

CHAPTER 6: ECONOMIC DEVELOPMENT

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CHAPTER 6: 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.

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 Western Cluster (villages of Coloma, Hancock and Plainfield and the towns of Coloma, Deerfield, Hancock, Oasis, Plainfield and Richford) communities. 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

Tables 6-1, Table E-1 and Table E-2, Appendix E present educational achievement information for residents 25 years of age and older. The 2009-2013 ACS 5-Year Estimates indicate that ***a larger share of residents in the towns of Coloma (92.0%) and Deerfield (92.1%) received high school diplomas or higher than the State of Wisconsin (90.4%) and Waushara County (87.0%).*** Within the other communities, the share of residents receiving a high school diploma or higher ranged from a high of 88.9% in the Town of Oasis to a low of 72.9% in the Town of Richford. It is in the area of post-high school achievement where the state generally has a higher level of educational attainment. None of the Western Cluster communities achieved a higher level of post high school achievement when compared to the state (26.8%), though the Town of Deerfield came close (26.3%). When compared to the

county, besides the Town of Deerfield, the towns of Coloma (17.8%) and Oasis (16.8%) also had a higher level of achievement than the county (14.3%). Within the other communities the share of residents with a bachelor degree or higher ranged from a high of 14.2 in the Town of Richford to a low of 3.8% in the Town of Plainfield.

Table: 6-1: Graduation Rates, 2009-2013 ACS 5-Year Estimates

Jurisdiction	High School Graduate or Higher		Bachelor's Degree or Higher	
	Percent	MOE+/-	Percent	MOE+/-
V. Coloma	84.8%	6.7%	9.1%	4.2%
V. Hancock	84.9%	5.7%	14.0%	6.2%
V. Plainfield	82.6%	5.4%	11.3%	4.1%
T. Coloma	92.0%	4.1%	17.8%	4.8%
T. Deerfield	92.1%	2.8%	26.3%	5.5%
T. Hancock	77.1%	7.9%	12.1%	3.5%
T. Oasis	88.9%	6.7%	16.8%	6.3%
T. Plainfield	87.8%	5.0%	3.8%	2.4%
T. Richford	72.9%	11.0%	14.2%	5.1%
Waushara County	87.0%	1.1%	14.3%	1.0%
Wisconsin	90.4%	0.1%	26.8%	0.2%

Source: U.S. Census, 2009-2013 ACS 5-Year Estimates, DP02

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 county and the towns of Coloma, Hancock and Richford*** (Table 6-2 and 6-3, Appendix E, Table E-3). In the county, and towns of Coloma, Hancock and Richford, overall population grew by 6.1%, 2.4%, 8.9% and 17.7%, respectively, while the labor force grew by 2.0%, -16.8%, -8.3% and 13.6%, respectively.

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

Within the villages of Coloma and Hancock both the population and labor force declined between these two time periods. Though, in the Village of Hancock the population declined at a faster rate than labor force (-25.3% vs -20.1%), while in the Village of Coloma the labor force declined at a faster rate than the population (-9.2% vs -1.7%). In the Village of Plainfield, the labor force grew by 8.0%, while the population grew by 0.3%. A closer look reveals that the male portion of the labor force decreased more significantly in the villages of Coloma and Hancock than the female portion and that in the Village of Plainfield, the male portion increased significantly whereas the female portion remained constant.

Within the towns, the population increased in the towns of Coloma, Hancock, Plainfield and Richford, while the labor force increased in the towns of Deerfield, Plainfield and Richford. Overall, population changes ranged from a high of 17.7% in the Town of Richford to a low of -20.2% in the Town of Oasis. At the same time, labor force changes ranged from a high of 13.6% in the Town of Richford to a low of -18.8% in the Town of Coloma. 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.

Table 6-2. Population and Labor Force - Villages, 2000 and 2009-2013 ACS 5-Year Estimates

Jurisdiction	Population				Labor Force			
	2000	2009-2013	MOE+/-	% Change	2000	2009-2013	MOE+/-	% Change
V. Coloma	461	453	84	-1.7%	249	226	47	-9.2%
V. Hancock	463	346	62	-25.3%	234	187	40	-20.1%
V. Plainfield	899	902	166	0.3%	425	459	89	8.0%
Waushara County	23,066	24,483	-	6.1%	11,279	11,502	245	2.0%
Wisconsin	5,363,715	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.

Table 6-3. Population and Labor Force - Towns, 2000 and 2009-2013 ACS 5-Year Estimates

Jurisdiction	Population				Labor Force			
	2000	2009-2013	MOE+/-	% Change	2000	2009-2013	MOE+/-	% Change
T. Coloma	660	676	98	2.4%	386	321	63	-16.8%
T. Deerfield	629	596	105	-5.2%	288	316	62	9.7%
T. Hancock	531	578	115	8.9%	288	264	60	-8.3%
T. Oasis	405	323	64	-20.2%	201	170	42	-15.4%
T. Plainfield	533	534	86	0.2%	277	296	44	6.9%
T. Richford	588	692	135	17.7%	257	292	68	13.6%
Waushara County	23,066	24,483	-	6.1%	11,279	11,502	245	2.0%
Wisconsin	5,363,715	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.

In 2000, employment rates in the towns of Deerfield (95.8%) and Oasis (97.0%) were higher than the county (93.4%) and the state (95.3%) (Appendix E, Table E-4). Within the remaining communities, unemployment rates ranged from a high of 94.8% in the Town of Hancock to a low of 70.7% in the Town of Coloma. Women were more likely to be employed in the villages

of Coloma and Plainfield and the towns of Deerfield, Hancock, Oasis and Richford and men were more likely to be employed in the Village of Hancock and the towns of Coloma, and Plainfield.

By the 2009-2013 ACS 5-Year Estimates, the share of employed persons 16 years old and older had risen in the villages of Coloma and Hancock and the towns of Coloma, Plainfield and Richford and had fallen in Village of Plainfield and the towns of Deerfield, Hancock and Oasis, the county and the state (Appendix E, Table E-4 and E-5). Between 2000 and 2009-2013, the largest increase occurred in the Town of Coloma (70.7% to 90.0% or 19.3%), while the smallest increase was experienced by the Town of Richford (93.4% to 93.5% or 0.1%). During this same time period, the largest decrease was seen by the Village of Plainfield (90.4% to 84.7% or -5.6%) and the smallest decrease was experienced by Waushara County (93.4% to 91.6% or -1.8%). In 2009-2013, women were more likely to be employed than men in the county, state and the Village of Hancock and the towns of Deerfield and Plainfield, while men were more likely to be employed in the villages of Coloma and Hancock and the towns of Coloma, Hancock, Oasis and Richford.

Unemployment rates varied. In 2000, unemployment rates ranged in the Western Cluster Communities from a high of 29.3% in the Town of Coloma to a low of 3.0% in the Town of Oasis. By 2009-2013, unemployment rates ranged from a high of 15.3% in the Village of Plainfield to a low of 5.3% in the Village of Hancock. In addition to the Village of Plainfield, unemployment rates for the Village of Coloma (11.1%) and the Town of Coloma (10.0%) were in the double digits. Higher unemployment rates in the county and the state and some of the Western Cluster communities 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 6-4 shows Waushara County's and Wisconsin's recovery from the 2008 recession. Unemployment rates have fallen every year since 2010.

Table 6-4. 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 Western Cluster provides a snapshot description of the economic base in the area. Table E-6 and E-7 (Appendix E) show employment information by occupation and by industry for 2009-2013 ACS 5-Year Estimates. ***Management, business, science and arts occupations employed the largest share of workers in the villages of Coloma and Hancock and the towns of Coloma and Deerfield and the county and state.*** Employment in these occupations ranged from a high of 36.6% in the Town of Deerfield to a low of 24.0% in Waushara County. ***In comparison, the largest share of workers in the towns of Hancock, Oasis and Plainfield were employed in production, transportation, and material moving occupations.***

Employment in these occupations ranged from a high of 28.5% in the Town of Oasis to a low of 26.2% in the Town of Hancock. Finally, ***the top occupation in the Village of Plainfield was natural resources, construction, and maintenance occupations (26.7%)***.

The top two industry sectors for the towns of Coloma, Deerfield, Oasis and Plainfield, Waushara County and Wisconsin residents were manufacturing and educational services and health care and social assistance (Table E-8 and E-9, Appendix E). Employment in education services, and health care and social services ranged from a high of 27.7% in the Town of Coloma to a low of 17.4% in the Town of Plainfield. Employment in the manufacturing industry ranged from a high of 28.3% in the Town of Plainfield² to a low of 12.1% in the Town of Deerfield. In comparison, the top industries for villages of Coloma and Hancock and the Town of Hancock were educational services and health care and social assistance industry and transportation and warehousing, and utilities. Manufacturing and construction were the top industries in the Town of Richford, while retail trade and manufacturing were the top industries in the Village of Plainfield.

Sectors employing the smallest share of workers included the wholesale trade industry in the villages of Coloma, Hancock and Plainfield and the towns of Coloma, Deerfield, Hancock, Plainfield and Richford. While the information sector, which is composed of publishing, telecommunications, data processing, and other like industry groups employed the fewest workers in the Village of Coloma, the county and the state. Professional, scientific, and management, and administrative and waste management services employed the least share of workers in the Town of Oasis.

Table 6-5 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.

² Employment in the manufacturing industry was the top employment industry for the Town of Plainfield.

Table 6-5. 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 Western Cluster 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 6-6 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.

Overall Western Cluster communities had a larger number of people leaving the community for work versus coming into the community for employment.

Table 6-6. Inflow / Outflow Analysis, 2015

	Inflow	Outflow	Employed & Live in Selection Area
V. Coloma	164	174	11
V. Hancock	67	166	5
V. Plainfield	264	381	24
T. Coloma	51	270	6
T. Deerfield	23	296	1
T. Hancock	45	182	2
T. Oasis	90	173	7
T. Plainfield	162	260	5
T. Richford	82	229	2
Waushara County	2,727	7,594	2,931

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

Table E-10 and Table E-11 (Appendix E) illustrates where Western Cluster residents work and where those who work in a Western Cluster community live. ***The top places of residence for Western Cluster employees tended, for the most part, to be more local and include the Town of Coloma (44), the Town of Rome (41), the Village of Plainfield***

(36), the Town of Rose (34), the Town of Richford (33) and the Village of Wild Rose (30). The top places of employment for Western Cluster residents were the cities of Stevens Point (113) and Wautoma (198) and the villages of Wild Rose (66) and Plainfield (62).

Travel Time to Work

Travel time to work provides information about the time residents spend commuting to work. **On an average, residents from the Village of Hancock and the towns of Hancock and Richford traveled further to work than those in the other jurisdictions in 2000.** Mean travel time to work for these communities varied from 30.6 minutes in the Town of Richford residents to 27.0 minutes for Village of Hancock residents. For the remainder of the jurisdictions, mean travel time to work ranged from 25.7 minutes in the Town of Coloma to 19.2 in the Village of Plainfield (Table 6-7). The average travel time to work for county residents average 27.1 minutes, while the average travel time to work for state residents was slightly lower at 20.8 minutes.

Table 6-7. Mean Travel Time to Work, 2000 and 2009-2013 ACS 5-Year Estimates

Jurisdiction	2000	2009-2013 ACS 5-Yr. Est.	
	Number	Est.	MOE +/-
V. Coloma	20.6	23.1	6.4
V. Hancock	27.0	27.0	8.9
V. Plainfield	19.2	20.5	2.3
T. Coloma	25.7	31.7	4.0
T. Deerfield	25.6	26.6	3.8
T. Hancock	28.5	30.5	4.9
T. Oasis	25.1	28.1	7.0
T. Plainfield	23.6	21.3	1.6
T. Richford	30.6	32.7	10.1
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 increased in all but three of the jurisdictions; the Village of Hancock, the Town of Plainfield and the county (Table 6-7). On an average, the commute time for the Town of Coloma increased the greatest, 6 minutes (from 25.7 minutes to 31.7 minutes, 23.4%). Increased commute times in the remaining communities ranged from a high of 3.0 minutes in the Town of Oasis to one minute in the Town of Deerfield. Commute times decreased by 2.3 minutes in the Town of Plainfield, by 0.2 minutes in Waushara County and remained constant in the Village of Hancock. By 2009-2013 ACS, average commute times ranged from a high 32.7 minutes for Town of Richford residents to a low of 20.5 for Village of Plainfield residents.

Commuting times changed for several reasons (Tables E-12, E-13 and E-14, Appendix E). In general there were larger increases in many communities because people were traveling further to work and less people were working from home. In the Town of Coloma, where the largest

increase was seen, the share of workers traveling less than 30 minutes decreased, while those traveling 30 minutes or more to work increased.

Employment Forecast

Employment forecasts for Waushara County were developed using Economic Modeling Specialists International's (EMSI) Analysis 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 E-15, Appendix E). 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 is one industrial park within the Western Cluster in the Village of Coloma. In addition, there are several industrial parks located in close proximity to the Western Cluster within the villages of Wild Rose and Redgranite and the cities of Berlin and Wautoma.

Business Retention and Attraction

Waushara County in partnership with Marquette and Green Lake Counties is part of 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 within the Western Cluster have little or no staff to engage in the activities listed below. However, the TCREDC 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 Strengths and Weaknesses

By developing a set of strengths and weaknesses, the Western Cluster is better prepared to develop an economic development strategy. These strengths and weaknesses are listed below.

Strengths

- Access to the STH 21, STH 73 and the I-39 corridor
- Natural Areas, Open Space, and Recreational Opportunities
- Prime Agricultural Soils
- Strong agricultural economy
- Proximity to Stevens Point
- Low cost of living

Weaknesses

- Lack of diversity in economic base
- Lack of population density is a deterrent for service and retail businesses
- Distance from urban centers
- Distances to services

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 the rural landscape 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>.

Funding resources for remediation of contaminated sites are listed at the end of the chapter. To prevent future environmental damage, the communities in the Western 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.

Key Findings

Educational Attainment

- A larger share of residents in the towns of Coloma (92.0%) and Deerfield (92.1%) received high school diplomas or higher than the State of Wisconsin (90.4%) and Waushara County (87.0%).
- 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.

Labor Force

- Overall population grew at a faster rate than the labor force in the county and the towns of Coloma, Hancock and Richford.

Economic Base Information

- Management, business, science and arts occupations employed the largest share of workers in the villages of Coloma and Hancock and the towns of Coloma and Deerfield and the county and state.
- In comparison, the largest share of workers in the towns of Hancock, Oasis and Plainfield were employed in production, transportation, and material moving occupations.

- The top occupation in the Village of Plainfield was natural resources, construction, and maintenance occupations (26.7%).
- The top two industry sectors for the towns of Coloma, Deerfield, Oasis and Plainfield, Waushara County and Wisconsin residents were manufacturing and educational services and health care and social assistance.

Location of Workplace

- Overall Western Cluster communities had a larger number of people leaving the community for work versus coming into the community for employment.
- The top places of residence for Western Cluster employees tended, for the most part, to be more local and include the Town of Coloma (44), the Town of Rome (41), the Village of Plainfield (36), the Town of Rose (34), the Town of Richford (33) and the Village of Wild Rose (30).
- The top places of employment for Western Cluster residents were the cities of Stevens Point (113) and Wautoma (198) and the villages of Wild Rose (66) and Plainfield (62).

Travel Time to Work

- On an average, residents from the Village of Hancock and the towns of Hancock and Richford traveled further to work than those in the other jurisdictions in 2000.
- Between 2000 and 2009-2013 ACS 5-Year Estimates, average commute times increased in all but three of the jurisdictions; the Village of Hancock, the Town of Plainfield and the county.

Employment Forecast

- The largest number of jobs will be added in manufacturing (176 jobs), health care and social services (156 jobs), and wholesale trade (154 jobs).

Industrial Park Information

- There is one industrial park within the Western Cluster in the Village of Coloma.

Business Retention and Attraction

- Waushara County in partnership with Marquette and Green Lake Counties is part of the Tri-County Regional Development Corporation (TCREDC).
- Business retention is very important in that it is a relationship-building effort between the community and existing local businesses.

Economic Strengths and Weaknesses

- Economic strengths of the Western Cluster generally include access to the STH 21, STH 73 and the I-39 corridor, natural areas, open space, and recreational opportunities, prime agricultural soils, a strong agricultural economy, proximity to Stevens Point and a low cost of living.

- Economic weakness of the Western Cluster generally include lack of diversity in the economic base, lack of population density which is a deterrent for service and retail businesses, the distance from urban centers and the distances to services.

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.

Infill and Brownfield Redevelopment

- A listing of brownfields and contaminated sites is available from the Wisconsin Department of Natural Resources Bureau for Remediation and Redevelopment.

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 downtown areas may value on-street parking and pedestrian accommodations more than businesses in a more rural setting.

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 Waushara County. 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. 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. 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/>.

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: <https://www.thenewnorth.com/our-partners/economic-development/>.

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 <https://capservices.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-Madison Extension Waushara County

The educational programs of the Waushara County UW-Madison Extension Office are the results of a partnership between Waushara County, the University of Wisconsin-Madison and the United States Department of Agriculture. The partnership was created to extend the knowledge and research of the University of Wisconsin-Madison 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, Financial Security, Health & Well Being, FoodWise, 4-H

& Youth Development, and Community, Natural Resource, & Economic Development.

Community Development. The UW-Madison Extension Community Development 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-Madison 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 <https://wedc.org/programs-and-resources/connect-communities/>.
- **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 <https://wedc.org/programs-and-resources/connect-communities/>.

- **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 <https://wedc.org/programs-and-resources/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 <https://wedc.org/programs-and-resources/brownfields-grant-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: <https://wedc.org/programs-and-resources/enterprise-zone-tax-credit/>.
- **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 <https://wedc.org/programs-and-resources/industrial-revenue-bond/>.
- **Wisconsin Manufacturing and Agriculture Credit.** The manufacturing and agriculture tax credit is available to individuals and entities 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 <https://wedc.org/programs-and-resources/wisconsin-manufacturing-and-agriculture-credit/>.
- **Business Development Loan Program.** Business Development Loan Program offers financing primarily to small businesses that have limited access to standard types of debt or equity financing, particularly, but not limited to, rural areas of the state. The program is intended to provide gap financing to existing businesses seeking to expand, increase operational efficiency, or enhance competitiveness in key Wisconsin industries. Additional information regarding the Business Development Loan Program can be found at <https://wedc.org/programs-and-resources/business-development-loan-program/>.

- **Workforce Training Grants.** The Workforce Training Grant Program aids businesses in attracting, developing and retaining talent as a part of a business development project. The program provides grant funds to businesses to upgrade or improve the job-related skills of a business's existing employees. Additional information regarding Workforce Training Grants can be found at <https://wedc.org/programs-and-resources/workforce-training-grants/>.
- **Minority Business Development.** The Minority Business Development Program (MBD) is designed to support minority, women and veteran business development through direct assistance to nonprofit organizations in Wisconsin. The funding is intended to promote investment and job retention and creation in minority communities and underserved markets by increasing access to capital and business development and training opportunities. Additional information is available at <https://wedc.org/programs-and-resources/minority-business-development/>.