Council as needed.
12. Provide local governments with environmental corridor brochures and mapping information.
13. Complete a regional bike and pedestrian plan.
14. Conduct Safe Route to School planning.
15. Participate in regional economic development summits and conferences.
16. Maintain inventory of industrial park profiles in communities.
17. Provide data and other technical resources to local governments and other partners.
18. Provide planning assistance for recreation and multimodal transportation facilities.
19. Provide funding assistance for recreation and multimodal transportation facilities.
20. Maintain membership & participation in the Wisconsin Brownfields Coalition for redevelopment information for the region.
21. Provide technical assistance to the Wisconsin Coastal Management Program.
22. Work with Bay Area Workforce Development Board on workforce.
23. Coordinate with state and federal agencies and member communities when requested.
24. Serve on educational institution committees and provide data and input as requested.

## APPENDIX 4 - ECONOMIC DEVELOPMENT RESOURCES

### County Economic Development Programs

#### Economic Development Corporations

Bay-Lake Regional Planning Commission has economic development corporations that serve in a coordinating and service provision role within their geographic areas. These entities assist with business attraction and retention and other customized services based on local needs. The region has the following corporations:

#### Door County Economic Development Corporation

185 E Walnut St  
Sturgeon Bay, WI 54235-3900  
<https://www.doorcountybusiness.com/>

#### Florence County Economic Development Corporation

PO Box 410  
Florence, WI 54121-0410  
[http://www.exploreflorencecounty.com/economic\\_development/overview/](http://www.exploreflorencecounty.com/economic_development/overview/)

#### Oconto County Economic Development Corporation

1113 Main St  
Oconto, WI 54153-1620  
<http://www.ocontocounty.org/economic-development/ocedc-services/>

#### Manitowoc County, Progress Lakeshore, Economic Development Corporation

202 N. 8th Street, Ste 101  
Manitowoc, WI 54220-4606  
<https://progresslakeshore.org/>

#### Marinette County Association for Business and Industry

1926 Hall Ave, Rm C314  
Marinette, WI 54143  
<http://mcabi.com/>

#### Sheboygan County Economic Development Corporation

508 New York Ave, RM 209  
Sheboygan, WI 53081-4126  
<http://sheboygancountyedc.com/about-us/who-we-are/staff/>  
<http://www.sheboyganwi.gov/business/sheboygan-county-economic-development/>



## ECONOMIC DEVELOPMENT RESOURCES

### *Regional*

#### **New North, Inc.**

A regional economic development organization serving 18 northeast and eastern Wisconsin counties. The mission of New North, Inc. is to serve as a “catalyst for prosperity through collaboration”. It is consortium of businesses, chambers of commerce, civic, education leaders and other stakeholders along with New North staff to fulfill this mission. For more information about their work, see <http://www.thenewnorth.com/about/>.

#### **NEWREP**

A regional economic development organization comprised primarily of economic development staff from county economic development corporations, chambers of commerce, local economic development staff, state agencies and other representatives from the region. NEWREP pursues technical and programming issues facing economic development in the region.

#### **Bay Area Workforce Development Board**

The Bay Area Workforce Development Board (WDB) is one of eleven regional Boards established by the Workforce Investment Act of 1998 (WIA) to address local economic workforce issues. The board serves Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee, Oconto, Outagamie, Shawano and Sheboygan Counties. Bay Area WDB is a private non-profit corporation. For more information about their programs, see <http://www.bayareawdb.org/>.

### *State*

#### **Wisconsin Economic Development Corporation**

The Wisconsin Economic Development Corporation (WEDC) assists communities and businesses with job creation/retention by providing resources, technical assistance and finance assistance to communities, companies, and partners. This agency offers many programs including community development programs such as its **brownfield grant development**, idle site development program and its entrepreneur training program to name a few of the resources available through WEDC. <https://wedc.org/business-development/>

#### **Wisconsin Department of Administration**

The Wisconsin Department of Administration (WDOA) offers programs that assist communities and businesses. The programs can assist public facility costs, housing, and economic development. These programs are:

- Community Development Block Grants- Public Facility (CDBG-PF) for **infrastructure** and buildings;
- CDBG- Economic Development (CDBG-ED) for **business expansion and training**; and
- CDBG-Public Facility for Economic Development (CDBG-PFED) for **public infrastructure** necessary for business expansion.

#### **Wisconsin Housing Economic Development Authority**

The Wisconsin Housing Economic Development Authority (WHEDA) is an agency that provides financial and technical resources to stimulate and preserve **affordable housing**, small businesses, and agriculture. It has home ownership and rental assistance programs. It also has development tax credit programming to facilitate investment in communities. <https://www.wheda.com/>

## ECONOMIC DEVELOPMENT RESOURCES

### Wisconsin Department of Natural Resources

The Wisconsin Department of Natural Resources (WDNR) has a **business liaison** webpage and contact for **permitting, reporting and other questions to begin work on development or other issues**. There are also industry specific connections located here to clarify requirements and assist with environmental related questions. <http://dnr.wi.gov/business/>

In terms of community development, the WDNR and WDOA together administer the **Environmental Improvement Fund (EIF)**. It includes loans and principal forgiveness funding for **infrastructure**. Specifically, the Clean Water Fund offers funds for wastewater treatment facilities, urban storm water runoff projects. The EIF also includes the Safe Drinking Water Fund which offers funds for public water systems. <https://dnr.wi.gov/aid/eif.html>

**Knowles – Stewardship Program** provides funding for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create recreational areas including trails. <http://dnr.wi.gov/aid/lwcf.html>

### Wisconsin Department of Transportation

The Department of Transportation (WisDOT) has many programs linking necessary transportation infrastructure and economic development. The **Transportation Economic Assistance Program (TEA)** is intended to attract and retain businesses in Wisconsin and **assist in funding road, rail, harbor, or airport infrastructure** projects that attract employers. <http://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tea.aspx>

There are multi-modal programs under the **Transportation Alternatives Program (TAP)** that are intended to fund in **pedestrian, bicycle routes and paths** within communities for primarily transportation purposes. <http://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tap.aspx>



## ECONOMIC DEVELOPMENT RESOURCES



### *Federal*

#### **U.S. Department of Commerce, Economic Development Administration**

The Economic Development Administration (EDA) provides financial assistance to help distressed communities overcome financial barriers that inhibit the growth of their local economies. EDA provides assistance for **public works projects**, planning, research and technical assistance, and education. Bay Lake Regional Planning Commission is a designated Economic Development District by the EDA and, as such, it is required to conduct economic development planning and project identification.

#### **U.S. Environmental Protection Agency**

The Brownfields program provides funding for the **assessment and clean-up of brownfield sites**. The program leverages local funds and property owner involvement for the redevelopment process.

<https://www.epa.gov/brownfields>

#### **USDA**

The Rural Business Development Grant is a program for smaller communities to provide technical assistance, capital for a revolving loan fund, rural incubators, and other uses to foster emerging businesses in rural areas.

<https://www.rd.usda.gov/files/fact-sheet/RD-FactSheet-RBS-RBDG.pdf>

The USDA also provides business and industry loan guarantees for business expansion, modernization, and other eligible activities for businesses located in communities less than 50,000 in size.

<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees>

The USDA Water and Waste Disposal Program provides **funding for infrastructure in smaller communities**. This program provides loans and possible grants for drinking water systems. It also offers funding for sanitary sewage disposal, solid waste disposal, and storm water drainage to households and businesses. Eligible communities are those 10,000 in size or smaller.

## APPENDIX 5 - CEDS DATA & PUBLIC PARTICIPATION

### Creation and Adoption of this Plan

This 2017 CEDS Update was developed with the use of an Economic Development Advisory Committee (EDAC) and through regional meetings composed of representatives from the public and private sector, community leaders, and public individuals. Meetings of this group were published in the Bay-Lake RPC monthly newsletters, and members of the public were encouraged to attend if interested. Surveys were distributed to all cities, villages, counties, and economic development corporations.

Information used to create this document is available upon request to Bay-Lake RPC. Requests for information related to this document may be made at 920-448-2820.

**The final 2017 CEDS Update was approved by the Commission of the BLRPC.**

# SOURCES

This Comprehensive Economic Development Strategy uses demographic data obtained from a wide variety of sources, but primarily the US Census and EMSI.

A substantial amount of data has been compiled and analyzed from various primary and secondary sources as part of this CEDS document:

- 2000, 2010, 2016 Census Data & American Community Survey\*;
- United States Census Bureau, American Fact Finder;
- US Department of Labor;
- Local Economic Development Officials;
- Local Chamber of Commerce Officials;
- Local Planning Officials;
- Local Community Clerk Officials;
- Wisconsin Department of Workforce Development;
- GEOFRED; Graphical Economic Data;
- New Manufacturing Alliance;
- New North, Inc;
- Wisconsin Broadband Office/PSC of WI;
- EMSI; Economic Modelling\*\*;

## Images

Peshtigo Industrial Park: <http://mcabi.com/wp-content/uploads/2014/02/PIP-sign.png>

Hospital: <https://accreditation.ca/solutions/hospitals/>

All other images belong to BLRPC.

\*Data from American Community Survey (ACS) is based on survey data and estimates and is less accurate than Decennial U.S. Census data.

\*\*EMSI modeling data is a compilation of data from multiple sources such as U.S. Census, Department of Labor statistics, and other sources. Drawing conclusions or comparisons with the information should be done with caution.