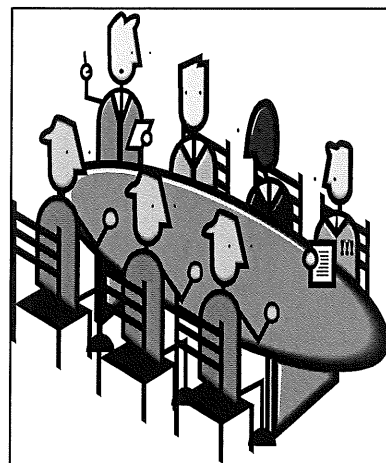
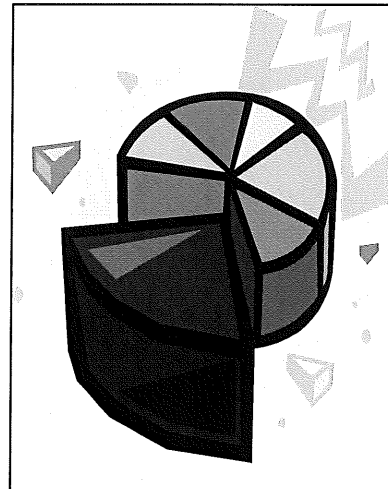
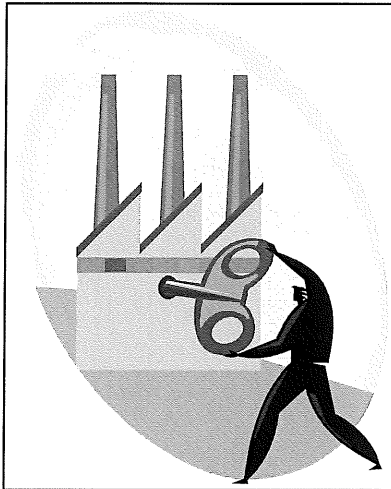


**NORTH CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**



**ANNUAL PERFORMANCE REPORT
2013**

Comprehensive Economic Development Strategy 2013 Annual Performance Report

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Regional Economic Profile

Critical Projects

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, Portage, Vilas and Wood. Portage and Wood 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).

This document was prepared by the North Central Wisconsin Regional Planning Commission and was partially funded by the U. S. Economic Development Administration (EDA).

I. CEDS Strategy Committee

The CEDS Annual Performance Report was reviewed and adopted annually by the Full Commission of the North Central Wisconsin Regional Planning Commission (NCWRPC). In addition, there is a formal Strategy Committee, as outlined by EDA regulations that provides detailed review and comment of the CEDS. This committee includes representatives from business, government, tribal, workforce, and other interests.

There are also three advisory organizations that provide input into the CEDS document. These are Centergy, which represents four counties in the central and southern area of the region, Grow North, which represents the five northern counties in the region, and the North Central Wisconsin Workforce Development Board.

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 Performance Report
- Maintain a Data Center and Information Clearinghouse
- Assemble and arrange various data relating to economic development, e.g., employment and unemployment statistics, sales tax receipts, population estimates, income levels, etc.
- Develop a Regional Geographic Information System (GIS) to graphically display economic data, such as business parks.
- Maintain Census Data, Socioeconomic Information and Planning Library. Staff also provides special Census reports on request.
- 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.
- Provided educational support to the North Central Wisconsin Development Corporation (NCWDC). This organization is responsible for managing two revolving loan funds. These funds assist local business expand and create jobs.

Local Assistance:

- 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.
- Provide general assistance to communities related to economic development.
- Provided assistance to area economic development organizations at the county and local levels.

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

III. Economic Changes & Issues

The region's population in 2012 was 443,281, which was 7.7 percent of the state's population. Total jobs in the region were 261,627 and average earnings were \$40,868. Health care and social assistance is the largest economic sector followed by manufacturing and retail trade.

Total regional gross product in 2011 was \$16,919,725,889, which is made up of \$10,688,472,325 from earnings, \$5,057,871,124 from property income, and \$1,173,382,440 from taxes on production. The region's total exports were \$23,967,431,084, of which nearly 40 percent was from manufactured goods.

Projections for the region indicate that the region will lag behind both the state and nation over the next decade. An extensive Regional Profile is attached.

Over the last year there are several issues that have been identified within the region. These include:

- Overall slow national economic recovery
- Loss of Paper Manufacturing, such as the closure of Brokaw Mill which resulted in the loss of over 300 high paying jobs
- Business reluctance to expand and seek financing
- Metallic and Non-Metallic Mining
- Lack of Access to National Forest for timber management
- Economic Diversification, especially in the high skill – high wage sectors
- Rail Needs throughout the Region
- Lack of Broadband Access in areas of the Region

IV. Regional Goals, Objectives & Actions

These goals and related objectives and actions will guide the economic development efforts of the NCWRPC.

Goal: Maintain and Diversity the Region's Economy

Objective: Promote the Retention and Expansion of Existing Businesses.

Action: Increase the effectiveness of targeted marketing by networking with local and state agencies.

Action: Encourage, promote and develop the tourism industry throughout the Region.

Action: Assist with business retention efforts.

Action: Assist local economic development planning efforts.

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

Action: Provide needed assistance to entrepreneurs.

Action: Encouraging marketing of the Region.

Goal: Maintain adequate public facilities throughout the Region.

Objective: Correct deficiencies of existing public facilities, identify and prioritize needed improvements, and locate new facilities in an economical manner.

Action: Encourage the development of transportation linkages within the Region by promoting: an east/west Highway 29 corridor which connects the Region with Green Bay and the Minneapolis area; a multi-lane connector to the Fox Cities; and the extension of four lane north to Minocqua on Highway 51.

Action: Survey and identify all existing industrial parks within the Region.

Goal: Access funding from the State and Federal Level.

Objective: Bring additional capital into the Region.

Action: Pursue Wisconsin Department of Development and Wisconsin Housing and Economic Development Authority funds, among others.

Action: Pursue Economic Development Administration and Rural Development Administration funds, among others.

Action: Attempt to establish a Revolving Loan Fund to provide additional capital within the Region.

Goal: Protect the existing housing stock and encourage the construction of new housing to meet Regional demands.

Objective: Provide affordable, quality housing.

Action: Complete Housing and Needs Assessment studies, as requested.

Action: Assist counties and their communities develop adequate zoning and building regulations.

Goal: Increase the skill levels of the human resources in the Region.

Objective: Create a well-trained pool of labor.

Action: Encourage educational institutions to develop training programs needed by the area's firms.

Goal: Promote compatibility between economic development and natural resources.

Objective: To decrease the negative impacts of development on the Region's environment.

Action: Preserve the quality of life, and high aesthetics value our Region holds through sound management practices of our solid waste and recycling efforts, wetlands, mining activities, rivers, streams and lakes, air quality, and forests.

Action: Provide land use planning assistance to communities to avoid any adverse impacts of future development.

Goal: Strive for cooperation and coordination among all levels of government and governmental organizations.

Objective: Provide on-going contact among all groups and organizations.

Action: Schedule regular meetings to discuss common concerns and develop methods for solving these issues in a beneficial way for all.

The North Central Wisconsin Regional Planning Commission's focus will be providing assistance to any economic development efforts in the Region. As in the past, requests for assistance will be accommodated as time, urgency, and available resources allow.

V. Regional Strategy

Economic development is pursued by many communities and organizations throughout the region with the goals of expanding the regional economy, increasing employment levels, and increasing tax base. To do this, working with regional businesses is critical. A business operates to produce a profit, but wealth is also distributed to employees, other firms with which it does business, and to the government in the form of taxes and fees, all which in turn, produce wealth, and so on...multiplying the wealth. Thus, the retention, expansion, creation or attraction of business benefits the entire Region

Although wealth is usually created by the private sector, the public sector (government) has engaged some public-private partnerships. Typically, these ventures assist projects that would otherwise not be developed, because of the lower returns on investment, if pursued by the private sector along.

The federal government has long been involved in enhancing private wealth by such means as providing subsidies, making loan guarantees, or through direct grants of aid. State and local governments are playing an increasing role in

economic development as the competition between local governments for new investment has become intense.

Formal or informal economic development programs can include all or some of the above activities; and the results can vary widely. Thus, it is essential for those involved in economic development to understand that development seldom occurs in any scheduled pattern, that it is seldom the result of one organization's efforts; and that it is not the result of any single activity. Cooperation and coordination is called essential for any economic development effort.

A variety of activities can be undertaken to promote economic development. These various activities can be categorized into four basic areas. These are listed below:

1. Provision of Infrastructure and Services: These are typical government functions.

Provision of public facilities, such as: sewer and water, roads, police and fire protection, and industrial "parks".

Laws/regulations, e.g. zoning ordinances, land development codes, condemnation, taxes, building codes.

Assistance/incentive programs, e.g. appointment of a group to support/carry-on an active economic development program, establishment of tax-increment-finance (TIF) districts, approval of business-improvement districts (BID), revolving loan fund, land cost write-down, subsidies, state or federal grants, industrial revenue bonds, venture capital, establishment of "development zones", land assembly and improvements, mortgage holding, interest rate write-down, etc.

2. Planning: These are typical governmental planning functions, at any level (local, county, region, state, national).

Maintaining a data center for economic development related information, such as: financial assistance programs, transportation services and facilities, labor availability, quality-of like factors, public safety, cost/availability of utilities, tax

burden, sites and building availability, land-use controls and development costs, demographic characteristics, and much more.

Identifying economic development related trends, problems, and opportunities.

Conduct specialized studies, e.g. market analysis, trade-area delineation, feasibility studies.

Plan development, e.g. community preparedness, "place" strategies, image improvement, downtown revitalization.

3. Marketing: This function can be carried out by any organization.

Advertising and promotion, billboards, brochures, publications, direct contact/mail, events, awards, tours, and information packages.

Commerce/industry expansion/recruitment, e.g. call-trips, attendance at trade shows, retention programs.

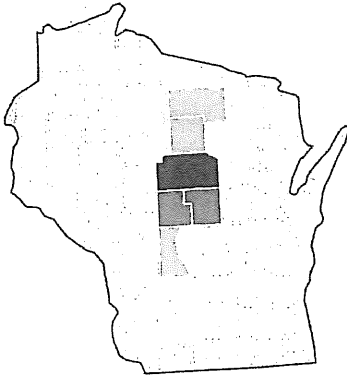
4. Business Assistance: These are often functions of agencies other than government, such as an economic development corporation or a university small business center.

Business start-ups and expansions, grant assistance, business operations/management, job training or re-training, Liaison/ombudsman, e.g. linkage or networking between public/private actors in order to establish lines of communication, and technology transfer, e.g. application of research to a project or process.

Counseling, e.g. government procurement, foreign export, accounting, personnel management, inventory systems, business plans, how to start a business, etc., business advocacy, forums/workshops, association membership, lobbying, consensus building, and press releases, and assembling resources, e.g. land/building/equipment, financial commitment, labor, utilities, permits, etc.

Attachment:
Regional Economic Profile

NCWRPC



Population (2012)	443,281
Jobs (2012)	261,627
Average Earnings (2012)	\$40,868
Unemployed (9/2012)	15,704
Completions (2011)	5,628
GRP (2011)	\$16,919,725,889
Exports (2011)	\$23,967,431,084
Imports (2011)	\$24,986,409,449

NCWRPC | Population

443,281











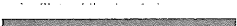







2012 Population

7.7% of State

0.5%

Population Growth for the Last 5 Years

State Growth 2.5%











Age Group	2012 Population	% of Population	
Under 5 years	25,032	5.6%	
5 to 9 years	25,675	5.8%	
10 to 14 years	27,061	6.1%	
15 to 19 years	28,798	6.5%	
20 to 24 years	26,318	5.9%	
25 to 29 years	24,810	5.6%	
30 to 34 years	25,075	5.7%	
35 to 39 years	23,065	5.2%	
40 to 44 years	27,528	6.2%	
45 to 49 years	32,212	7.3%	
50 to 54 years	36,267	8.2%	
55 to 59 years	34,215	7.7%	
60 to 64 years	29,131	6.6%	
65 to 69 years	23,699	5.3%	
70 to 74 years	18,443	4.2%	
75 to 79 years	13,822	3.1%	
80 to 84 years	10,823	2.4%	
85 years and over	11,308	2.6%	

NCWRPC | Average Earnings by Industry

\$40,868 Avg. Earnings (2012) 80% of Nation Avg.	\$48,478 Male Avg. Earnings (2012) 79% of Nation Avg.	\$32,479 Female Avg. Earnings (2012) 82% of Nation Avg.
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NAICS	Industry	Avg. Earnings (2012)	
11	Agriculture, Forestry, Fishing and Hunting	\$29,615	
21	Mining, Quarrying, and Oil and Gas Extraction	\$37,965	
22	Utilities	\$120,082	
23	Construction	\$36,503	
31-33	Manufacturing	\$57,478	
42	Wholesale Trade	\$49,104	
44-45	Retail Trade	\$24,018	
48-49	Transportation and Warehousing	\$43,929	
51	Information	\$47,713	
52	Finance and Insurance	\$62,943	
53	Real Estate and Rental and Leasing	\$17,069	
54	Professional, Scientific, and Technical Services	\$40,701	
55	Management of Companies and Enterprises	\$67,612	
56	Administrative and Support and Waste Management and Remediation Services	\$22,900	
61	Educational Services (Private)	\$16,427	
62	Health Care and Social Assistance	\$57,283	
71	Arts, Entertainment, and Recreation	\$12,413	
72	Accommodation and Food Services	\$14,727	
81	Other Services (except Public Administration)	\$18,740	
90	Government	\$50,294	
99	Unclassified Industry	\$18,462	

NCWRPC | Top Program Completions

CIP	Program	Completions (2011)	
51	Health professions and related programs	2,255	
52	Business, management, marketing, and related support services	599	
03	Natural resources and conservation	301	
13	Education	289	
45	Social sciences	204	
11	Computer and information sciences and support services	191	
26	Biological and biomedical sciences	156	
50	Visual and performing arts	154	
15	Engineering technologies and engineering-related fields	150	
43	Homeland security, law enforcement, firefighting and related protective services	133	

NCWRPC | Region Exports

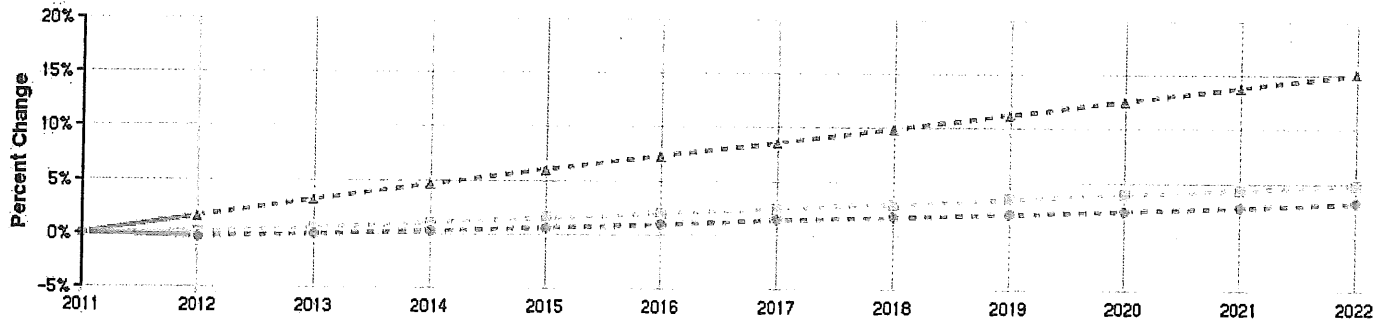
\$23,967,431,084.31

Exports (2011)

71% of Supply

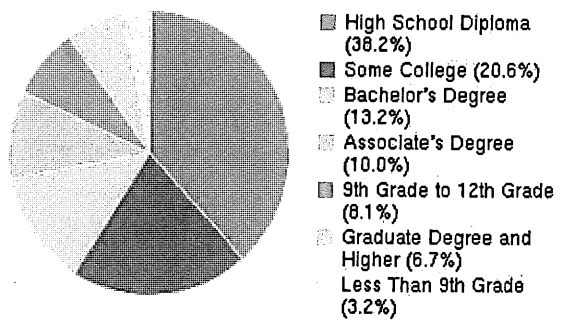
NAICS	Industry	Exports (2011)	
11	Agriculture, Forestry, Fishing and Hunting	\$1,439,830,554	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$106,510,677	
22	Utilities	\$145,136,241	
23	Construction	\$484,347,239	■
31-33	Manufacturing	\$8,838,174,221	■
42	Wholesale Trade	\$888,214,017	■
44-45	Retail Trade	\$1,056,759,501	■
48-49	Transportation and Warehousing	\$1,094,531,147	■
51	Information	\$326,233,549	
52	Finance and Insurance	\$2,338,572,070	■
53	Real Estate and Rental and Leasing	\$348,042,242	
54	Professional, Scientific, and Technical Services	\$214,062,003	
55	Management of Companies and Enterprises	\$173,976,621	
56	Administrative and Support and Waste Management and Remediation Services	\$180,424,411	
61	Educational Services (Private)	\$13,000,099	
62	Health Care and Social Assistance	\$2,446,309,207	■
71	Arts, Entertainment, and Recreation	\$54,463,765	
72	Accommodation and Food Services	\$412,231,887	■
81	Other Services (except Public Administration)	\$227,153,284	
90	Government	\$3,179,458,350	■

Regional Trends



Region	2011 Jobs	2012 Jobs	% Change
● NCWRPC	262,406	261,627	-0.3%
■ State	3,456,224	3,460,201	0.1%
▲ Nation	176,291,692	179,134,597	1.6%

Educational Attainment









Largest Openings/Completions Gaps

Occupation	Related Completions (2011)	Annual Openings (2012)
Personal Financial Advisors (13-2052)	0	136
Securities, Commodities, and Financial Services Sales Agents (41-3031)	0	106
Financial Managers (11-3031)	0	36
Recreation Workers (39-9032)	0	32
Physicians and Surgeons, All Other (29-1069)	0	23

Growing/Declining Industries

Industry	Change in Jobs (2011-2012)
General Freight Trucking, Long-Distance, Truckload (484121)	280
Warehouse Clubs and Supercenters (452910)	156
All Other General Merchandise Stores (452990)	155
Hotels (except Casino Hotels) and Motels (721110)	-311
Discount Department Stores (452112)	-485
Full-Service Restaurants (722110)	-494

Regional Knowledge Overview

Knowledge Distribution		Location Quotient (2012)	Growth (2011-2012)
Manufacturing	15% 	1.08	0%
Science	11% 	1.03	0%
Health	8% 	0.99	0%
Liberal Arts	25% 	0.98	0%
Business	26% 	0.98	0%
Technical	14% 	0.98	0%

Regional Skills Overview

Skills Distribution			Location Quotient (2012)	Growth (2011-2012)
Technical	16%		1.09	0%
Resource Management	11%		0.99	0%
Complex Problem Solving	4%		0.99	0%
Basic	37%		0.98	0%
Social	23%		0.98	0%
System	10%		0.98	0%

Regional Abilities Overview

Abilities Distribution			Location Quotient (2012)	Growth (2011-2012)
Psychomotor	16%		1.08	0%
Physical	10%		1.07	-1%
Sensory	21%		1.00	0%
Cognitive	53%		0.96	0%

Attachment:

Critical Projects

North Central Wisconsin Regional Planning Commission

Critical Projects:

County	Community	Description
Adams County	Adams County	Establishment of Business Incubator
Forest County	City of Crandon	Expansion of Industrial Park
	Town of Laona	Creation of Industrial Park
	Town of Wabeno	Creation of Industrial Park
	Forest County	Complete a study of supply chain analysis for local business.
	Forest County	Development of Broadband Infrastructure
	Forest County	Development Business Incubator
	Forest County	Development of MRA Park
Juneau County	City of Elroy	Sewer and Water Extension
	City of Elroy	Development of Industrial Park
	City of Mauston	Wastewater Treatment Expansion
	City of Mauston	East Reservoir & Connection Main
	City of New Lisbon	Expansion of Industrial Park
	Village of Necedah	Water & Sewer Improvements to County Incubator Facility
	Village of Necedah	Industrial Park Expansion
	Town of Lemonweir	Development of Woodside Sports Complex
	Town of Lyndon Station	Upgrade Industrial Park
	Juneau County	Assistance for the existing incubator facilities in the county
Langlade County	City of Antigo	5th Avenue Reconstruction
	City of Antigo	Industrial Park Expansion
	City of Antigo	Field Street Reconstruction
	City of Antigo	Reconstruction of North Edison Street
	Village of White Lake	Industrial Park Expansion, including sewer & water extensions
Lincoln County	City of Merrill	Development of Highway 51 Corridor Business Parks
	City of Merrill	New Business Incubator
	City of Tomahawk	Development of New Industrial Park
Marathon County	City of Mosinee	Expansion of Industrial Park
	City of Wausau	Northcentral Technical College Transportation Center of Excellence (TATE)
	Village of Brokaw	Strategy for Redvelopment of Closed Paper Mill
	Village of Edgar	Development of New Industrial Park
	Village of Spencer	Development of Industrial Park Infrastructure
Oneida County	City of Rhinelander	Water Tower in Industrial Park
	City of Rhinelander	Extended Infrastructure in Industrial Areas
	Town of Minocqua	Develop Business Park Area
	Oneida County	Development of New Industrial Park
	Oneida County	New Business Incubator
	Oneida County	Development of Broadband Infrastructure
Portage County	Village of Rosholt	Develop an Industrial Park
	Village of Rosholt	Establish a Village Water System
Vilas County	City of Eagle River	Development of New Industrial Park
	City of Eagle River	Infrastructure Extension
	Town of Lac Du Flambeau	Development of New Industrial Park
	Vilas County	Fiscal Impact Study of Broadband throughout Vilas County
	Vilas County	Deployment of a business enterprise class internet system
	Vilas County	Development of a Business Incubator
Wood County	City of Wisconsin Rapids	Water Treatment Facility Upgrade & Related Needs
	City of Wisconsin Rapids	Work with In courage to develop a strategy for workforce efforts
	Village of Nekoosa	Expansion and Upgrade of Industrial Park