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# Comprehensive Economic Development Strategy (CEDS)

## 2010 Annual Report

*“A Regional Strategy for North Central Wisconsin”*



**E**conomic  
**D**evelopment  
**A**dministration



**N**orth **C**entral **W**isconsin  
**R**egional **P**lanning **C**ommission

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Appointment Pending

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Appointment Pending

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## **ABSTRACT:**

- TITLE:** Comprehensive Economic Development Strategy - 2010
- SUBJECT:** An assessment of economic development activities of the North Central Wisconsin Regional Planning Commission over the last decade and the past year. The report's seven sections describe the CEDS Committee, Past Year's Activities, the Physical Region, Changes in the Region's Population, Changes in the Region's Economy, a Regional Development Strategy, and an Economic Development Work Plan. Also included is a list of potential public works projects.
- This CEDS process maintains the Region's eligibility as an Economic Development District (EDD) with the U.S. Economic Development Administration. The District consists of ten counties. These counties are Adams, Forest, Juneau, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood. However, Marathon, Portage, and Wood Counties do not fully participate in the North Central Wisconsin Regional Planning Commission - only some local communities participate.
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# NORTH CENTRAL WISCONSIN CEDS TABLE OF CONTENTS

## Sections:

The CEDS Committee .....	Page 1
Past Year's Activities.....	2
The Physical Region.....	3
The Region's Population .....	5
The Region's Economy.....	6
Regional Development Strategy.....	31
Economic Development Work Plan .....	32

## Attachments:

Public Works Projects .....	A
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## **Introduction**

The Comprehensive Economic Development Strategy (CEDS) Annual Report serves to summarize and assess the past year's economic development activities and present new and modified program strategies for the upcoming year. It follows the CEDS format as suggested by the U. S. Department of Commerce, Economic Development Administration.

Seven sections are discussed in this report.  
They are:

1. The CEDS Committee,
2. Past Year's Activities,
3. The Physical Region,
4. Changes in the Region's Population,
5. Changes in the Region's Economy,
6. Regional Development Strategy, and
7. Economic Development Work Plan.

A listing of public works projects is also attached, as is the Executive Summary of the NorthStar Economics study for the five northern counties of the Region.

## **Background**

The North Central Wisconsin Regional Planning Commission (NCWRPC) is a voluntary association of governments, created in 1973 under Wisconsin State Statute 66.945, now 66.0309. Currently, the Commission serves the Counties of Adams, Forest, Juneau, Langlade, Lincoln, Marathon, Oneida, and Wood. Portage and Vilas Counties, although included in some sections of the Report, do not actively participate in the Commission. In addition, the Region is designated as an Economic Development District (EDD) by the U. S. Department of Commerce, Economic Development Administration (EDA).

The NCWRPC is involved in a variety of planning and planning related efforts. The staff provides professional planning services throughout the ten county region and is involved in projects of local and regional significance.

### **I. The CEDS Committee**

Three Commissioners represent each of the member counties of the North Central Wisconsin Regional Planning Commission. One Commissioner is appointed by the county and the other two are appointed by the Governor; one outright and one from a list of names submitted by the county. The NCWRPC staff has no authority to choose its Commissioners.

Currently, there are nine counties active counties represented by a total of 27 Commissioners. A list of Commissioners can be found on the inside cover of this document.

All Commissioners provide oversight for the completion of the Comprehensive Economic Development Strategy for the member units of governments served by the NCWRPC. The entire Commission also directs the NCWRPC's work program. In addition, there are two advisory committees that are involved in the process. One group is called Centergy, which represent three counties in the central area of the region, and the other is Grow North, which represents five northern counties in the region.

## **II. Past Year's Activities**

The following provides a brief listing of economic development activities conducted by the North Central Wisconsin Regional Planning Commission. Assistance is provided at both the regional and local levels.

### **Regional Assistance:**

#### Comprehensive Economic Development Strategy

Completed the Annual CEDS Report.

#### Maintain a Data Center and Information Clearinghouse

Continued to assemble and arrange various data relating to economic development, e.g., employment and unemployment statistics, sales tax receipts, population estimates, income levels, etc.

Continue to develop a Regional Geographic Information System (GIS). Also staff the North Central Wisconsin GIS users group in efforts to coordinate and standardized GIS systems within the Region.

Maintain Census Data, Socioeconomic Information and Planning Library. Staff also provides special Census reports on request.

#### Other Activities

Provided assistance to area economic development organizations at the regional level.

Provided business assistance to private firms throughout the Region, including start-up and existing firms.

A major work effort is to provide staff support to the North Central Wisconsin Development Corporation (NCWDC). This organization is responsible for managing a seven hundred fifty thousand dollar loan fund. Secured funding from HUD to establish an additional revolving loan fund.

Staff works with various economic development and related organizations throughout the Region.

**Local Assistance:**

Comprehensive Economic Development Strategy

Prepared economic development chapters as part of comprehensive planning efforts throughout the Region, including county, city, village and state plans.

Grant Writing and Administration

Prepared state and federal grant applications on behalf of local communities.

Continue to provide assistance to communities with grant administration, including Wisconsin Rapids.

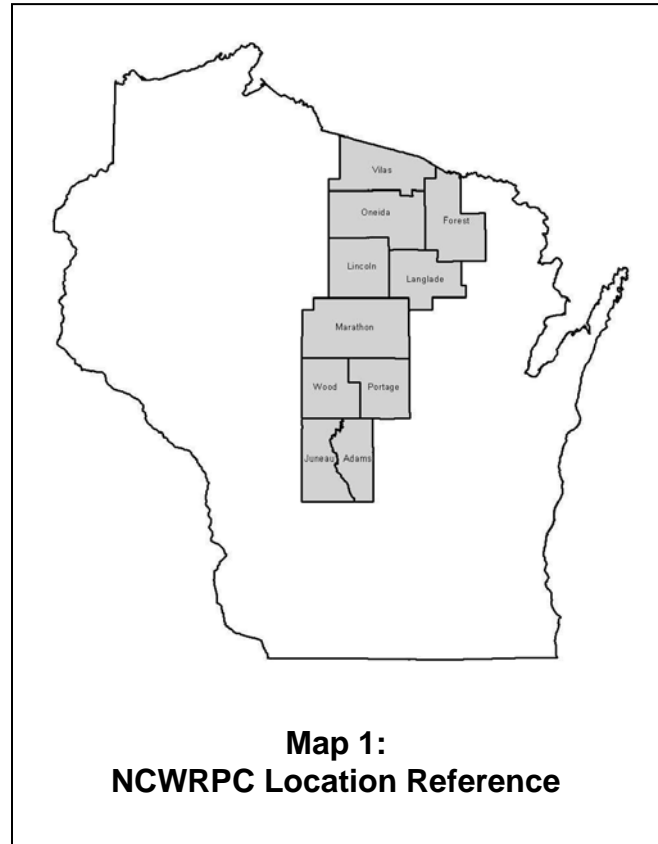
Other Activities

Provided assistance to area economic development organizations at the county and local levels.

**III. The Physical Region**

North Central Wisconsin's ten counties cover an area of 9,328 square miles, or about 17 percent of the state's total area. The region is long and narrow stretching 185 miles from Forest and Vilas Counties in the north to Adams and Juneau Counties in the south (Refer to Map 1).

Within the region there are 267 local units of government, of which 198 are towns, 38 are villages, 21 are cities and 10 are counties. According to the U.S. Census Bureau, only Marathon County meets the requirements to be classified as a Metropolitan Statistical Area (MSA). The other nine counties are considered to be rural in nature. The City of Wausau, located in Marathon County, is the only major population center in the region. The combined population of the Wausau urban area exceeds 65,000 persons.



## Climate:

North Central Wisconsin lies in the mid-latitude continental climatic zone which is characterized by long, snowy winters and short, warm summers. Spring and fall are often short with rapid changes from summer to winter and winter to summer. Annual precipitation, throughout the area, averages about 32 inches. About one-half to two-thirds of the annual precipitation falls between May and September. Snowfalls range between 45 and 80 inches annually, with a continuous snow cover from November to early April. In general, the snow season is longer in the northern counties than in the southern counties.

## Topography and Surface Geology:

Glacial features dominate North Central Wisconsin's landscape. Precambrian rocks of the Canadian Shield form the bedrock of the north. In the south, this area is covered by Cambrian sandstone and Ordovician dolomite. Despite the dominance of the glacial features, there is a great deal of variation in the regional landscape from north to south.

The northern counties of Forest, Langlade, Oneida and Vilas are covered with irregular rolling ground and end moraine. Stratified and unstratified glacial drifts average about 100 feet in thickness, but vary from zero to 240 feet, and lay on bedrock. This creates a drainage problem, and as a result, the area is dotted with more than 4,000 lakes. The terrain is flat and covered with various softwoods.

The central counties of Lincoln and Marathon, as well as the northern areas of Portage and Wood are characterized by thin till and pitted outwash. Drainage patterns are better developed, resulting in fewer lakes, but more streams and rivers. The typical terrain is rolling and covered with hardwoods or open for some agricultural use.

The southern counties of Adams and Juneau and the southern areas of Portage and Wood are characterized by outwash plain and glacial lake deposits underlain by outwash deposits. Many wetlands are found in this area due to the flat topography and high water tables. By contrast other areas are sandy and need irrigation to be successfully used for agriculture. The typical terrain is flat with a mix of hardwoods and softwoods. Open areas include major wetlands, natural prairies and agriculture uses.

The natural resource base of the area is dominated by timber. Some mineral deposits have been identified in Forest County, and those lands and mineral rights were purchased by the Mole Lake Sokaogon Chippewa and the Forest County Potawatomi Tribes to maintain the existing environment. Agricultural uses of the land are vitally important as well, ranging from dairy farming, to vegetable growing and various specialty crops, such as cranberries and ginseng.



#### IV. The Region's Population

One trend evident in Table 1 is that all counties in the Region experienced a larger population increase between 1990 and 2000 as compared to the decade 1980 to 1990. Adams County had the largest percent of population growth between 1990 and 2000 with an increase of 21.28 percent. Between 1980 and 1990 Langlade and Forest Counties both decreased in population.

In 2000, 431,021 people resided in North Central Wisconsin, an increase of 8.69 percent since 1990. Over the previous decade of 1980 to 1990, the Region's population increased from 379,311 persons in 1980, to 392,402 in 1990, an increase of 3.34 percent. In 1980, the Region accounted for 8.06 percent of the entire State's population, decreasing to 8.02 percent in 1990, and remaining nearly constant in 2000 with 8.03 percent of the State's population.

In terms of total population, Marathon County's 2009 population estimate of 136,376 people makes up almost 30 percent of the Region's population. Wood County with 77,171 and Portage County with 70,785 follow as second and third in terms of the Region's populations. Combined, these three counties represent almost 62 percent of the Region's population. The remaining seven counties are very rural in character with populations ranging from about 10,000 to 39,000.

County	1980	1990	% Change 1980 to 1990	2000	% Change 1990 to 2000	2009 Estimate	% Change 2000 to 2009
Adams	13,457	15,682	14.19%	19,920	21.28%	22,112	11.00%
Forest	9,044	8,776	-3.05%	10,024	12.45%	10,483	4.58%
Juneau	21,037	21,650	2.83%	24,316	10.96%	27,774	14.22%
Langlade	19,978	19,505	-2.43%	20,740	5.95%	21,844	5.32%
Lincoln	26,555	26,993	1.62%	29,641	8.93%	30,781	3.85%
Marathon	111,270	115,400	3.58%	125,834	8.29%	136,376	8.38%
Oneida	31,216	31,679	1.46%	36,776	13.86%	39,129	6.40%
Portage	57,420	61,405	6.49%	67,182	8.60%	70,785	5.36%
Vilas	16,535	17,707	6.62%	21,033	15.81%	23,389	11.20%
Wood	72,799	73,605	1.10%	75,555	2.58%	77,171	2.14%
<b>Region</b>	<b>379,311</b>	<b>392,402</b>	<b>3.34%</b>	<b>431,021</b>	<b>8.96%</b>	<b>459,844</b>	<b>6.69%</b>
<b>North</b>	<b>103,328</b>	<b>104,660</b>	<b>1.30%</b>	<b>118,214</b>	<b>13.00%</b>	<b>125,626</b>	<b>5.50%</b>
<b>Central</b>	<b>241,489</b>	<b>250,410</b>	<b>3.70%</b>	<b>268,571</b>	<b>7.30%</b>	<b>284,332</b>	<b>5.30%</b>
<b>South</b>	<b>34,494</b>	<b>37,332</b>	<b>8.20%</b>	<b>44,236</b>	<b>18.50%</b>	<b>49,886</b>	<b>11.20%</b>
<b>State</b>	<b>4,705,642</b>	<b>4,891,769</b>	<b>4.00%</b>	<b>5,363,715</b>	<b>10.00%</b>	<b>5,688,040</b>	<b>6.05%</b>

Source: U.S. Census 1980, 1990, and 2000; WI Department of Administration 2008 & NCWRPC.

## **V. The Region's Economy**

This section outlines objectives, policies, goals, maps, and programs to promote the stabilization, retention, or expansion of the economic base and quality employment opportunities". An analysis of the labor force and economic base of the Region is included, as is an assessment of:

- 1) Categories or particular types of new businesses,
- 2) Industries that are desired,
- 3) The Region's strengths and weaknesses with respect to attracting and retaining businesses and industries, and
- 4) The number of sites for such businesses and industries.

The use of environmentally contaminated sites for commercial and industrial re-development is evaluated and promoted. County, regional, and state economic development programs that apply to the Region are identified. Economic development issues, recommendations, and implementation strategies will also be discussed.

Local units of governments are encouraged to compare their objectives, policies, goals, and programs to those within this regional economic development plan. The two regional economic development goals are:

- ✓ Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local levels.
- ✓ Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.

The three related goals are: Protection of economically productive areas, including farmland and forests; Building of community identity by revitalizing main streets and enforcing design standards; and Providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.

### **A. Background**

Originally, the Region's diverse natural and agricultural resources were the basis of the economy, whether it was the fertile soils of the central and southern areas or the vast forests of the north. As more people settled in the Region, they developed roads, railroads, and dams for power. This new infrastructure, in turn, expanded the economy beyond simple farming and logging operations. Resources that once left the region in their "raw" state were now transformed into finished products here. Communities like Rhinelander, Merrill, Wausau, Stevens Point, and Wisconsin Rapids capitalized on their location to form value added industries focused on wood products, agriculture, and manufacturing. As these industries progressed, so did the service-oriented industries such as government, transportation, communications, public utilities, trade, finance, insurance, and real estate. The result is the wide diversity of economic industries we see in the Region today.

## **B. Previous Economic Development Efforts**

### **1. The Framework Regional Development, 1981**

The North Central Wisconsin Regional Planning Commission's first "regional comprehensive plan" was prepared in 1981. This plan identified seven overall goals, numerous policies and several actions. The most important goal that relates to economic development is: Promotion of orderly growth, diversification, and development of the Region's economy. The Framework also went on to identify four regional issues that are still pertinent today. These are:

**Employment Opportunities:** High unemployment is a current problem in much of the region, and chronic unemployment is found in a number of areas. Low incomes, often associated with underemployment, are also problems. Seasonal unemployment is common in the resort and forest areas. Migration of young adults, often with valuable skills, is a drain on the available work force.

**Industrial Expansion and Diversification:** Some communities lack sites which are ready for industrial development. Most, if not all, urban centers need to have sites available for industries. Such sites should have facilities such as sewer and water, and highway and rail access. Many rural centers have felt the need to establish industrial parks. However, where no new industries have been secured for these parks, public investments have gone to waste. Many communities, particularly rural centers and some of the smaller urban centers, are heavily dependent on one type of industry, such as forest products or tourism. Such dependence means that local employment, as well as commercial retail trade, goes up and down with the business cycles for the dominant local industry.

**Decline of Downtown Commercial Areas:** There are declining downtown commercial areas in many communities. This decline results in a lower return on existing investment in buildings, land, and public facilities, and may be associated with overall loss of trade for urban and rural centers.

**Enhancement of Natural Resource-Based Economic Activity/Tourism:** More intensive forest management practices and production of higher-value crops or livestock are possible in some areas. Land with value for farm, forest, or mineral production is being lost to development in many parts of the region. The central economic development issue in most waterfront areas is the maintenance and enhancement of the recreation and tourism industries. Associated with this are such needs as preserving natural features like forest cover and natural shoreline appearance, water quality, etc. Cranberry growing, irrigation, and related water storage use land in conservancy areas often make large withdrawals from ground and surface water sources.

### **2. Economic Development District designation and Plan Process**

Formal economic development planning in the Region began in 1978 when the NCWRPC produced the first Overall Economic Development Program (OEDP). The OEDP was required as part of the process to gain designation for the Region as an Economic Development District (EDD) from the U. S. Department of Commerce, Economic Development Administration. In

March of 1980 the designation was granted and it maintained to this day. Adams County was not included in the original OEDP or EDD designation, but was later added in 1993. The OEDP was renamed the Comprehensive Economic Development Strategy (CEDS) in 2000 to better reflect the strategy focus of the process. This report is annually updated.

### 3. Regional Comprehensive Plan, 2003

In 1998, the NCWRPC made the decision to update the 1981 Framework Plan. That plan, much like the “Regional Comprehensive Plan,” was designed as an advisory document providing “long-range policy direction for making public and private investment decisions.”

The regional planning effort has always had two basic goals. The first goal was to update the 1981 plan, which was more than twenty years old by the time the Regional Comprehensive Plan process was started. The second goal was to assemble the data and prepare base mapping for the Region, which would save area governments time and money as they developed their own plans.

## C. Inventory & Trends

This section of the CEDS is to inventory the area’s economy and identify trends within the Region. The following sections will provide a comparative analysis of the Region’s economy to the state and nation using some basic economic analysis. The employment and labor force data used in this section is from the Wisconsin Department of Workforce Development (DWD), while the U.S. Census Bureau data was used for population and income.

### 1. Population & Labor Force

Total Regional population determines the size of the Regional labor force. In 2000, the population was 429,744 and the labor force was 225,236. The labor force is simply the number of people, sixteen and over, employed or looking to be employed in an area. Those persons over sixteen who are students, homemakers, retired, institutionalized, or unable/unwilling to seek employment are not considered part of the labor force.

Much of the growth in the Region’s labor force has been due to the increase in the participation rates. In 1980, only 61 percent of the population over 16 was in the labor force. By 2000, that rate increased to 67 percent. The national participation rate in 2000 was 48 percent, and the state rate was 69 percent. See Table 2.

<b>Table 2</b>						
<b>Labor Force &amp; Participation Rates</b>						
County	1980			2000		
	Population 16 & over	Labor Force	Participation Rate	Population 16 & over	Labor Force	Participation Rate
Adams	10,602	5,306	50%	15,220	8,522	56%
Forest	6,698	3,273	49%	7,815	4,379	56%
Juneau	15,656	8,853	57%	18,892	12,068	64%
Langlade	14,770	8,160	55%	16,386	10,298	63%
Lincoln	19,811	11,774	59%	23,226	15,346	66%
Marathon	81,182	53,172	65%	96,478	69,190	72%
Oneida	23,927	13,749	57%	29,592	18,311	62%
Portage	43,383	26,960	62%	53,135	37,932	71%
Vilas	12,997	6,682	51%	17,238	9,869	57%
Wood	53,338	33,430	63%	58,610	39,321	67%
<b>Region</b>	<b>282,364</b>	<b>171,359</b>	<b>61%</b>	<b>336,592</b>	<b>225,236</b>	<b>67%</b>
North	78,203	43,638	56%	94,257	58,203	62%
Central	177,903	113,562	64%	208,223	146,443	70%
South	26,258	14,159	54%	34,112	20,590	60%
<b>State</b>	<b>3,532,459</b>	<b>2,263,413</b>	<b>64%</b>	<b>4,157,030</b>	<b>2,869,236</b>	<b>69%</b>

Source: U.S. Census 1980 & 2000; NCWRPC

Unemployment is defined as the difference between the total civilian labor force and total persons employed. Table 2 displays the total civilian labor force by county, sub-region, and Region. Historically, unemployment in the Region, especially in the northern sub-area, has been higher than the state average, however, that gap has decreased in recent years.

In 1980 the Region had 8.5 percent unemployment, compared to the state rate of 6.6 percent. In 2000, the Region had 5.6 percent unemployment, compared to the state rate of 4.7 percent. Unemployment in Adams and Vilas Counties increased dramatically during this period in terms of percentage growth while Marathon County held the lead in the least percentage of unemployed.

<b>Table 3</b>				
<b>Unemployment Rates</b>				
<b>County</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>% Change 1980 - 2000</b>
Adams	12.7%	10.6%	7.8%	-4.9%
Forest	10.4%	7.7%	7.6%	-2.8%
Juneau	7.3%	6.6%	6.1%	-1.2%
Langlade	9.2%	6.4%	5.8%	-3.4%
Lincoln	9.7%	6.6%	5.3%	-4.4%
Marathon	7.5%	3.9%	3.8%	-3.7%
Oneida	9.6%	6.4%	6.0%	-3.6%
Portage	7.5%	5.0%	5.9%	-1.6%
Vilas	13.2%	7.7%	6.1%	-7.1%
Wood	8.4%	6.1%	5.0%	-3.4%
				0.0%
<b>Region</b>	<b>8.5%</b>	<b>7.1%</b>	<b>5.6%</b>	<b>-2.9%</b>
North	10.1%	6.8%	5.9%	-4.2%
Central	7.8%	4.8%	4.7%	-3.1%
South	9.3%	8.1%	6.8%	-2.5%
State	6.6%	5.2%	4.7%	-1.9%

Source: U.S. Census 1980, 1990, & 2000

## 2. Vocational and Technical Education

Worker productivity has often been cited as one important reason for the strength of Wisconsin's economy. Education and training are critical to maintaining that productivity, as well as keeping our Region competitive. The vocational-technical education system and the training available are of particular importance. As business and industry continues to grow and change, the demand for highly trained and skilled labor grows. The state provides a variety of initiatives to develop the workforce through education, training, and cooperative ventures with business and industry. Worker training programs are very important as the location mismatch between worker skills and available jobs continues to widen.

Employment and training services for dislocated workers are primarily delivered through "Job Centers". There are job centers located in nine cities of the Region: Rhinelander, Merrill, Antigo, Wausau, Stevens Point, Marshfield, Wisconsin Rapids, Mauston, and Adams. These centers are one-stop resources for employers to meet their workforce needs and job seekers to get the career planning, job placement, and training services they need to obtain jobs.

Partnerships between local businesses, governments, and educational institutions are very useful in developing the Regional economy. Institutions such as UW-Stevens Point, UW Marathon County and Wood County, Northcentral Technical College (NTC) (Wausau, Antigo, and Spencer), Midstate Technical College (Wisconsin Rapids, Adams, Stevens Point, and Marshfield), Nicolet College (Rhinelander and Minocqua), and Western Wisconsin Technical

College (Mauston) often direct their programs to the training needs of local workers and businesses; and have developed two outreach centers: Wisconsin Learning Center (Stevens Point) and Northwest Wisconsin Manufacturing Outreach Center (UW-Stout campus). Organizations such as the North Central Wisconsin Workforce Development Board are important to this process as well.

### 3. Income Trends

There are two measures of income: median household income and per capita income. Median household income provides an indication of the economic ability of the typical family or household unit while per capita income provides a measure of relative earning power on a per person level. As identified in the Issues and Opportunities Element of this plan the Median Household income in 2000 was \$40,538 and the Per Capita income was \$19,529. Both Median and Per Capita Incomes have risen over the last twenty years, by 23 and 48 percent respectively. Both of these rates exceed state growth rates for the same time period.

Table 4 Median Household Income							
County	1980	1990	2000	1980 - 1990*	1990 - 2000*	1980 - 2000*	1980 - 2000 Net Change
				% Change	% Change	% Change	
<i>Percentages adjusted for inflation.</i>							
Adams	\$12,990	\$21,548	\$33,408	4.6%	17.7%	23.1%	\$20,418
Forest	\$11,214	\$16,907	\$32,023	-4.9%	43.8%	36.6%	\$20,809
Juneau	\$12,528	\$22,073	\$35,335	11.1%	21.5%	35.0%	\$22,807
Langlade	\$12,738	\$20,703	\$33,168	2.5%	21.6%	24.6%	\$20,430
Lincoln	\$14,267	\$25,175	\$39,120	11.2%	17.9%	31.2%	\$24,853
Marathon	\$17,344	\$30,143	\$45,165	9.6%	13.7%	24.6%	\$27,821
Oneida	\$14,521	\$23,901	\$37,619	3.8%	19.5%	24.0%	\$23,098
Portage	\$16,659	\$28,686	\$43,487	8.6%	15.1%	24.9%	\$26,828
Vilas	\$12,373	\$20,352	\$33,759	3.7%	25.9%	30.6%	\$21,386
Wood	\$17,482	\$29,735	\$41,595	7.2%	6.2%	13.9%	\$24,113
<b>Region</b>	<b>\$15,737</b>	<b>\$26,871</b>	<b>\$40,538</b>	<b>7.7%</b>	<b>14.5%</b>	<b>23.3%</b>	<b>\$24,802</b>
North	\$13,487	\$22,433	\$36,022	4.9%	21.9%	27.8%	\$22,535
Central	\$17,232	\$29,675	\$43,711	8.6%	11.8%	21.4%	\$26,479
South	\$12,708	\$21,853	\$34,470	8.4%	19.7%	29.8%	\$21,762
State	\$17,680	\$29,442	\$43,791	5.0%	12.9%	18.5%	\$26,111

Source: U.S. Census (reflects 1979, 1989, and 1999 incomes)

\*This percentage has been adjusted for inflation (BLS)

Table 5 Per Capita Income							
County	1980	1990	2000	1980 - 1990*	1990 - 2000*	1980 - 2000*	1980 - 2000 Net Change
				% Change	% Change	% Change	
<i>Percentages adjusted for inflation.</i>							
Adams	\$5,647	\$10,926	\$17,777	33.4%	13.0%	50.6%	\$12,130
Forest	\$4,427	\$8,339	\$16,451	18.8%	49.7%	77.8%	\$12,024
Juneau	\$5,590	\$10,304	\$17,892	16.2%	31.8%	53.2%	\$12,302
Langlade	\$5,386	\$10,172	\$16,960	19.1%	26.5%	50.7%	\$11,574
Lincoln	\$6,160	\$11,282	\$17,940	15.5%	20.7%	39.4%	\$11,780
Marathon	\$6,697	\$12,718	\$20,703	19.7%	23.6%	47.9%	\$14,006
Oneida	\$6,183	\$11,681	\$19,746	19.1%	28.3%	52.8%	\$13,563
Portage	\$6,249	\$11,730	\$19,854	18.3%	28.5%	52.0%	\$13,605
Vilas	\$5,797	\$10,866	\$18,361	18.2%	28.3%	51.6%	\$12,564
Wood	\$6,854	\$13,130	\$20,203	20.8%	16.8%	41.0%	\$13,349
<b>Region</b>	<b>\$6,318</b>	<b>\$11,945</b>	<b>\$19,524</b>	<b>19.6%</b>	<b>23.6%</b>	<b>47.9%</b>	<b>\$13,206</b>
North	\$5,404	\$10,336	\$17,561	23.3%	36.4%	68.2%	\$12,157
Central	\$6,638	\$12,597	\$20,350	19.6%	22.6%	46.7%	\$13,712
South	\$5,612	\$10,565	\$17,840	23.5%	23.2%	52.1%	\$12,228
State	\$7,243	\$13,286	\$21,271	15.6%	21.5%	40.5%	\$14,028

Source: U.S. Census (reflects 1979, 1989, and 1999 incomes)

\*This percentage has been adjusted for inflation (BLS)

The U.S. Bureau of Economic Analysis ranked Wisconsin 21<sup>st</sup> in the nation with respect to personal per capita income, up from 24<sup>th</sup> in 1980. While Wisconsin is not among the wealthiest states in the nation, it does rank in the top half. The Region increased in per capita income slightly more than the state, but both fared far better than the nation as a whole. Over the last twenty years within the Region, Forest County showed the highest gain in per capita income while Lincoln County showed the lowest. Income gains were relatively uniform in each sub-region however.

#### 4. Total Employment

Between 1980 and 2000, the Region added over 73,000 jobs, for an increase of 58.6 percent. During the same period, the state increased by 42.6 percent and the nation by 42.8 percent. Overall the Region has done well overall, especially in the north and south sub-regions where job growth increased by over 61 percent. The Region's share of total state employment in 1980 was 6.6 percent, but that has increased to about 7.3 percent in 2000. Since 2000, the total employment decreased over half a percent in the Region.

Employment totals for each county and sub-region over the last twenty years are displayed in Table 6. During this economic downturn employment levels have dropped below the levels of employment in 2000. The northern counties in our region have been seen the greatest decline with a loss of over 6% in total employment. The central region has remained stable with 1%



growth in total employment, these counties account for about 70 percent of the Region's total employment. The southern portion of the region experienced the greatest growth, with nearly a 5% increase in total employment.

County	1980	1990	% Change 1980-1990	2000	% Change 1990-2000	2009	% Change 2000-2009
Adams	2,168	2,643	21.91%	3,558	34.62%	4,116	15.68%
Forest	1,826	2,060	12.81%	2,988	45.05%	3,147	5.32%
Juneau	5,345	7,195	34.61%	8,596	19.47%	8,633	0.43%
Langlade	5,275	6,439	22.07%	7,838	21.73%	7,669	-2.16%
Lincoln	7,793	9,795	25.69%	11,953	22.03%	10,537	-11.85%
Marathon	40,051	49,407	23.36%	65,630	32.84%	66,750	1.71%
Oneida	9,943	12,192	22.62%	16,753	37.41%	15,473	-7.64%
Portage	18,632	24,821	33.22%	30,191	21.63%	31,534	4.45%
Vilas	3,758	4,428	17.83%	7,256	63.87%	6,811	-6.13%
Wood	29,811	36,172	21.34%	42,926	18.67%	41,799	-2.63%
<b>Region</b>	<b>124,602</b>	<b>155,152</b>	<b>24.52%</b>	<b>197,689</b>	<b>27.42%</b>	<b>196,469</b>	<b>-0.62%</b>
<b>North</b>	<b>28,595</b>	<b>34,914</b>	<b>22.10%</b>	<b>46,788</b>	<b>34.01%</b>	<b>43,637</b>	<b>-6.73%</b>
<b>Central</b>	<b>88,494</b>	<b>110,400</b>	<b>24.75%</b>	<b>138,747</b>	<b>25.68%</b>	<b>140,083</b>	<b>0.96%</b>
<b>South</b>	<b>7,513</b>	<b>9,838</b>	<b>30.95%</b>	<b>12,154</b>	<b>23.54%</b>	<b>12,749</b>	<b>4.90%</b>
<b>State</b>	<b>1,882,772</b>	<b>2,165,996</b>	<b>15.04%</b>	<b>2,684,824</b>	<b>23.95%</b>	<b>2,631,263</b>	<b>-1.99%</b>

Source: WI DWD; 202 Reports, 1st Quarter; 1980, 1990, 2000, 2009, & NCWRPC

## 5. Economic Analysis

Two techniques used to analyze the Region's economic data are "Location Quotient" and "Shift-Share". They are defined below:

### Technique 1: "Location Quotient" Analysis:

This analysis technique compares local, state and national employment levels by sector. The result of this analysis is a number called a location quotient. If that number is greater than 1.00, it is determined to be an exporting sector, while if it is below 1.00, it is determined to be an importing sector. Exports bring money from outside the Region into the local economy and imports represent local dollars flowing outside the Region.

Compared to the state, the Region exports in six sectors, lead by Agriculture, Forestry and Fishing, followed by Transportation & Communication, Retail Trade, Manufacturing, Finance & Insurance, and government, which are critical to the continued economic growth of the area.

When compared to the nation, the Region is an exporter in only three sectors: Manufacturing, Retail Trade and Transportation & Communications as illustrated in Tables 7A & 7B. Each of the sub-regions varies in comparison to the state and nation. The north sub-region is strong in four sectors compared to both the state and nation. Meanwhile the central sub-area is strong in five sectors and the south sub-region is strong in three. Only one sector: “Agriculture, Forestry, & Fishing” is strong in all three sub-regions when compared to the state.

Sector	North	Central	South	Region
Government	1.25	0.86	1.71	1.01
Agriculture, Forestry & Fishing	2.00	1.61	2.32	1.75
Mining	0.00	0.00	0.00	0.00
Construction	1.22	0.89	0.76	0.96
Manufacturing	0.86	1.09	1.24	1.05
Transportation & Communication	0.89	1.22	0.87	1.12
Wholesale Trade	0.62	1.09	0.48	0.94
Retail Trade	1.26	1.03	0.96	1.08
Finance, Insurance & Real Estate	0.53	1.25	0.46	1.03
Services	0.93	0.86	0.67	0.86

Source: Department of Workforce Development; 202 Reports, 1st Quarter; 2000 & NCWRPC

Sector	North	Central	South	Region
Government	1.11	0.77	1.52	0.90
Agriculture, Forestry & Fishing	0.76	0.61	0.89	0.67
Mining	0.00	0.00	0.00	0.00
Construction	1.02	0.74	0.63	0.80
Manufacturing	1.43	1.82	2.06	1.74
Transportation & Communication	0.81	1.10	0.79	1.01
Wholesale Trade	0.61	1.08	0.47	0.93
Retail Trade	1.32	1.07	1.00	1.12
Finance, Insurance & Real Estate	0.51	1.19	0.43	0.98
Services	0.78	0.72	0.56	0.73

Source: Department of Workforce Development; 202 Reports, 1st Quarter; 2000 & NCWRPC

#### Technique 2: “Shift-Share” Analysis:

Shift-Share is an analysis technique that examines economic change over time and incorporates a “what-if” component. The theory behind shift-share is that local economic trends can be determined to be up or down relative to national trends, called the National Growth Component. It also identifies if the growth is in fast or slow growing industries or sectors,

called Industrial Mix; and finally, it identifies how competitive an area is for attracting different economic sectors, called the Competitive Share.

The National Growth value is the result of comparing the Region's economic growth as compared to the national growth rate of 42.75 percent and what actually occurred over those twenty years. Using this method we would expect the Region to gain about 53,240 new jobs. Compared to the actual results, which show 72,978 new jobs added, we conclude that the Region's "share" of growth from national growth only accounted for about 74 percent of overall growth.

Sector	North	Central	South	Region	Actual	Difference
Government	2,199	5,500	830	8,529	7,198	(1,331)
Agriculture, Forestry & Fishing	124	352	17	493	2,074	1,581
Mining	5	53	-	58	(135)	(193)
Construction	433	1,064	68	1,565	4,230	2,665
Manufacturing	3,273	11,334	949	15,556	10,921	(4,635)
Transportation & Communication	451	1,775	145	2,371	4,837	2,466
Wholesale Trade	368	1,963	72	2,403	3,928	1,525
Retail Trade	2,493	6,545	643	9,681	15,685	6,004
Finance, Insurance and Real Estate	459	3,224	68	3,751	2,091	(1,660)
Services	2,418	6,017	392	8,827	22,149	13,322
Totals:	12,223	37,827	3,184	53,234	72,978	19,744

Source: Department of Workforce Development; 202 Reports, 1st Quarter; 1980, 2000 & NCWRPC

The Industrial Mix (IM) value is either a positive or negative and attempts to describe the Region's employment trend as either fast-growth or slow-growth. If the IM is positive, it means that the majority of the Region's employment is engaged in fast growth sectors; a negative value means the Region's employment is engaged in slow growth sectors. The more the value is away from zero (be it positive or negative), the more closely associated the Region's employment is related to fast or slow growth industries. Growth in fast growing sectors is the most desirable.

In general the Industrial Mix indicates that the Region has fewer employees engaged in fast growth sectors, than it has employees in stable or declining sectors.

Sector	North	Central	South	Region
Government	(793)	(1,985)	(299)	(3,077)
Agriculture, Forestry & Fishing	(130)	(366)	(17)	(513)
Mining	(10)	(112)	-	(122)
Construction	81	200	13	293
Manufacturing	(4,128)	(14,294)	(1,197)	(19,620)
Transportation & Communication	(85)	(335)	(27)	(448)
Wholesale Trade	(96)	(513)	(19)	(628)
Retail Trade	636	1,670	164	2,471
Finance, Insurance & Real Estate	53	376	8	437
Services	4,758	11,840	772	17,370
Totals:	286	(3,519)	(603)	(3,836)

Source: WIDWD; 202 Reports, 1st Quarter; 1980, 1990, 2000 & NCWRPC

The Competitive Share component is similar to the Industrial Mix in that it also will result in a positive or negative value. It is an indicator of how attractive the Region is to a particular sector. If an area has a large number of persons gainfully employed in a given sector, the model concludes that the area must be an attractive location for that type of industry. On the other hand, if the area has proportionally fewer employees engaged in a given sector, the model draws the opposite conclusion. Again, the higher the positive value, the more competitive the location; and the lower the value, the less competitive.

In general the Competitive Share indicates that the Region is competitive in most sectors, except in *Mining; Finance, Insurance, & Real Estate; and Services*. At the sub-regional level, the north sub-region appears to have a majority of businesses in the fast growth categories unlike the south and central sub-regions. Manufacturing is easily the most competitive sector for all three sub-regions. The south sub-region does not competitively attract retail trade. Services are not competitive in any of the three sub-regions.

Sector	North	Central	South	Region
Government	1,429	(49)	366	1,746
Agriculture, Forestry & Fishing	588	1,280	226	2,094
Mining	(6)	(65)	-	(71)
Construction	845	1,381	146	2,372
Manufacturing	2,408	11,115	1,460	14,982
Transportation & Communication	533	2,339	43	2,915
Wholesale Trade	353	1,723	77	2,152
Retail Trade	1,680	2,057	(206)	3,531
Finance, Insurance & Real Estate	(262)	(1,896)	60	(2,098)
Services	(1,931)	(2,072)	(47)	(4,050)
Totals:	5,638	15,812	2,124	23,574

Source: DWD; 202 Reports, 1st Quarter; 1980, 1990, 2000 & NCWRPC

## 6. Economic Sectors

There are ten basic economic sectors that are presented in this section. They are: *Government; Agriculture, Forestry, & Fishing; Mining; Construction; Manufacturing; Transportation & Utilities; Wholesale Trade; Retail Trade; Finance, Insurance, & Real Estate; and Services*. It should be noted that the number of employees in certain sectors, particularly those workers engaged in *Agriculture, Forestry, & Fishing*, may be understated because this information utilizes Department of Workforce Development data; those who are self employed or work in family businesses are not reflected in this data.

Between 1980 and 2000, the three fastest growing sectors were *Agriculture, Forestry & Fishing; Construction; and Services*. Although *Agriculture, Forestry & Fishing* was the fastest growing in terms of percentages, it accounts for less than two percent of total employment. Only *Mining* displayed a decrease, but that was for disclosure reasons. In terms of total employment, *Manufacturing* is the largest segment of the economy, followed by *Services*, and *Retail Trade*. *Manufacturing* as a percent of total employment has decreased from 29 percent in 1980 to less than 24 percent in 2000. See Table 9.

Sector	1980	1990	2000	1980 to 2000 % Change	1980 to 2000 Net Change
Government	19,950	21,560	27,148	36.1%	7,198
Agriculture, Forestry & Fishing	1,153	2,014	3,227	179.9%	2,074
Mining	199	117	-	-100.0%	-199
Construction	3,660	4,375	7,890	115.6%	4,230
Manufacturing	36,390	41,026	47,311	30.0%	10,921
Transportation & Communication	5,543	8,901	10,380	87.3%	4,837
Wholesale Trade	5,621	7,444	9,549	69.9%	3,928
Retail Trade	22,647	30,561	38,332	69.3%	15,685
Finance, Insurance & Real Estate	8,775	9,235	10,866	23.8%	2,091
Services	20,650	29,860	42,799	107.3%	22,149
Totals:	124,588	155,093	197,502	58.5%	72,914

Source: Department of Workforce Development; 202 Reports, 1st Quarter; 1980, 1990, 2000 & NCWRPC

## 7. Economic Sector Review

This section reviews the ten major economic sectors and the relative strength of that sector in the Region as compared with the state and the nation.

### ***Government***

Between 1980 and 2000, this sector grew by 36 percent, which outpaced both the state (22%) and national (27%) growth rates. Over 27,100 persons are employed in this sector at the local, state and federal levels. Government is the forth-largest employer in Region, accounting for about 14 percent of total employment. The north sub-region saw the largest percentage increase in employment during 1980 to 2000, growing by 55 percent.

The Location Quotient analysis indicates that this sector is comparable to the state (1.01) and is somewhat less than the nation (0.90). The Shift-Share analysis indicates that this sector lagged behind overall national growth, and nationally was a slow growth industry. However, the Region shows competitiveness for this sector.

### ***Agriculture, Forestry, & Fishing:***

Between 1980 and 2000, this sector grew by about 180 percent, which was comparable to the state's growth of 182 percent, but much greater than the national level where this sector actually declined by almost 2 percent. Over 3,200 persons are employed in this sector. This is the ninth largest sector in the Region, accounting for about 2 percent of total employment.

The Region's climate, soil, and water are well suited for the dairy industry, and the production of: potatoes, oats, barley and hay, snap beans, green peas, sweet corn, soybeans, cranberries, and trees. The timber produced in the area supplies the lumber mills, the pulp and paper mills, the millwork and housing components industries and the factory-built housing industry.

The state Location Quotient indicates that this is an exporting sector (1.75), however, compared to the nation this sector does not indicate as much strength (0.67). The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth, but was generally a slow growth sector. This is a highly competitive sector for the Region.

#### *Mining:*

Since this sector is so small, data for it is often excluded to protect proprietary information of the few small firms that are involved in this activity. Overall the state experienced about a 9 percent increase in this sector, while nationally there was a 47 percent decrease in mining employment.

Non-metallic mining activity within the Region typically involves sand and gravel extraction for local use and some granite quarrying. Metallic mining has been of minor importance in the Region over the last two decades. There is a substantial metallic deposit located near the City of Crandon, in Forest County, which was in the process of permitting. If that or any other mine would open, then this sector would have a substantial impact within the Region.

#### *Construction:*

Between 1980 and 2000, this sector grew by 115 percent outpacing both the state (84%) and national (51%) growth rates. Over 7,800 persons are employed in this sector. Construction is the eighth-largest employer, accounting for about 4 percent of total employment.

The Location Quotient analysis indicates that construction is comparable to the state (0.96), while it is less than the nation (0.80), indicating the Region needs to import construction employment to fulfill its needs. The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth and was a relatively fast growth sector. This is a highly competitive sector for the Region.

#### *Manufacturing:*

Between 1980 and 2000, this sector grew by 30 percent, which outpaced the state growth rate of 6 percent and far outpaced the national rate, which decreased by 11 percent. Over 47,300 persons are employed in this sector. Manufacturing is the largest employer, accounting for about 24 percent of total employment.

This sector's location quotient compared to the state indicates a slight exporting sector (1.05), while compared to the nation indicates a strong exporting sector (1.74). The Shift-Share analysis indicated that this sector lagged behind overall national economic growth, and is considered a slow growth area. However, this is a highly competitive sector for the Region.

#### *Transportation, Public Utilities, and Communication:*

Between 1980 and 2000, this sector grew by 87 percent outpacing both the state (55%) and national (35%) growth rates. Over 10,300 persons are employed in this sector, which is the sixth-largest employment sector, accounting for over 5 percent of total employment.

The location quotients for this sector indicate an exporting sector when compared to the state (1.12) and nation (1.01). The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth and was a slow growth sector. This is a highly competitive sector for the Region.

#### *Wholesale Trade:*

Between 1980 and 2000, this sector grew by about 70 percent outpacing both the state (46%) and national (32%) growth rates. Over 9,500 persons are employed in this sector, which is the seventh-largest employment sector, accounting for about 5 percent of total employment.

The location quotient for this sector indicates the Region below the both the state (0.94) and nation (0.93). The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth and was a relatively slow growth sector. This is a highly competitive sector for the Region.

#### *Retail Trade:*

Between 1980 and 2000, this sector grew by 69 percent outpacing both the state (45%) and national (54%) growth rates. Over 38,300 persons are employed in this sector, which is the third-largest employment sector, accounting for about 19 percent of total employment. The north sub-region showed the most growth, but all regions grew by at least 40 percent.

The location quotient indicates that the Region is an exporter in this sector when compared to the state (1.08) and nation (1.12). The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth, and was a relatively fast growth sector. This is a highly competitive sector for the Region.

#### *Finance, Insurance, and Real Estate:*

Between 1980 and 2000, this sector grew by about 24 percent, which lagged well behind both the state (56%) and national (48%) growth rates. Over 10,800 persons are employed in this sector, which is the fifth-largest employer, accounting for about 6 percent of total employment.

The location quotient indicates is close to the state (1.03), but lags behind the nation (0.98). The Shift-Share analysis indicates that this sector lagged behind the overall national economic growth and was a relatively fast growth sector nationally. This is not a competitive sector for the Region.

#### *Services:*

Between 1980 and 2000, this sector grew by 107 percent outpacing the state growth rate of 104 percent, but lagged behind the national growth rate of 127 percent. Almost 42,800 persons are employed in this sector, which is the second largest employer, accounting for about 22 percent of total employment.

The location quotient indicates that this sector lags far behind both the state (0.86) and the nation (0.73). The Shift-Share analysis indicates that this sector grew beyond the overall national economic growth and was a relatively fast growth sector. The Region is not competitive for this sector.

## 8. State Trends

Over the last twenty years there has been substantial economic growth in the Region and the state. The key economic trends identified for Wisconsin, as listed in the state's "Wisconsin

Projections 1998–2008” publication produced by the state’s Bureau of Labor Market Information and Customer Services, include:

- A rapid decrease in the growth of the state’s population;
- A decreasing number of young people available for entry-level jobs;
- A rapidly growing number of older people reaching retirement age;
- Industry employment, which is growing much more rapidly than the state’s population;
- A growing geographic mismatch between the location of jobs in the state and the population segments that might fill those jobs.

### Emerging Statewide Economic Sectors

As a Region, there are several economic sectors that have been identified as important or attractive, including: Manufacturing, Insurance, Transportation/Logistics, Papermaking, and Printing. The Wisconsin Department of Transportation (WisDOT) projects that the largest industries in the central and south sub-regions will be Paper, Hotels, Machinery & Computers, Professional Services, Wholesale Sales, and Eating and Drinking Establishments (WisDOT, 2001). In the north sub-region, Machinery & Computers, Medical, Retail Sales, Real Estate, Paper Manufacture, and Wholesale Sales are expected to be the largest industries.

Telecommunications technology is one potential industry that can occur almost anywhere given its ability to ignore political boundaries and easily span long distances. Businesses involving E-Commerce and information can reach consumers across the globe. The high standard of living and recreational amenities of the Region offer a competitive edge not found in larger communities.

The recent statewide study called *Wisconsin’s Economy in the Year 2010*, completed by UW-Madison, reviews the states general economy and identifies emerging sectors. Those sectors identified are:

*Computer and Data Processing Services, including Software* – Electronic data processing, prepackaged software, computer integrated systems design, computer-programming services are all industries that could thrive in the Region. Such businesses could draw upon the local universities and technical colleges and offer environmental amenities sought by professionals in these types of occupations.

*“Natural” and Organic Foods* – While conventional grocery has been growing at 3 to 5 percent per year, the natural and organic markets have grown by 20 percent per year throughout the 90’s (Cadwallader, 2001). This is not a niche market, but an untapped one. It is estimated that at least 30 percent of Americans would be inclined to purchase these products if they were made available due to the absence of pesticide residues and perceived quality enhancement.



*Plastics* – Molding and fabrication technologies involving plastics require technical training and typically serve only regional markets. The Region could provide the appropriate trained labor with education programs through local institutions.

*Forest Products* - The Region has an excellent raw materials base for forest and wood related industries, which reduces transportation costs. Firms specializing in technologies that promote efficiency and the development of value-added goods could enjoy low operating costs and a good labor market.

*Bio-technology* – The region’s agricultural base lends itself to the development of genetically engineered agricultural products, cell culture technologies, and testing labs.

*Production Machinery and Equipment* – Technologies that increase the efficiency and effectiveness of industries such as: agriculture, food, welding, paper, printing, packaging, materials handling, and manufacturing system assemblies would find the Region attractive. Firms already involved in these production sectors are well established in the Region and therefore provide an agglomerative economy; that is, production costs are reduced due to 1) shared suppliers of intermediate inputs, 2) common labor market (moving expenses are low when employees change jobs), and 3) rapid exchange of information and diffusion of technology.

*Customer Service and Technical Support Centers* – As communications technologies become more sophisticated, phone-related service industries can employ persons in areas of high unemployment, particularly in rural areas. These industries prefer the Midwest and can draw upon the inexpensive labor cost of the Region.

## 9. Regional Economic Strengths & Weaknesses

The Region has several economic strengths and some areas of weaknesses for attracting companies and or creating new firms. Through the CEDS process and again during the process of developing the recent Technology Zone application the economic strengths and weaknesses were identified. There are four basic categories that were created: Economic Resources, Infrastructure, Human Resources, and Natural Resources.

First, “opportunities” and “constraints” were identified to create development strategies. Opportunities for economic development are those factors that give the area a comparative advantage for developing and sustaining productive activities. Examples of potential opportunities include: under utilized human and natural resources; proximity to resources, basic industry, and markets; condition and capacity of supporting utilities and transportation systems; education, health, cultural facilities, and services; environmental and climatic conditions; attitudes of the public toward growth and development; and quality of a place to live and work. Constraints to economic development include: 1) external factors such as the cost of investment capital, national and international business cycles, and cost of energy; and (2) deficiencies in one or more of the factors of development potential such that they would prevent or restrict realization of particular development activities. The Central Wisconsin Economic Summit described an attempt to identify these opportunities and constraints by members of the private sector, planners, educators and economic development specialists from throughout the Region.

## REGIONAL STRENGTHS:

### ✓ ECONOMIC RESOURCES

- Adequate and Inexpensive Utilities
- Lower Wage Rates
- Strong Tourism Industry
- Excellent Health Care Services
- Resorts/Attractions/Accommodations are Good
- Improving Tax Situation
- Business/Residents desire to stay in area is Strong
- Governor's support for Economic Development is strong
- Reasonable Cost of Living
- Relatively Low Prices on Land and Buildings

### ✓ INFRASTRUCTURE

- Numerous Business Parks with Infrastructure and Capacity for Growth
- Necessary utilities, services and telecommunications available

### ✓ HUMAN RESOURCES

- Quality and Talent of the local Labor Force
- Commitment to Education
- Strong Work Ethic
- Quality Technical Colleges and UW System
- Abundant Skilled Labor Force
- High Level of Interest in Economic Development

### ✓ NATURAL RESOURCES

- Quality of Life
- Strong Wood Related/Paper Industry
- Natural Resources
- Excellent Environmental Resources, Recreation
- Ample Wood Supply
- Good Water and Air Quality

## REGIONAL WEAKNESSES:

### ✓ ECONOMIC RESOURCES

- Need for Better Coordination and Cooperation in Public Sector
- Economic Aid at State Level is Low Compared with other areas.
- Lack of Recognition of the Small Business as Economic Development
- Over Regulation (all levels)
- Property/Personal Income Taxes
- Location to Major Markets
- Lack of Promotion for the northern part of the state
- Lack of Financing (Venture, RLF, Seed, Conventional)
- Lack of Broad-Based Marketing Programs for the Region
- Lack of Community Preparedness
- Out-of-State Control of Business
- Movement of Manufacturing to Other States and Countries
- Slow Decision making by State and Local Governments
- Availability of Federal, State and Local Assistance and Incentives, beyond TIF

### ✓ INFRASTRUCTURE

- Lack of internet service, especially in the rural areas of the region
- Lack of Suitable Manufacturing Buildings for Lease or Sale
- Transportation Limitation Imposed by Interstate System Access

### ✓ HUMAN RESOURCES

- Lack of Public Education Towards Economic Development
- Citizen Apathy
- Individual and Group Attitudes to Preserve the Status-Quo

### ✓ NATURAL RESOURCES

- Loss of National Forest
- Waste Disposal/Solid Waste Issues
- Lack of Vision for outdoor recreational industry in the region

10. Business / Industrial Parks

This section identifies existing business and industrial parks within the Region. Every county in the Region has at least one or more fully serviced industrial parks. Business and/or industrial parks can often be an important asset to the development of a community’s economy. The parks are essentially a group of land parcels that are “ready-to-build” industrial/business sites. All necessary capital improvements are in place to allow a firm to begin operation after construction with minimal difficulty.

There are currently fifty-eight business/industrial parks throughout the region with the majority located in the central and south sub-regions. These parks provide over of 7,300 acres of business and industrial land. Currently, about 2,600 acres are available in the region. Most of the business and industrial parks listed have a full range of utility services (water, sewer, gas, and electric) and several have rail access. Map 2 provides the locations of each industrial park within the Region. Table 11 (page 26) provides a summary of the size, services, and acres available in these parks.

11. Brownfields

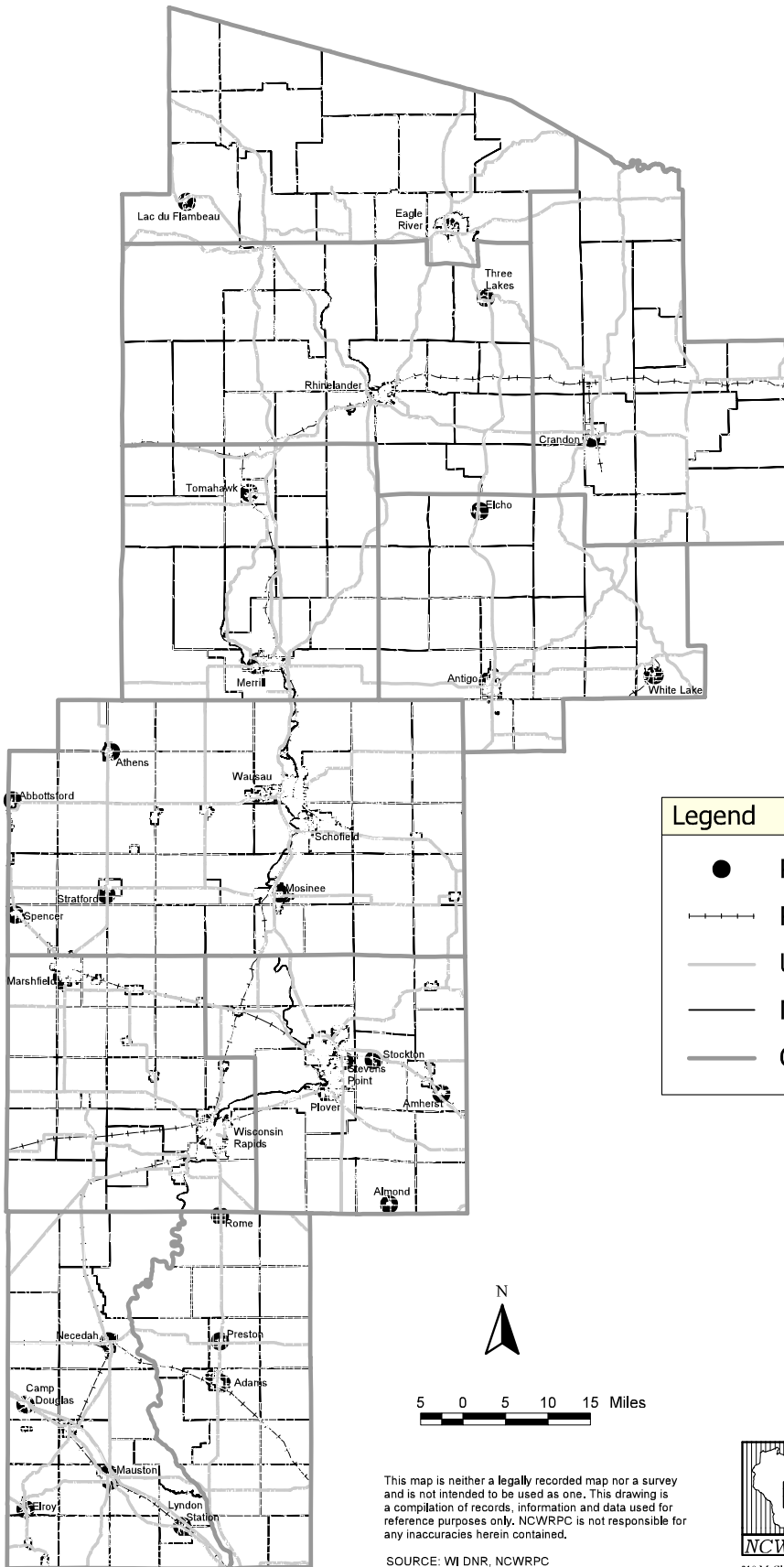
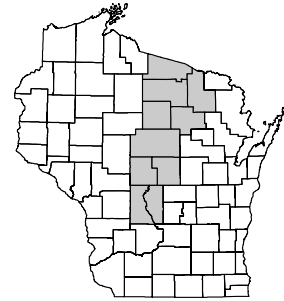
Brownfield’s are usually defined as abandoned, idle or under-utilized industrial or commercial facilities where expansion or redevelopment is complicated by environmental contamination, or the perception of such contamination. Wisconsin’s “Land Recycling Law” was developed to assist communities revitalize these properties both environmentally and economically. The Department of Natural Resources, Bureau of Remediation and Redevelopment oversees the investigation and cleanup of environmental contamination and the redevelopment of contaminated properties.

Table 10 provides a summary listing of the 7,282 DNR identified Brownfields in the Region by County. The most are in the central sub-region.

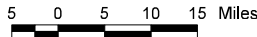
Table 10 Brownfields						
County	Spills	LUSTs	ERP	No Action	Other	Total
Adams	166	72	25	28	7	298
Forest	60	66	15	30	9	180
Juneau	194	160	73	63	15	505
Langlade	142	97	46	81	14	380
Lincoln	231	134	46	78	18	507
Marathon	762	455	231	288	57	1,793
Oneida	251	239	76	119	30	715
Portage	495	226	133	121	13	988
Vilas	88	167	38	142	15	450
Wood	828	345	143	121	29	1,466
<b>Region</b>	<b>3,217</b>	<b>1,961</b>	<b>826</b>	<b>1,071</b>	<b>207</b>	<b>7,282</b>

Source: Department of Natural Resources, 2009

# Map 2 Business & Industrial Parks



Legend	
●	Parks
—+—+—+—+—	Railroad
—	US & State Highways
—	Minor Civil Divisions
—	County Boundaries



This map is neither a legally recorded map nor a survey and is not intended to be used as one. This drawing is a compilation of records, information and data used for reference purposes only. NCRPC is not responsible for any inaccuracies herein contained.

SOURCE: WI DNR, NCRPC



Prepared By:  
**North Central  
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Table 11 Business & Industrial Parks									
County	Park Name	Acres	Available	Water	Sewer	Gas	Electric	Rail	Highway Access
Adams	Town of Rome Business Park	240	140	Y	N	Y	Y	N	HWY13
	North Industrial Park	35	5	N	N	Y	Y	N	HWY 13 & 21
	City of Adams Industrial Park	38	12	Y	Y	Y	Y	Y	HWY 13
	City of Adams South Industrial Park	40	28	Y	Y	Y	Y	N	HWY 13
	South Industrial Park	90	75	N	N	Y	Y	N	HWY 13
Forest	City of Crandon Industrial Park	22	14	Y	Y	Y	Y	Y	HWY 8, 32 & 55
Juneau	Elroy Industrial Park	15	0	Y	Y	Y	Y	N	HWY 80 & 82
	Lyndon Station Industrial Park	60	38	Y	Y	Y	Y	Y	HWY 16 & 12, 190/94
	Mauston Business Park	390	136	Y	Y	Y	Y	N	Hwy 82, 190/94
	Mauston Industrial Park	230	123	Y	Y	Y	Y	Y	HWY 12 & 16; 190/94
	Necedah Industrial Park	177	146	Y	Y	Y	Y	Y	HWY 80, 21 & I-90
	New Lisbon Industrial Park	109	73	Y	Y	Y	Y	Y	Hwy 80, 190/94
	New Lisbon Business Park	30	6	Y	Y	Y	Y	N	HWY 12, 16 & I-90/94
	Camp Douglas Industrial Park	10	7	Y	Y	Y	Y	Y	HWY 12, 16 & I-90/94
Langlade	City of Antigo Industrial Park	620	189	Y	Y	Y	Y	N	HWY 45, 52 & 64
	Elcho Industrial Park	52	22	Y	Y	Y	Y	N	HWY 45
	White Lake Industrial Park	13	3	Y	Y	Y	Y	N	HWY 64 & Cty M
Lincoln	Tomahawk Industrial Park South	20	0	Y	Y	Y	Y	N	HWY 51
	Tomahawk Industrial Park North	60	0	Y	Y	Y	Y	N	HWY 51
	Merrill Airport Industrial Park	90	50	Y	Y	Y	Y	N	HWY 107
Marathon	City of Abbotsford Business Park	51	15	Y	Y	Y	Y	N	HWY 29 & 13
	Village of Athens Industrial Park	110	90	Y	Y	Y	Y	N	HWY 97
	Central Wisconsin Business Park	360	28	Y	Y	Y	Y	N	HWY 153 & I-39
	Colby Business Park	31	17	Y	Y	Y	Y	N	HWY 13
	Village of Marathon City Business Park	80	65	Y	Y	Y	Y	N	HWY 29 & 107
	Village of Rothschild Business Park	160	10	Y	Y	Y	Y	N	Hwy 51
	City of Schofield Business Park	240	0	Y	Y	Y	Y	N	HWY 29 & 51
	Spencer Business Park	140	63	Y	Y	N	N	Y	Hwy 13
	Stratford Business Park	118	26	Y	Y	Y	Y	N	HWY 97 & 153
	Wausau West Industrial Park	500	345	Y	Y	Y	Y	N	HWY 29 & 51
	Weston Business Park South	76	42	Y	Y	Y	Y	Y	HWY 29
	Weston Business Technology Park	258	27	Y	Y	Y	Y	Y	HWY 29
Oneida	Rhineland Industrial Park (Aviation exclusive)	29	0	Y	Y	Y	Y	N	HWY 8
	HWY 8 WEST Industrial Park	41	0	Y	Y	Y	Y	Y	HWY 8
	Air Industrial Park	45	0	Y	Y	Y	Y	Y	HWY 8 & 47
	Rhineland Industrial Park	80	0	Y	Y	Y	Y	N	HWY 17
	Three Lakes Industrial Park	20	0	Y	Y	Y	Y	N	HWY 45
Portage	Amherst Business Park	40	31	Y	Y	Y	Y	Y	HWY 10
	Portage County Business Park	422	212	Y	Y	Y	Y	N	HWY I-39 & HWY 10
	Twin Towers Industrial Park	100	5	Y	Y	Y	Y	Y	HWY I-39
	Pines Corporate Centre	112	86	Y	Y	Y	Y	Y	HWY I-39 & HWY 54
	Stevens Point Industrial Park	300	0	Y	Y	Y	Y	Y	HWY I-39
Vilas	Eagle River Industrial Park	80	0	Y	Y	Y	Y	N	HWY 45 & 70
	Eagle River Tamarack Business Park	40	18	Y	Y	Y	Y	N	HWY 45 & 70
	Lac du Flambeau Business Park	60	7	Y	Y	N	Y	N	HWY D & 47
Wood	Marshfield East Industrial Park	260	0	Y	Y	Y	Y	N	HWY 10, 13 & 97
	Wisconsin Rapids Industrial Park	538	31	Y	Y	Y	Y	Y	HWY 13 & 54
	Woodlands Business Park	148	61	Y	Y	Y	Y	Y	HWY 13 & 54
	Nekoosa Industrial Park	58	43	Y	Y	Y	Y	N	HWY 73
	Rapids East Commerce Center	213	112	N	N	Y	Y	Y	HWY 54
	Mill Creek Business Park	160	137	Y	Y	Y	Y	N	HWY 10 & 13
	Marshfield Air Business Park	26	7	Y	Y	Y	Y	N	HWY 10 & 14
	Norwood Industrial Park	60	19	Y	Y	Y	Y	N	HWY 10
Yellowstone Industrial Park	84	84	Y	Y	Y	Y	Y	HWY 10	
Region	Total	7381	2648						

Source: NCWRPC 2009

## 12. Review of Economic Development Resources

The following is a brief listing of federal, state, regional and local resources and programs to assist economic development efforts in the Region. This list is only a summary of some of the programs available, and provides the most current program information. The reader should seek current information on any of the programs listed.

### **Federal Programs:**

**Economic Development Administration (EDA):** The EDA is part of the U.S. Department of Commerce focusing on providing financial assistance to meet the economic development needs of distressed communities. EDA works with states, regions, and communities to assist in the creation of wealth and minimize poverty using capacity-building and planning techniques as well as research grants and strategic initiatives. All EDA investments must be targeted in areas that demonstrate need or economic distress and, out of those qualifying communities, assistance is directed toward those projects that will generate long-term economic growth.

EDA's programs include:

1. *Public Works Program* – empowers distressed communities to revitalize, expand, or upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment. Examples of past investments include water and sewer facilities, industrial access roads, rail spurs, port improvements, skill-training facilities, technology related infrastructure, as well as the demolition, renovation, and construction of publicly owned facilities.
2. *Economic Adjustment Program* – assists state and local interests in the design and implementation of strategies to adjust or bring about a change in economy due to industrial or corporate restructuring, natural disaster, reduction in defense expenditures, depletion of natural resources, or new federal laws or requirements.
3. *Technical Assistance Program* – often supports feasibility studies on potential economic development projects to help fill the knowledge and information gaps that may prevent local leaders in distressed areas from making optimal decisions on economic development issues. Often these studies involve evaluations of proposals for industrial parks or business incubators. Sometimes, however, these funds may be used to sponsor conferences, develop revitalization plans, or to establish Geographic Information Systems for local planning and development purposes.

**U.S. Small Business Administration (SBA):** The SBA provides financial, technical, and management assistance to help citizens start, run, and grow their businesses. The SBA has many programs focused primarily on making business loans and providing counseling and training programs for small businesses.

*SBA's Certified Development Company (504) Loan Program* – provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. 504 loans can be used to fund land purchases and improvements, grading, street improvements, utilities,

parking lots and landscaping, construction of new facilities, or modernization, renovation, or conversion of existing facilities. A Certified Development Company (CDC) is a nonprofit corporation set up to contribute to the economic development of its community. The Region utilizes the statewide Wisconsin Business Development Finance Corporation to access this program.

U.S. Department of Agriculture, Rural Development – provides a wide range of programs to assist in community and economic development in farm and rural areas across the US. While the USDA’s housing, empowerment, and utility programs are beneficial to the stability of communities, it is their business and cooperative programs that are the most directly applied to economic development.

1. *Business and Industry (B&I) Guaranteed Loan Program* - helps create jobs and stimulates rural economies by providing financial backing for rural businesses. This program provides guarantees up to 90 percent of a loan made by a commercial lender. Loan proceeds may be used for working capital, machinery and equipment, buildings and real estate, and certain types of debt refinancing. The primary purpose is to create and maintain employment and improve the economic climate in rural communities.
2. *Intermediary Relending Program (IRP)* – finances business facilities and community development projects in rural areas. This is achieved through loans made by the Rural Business-Cooperative Service (RBS) to intermediaries. Intermediaries re-lend funds to ultimate recipients for business facilities or community development. Intermediaries establish revolving loan funds so collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.
3. *Rural Business Enterprise Grants (RBEG) Program* – available to public bodies, private nonprofit corporations, and Federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area.
4. *Rural Business Opportunity Grant (RBOG)* – promotes sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.

### **State Programs:**

The *Wisconsin Department of Commerce* is the state’s primary department for the delivery of integrated services to businesses. Their purpose is to 1) foster retention of and creation of new jobs and investment opportunities in Wisconsin; 2) foster and promote economic business, export, and community development; and 3) promote the public health, safety, and welfare through effective and efficient regulations, education, and enforcement. In addition, Commerce offers programs to “targeted businesses” such as minority owned businesses, women owned businesses, recycling businesses, the dairy industry, etc.



*Community Development Block Grant (CDBG) – Economic Development Program:* This federally funded program provides grants for communities to loan businesses for start-up, retention, and expansion projects.

*Community Development Block Grant (CDBG) – Public Facilities for Economic Development Program:* This federally funded program helps underwrite the cost of necessary infrastructure for business development retaining or creating employment opportunities. Funds may be used for improvements to public facilities such as water systems, sewage systems, and roads to meet business retention or creation needs.

*Community Development Block Grant (CDBG) – Public Facilities Program:* This federally funded program provides funds to help finance facilities that principally serve low and moderate income persons and often have a secondary economic development benefit. Using these CDBG funds, local governments can improve publicly owned utility systems, streets, sidewalks, facilities for the disabled, community centers, libraries, fire stations and medical facilities.

*Community Development Block Grant (CDBG) – Emergency Grant Program:* This federally funded emergency response program helps restore or replace critical infrastructure that has been damaged or destroyed as a result of a natural or man-made catastrophe. Local governments may use these funds to restore or replace publicly owned utility systems, streets, sidewalks, community centers and other community facilities. Any rural Wisconsin county, city, village, or town with 50,000 or less population is eligible to apply for grant funding.

*Community Based Economic Development Program (CBED):* The state's CBED program provides funding assistance to local governments and community-based organizations that undertake planning, development, and technical assistance projects supporting business development. For example, CBED program funds may be used to finance economic development plans, small business and technology-based incubator grants, revolving loan programs, and entrepreneur training programs for at-risk youth.

*Main Street Program:* This program helps communities organize to revitalize their downtowns. The Main Street program promotes a four-pronged approach of: organization, promotion, design, and economic restructuring. State assistance includes training for community-based program managers, workshops, on-site visits, and on-going technical support.

*Enterprise Zone Program:* The State of Wisconsin provides tax incentives to new or expanding businesses whose projects will affect distressed areas. The zone is "site specific" and applies to only one business. Projects must affect distressed areas suffering from high unemployment, low incomes, declining population, declining property values, and plant closings and that have high numbers of people on public assistance. Businesses earn credits only by creating new full-time jobs or by conducting environmental remediation on a "Brownfield" site. The region currently has four designated enterprise zones and all are located in the central sub-region. They are: *Renaissance Learning* in Wisconsin Rapids; *Award Flooring*, and *Marathon Electric* in Wausau; and *Lands' End* in Stevens Point.

*The Industrial Revenue Bond (IRB) Program:* The IRB program involves an allocation of Federal tax-exempt status on bonds that will be issued by a business to finance an expansion project. By classifying the bonds as tax exempt, the company is able to offer the bonds at a reduced

interest rate. Although this program is heavily utilized, its use is limited to small and mid-size manufacturers with strong financial statements.

*Customized Labor Training (CLT):* The CLT program can provide grants to help cover a portion of the costs associated with training employees on new technologies, industrial skills or manufacturing processes. Eligibility is typically limited to those companies that are making capital investments new technologies that subsequently necessitate the training of existing or new employees.

*The Wisconsin Department of Workforce Development (DWD)* offers programs in vocational rehabilitation, employee training, child care establishment, adult apprenticeship programs in: construction, services, and industrial/manufacturing activities, and others just to name a few.

*Wisconsin Department of Natural Resources (DNR), Bureau of Remediation and Redevelopment:* The DNR provides a comprehensive and new streamlined program that consolidates state and federal cleanups into one program (e.g., hazardous waste cleanup, underground storage tank investigation & cleanup, spill response, state-funded clean ups, and Brownfield sites). Assistance is also provided to businesses seeking to clean up and re-use existing Brownfield sites for commercial, public or green space uses. The DNR also inventories Brownfield sites through their Tracking System (BRRTS) and Geographic Information (GIS) registry. These databases connect to statewide information about contaminated sites, spills, cleanups and other data.

### **Regional Programs:**

The North Central Wisconsin Regional Planning Commission is a designated Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration. Under this designation, the Commission maintains a continuous process of planning assistance that supports the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income. The NCWRPC provides services such as: economic research, marketing, financial packaging, evaluation and analysis of public infrastructure needs that support private economic development activity, and works with local units of government to maintain eligibility for certain grants.

The North Central Wisconsin Development Corporation (NCWDC) is a regional organization created for the purpose of managing a two regional revolving loan funds. Currently businesses in the following counties are eligible: Adams, Forest, Juneau, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood. The NCWDC is a non-profit organization and is staffed by NCWRPC. One fund was funded by USDA- Rural Development using the Intermediary Relending Program (IRP) and the other was funded by a grant from HUD.

### **County & Local Programs:**

Most of the counties within the Region have full-time economic development organizations. These corporations were created to assist local economic development activities throughout the Region. The seven staffed countywide development corporations are Adams County Rural & Industrial Commission, Juneau County Economic Development Corporation, Langlade County,

Lincoln County Economic Development Corporation, Marathon County Economic Development Corporation, Oneida County Economic Development Corporation, and Portage County Business Council. In addition to those countywide organizations listed above, many individual communities have their own development groups; some are associated with chambers of commerce, while others are local development or redevelopment corporations.

The primary financial assistance available at the county & municipal level are revolving loan funds. Many of these have been capitalized with Wisconsin Department of Commerce CDBG-ED funds. There are no EDA funded local funds in the Region.

## **VI. Regional Development Strategy**

***GOAL:***        ***Promote the expansion and stabilization of the current economic base and the creation of a range of employment opportunities throughout the Region.***

**Objective 1:** Maintain and diversify the Region’s economy.

Recommendation 1:        Promote the retention and expansion of existing businesses.

Recommendation 2:        Attract new employers and encourage the start-up of new firms in the Region.

Recommendation 3:        Work with regional efforts to make the Region more competitive.

**Objective 2:** Develop a well-trained workforce in the Region.

Recommendation 1:        Determine employment characteristics and needs.

Recommendation 2:        Encourage educational institutions to develop training programs needed by the area’s businesses.

Recommendation 3:        Work with the area workforce development organization.

**Objective 3:** Maintain and enhance public facilities throughout the Region.

Recommendation 1:        Inventory all business and industrial parks and available sites.

Recommendation 2:        Suitable areas with needed infrastructure should be available for industrial and commercial development in the Region.

Recommendation 3:        Promote telecommunications infrastructure and other technology development and expansion in the Region.

**Objective 4:** Pursue increased funding from both public and private sources for the Region.

Recommendation 1: Pursue U.S. Economic Development Administration and USDA - Rural Development funds, among others.

Recommendation 2: Pursue Wisconsin Department of Commerce and Wisconsin Housing and Economic Development Authority funds, among others.

Recommendation 3: Continue to utilize local revolving loan funds and seek additional recapitalization to provide capital throughout the Region.

Recommendation 4: Bring additional venture capital into the Region.

**Objective 5:** Promote compatibility between economic development and natural resources within the Region.

Recommendation 1: Preserve the quality of life, and high aesthetic value the Region holds through sound management practices.

Recommendation 2: Encourage and promote the tourism industry throughout the Region.

## **VII. Economic Development Work Plan**

The following summarizes the general economic development work program and budget for the 2011 planning period. There are two basic work areas, one is a Regional program and the other is a local assistance program.

### **A. Work Program:**

#### **Regional Economic Development**

*Comprehensive Economic Development Strategy:* This document provides an assessment of economic development activities in the Region and outlines a strategy for further development in the Region. The CEDS will be revised annually and updated every five years.

The current work plan objectives include:

1. Prepare the CEDS Update Report.
2. Continue to provide assistance to two sub-regional economic development groups in the Region.

*Foster Communication and Coordination* by promoting the recommendations of the CEDS, maintain liaisons with federal, state, regional and local government agencies, disseminate current information about economic development and financial assistance programs and coordinate and evaluate economic development efforts in the Region.

Serving on various committees throughout the Region fosters these objectives. Staff will continue to work with various organizations throughout the Region, including the Wisconsin Economic Development Association (WEDA), Grow North, Centergy, Member County Economic Development Corporations, and the Wausau Business Incubator Board, among others.

*Regional Data & Mapping Center:* Maintain clearinghouse of data by continuing to assemble an array of various data relating to economic development, like employment and unemployment statistics, sales tax receipts, population estimates, and income levels.

*Other Activities:* The NCWRPC provides a variety of other economic development related assistance as needed.

1. Continue to staff the North Central Wisconsin Development Corporation, an organization responsible for managing two revolving loan funds.
2. Continue to identify and assist new regional opportunities for the region.

## **Local Economic Development**

NCWRPC provides direct assistance to local units of government, businesses and other groups involved in economic development. Assistance is made available through providing data, developing plans, preparing grant applications, or providing staff assistance.

Specific assistance includes:

1. Assist communities develop economic development chapters for their local comprehensive plans.
2. Assist area businesses, local governments and development corporations in preparing state and federal economic development grant applications.
3. Prepare Wisconsin Department of Commerce, Community Based Economic Development (CBED) and Community Development Block Grants (CDBG), as well as USDA Rural Development grants for communities in the region.
4. Prepare Wisconsin Department of Commerce, Community Based Economic Development Grant applications and USDA Rural Development grant applications for additional economic development funding of NCWRPC sponsored projects.
5. Assist county and local economic development corporations.

The North Central Wisconsin Regional Planning Commission will provide assistance, where requested, throughout the region. As such, many additional activities will be completed over the year.

**B. Public Works Projects**

Annually the NCWRPC surveys local units of government regarding major economic development public works projects that might be eligible for EDA assistance. These are general projects and would be more fully refined in a pre-application process. This current list includes many projects that were submitted as part of the federal stimulus program.

Numerous projects are listed throughout the Region. See Attachment A.: Public Works Projects.

**ATTACHMENT A**

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**PUBLIC WORKS PROJECTS**

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**North Central Wisconsin Regional Planning Commission (NCWRPC)  
Public Works Projects**

<b>County</b>	<b>Community</b>	<b>Description</b>
Adams	County	Establishment of a Business Incubator
Forest	County	Establishment of a Business Incubator
	City of Crandon	Expansion of Industrial Park
	Town of Laona	Development of an Industrial Park
Juneau	City of Elroy	Sewer and Water Extension
		Development of Industrial Park
	City of Mauston	Wastewater Treatment Expansion
		East Reservoir & Connection Main
	City of New Lisbon	Expansion of Industrial Park
	Village of Necedah	Water & Sewer Improvements to County Incubator Facility
		Industrial Park Expansion
	Town of Lyndon Station	Upgrade Industrial Park
Langlade	City of Antigo	5th Avenue Reconstruction
		Industrial Park Expansion
		Field Street Reconstruction
		Reconstruction of North Edison Street
	Village of White Lake	Industrial Park Expansion, including sewer & water extensions
Lincoln	City of Merrill	Development of New Industrial Park
		Establish a Business Incubator
	City of Tomahawk	Development of New Industrial Park
Marathon	City of Mosinee	Expansion of Industrial Park
		Sewer and Water Extension
	Village of Edgar	Development of New Industrial Park
	Village of Spencer	Development of Industrial Park Infrastructure
Oneida	County	Development of New Green" Business Park "
		Establish a Business Incubator
	City of Rhinelander	Water Tower in Industrial Park
		Extended Infrastructure in Industrial Areas
	Town of Minocqua	Develop a Business Park
Portage	Rosholt	Develop an Industrial Park
		Establish a Village Water System



Vilas	City of Eagle River	Development of New Industrial Park
		Infrastructure Extensions
	Town of Lac Du Flambeau	Development of New Industrial Park
Wood	City of Wisconsin Rapids	Industrial Park Infrastructure
	Village of Nekoosa	Expansion and Upgrade of Industrial Park

Last Updated

7/28/2010

