

Adams County Rural and Industrial Development Commission

Economic Development Strategy

2016



Prepared with the assistance of the:
North Central Wisconsin Regional Planning Commission

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Chapter 1: Background

County leaders are aware of the need for a strategic comprehensive plan addressing economic development. The purpose of this chapter is to provide the economic context by presenting an economic history of the county and an overview of previous planning processes on the local, regional, and state levels.

Economic History Overview, Mid 1800s-Present

The first economic endeavors in Adams County were driven by the logging industry, as was common for many Wisconsin counties before the transition to agriculture. Jared Walsworth set up the first known commercial venture in 1838 near Big Spring in New Haven. His trading post and lodging house mainly served loggers clearing forest tracts. He later built a tavern. George Stowell, an employee of Walsworth, started the first farm in the County near New Haven. By the 1860s, the population had reached 6,000 with an economy that was driven by farming and a plethora of flourmill and sawmills, powered by county streams and rivers.

The population stalled in the second half of the nineteenth century as a result of sandy soils, numerous wetlands, and the lack of railroad service in the county which impeded agriculture. Unlike the northern counties whose economies transitioned directly from logging to dairies, farmers in the central and southern counties engaged in wheat production. The weather and soils proved unsuitable for this activity and many farms failed as a result. Agricultural pursuits shifted to dairies as well as vegetable production in the late nineteenth century. Today, agriculture is still prominent and remains one of the strongest drivers of the economy.

In 1910 the Chicago-North Western Railroad built a service line for Adams County. However, the railway skirted two miles south of the Village of Friendship, the only incorporated community in the county. Land prices in the area had been high due to speculation. The community of Adams was established to accommodate the railroad workers, depots, and yards. The community of Adams incorporated in 1912.

The recreation and tourism boom started in the 1920s in the communities of Dellwood and Quincy, along the Wisconsin River. Visitors came to see the spectacular scenery of the Dells and a number of recreation cabins were built for accommodation. In the 1940s, dams were constructed on the river, creating the Castle Rock and Petenwell Lakes. The flowages stimulated the growth of more vacation homes and cemented

Adams County's prominence as a retirement destination. Recreation and tourism continue to be major parts of the economy.

Previous Planning Processes

The following section provides a review of previous planning efforts on the county, regional, and state levels. Plans reviewed were considered to be most relevant to the Adams County strategic economic development planning process.

Wisconsin Economic Development Corporation Strategic Plan: The Wisconsin Economic Development Corporation (WEDC) developed this four year plan in 2012 with the goal of improving the state's business environment. The planning process was guided by four goals: 1) Be Bold (indicating the necessity of dramatic improvements over incrementalism); 2) Engage Business; 3) Operate as an Extended Enterprise (identifying the need for cooperation with regional and local economic development corporations); 4) Measure and Be Accountable. The economic assessment acknowledged that despite a number of positive attributes, Wisconsin is trailing in a number of economic measurements including Gross Domestic Product (GDP) growth, employment, income, and research and development investments, among others.

Be Bold Wisconsin: This Plan was commissioned by the Wisconsin Economic Development Association, Competitive Wisconsin, Inc., and the Wisconsin Counties Association in 2010. The plan seeks to inform decision makers of how Wisconsin compares to selected benchmark states and assesses specific industry clusters in terms of economic development strategy, capabilities, operating costs, and conditions. Based on this analysis, the study had nine recommendations, including a repositioning of Wisconsin's brand through an aggressive and targeted marketing campaign; the alignment of state economic development efforts, education programs and public- and private-sector leaders around select targeted industries; the development of a structured, proactive approach to business retention; the centralization and streamlining of the state's innovation programs; and the deployment of a statewide "shovel-ready" sites program with expedited permitting procedures.

Workforce Innovation and Opportunity Act Local Plan, 2016-2020

The North Central Wisconsin Workforce Development Board created this compilation of local workforce needs of the North Central Wisconsin Region, which includes Adams County. The plan found that the sectors with the greatest labor demand, offering the highest livable wages, and most upwardly mobile pathways were Health care, Information, Information Technology, Manufacturing, and Transportation.

Manufacturing was projected to be the top employer by 2022, with management of companies and professional, scientific, and technical services also being growing industries. The assessment also found that a vast majority of employers were complaining about the dearth of skilled applicants and high job turnover. At the same time, there was a high percentage of unemployed youth, ages 16 to 24. Many educated members of the labor force are working in jobs below their education levels that were typically filled by youth workers, meaning many lower level jobs are not available. Furthermore, employers also complained that youth workers lack “soft skills”.

The North Central Wisconsin Regional Livability Plan, 2015

The North Central Wisconsin Regional Planning Commission adopted the Regional Livability Plan in 2015. The Regional Livability Plan identifies ways to address the region's opportunities and weaknesses to become more livable for all residents. The plan addresses four areas, including economic development issues of available labor force and employment, living wage, and broadband. There were five goals for economic development in the region: 1) Ensure the future availability of a skilled and flexible workforce; 2) Support and develop a diverse economic base ensuring economic growth and resiliency; 3) Support infrastructure needed for economic development; and 4) Develop tourism and the knowledge-based economy into leading economic sectors.

Comprehensive Economic Development Strategy (CEDS), 2014

The NCWRPC is designated as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration which provides funding for the purpose of developing a Comprehensive Economic Development Strategy (CEDS), the Region's economic roadmap, which includes Adams and nine other counties. The CEDS identified regional economic development efforts and communication, innovative population, tourism, quality of life, and a lower cost of living as several of the strengths of the region. An aging population, lack of access to broadband, dependence on traditional manufacturing industries, limited heavy transportation by roads and railway, and the unavailability of diverse affordable housing options were weaknesses relevant to the Region.

Community Resource Team Report on Economic Development

In 2002, Adams County with the Wisconsin Rural Partners (WRP) conducted a community-based assessment of the local economy. The effort identified important economic strengths, challenges, and issues. Strengths included natural resources, an active Chamber of Commerce, centralized economic development efforts in the

Adams County Rural and Industrial Development Corporation. Weaknesses recognized were the absence of a common vision for economic development, the lack of demographic diversity in decision making, and the need for the spirit of entrepreneurship among the youth.

Adams County Comprehensive Plan

The Adams County Comprehensive Plan was last updated in 2006 and the plan provided detailed information on the county and incorporated each of the local community planning processes. The economic element identified six issues, most of which continue to be applicable to the current economic planning process.

- The first issue was business and industrial development. The county identified the need for diversity among its industrial parks. It also acknowledged that the lack of access to a major interstate highway was hindering the development of its industrial parks. Lastly, the county felt that it relied too heavily on a few industries which led to those businesses cycles dominating the local economy.
- The second issue was the renovation of downtown commercial districts, especially in the City of Adams and the Village of Friendship. The community members who were a part of this planning process recognized that many of the downtown areas had become run down and were in need of improvements.
- Recreation and Tourism was also an issue for the county. While this industry was a major employer and contributor to the economy, it brought a number of issues. The industry average annual wages were well below the county averages and employment was largely seasonal, leading to volatile swings in employment every year. Tourism also presented a land use conflict. As more retirement and vacation homes were built throughout the county, retirees and vacationers were coming into conflict with agricultural land uses, another major driver of the economy. Lastly, the county was aware that too much development of the county for recreation and vacation homes would result in the loss of its natural character.
- Income levels were still below state and federal levels at the time while unemployment remained higher. The county sought to address this to make the county a better place to live.
- Lastly, commuting patterns identified over 3,300 persons leaving the county for employment which indicated the need to create more job opportunities locally.

Chapter 2: Demographics and Workforce

This chapter is a review of the socio-economic trends throughout the county that are important to understanding the strengths, weaknesses, issues, and opportunities at play in the county. This chapter examines population, net migration, projections, household composition, housing, income, educational attainment, and the labor force. Data is presented for 1990, 2000, 2010, and 2014/15, if available. Appendix B displays a map of the County in context with the State and surrounding counties.

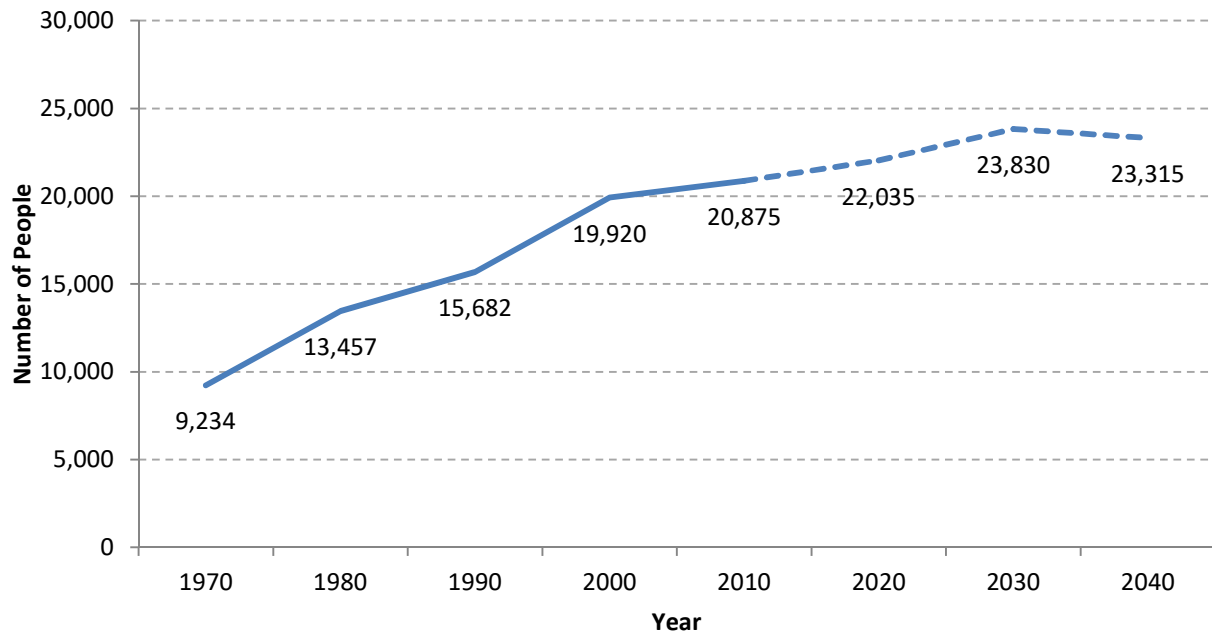
Demographics

Population Profile

In 2015, the Wisconsin Department of Administration (WDOA) estimated the population of Adams County to be 20,857. This figure has held steady since the 2010 U.S. Census. From 1990 to 2010, the county has grown over 33 percent, compared to 16 percent for the state. For several decades, Adams County's population grew much quicker than the state's growth rates. However, the county growth rate has slowed during the past fifteen years.

The WDOA created population projections for the County in 2013 for 2015 through 2040. The department projected a population of 21,410 persons in 2015. Afterwards a steady increase to 23,830 residents was predicted by 2030. By 2040, population was expected to decline slightly to 23,315 persons. The actual 2015 population estimate of 20,857 is lower than the projected 2015 population by 553 people. This may be an indication that the population will grow at a slower rate than expected and peak sooner as well. Figure 2-1 shows change in population for Adams County, as well as future population projections.

Figure 2-1: Adams County Population Change 1970-2040



Source: US Census, Wisconsin DOA

Population Net Migration

From 2010 to 2015, the population change in Adams County differs from the changes seen in Wisconsin. Wisconsin saw a 1.9 percent increase from natural population change, while Adams County underwent a 2.2 percent decrease. This natural decrease in Adams County is an indicator of an older population. The median age in Adams County is 52.3 years, while the Wisconsin median is only 39.2 years.

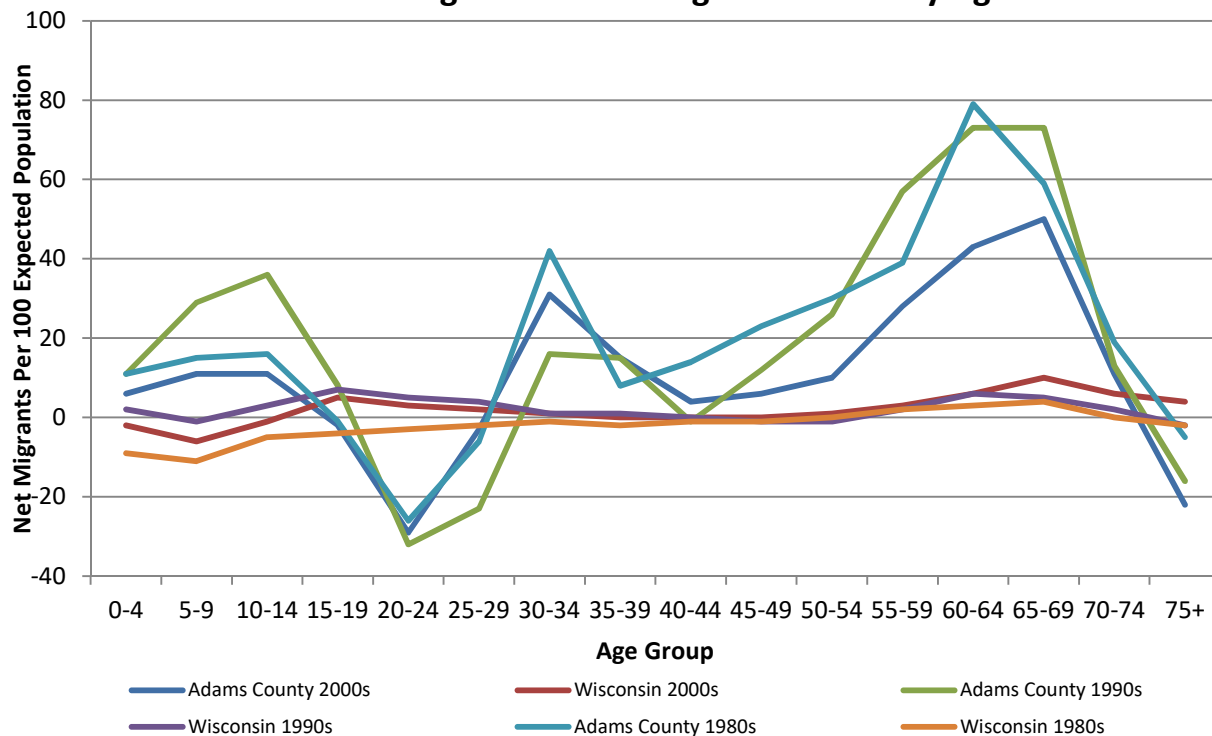
Over this time period the county experienced an increase in net migration, which is the difference between those residents moving into the area and residents moving out of the area. Adams County showed a 2.1 percent increase in net migration. Census information reveals that most of the outgoing migration was individuals between the ages of 20 and 29 years while majority of incoming migration was comprised of individuals between 55 and 69. Figure 2-2 shows net migration by age in Adams County and Wisconsin.

According to the report *Rural Wisconsin Today: The status and trends of rural Wisconsin*, completed by Wisconsin Rural Partners and UW – Extension, rural counties that were focused on tourism experienced less population loss due to migration than rural counties that were focused on manufacturing. In Adams County, net migration was positive, and this report indicates that may be partially due to a strong tourism industry. While the tourism industry contributes to seasonal spikes in unemployment and supports

lower wage jobs than other industries, positive net migration may be a benefit of the tourism industry in Adams County.

While many communities are lamenting their loss of millennials, the trend of young adults leaving the county is not new nor is it specific to Adams County. Young adults tend to leave the area for educational opportunities as well as life experiences. However, Figure 2-2 indicates that as young adults transition through life stages, they often return back to the county, bringing their young families with them.

Figure 2-2: Net Migration Rates by Age

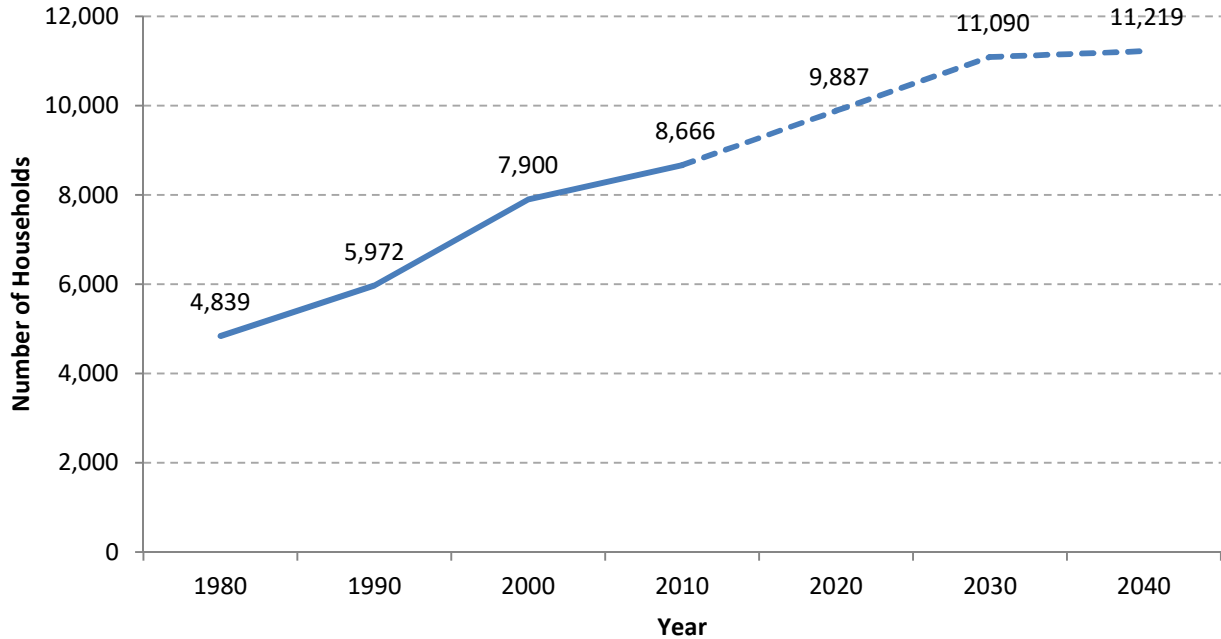


Source: Winkler, Richelle, Kenneth M. Johnson, Cheng Cheng, Jim Beaudoin, Paul R. Voss, and Katherine J. Curtis. Age-Specific Net Migration Estimates for US Counties, 1950-2010. Applied Population Laboratory, University of Wisconsin- Madison, 2013. Web. [10/27/16.] < <http://www.netmigration.wisc.edu/>>.

Households and the Number of People per Household

The rate of growth for households was faster than the population from 1990 to 2010. While the population grew 33 percent, the number of households grew 45 percent in Adams County. This is due to the decreasing size of households, a phenomenon observed for several decades across the country. In 1990, the average household size was 2.44 persons. In 2010, the average size was 2.24, compared to 2.43 for the state. By 2040, the WDOA projects that the average size of a household will be 1.96 in Adams County compared to 2.26 in the state. Despite the projected decline in population between 2030 and 2040, the number of households is projected to continue to increase over the same period, albeit at a much lower rate.

Figure 2-3: Adams County Households 1980-2040



Source: US Census, Wisconsin DOA

Housing

Decreasing household sizes will affect the number of housing units needed in the county, as well as the types of housing demanded. Currently, there are 17,679 housing units in Adams County. Housing units have increased over 40 percent since 1990, after nearly doubling in the 1980s. Over 83 percent of houses were owner occupied in 2010, leaving less than 17 percent housing units occupied by renters. The vacancy rate reached 50.3 percent in 2010 and was an estimated 55.0 percent in 2014. The majority of these vacancies was housing for recreational or seasonal use. Among rental units, the vacancy rate was 18.5 percent, which was high compared to the state averages and considering the high number of vacation homes in the area, which would usually decrease the number of rental units available.

The median value of a house was 133,100 dollars in 2014, which was twenty percent less than the state median value of a house. In 2000, the inflation adjusted median value was 114,931 dollars and the distribution of house values was skewed to the left, meaning that the number of houses with lower values was greater. By 2010, the distribution had shifted and more houses could be found at the higher end of the housing markets and fewer at the lower end. About 49 percent of housing units had a mortgage in 2010.

Housing affordability is an important issue to address for the local economy. When households spend a greater percentage of their incomes on housing costs, they have

less to spend on other essentials as well as less disposable income. Almost 38 percent of renters were house burdened, or paying over 30 percent of their income on housing costs. Over 29 percent of homeowners were housing cost burdened, according to HUD CHAS Data from 2008 to 2012. Housing cost burdens are also looked at by income group. The highest proportion of cost burdened households in both renter and owner groups are extremely low income (less than 30% of area median family income) and very low income (30 to 50% of area median family income). Between 64 percent and 79 percent of these income groups are cost burdened, suggesting that any affordable housing development should mostly target these groups.

Per Capita Income/Median Household Income

When adjusted for inflation, the real incomes of Americans fell from 2000 to 2014. In Adams County in 2014, the per capita income was 22,639 dollars, a 7.4 percentage decrease. The median household income was 45,366 dollars, a 1.2 percentage decrease from 2000. The per capita income and median household income was also higher for the state and the nation as well. The per capital income was only 81 percent of the Wisconsin average in Adams county, while the median household income was 86 percent of the Wisconsin figure. The MIT living wage calculator suggests that a single adult in Adams County needs an hourly wage of \$9.46 to cover the typical expenses, while a single adult with one child needs \$21.94, and two adults (both working) with two children would each need \$15.66.

Educational Attainment

Overall, educational attainment has improved in the County since 2000; however, there continues to be need for more higher education. In 2014, 86.4 percent of Adams County residents, aged 25 and older, had completed high school, compared to 76.7 percent in 2000. At the same time, 12.6 percent had attained a bachelor's degree or higher in 2014, compared to 10.0 percent in 2000. However, these figures are still behind the state averages. Over 90 percent of Wisconsin residents have completed high school, while 27.4 percent of residents have completed a bachelor's degree or higher in 2014. One promising trend is the increase of residents that have associate's degrees, which increased from 4.9 percent to 8.4 since 2000.

Figure 2-4: Educational Attainment, Age 25 and Older, 2000

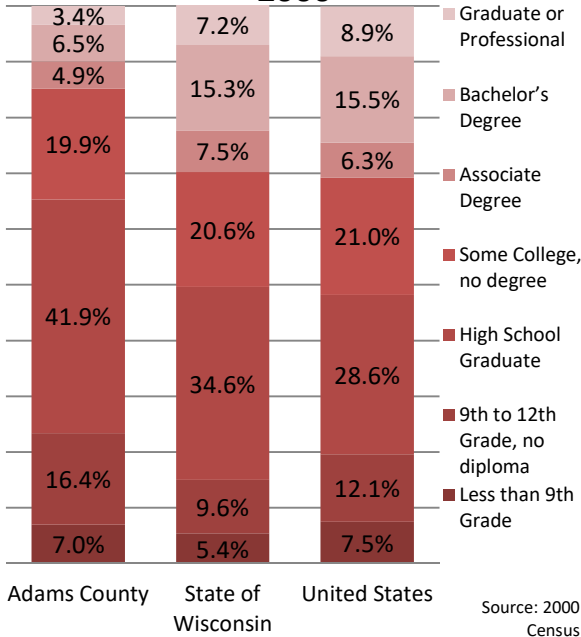
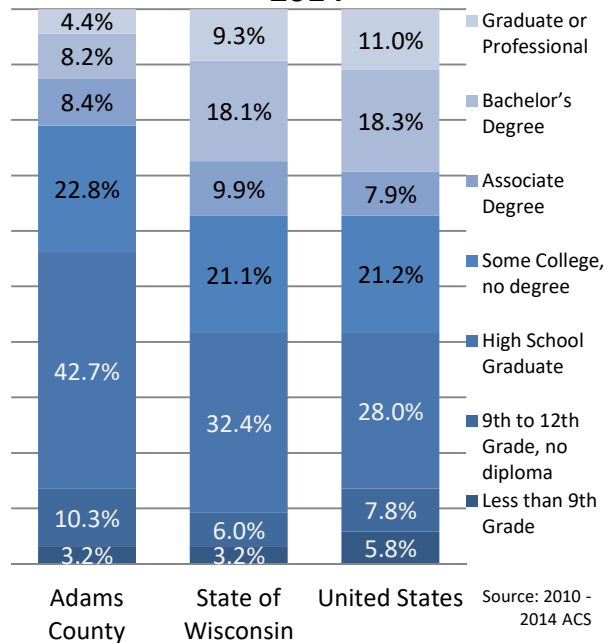


Figure 2-5: Educational Attainment, Age 25 and Older, 2014

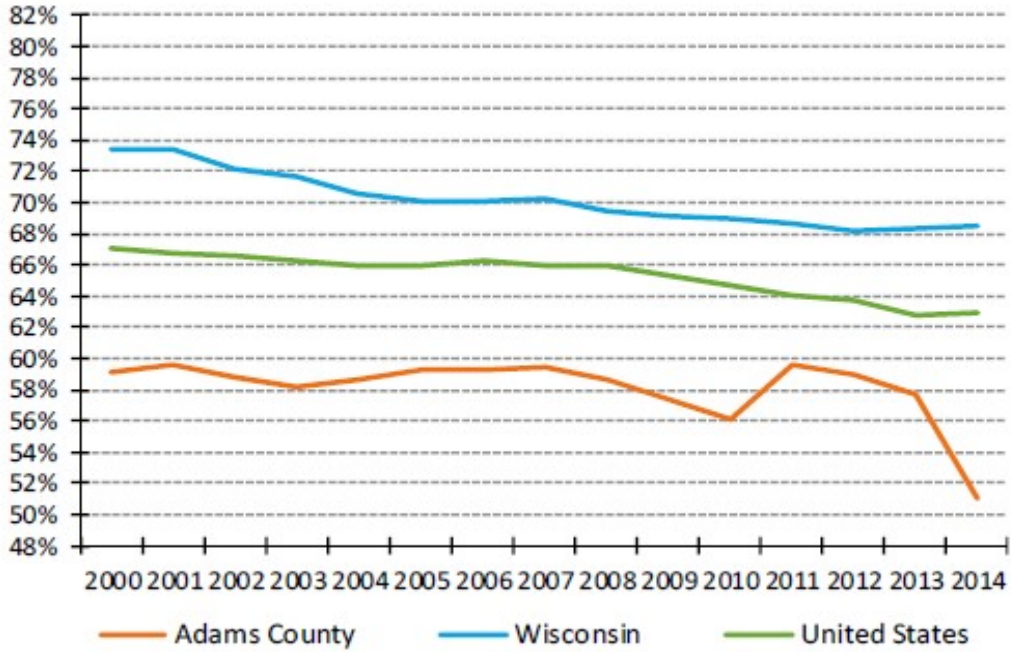


Work Force

Labor Force Participation Rates and Unemployment

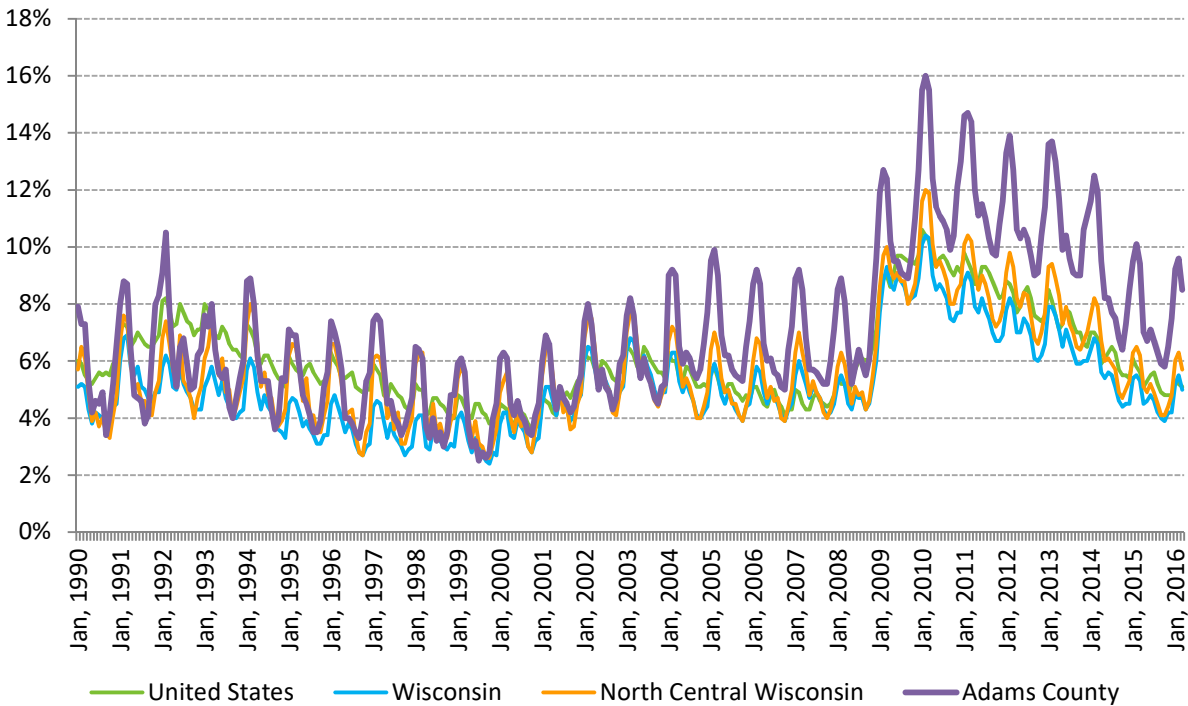
From 1990 to 2014, the number of county residents employed grew 35 percent, reaching 8,512. However the number of employed residents peaked in 2000 at 8,522 jobs and the Labor Force Participation Rate (LFPR) declined from 56.0 percent to 47.9 percent as the population grew. The LFPR is an important metric of economic strength. It measures the share of the population 16 years or older that is employed, actively seeking work, or laid off. Adams County's LFPR has been consistently lower than that of the nation and the state, even if the figure is just measured for those between the ages of 20 to 64. This is concerning because it means that there is relatively less disposable income to spend in the local economy because fewer adults are working. Figure 2-6 shows the labor force participation rate for Adams County, Wisconsin, and the United States between 2000 and 2014.

Figure 2-6: Labor Force Participation 2000-2014



Source: Current Population Survey, U.S. Department of Commerce, Census Bureau

Figure 2-7: Unemployment Rates - Not Seasonally Adjusted



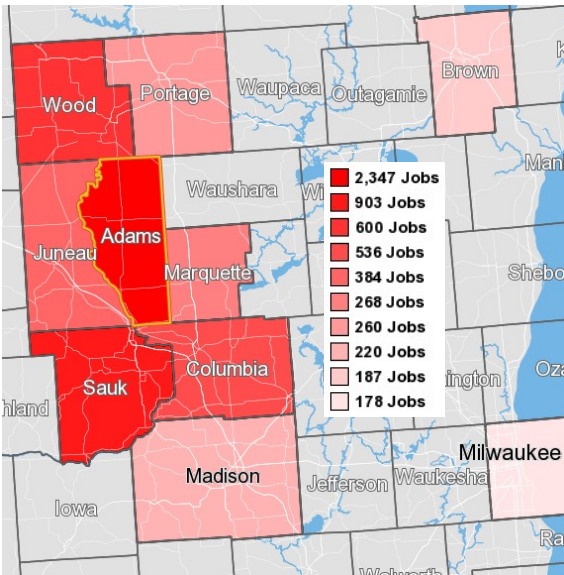
7,586 residents were employed in 2014. By 2015, the unemployment rate was 7.4 percent, which was lower than the past few years. However, Wisconsin's unemployment rate was 4.6 percent. Adams County's higher annual average unemployment rate is largely driven by seasonal tourism, and as displayed in Figure 2-7, its unadjusted unemployment rate is decidedly more volatile than the state, regional and national rates.

Labor Force Commutes

As of 2014, there are fewer jobs available than there are workers in Adams County. Nonetheless, only 2,347 residents also worked in the county to fill the 5,995 jobs in the county. The rest of the labor force, 5,558 workers, left the county for employment to surrounding communities. Sauk County received the most Adams County resident workers (903), followed by Wood (600) and Columbia (536). This is reflected in the average commuting times for the Adams county workers, 28.5 minutes compared to the Wisconsin average of 21.8 minutes. Additionally, approximately 3,816 workers live outside of Adams County but commute into Adams County for work. These workers that commute into Adams County mostly come from Sauk County (996), Columbia County (456), and Juneau County (369). There is a small but significant trade of residents and workers between Dane County as well, indicating some economic ties to the Madison area. These commute patterns demonstrate interdependency between Adams County and many of the surrounding counties, and highlight the mobility of the labor force in the area. Figure 2-8 and 2-9 show work destinations for Adams County residents and Home destinations for Adams County employees, respectively.

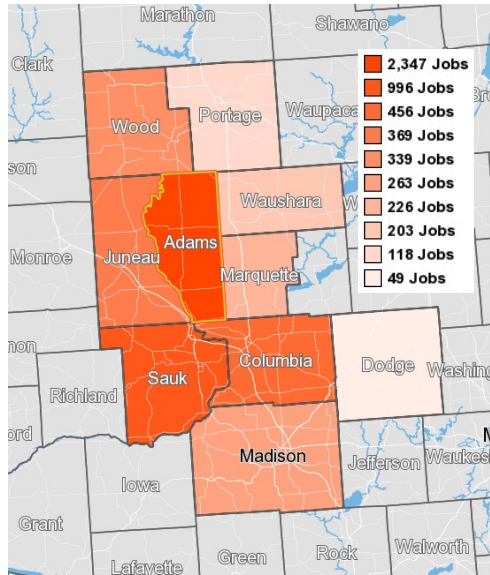
About 21.3 percent of the jobs outside of the County that Adams County residents commute to are in "goods producing" industries, 23.8 percent are in "trade, transportation and utilities" industries, and 54.9 percent are in "all other services" industries. In contrast, 76.6 percent of the jobs in Adams County that residents of other counties commute to are "all other services" industries, 15.1 percent are "good producing," and 8.3 percent are "trade, transportation, and utilities." This may indicate that Adams County residents currently have the capacity to support manufacturing jobs, wholesale and retail trade, transportation and utilities jobs, but those positions are not available in the volume needed for those workers. Additionally, many people have to commute from outside to fill service related jobs in Adams County, indicating a potential mismatch between opportunities to live in Adams County for the workers filling those jobs. This mismatch could be due to factors such as housing affordability, housing choices, or community amenities.

Figure 2-8: Where Adams Residents Work



Source: US Census On the Map, LEHD 2014

Figure 2-9: Where Adams Employees Live



Source: US Census On the Map, LEHD 2014

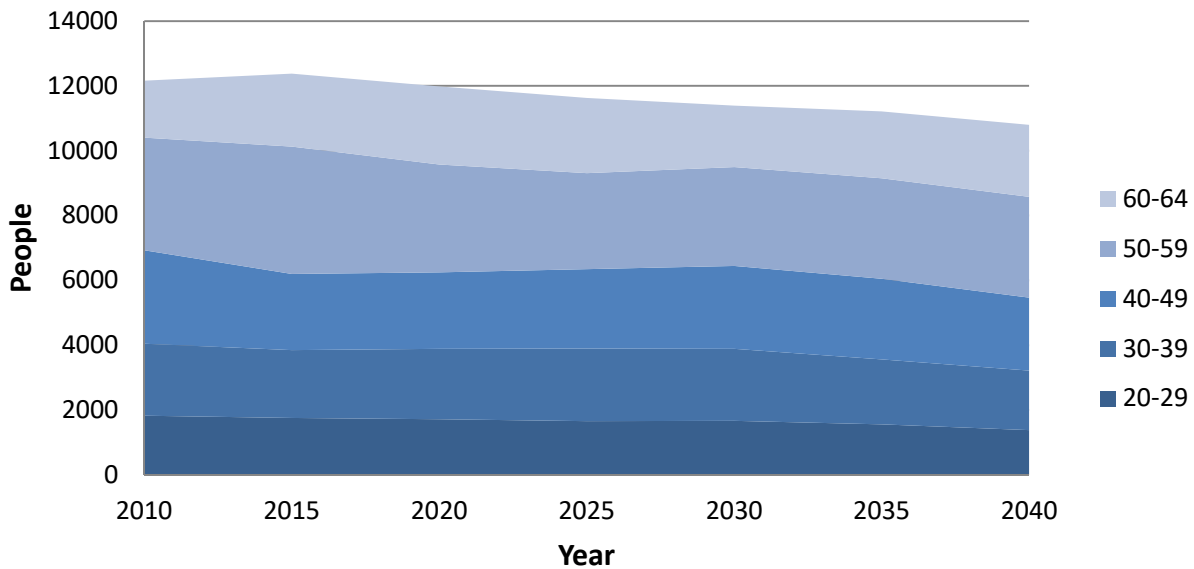
Key Demographic Issues and Trends

- Aging population

Historically, Adams County has been considered a retirement community and some communities have actively worked to attract retirees, viewing them as an asset. The median age is 52.3, compared to 38.8 at the state level. By 2040, 40.3 percent of the population is expected to be over the age of 65. An active retiree population brings a number of opportunities to a community, including increased revenue to the local economy and access to expertise and mentoring. At the same time, an older population brings its own challenges. Communities can struggle to with providing adequate services, such as medical care, transportation, and adequate housing.

At the same time, many rural communities are struggling to maintain and attract young adults, ages 20 to 29, and Adams County is not an exception. Trends do indicate that many of these youth return to the county when they are older. However, the rates of return are not enough to offset the increasing median age of the county, meaning that the county and the region are going to be challenged to meet its workforce needs as those nearing retirement leave the workplace. This challenge is compounded by the low labor force participation rates among 20 to 65 year olds in Adams County.

Figure 2-10: Working Age Population Projections



Source: Wisconsin DOA Demographic Services Center, 2013

- Low Labor Force Participation rates

Adams County's LFPR has historically been lower than the state and the nation. The Labor Force Participation rates are mainly a reflection of age; however, if the population is examined for ages 20 through 65, the LFPR is still lower than the state and national averages. The national LFPR dropped after the 2009 recession and still has not recovered, and the labor force Adams County mirrored this decrease. As the economy recovered, many Baby Boomers chose to work longer, rather than retire early. At the same time, a number of the long term unemployed dropped out of the workforce, and the rates of workers claiming disability increased by .8 of a percentage point according the U.S. Census Bureau. This is worrisome because it means that these workers will most likely not reenter the labor force. Other factors explaining the low LFPRs specifically in Adams County could be low county incomes across most industries, lack of county job opportunities, or the seasonal nature of jobs in the county.

- Stagnant incomes

In 2006, the County Comprehensive Plan identified low household and per capita incomes as a barrier to improving the quality of life. During the past fifteen years, incomes have stagnated across the country and have not risen as quickly as inflation. However, housing, medial, and education costs, among others, continue to rise. Low incomes are not only a reflection of the large retirement population in the County. It is

an indication of the low LFPRs as well as the low industry wages in Adams County, compared to the State and County as a whole, which are discussed farther in the next chapter. Increasing incomes in the area would improve the quality of life and attract more workers to the area.

- Employment and labor mismatch

Adams County consistently has been an exporter of labor. This means Adams County residents are dependent on other counties for employment opportunities. There is not a major employment center in the County and the County has fewer jobs than it has workers. The total number of jobs in the County is estimated to be 5,995 in 2015, including non-QCEW employees and the self-employed. In other words, the County hypothetically could only employ 70 percent of its workforce. At the same time, almost 4,000 people commute into Adams County from surrounding counties for work. The average commute time for Adams County workers is almost seven minutes longer than the Wisconsin average.

Most likely commuters from the County chose to live here due to the low cost of living, including housing values. Sauk, Wood, and Columbia Counties are the top three importers of Adams County workers. Adams County's median house value is only 80 and 76 percent of Sauk and Columbia Counties respectively. Wood County's median house value is lower than Adams, but it is possible workers are attracted by employment opportunities in Wisconsin Rapids.

- Housing

Adams County imports over 63 percent of its workforce from other counties. Despite a relatively low cost of living, similar rents, and a high rental vacancy rate (18.5%), 3,816 workers choose to commute rather than move into the county. This could be a sign of a lack of amenities in the area, a lack of housing choices, or problems (e.g. disrepair, amenities, rent asked, etc.) with the rental housing in the County. For example, 26.6 percent of all housing units are mobile homes in Adams County, compared to 4 percent for the state of Wisconsin. Surrounding counties have figures that are much closer to the state average, with the exception of Juneau County which has about 20 percent.

Still Adams County should review its inventory of housing stock to see where the market gaps lie, in terms of affordability and options. While the average gross rent may be similar to the surrounding communities, there may not be enough in terms of affordable housing. Similarly, there may be a mismatch between worker housing preferences and the market supply.

Many communities have assumed that the housing market would manage itself, yielding to the preferences of consumers. However, business owners, recruiters, and local community leaders across the Midwest are starting to see shortages of housing options for their communities' workforces and are perplexed when the market fails to increase supply. As construction costs have risen, the monthly rent needed to build an apartment has climbed faster than incomes, especially among renters, who tend to have lower household incomes. This is leading to a gap between average area rents and the rent needed to finance new apartment buildings, sometimes upwards of 500 dollars per month per unit. As a result, developers simply are not building. Communities often look into "gap financing" options to solve this issue as the ability of community to house its workforce is recognized as an economic development necessity.

Chapter 3: Economic Assessment

The purpose of this chapter is to analyze past and current data as well as projections for the county to identify its economic strengths, weaknesses, and opportunities. This chapter seeks to identify struggling industries to promote job retention as well as to pinpoint emerging and driver industries to attract and grow in the region. This is done by examining the jobs existing in the county and location quotient values of industries. Gap and cluster analyses are utilized to pinpoint potential areas of growth. Appendix A includes a variety of data discussed during the planning process.

Employment Trends

Total Employment

Adams County had 4,430 jobs within its boundaries in 2015, according to the Quarterly Census of Employment and Wages. This census counts only filled jobs, part and full time, temporary or permanent, by place of work. Workers holding more than one job are likely counted twice as it is a count of jobs. Major exclusions from this census include self-employed workers, most agricultural workers on small farms, all members of the Armed Forces, and elected officials in most states, most employees of railroads, some domestic workers, student workers, and employees of certain small nonprofit organizations. If the aforementioned excluded workers are included, the total estimate of jobs is 5,995.

From 2010 to 2015, the number of QCEW jobs decreased by 185 in Adams County. If non-QCEW employees are included in the estimate, there was an increase of 111 jobs. Both counts of workers increased in 2015 from 2000.

Employment by Sector

In 2014 the three largest employment sectors were Leisure and Hospitality, Education and Health Services, and Trade, Transportation, and Utilities. The Leisure and Hospitality sector accounted for 21 percent of all jobs, increasing 48 percent from 2000. 760 people were employed in the Education and Health Services sector. This sector did not grow as quickly as the top sector, increasing only 2.3 percent since 2000. The Trade, Transportation, and Utilities sector supplied 667 jobs, and saw a slight decline (-1.2%) since 2000.

The three fastest growing sectors by percentage in the county were the Natural Resources and Mining industry, Leisure and Hospitality industry, and Professional and Business Services industry. The Natural Resources and Mining industry grew 178.6 percent

since 2000. This sector consists of jobs in agriculture, forestry, fishing, hunting, mining, quarrying and oil and gas extraction but most of the growth was in Crop Production and Animal Production and Aquaculture. However, according to the UW-Extension in Marathon County, more jobs do not mean the industry is growing. With the low prices for dairy and agricultural commodities in 2015, increased rent for cropland, increasing farm debt, and aging farmers, many farms have been consolidated across the Midwest. As farms get larger, they need more farmhands. Farm operators are not counted in the QCEW but the farm hands are. In other words, more agriculture workers are being counted than previous years, rather than the actual existence of more farm workers.

The Leisure and Hospitality sector grew 48.1 percent. Most jobs were added at hotels and limited service restaurants. The Professional and Business Services industry added over forty jobs, increasing 37.3 percent. Some of the gains in this field were in landscaping and veterinarian services.

The three highest declining sectors by percentage were Information, Manufacturing, and Construction. The Information subindustry declined 51.4 percent, a total of 28 jobs, lost among telecommunication resellers. The Manufacturing sector dropped 21.2 percent or 84 jobs, mostly in small arms ammunition and box manufacturing. There were small gains in fruits and canning, as well as plastics. Lastly, the Construction sector lost 39 jobs in the new single-family housing construction, house remodeling, and specialty contractors.

Employment Projections by Sector

By 2025, Adams County is expected to add 587 jobs, an increase of 13.2 percent. In terms of net jobs added, the Natural Resources and Mining sector, the Leisure and Hospitality sector, and Trade, Transportation and Utilities sector are projected to have the most growth. In the Natural Resources and Mining sector, 161 jobs are expected to be added. Again, these jobs will be mostly in Crop Production, as well as Animal Production and Aquaculture. In the Leisure and Hospitality sector roughly 113 jobs will be added to in the hotel and motel subindustries. The Trade, Transportation, and Utilities sector will add 100 jobs in farm supplies merchant wholesalers, general freight trucking, and gasoline stations. The Manufacturing and Information sectors are each expected to lose two employees.

Table 3-1: Adams County Average Annual Employment Projections

Industry	2015	2020	2025	% Change 2015 - 2025
Natural Resources and Mining	529	640	690	30.4%
Construction	137	146	168	22.3%
Manufacturing	298	288	295	-0.8%
Trade Transportation and Utilities	679	740	779	14.7%
Information	13	12	11	-17.3%
Financial Activities	91	109	120	32.1%
Professional and Business Services	152	172	185	22.2%
Educational and Health Services	422	449	476	12.8%
Leisure and Hospitality	895	963	1,008	12.6%
Other Services	106	115	127	20.6%
Government (incl. public education)	1,110	1,137	1,158	4.4%
Total	4,430	4,772	5,017	13.2%

Source: EMSI 2016.2, Supersector totals compiled by NCWRPC

Unemployment trends

As discussed in chapter two, unemployment rates in the county historically have been higher than the state, and often the national averages. In June of 2016, the unemployment rate was 6.0 percent, while it is was 4.4 and 5.1 percent for the state and nation respectively. The county unemployment rate is half of what it was in 2010, during the height of the Great Recession. In part, the high unemployment rates, as well as the low LFPR among working age adults, could reflect the lack of job opportunities in the county, as the county has far fewer jobs than workers.

Average Annual Wages by Industry Sectors

Generally, Adams County wages are lower than the national and state averages. Table 3-2 shows the 2016 average annual total earnings per worker in a particular industry and compares the Adams County earnings to national and state averages. The Utilities industry had the highest average salary, at \$79, 211 annually, but was well below the national and state averages.

For some concentrated industries, such as the Crop and Animal Production industry and the Accommodation and Food Services, had higher earnings than the national and state averages. However, the Manufacturing and Construction industries, also concentrated industries, had lower averages than the nation and state. Nonetheless,

these industry jobs were still higher than many of the salaries provided in other industries in Adams County, which averaged \$45,183.

Table 3-2: Earnings by Industry

Industry	Current Total Earnings	Cost Of Living Adjusted Total Current Earnings	2016 Jobs	Current State Total Earnings	Current National Total Earnings
Crop and Animal Production	\$54,573	\$55,687	549	\$39,576	\$39,204
Mining, Quarrying, and Oil and Gas Extraction	\$0	\$0	0	\$72,645	\$119,349
Utilities	\$67,136	\$68,506	70	\$128,803	\$136,731
Construction	\$41,183	\$42,023	149	\$70,261	\$68,905
Manufacturing	\$54,499	\$55,611	300	\$69,447	\$79,676
Wholesale Trade	\$57,135	\$58,301	101	\$73,191	\$84,970
Retail Trade	\$27,842	\$28,410	422	\$31,433	\$35,771
Transportation and Warehousing	\$61,370	\$62,622	124	\$50,763	\$60,542
Information	\$43,654	\$44,545	16	\$85,428	\$115,388
Finance and Insurance	\$42,222	\$43,084	52	\$85,858	\$116,469
Real Estate and Rental and Leasing	\$27,436	\$27,996	49	\$45,490	\$62,254
Professional, Scientific, and Technical Services	\$42,259	\$43,121	44	\$80,667	\$103,356
Management of Companies and Enterprises	\$64,542	\$65,859	30	\$112,297	\$133,808
Administrative and Support and Waste Management and Remediation Services	\$39,053	\$39,850	76	\$35,894	\$44,522
Educational Services	\$0	\$0	0	\$62,182	\$60,315
Health Care and Social Assistance	\$44,163	\$45,065	437	\$55,602	\$57,575
Arts, Entertainment, and Recreation	\$17,803	\$18,167	77	\$33,397	\$42,908
Accommodation and Food Services	\$24,030	\$24,521	864	\$17,343	\$22,750
Other Services (except Public Administration)	\$24,463	\$24,962	105	\$32,386	\$40,922
Government	\$61,103	\$62,350	1,091	\$69,758	\$77,419
Unclassified Industry	\$0	\$0	0	\$53,665	\$59,565
	\$44,765	\$45,679	4,556	\$57,312	\$65,148

Source: EMSI 2016.4, QCEW Employees

Industries with high percentage of workers over 55

In 2015 26 percent of labor force within the county, or one in four workers, was over the age of 55 years old. According to the Bureau of Labor Statistics, the LFPR drops swiftly after workers reach this age and demographers expect the Baby Boomers will begin to leave the labor force in unprecedented numbers, although the exodus does appear to have been delayed due to the 2009 recession. Table 3-3 displays industries that have a

high number of workers near retirement. These industries will face a shortage of qualified worker as these older workers retire. The challenge is compounded by a falling LFPR in Adams County. Businesses have started to make investments in technology to partially alleviate the quantity problem. But more sophisticated technology requires more sophisticated workers.

Table 3-3: 2015 Industries in Adams County with Greater than 25% of Workers Over 55 Years Old

NAICS	Description	Percent of Workers 55+
53	Real Estate and Rental and Leasing	36%
62	Health Care and Social Assistance	32%
44	Retail Trade	29%
90	Government	29%
11	Crop and Animal Production	29%
81	Other Services (except Public Administration)	28%
48	Transportation and Warehousing	27%
31	Manufacturing	25%
All Industries		26%

Source: EMSI 2016.2

Local Economy

Gross regional product (GRP)

The total Gross Regional Product (GRP) in 2014 was over 528 million dollars in Adams County. By industry, Crop and Animal Production was the third highest grossing industry, producing over 70 million dollars, or 13 percent of the county's GRP. The Government industry and other non-industries were the first and second highest grossing industries respectively. The Accommodation and Food industry was in fourth place, producing over 41 million dollars, or eight percent of the GRP.

Location Quotient

A location quotient is a way of quantifying how concentrated an industry is in a region compared to the nation. It can reveal what makes a particular region unique compared to the national average. The location quotient model uses employment information for both the County and the nation by industry and compares their ratios of sectoral employment to total employment. Based on this information, each industry sector is assigned a numeric value called a location quotient which in turn is used to identify industries considered to be exporters. An export industry is a driver of the local economy and is a signal of what makes a particular region unique. Any industry with a value greater than one is considered to be an exporter. A location quotient can also be used to identify emerging export industries beginning to bring money into the region and to identify endangered export industries that could weaken the region's economy.

As displayed in Table 3-4, there are several industry sectors that are exporters in the region. Unsurprisingly, these sectors also fell into the categories of largest employers or fastest growing industries. In 2015, Crop and Animal Production had the highest location quotient value at 13.49. This industry is growing despite some decreases in the past and its effects can be seen in other industries, such as farm equipment suppliers and veterinarians. Other exporters included the Arts, entertainment, and Recreation sector, the Accommodation and Food Services sector, the Utilities sector, and the Government sector.

Table 3-4: Adams County Location Quotient and Employment 2015-2025

Description	2015 Jobs	2015 Location Quotient	2025 Jobs Projection	2025 Location Quotient Projection	2015 - 2025 Job Change	2015 - 2025% Job Change	2015 - 2025 Location Quotient Change
Crop and Animal Production	538	13.49	689	16.48	150.41	28%	2.99
Mining, Quarrying, and Oil and Gas Extraction	0	0.00	0	0.00	0.00	0%	0.00
Utilities	63	3.56	54	3.00	-8.60	-14%	-0.56
Construction	139	0.68	177	0.72	38.05	27%	0.04
Manufacturing	294	0.75	299	0.76	5.32	2%	0.01
Wholesale Trade	102	0.55	140	0.67	37.53	37%	0.12
Retail Trade	428	0.86	456	0.82	28.08	7%	-0.04
Transportation and Warehousing	111	0.75	145	0.87	33.92	31%	0.11
Information	15	0.17	16	0.18	1.75	12%	0.01
Finance and Insurance	51	0.28	60	0.29	8.79	17%	0.01
Real Estate and Rental and Leasing	39	0.58	61	0.81	22.79	59%	0.24
Professional, Scientific, and Technical Services	48	0.18	54	0.16	5.36	11%	-0.02
Management of Companies and Enterprises	25	0.35	30	0.38	5.70	23%	0.03
Administrative and Support and Waste Management and Remediation Services	79	0.28	95	0.28	15.19	19%	0.00
Educational Services	0	0.00	0	0.00	0.00	0%	0.00
Health Care and Social Assistance	424	0.72	486	0.66	62.65	15%	-0.06
Arts, Entertainment, and Recreation	74	1.07	44	0.54	-29.95	-41%	-0.53
Accommodation and Food Services	828	2.00	1,003	2.11	174.80	21%	0.10
Other Services (except Public Administration)	105	0.76	124	0.81	19.36	19%	0.05
Government	1,096	1.62	1,143	1.57	46.43	4%	-0.05
Unclassified Industry	0	0.00	0	0.00	0.00	0%	0.00
Total Employment	4,458		5,076				

Source: EMSI 2016.4, QCEW Employees

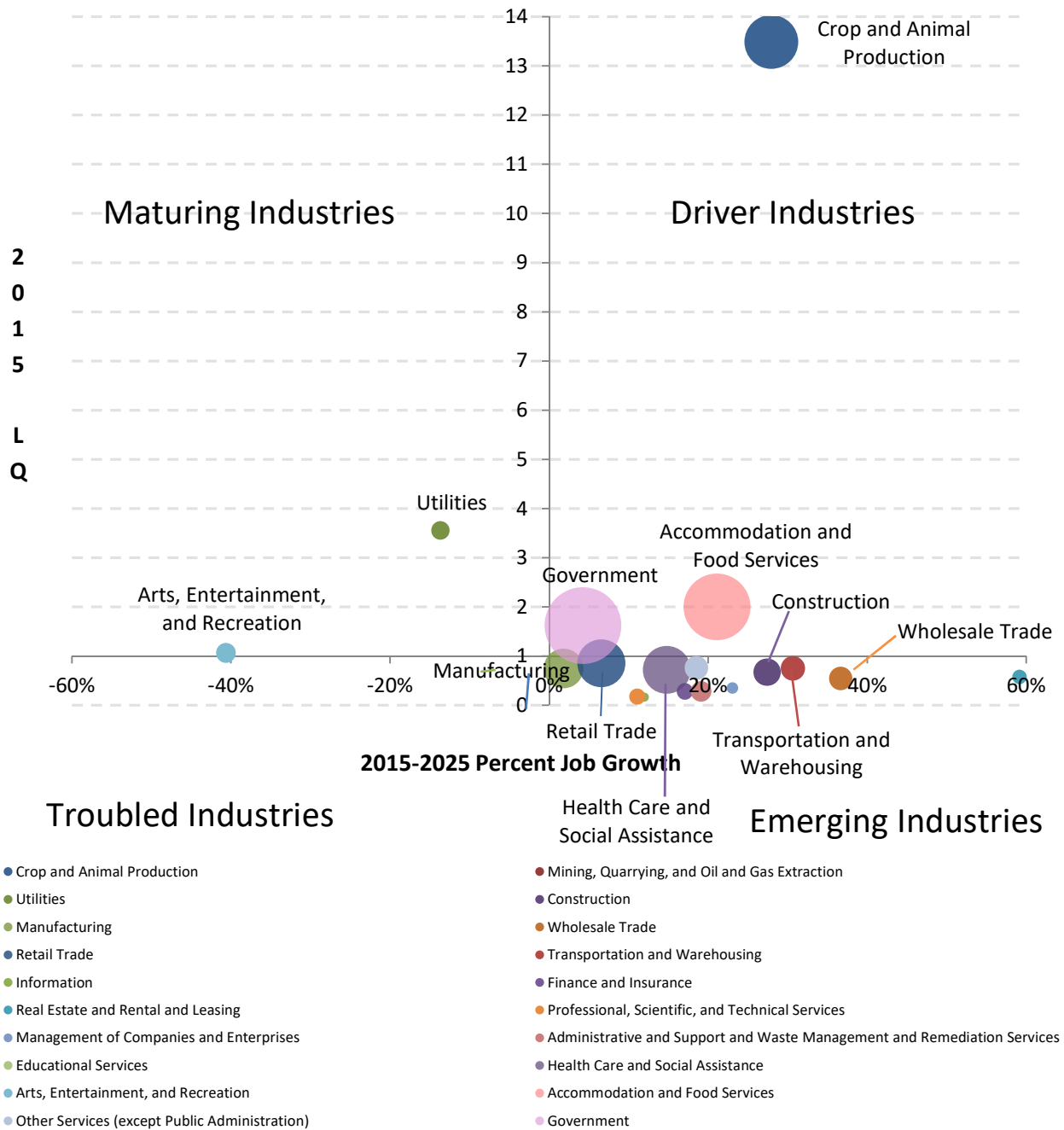
The relative strength of a regional industry can be determined using a quadrant analysis. By examining the size and change over time of a location quotient value, mature, driver, troubled, and emerging industries can be categorized. Figure 3-1 shows the relative concentration of an industry in 2015 as the location quotient on the x axis, the projected 2015-2025 change in employment by industry on the y axis, and the bubble size represents the number of jobs in that industry in 2015.

As displayed in Figure 3-1, Crop and Animal Production will continue to a clear driver of the local economy in export dollars and will continue to grow over the next ten years. Some of this projected growth will likely be attributed to farm consolidation and a shift from proprietorship to payroll employees for farm workers. Accommodation and Food services will also be a dominate force, although there is less growth expected in this industry.

The Manufacturing sector, Retail Trade sector and the Health Care and Social Assistance sector are projected to become less concentrated in the region, but still grow slightly in employment. The Arts, Entertainment, and Recreation sectors and the Utilities sectors are expected to decline, which are small in terms of employment but could possibly affect the export base.

Within the Manufacturing industry, there are several emerging economies. This includes the Other Wood Product Manufacturing, Plastics Product Manufacturing, Fruit and Vegetable Preserving and Architectural and Structural Metals Manufacturing subsectors. These growing industries could be assets as their average annual wages are higher than the County averages, helping to improve the quality of life in the region.

Figure 3-1: Adams County Location Quotient Analysis



*Bubble Size represents number of jobs. Data Source: Emsi 2016.4, QCEW

The Other Services industry (which is a catchall for everything from grant writing to drycleaning to dating services) and Transportation and Warehousing industry are not yet concentrated in the region, but are growing economies that could become exporters in the future.

Table 3-5 displays subindustries with 2015 quotient values greater than one. Some notable mentions for high location quotient values in 2015 and in 2025 is the paper product manufacturing subsector and the fruit and vegetable preserving and specialty food manufacturing subsector. Paper product manufacturing is a mature economy with a high concentration of jobs, almost 6 percent of all jobs in the economy. It is expected to lose seven jobs between 2015 and 2025. The fruit and vegetable preserving and specialty food manufacturing will be an emerging economy. This industry only employs a small fraction of the employment force. However, both of these economies are connected to other dominant resources (forestry) and economies (crop and animal production) in the county.

Table 3-5: All 3-Digit NAICS Industries in Adams County with Location Quotient Greater than One

NAICS	Description	2010 - 2015 % Job Change	2015 Location Quotient	2010 Location Quotient	2015 Jobs
111	Crop Production	20%	24.01	18.67	430
322	Paper Manufacturing	(9%)	21.82	20.07	258
112	Animal Production and Aquaculture	NA	11.40	1.02	92
721	Accommodation	(14%)	9.08	10.22	553
447	Gasoline Stations	7%	4.42	4.02	127
901	Federal Government	(8%)	3.42	3.03	300
221	Utilities	87%	3.18	1.50	56
903	Local Government	(5%)	1.80	1.64	794
713	Amusement, Gambling, and Recreation Industries	(61%)	1.78	4.47	88
623	Nursing and Residential Care Facilities	(1%)	1.37	1.29	143
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	(22%)	1.29	1.51	56
441	Motor Vehicle and Parts Dealers	19%	1.12	0.98	68

Source: EMSI 2016.2

Business Start-ups and Closures

In 2000, there were 623 businesses in Adams County. 78.7 percent of those businesses were residential, or headquartered in Adams County. 15.4 percent of businesses were noncommercial, meaning that they were institutional. By 2015, there were 838 businesses, and 80.9 percent were headquartered in Adams County. The net increase in businesses is a positive sign for Adams County, not only because it brought an increase of jobs and revenues, but because more businesses were headquartered in the region. This gives more stability to the jobs and revenues located in the region.

Economic Opportunities

Gap Analysis

A needs-based economic development strategy, or a “gap” analysis, identifies demands and deficiencies in the local economy and attracts new investment or industries to fill those gaps. By looking at the amount spent by industries on components its supply chain met outside of Adams County, potential opportunities for growth can be identified. In 2014, there was 600 million dollars in demand by industries in Adams County. Only 11 percent of the total demand was met by the region. Table NUMBER displays the total demand for specific industries in Adams County, and breaks down the amount that is met from businesses within the county as well as outside of the county.

Table 3-6 displays the industries with the highest amount of demand met by imports. Meeting the supply chain components of the county's existing industries keeps more revenue in the county and lowers the cost of transportation for the same industries. Many supply gaps exist in industries that are complimentary to the County's workforce, resources, and existing businesses. For example, 100 percent of county industry demand for pulp, paper, and paperboard mills, totaling over 37 million dollars, is met outside of the county. Together, the Crop Production and Animal and Aquaculture Production subindustries import over 122 million dollars for their supply chains. This includes support activities, chemical manufacturing, merchant wholesalers, and food manufacturing. Filling these gaps could strengthen the strategic advantage of Paper Product Manufacturing and agriculture in the County as clustering industries can reduce costs, foster innovation, and lead to the development of supporting associations and institutions.

Table 3-6: 2014 Industries with Highest Amount of Demand Met by Imports– 4 Digit

NAICS Code	Demand for	Demand met In-region	% of Demand met In-region	Demand met by Imports	% Demand met by Imports	Total Demand (In 1,000s)
9011	Federal Government, Civilian	\$736,290	0.5%	\$147,032,978	99.5%	\$147,769
9029	State Government, Excluding Education and Hospitals	\$475,828	0.5%	\$103,366,469	99.5%	\$103,842
9012	Federal Government, Military	\$0	0.0%	\$66,610,105	100.0%	\$66,610
3221	Pulp, Paper, and Paperboard Mills	\$0	0.0%	\$37,146,798	100.0%	\$37,147
3241	Petroleum and Coal Products Manufacturing	\$0	0.0%	\$37,011,746	100.0%	\$37,012
6221	General Medical and Surgical Hospitals	\$2,439,022	8.6%	\$25,914,808	91.4%	\$28,354
5241	Insurance Carriers	\$0	0.0%	\$24,006,053	100.0%	\$24,006
1110	Crop Production	\$6,902,133	25.2%	\$20,471,508	74.8%	\$27,374
6211	Offices of Physicians	\$316,422	1.7%	\$17,820,048	98.3%	\$18,137

Source: EMSI 2016.2

Industry Cluster Analysis and Cluster Key Strengths

An economic cluster analysis groups related industries together and compares these “clusters” to others in the region. The resulting cluster ranking compares the county's industries to each other, based on five factors: earnings, growth, regional competitiveness, regional specialization, and GRP. The clusters, made up of related industries, are given a score based on each of these factors and each factor was weighted equally. The development and growth of cluster industries can be advantageous, leading to the availability of a knowledgeable workforce and specialized infrastructure.

The average cluster score was 48 out of 100 for 24 industries appearing in the County and the top and bottom clusters were determined by applying the average deviation (plus or minus 16) to the average cluster score 48. There were four industry clusters identified as top clusters, 14 were classified as average clusters, while eight clusters were in the bottom.

The highest ranking cluster was the Transportation and Logistics cluster with a score of 98. It was followed by Agricultural Inputs and Services (score: 97), Local Education and Training (score 79), and Federal Government Services (score 75). Within the 14 average clusters, Local Utilities cluster missed the top cluster category by one point, with a score of 64. Paper and Packaging cluster and the Food Processing and Manufacturing cluster had scores of 59 and 53 respectively. The Hospitality and Tourism cluster as well as the Local Hospital Establishments cluster were among the bottom clusters with scores of 29 and 16.

Within the Transportation and Logistics cluster, there was one industry: Air Traffic Control. This industry had 50 jobs, with average annual earnings of 84,000 dollars and had high regional specialization, scoring 100 in this category. It was also strong in growth (score: 68) and regional competitiveness (score: 70). However, this cluster is not a major importer of services or goods importing less than one million dollars; nor will it be a major employer in the next ten years. This is an emerging industry; but job growth is slow and the industry does not have a large supply chain. Despite its high cluster rating, it will not be a major driver of the economy during the next ten years.

The Agricultural Inputs and Services cluster had two industries: Crop Production and Animal Production and Aquaculture. Crop Production had 448 jobs, average earnings of \$55,371 and a GRP score of 100. It also had high growth, scoring 96. Animal Production had 103 jobs, average earnings of \$43,106, and scores of 100 in both growth and regional competitiveness. This industry cluster has roughly 45 million in imported purchases for its supply chain. This includes crop production, animal production and aquaculture, farm labor contractors and crew leaders, and "other animal food manufacturing".

Jumping to local utilities, there was one industry in this cluster: Electric Power distribution. There were 54 jobs, average earnings of \$79,211, and scores of 53 and 56 in growth and regional competitiveness respectively. There are only 40 jobs in this sector and they are expected to decrease by 2025. The location quotient is expected to decrease 50 percent by 2025 and the industry only imports about 2.5 million dollars in supplies, mostly from oil refineries. This is a struggling industry.

Paper and Packaging only had one industry as well: Corrugated and Solid Fiber Box Manufacturing. There were 259 jobs in this sector, average earnings of \$57,727, and over 22 million dollars in GRP. This industry imports over 34 million from paper board mills, paper mills, and newsprint mills. The cluster is not highly concentrated, but does employ roughly four percent of the workforce and as its location quotient is expected to increase; this is an emerging cluster that might be a stronger player in the economy if further developed.

The Food Processing and Manufacturing cluster was made up of the Fruit and Vegetable Canning subsector. 19 people were employed in this economic pursuit, with average annual earnings of \$71,943. It had moderate scores in growth and regional competitiveness and contributed about 3 million dollars to the GRP. It had 11.8 million dollars in purchased exports and the industry employment is expected to grow by a third.

The Hospitality and Tourism cluster (made up of hotels, RV parks, and campgrounds) and the Local Hospitality cluster (comprised of restaurants, bars, and country clubs) were both in the bottom clusters, despite being identified as driving economies in the location quotient quadrant analysis. These clusters had low wages, growth, regional competitiveness, and with the exception of the hotel industry, low GRP.

Economic Opportunities Based on Assessment

Crop Production and Animal and Aquaculture Production

- The Crop Production industry and the Animal and Aquaculture Production will continue to be a driving force in the Adams County economy. In fact, Adams County is one of the few in Wisconsin that has increased the number of acres in farms over the past few years. Over the next ten years these industries' labor forces and contributions to the GRP will continue to grow. This industry will face the challenges of aging farmers, who have an average age of 58.5 years, and attracting farmhand labors. However, there is potential to capture more dollars by focusing on cluster development or related industries-food processing, farm implements, etc.

Corrugated and Solid Fiber Box Manufacturing

- As a whole, manufacturing in the county is a mature industry, employment numbers are expected to decrease slightly over the next ten years. Still paper manufacturing, consisting mostly of Corrugated and Solid Fiber Box

Manufacturing, could be considered an emerging industry. It employs about four percent of the labor force and imports 66million dollars in revenue, mostly from paperboard and paper mills. The average wage in this industry is \$57,727, well above the county average wage, but is below the national average of 74,072. The development of the Paper and Packaging cluster could be beneficial.

Food Processing and Manufacturing

- Adams County agriculture has shifted over the past one hundred years to irrigated vegetable farming, mostly potatoes, sweet corns and snap beans. Adams County ranks third in the state in terms of value of sales for vegetables and second in acres harvested. It is also a large producer of cranberries, ranking third in the state for the production of fruits, treenuts, and berries. 945 acres in Adams County is devoted to cranberry production, or about 4.6 percent of Wisconsin's total acreage. These factors, along with a strong average annual wage and imports, suggest that there could be potential to grow the Fruit and Vegetable canning industry in Adams County.

Table 3-7: Adams County Cluster Analysis

Industry	Cluster	2015 Jobs	Average Wages	2014 GRP	Imports \$	Purchases from other industries
Crop, Animal and Aquaculture Production	Agricultural Inputs and Services	551	\$53,073	\$47 million	122 million	Crop Production; Petroleum Refineries; Animal Production and Aquaculture; Farm Labor Contractors and Crew Leaders; and Other Animal Food Manufacturing.
Corrugated and Solid Fiber Box Manufacturing	Paper Manufacturing	259	\$57,727	\$22 million	66 million	Paperboard Mills; Paper Mills; Corporate, Subsidiary, And Regional Managing Offices; Newsprint Mills; and Rail Transportation.
Fruit and Vegetable Canning	Food Processing and Manufacturing	19	71,943	\$3 million	11.8 million	Flavoring Syrup and Concentrate Manufacturing; Fruit and Vegetable Canning; Metal Can Manufacturing; Crop Production; and Corporate, Subsidiary, and Regional Managing Offices.

Source: EMSI 2016.2

Key trends based on economic assessment

- Hospitality and Recreation

While historically this has been a major industry and will continue to be one in the future, further development should not be a focus. The industry is not expected to grow and wages are low, leading to these clusters to be ranked in the bottom. Furthermore, dependence on these industries has tied the local economy to the seasonal employment of these workers and the county has expressed the need to diversify in the past. However, according to *Rural Wisconsin Today: The status and trends of rural Wisconsin*, completed by Wisconsin Rural Partners and UW – Extension, rural counties that were focused on tourism experienced a less population loss due to migration than rural counties that were focused on manufacturing. In Adams County, net migration was positive, and this report indicates that may be partially due to a strong tourism industry.

- Low Wages

While it is possible to identify driver and emerging economies, it is important to give consideration to the incomes that these industries bring to the region. This is an opportunity for Adams County to attract industries looking for lower labor costs. To improve wages in the area, the county could focus on attracting industries that have lower averages than the nation and the state but higher than the current Adams County total earnings average of \$45,183.

- Labor Force Attraction and Retention

Local governments can play a major role in economic development and labor force attraction when they focus on developing local amenities. Amenities ranging from shopping centers and redevelopment of downtowns, to entertainment, to park and recreation development such as trails, and diverse transportation options draw people to an area and are an asset to employers searching for talent. Even the monitoring of affordable and diversity of housing options can play a role in remaining and attracting a workforce.

- The Intersection of Technology and Higher Education and Region

As the LFPR shrinks and the looming "silver tsunami" arrives, businesses will have a more difficult time finding the quantity and the quality of talent that they need. Between 2012 and 2022, the North Central Region is experience a large increase in the percentage of population over 65 years of age. As a result, a high number of replacements are expected during the same period of time. Businesses have

already started investing in labor saving technologies to mitigate this problem. As these technologies are implemented, businesses will need a more educated workforce but will also need fewer workers. In terms of higher education, the county is behind the state averages.

Driver industry jobs in the North Central region, including those in manufacturing, transportation, warehousing, finance and insurance, are requiring more than a high school education. As a result, there is a need to increase the number of technical and associate degrees in the workforce. Over the next ten years, the North Central Region is expected to increase jobs that require an associate's degree by 13 percent. Efforts to work with secondary and technical schools in the county and region to tailor technology classes to the needs of county industries needs could be advantageous. Also while many schools have moved the focus of education to the sciences and technology, a push to incorporate "soft skills" could also be beneficial, as employers are citing this issue as a problem.

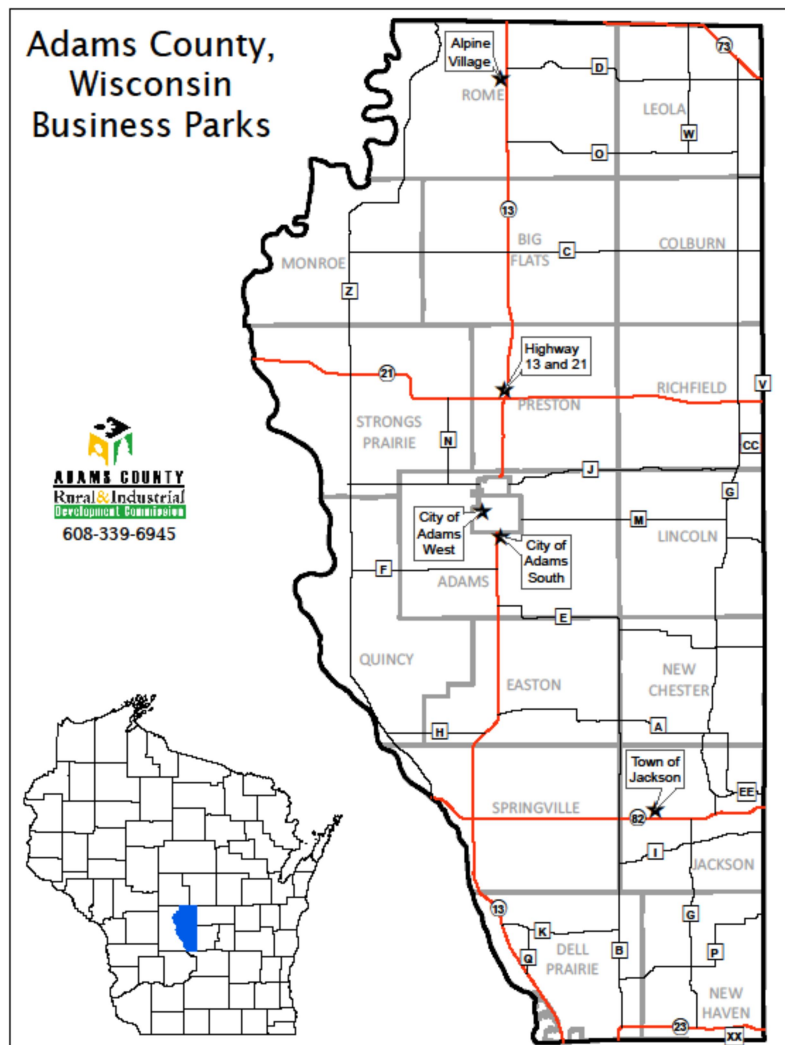
Adams County imports 62% of the workers to fill jobs in its borders, while it exports 70 percent of resident workers to other counties. Businesses and workers are not bound to the county's borders. As a result, it would be advantageous to the county to work with the surrounding regions for workforce development. Exploring the workforce needs of surrounding industries and job centers is essential to Adams County residents who chose to live in the county for its natural features, low cost of living or other reasons, but commute outside.

Chapter 4: Infrastructure

Infrastructure is an important component of economic development, and its development is one of the primary functions of government.

Business Parks

There are five business parks in Adams County that are available for new business. Each has different amenities. The business parks and infrastructure in Adams County are overviewed in this chapter.



- **City of Adams – South**

- 28 acres
- 3 phase electricity
- Natural gas
- Municipal water and wastewater
- High speed internet
- Telephone



- **City of Adams – West**

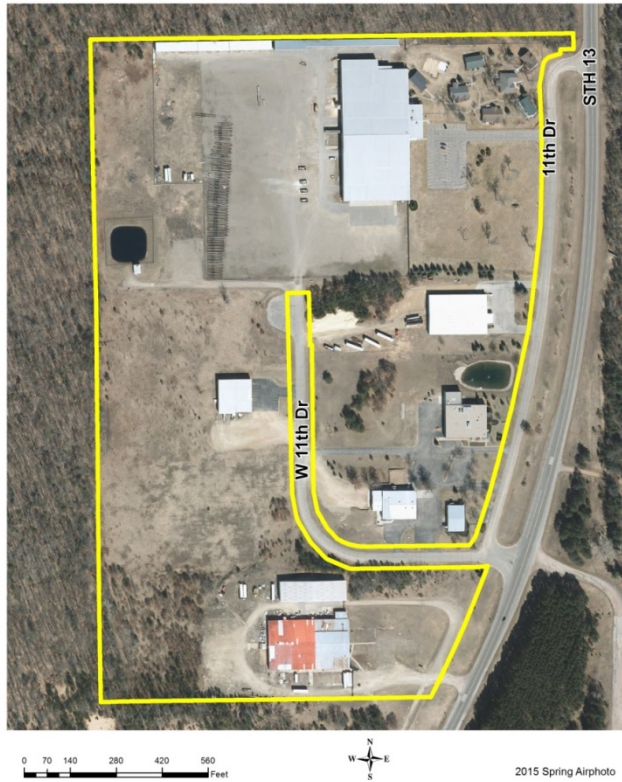
- 33 Acres
- 3 phase electricity
- Natural gas
- Municipal water and wastewater
- High speed internet
- Telephone
- Adjacent to railyard



- **North Industrial – Preston**

- 5 acres undeveloped

North Industrial Park - Town of Preston



- **South Industrial – Jackson**

- 75 acres
- 3 phase power
- High speed internet
- Telephone

South Industrial Park - Town of Jackson



- **Alpine Village – Rome**

- 240 Acres
- 3 phase power
- Natural gas on some lots
- Water available
- Internet
- Telephone



Major Highways

- State Highways 13, 21, 23, 73, and 82 run through Adams County
- Interstates 90/94 and 39 are nearby

Airports

- Adams County Legion Field Airport
 - Public Use Airport
 - Location - City of Adams
 - 60' x 3,400' lighted hard surface runway
- Nearest Commercial Air Service – Madison
- Alexander Field in Wisconsin Rapids also serves the area

Rail Infrastructure

- Union Pacific Railroad
- Connected to Minneapolis and Chicago via Milwaukee.
- Several trains each way per day
- Union Pacific terminal in the City of Adams

Chapter 5: Strategy

The economic development strategy for Adam's County will require a multipoint approach to maintain and expand a diversified economy that minimizes fluctuations in any one industry or occupation sector.

Goal 1: Foster and Grow Entrepreneurship

Entrepreneurship plays an important part in the economy. Research focused on Wisconsin has demonstrated that just 29% of non-farm businesses have payroll employees, while 71% are nonemployers, sole proprietorships, or partnerships with no payroll employees.¹ Since 2000, the number of nonemployer businesses has grown by 25% while the number of payroll businesses has declined slightly. New business start-ups create the largest share of jobs compared with businesses of any other age group, accounting for over 25% of gross job creation. 62.3% of new start-ups survive to three years of operation and 51.6% survive to five years, higher than the U.S. average. Without new firm job creation, Wisconsin would be experiencing significant job losses.

Due to the location, labor force, difficulty attracting large employers and current industry mix of Adams County a focus on entrepreneurship through the idea known as "economic gardening" will be an important strategy to grow the wealth of the community. According to the Kauffman Foundation, economic gardening is based on the idea that entrepreneurs drive economies, based on research showing that most new jobs in any local economy were produced by the community's small, local businesses.

Economic gardening connects entrepreneurs to resources to provide them with the infrastructure and information needed to start and grow businesses, including market information that is often only available to large firms. This approach has been successful in creating jobs in communities that were in the midst of a recession, in some cases with no need for other economic incentives.

Objective 1.1: Build the capacity of local entrepreneurs to compete by developing an economic gardening program for Adams County.

Action 1.1.1: Assist inventors and entrepreneurs with business plans and locating financing/investment networks.

¹ Conroy, Tessa and Steven Deller. "Employment Growth in Wisconsin: Is it Younger or Older Businesses, Smaller or Larger?" *Economic Growth and Development Study Series No. 3*. Department of Agricultural and Applied Economics and Center for Community and Economic Development University of Wisconsin – Madison/Extension

Action 1.1.2: Encourage the creation of a local entrepreneurs club that consists of inventors and entrepreneurs, businesses, and banks. Examples include the Juneau County I & E Club.

Action 1.1.3: Develop a method of communicating pertinent information with entrepreneurs and new startups in Adams County.

Action 1.1.4: Explore economic gardening initiatives from other communities in the United States. Examples include Littleton and Steamboat Springs, CO; Lake Elsinore, San Bernardino, Chico, San Luis Obispo, CA; Santa Fe, NM; Lancaster County, PA; and the State of Wyoming.

Action 1.1.5: Identify existing local businesses that would be willing to meet with potential new businesses or relocating businesses.

Action 1.1.6: Identify small businesses in high growth industries or with high growth potential in Adams County.

Action 1.1.7: Establish a suite of service providers to provide assistance to targeted firms.

Action 1.1.8: Identify and make consistent contact with local entrepreneurs (e.g. monthly email list).

Having locations that facilitate innovation and creation improves the support system for local entrepreneurs and reduces the financial barriers to business startups. Makerspaces provide a space where people can gather to create, invent, and learn. Libraries sometimes serve as maker spaces if they have equipment such as 3D printers, hardware supplies, and tools, and software and electronics.

Business incubators help new and startup companies to develop their skills, research, or products by providing services, such as management training and office space. Incubators reduce the barriers to starting a company and they can help in developing and promoting a culture of entrepreneurship and assist in business creation and retention.

“Fab labs” are small scale workshops that provide fabrication technology such as rapid prototypers, CNC machines, printed circuit boards, and sheet material cutters. These can be integrated with school programs such as a high school tech ed class. Funding is available from the Wisconsin Economic Development Corporation (WEDC) to outfit public schools with fab labs and the U.S. Economic Development Administration (EDA) for fab lab and incubator projects. Examples of fab labs in Wisconsin include the Stoughton High School in Dane County and the Three Lakes High School in Oneida County.

Objective 1.2: Develop or promote locations for entrepreneurs to test out ideas and innovate, such as a “makerspace” or a business incubator.

Action 1.2.1: Examine the feasibility of a maker space or business incubator in the County.

Action 1.2.2: Explore working with the City of Adams, Village of Friendship, and other organizations such as the library and technical college to develop a makerspace where entrepreneurs can use or borrow specialized equipment.

Action 1.2.3: Assist with the development of a space where entrepreneurs can rent small spaces to test out ideas or projects as businesses.

Action 1.2.4: Identify financing and funding sources.

Action 1.2.5: Work with the school district to build support, plan, and pursue funding for a “fab lab” in Adams County.

Action 1.2.6: Establish an administrative back-end function for local nonprofits and small businesses, enabling them to share administrative support, bookkeeper, copier, website support, etc.

Many entrepreneurs can start out as home based businesses to test their ideas without needing the same level of capital investment and overhead expenses as a dedicated business. “No impact” occupations are suitable for a home office due to the limited amount of traffic and lack of on-site sales. Allowing appropriate home occupations is important to provide opportunities to entrepreneurs while still preventing businesses that could be a nuisance to adjacent residential properties.

Objective 1.3: Allow certain home occupations and home based businesses.

Action 1.3.1: Promote the review of applicable zoning ordinances (County, Town, Village, and City) to determine the type of home occupations allowed and the locations they are allowed and make recommendations based on the types of home occupations that are appropriate for the community.

Outside investors can be important or essential to a business at multiple points in a business's life. Initial investors can be needed to make large capital investments up front. Angel investors can be necessary for the type of expansion that a successful business needs to keep growing. These networks are important to identify, expand and connect with potential clients.

Objective 1.4: Identify and expand angel and capital investor networks and connect them with businesses to improve new business and expansion prospects.

Action 1.4.1: Communicate with groups such as Midwest Wealth Ventures in Plover, WI to explore partnerships and exchange information.

Goal 2: Coordinate Economic Development and Tourism

Tourism and the related industries, such as hospitality, lodging, restaurants, and recreation are important components of the Adams County economy. Tourism infuses money from outside of Adams County into the Adams County economy, provides property income and boosts tax revenue. According to the Wisconsin Department of Tourism, Adams County saw \$211.5 million of direct visitor spending 2015, which is comparable to larger counties, such as Eau Claire, La Crosse, Kenosha, Marathon and Sheboygan. The Wisconsin Department of Tourism also estimates that tourism in Adams County in 2015 resulted in \$24.6 million in state and local tax revenue, \$265 million in business sales, and \$50.1 million in labor income. See Appendix E for more information.

Although much of the employment in the tourism industry are low wage and low skill jobs, they provide the necessary entry level experience for workers to begin a career, and develop soft skills that many employers believe are lacking in the current workforce. For example, about 53 percent of workers in the Accommodation and Food Service industry are between the ages of 14 and 34. Tourism also brings some management, supervising, accounting, maintenance and repair, and other business supporting occupations that provide relatively higher wages.

Adams County has a very high proportion of seasonal residents. In 2010 Adams County had 7,724 housing units that were used for seasonal, recreational, or occasional use, compared to 8,666 units of year-round occupied housing. Between 2000 and 2010, seasonal housing has increased from 39.9 percent of the total housing units to 44.3% of the total housing units. There are opportunities to attract these seasonal residents to live in the county full time, especially those that are looking to retire. These opportunities will grow as the large Baby Boomer generation continues to retire. There are also opportunities to attract additional seasonal residents and the associated seasonal housing development.

Economic development efforts should be coordinated with tourism. Workforce training, such as soft skills development, may boost the tourism industry while providing workers with the skills needed to compete in higher wage jobs in the future.

Objective 2.1: Assist with workforce development for tourism industries.

Action 2.1.1: Coordinate with workforce development and tourism related businesses to hold soft skill workshops and training to improve employee skills for entry level positions.

Objective 2.2: Continue to market Adams County as a destination.

Action 2.2.1: Promote a strategy which suggests ways of developing first time visitors into frequent visitors and second home owners into residents.

Action 2.2.2: Identify a list of "Adams County Supporters" (i.e., second homeowners or frequent visitors) to target with positive messages about the county and employment opportunities.

Action 2.2.3: Support the Adams County Chamber of Commerce and other local organizations to increase the number of visitors.

Action 2.2.4: Develop materials that can be used as a base for recruitment efforts for specific industries and potential residents through strong promotion and coordination. Distribute materials to employers to provide to prospective employees.

Action 2.2.5: Ensure all major websites and campaigns have some cross-referencing to each other and reflect the "brand" theme consistently throughout all sectors.

Action 2.2.6: Ensure that an element of promotion and presence at events includes the message that you could live here, i.e. Internet available, skip the traffic, and work from here.

Goal 3: Educate and train the workforce

Unfortunately, workforce development is often disconnected from economic development. However, it is a vital component of economic development as industries need labor to produce their goods and services. Labor availability is one component in firm location, so having the labor force to attract industry is an essential component of economic development. Focusing resources on workers rather than incentives for business also improves the skills and quality of life of the workers in Adams County. Adams County is served by Mid-State Technical College, which serves an important role in workforce training for available jobs. Adams County is also within the North Central Wisconsin Workforce Development Board (NCWWDB), which focuses on workforce development. The NCWWDB creates a Workforce Development Plan for the Workforce Innovation and Opportunity Act (WIOA). Adams County and the Adams County Rural

and Industrial Development Commission should coordinate with the NCWWDB and Mid-State Technical College on economic development activities.

The lower rates of educational attainment in Adams County require a focus on improving education and training, especially as higher wage manufacturing and agricultural jobs increasingly require associates degrees or technical training.

Objective 3.1: Train more workers in the skills needed for existing businesses.

Action 3.1.1: Expand cooperative efforts between Mid-State Technical College and local employers to tailor technical training towards workforce needs.

Action 3.1.2: Expand cooperative efforts between Mid-State Technical College and local high schools to provide education and direction regarding post HS educational and employment prospects to high school students.

Action 3.1.3: Work with local officials to include local businesses in the school to work program to ensure it is as successful as possible.

Action 3.1.4: Develop school visits (student and teachers) to local businesses so students better understand local career opportunities and are introduced to the idea of opening their own business. Encourage teacher visits to local businesses to help teachers better understand existing employment opportunities.

Action 3.1.5: Support and coordinate with the Heavy Metal Tour that is coordinated by the North Central Wisconsin Workforce development Board, the Central Wisconsin Metal Manufacturer's Alliance, Marathon County Development Corporation, Mid-State Technical College, Nicolet Technical College, and Northcentral Technical College.

Objective 3.2: Prepare the workforce of affected industry for transition due to high proportion of retirements

Action 3.2.1: Work with schools (high school and technical college) to educate future workers to fill positions that will be available due to retiring workers.

Action 3.2.2: Promote and support apprenticeship and job shadowing programs for younger workers to work with experienced employees.

Objective 3.3: Build capacity in general job skills and business.

Action 3.3.1: Hold soft skills workshops to help prepare potential employees.

Action 3.3.2: Develop training programs or workshops to help retiring workers interested in developing a "second career."

Action 3.3.3: Hold workshops to train essential entrepreneurial and business management skills, such as creating a business plan.

Action 3.3.4: Promote the Small Business Development Center at the University of Wisconsin – Stevens Point.

Goal 4: Retain, expand, and attract businesses to Adams County

Business retention and expansion is especially important to economic development. Research shows that up to 86 percent of new jobs created are by existing businesses in the community, rather than attracting new companies. It is also usually easier to retain and expand existing businesses than attracting new firms. Business retention and expansion programs can be one of the most important ways of gathering information about how to improve Adams County to facilitate growing and expanding businesses and ensuring an adequate workforce exists. Appendix C & D display a variety of consumer spending data, which is important for business planning.

However, it is still important for Adams County to take steps towards business attraction, including marketing the county and providing easily accessible information to potential businesses. It is important for Adams County to have accurate information about the about infrastructure readily available.

Objective 4.1: Develop procedures for business retention and expansion.

Action 4.1.1: Develop a business retention and expansion team, task force, or committee to address business needs.

Action 4.1.2: Conduct periodic surveys or interviews of local businesses to learn challenges and needs.

Action 4.1.3: Develop procedures for business retention and expansion, (e.g. business visits, contact intervals, surveys, etc.).

Action 4.1.4: Use data available from the Department of Workforce Development, Wisconsin Economic Development Corporation, and North Central Wisconsin Regional Planning Commission.

Action 4.1.5: Create an awards program or other recognition for businesses in Adams County.

Objective 4.2: Develop procedures for business attraction.

Action 4.2.1: Develop a method to respond to business relocation inquiries and informational requests in a prompt manner.

Action 4.2.2: Create a freestanding website for business attraction and site selection including data on local workforce, demographics, available sites/properties and other pertinent information.

Action 4.2.3: Use data available from the Department of Workforce Development, Wisconsin Economic Development Corporation, and North Central Wisconsin Regional Planning Commission.

Objective 4.3: Use incentive programs wisely, objectively, and sparingly.

Action 4.3.1: Concentrate limited incentives on businesses with the highest potential for growth and long term stability.

Action 4.3.2: Develop performance criteria for businesses that receive incentives with potential payback provisions if criteria are not met.

Action 4.3.3: Ensure any projects that receive incentives are enhancing the public benefit of the project, such as elevated design, quality employment opportunities, wages, etc.

Action 4.3.4: Use incentives for projects that would otherwise not be feasible, but for the incentives.

Goal 5: Improve Adams County Infrastructure

Infrastructure development, including water, sewer, broadband, and transportation, is one of the essential roles of government. Land and buildings are critical for both existing business and new businesses looking to relocation. Many of the top 10 site selection factors found by Area Development's 2015 Site Selection survey include infrastructure, such as highway accessibility, occupancy or construction costs, available buildings, and energy availability and costs. Having readily available land and buildings with the necessary modern services is part of a strong economic development program. As key as infrastructure is to development, the availability of accurate information about the infrastructure is just as important as the infrastructure itself.

Objective 5.1: Inventory and Market Available Sites and Buildings.

Action 5.1.1: Maintain an inventory of all existing and potential sites and buildings in the County.

Action 5.1.2: Work with communities to improve all sites with needed infrastructure.

Action 5.1.3: Market sites with real estate agents, developers, site selectors and the Wisconsin Economic Development Corporation's (WEDC) Locate in Wisconsin.

Action 5.1.4: Consider participating in the Certified Sites program sponsored by WEDC.

Transportation is extremely important to economic development because businesses must be able to transport their products to their market. Highway and Rail access is an important piece of infrastructure to promote industrial development in Adams County. The lack of close interstate access hinders the transfer of goods by truck. Utilities and infrastructure are one of the important functions of government.

Objective 5.2: Improve freight transportation infrastructure.

Action 5.2.1: Survey businesses on freight needs and whether the interstate connecting routes and rail system is meeting their needs.

Action 5.2.2: Encourage rail system maintenance and expansion.

Broadband access is an important component of both livability and entrepreneurialism. Some new businesses will start using the internet to sell products and a reliable and fast connection is essential to facilitating this type of startup. It may also be an important component for many potential residents that would consider moving to Adams County.

Objective 5.3: Improve broadband access through both wireless and fiber optic networks.

Action 5.3.1: Determine suitable locations where broadband expansion would be best utilized.

Action 5.3.2: Obtain rural broadband expansion grants.

Redevelopment and infill development is an important component to an economic development strategy. Reducing blighted and contaminated properties raises surrounding property values and attracts a higher level of investment in the area. This also can bring new jobs into the area without needing additional infrastructure such as new roads. Finally, cleaning up contaminated sites reduces the potential for groundwater or surface water contamination, or other environmental or public health problems.

Developers are often not willing to assume the risks of a contaminated or blighted property due to the amount of uncertainty that exists regarding potential contamination. Performing site assessments to determine the potential issues reduces

the uncertainty. This can initiate the redevelopment process of a underutilized plot of land that otherwise would sit vacant and be an economic and environmental liability.

Objective 5.4: Utilize land in an economically efficient and environmentally sustainable manner.

Action 5.4.1: Develop an inventory of sites in Adams County that have potential for redevelopment, including site readiness, potential contamination, and potential infrastructure needs.

Action 5.4.2: Incentivize the use and reuse of existing infrastructure.

Action 5.4.3: Pursue Brownfields and other related funding from the Wisconsin Department of Natural Resources and other entities (WEDC, U.S. Environmental Protection Agency, WisDOT, US Department of Commerce, U.S. Department of Agriculture, U.S. Department of Housing and Urban Development) to remediate contaminated sites with redevelopment potential.

Goal 6: Support unique industries in Adams County

Supporting industries within Adams County that have the largest potential for growth will help to focus economic development efforts in areas that are more likely to provide local returns. Additionally, targeting industries that are related to industries already concentrated in the county will help close supply chain leakages and to keep money in the local economy. There are numerous ways to measure an industry's contributions to the local economy, including cluster analysis, number of jobs, number of businesses, location quotient, industry growth, gross regional product, supply chain analysis and wages. There are also industries that do not currently have a presence in Adams County, but due to ties to existing industries or assets in the County, they have the potential to be successful and complement the existing mix of businesses. These include such industries as alternative energy and biofuels, cellulose and wood fiber related industries, and value added agricultural products such as cheese, whey, or other food manufacturing.

Some of the following eight industries may consist of only one or two companies in Adams County, so it is important to consider this when making decisions. The small number of companies can mean relatively small changes within a single company can create large impacts to the industry data. This can also result in inaccuracies when data includes estimates.

Objective 6.1: Food Manufacturing

There are few jobs in food manufacturing currently, but it has grown recently and is expected to continue to grow in the future. It is also tied to one of Adams County's

highest Gross Regional Product industries, Crop and Animal Production. The reported earnings per worker are \$71,430, one of the highest for an industry in Adams County. This industry is not very concentrated in Adams County, with an LQ of .33.

Action 6.1.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.1.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.2: Paper Manufacturing

Paper manufacturing has a fairly large proportion of jobs in Adams County (about 260). Total jobs are expected to remain relatively constant in Adams County over the next 10 years while the industry is declining across the nation, making this industry relatively more concentrated in Adams County over time. Reported earnings per worker are approximately \$51,014. This industry is currently very concentrated in Adams County, with an LQ of 21.93.

Action 6.2.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.2.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.3: Crop and Animal Production

Crop and animal production has a relatively large proportion of Adams County employment, with approximately 538 jobs. Significant growth in jobs is expected in this industry. This industry is very concentrated in Adams County with an LQ of 13.5, and a significant growth in concentration expected. The average earnings for this industry were \$54,573.

Action 6.3.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.3.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.4: Health Care and Social Assistance

A relatively large proportion of Adams County jobs are in this industry (424) and it is expected to grow modestly over the next 10 years. Per worker earnings are approximately \$45,103. This industry is relatively less concentrated at an LQ of .72, and is expected to become slightly less concentrated.

Action 6.4.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.4.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.5: Accommodation and Food Services

A very high proportion of jobs are in the Accommodation and Food Services Industry (826). Earnings per worker are relatively low at \$23,915. Significant growth is expected in this industry. This industry is relatively concentrated in Adams County, with an LQ of 2, and is expected to grow more concentrated. Although these are lower wage industries they provide support to other industries.

Action 6.5.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.5.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.6: Construction

There are a moderate number of jobs in the Construction Industry (139) and it is expected to grow over the next 10 years. Wages are moderate at \$40,981. The LQ is .68, but this industry is expected to grow slightly more concentrated by 2025.

Action 6.6.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.6.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.7: Plastics Product Manufacturing

There are few jobs in this industry; however, the wages are some of the highest in the county, at a reported average of \$141,093, although this is based on a small number of jobs. The LQ for Plastics Product Manufacturing is .49, less concentrated than the nation. Jobs and concentration in this industry are expected to decline slightly over the next 10 years.

Action 6.7.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.7.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Objective 6.8: Retail Trade

The Retail Trade is a relatively high proportion of jobs in Adams County (428), and is expected to grow modestly. Per worker earnings are relatively low at \$27,676. This

industry is relatively less concentrated in Adams compared to the nation with an LQ of .86, and is expected to become less concentrated over the next 10 years.

Action 6.8.1: Pursue firms in this industry to expand and locate in Adams County.

Action 6.8.2: Consistently communicate with firms in this industry to identify and address opportunities and challenges.

Goal 7: Improve livability and quality of life in Adams County

Community development is an important component of economic development. Community development can improve workforce attraction, and is another important component of economic development that focuses on attracting labor force, rather than developing skills of existing labor force. Workforce attraction strategies largely revolve around livability and quality of life improvements to the community. Livability and quality of life are increasingly recognized as essential elements of a community when an employer is making location decisions. More livable communities are able to more easily attract and retain skilled or educated workforce to suit the needs of an employer. Area Development's 2016 site selection survey showed that quality of life is the third most cited factor for businesses when they consider a new site location, along with availability of skilled labor as the first most common factor.

Adams County loses a lot of people in the 20-29 age cohorts due to out-migration, which is most likely occurring for educational or employment reasons. Creating a more desirable place to live can increase the likelihood that these residents will return to Adams County after gaining the education and skills they need to compete in the labor force. These returning workers may be the next entrepreneurs that start a business in Adams County. The location and recreational amenities of Adams County also have the potential to attract new residents that have the ability to work from home or do not need to be in a metropolitan area to work. Enhancing these amenities would complement and enhance the entrepreneurial potential of Adams County.

Workforce attraction also requires the appropriate housing for in-migrants to live. Adequate housing is essential to support the labor force in the County. Many rural communities have trouble attracting skilled labor because potential workers have difficulty finding suitable housing, so they pass on jobs they could otherwise fill. Without adequate housing, businesses can face trouble recruiting workers, and workers can be forced to live elsewhere and commute longer distances to work, which reduces the amount of money available to spend on other local goods and services.

Objective 7.1: Develop the housing needed to make Adams County more competitive in attracting the labor force needed for local businesses.

Action 7.1.1: Survey workers or interview local employers about labor force and commuting patterns to investigate reasons that people who work in Adams County live elsewhere.

Action: 7.1.2: Support investment in revitalizing existing housing in Adams County.

Action 7.1.3: Consider assisting housing developers build a variety of mixed use housing options for working individuals and families, especially in close proximity to Adams County employment centers, such as Adams-Friendship.

Transportation is essential both for businesses and workers. Workers must be able to get to work. The rural nature of Adams County results in some issues related to transportation that are not easily solved. For example, low density land uses make public transit and active transportation inefficient and costly, but still necessary for a small portion of Adams County households that have limited access to a vehicle.

Objective 7.2: Improve alternative transportation options in Adams County.

Action 7.2.1: Actively implement the adopted Adams County Bicycle and Pedestrian Plan.

Action 7.2.2: Explore opportunities for partnerships and collaboration with area transit providers, or businesses, including shared ride taxis or business specific shuttle services.

Action 7.2.3: Investigate interest and feasibility in expanding the State Vanpool Rideshare Program to Adams County.

Action 7.2.4: Work with stakeholders in the area, such as businesses, local governments, and residents, to explore the feasibility of a regional transit service (e.g. the Scenic Mississippi Regional Transit).

Action 7.2.5: Reduce barriers to employment by providing emergency transportation (or public transportation) to work and childcare.

A place that is attractive to visitors also has the potential to be attractive to residents. Coordinating with the chamber of commerce, tourism, and visitor and convention bureau entities in the area can help in attracting new residents to be a part of the Adams County workforce.

Objective 7.3: Coordinate with County/Communities/Chamber of Commerce to promote quality of life, engage youth, and attract workforce in Adams County.

Action 7.3.1: Support efforts to improve the quality of life throughout the County.

Action 7.3.2: Involve and appoint young adults to various public boards and/or commissions to create opportunities for the development of the “next generation” of community leaders.

Action 7.3.3: Market Adams County as an attractive place to live and work.

Action 7.3.4: Assemble welcome packages that businesses can provide to potential new hires that assist in finding housing, recreation, activities, and programs in the Adams County area.

Goal 8: Increase visibility of the Adams County Rural and Industrial Development Commission

The ACRIDC is the lead County agency related to economic development. As a small organization with limited resources is important to continue to work with other agencies and organizations and expand those partnerships. As the single point of contact it is critical that the ACRIDC has visibility, especially online. Economic development should be considered a long-term pursuit that is evaluated periodically.

Objective 8.1: Coordinate with County/Communities/Chamber of Commerce/others to spur development in Adams County.

Action 8.1.1: Maintain and expand partnerships related to economic development.

Action 8.1.2: Consider rebranding the organization as the Adams County Economic Development Corporation (ACEDC).

Action 8.1.3: Upgrade the organization website for more visibility and provide more data that business prospects seek.

Action 8.1.4: Identify various metrics for monitoring to determine success of efforts over time, such as business contacts and formations, tax base increase, etc.



Appendix A: Meeting PowerPoint Presentation

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Adams County Economic Development Strategy

ACRIDC

Aug 25, 2016

Prepared by: North Central Wisconsin Regional Planning Commission



Presentation Overview:

Demographics ✓

Income & Education ✓

Workforce ✓

Economic Assessment

ED Infrastructure

Next Steps

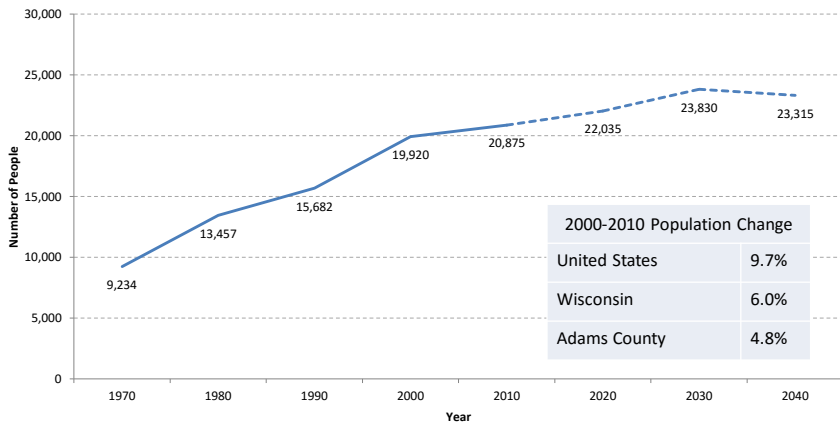
Demographics



3

Population Profile

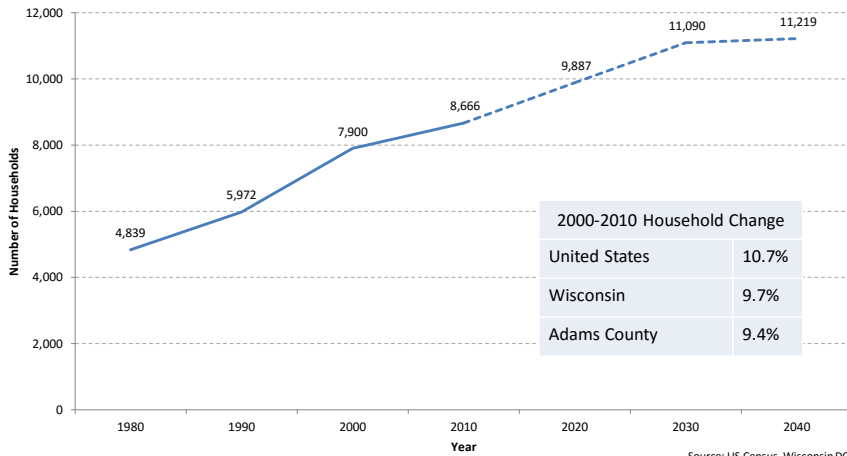
Adams County, Wisconsin Population Change 1970-2040



Source: US Census, Wisconsin DOA

Households

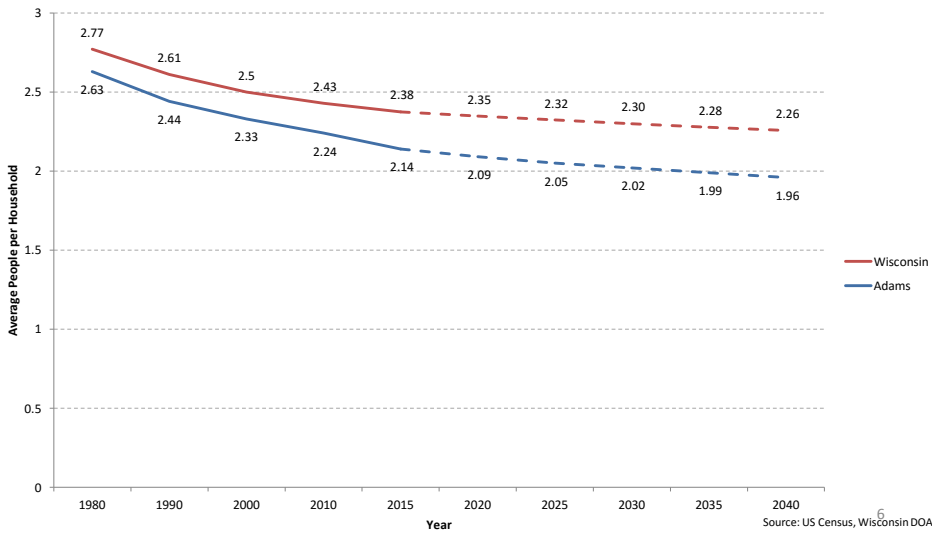
Adams County Households



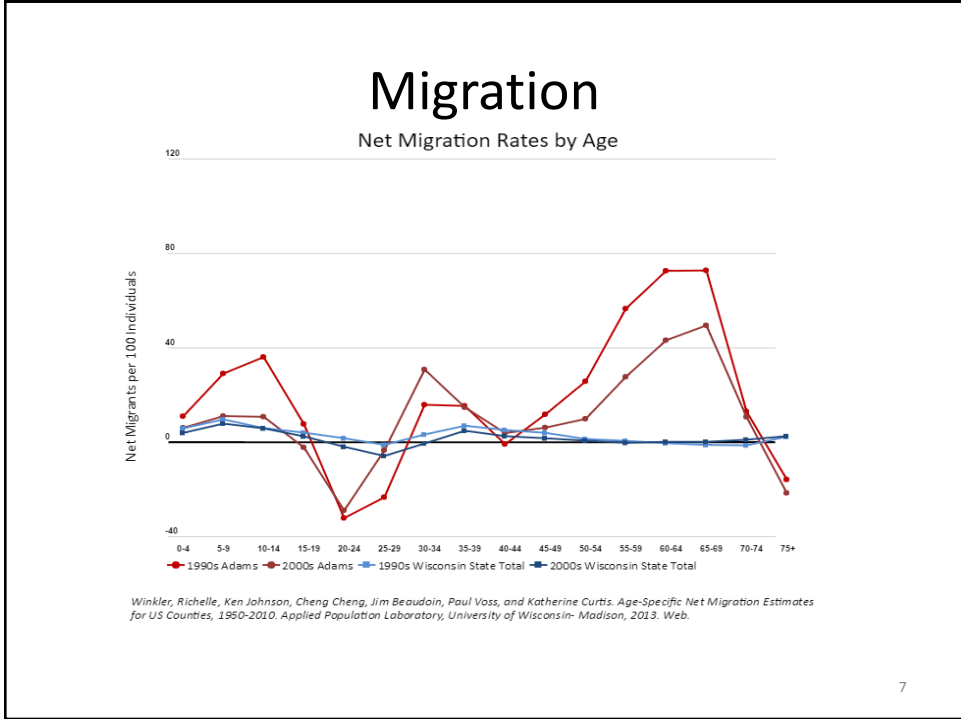
Source: US Census, Wisconsin DOA
5

People Per Household

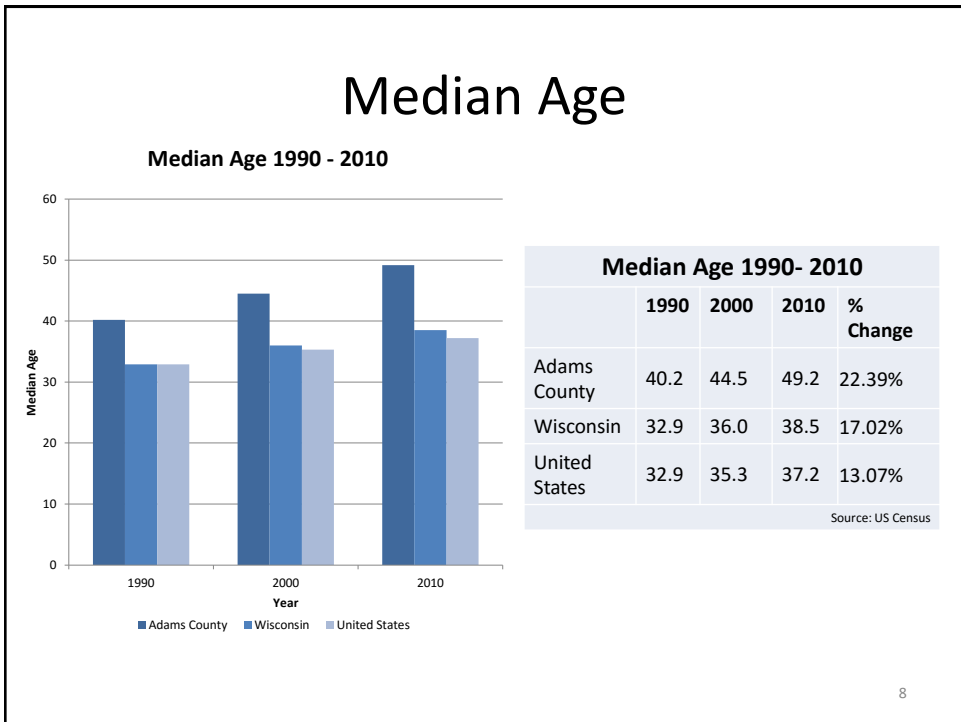
Average Household Size Projections



Source: US Census, Wisconsin DOA
6

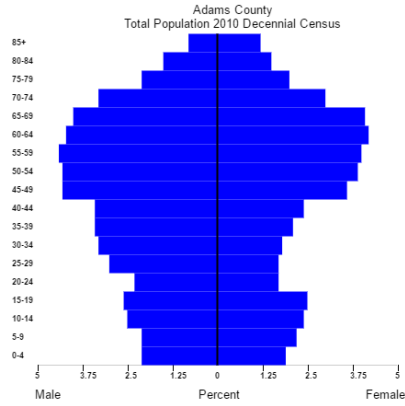


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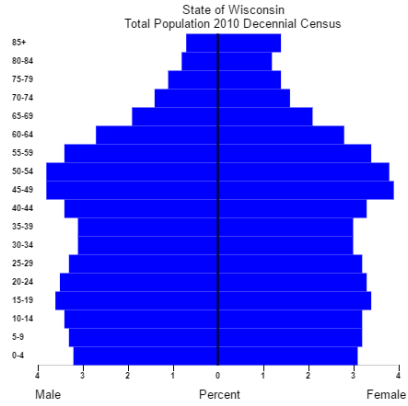


8

Age Pyramid



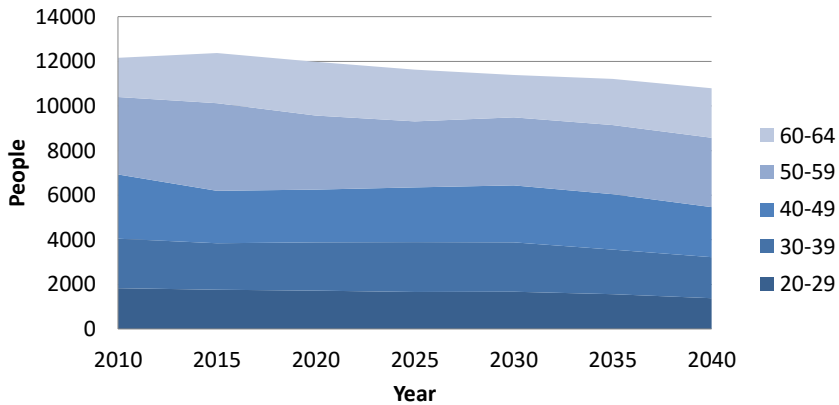
Total Population: 20,875 (Male: 11,221; 53.8%, Female: 9,654; 46.2%)
Population Pyramid created by GetFacts www.getfacts.wisc.edu



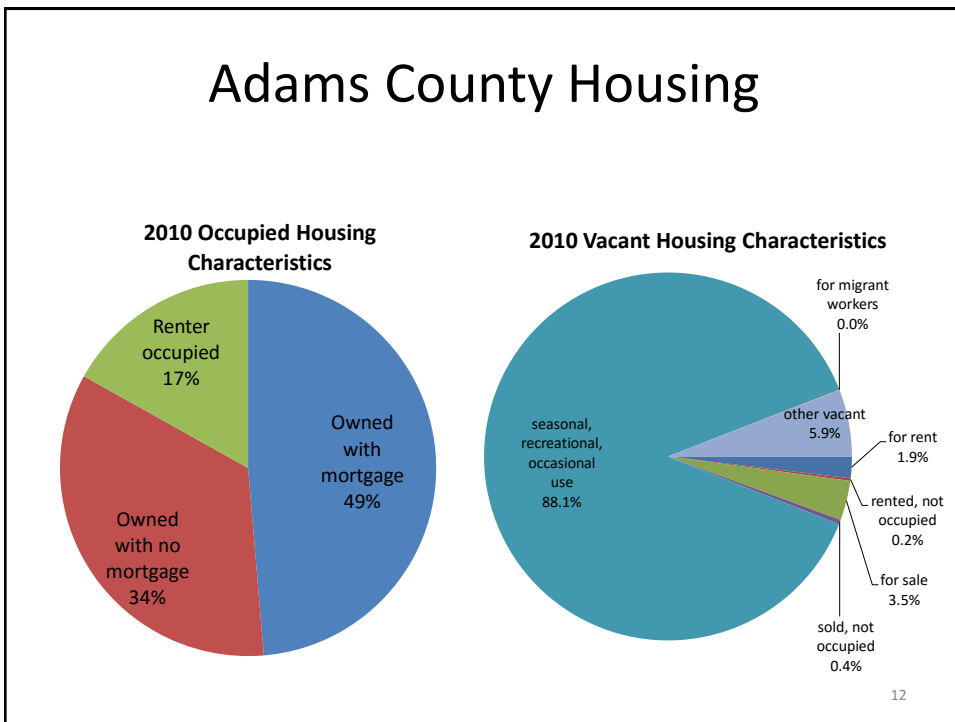
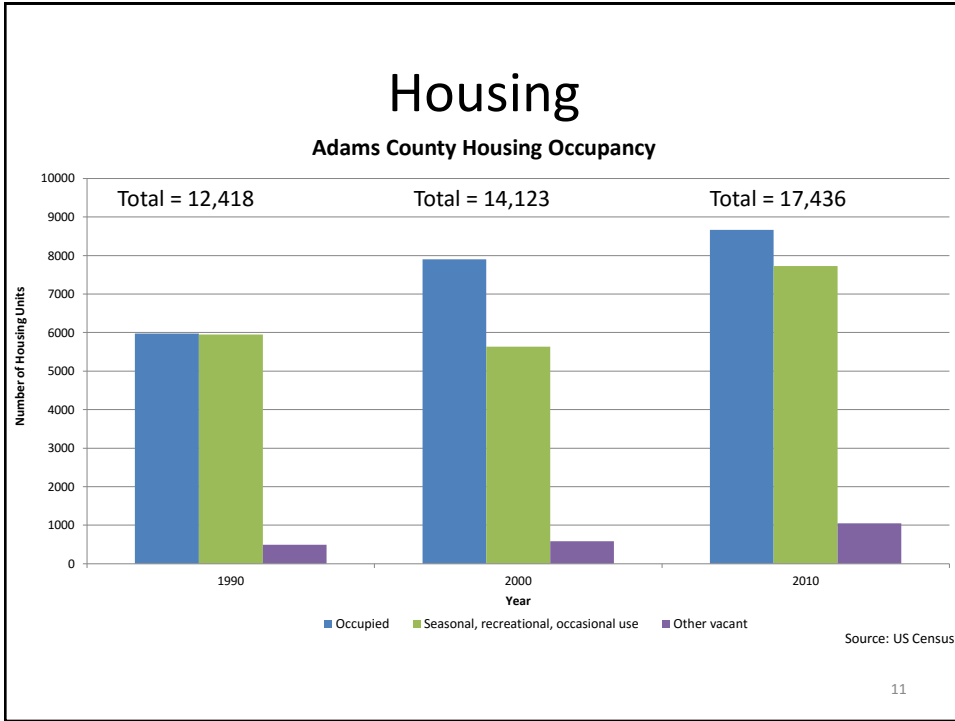
Total Population: 5,686,986 (Male: 2,822,400; 49.6%, Female: 2,864,586; 50.4%)
Population Pyramid created by GetFacts www.getfacts.wisc.edu

Adams County Working Age Population

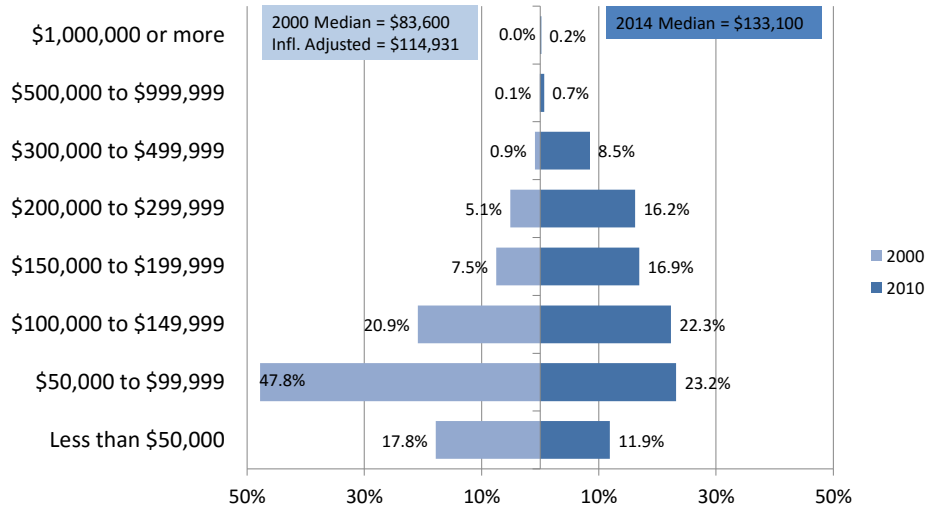
Working Age Population Projections



Source: Wisconsin DOA Demographic Services Center, 2013



Adams County Housing Values



13
Source: 2000 Census, 2010-2014 American Community Survey

Housing Affordability

Adams County Housing Cost Burdens as Percent of Income (2008-2012)

Income by Cost Burden (Renters only)	Cost burden > 30%	Cost burden > 50%	Total in Income		% of Income Group Cost Burdened
			Group		
Household Income <= 30% HAMFI	195	165	290		67.2%
Household Income >30% to <=50% HAMFI	250	65	330		75.8%
Household Income >50% to <=80% HAMFI	80	0	335		23.9%
Household Income >80% to <=100% HAMFI	20	0	205		9.8%
Household Income >100% HAMFI	10	0	305		3.3%
Total	555	230	1465		37.9%

Income by Cost Burden (Owners only)	Cost burden > 30%	Cost burden > 50%	Total		% of Income Group Cost Burdened
			Group		
Household Income <= 30% HAMFI	420	315	530		79.2%
Household Income >30% to <=50% HAMFI	525	290	820		64.0%
Household Income >50% to <=80% HAMFI	565	190	1550		36.5%
Household Income >80% to <=100% HAMFI	265	35	895		29.6%
Household Income >100% HAMFI	345	40	3475		9.9%
Total	2120	870	7270		29.2%

Source: HUD CHAS Data 2008-2012

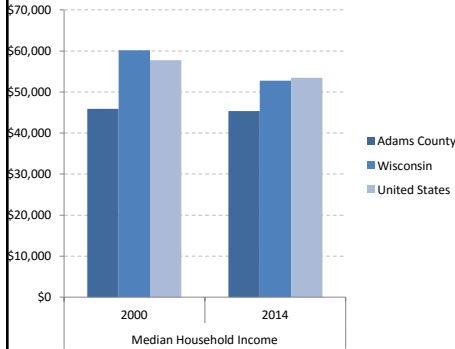
Income & Education



15

Income

Real Median Household Income Change



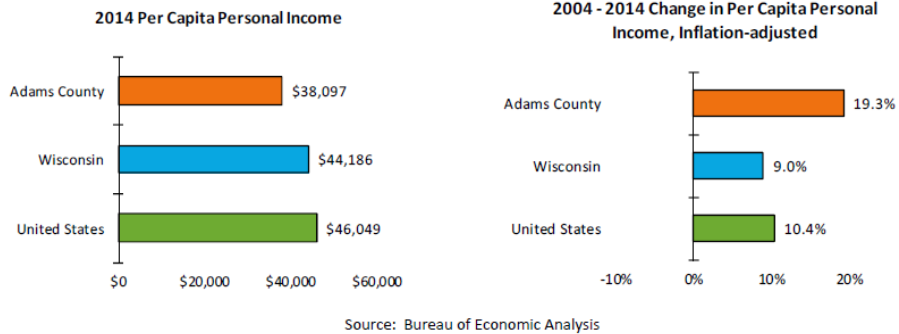
Real Per Capita Income Change



	Median Household Income				Per Capita Income			
	1990	2000	2014	* 2000 – 2014 Real Percent Change	1990	2000	2014	* 2000 – 2014 Real Percent Change
Adams County	\$21,548	\$33,408	\$45,366	-1.2%	\$10,926	\$17,777	\$22,639	-7.4%
Wisconsin	\$29,442	\$43,791	\$52,738	-12.4%	\$13,276	\$21,271	\$27,907	-4.6%
United States	\$30,056	\$41,994	\$53,482	-7.4%	\$14,420	\$21,587	\$28,555	-3.8%

Source: US Census 2000, ACS 2010-2014, *Adjusted for inflation to 2014 dollars using CPI

Personal Income



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Personal Income Comparison

Personal Per Capita Income (2014)					
County	Dollars	Rank in State	Percent Change 2013-2014	Rank in State	
Adams	38,097	55	3.5	41	
Columbia	43,393	16	1.5	69	
Portage	39,519	46	4.0	35	
Wood	39,202	50	4.7	19	
Juneau	36,256	63	4.6	23	
Marquette	35,432	67	3.2	52	
Wausara	36,693	62	2.5	62	
Wisconsin	44,186	--	3.4	--	
United States	46,049	--	3.6	--	

Source: U.S. Bureau of Economic Analysis

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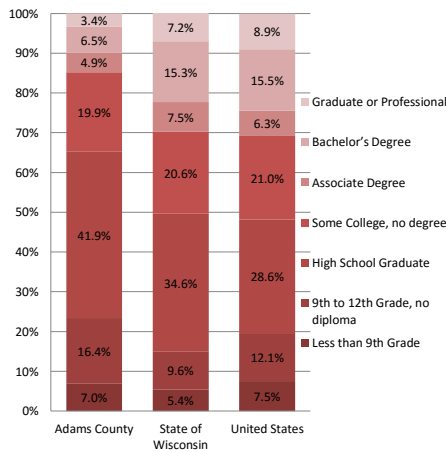
Personal Income Breakdown

Breakdown of Personal Income (In Thousands of Dollars, 2014)						
	Adams		Wisconsin		Juneau	
Total Personal Income	770,129		254,404,802		956,986	
Nonfarm personal income	745,586	96.8%	250,904,262	98.6%	917,240	95.8%
Net earnings by place of residence	425,715	55.3%	165,273,068	65.0%	589,765	61.6%
Dividends, interest, and rent	119,600	15.5%	45,103,691	17.7%	136,993	14.3%
Personal current transfer receipts	224,814	29.2%	44,028,043	17.3%	230,228	24.1%
Farm Income	24,543	3.2%	3,500,540	1.4%	39,746	4.2%
	Marquette		Columbia		Wood	
Total Personal Income	533,258		2,456,695		2,885,582	
Nonfarm personal income	510,503	95.7%	2,418,719	98.5%	2,839,912	98.4%
Net earnings by place of residence	296,033	55.5%	1,631,610	66.4%	1,773,296	61.5%
Dividends, interest, and rent	89,592	16.8%	417,764	17.0%	477,235	16.5%
Personal current transfer receipts	147,633	27.7%	407,321	16.6%	635,051	22.0%
Farm Income	22,755	4.3%	37,976	1.5%	45,670	1.6%

Source: US Bureau of Economic Analysis
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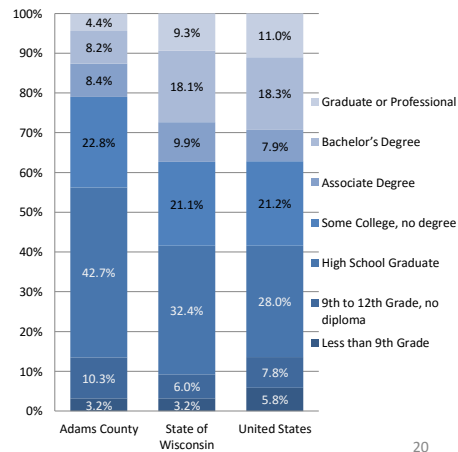
Education

Educational Attainment, Age 25 and Older, 2000



Source: 2000 Census

Educational Attainment, Age 25 and Older, 2014



Source: 2010 - 2014 American Community Survey

Education

Educational Attainment of Residents 25 and Older 1990-2014									
	Adams County			Wisconsin			United States		
	1990	2000	2014	1990	2000	2014	1990	2000	2014
Percent high school graduate or higher	67.0%	76.7%	86.4%	81.3%	85.1%	90.8%	75.2%	80.4%	86.3%
Percent bachelor's degree or higher	7.4%	10.0%	12.6%	18.3%	22.4%	27.4%	20.3%	24.4%	29.3%

Source: 2000 Census and 2010-2014 ACS

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Education Breakdown

Adams County Educational Attainment By Age and Sex				
		Male	Female	Total
25 to 34	High School Graduate or Higher	86.52%	95.30%	89.70%
	Some College/Associates Degree	34.96%	44.03%	38.24%
	Bachelor Degree or Higher	5.41%	15.44%	9.04%
35 to 44	High School Graduate or Higher	84.98%	92.88%	87.90%
	Some College/Associates Degree	33.31%	48.97%	39.11%
	Bachelor Degree or Higher	4.25%	12.91%	7.46%
45 to 64	High School Graduate or Higher	86.79%	91.39%	88.99%
	Some College/Associates Degree	30.48%	33.98%	32.16%
	Bachelor Degree or Higher	11.59%	19.43%	15.35%
65 and over	High School Graduate or Higher	79.62%	82.94%	81.28%
	Some College/Associates Degree	23.16%	23.66%	23.66%
	Bachelor Degree or Higher	16.14%	9.28%	12.71%
Median Earnings*		\$33,354	\$21,218	\$26,712

Source: 2010-2014 American Community Survey
*Earnings for Employed Civilian population 16 and over

Workforce



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Resident Labor Force and Employment

Adams County Population, Labor Force, Employment			
	1990	2000	2014
Population	15,682	19,920	20,875
Labor Force	6,313	8,522	8,512
Employed	5,640	7,859	7,586
Labor Force Participation Rate	49.5%	56.0%	47.9%
Unemployment Rate	5.3%	7.8%	10.8%

Source: US Census; American Community Survey; Minnesota Population Center. National Historical Geographic Information System: Version 2.0. Minneapolis, MN: University of Minnesota 2011.

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Unemployment

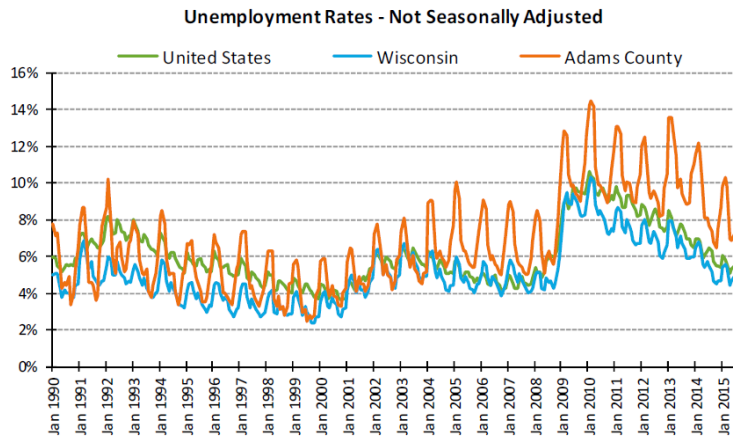
Annual Unemployment Rate 1990-2015					Monthly Unemp. Rate
	1990	2000	2010	2015	June 2016
Adams County	5.4%	4.6%	12.4%	7.4%	6.0%
Wisconsin	4.4%	3.5%	8.7%	4.6%	4.4%
United States	5.6%	4.0%	9.6%	5.3%	5.1%

Source: Wisconsin DWD, Local Area Unemployment Statistics (LAUS)

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Unemployment

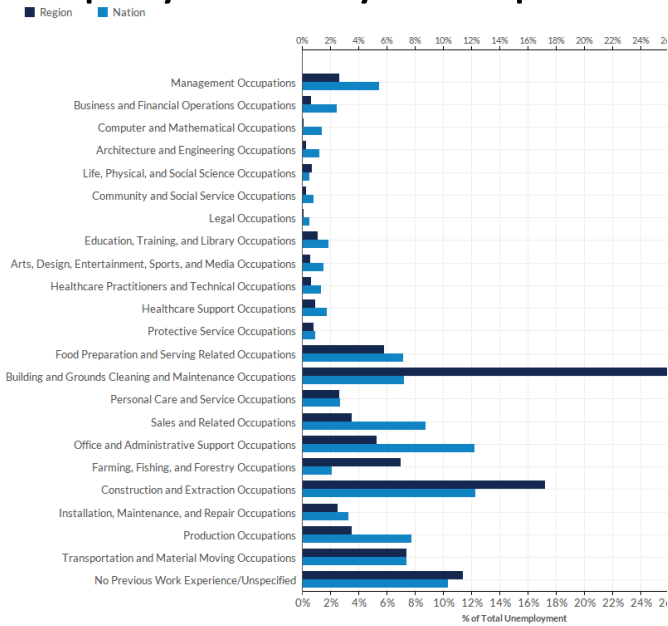
Labor Force Dynamics



Source: Local Area Unemployment Statistics, Bureau of Labor Statistics
 Chart Source: Wisconsin DWD, OEA

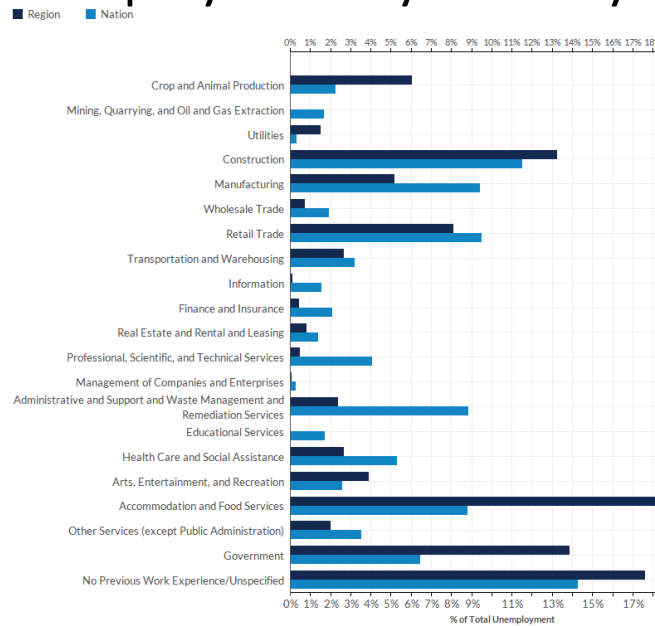
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Unemployment by Occupation



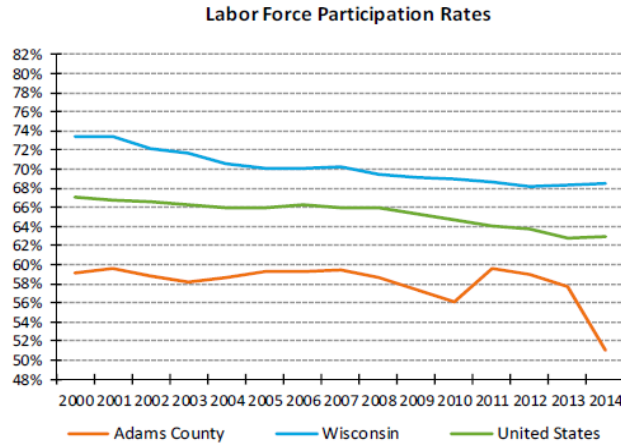
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Unemployment by Industry



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Labor Force Participation

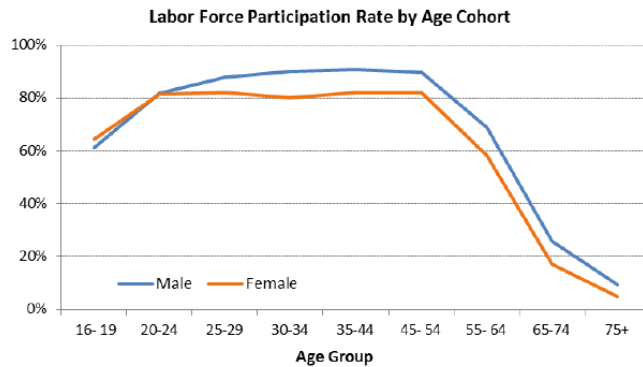


Source: Current Population Survey, U.S. Department of Commerce, Census Bureau

Chart Source: Wisconsin DWD, OEA

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Wisconsin Labor Force Participation by Age

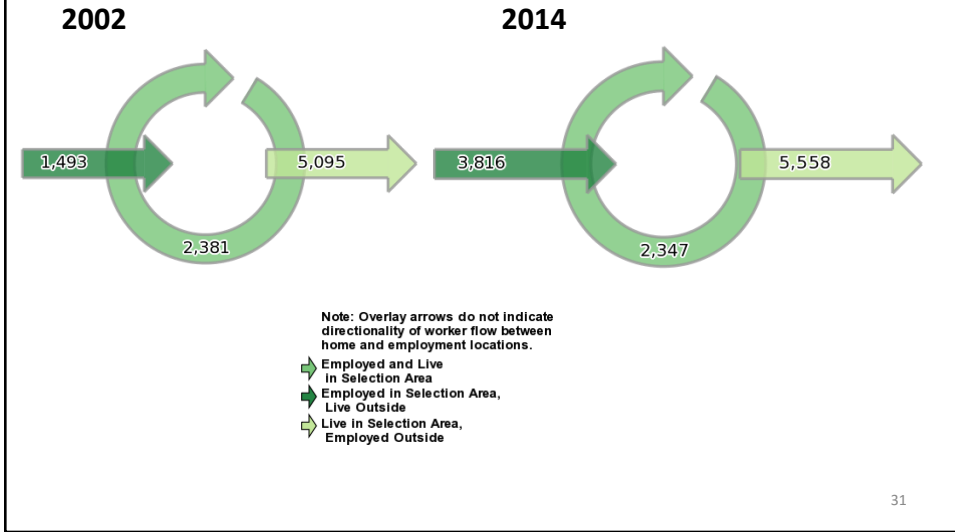


Source: Bureau of Labor Statistics

Chart Source: Wisconsin DWD, OEA

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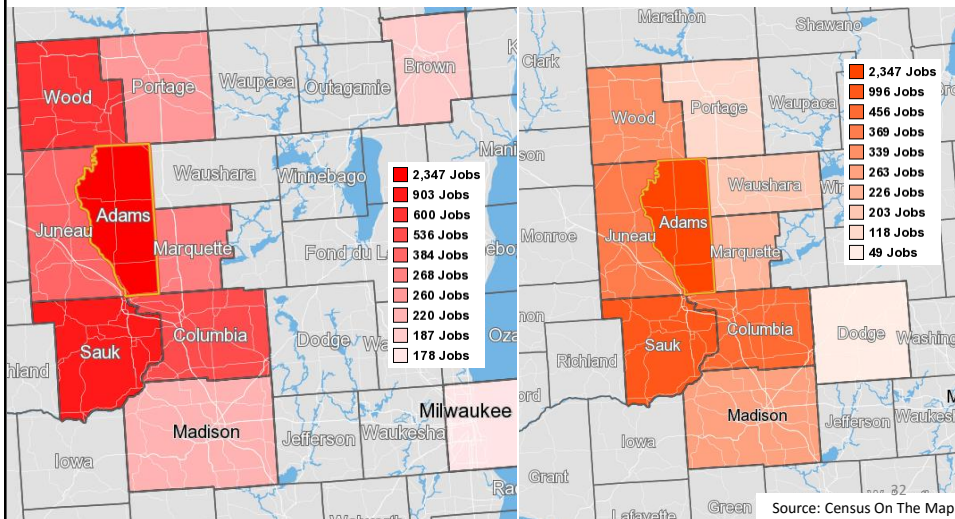
Worker Commuting Flow



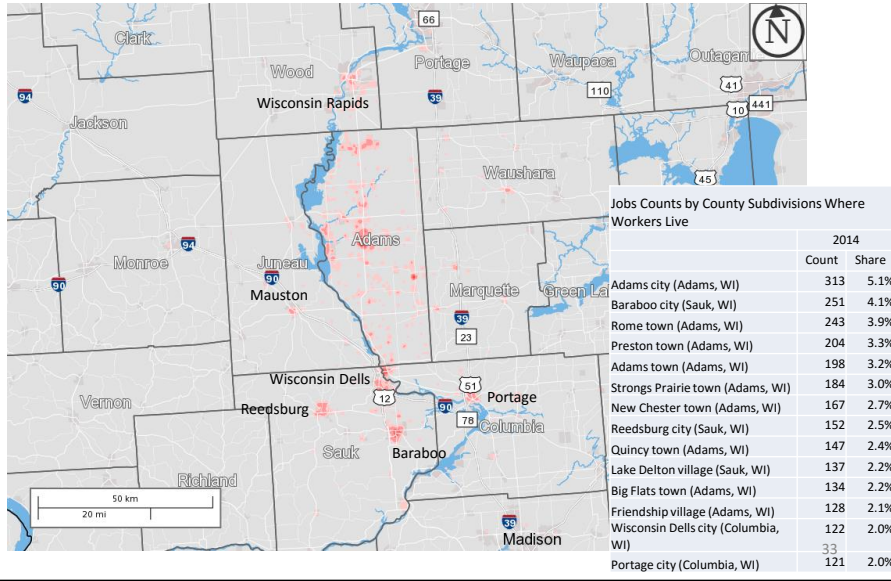
Commuting

Where Adams Residents Work

Where Adams Employees Live



Home Destinations for Adams County Employees



Commute Characteristics

Adams County Commuting Characteristics				
	1990	2000	2014	
Adams County Mode of Transportation				
Drove Alone	75.4%	78.1%	80.0%	
Carpooled	12.8%	12.3%	12.3%	
Public Transportation	0.6%	0.4%	0.1%	
Bicycle	0.1%	0.4%	0.3%	
Walked	3.3%	2.6%	1.7%	
Taxicab, motorcycle, or Other Means	1.2%	1.1%	1.8%	
Worked at home	6.7%	5.2%	4.1%	
Mean Commute Time (minutes)	22.1	26.9	28.5	
Number of Vehicles available				
None	5.2%	4.2%	0.9%	
1	32.9%	30.5%	13.2%	
2	40.9%	43.6%	41.1%	
3 or more	21.1%	21.7%	44.8%	

Source: Us Census, America Community Survey; Minnesota Population Center. National Historical Geographic Information System: Version 2.0. Minneapolis, MN: University of Minnesota 2011.

Economic Assessment



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Total Employment

Total Employment in Adams County			
	2001	2010	2015
QCEW Employees	3,910	4,615	4,430
Total Estimate - Including non-QCEW employees and self employed estimates	4,863	5,884	5,995

Source: EMSI 2016.2

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Employment by Industry Sector

Adams County Average Annual Employment				
Industry	2000	2010	2014	2000-2014 % Change
Natural Resources & Mining	187	399	521	178.6%
Construction	192	153	153	-20.3%
Manufacturing	396	346	312	-21.2%
Trade, Transportation, Utilities	675	669	667	-1.2%
Information	35	5	17	-51.4%
Financial Activities	70	90	86	22.9%
Professional & Business Services	142	188	195	37.3%
Education & Health Services	743	742	760	2.3%
Leisure & Hospitality	616	1158	912	48.1%
Other Services	100	131	107	7.0%
Public Administration	632	702	673	6.5%
	3,788	4,578	4,403	16.2%

Source: Wisconsin Dept. of Workforce Development, QCEW

Employment Projections by Sector

Adams County Average Annual Employment Projections				
Industry	2015	2020	2025	% Change 2015 - 2025
Natural Resources and Mining	529	640	690	30.4%
Construction	137	146	168	22.3%
Manufacturing	298	288	295	-0.8%
Trade Transportation and Utilities	679	740	779	14.7%
Information	13	12	11	-17.3%
Financial Activities	91	109	120	32.1%
Professional and Business Services	152	172	185	22.2%
Educational and Health Services	422	449	476	12.8%
Leisure and Hospitality	895	963	1,008	12.6%
Other Services	106	115	127	20.6%
Government (incl. public education)	1,110	1,137	1,158	4.4%
Total	4,430	4,772	5,017	13.2%

Source: EMSI 2016.2, Supersector totals compiled by NCRWPC

Industries with High % of Workers Near Retirement

2015 Industries in Adams County with Greater than 25% of Workers Over 55 Years Old

NAICS	Description	Percent of Workers 55+
53	Real Estate and Rental and Leasing	36%
62	Health Care and Social Assistance	32%
44	Retail Trade	29%
90	Government	29%
11	Crop and Animal Production	29%
81	Other Services (except Public Administration)	28%
48	Transportation and Warehousing	27%
31	Manufacturing	25%
	All Industries	26%

Source: EMSI 2016.2

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Location Quotient

- Location Quotient: A way of quantifying how concentrated an industry is in a region compared to the nation. It can reveal what makes a particular region unique compared to the national average.

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Location Quotient – All Industries

Adams County Location Quotient 2010-2015 (2 Digit NAICS)				
NAICS	Description	2010 Location Quotient	2015 Location Quotient	
11	Crop and Animal Production	9.62	13.29	
21	Mining, Quarrying, and Oil and Gas Extraction	0.00	0.00	
22	Utilities	1.50	3.18	
23	Construction	0.65	0.68	
31	Manufacturing	0.84	0.76	
42	Wholesale Trade	0.51	0.54	
44	Retail Trade	0.79	0.85	
48	Transportation and Warehousing	0.74	0.69	
51	Information	0.19	0.15	
52	Finance and Insurance	0.27	0.28	
53	Real Estate and Rental and Leasing	0.55	0.60	
54	Professional, Scientific, and Technical Services	0.23	0.17	
55	Management of Companies and Enterprises	0.21	0.38	
56	Administrative and Support and Waste Management and Remediation Services	0.27	0.28	
61	Educational Services	0.00	0.00	
62	Health Care and Social Assistance	0.67	0.72	
71	Arts, Entertainment, and Recreation	3.24	1.28	
72	Accommodation and Food Services	2.28	1.97	
81	Other Services (except Public Administration)	0.83	0.77	
90	Government	1.51	1.64	
99	Unclassified Industry	0.15	0.00	

Source: EMSI 2016.2

Location Quotient – Top Industries

All 3-Digit NAICS Industries in Adams County with Location Quotient Greater than One					
NAICS	Description	2010 - 2015 % Job Change	2015 Location Quotient	2010 Location Quotient	2015 Jobs
111	Crop Production	20%	24.01	18.67	430
322	Paper Manufacturing	(9%)	21.82	20.07	258
112	Animal Production and Aquaculture	Insf. Data	11.40	1.02	92
721	Accommodation	(14%)	9.08	10.22	553
447	Gasoline Stations	7%	4.42	4.02	127
901	Federal Government	(8%)	3.42	3.03	300
221	Utilities	87%	3.18	1.50	56
903	Local Government	(5%)	1.80	1.64	794
713	Amusement, Gambling, and Recreation Industries	(61%)	1.78	4.47	88
623	Nursing and Residential Care Facilities	(1%)	1.37	1.29	143
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	(22%)	1.29	1.51	56
441	Motor Vehicle and Parts Dealers	19%	1.12	0.98	68

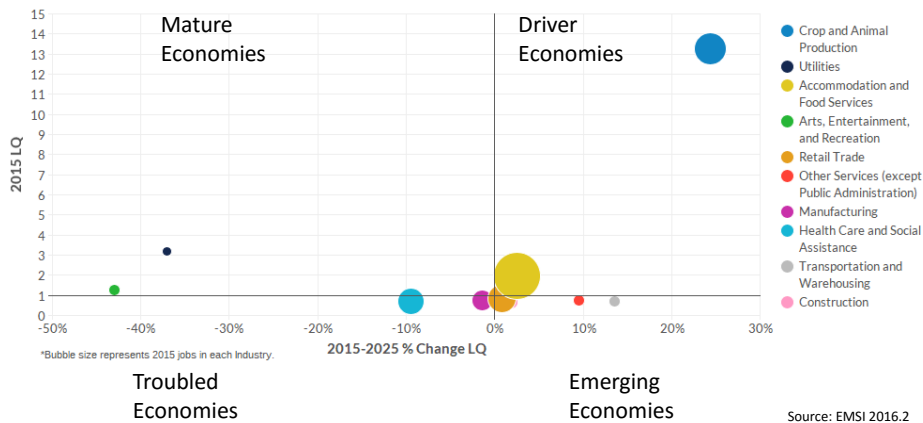
Source: EMSI 2016.2
42

Location Quotient Charts

Location Quotient bubble chart key	
Mature Economies: Above average in concentration but declining, possibly affecting export base.	Driver Economies: Above average concentration and becoming more so, defining the region.
Troubled Economies: Less important regionally and declining, potentially impacting diversity.	Emerging Economies: Not yet concentrated in the region but becoming more so, showing strong potential.

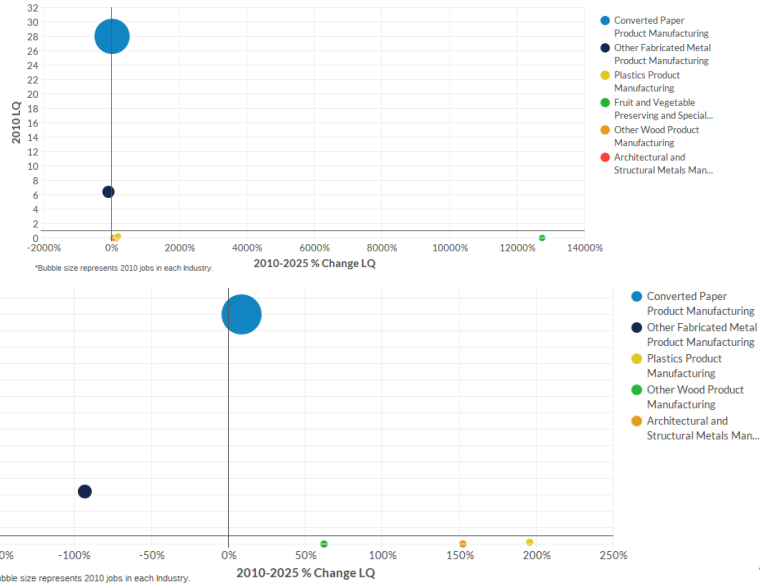
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Location Quotient Comparison



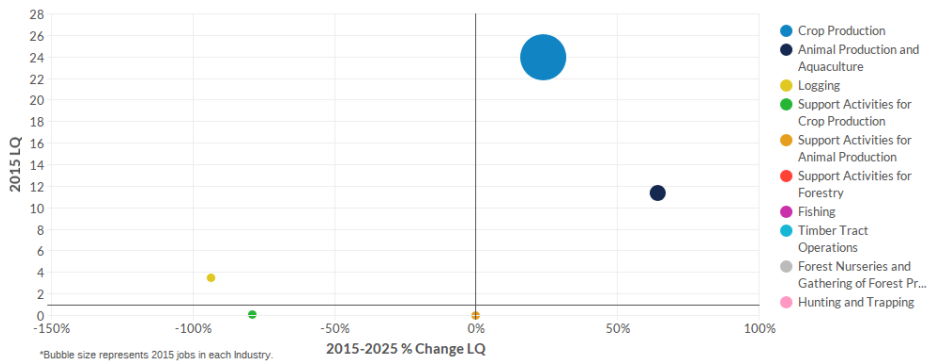
44

Manufacturing Location Quotient



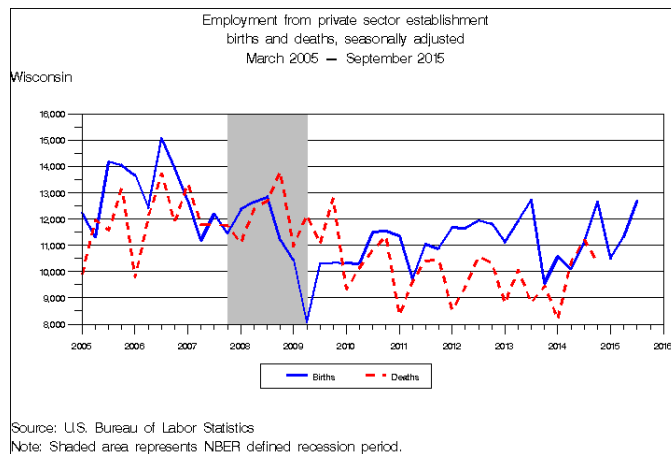
45

Crop and Animal Production Location Quotient



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Startups and Closures



2014 Wisconsin Business Startups and Closures

Startups	13,515
Closures	11,417

Source: US Bureau of Labor Statistics, Business Employment Dynamics ⁴⁷

Regional Demand for Industry

- This shows the total demand that exists for goods and services purchased by consumers within Adams County.
- It also analyzes how much of this demand is met by goods and services produced within Adams County vs how much is satisfied by imports.

Exports (2014)	\$1.09 Billion
Imports (2014)	\$1.18 Billion
	\$165.11 Million locally produced and consumed (12% of total demand)

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Regional Demand for Industry

2014 Industry Demand Satisfied in Adams County vs Imported – 2 Digit						
NAICS	Demand for	Demand met In-region	% Demand met In-region	Demand met by Imports	% Demand met by Imports	Total Demand
90	Government	\$66,820,579	16.9%	\$329,691,233	83.1%	\$396,511,813
31	Manufacturing	\$2,151,644	0.9%	\$232,869,346	99.1%	\$235,020,990
62	Health Care and Social Assistance	\$10,011,630	12.2%	\$71,813,529	87.8%	\$81,825,159
52	Finance and Insurance	\$4,691,088	6.5%	\$67,189,886	93.5%	\$71,880,975
42	Wholesale Trade	\$4,080,465	6.6%	\$57,926,464	93.4%	\$62,006,928
54	Professional, Scientific, and Technical Services	\$4,781,313	8.0%	\$54,719,109	92.0%	\$59,500,421
44	Retail Trade	\$10,687,072	18.5%	\$47,166,885	81.5%	\$57,853,957
23	Construction	\$12,476,423	21.9%	\$44,432,886	78.1%	\$56,909,309
11	Crop and Animal Production	\$9,603,270	17.3%	\$45,820,143	82.7%	\$55,423,413
53	Real Estate and Rental and Leasing	\$9,522,961	20.9%	\$35,990,985	79.1%	\$45,513,946
51	Information	\$1,084,647	2.5%	\$42,627,217	97.5%	\$43,711,864
48	Transportation and Warehousing	\$3,798,033	9.8%	\$35,113,615	90.2%	\$38,911,648
72	Accommodation and Food Services	\$9,777,733	32.0%	\$20,786,047	68.0%	\$30,563,779
56	Administrative and Support and Waste Management and Remediation Services	\$3,225,291	15.0%	\$18,249,964	85.0%	\$21,475,255
81	Other Services (except Public Administration)	\$6,611,894	31.5%	\$14,364,939	68.5%	\$20,976,833
22	Utilities	\$3,776,480	22.7%	\$12,852,123	77.3%	\$16,628,603
55	Management of Companies and Enterprises	\$134,544	0.8%	\$16,281,396	99.2%	\$16,415,940
21	Mining, Quarrying, and Oil and Gas Extraction	\$130,362	0.9%	\$14,457,951	99.1%	\$14,588,313
61	Educational Services	\$186,445	1.5%	\$12,313,676	98.5%	\$12,500,122
71	Arts, Entertainment, and Recreation	\$1,560,321	16.8%	\$7,708,213	83.2%	\$9,268,534
		\$165,112,195	12.3%	\$1,182,375,607	87.7%	\$1,347,487,803

Source: EMSI 2016.2

Regional Demand for Industry

2014 Industries with Highest Amount of Demand Met by Imports– 4 Digit						
NAICS	Demand for	Demand met In-region	% Demand met In-region	Demand met by Imports	% Demand met by Imports	Total Demand
9011	Federal Government, Civilian	\$736,290	0.5%	\$147,032,978	99.5%	\$147,769,267
9029	State Government, Excluding Education and Hospitals	\$475,828	0.5%	\$103,366,469	99.5%	\$103,842,297
9012	Federal Government, Military	\$0	0.0%	\$66,610,105	100.0%	\$66,610,105
3221	Pulp, Paper, and Paperboard Mills	\$0	0.0%	\$37,146,798	100.0%	\$37,146,798
3241	Petroleum and Coal Products Manufacturing	\$0	0.0%	\$37,011,746	100.0%	\$37,011,746
6221	General Medical and Surgical Hospitals	\$2,439,022	8.6%	\$25,914,808	91.4%	\$28,353,831
5241	Insurance Carriers	\$0	0.0%	\$24,006,053	100.0%	\$24,006,053
1110	Crop Production	\$6,902,133	25.2%	\$20,471,508	74.8%	\$27,373,641
6211	Offices of Physicians	\$316,422	1.7%	\$17,820,048	98.3%	\$18,136,470

Source: EMSI 2016.2

Industry Purchases

- These are purchases made by a certain industry.
- This analysis can identify components of the supply chain that can be targeted to bring into the County to keep more money within the County.

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Industry Purchases - Government

2014 Top Purchases Made by Government – 4 Digit NAICS						
NAICS	Purchases from	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
9012	Federal Government, Military	\$0	0.0%	\$66,610,105	100.0%	\$66,610,105
9029	State Government, Excluding Education and Hospitals	\$239,193	0.5%	\$51,960,958	99.5%	\$52,200,151
9036	Education and Hospitals (Local Government)	\$21,705,036	65.8%	\$11,284,798	34.2%	\$32,989,834
9039	Local Government, Excluding Education and Hospitals	\$6,670,727	100.0%	\$0	0.0%	\$6,670,727
5417	Scientific Research and Development Services	\$19,721	0.6%	\$3,316,522	99.4%	\$3,336,243
5413	Architectural, Engineering, and Related Services	\$246,402	7.6%	\$2,995,707	92.4%	\$3,242,110
5415	Computer Systems Design and Related Services	\$68,659	2.2%	\$3,111,300	97.8%	\$3,179,959
2382	Building Equipment Contractors	\$458,984	16.6%	\$2,302,766	83.4%	\$2,761,750
5182	Data Processing, Hosting, and Related Services	\$74,019	4.5%	\$1,566,005	95.5%	\$1,640,024
3241	Petroleum and Coal Products Manufacturing	\$0	0.0%	\$1,530,133	100.0%	\$1,530,133
9026	Education and Hospitals (State Government)	\$0	0.0%	\$1,396,883	100.0%	\$1,396,883
2362	Nonresidential Building Construction	\$133,250	10.8%	\$1,104,569	89.2%	\$1,237,819

Source: EMSI 2016.2

Industry Purchases – Crop and Animal Production

2014 Top Purchases Made by Crop and Animal Production Industry – 3 Digit NAICS

NAICS	Purchases from	In-region Purchases	% In-region Purchases	Imported Purchases	% Imported Purchases	Total Purchases
111	Crop Production	\$4,176,278	25.2%	\$12,386,708	74.8%	\$16,562,986
115	Support Activities for Agriculture and Forestry	\$2,120,030	14.2%	\$12,764,321	85.8%	\$14,884,351
324	Petroleum and Coal Products Manufacturing	\$0	0.0%	\$13,871,832	100.0%	\$13,871,832
325	Chemical Manufacturing	\$1,099	0.0%	\$12,874,282	100.0%	\$12,875,381
112	Animal Production and Aquaculture	\$278,110	2.7%	\$10,047,473	97.3%	\$10,325,583
423	Merchant Wholesalers, Durable Goods	\$252,253	3.5%	\$6,880,414	96.5%	\$7,132,667
524	Insurance Carriers and Related Activities	\$41,651	0.7%	\$5,959,733	99.3%	\$6,001,385
311	Food Manufacturing	\$2,994	0.1%	\$5,747,245	99.9%	\$5,750,239
522	Credit Intermediation and Related Activities	\$656,571	11.6%	\$5,012,126	88.4%	\$5,668,697
424	Merchant Wholesalers, Nondurable Goods	\$521,048	11.6%	\$3,963,421	88.4%	\$4,484,469
484	Truck Transportation	\$558,369	14.5%	\$3,304,970	85.5%	\$3,863,340
531	Real Estate	\$893,335	26.5%	\$2,482,546	73.5%	\$3,375,881
425	Wholesale Electronic Markets and Agents and Brokers	\$184,883	6.3%	\$2,732,827	93.7%	\$2,917,711

Source: EMSI 2016.2
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Gross Regional Product

- Gross Regional Product is the final market value of all good and services produced in the region.
- Measures the value added by unique inputs from the region to a final product.
- When compared across industries, it measures the relative economic impact an industry has on the County.

Adams County Gross Regional Product (GRP)				
\$313,515,033	\$173,774,591	\$41,352,923	\$528,642,547	.19%
Earnings (2014)	Property Income (2014)	Taxes on Production (2014)	Total GRP (2014)	% of State GRP
Wisconsin Gross Regional Product (GRP)				
\$173,534,834,093	\$89,615,643,543	\$21,052,649,042	\$284,203,126,679	
Earnings (2014)	Property Income (2014)	Taxes on Production (2014)	Total GRP (2014)	

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Gross Regional Product by Industry

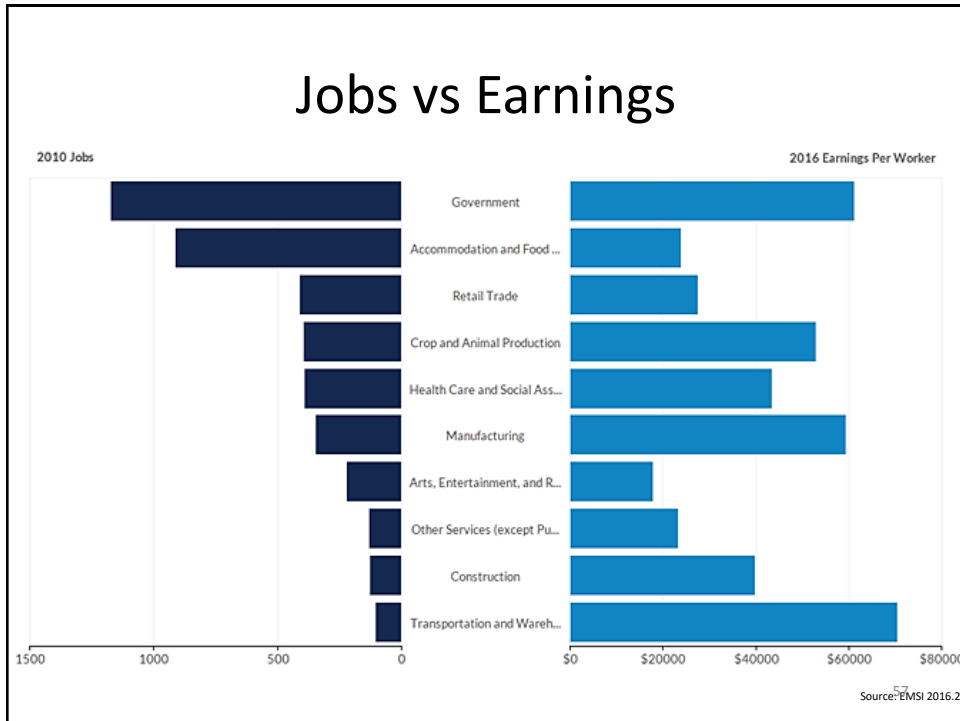
2014 Adams County Gross Regional Product (GRP)			
NAICS	Industry	GRP (2014)	% of Total
11	Crop and Animal Production	\$70,589,620.25	13%
21	Mining, Quarrying, and Oil and Gas Extraction	\$13,390,850.87	3%
22	Utilities	\$14,933,546.07	3%
23	Construction	\$20,553,116.35	4%
31	Manufacturing	\$31,893,794.21	6%
42	Wholesale Trade	\$23,584,686.61	4%
44	Retail Trade	\$28,136,143.70	5%
48	Transportation and Warehousing	\$19,780,508.69	4%
51	Information	\$2,154,096.24	0%
52	Finance and Insurance	\$11,977,715.09	2%
53	Real Estate and Rental and Leasing	\$15,726,496.71	3%
54	Professional, Scientific, and Technical Services	\$9,503,848.40	2%
55	Management of Companies and Enterprises	\$2,072,980.35	0%
56	Administrative and Support and Waste Management and Remediation Services	\$10,483,243.79	2%
61	Educational Services	\$123,994.63	0%
62	Health Care and Social Assistance	\$25,387,667.14	5%
71	Arts, Entertainment, and Recreation	\$4,404,743.81	1%
72	Accommodation and Food Services	\$41,048,945.33	8%
81	Other Services (except Public Administration)	\$10,560,020.45	2%
90	Government	\$83,880,154.26	16%
	Other Non-Industries	\$88,456,373.95	17%
	Total	\$528,642,546.89	55

Source: EMSI 2016.2

Earnings by Industry

2016 Average Annual Total Earnings per worker by Industry – 2 Digit NAICS				
NAICS	Description	Current Adams Total Earnings	Current National Total Earnings	Current State Total Earnings
11	Crop and Animal Production	\$53,068	\$37,496	\$38,541
21	Mining, Quarrying, and Oil and Gas Extraction	\$0	\$121,875	\$77,403
22	Utilities	\$79,211	\$135,745	\$129,835
23	Construction	\$39,866	\$67,236	\$69,046
31	Manufacturing	\$59,514	\$79,188	\$69,115
42	Wholesale Trade	\$52,192	\$84,294	\$72,917
44	Retail Trade	\$27,700	\$35,493	\$31,415
48	Transportation and Warehousing	\$70,454	\$60,745	\$51,523
51	Information	\$41,838	\$112,607	\$84,892
52	Finance and Insurance	\$42,656	\$117,210	\$85,143
53	Real Estate and Rental and Leasing	\$27,654	\$61,829	\$44,711
54	Professional, Scientific, and Technical Services	\$43,940	\$102,772	\$80,416
55	Management of Companies and Enterprises	\$67,596	\$137,791	\$114,599
56	Administrative and Support and Waste Management and Remediation Services	\$40,925	\$43,609	\$34,767
61	Educational Services	\$0	\$58,099	\$58,500
62	Health Care and Social Assistance	\$43,519	\$56,659	\$54,732
71	Arts, Entertainment, and Recreation	\$17,925	\$42,120	\$33,556
72	Accommodation and Food Services	\$23,932	\$22,247	\$16,991
81	Other Services (except Public Administration)	\$23,428	\$40,719	\$32,384
90	Government	\$61,327	\$76,532	\$71,836
99	Unclassified Industry	\$0	\$58,466	\$49,820
		\$45,183	\$64,576	\$57,374

Source: EMSI 2016.2



Cluster Rankings

- Cluster ranking compares industries to each other within the County based on 5 factors.
- Factors are: Earnings, Growth, Regional Competitiveness, Regional Specialization, GRP

Adams County Clusters

2014 Cluster Rankings – All Factors Weighted Equally

Agricultural Inputs and Services: 97

NAICS	Industry	Jobs	Score
111000	Crop Production	448	100
112000	Animal Production and Aquaculture	103	82

Local Utilities: 64

NAICS	Industry	Jobs	Score
221122	Electric Power Distribution	54	64

Paper and Packaging: 59

NAICS	Industry	Jobs	Score
322211	Corrugated and Solid Fiber Box Manufacturing	259	59

Food Processing and Manufacturing: 53

NAICS	Industry	Jobs	Score
311421	Fruit and Vegetable Canning	19	53

Plastics: 50

NAICS	Industry	Jobs	Score
326199	All Other Plastics Product Manufacturing	12	50

59

Economic Development Infrastructure



60

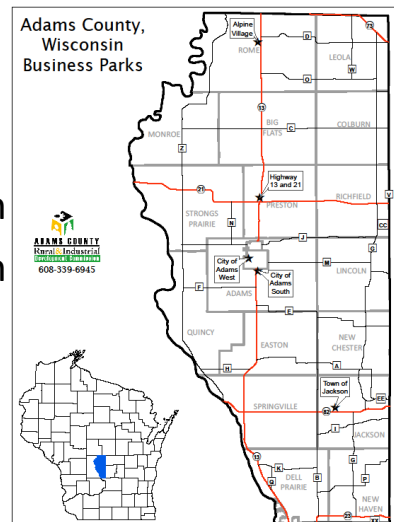
Major Highways

- State Highways 13, 21, 23, 73, and 82 run through Adams County
- Interstates 90/94 and 39 are nearby

61

Business Parks

- City of Adams – South
- City of Adams – West
- North Industrial – Preston
- South Industrial – Jackson
- Alpine Village - Rome



Source: Adams County Rural and Industrial Development Commission

62

- 28 acres
- 3 phase electricity
- Natural gas
- Municipal water and wastewater
- High speed internet
- Telephone

City of Adams South Business Park

0 50 100 200 300 400 Feet

N
W E

63
2015 Spring Airphoto

- 33 Acres
- 3 phase electricity
- Natural gas
- Municipal water and wastewater
- High speed internet
- Telephone
- Adjacent to railyard

City of Adams West Business Park

0 50 100 200 300 400 Feet

N
W E

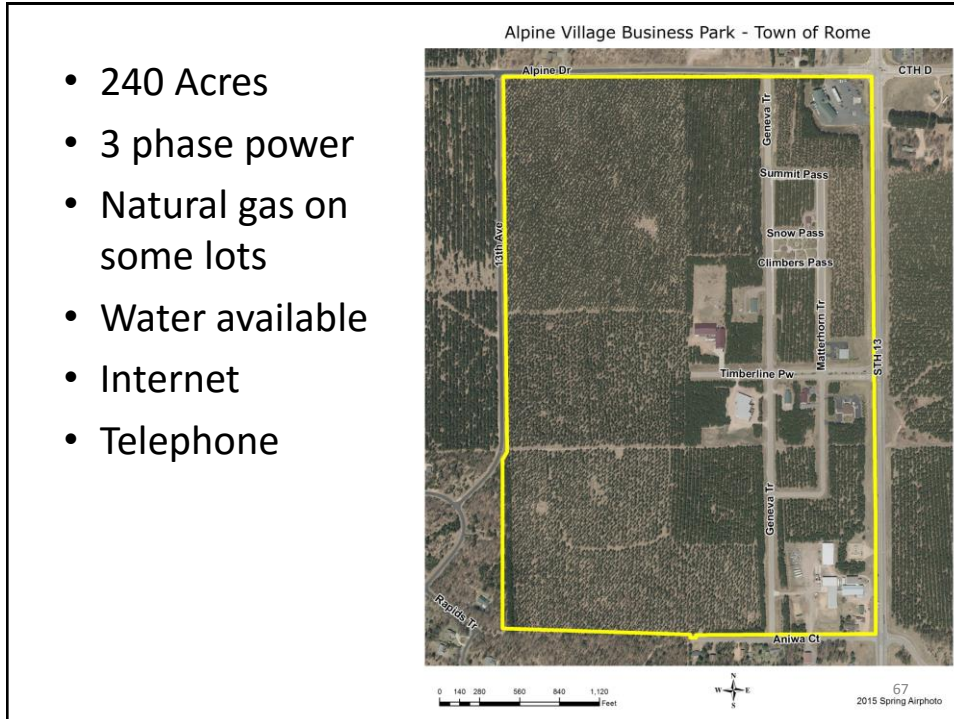
64
2015 Spring Airphoto

- 5 acres undeveloped



- 75 acres
- 3 phase power
- High speed internet
- telephone





Airport

- Adams County Legion Field Airport
 - Public Use Airport
 - Location - City of Adams
 - 60' x 3,400' lighted hard surface runway
- Nearest Commercial Air Service - Madison

Rail Infrastructure

- Union Pacific Railroad
- Connected to Minneapolis and Chicago via Milwaukee.
- Several trains each way per day
- Union Pacific terminal in the City of Adams

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Next Steps:

- Further Refinement of Economic Data
 - Drill down for more detail and trends
 - Identify key sectors
 - Projections
- Develop Strategy
 - Working Session with Board
 - Identify tasks and timelines
- Prepare Final Report
 - Present to the Board

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Contact



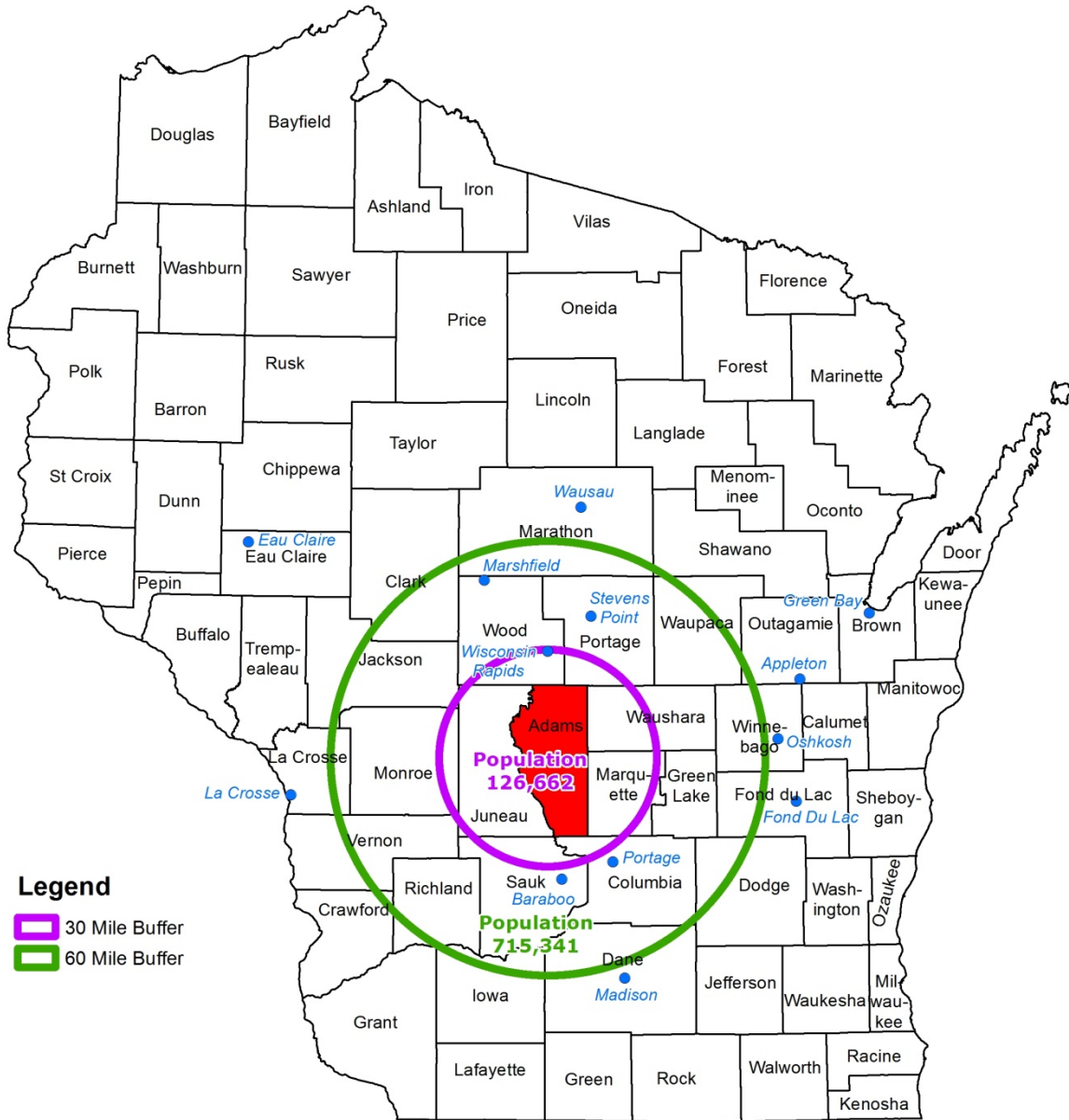
Brad Sippel, Planner
North Central Wisconsin Regional Planning Commission
210 McClellan Street, Suite 210
Wausau, WI 54403
715-849-5510
bsippel@ncwrpc.org
www.ncwrpc.org

Appendix B: Adams County Locational Context

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Adams County and Surrounding Counties

2016 Population Estimates



0 20 40 80 Miles



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Appendix C: 30 Mile Radius Consumer Spending Report

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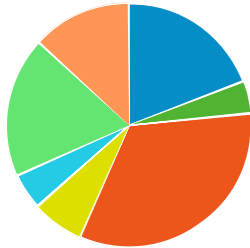


Adams County 30 Mile Consumer Spending Report

Consumer Spending Report (30 mile radius around Adams County, Wisconsin)

Apparel (2016)

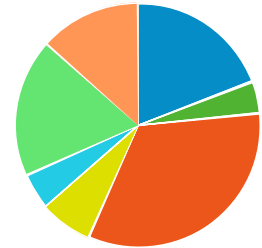
- Men's Apparel
- Boys' Apparel
- Women's Apparel
- Girls' Apparel
- Infants Apparel
- Footwear
- Apparel Services and Accessories



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,682	\$90,435
Men's Apparel	\$322	\$17,345
Boys' Apparel	\$72	\$3,897
Women's Apparel	\$556	\$29,931
Girls' Apparel	\$116	\$6,255
Infants Apparel	\$80	\$4,339
Footwear	\$311	\$16,763
Apparel Services and Accessories	\$221	\$11,906

Apparel (2021)

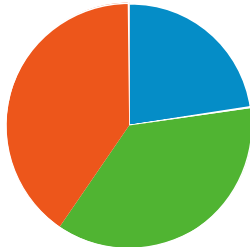
- Men's Apparel
- Boys' Apparel
- Women's Apparel
- Girls' Apparel
- Infants Apparel
- Footwear
- Apparel Services and Accessories



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,838	\$101,520
Men's Apparel	\$353	\$19,526
Boys' Apparel	\$78	\$4,338
Women's Apparel	\$610	\$33,702
Girls' Apparel	\$126	\$6,994
Infants Apparel	\$88	\$4,859
Footwear	\$334	\$18,447
Apparel Services and Accessories	\$247	\$13,653

Entertainment (2016)

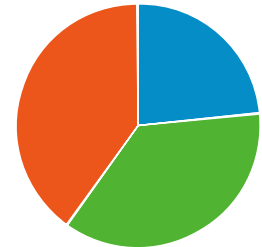
- Fees And Admissions
- Video And Audio Equipment
- Recreational Equipment And Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$2,721	\$146,233
Fees And Admissions	\$618	\$33,241
Video And Audio Equipment	\$1,002	\$53,850
Recreational Equipment And Supplies	\$1,100	\$59,142

Entertainment (2021)

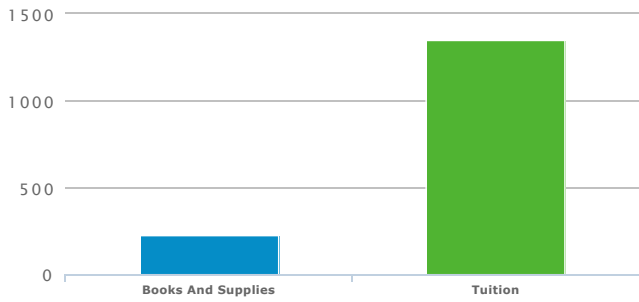
- Fees And Admissions
- Video And Audio Equipment
- Recreational Equipment And Supplies



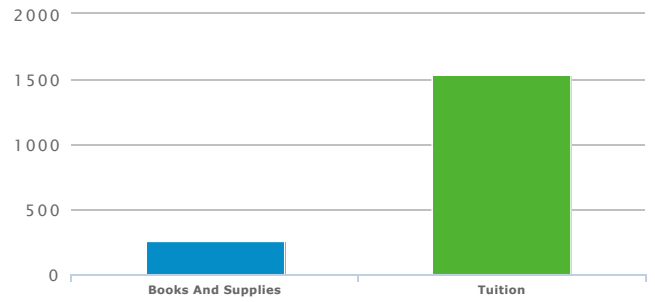
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$2,976	\$164,309
Fees And Admissions	\$697	\$38,494
Video And Audio Equipment	\$1,086	\$59,975
Recreational Equipment And Supplies	\$1,192	\$65,840

Education (2016)

Education (2021)

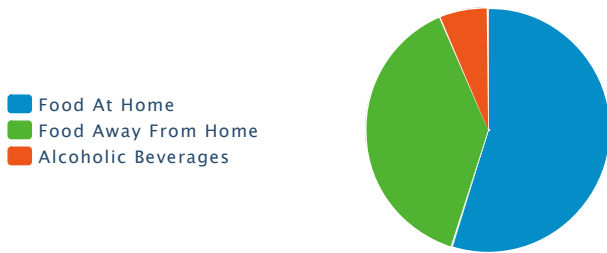


	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,574	\$84,597
Books And Supplies	\$221	\$11,894
Tuition	\$1,352	\$72,703



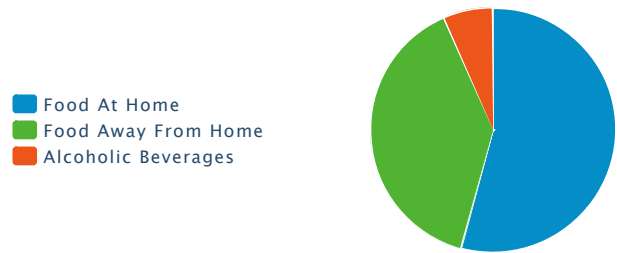
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,789	\$98,803
Books And Supplies	\$251	\$13,886
Tuition	\$1,538	\$84,917

Food and Beverages (2016)



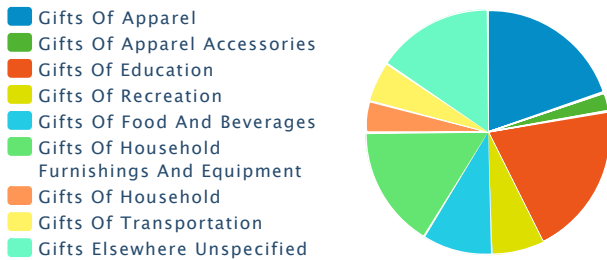
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$7,318	\$393,290
Food At Home	\$4,013	\$215,663
Food Away From Home	\$2,833	\$152,244
Alcoholic Beverages	\$472	\$25,384

Food and Beverages (2021)



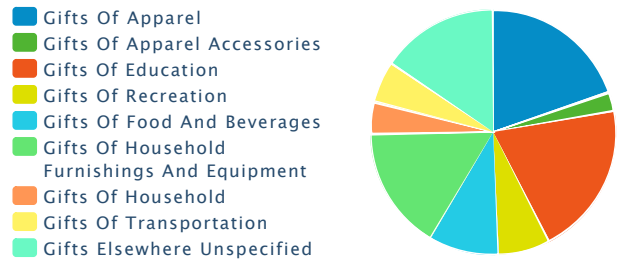
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$7,917	\$437,085
Food At Home	\$4,293	\$237,024
Food Away From Home	\$3,100	\$171,181
Alcoholic Beverages	\$523	\$28,880

Gifts (2016)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,132	\$60,880
Gifts Of Apparel	\$224	\$12,064
Gifts Of Apparel Accessories	\$28	\$1,528
Gifts Of Education	\$229	\$12,315
Gifts Of Recreation	\$77	\$4,149
Gifts Of Food And Beverages	\$104	\$5,630
Gifts Of Household Furnishings And Equipment	\$183	\$9,874
Gifts Of Household	\$47	\$2,575
Gifts Of Transportation	\$61	\$3,310
Gifts Elsewhere Unspecified	\$175	\$9,435

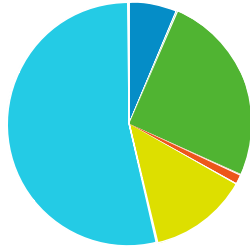
Gifts (2021)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,269	\$70,082
Gifts Of Apparel	\$251	\$13,868
Gifts Of Apparel Accessories	\$31	\$1,759
Gifts Of Education	\$256	\$14,161
Gifts Of Recreation	\$86	\$4,777
Gifts Of Food And Beverages	\$117	\$6,462
Gifts Of Household Furnishings And Equipment	\$206	\$11,374
Gifts Of Household	\$53	\$2,951
Gifts Of Transportation	\$69	\$3,842
Gifts Elsewhere Unspecified	\$197	\$10,888

Household Furnishings (2016)

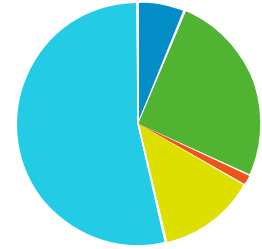
- Household Textiles
- Furniture
- Floor Coverings
- Major Appliances
- Housewares And Small Appliances



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,634	\$87,842
Household Textiles	\$104	\$5,615
Furniture	\$416	\$22,371
Floor Coverings	\$21	\$1,149
Major Appliances	\$216	\$11,624
Housewares And Small Appliances	\$876	\$47,082

Household Furnishings (2021)

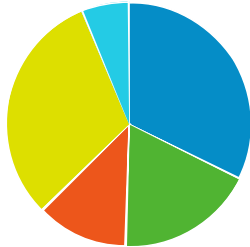
- Household Textiles
- Furniture
- Floor Coverings
- Major Appliances
- Housewares And Small Appliances



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,803	\$99,558
Household Textiles	\$114	\$6,330
Furniture	\$461	\$25,460
Floor Coverings	\$24	\$1,343
Major Appliances	\$236	\$13,029
Housewares And Small Appliances	\$967	\$53,397

Shelter (2016)

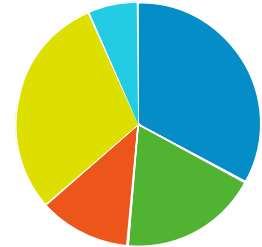
- Mortgage Interest
- Property Taxes
- Miscellaneous Owned Dwelling Costs
- Rental Costs
- Other Lodging



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$10,082	\$541,806
Mortgage Interest	\$3,258	\$175,126
Property Taxes	\$1,839	\$98,830
Miscellaneous Owned Dwelling Costs	\$1,220	\$65,574
Rental Costs	\$3,125	\$167,980
Other Lodging	\$638	\$34,297

Shelter (2021)

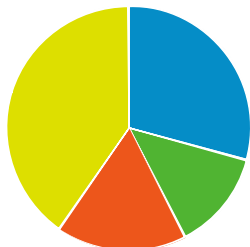
- Mortgage Interest
- Property Taxes
- Miscellaneous Owned Dwelling Costs
- Rental Costs
- Other Lodging



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$11,016	\$608,152
Mortgage Interest	\$3,621	\$199,948
Property Taxes	\$2,040	\$112,622
Miscellaneous Owned Dwelling Costs	\$1,345	\$74,282
Rental Costs	\$3,276	\$180,861
Other Lodging	\$732	\$40,439

Household Operations (2016)

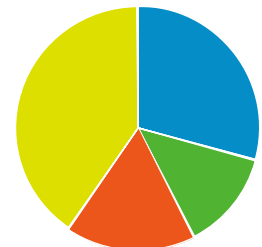
- Babysitting And Elderly Care
- Household Services
- Alimony And Child Support
- Household Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,299	\$69,839
Babysitting And Elderly Care	\$380	\$20,474
Household Services	\$171	\$9,233
Alimony And Child Support	\$222	\$11,946
Household Supplies	\$524	\$28,186

Household Operations (2021)

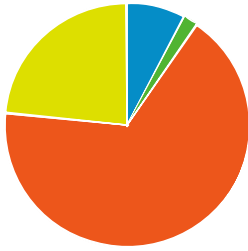
- Babysitting And Elderly Care
- Household Services
- Alimony And Child Support
- Household Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,446	\$79,853
Babysitting And Elderly Care	\$423	\$23,392
Household Services	\$190	\$10,544
Alimony And Child Support	\$248	\$13,711
Household Supplies	\$583	\$32,206

Personal Care (2016)

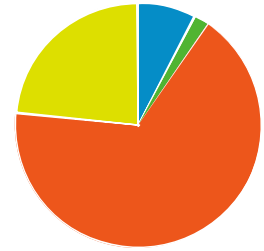
- Hair Care
- Electric Personal Care Appliances
- Personal Care Services
- Personal Care Products



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$635	\$34,143
Hair Care	\$49	\$2,661
Electric Personal Care Appliances	\$12	\$676
Personal Care Services	\$424	\$22,821
Personal Care Products	\$148	\$7,985

Personal Care (2021)

- Hair Care
- Electric Personal Care Appliances
- Personal Care Services
- Personal Care Products



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$691	\$38,177
Hair Care	\$53	\$2,979
Electric Personal Care Appliances	\$13	\$757
Personal Care Services	\$462	\$25,512
Personal Care Products	\$161	\$8,930

Utilities (2016)

- Natural Gas
- Electricity
- Fuel Oil And Other Fuels
- Telephone Service
- Other Utilities



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$3,804	\$204,429
Natural Gas	\$402	\$21,610
Electricity	\$1,453	\$78,083
Fuel Oil And Other Fuels	\$138	\$7,468
Telephone Service	\$1,293	\$69,502
Other Utilities	\$516	\$27,765

Utilities (2021)

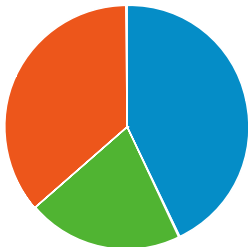
- Natural Gas
- Electricity
- Fuel Oil And Other Fuels
- Telephone Service
- Other Utilities



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,084	\$225,480
Natural Gas	\$433	\$23,924
Electricity	\$1,553	\$85,788
Fuel Oil And Other Fuels	\$149	\$8,264
Telephone Service	\$1,390	\$76,755
Other Utilities	\$556	\$30,748

Reading (2016)

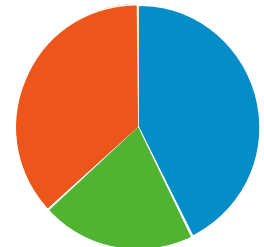
- Newspapers
- Magazines
- Books



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$108	\$5,814
Newspapers	\$46	\$2,499
Magazines	\$22	\$1,190
Books	\$39	\$2,126

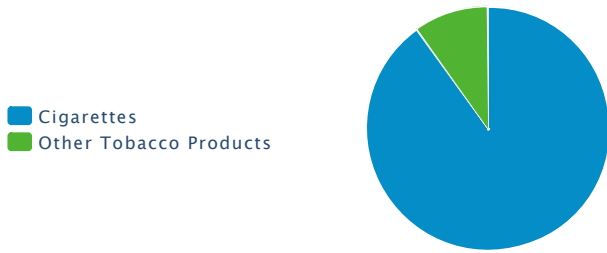
Reading (2021)

- Newspapers
- Magazines
- Books



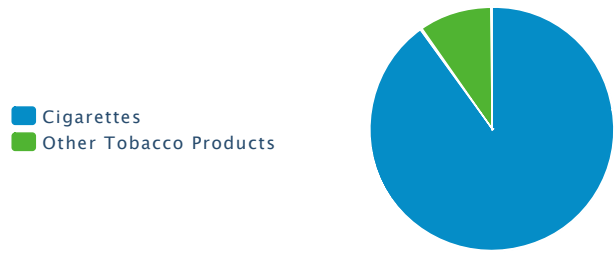
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$118	\$6,546
Newspapers	\$50	\$2,815
Magazines	\$24	\$1,340
Books	\$43	\$2,391

Tobacco (2016)



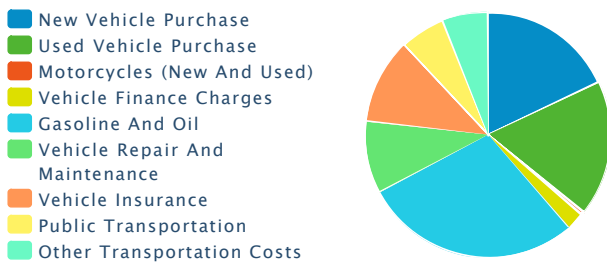
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$331	\$17,807
Cigarettes	\$298	\$16,026
Other Tobacco Products	\$33	\$1,782

Tobacco (2021)



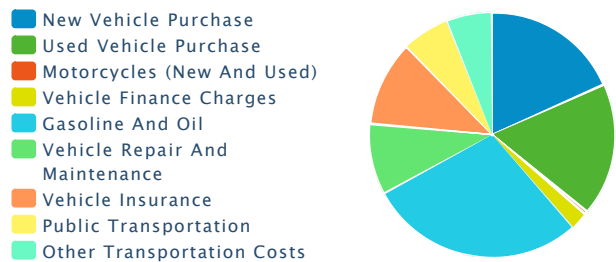
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$347	\$19,199
Cigarettes	\$312	\$17,278
Other Tobacco Products	\$34	\$1,921

Transportation (2016)



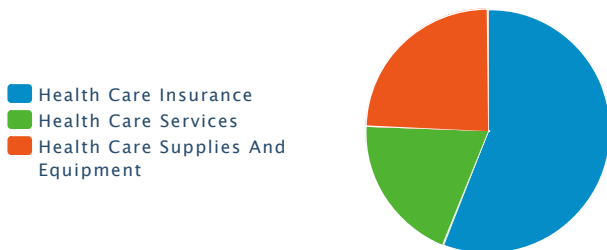
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$9,463	\$508,569
New Vehicle Purchase	\$1,700	\$91,402
Used Vehicle Purchase	\$1,693	\$91,024
Motorcycles (New And Used)	\$40	\$2,182
Vehicle Finance Charges	\$217	\$11,683
Gasoline And Oil	\$2,715	\$145,910
Vehicle Repair And Maintenance	\$896	\$48,194
Vehicle Insurance	\$1,067	\$57,350
Public Transportation	\$569	\$30,579
Other Transportation Costs	\$562	\$30,245

Transportation (2021)



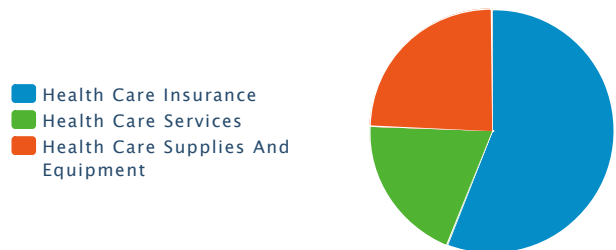
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$10,255	\$566,162
New Vehicle Purchase	\$1,882	\$103,951
Used Vehicle Purchase	\$1,798	\$99,262
Motorcycles (New And Used)	\$43	\$2,419
Vehicle Finance Charges	\$235	\$12,999
Gasoline And Oil	\$2,913	\$160,846
Vehicle Repair And Maintenance	\$970	\$53,603
Vehicle Insurance	\$1,152	\$63,600
Public Transportation	\$635	\$35,083
Other Transportation Costs	\$623	\$34,400

Health Care (2016)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,123	\$221,598
Health Care Insurance	\$2,307	\$124,018
Health Care Services	\$811	\$43,588
Health Care Supplies And Equipment	\$1,004	\$53,992

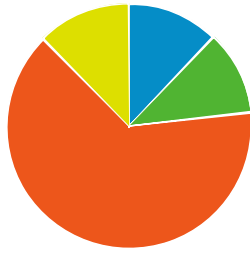
Health Care (2021)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,431	\$244,625
Health Care Insurance	\$2,479	\$136,886
Health Care Services	\$870	\$48,079
Health Care Supplies And Equipment	\$1,080	\$59,660

Miscellaneous Expenses (2016)

- Legal And Accounting
- Funeral And Cemetery
- Finance Charges Excluding Mortgage And Vehicle
- Other Miscellaneous Expenses



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$737	\$39,625
Legal And Accounting	\$89	\$4,816
Funeral And Cemetery	\$82	\$4,460
Finance Charges Excluding Mortgage And Vehicle	\$473	\$25,437
Other Miscellaneous Expenses	\$91	\$4,913

Personal Insurance (2016)

	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$337	\$18,164

Contributions (2016)

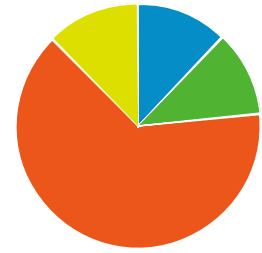
	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$1,957	\$105,207

Retail Potential (2016)

	\$ PER HOUSEHOLD	TOTAL \$000'S
New Car Dealers	\$3,466	\$186,264
User Car Dealers	\$207	\$11,153
Recreational Vehicle Dealers	\$10	\$570
Motorcycle and Boat Dealers	\$147	\$7,952
Auto Parts and Accessories	\$534	\$28,731
Tire Dealers	\$243	\$13,099
Furniture Stores	\$321	\$17,271
Floor Covering Stores	\$115	\$6,231
Other Home Furnishing Stores	\$107	\$5,777
Appliances and Electronics Stores	\$750	\$40,340
Computer Stores	\$1,310	\$70,421
Camera and Photography Stores	\$89	\$4,790
Hardware Stores	\$176	\$9,489
Paint and Wallpaper Stores	\$16	\$876
Home Centers	\$393	\$21,164
Other Building Materials Stores	\$470	\$25,282
Outdoor Power Equipment Stores	\$14	\$795
Nursery and Garden Stores	\$118	\$6,363
Grocery Stores	\$5,571	\$299,402
Convenience Stores	\$236	\$12,696
Meat Markets	\$57	\$3,110
Fish and Seafood Markets	\$13	\$735
Fruit and Vegetable Markets	\$27	\$1,463
Other Specialty Food Markets	\$42	\$2,291
Liquor Stores	\$128	\$6,919

Miscellaneous Expenses (2021)

- Legal And Accounting
- Funeral And Cemetery
- Finance Charges Excluding Mortgage And Vehicle
- Other Miscellaneous Expenses



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$799	\$44,145
Legal And Accounting	\$97	\$5,368
Funeral And Cemetery	\$90	\$4,994
Finance Charges Excluding Mortgage And Vehicle	\$512	\$28,312
Other Miscellaneous Expenses	\$99	\$5,471

Personal Insurance (2021)

	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$376	\$20,805

Contributions (2021)

	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$2,204	\$121,684

Source: Applied Geographic Solutions, 2016

Pharmacy and Drug Stores	\$1,176	\$63,212
Costmetics and Beauty Stores	\$50	\$2,707
Optical Goods Stores	\$124	\$6,694
Other Health and Personal Care Stores	\$95	\$5,146
Gasoline Stations with Convenience Stores	\$885	\$47,611
Gasoline Stations without Convenience Stores	\$146	\$7,897
Men's Clothing Stores	\$48	\$2,597
Women's Clothing Stores	\$155	\$8,338
Childrens' and Infant's Clothing Stores	\$85	\$4,619
Family Clothing Stores	\$325	\$17,516
Clothing Accessory Stores	\$16	\$913
Other Apparel Stores	\$38	\$2,095
Shoe Stores	\$109	\$5,898
Jewelry Stores	\$201	\$10,832
Luggage Stores	\$191	\$10,293
Sporting Goods Stores	\$148	\$7,978
Hobby, Toy, and Game Stores	\$43	\$2,339
Sewing and Needlecraft Stores	\$15	\$854
Musical Instrument Stores	\$34	\$1,876
Book Stores	\$316	\$17,031
Record, Tape, and CD Stores	\$82	\$4,457
Department Stores	\$2,569	\$138,081
Warehouse Superstores	\$1,118	\$60,119
Other General Merchandise Stores	\$308	\$16,578
Florists	\$25	\$1,344
Office and Stationary Stores	\$227	\$12,237
Gift and Souvenir Stores	\$75	\$4,033
Used Merchandise Stores	\$49	\$2,673
Pet and Pet Supply Stores	\$103	\$5,585
Art Dealers	\$9	\$504
Mobile Home Dealers	\$0	\$27
Other Miscellaneous Retail Stores	\$101	\$5,480
Mail Order and Catalog Stores	\$1,831	\$98,400
Vending Machines	\$82	\$4,420
Fuel Dealers	\$340	\$18,276
Other Direct Selling Establishments	\$167	\$9,026
Hotels and Other Travel Accomodations	\$124	\$6,684
RV Parks	\$2	\$108
Rooming and Boarding Houses	\$1	\$54
Full Service Restaurants	\$837	\$44,999
Limited Service Restaurants	\$832	\$44,758
Special Food Services and Catering	\$139	\$7,517
Drinking Places	\$74	\$3,999

The image displays a Google Maps interface with a data popup for Adams County, Wisconsin. The popup contains the following information:

- Adams County, Wisconsin
- Population: 20,228
- Labor Force Size: 8,325
- Bachelors Degree or Higher: 13.28%
- Household Median Income: 46,889
- Commute Travel Time: 27

Navigation and report options are visible in the top right:

- Map Terrain Hybrid
- Save to folder
- Full Report
- Labor Force Report
- Demographics Report
- Consumer Spending Report
- Wages Report
- Talent Pool Report
- Housing Report

Map data ©2016 Google, Terms of Use, Report a map error

Appendix D: 60 Mile Radius Consumer Spending Report

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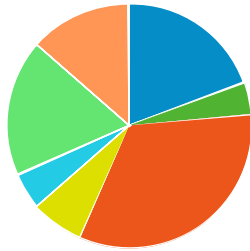


60 Mile Consumer Spending Report_Adams County

Consumer Spending Report (60 mile radius around Adams County, Wisconsin)

Apparel (2016)

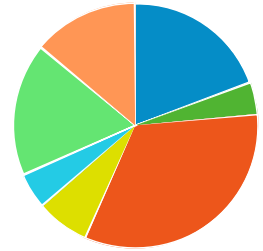
- Men's Apparel
- Boys' Apparel
- Women's Apparel
- Girls' Apparel
- Infants Apparel
- Footwear
- Apparel Services and Accessories



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,870	\$546,002
Men's Apparel	\$360	\$105,229
Boys' Apparel	\$80	\$23,581
Women's Apparel	\$617	\$180,332
Girls' Apparel	\$130	\$38,090
Infants Apparel	\$90	\$26,300
Footwear	\$337	\$98,577
Apparel Services and Accessories	\$253	\$73,893

Apparel (2021)

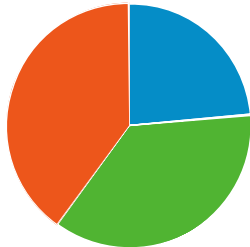
- Men's Apparel
- Boys' Apparel
- Women's Apparel
- Girls' Apparel
- Infants Apparel
- Footwear
- Apparel Services and Accessories



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$2,070	\$626,526
Men's Apparel	\$399	\$120,925
Boys' Apparel	\$88	\$26,817
Women's Apparel	\$686	\$207,638
Girls' Apparel	\$143	\$43,418
Infants Apparel	\$99	\$30,019
Footwear	\$365	\$110,488
Apparel Services and Accessories	\$288	\$87,221

Entertainment (2016)

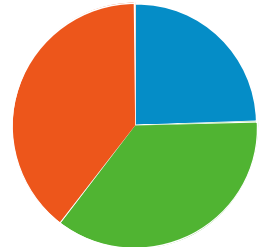
- Fees And Admissions
- Video And Audio Equipment
- Recreational Equipment And Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$3,022	\$882,130
Fees And Admissions	\$714	\$208,616
Video And Audio Equipment	\$1,099	\$320,943
Recreational Equipment And Supplies	\$1,208	\$352,570

Entertainment (2021)

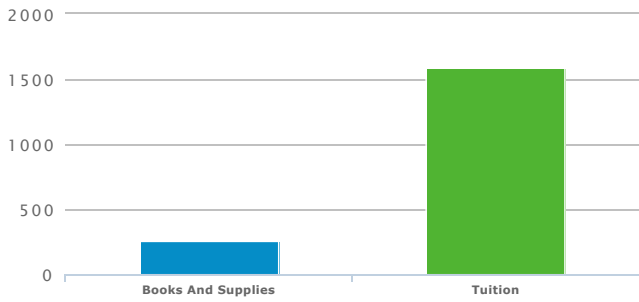
- Fees And Admissions
- Video And Audio Equipment
- Recreational Equipment And Supplies



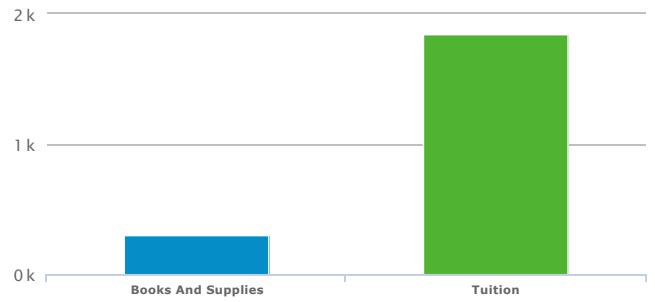
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$3,348	\$1,013,321
Fees And Admissions	\$819	\$247,976
Video And Audio Equipment	\$1,205	\$364,739
Recreational Equipment And Supplies	\$1,323	\$400,606

Education (2016)

Education (2021)

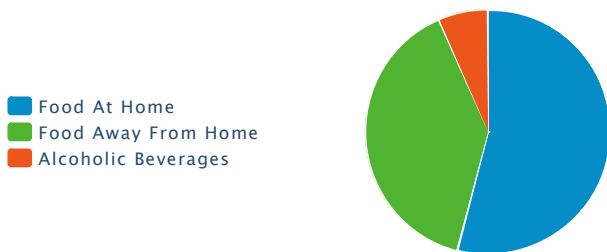


	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,850	\$539,942
Books And Supplies	\$259	\$75,775
Tuition	\$1,590	\$464,167



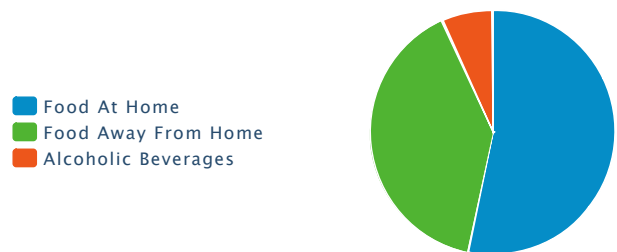
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$2,141	\$647,877
Books And Supplies	\$300	\$90,894
Tuition	\$1,840	\$556,982

Food and Beverages (2016)



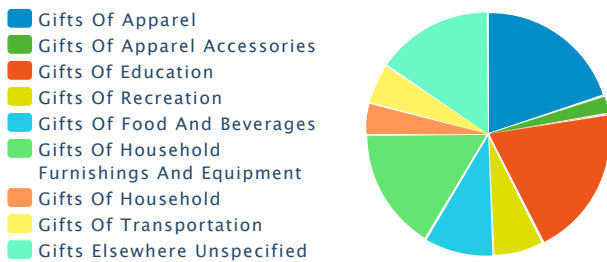
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$8,006	\$2,336,662
Food At Home	\$4,330	\$1,263,907
Food Away From Home	\$3,145	\$918,085
Alcoholic Beverages	\$529	\$154,670

Food and Beverages (2021)



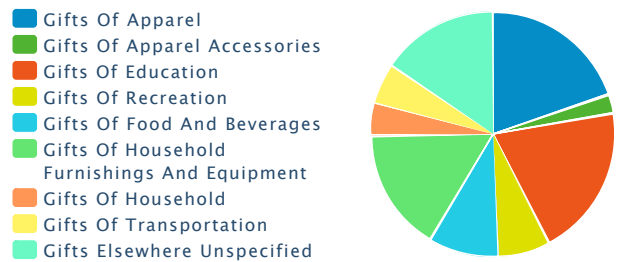
	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$8,754	\$2,648,965
Food At Home	\$4,674	\$1,414,358
Food Away From Home	\$3,483	\$1,054,094
Alcoholic Beverages	\$596	\$180,513

Gifts (2016)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,291	\$376,965
Gifts Of Apparel	\$256	\$74,782
Gifts Of Apparel Accessories	\$32	\$9,483
Gifts Of Education	\$260	\$76,021
Gifts Of Recreation	\$87	\$25,672
Gifts Of Food And Beverages	\$119	\$34,926
Gifts Of Household Furnishings And Equipment	\$210	\$61,341
Gifts Of Household	\$54	\$15,941
Gifts Of Transportation	\$70	\$20,530
Gifts Elsewhere Unspecified	\$199	\$58,268

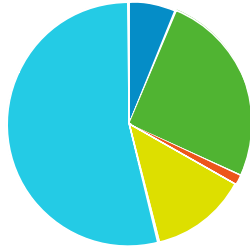
Gifts (2021)



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,473	\$445,978
Gifts Of Apparel	\$291	\$88,333
Gifts Of Apparel Accessories	\$37	\$11,219
Gifts Of Education	\$296	\$89,822
Gifts Of Recreation	\$100	\$30,379
Gifts Of Food And Beverages	\$136	\$41,215
Gifts Of Household Furnishings And Equipment	\$239	\$72,596
Gifts Of Household	\$62	\$18,774
Gifts Of Transportation	\$80	\$24,506
Gifts Elsewhere Unspecified	\$228	\$69,135

Household Furnishings (2016)

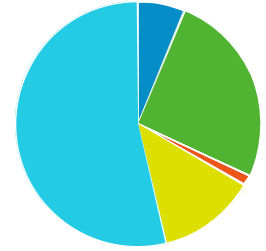
- Household Textiles
- Furniture
- Floor Coverings
- Major Appliances
- Housewares And Small Appliances



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,841	\$537,482
Household Textiles	\$115	\$33,771
Furniture	\$471	\$137,619
Floor Coverings	\$25	\$7,307
Major Appliances	\$239	\$69,894
Housewares And Small Appliances	\$989	\$288,891

Household Furnishings (2021)

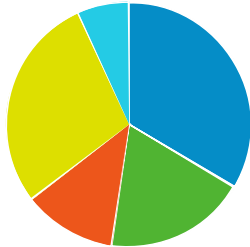
- Household Textiles
- Furniture
- Floor Coverings
- Major Appliances
- Housewares And Small Appliances



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$2,057	\$622,632
Household Textiles	\$128	\$38,817
Furniture	\$529	\$160,287
Floor Coverings	\$29	\$8,777
Major Appliances	\$265	\$80,273
Housewares And Small Appliances	\$1,105	\$334,478

Shelter (2016)

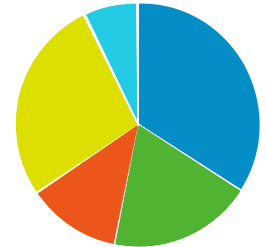
- Mortgage Interest
- Property Taxes
- Miscellaneous Owned Dwelling Costs
- Rental Costs
- Other Lodging



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$11,127	\$3,247,621
Mortgage Interest	\$3,738	\$1,091,053
Property Taxes	\$2,078	\$606,582
Miscellaneous Owned Dwelling Costs	\$1,368	\$399,302
Rental Costs	\$3,182	\$928,757
Other Lodging	\$760	\$221,927

Shelter (2021)

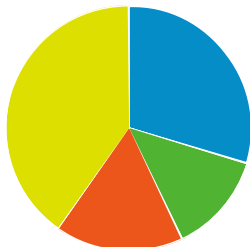
- Mortgage Interest
- Property Taxes
- Miscellaneous Owned Dwelling Costs
- Rental Costs
- Other Lodging



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$12,323	\$3,729,070
Mortgage Interest	\$4,201	\$1,271,360
Property Taxes	\$2,342	\$708,857
Miscellaneous Owned Dwelling Costs	\$1,529	\$462,867
Rental Costs	\$3,360	\$1,016,984
Other Lodging	\$888	\$269,001

Household Operations (2016)

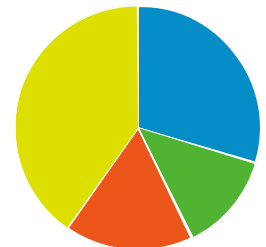
- Babysitting And Elderly Care
- Household Services
- Alimony And Child Support
- Household Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,486	\$433,803
Babysitting And Elderly Care	\$441	\$128,857
Household Services	\$195	\$56,976
Alimony And Child Support	\$251	\$73,495
Household Supplies	\$597	\$174,475

Household Operations (2021)

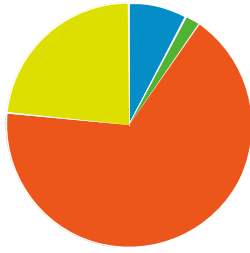
- Babysitting And Elderly Care
- Household Services
- Alimony And Child Support
- Household Supplies



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$1,683	\$509,283
Babysitting And Elderly Care	\$498	\$150,954
Household Services	\$221	\$66,881
Alimony And Child Support	\$286	\$86,622
Household Supplies	\$676	\$204,826

Personal Care (2016)

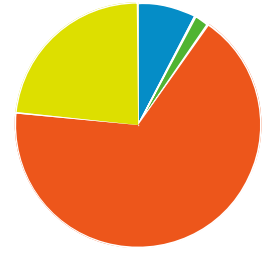
- Hair Care
- Electric Personal Care Appliances
- Personal Care Services
- Personal Care Products



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$701	\$204,827
Hair Care	\$54	\$15,934
Electric Personal Care Appliances	\$13	\$4,043
Personal Care Services	\$469	\$136,999
Personal Care Products	\$163	\$47,850

Personal Care (2021)

- Hair Care
- Electric Personal Care Appliances
- Personal Care Services
- Personal Care Products



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$773	\$233,955
Hair Care	\$60	\$18,215
Electric Personal Care Appliances	\$15	\$4,625
Personal Care Services	\$517	\$156,450
Personal Care Products	\$180	\$54,665

Utilities (2016)

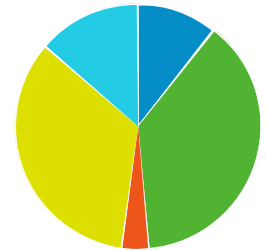
- Natural Gas
- Electricity
- Fuel Oil And Other Fuels
- Telephone Service
- Other Utilities



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,121	\$1,202,989
Natural Gas	\$437	\$127,602
Electricity	\$1,566	\$457,239
Fuel Oil And Other Fuels	\$150	\$44,012
Telephone Service	\$1,404	\$410,003
Other Utilities	\$562	\$164,133

Utilities (2021)

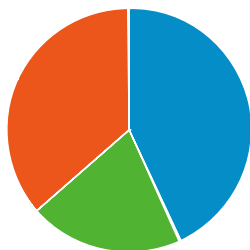
- Natural Gas
- Electricity
- Fuel Oil And Other Fuels
- Telephone Service
- Other Utilities



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,469	\$1,352,511
Natural Gas	\$476	\$144,286
Electricity	\$1,692	\$512,010
Fuel Oil And Other Fuels	\$164	\$49,628
Telephone Service	\$1,524	\$461,277
Other Utilities	\$612	\$185,311

Reading (2016)

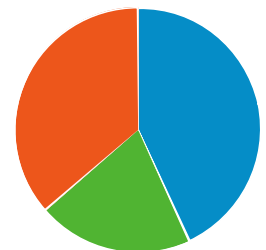
- Newspapers
- Magazines
- Books



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$119	\$34,970
Newspapers	\$51	\$15,011
Magazines	\$24	\$7,165
Books	\$43	\$12,794

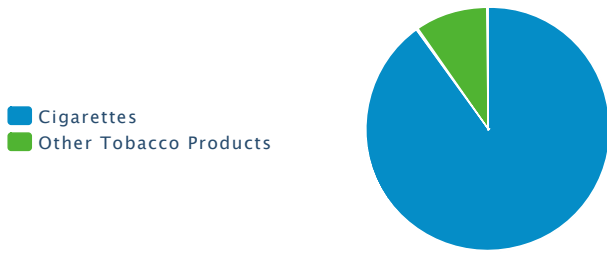
Reading (2021)

- Newspapers
- Magazines
- Books



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$132	\$40,238
Newspapers	\$57	\$17,284
Magazines	\$27	\$8,243
Books	\$48	\$14,711

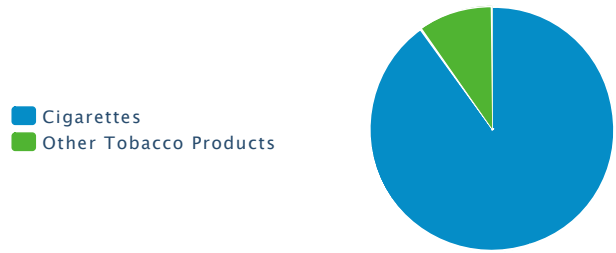
Tobacco (2016)



■ Cigarettes
■ Other Tobacco Products

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$346	\$101,255
Cigarettes	\$312	\$91,120
Other Tobacco Products	\$34	\$10,135

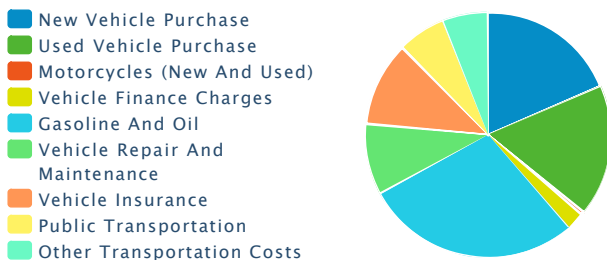
Tobacco (2021)



■ Cigarettes
■ Other Tobacco Products

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$366	\$110,848
Cigarettes	\$329	\$99,753
Other Tobacco Products	\$36	\$11,095

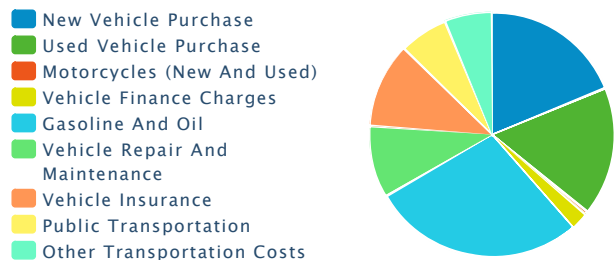
Transportation (2016)



■ New Vehicle Purchase
■ Used Vehicle Purchase
■ Motorcycles (New And Used)
■ Vehicle Finance Charges
■ Gasoline And Oil
■ Vehicle Repair And Maintenance
■ Vehicle Insurance
■ Public Transportation
■ Other Transportation Costs

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$10,402	\$3,035,967
New Vehicle Purchase	\$1,921	\$560,785
Used Vehicle Purchase	\$1,809	\$528,181
Motorcycles (New And Used)	\$44	\$13,099
Vehicle Finance Charges	\$239	\$69,863
Gasoline And Oil	\$2,957	\$863,037
Vehicle Repair And Maintenance	\$983	\$287,156
Vehicle Insurance	\$1,164	\$339,825
Public Transportation	\$646	\$188,721
Other Transportation Costs	\$634	\$185,301

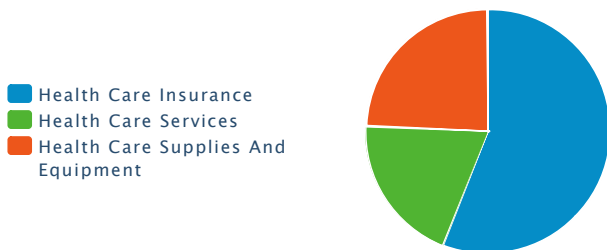
Transportation (2021)



■ New Vehicle Purchase
■ Used Vehicle Purchase
■ Motorcycles (New And Used)
■ Vehicle Finance Charges
■ Gasoline And Oil
■ Vehicle Repair And Maintenance
■ Vehicle Insurance
■ Public Transportation
■ Other Transportation Costs

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$11,378	\$3,442,976
New Vehicle Purchase	\$2,144	\$648,919
Used Vehicle Purchase	\$1,933	\$585,113
Motorcycles (New And Used)	\$48	\$14,715
Vehicle Finance Charges	\$260	\$78,799
Gasoline And Oil	\$3,199	\$968,052
Vehicle Repair And Maintenance	\$1,075	\$325,346
Vehicle Insurance	\$1,267	\$383,518
Public Transportation	\$736	\$222,905
Other Transportation Costs	\$712	\$215,609

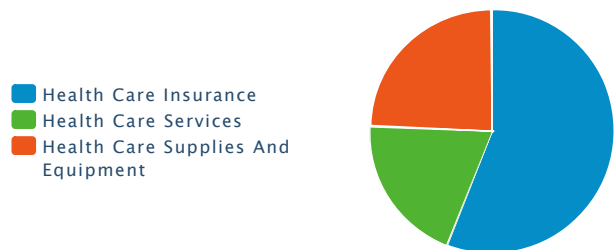
Health Care (2016)



■ Health Care Insurance
■ Health Care Services
■ Health Care Supplies And Equipment

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,433	\$1,293,907
Health Care Insurance	\$2,481	\$724,333
Health Care Services	\$874	\$255,282
Health Care Supplies And Equipment	\$1,076	\$314,291

Health Care (2021)

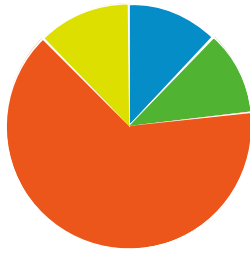


■ Health Care Insurance
■ Health Care Services
■ Health Care Supplies And Equipment

	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$4,816	\$1,457,419
Health Care Insurance	\$2,695	\$815,727
Health Care Services	\$949	\$287,213
Health Care Supplies And Equipment	\$1,171	\$354,480

Miscellaneous Expenses (2016)

- Legal And Accounting
- Funeral And Cemetery
- Finance Charges Excluding Mortgage And Vehicle
- Other Miscellaneous Expenses



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$805	\$234,995
Legal And Accounting	\$97	\$28,470
Funeral And Cemetery	\$89	\$26,222
Finance Charges Excluding Mortgage And Vehicle	\$517	\$151,158
Other Miscellaneous Expenses	\$99	\$29,144

Personal Insurance (2016)

	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$386	\$112,721

Contributions (2016)

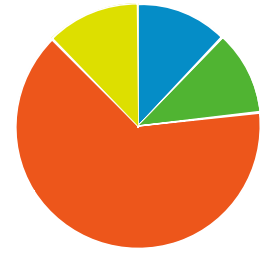
	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$2,238	\$653,429

Retail Potential (2016)

	\$ PER HOUSEHOLD	TOTAL \$000'S
New Car Dealers	\$3,783	\$1,104,328
User Car Dealers	\$226	\$66,103
Recreational Vehicle Dealers	\$11	\$3,387
Motorcycle and Boat Dealers	\$162	\$47,325
Auto Parts and Accessories	\$584	\$170,692
Tire Dealers	\$266	\$77,804
Furniture Stores	\$364	\$106,238
Floor Covering Stores	\$129	\$37,933
Other Home Furnishing Stores	\$121	\$35,449
Appliances and Electronics Stores	\$845	\$246,835
Computer Stores	\$1,502	\$438,553
Camera and Photography Stores	\$97	\$28,597
Hardware Stores	\$198	\$57,879
Paint and Wallpaper Stores	\$18	\$5,322
Home Centers	\$440	\$128,631
Other Building Materials Stores	\$528	\$154,199
Outdoor Power Equipment Stores	\$16	\$4,849
Nursery and Garden Stores	\$132	\$38,729
Grocery Stores	\$6,135	\$1,790,696
Convenience Stores	\$260	\$76,145
Meat Markets	\$62	\$18,343
Fish and Seafood Markets	\$14	\$4,333
Fruit and Vegetable Markets	\$29	\$8,642
Other Specialty Food Markets	\$46	\$13,512
Liquor Stores	\$144	\$42,063

Miscellaneous Expenses (2021)

- Legal And Accounting
- Funeral And Cemetery
- Finance Charges Excluding Mortgage And Vehicle
- Other Miscellaneous Expenses



	\$ PER HOUSEHOLD	TOTAL \$000'S
Totals:	\$882	\$267,127
Legal And Accounting	\$107	\$32,386
Funeral And Cemetery	\$98	\$29,956
Finance Charges Excluding Mortgage And Vehicle	\$567	\$171,666
Other Miscellaneous Expenses	\$109	\$33,118

Personal Insurance (2021)

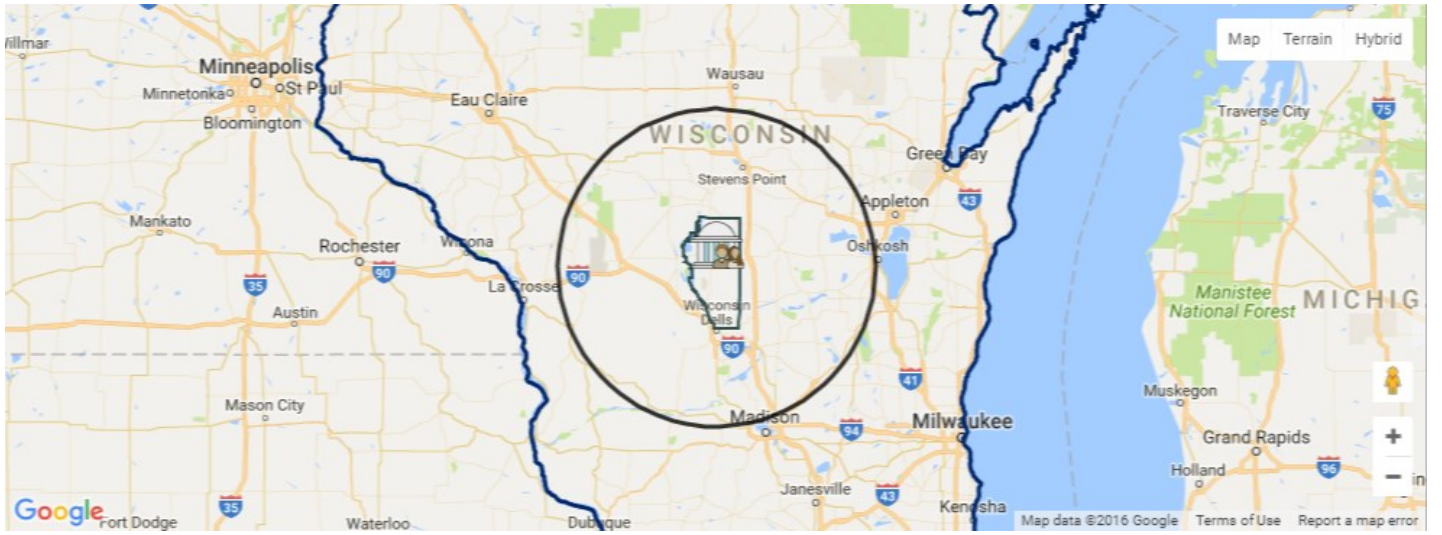
	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$438	\$132,790

Contributions (2021)

	\$ PER HOUSEHOLD	TOTAL \$000'S
	\$2,579	\$780,564

Source: Applied Geographic Solutions, 2016

Pharmacy and Drug Stores	\$1,295	\$378,017
Costmetics and Beauty Stores	\$55	\$16,146
Optical Goods Stores	\$133	\$38,977
Other Health and Personal Care Stores	\$105	\$30,654
Gasoline Stations with Convenience Stores	\$981	\$286,401
Gasoline Stations without Convenience Stores	\$161	\$47,183
Men's Clothing Stores	\$53	\$15,738
Women's Clothing Stores	\$172	\$50,352
Childrens' and Infant's Clothing Stores	\$95	\$27,992
Family Clothing Stores	\$363	\$106,076
Clothing Accessory Stores	\$19	\$5,612
Other Apparel Stores	\$43	\$12,621
Shoe Stores	\$119	\$34,857
Jewelry Stores	\$229	\$66,959
Luggage Stores	\$215	\$63,032
Sporting Goods Stores	\$163	\$47,622
Hobby, Toy, and Game Stores	\$48	\$14,139
Sewing and Needlecraft Stores	\$18	\$5,276
Musical Instrument Stores	\$38	\$11,273
Book Stores	\$345	\$100,737
Record, Tape, and CD Stores	\$91	\$26,785
Department Stores	\$2,872	\$838,446
Warehouse Superstores	\$1,236	\$360,911
Other General Merchandise Stores	\$344	\$100,621
Florists	\$28	\$8,208
Office and Stationary Stores	\$260	\$75,945
Gift and Souvenir Stores	\$84	\$24,560
Used Merchandise Stores	\$55	\$16,192
Pet and Pet Supply Stores	\$114	\$33,288
Art Dealers	\$10	\$3,083
Mobile Home Dealers	\$0	\$189
Other Miscellaneous Retail Stores	\$114	\$33,429
Mail Order and Catalog Stores	\$2,080	\$607,176
Vending Machines	\$89	\$26,194
Fuel Dealers	\$369	\$107,840
Other Direct Selling Establishments	\$186	\$54,312
Hotels and Other Travel Accomodations	\$138	\$40,425
RV Parks	\$2	\$647
Rooming and Boarding Houses	\$1	\$295
Full Service Restaurants	\$931	\$271,997
Limited Service Restaurants	\$925	\$270,084
Special Food Services and Catering	\$155	\$45,368
Drinking Places	\$83	\$24,386



Appendix E: Tourism Impact in County

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THE POWER OF TRAVEL

Tourism plays a significant role in Wisconsin's economy and is a source of both employment and tax revenue.

- Tourism had an \$19.3 billion impact on the state's economy in 2015, up nearly \$1 billion, or 4.4%, from \$18.5 billion in 2014.
- The total five year growth of tourism activity is up more than \$4.5 billion, a 30% increase from \$14.8 billion.
- Visitor growth topped 105.2 million in 2015, a five-year increase of 12.7 million.
- Per trip spending increased 4.4% in 2015, led by lodging with 7.3% growth from 2014.
- The tourism economy generated \$1.5 billion in state and local revenue saving Wisconsin taxpayers \$640 per household.
- For every \$1 the Department spent on summer and fall advertising in 2015, \$8 was returned to the state in additional tax revenue.

Sources:
Longwoods International: Tourism Advertising
Evaluation and Image Study

Tourism Economics: The Economic Impact of
Tourism in Wisconsin

Adams County

Tourism plays a vital role in Adams County. Located within Wisconsin's southwestern rural region, Adams County is home to two of the best-kept secrets in Wisconsin – Petenwell and Castle Rock Lakes. These are the second and fourth largest inland lakes in the state, together covering more than 60 square miles. Water and outdoor recreation, along with trails, parks, golf courses, historic sites, and attractions, all work together to draw travelers to the area. Local businesses, including resorts, motels, campgrounds, B&Bs, restaurants, and retail stores, all cater to and benefit from traveler spending.

TOTAL BUSINESS SALES

- Total business sales in Adams County was \$265 million in 2015, an increase of 4.4% from 2014.

JOBS

- 2,364 jobs with a total personal income of \$50.1 million were supported by visitors to Adams County last year.
- Tourism directly and indirectly supports 190,717 jobs in Wisconsin, a five-year addition of more than 18,700 jobs to the state's total employment.
- Largely comprised of small businesses, travel and hospitality jobs can't be outsourced or exported.
- The tourism industry provides work across the spectrum of employment from entry level and part-time jobs to management, executive and entrepreneurial positions.

TAX REVENUE

- Visitors to Adams County generated \$24.6 million in state and local taxes during 2015.
- In 2015, Adams County saw a 3.04% increase in state and local tax revenue.

Appendix F: Surrounding County Economic Development Corporations

1. **Portage County Business Council:** This organization serves as the County's economic development corporation by featuring available properties, resources and news of interest to potential and growing businesses, and serves as a key contact for economic development information and referrals. The Portage County Business Council has six employees. There was no information on a strategic plan on its website.

Director: Todd Kuckkahn

Website: <http://portagecountybiz.com/>

Telephone Number: 715-344-1940

2. **Tri-County Regional Economic Development Corporation** covers Waushara, Marquette, and Green Lake counties. This regional corporation works in cooperation with public and private entities, promotes the region and businesses in order to attract, stimulate and revitalize commerce, industry and manufacturing for the retention and creation of viable living wage jobs. There was no mention of a strategic plan on the organization's website.

Director: Bill Wheeler

Website: <http://tcredc.org/>

Telephone Number: 920-382-0963

3. **Columbia County Economic Development Corporation** maintains a website that provides information for entrepreneurs to create business plans and financing options, community profile information. This organization is staffed by two employees. A county wide strategy was not available on the website.

Director: Nancy Elsing

Website:

<http://www.co.columbia.wi.us/columbiacounty/ccedc/CCEDCHomePage>

Telephone Number: 608-742-6161

4. **Sauk County Development Corporation** created an action plan for the organization in the fall of 2014, outlining four goals for the organization: Business Retention and Expansion, Workforce Recruitment and Development, Housing, and Business Attraction, Financing and Loans. Its 2016 operating budget is \$150,000 and the organization has two employees. There are plans to increase its budget in the coming years substantially.

Director: Keri Olson

Website: <https://www.co.sauk.wi.us/scdc>

Telephone Number: 608-355-4870

5. **Juneau County Economic Development Corporation** promotes the economic development of Juneau County, and its respective cities, villages and towns by providing County profile information, business development links, and advertisements available buildings and sites for sale or lease on its website. The staff consists of two employees.

Director: Terry Whipple

Website: <http://www.juneaucounty.com/jcedc-business-members.html>

Telephone Number: 608-427-2070

Wood County

The County Economic Development Committee provides support for multiple Chambers of Commerce in the county. The Heart of Wisconsin business and Economic Alliance in Wisconsin Rapids and the Marshfield Area Chamber of Commerce & Industry (MACCI) in Marshfield are examples of local economic development efforts. Another organization involved in economic development in south Wood County is Regional Economic Growth Initiative (REGI).

There is no county wide economic development corporation.