

CHAPTER 3: ECONOMIC DEVELOPMENT

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ECONOMIC DEVELOPMENT

INTRODUCTION

Planning for economic development is an on-going process in which a community organizes for the creation and maintenance of an environment that will foster both the retention and expansion of existing businesses and the attraction of new businesses and ventures. It is important to place an emphasis on existing resources which serve as assets for economic development efforts.

Economic Development Vision for 2030

The scenic beauty of the Aurora Millpond and Willow Creek provides a focal point for town residents and visitors alike. It is through careful maintenance and commitment by WDNR and town residents that the millpond and creek remain an important recreational resource for both small boat owners and fishermen. Situated near the Aurora Millpond, the unincorporated community of Auroraville is thriving with a blend of residential development, open space and commercial establishments.

The formation of a sanitary district adjacent to the City of Berlin has created opportunities for new manufacturing and other commercial development. At the intersection of STH 21/49, successful businesses supply needed services to area residents and the traveling public. Agriculture plays a strong role in the economy of the town as people from the Fox Cities and Oshkosh rely on a ready supply of fresh produce and other farm products. Dairy farms, equestrian facilities, as well as larger family owned operations and other agricultural based amenities continue to exist in harmony with the residential segment of the town. The employment opportunities in the town and nearby communities, along with competitive wages, have helped retain younger members of the work force and are serving to keep more dollars in the local area's economy.

INVENTORY AND ANALYSIS

Some components of the area's economy are presented in this chapter to better understand the state of the economy in the towns of Aurora and Bloomfield. Characteristics reviewed in this element include educational attainment, employment and unemployment levels, location of workplace, travel times, and a look at the area's economic base.

Some data in the following chapter was obtained from the American Community Survey (ACS). The ACS is an ongoing statistical survey by the U.S. Census Bureau representing a sample of the population over a period of time, differing from the Decennial U.S. Census where figures are based on actual counts during a point in time. ACS estimates are controlled to decennial population estimates and become less accurate over the decade, meaning estimates are only as accurate as the census count on which they are based.

ACS data can be used to draw conclusions, however, due to the limitations of these estimates, patterns can only be inferred through the data and consequently there is a larger margin of error (MOE). Small sample size increases the MOE, indicating inaccuracy and rendering the data unreliable. As a result, annual fluctuations in the ACS estimates are not meant to be

interpreted as long-term trends and caution should be taken when drawing conclusions about small differences between two estimates because they may not be statistically different. It should also be noted when comparing ACS multi-year estimates with decennial census estimates, some areas and subjects must be compared with caution or not compared at all.

Educational Attainment

Table C-1 and Table C-2 (Appendix C) presents educational achievement information for residents 25 years of age and older. The 2009-2013 ACS 5-Year Estimates indicate that a higher percentage of residents in the both the towns of Aurora (45.0%) and Bloomfield (46.3%) received high school diplomas than the State of Wisconsin (32.8%) and Waushara County (42.1%). However, it is in the area of post-high school achievement where the state and county generally have a higher level of educational attainment. For example, 9.7% of Aurora residents and 12.4% of Bloomfield residents completed a bachelor's degree or higher. In comparison, 26.8 percent of state residents and 14.3% of county residents have achieved this goal.

The U.S. Census Bureau reports that a person with a bachelor degree can expect to earn \$2.1 million over the course of a career, nearly double what the expected earnings are for a high school graduate.¹ The results of this study demonstrate there is a definite link between earning potential and education. Greater educational attainment is a goal that all of Wisconsin should be striving toward. Since the data suggests that many of the county's best educated residents are retirees, it points to the apparent lack of job opportunities in the area to retain or attract better educated members of the workforce.

Labor Force

Labor force is an indicator of economic performance. It shows how quickly the labor force is growing and the extent to which people are able to find jobs. The labor force is defined as individuals currently with a job, the employed; and those without a job and actively looking for one, the unemployed.

Census information indicates that between 2000 and 2009-2013 the overall population grew at a faster rate than the labor force in the Town of Aurora and the county (Table 3-1 and Appendix C, Table C-3). Within the Town of Bloomfield and the state, just the opposite happened. Although the population fell by 4.3% in the Town of Bloomfield, the labor force increased by 5.7%. While in the Town of Aurora, the population increased by 3.7%, whereas the labor force fell by 0.7%. A closer look at labor force information reveals that labor force losses in Aurora were caused by fewer females in the workforce. On the other hand, in Bloomfield, increases in the labor force were influenced by more males and to a lesser extent more females entering the workforce. In Waushara County and Wisconsin the population increased by 6.1% and 6.4% respectively, while the labor force increased by 2.0% in the county and 7.3% in the state.

In 2000, employment rates in the towns of Aurora and Bloomfield were similar, and slightly less than the state and slightly greater than the county (Appendix C, Table C-4). Overall, 93.4% of

¹ U.S. Census Bureau. 2002. *The Big Payoff: Educational Attainment and Synthetic Estimates of Work-Life Earnings*.

Waushara County's labor force, 94.9% of Aurora's labor force and 94.3% of Bloomfield's labor force was employed, compared to 95.3% for the state. Women were more likely to be employed than men in all jurisdictions.

Table 3-1. Population and Labor Force, 2000 and 2009-2013 ACS 5-Year Estimates

Jurisdiction	Population				Labor Force			
	2000	2009-2013	MOE+/-	% Change	2000	2009-2013	MOE+/-	% Change
T. Aurora	971	1,007	120	3.7%	565	561	77	-0.7%
T. Bloomfield	1,018	974	97	-4.3%	512	541	68	5.7%
Waushara County	23,066	24,483	-	6.1%	11,279	11,502	245	2.0%
Wisconsin	5,363,704	5,706,871	-	6.4%	2,869,236	3,079,100	5,126	7.3%

Source: U.S. Census, 2000, 2009-2013 ACS 5-Year Estimates, DP03, B01003

MOE should be considered for change between 2000 and 2009-2013 data but has not been calculated or included in this table.

By 2009-2013 ACS 5-Year Estimates, the share of employed persons 16 years old and older had fallen in all jurisdictions (Appendix C, Table C-4 and C-5). Between 2000 and 2009-2013, the largest decrease occurred in the Town of Aurora (94.9% to 91.6% or -3.2%), while the smallest decrease was experienced by Waushara County (93.4% to 91.6% or -1.8%). Women were more likely to be employed than men in the county, state and the Town of Aurora, while men were more likely to be employed in the Town of Bloomfield.

Unemployment rates were similar for all jurisdictions, but slightly higher at the county level and slightly lower in the state. In 2000, unemployment rates ranged from a high of 6.6% in the county to a low of 4.7% in the state. Aurora's unemployment rate was 5.1%, while Bloomfield's unemployment rate was 5.7%. By 2009-2013, unemployment rates had risen for all jurisdictions. Unemployment rates for the Town of Aurora and Waushara County were 8.4%, while the Town of Bloomfield had an unemployment rate of 8.5%. The state had the lowest unemployment rate of 7.8%. Higher unemployment rates are a consequence of the 2008 economic downturn that began in 2008. More recent unemployment rates are available from the Wisconsin Department of Workforce Development. Table 3-2 shows Waushara County's and Wisconsin's recovery from the 2008 recession. Unemployment rates have fallen every year since 2010.

Table 3-2. Annual Average Unemployment Rates, 2010 - 2016

	2010	2011	2012	2013	2014	2015	2016
Waushara County	10.8%	9.8%	8.8%	8.5%	7.2%	6.3%	5.2%
Wisconsin	8.7%	7.8%	7.0%	6.7%	5.4%	4.6%	4.1%

Source: WI Dept. of Workforce Development, Office of Economic Advisors, LAUS 2010-2016, Not seasonally adjusted.

Economic Base Information

The composition and types of employment in the county and in the Group F Cluster provides a snapshot description of the economic base in the area. Table C-6 and C-7 (Appendix C) show employment information by occupation and by industry for 2009-2013 ACS 5-Year Estimates.

Production, transportation and material moving occupations employed the largest share of workers in the towns of Aurora and Bloomfield. Twenty-six percent (25.5%) of Aurora residents and 30.9% of Bloomfield residents were employed in these occupations. In comparison, the largest share of county and state residents was employed in the management, business, science and arts occupations. About a quarter of county residents (24.0%) and a third of state residents (33.9%) were employed in these occupations.

The top two industry sectors for Aurora, Bloomfield, Waushara County and Wisconsin residents were manufacturing and educational services and health care and social assistance. Over a quarter of Aurora (30.7%) and Bloomfield (28.7%) residents were employed in manufacturing industry; educational services, and health care and social assistance employed 15.4% in Aurora and 14.9% in Bloomfield. In comparison, the manufacturing section employed 18.4% of county residents and 18.2% of state residents. Educational services and health care and social assistance employed 22.2% and 23.2% of county and state residents, respectively. The positive aspect of this distribution is that the manufacturing sector, in general, pays higher wages than most service industries. The negative aspect, however, is that the manufacturing sector tends to be severely impacted by recessions, which is particularly painful for most Wisconsin communities.

The information sector, which is composed of publishing, telecommunications, data processing, and other like industry groups employed the fewest workers in the cluster, county and state. Less than two percent of the workers within the cluster and about one percent of county workers were employed in this sector. In comparison, slightly less than two percent of workers in the state were employed in this sector.

Table 3-3 shows the prominent employers in Waushara County. Two of the top five employers were in the Manufacturing sector (Magnum Power Products LLC and Milso Manufacturing). This list also indicates that the Redgranite prison, Waushara County and Tri-County Area School District provide a large share of public sector employment. The largest employers in Waushara County in 2013 were Magnum Power Products, Waushara County and the Department of Corrections, each employing between 250 to 499 employees. Other employers providing work for over 100 workers included Tri-County Area School District, Nordic Mountain LLC, Wild Rose Community Memorial, Plainfield Trucking, Christianos Pizza LLC and Milso Manufacturing.

Table 3-3. Prominent Employers in Waushara County, 2013

Establishment	Service or Product	Employees
Magnum Power Products LLC	Other lighting equipment manufacturing	250-499
County of Waushara	Executive and legislative offices, combined	250-499
Department of Corrections	Correctional institutions	250-499
Tri-County Area School	Elementary and secondary schools	100-249
Nordic Mountain LLC	Skating facilities	100-249
Wild Rose Community Memorial	General medical and surgical hospitals	100-249
Plainfield Trucking Inc	Other specialized trucking, local	100-249
Christianos Pizza LLC	Drinking places, alcoholic beverages	100-249
Milso Manufacturing	Motor vehicle seating and interior trim mfg.	100-249

Source: 2013 Waushara County Economic and Workforce Profile, WI DWD

Location of Workplace

Location of workplace data provides information on the direction and distance residents have to travel to find employment. Analyzing journey to work data illustrates the interconnectedness of Group F communities' economies with communities throughout the county and beyond. The U.S. Census, Center for Economic Studies "On the Map" data provides an analysis of work place destinations at the census block level. Table 3-4 illustrates the number of employees entering the community (inflow) for work, number of residents leaving the community for employment (outflow) and the number of residents who work within the community they live in. Both Aurora and Bloomfield had a larger number of people leaving the community for work versus coming into the community for employment.

Table 3-4. Inflow / Outflow Analysis, 2014

	Inflow	Outflow	Employed & Live in Selection Area
T. Aurora	122	414	4
T. Bloomfield	83	547	10
Waushara County	2,727	7,594	2,931

Source: <https://onthemap.ces.census.gov/>, All Jobs, 2015

Table C-8 and Table C-9 (Appendix C) illustrates where Group F residents work and where those who work in a Group F community live. The top places of residence for Group F employees are the City of Berlin (21), the Village of Redgranite (14) and the City of Oshkosh (8). The top places of employment for Town of Aurora residents was the cities of Berlin (79), Oshkosh (30) and Ripon (30), while the top places of employment for Town of Bloomfield residents was cities of Waupaca (51), Oshkosh (36) and Appleton (34). This reflects the Town of Aurora's location on the southeastern corner of county and the Town of Bloomfield's location on northeastern corner of the county.

Travel Time to Work

Travel time to work provides information about the time residents spend commuting to work. On an average, residents from the towns of Aurora and Bloomfield, Waushara County and the state spent less than 35 minutes traveling to and from work in 2000 (Table 3-4). In 2000, average commute times for town residents ranged from 26.3 minutes in the Town of Aurora to 32.4 minutes for the Town of Bloomfield residents. Country residents traveled an average of 27.1 minutes to work, while state residents traveled an average of 20.8 minutes to work.

Table 3-5. Mean Travel Time to Work, 2000 and 2009-2013 ACS 5-Year Estimates

Jurisdiction	2000	2009-2013 ACS 5-Yr. Est.	
	Number	Est.	MOE +/-
T. Aurora	26.3	23.4	3.2
T. Bloomfield	32.4	29.9	2.6
Waushara County	27.1	26.9	0.9
Wisconsin	20.8	21.7	0.1

Source: U.S. Census 2000, SF 3; 2009-2013 ACS 5-Yr Est., DP03

Between 2000 and 2009-2013 ACS 5-Year Estimates, average commute times fell for the towns of Aurora and Bloomfield and the county and rose at the state level (Tables C-10 and C-11, Appendix C). On an average, commute time for towns of Aurora (2.9 minutes, 11.0%) and Bloomfield (2.5 minutes, 7.7%) residents decreased by about 3 minutes. Waushara County (0.2 minutes, 0.7%) and the state (0.9 minutes, 4.3%) experienced the smallest increase in commute times. According to the 2009-2013 ACS 5-Year Estimates, average commute times for town residents ranged from 23.4 minutes for Aurora to 29.9 minutes for Bloomfield. County residents traveled an average of 26.9 minutes, while state residents traveled an average of 21.7 minutes to work.

Commuting times decreased for several reasons. There was a shift in the share of workers traveling between 5 to 14 minutes to work in the Town of Aurora versus those traveling between 30 to 44 minutes. In the Town of Bloomfield, there was an overall shift in the share of workers traveling less than 30 minutes versus those that traveled more. This indicates that residents of both towns were able to obtain adequate employment and/or wages a little closer to home.

Employment Forecast

Employment forecasts for Waushara County were developed using Economic Modeling Specialists International's (EMSI) Analyst program. The projections indicate that the largest industry in 2025 will be government, which is expected to grow by 3 percent between 2015 and 2025 (Table C-13, Appendix C). The largest industry growth areas will occur within the wholesale trade (154 jobs, 45%), and administrative and support and waste management (90 jobs, 54%). The largest number of jobs will be added in manufacturing (176 jobs), health care and social services (156 jobs), and wholesale trade (154 jobs). The largest losses are expected in crop and animal production (357 jobs lost).

Industrial Park Information

There are no industrial parks in either Aurora or Bloomfield. Most industrial uses within both towns are smaller in nature. Within the Town of Aurora, commercial and light industrial uses are clustered near the intersection of STH's 21 and 49, in Auroraville and near the City of Berlin. In the Town of Bloomfield, industrial uses are scattered throughout the town. There are several vacant buildings within the unincorporated village of Auroraville which could be renovated and utilized for new light industrial facilities; a few vacant industrial sites are scattered throughout the Town of Bloomfield.

Several industrial parks are located in close proximity to Aurora and Bloomfield. Two industrial parks are located within the City of Berlin and an additional park is located in the Village of Redgranite. Acreage is available in all three parks for business development. Table 3-5 contains more information about these industrial parks. When these parks become full, it is important that community leaders plan for the expansion of existing parks and for the development of land for future industrial and business sites. An area where infrastructure is already in place is the most cost efficient choice for the community.

Table 3-6. Industrial Parks Group F

Community Name	V. Redgranite	C. Berlin	C. Berlin
Name of Business/Industrial Park	Redgranite Industrial Park	North Business Park	South Industrial Park
Location of Park	CTH EE	E. of CTH XX	Industrial Park Road
Contact Person	Christy Groskreutz	Lindsey Kemnitz	Lindsey Kemnitz
Phone Number	(920) 566-2381	920-361-5156	920-361-5156
Type of Park	Industrial	Industrial	Industrial
Total Acreage	10.2	91	55

Source: ECWRPC/UW-Extension-Waushara County, Updated February, 2018. City of Berlin, personal communication 5/17/18.

Business Retention and Attraction

Waushara County in partnership with Marquette and Green Lake Counties recently formed the Tri-County Regional Development Corporation (TCREDC). The TCREDC has a 6-member volunteer board of directors, and a fulltime director. The mission of the TCREDC is to work in cooperation with public and private entities; to promote the region and businesses in order to attract, stimulate and revitalize commerce, industry and manufacturing that results in the retention and creation of viable living wage jobs. Within the county, the Waushara County Economic Development Corporation, run by a board of volunteers, is working to foster new business development, and support and sustain existing businesses throughout the county.

The towns of Aurora and Bloomfield have little or no staff to engage in the activities listed below. However, the Tri-County Regional Development Corporation and the Waushara County Economic Development Corporation will be able in certain instances to offer assistance in some of these areas.

Business attraction involves the promotion of community assets. For example, some of the activities that are involved in a business attraction program include:

- Providing information about available commercial/industrial sites
- Identifying labor and community characteristics
- Marketing sites to businesses that would be complementary to existing businesses or would provide diversity to the local economy
- Offering low cost land, state or federal grants, or other incentives to encourage businesses to locate in the community

Business retention is very important in that it is a relationship-building effort between the community and existing local businesses. Activities associated with business retention programs include:

- Helping businesses learn about potential sites for expansion, offering low cost loans, and identifying state and federal grants to finance business expansions
- Providing business areas with reliable, efficient public services such as snow removal, road repair, sewer/water utilities, and technology infrastructure
- Providing a contact person to answer business questions and to serve as a resource for business leaders regarding future business development
- Partnering with organizations to support the development of a qualified, educated and trained workforce

Economic Development Opportunities

Future economic development in the Town of Aurora will most likely occur in proximity to the City of Berlin or near the intersection of STH 21 and STH 49. Existing infrastructure in areas adjacent to the City of Berlin North Business Park should be adequate to accommodate future development without the need to construct additional facilities. The STH 21/49 intersection currently has several industrial and commercial businesses. Due to its location, this area would make an ideal place for additional businesses. Within the unincorporated village of Auroraville, existing building vacancies and the close proximity to the STH 21 corridor makes this area ideal for building renovations for new enterprises. However, any new development should strive to preserve the historic significance and character of the community. Finally, industrial development should continue to be directed towards one of the existing industrial parks.

Future economic development in the Town of Bloomfield will most likely occur in one of four locations: along STH 49; along CTH HH west of CTH I; and in the unincorporated villages of Tustin and Bloomfield. The unincorporated village of West Bloomfield currently has several commercial and light industrial enterprises. The volumes of traffic encountered along STH 49 make this location ideal for additional development. Similarly, CTH HH has significant volumes of local traffic. The proximity of West Bloomfield and Metz will allow for future ventures in this area. Tustin is currently a tourist area. Several restaurants serve both local residents and visitors. Since the sanitary district provides readily accessible services, other related ventures could be accommodated without constructing additional facilities.

Although new development is highly encouraged, it must exist in harmony with the local environment. It should not compromise the natural resources or the historical and cultural components of the area. New development should blend into and complement existing development.

Commercial and Industrial Design

Site review procedures and design standards can be used to improve the quality of design and to promote the individual identity for a community. Specific standards regarding commercial building design, lot layout, building materials, parking, landscaping, and preservation of sensitive natural resources where necessary can be created so that developers have a clear understanding of the requirements they need to meet in order for their project to receive approval. Communities should consider applying site plan review to all commercial and industrial buildings. This ensures that downtown areas and other planned development are designed in a manner consistent with the vision of the local community comprehensive plans.

In addition to design standards, restrictive covenants are another tool business and industrial parks can use. The use of restrictive covenants enables communities to develop business parks with quality buildings and businesses. Covenants also serve to protect the investments of businesses that choose to locate in these parks.

Infill and Brownfield Redevelopment

For commercial and industrial uses, Waushara County should complete and maintain an inventory of existing vacant buildings and land identified as potentially contaminated (Brownfield) with industrial or petroleum-based pollutants. This information can be used to encourage infill development and redevelopment opportunities that takes advantage of existing infrastructure and services and removes blight created by vacant and dilapidated buildings and parcels. Once identified, brownfields should be cleaned and promoted for redevelopment through the use of state and federal brownfield cleaning funds. A listing of brownfields and contaminated sites is available from the Wisconsin Department of Natural Resources Bureau for Remediation and Redevelopment. A tracking feature is available at their website: <http://dnr.wi.gov/topic/brownfields/botw.html>. This website lists approximately 10 entries for the Town of Aurora and 13 entries for Bloomfield.

Funding resources for remediation of contaminated sites are listed at the end of the chapter. To prevent future environmental damage, the communities in the Group F Planning Cluster should encourage environmentally friendly businesses that are properly permitted and regulated to protect the soil and groundwater. This is particularly critical in areas that depend on private wells for drinking water.

INTERRELATIONSHIPS WITH OTHER COMPREHENSIVE PLAN ELEMENTS

Housing

Economic growth will generate more jobs and, consequently, a need for greater housing availability and choices. These choices should reflect the needs of an area. For example if economic growth results in lower wage service sector jobs (retail, leisure, hospitality, and food services) and pay remains at the minimum wage level, housing affordability may become a concern. Therefore it is essential that a balanced mix of well designed housing types of various sizes and prices be available for all income levels. Affordable housing is also an important component of an economic development strategy, as it helps ensure an adequate labor force supply.

Transportation

Facilitating commerce in the area and state is the function of the transportation system. Adequate access to the transportation system is essential to the economic success of the area. Businesses must have the ability to ship and receive goods quickly and economically. Access to and visibility of the business facility may be crucial for both customers and employees. Businesses in different locations may need different transportation accommodations. For example businesses in the downtown area of Tustin may value on-street parking and pedestrian accommodations more than businesses along either STH 21 or 49.

Utilities and Community Facilities

A vital, safe, clean and healthy environment is an economic draw for new industry and residents. It aids in the retention of existing residents and businesses. Parks and green space add to the local economy by maintaining or increasing property values; providing a place where local citizens can socialize, play sports or relax; and promoting healthy active lifestyles that encourage physical activity. In addition, local parks and recreational facilities draw visitors to an area. These visitors spend money at local restaurants, motels and businesses.

A good educational system has the ability to respond to the ever changing job market, to educate or retrain the residents of an area and to form partnerships between business and schools.

Citizens, businesses and industries need accessible, reliable, and affordable gas and electric services. To enable economic growth and open up new markets and opportunities for diverse and innovative services, access to fast, reliable, cost effective, and cutting edge telecommunications must be available.

Agriculture Resources

Agriculture and agricultural related industries have been and are still important to the economy of Waushara County. One of the many challenges facing Waushara County and the state is the preservation of prime agricultural soils and the farming industry as more farms are converted out of farming and into other uses. Additionally, the future of family farms is a concern as fewer children are choosing to take over farming operations. Reasons given for this include time commitments, cost of entry and the inability to make a living solely from farming. To remain competitive, farmers working with others in the county may want to explore opportunities for industry cluster development. A cluster, which is a geographical group of interconnected companies or associations in a particular field, can include product producers, service providers, suppliers, educational institutions and trade associations. As part of this effort, specialty and organic crops and livestock, along with support industries could be expanded in the area. Communities could also explore programs that match outgoing farmers with individuals who want to farm.

Natural Resources

Although economic benefits can accrue from both consumptive and non-consumptive uses of natural resources, balancing the demands of economic development with the preservation of natural resources is a challenge. Conserving these resources is necessary to maintain and in some cases improve the quality of life for residents while providing an attraction tool for new businesses and workers. Given the importance of tourism in the county, protection of the area's natural resources is essential. However, communities should be aware of the economic trade-offs between sectors. These trade-offs include long term intrinsic values versus current economic gain; high wages versus low wages; informed decisions versus short term economic gains; and actual protection and preservation versus aesthetics.

Cultural Resources

Buildings dating back to the early 1900's can be found throughout the towns of Aurora and Bloomfield. These buildings along with artifacts tell the story of the area. This rich history includes the early Native American habitation, the quarrying of red granite, and the development of the communities that make up the county. While the promotion of economic development is important, special care must be taken to preserve not only the character but the historical and cultural elements that remain today. Positive economic benefits can be realized by preserving these elements to provide a charming setting for businesses and communities that evokes a feeling in people's minds of a time or era when things were simpler, peaceful and more welcoming. It may also draw people to an area to explore their culture and/or identity.

Land Use

The development of land can impact the value of land as well as the quality of life within the community. Ideally, the siting of commercial and industrial land uses should have minimal environmental impacts and be located near the necessary infrastructure. Restoring and supporting the downtown areas of the unincorporated villages of Auroraville and Tustin is important to the communities and the area. Redevelopment of abandoned buildings and areas contribute to the economic vitality of the area.

Intergovernmental Cooperation

Economic development goes beyond municipal and county borders. Commercial and industrial development as well as sporting, tourism and other activities in one community will impact others. A business in the City of Berlin may employ workers from the towns of Aurora and Bloomfield, who may stop in Poy Sippi to purchase gas. This business may also generate a support industry elsewhere in the county. Working in partnership, communities and the county can promote the amenities of the area that contribute to a high quality of life; work to form industrial clusters that involve producers, service providers, suppliers and education; and promote other things that are important to the economic development of the area such as agriculture, organic and specialty crop production, biomass, and forest products.

POLICIES AND PROGRAMS

Regional, County and Local Policies

Regional

Milestone #3, Goals, Strategies, and a Plan for Action, Year 2030 Regional Comprehensive Plan "Shaping the 21st Century". East Central adopted Milestone #3, its regional comprehensive plan in April 2008. The plan serves as an advisory document for counties and communities within the region. As part of this planning effort, East Central developed a vision for economic development, which states:

The East Central Region has diversified employment opportunities including well paid knowledge based jobs. The regional economy benefits from advances in research and

technology and supports entrepreneurialism and local business ownership. The region conducts collaborative economic development efforts across jurisdictional boundaries of governments, educational institutions, and other economic development entities. The preservation of natural resource amenities supports tourism opportunities, assists in attracting an educated workforce and enhances the quality of place for residents in the region.

The Milestone #3 report contains five economic development “plan guidelines”, which contain goals, strategies, and recommendations for achieving this vision. More Information is available at: <http://www.ecwrpc.org/programs/comprehensive-planning/>.

Comprehensive Economic Development Strategy (CEDS) Report

The East Central Wisconsin Regional Planning Commission annually creates a Comprehensive Economic Development Strategy (CEDS) report, which evaluates local and regional population and economic activity. Economic development trends, opportunities, and needs are identified within the CEDS report. All communities, which are served by the Commission, are invited to identify future projects for economic development that the community would like to undertake. Those projects are included within the CEDS and may become eligible for federal funding through the Economic Development Administration (EDA) Public Works grant program. Additional information can be found at <http://www.ecwrpc.org/programs/economic-development-housing/ceds/>.

These goals are consistent with the Group F Cluster’s vision for the future to expand and stabilize the current economic base, increase the awareness of collaborative economic activities, create better relationships between business and the educational sector, encourage planning to guide economic development, promote the economic benefits of our natural resources and amenities, and collaboratively work to increase the viability of farming in the county.

Federal, State and Regional Programs

Federal Agencies

Some communities in Waushara County meet the requirements of the US Department of Agriculture-Rural Development and may be eligible for Rural Development Economic Assistance Programs. However, there is typically strict income limits associated with some of the programs, so the Wisconsin Division of USDA-Rural Development should be contacted regarding eligibility for certain programs. A complete listing of USDA-Rural Development Programs can be found at <https://www.rd.usda.gov/wi>.

State of Wisconsin

There are a number of state resources for economic development. Energy On Wisconsin is a collaboration between the Wisconsin Energy Office and the University of Wisconsin-Extension. On their website, <http://energyonwi.uwex.edu/>, they provide descriptions of the assistance programs and funding sources to reduce the energy cost, develop alternative energy sources, and ways to reduce energy consumption. The Wisconsin Department of Transportation offers a Transportation Economic Assistance program to provide matching grants for transportation

projects to attract and retain businesses that add or retain jobs, <http://wisconsin.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tea.aspx>. The Wisconsin Department of Administration administers the Community Development Block Grant program that can be used to assist with housing, infrastructure, community facilities, and economic development, <https://doa.wi.gov/Pages/LocalGovtsGrants/CDBGPublicFacilitiesProgram.aspx>. The Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP), Division of Agri-Business developed a tool to help small businesses develop and grow their value-added business using money, information, and technical assistance from outside their organization. To access this resource please visit: <http://energyonwi.uwex.edu/sites/default/files/documents/Got%20Moola.pdf>.

Regional and County

East Central Wisconsin Regional Planning Commission

Economic Growth and Resiliency Program. The primary focus of this program element is to coordinate and promote the federal Economic Development Administration's (EDA's) programs with public and private stakeholders throughout the region. East Central also coordinates and communicates with State of Wisconsin economic development agencies and programs, including the Wisconsin Economic Development Corporation (WEDA). Examples of work under this program element relating to economic development include: access to EDA grants for eligible projects, development of the Comprehensive Economic Development Strategy (CEDS 5-year update) and subsequent CEDS annual reports, database of industrial parks, facilitation of joint economic development efforts, industrial site plans, industrial site data, ESRI Business Analyst Market Assessments/Profiles, EMSI Economic Impact Scenario Modeling, tourism development and marketing, local economic development strategy process/reports, global trade/exporting information, heritage tourism planning, maintain/update the "Farm Fresh Atlas" map, GDBG grant assistance/administration, business development grants, tourism grants and historic preservation grants. Additional information on some of the programs is provided below:

EMSI Developer. EMSI Developer is used by ECWRPC to provide economic data to requesting economic development entities or municipalities in the East Central WI Region as a service of WEDC. EMSI data is composed of comprehensive information on industries, occupations, demographics - as well as things like occupational skills, education, training, and even the names and size of companies in your region broken down by industry. EMSI links more than 90 data sources from federal sources like the Bureau of Labor Statistics to state and private sources. Additional information on EMSI Analyst is available at <http://www.ecwrpc.org/programs/economic-development-housing/economic-data-resources/>.

Global Trade Strategy. As part of the Economic Development Administration's Community Trade Adjustment Assistance Program, ECWRPC developed a study to increase exports for small to medium size companies in NE Wisconsin. This program assists communities impacted by trade with economic adjustment through the: (1) coordination of federal, state, and local resources; (2) creation of community-based development strategies; and (3) development and provision of programs that help communities adjust to trade impacts. The Community TAA Program is designed to provide a wide range of technical, planning, and infrastructure assistance and respond adaptively to pressing trade impact issues. Fond County was one of

nine counties identified by the Department of Labor as being significantly impacted by global trade. More information on the Global Trade Strategy is available at <http://www.ecwrpc.org/programs/economic-development-housing/economic-data-resources/>

Northeast Wisconsin Regional Economic Partnership

The combined Bay-Lake and East Central Wisconsin Regional Planning Commission areas were named as Technology Zone by the Wisconsin Department of Commerce in 2002. The Northeast Wisconsin Regional Economic Partnership (NEWREP) Technology Zone has provided over \$5 million in tax credits to businesses certified by Commerce, based on a company's ability to create jobs and investment and to attract related businesses. The Technology Zone Program focuses primarily on businesses engaged in research, development, or manufacture of advanced products or those that are part of an economic cluster and knowledge-based businesses that utilize advanced technology production processes in more traditional manufacturing operations. Additional information can be found at [http://newnorthwww.web1.buildmysite.com/doing-business/new-regional-economic-partnership-\(newrep\)](http://newnorthwww.web1.buildmysite.com/doing-business/new-regional-economic-partnership-(newrep)).

New North, Inc

New North's mission is "to harness and promote the region's resources, talents and creativity for the purposes of sustaining and growing our regional economy." New North maintains a number of regionally based economic development committees charged with addressing the following initiatives:

- Fostering regional collaboration
- Focusing on targeted growth opportunities
- Supporting an entrepreneurial climate
- Encouraging educational attainment
- Encouraging and embracing diverse talents
- Promoting the regional brand

For more information on the New North, visit: <http://www.thenewnorth.com/>.

Cap Services, Inc.

CAP Services Inc. (CAP) is a private non-profit corporation offering programs in Waushara, Marquette, Outagamie, Portage, Waupaca and parts of Marathon and Wood counties. The primary mission of CAP is to help low-income households attain economic and emotional self-sufficiency. Programs include Skills Training to help low-income individuals acquire skills to compete for higher paying jobs by assisting them with tuition, books, transportation and child care costs related to training; Business Development to provide entrepreneurs with the technical assistance, coaching advice and loan packaging they need to successfully start and grow their businesses; and Home Buyers Assistance to provide matching dollars to eligible low- and moderate-income, first-time homebuyers for down payment and closing costs. Funds are also available for repair and rehabilitation on newly purchased units; Weatherization measures including caulking, insulation, window repair and other conservation measures; Special Needs Housing; Asset Development to provide financial wellness training and incentives to low-income

households; Preschool Services including head start for ages 3-5 and their families; and Crisis Intervention. Additional information can be found at www.capserv.org.

Tri-County Regional Economic Development Partnership

Waushara County, in partnership with Marquette and Green Lake Counties, formed the Tri-County Regional Economic Development Corporation (TCREDC). The TCREDC has a 6-member volunteer board of directors and a full time director. The mission of the TCREDC is to work in cooperation with public and private entities to promote the region and businesses in order to attract, stimulate and revitalize commerce, industry and manufacturing that result in the retention and creation of viable living wage jobs. Within the county, the Waushara County Economic Development Corporation, run by a board of volunteers, is working to foster new business development and support and sustain existing businesses throughout the county.

University of Wisconsin-Extension Waushara County

The educational programs of the Waushara County UW-Extension Office are the results of a partnership between Waushara County, the University of Wisconsin and the United States Department of Agriculture. The partnership was created to extend the knowledge and research of the University of Wisconsin to meet the educational needs of the people of Waushara County. Staff include academic staff and faculty members of the University of Wisconsin in the areas of: Agriculture, Family Living, FoodWise, 4-H & Youth Development, and Community, Natural Resource, & Economic Development.

Community, Natural Resource, and Economic Development. The UW-Extension Community, Natural Resource, & Economic Development (CNRED) Agent provides instruction and information about issues related to land use and comprehensive planning; community decision-making and leadership; nonprofit organizations; business and economic development; poverty; demographics; natural resources; lake issues; groundwater quality and quantity; and local government operations and finance to local governments, nonprofit organizations, businesses, and individuals in Waushara County.

Agriculture. The UW-Extension Agriculture Agent provides expertise in the areas of Farm Business & Financial Management, Facilities Planning and Equipment, Agricultural Policy, Forage Management, and Agricultural Product Marketing. The Waushara County Agriculture Extension Agent is a part of the Central Wisconsin Agriculture Specialization Group which is a partnership between the University of Wisconsin and the Counties of Adams, Green Lake, Juneau, Marquette, Portage, Waushara and Wood. This unique partnership provides specialized agricultural programming to the residents of these counties. The Agriculture Agent provides expertise in: Farm Financial Management, Farm Transfer and Estate Planning, Fresh Market Vegetable Crop Production, Field and Processing Crop Production Budgets, Insect, Plant Disease and Weed Diagnosis, Pesticide Use & Applicator Training, and Horticulture.

Private

Wisconsin Economic Development Corporation

WEDC is a quasi-public agency and is the state's lead economic development agency. It works collaboratively with more than 600 regional and local partner organizations, educational institutions and other government offices to help businesses, communities and individuals take advantage of new opportunities for growth and job creation through innovative market-driven programs.

- **Main Street Program.** The Main Street program assists communities ranging from towns with populations of less than 1,000 to large neighborhoods in Milwaukee and Green Bay. Communities selected to participate in the Wisconsin Main Street Program initially receive five years of free, intensive technical assistance. The end goal is to enable participating communities to professionally manage a downtown or historic commercial district that is stable, physically attractive, competitive and visible. Additional information can be found at <http://inwisconsin.com/community-development/programs/main-street-program/>.
- **Connect Communities Program.** The Connect Communities Program helps local planners leverage the unique assets of their downtowns and urban districts, providing technical assistance and networking opportunities to local leaders interested in starting a downtown revitalization effort. It also provides access to additional financial and technical assistance programs. Additional information on the Connect communities Program is available at: <http://inwisconsin.com/community-development/programs/connect-communities-program/>.
- **Capacity Building Grants.** Capacity Building (CAP) Grant funds are designed to help strengthen Wisconsin's economic development network by assisting local and regional economic development groups with economic competitive assessments and the development of a Comprehensive Economic Development Strategy. Additional information regarding the CAP grants can be found at <http://inwisconsin.com/grow-your-business/programs/capacity-building-grants/>.
- **Brownfield Program.** Wisconsin's Brownfield Program provides grant funds to assist local governments, businesses and individuals with assessing and remediating the environmental contamination of an abandoned, idle or underused industrial or commercial facility or site. This program will help convert contaminated sites into productive properties that are attractive and ready for redevelopment. Additional information regarding the Brownfield Program can be found at <http://inwisconsin.com/grow-your-business/programs/brownfield-program/>.
- **Enterprise Zone Tax Credit.** A certified business may qualify for tax credits only for eligible activities that occur after an eligibility date established by WEDC. Positions that are created as a result of the tax credits claimed shall be maintained for at least five years after the certification date established by WEDC. Additional information regarding the Enterprise Zone Tax Credit program can be found at <http://inwisconsin.com/grow-your-business/programs/enterprisecredit/>.

- **Industrial Revenue Bond.** Industrial Revenue Bonds (IRBs) are designed to help Wisconsin municipalities support industrial development through the sale of tax-exempt bonds. RB financing can be used for building, equipment, land, and bond issuance costs, but not for working capital. Additional information regarding the Industrial Revenue Bond program can be found at <http://inwisconsin.com/grow-your-business/programs/industrial-revenue-bond/>.
- **Wisconsin Manufacturing and Agriculture Credit.** The manufacturing and agriculture tax credit is available to individuals and entities for taxable years that begin on or after January 1, 2013, for manufacturing and agricultural activities in Wisconsin. The tax credit is available for income derived from manufacturing or agricultural property located in Wisconsin and will offset a significant share of Wisconsin income taxes. The credit is a percentage of "eligible qualified production activities income. Additional information regarding the Wisconsin Manufacturing and Agriculture Credit program can be found at <http://inwisconsin.com/grow-your-business/programs/wisconsin-manufacturing-and-agriculture-credit/>.
- **Business Opportunity Loan.** Business Opportunity Loans are available to a business that has created new full-time positions and/or retained its existing full-time employment base in Wisconsin. Additional information regarding Business Opportunity Loans can be found at <http://inwisconsin.com/grow-your-business/programs/business-opportunity-loan/>.
- **Impact Loans.** Impact Loans are available to businesses with expansion projects that will have a significant impact on job creation, job retention, and capital investment on the surrounding community. WEDC's Impact Loan Program is a forgivable loan program. Additional information regarding Impact Loans can be found at <http://inwisconsin.com/grow-your-business/programs/impact-loans/>.
- **Economic Development Tax Credits (Etc.).** Economic Development Tax Credits (ETC) are available for businesses that begin operating in, relocate to, or expand an existing operation in Wisconsin. Additional information regarding Economic Development Tax Credits can be found at <http://inwisconsin.com/grow-your-business/programs/economic-development-tax-credits/>.
- **Training Grants.** Rodrigues Training grants are available to any business making a firm commitment to locate a new facility in Wisconsin or expand an existing facility within the state, and is upgrading a product, process or service that requires training in new technology and industrial skills. Grants fund business upgrades to improve the job-related skills of its full-time employees. Additional information regarding Training Grants can be found at <http://inwisconsin.com/grow-your-business/programs/training-grants/>.
- **Minority Business Development Revolving Loan Fund.** The Minority Business Development Revolving Loan Fund Program (MRLF) is designed to support minority business development through business creation, business expansion and minority community business attraction. This is accomplished through direct grant assistance to qualifying minority business associations in Wisconsin. Grant assistance is

provided to minority business associations for Revolving Loan Funds, technical assistance and used as a pass through to fund training. Additional information is available at <http://inwisconsin.com/inside-wedc/transparency/programs/minority-business-rlf/>.

Wisconsin Entrepreneurs' Network

Business Planning or Commercialization Planning Assistance. The Business or Commercialization Planning assistance micro-grant can fund up to 75% of the costs, limited to \$4000, spent on hiring an independent, third party to write a comprehensive business or commercialization plan for a Wisconsin business. The program is limited to businesses in certain industries. Additional information regarding the Business or Commercialization Planning assistance micro-grants can be found at <http://www.wenportal.org/>.