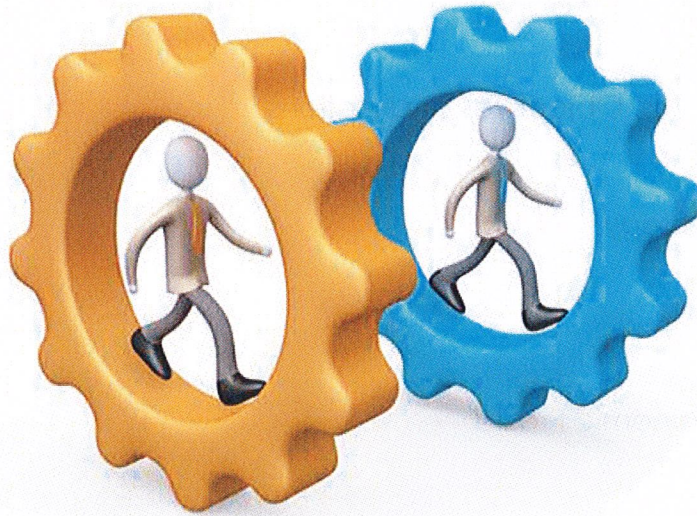


**NORTH CENTRAL WISCONSIN
REGIONAL PLANNING COMMISSION (NCWRPC)
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**



2016 ANNUAL PERFORMANCE REPORT

Comprehensive Economic Development Strategy 2016 Annual Performance Report

Table of Contents:

I.	CEDS Strategy Committee	1
II.	Past Year's Activities	1
III.	Regional Demographic & Economic Changes	2
IV.	Regional Issues	5
V.	Regional Goals, Objectives and Actions	6
VI.	Regional Strategy	9
Attachment:		
	Regional Economic Profile	A

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.

The Region is designated as an Economic Development District (EDD) by the U. S. Department of Commerce, Economic Development Administration (EDA). Although Portage and Wood Counties are included in some sections of the Report they do not actively participate in neither the Economic Development District nor the NCWRPC.

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 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report was reviewed and adopted by the Full Commission of the North Central Wisconsin Regional Planning Commission (NCWRPC).

A new CEDS Committee has been organized to oversee the development of the 2017 CEDS Update. Six representatives from the region will serve on this group. This Performance Report will be the starting point for the update of the CEDS. Included in the update will be findings from the recently completed Regional Livability Plan as well as the recently completed workforce development report.

Three area advisory organizations provide review and input into the CEDS process as well. These are Centergy, which represents five counties in the central and southern area of the region, Grow North, which represents five northern counties in the region, and the North Central Wisconsin Workforce Development Board, which is the area workforce agency.

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 (CEDS) Annual Performance Report
- Develop a Regional Geographic Information System (GIS) to graphically display economic data, including an inventory of business and industrial parks.
- 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.
- Assemble and arrange various data relating to economic development, e.g., employment and unemployment statistics, sales tax receipts, population estimates, income levels, etc.
- Maintain Census Data, Socioeconomic Information and Planning Library. Staff also provides special Census and EMSI reports on request.
- North Central Wisconsin Workforce Development Board (NCWWDB) Study

- Provided various support to the North Central Wisconsin Development Corporation (NCWDC) and Central Wisconsin Economic Development (CWED). These organizations are responsible for managing revolving loan funds. These funds assist local business expand and create jobs throughout the region. Many in EDA funded business parks.

Local Assistance:

- Provided general assistance to area economic development organizations at the county and local levels.
- Provide general assistance to communities related to economic development.
- Prepared economic development chapters as part of comprehensive planning efforts throughout the Region, including county, city, village and town plans.
- Prepared state and federal grant applications on behalf of local communities.
- With WEDC provide EMSI reports as requested.

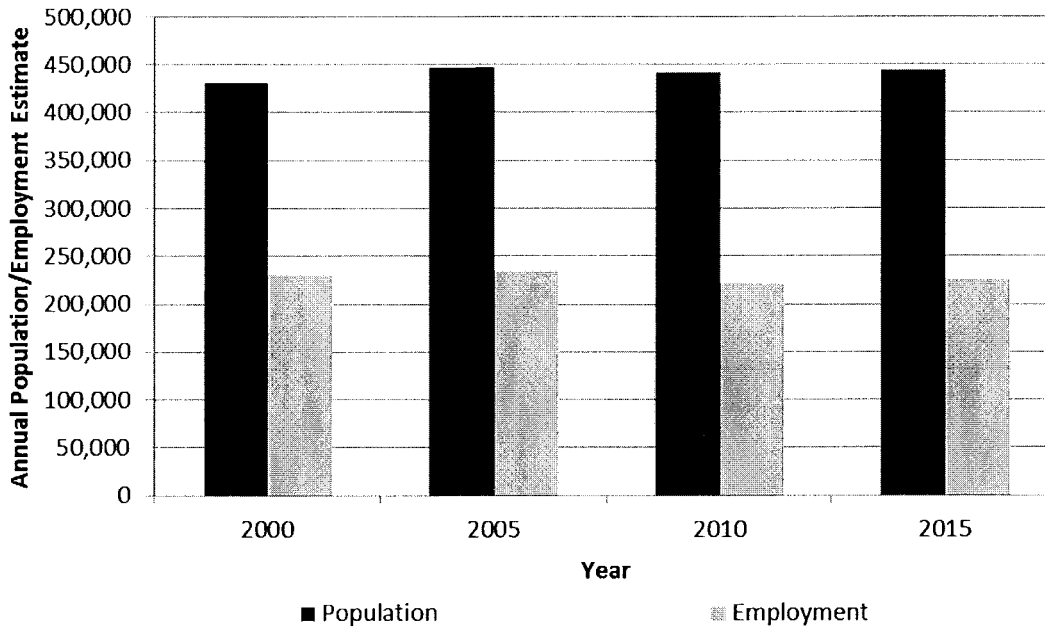
Staff works with various economic development and related organizations throughout the Region.

III. Regional Demographic & Economic Changes

The region's population in 2015 was 444,938, which was about 7.7 percent of the state's population. Over the last fifteen years the population has been stable with a regional population of just under 450,000.

Employment has remained very stable over this period as well. In 2015 there were 224,883 jobs in the region. However, projections indicate that the region will lag behind both the state and nation over the next decade because of the population changes.

Regional Population and Employment Change 2000-2015



Source: Wisconsin DOA Demographic Services Center; Economic Modeling Specialists International 2016.1

Regional Fast Facts:

- The average total earnings per employee was \$48,162.
- Manufacturing is the largest economic sector followed by government and health care & social assistance.
- Total regional gross product in 2013 was \$18,533,999,262, which is made up of \$11,599,528,419 from earnings, \$5,596,754,296 from property income, and \$1,377,716,547 from taxes on production.
- The region's 2013 total exports were \$27,466,643,235, of which nearly 39 percent was from manufactured goods.

In 2015, unemployment in the ten county Region ranged from 9.2% in Adams County to 4.6% in Marathon County. Per Capita Income ranged from \$27,723 in Marathon County to \$20,890 in Forest County. See the table below.

**North Central Wisconsin
Unemployment and Per Capital Incomes**

County	Unemployment Rate	Per Capita Income
Adams	9.2%	\$ 22,639
Forest	8.5%	\$ 20,890
Juneau	6.3%	\$ 22,439
Langlade	7.3%	\$ 23,081
Lincoln	5.9%	\$ 25,371
Marathon	4.6%	\$ 27,723
Oneida	7.5%	\$ 26,352
Portage	5.4%	\$ 25,462
Vilas	8.5%	\$ 26,016
Wood	6.5%	\$ 26,302

Source: DWD Jan. 2016 & US Census ACS 2010-14

A detailed Regional Profile is attached. See Attachment A.

IV. Regional Issues

Over the last year there were several economic issues that were identified within the region. These include:

- Regional economy lags behind national economic recovery
- Labor shortages in many fields, including manufacturing and technology
- Lack of Broadband Access in areas of the Region, especially rural areas
- Decline of Paper Manufacturing industry and ripple effect in region Rail Needs throughout the Region, especially in the northern counties
- Continued lack of Access to National Forest for timber production
- Business reluctance to expand and take on additional debt

V. Regional Goals, Objectives & Actions

These goals and objectives, along with the actions will help guide regional economic development efforts.

Goal: Maintain and Diversity the Region's Economy

Objective: Promote the Retention and Expansion of Existing Businesses.

Action: Networking with local, state, and federal agencies.

Action: Assist County EDCs with business retention efforts.

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

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 to entrepreneurs and businesses looking to relocate.

Action: Develop local economic development plans for member communities.

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.

Action: Maintain inventory of existing business & industrial parks within the Region.

Action: Develop transportation, utility & community facilities, and land use plans for member communities.

Goal: Access funding from the State and Federal Level.

Objective: Bring additional capital into the Region.

Action: Pursue state grants from Wisconsin Economic Development Corporation (WEDC), Wisconsin Department of Administration (DOA), and Wisconsin Housing and Economic Development Authority (WHEDA) funds, among others for member communities.

Action: Pursue federal grants from Economic Development Administration and Rural Development Administration funds, among others for member communities.

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

Objective: Provide affordable, quality housing throughout the Region.

Action: Develop Housing plans for member communities.

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.

Action: Strengthen partnership and collaboration with area workforce development organization.

Action: Encourage new residents to relocate to the region.

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 and encourage infill and reuse.

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

Objective: Provide on-going contact among area governments and various 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 will provide assistance as time and available resources allow.

VI. 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 accomplish 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 for all. 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.

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:

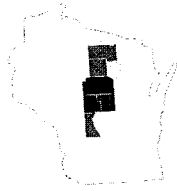
1. Provision of Infrastructure and Services: These are typical government functions.
 - Provision of public facilities, such as: sewer and water, roads, police and fire protection, and industrial "parks".
 - Laws/regulations, e.g. zoning ordinances, land development codes, condemnation, taxes, building 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, such as market analysis, trade-area delineation, and feasibility studies.
 - Plan development, such as community preparedness strategies, and downtown revitalization efforts.
3. Marketing: This function can be carried out by any organization.
 - Advertising and promotion, websites, brochures, publications, direct contact/mail, events, awards, tours, and information packages.
 - Commerce/industry expansion/recruitment, such as 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, 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 A

Regional Economic Profile

Economy Overview



Population (2015)	440,512
Jobs (2015)	224,883
Average Earnings (2015)	\$48,162
Unemployed (11/2015)	9,641
Completions (2014)	5,781
GRP (2013)	\$18,533,999,262
Exports (2013)	\$27,466,643,235
Imports (2013)	\$28,234,904,827

Population

440,512

2015 Population
7.6% of State

-0.3%

Population Growth for the Last 5 Years
State Growth 1.6%

Age Group	2015 Population	% of Population	
Under 5 years	23,697	5.4%	
5 to 9 years	25,016	5.7%	
10 to 14 years	25,859	5.9%	
15 to 19 years	27,318	6.2%	
20 to 24 years	28,024	6.4%	
25 to 29 years	23,238	5.3%	
30 to 34 years	25,021	5.7%	
35 to 39 years	23,353	5.3%	
40 to 44 years	24,789	5.6%	
45 to 49 years	28,048	6.4%	
50 to 54 years	34,586	7.9%	
55 to 59 years	35,109	8.0%	
60 to 64 years	31,789	7.2%	
65 to 69 years	26,391	6.0%	
70 to 74 years	20,613	4.7%	
75 to 79 years	15,520	3.5%	
80 to 84 years	10,740	2.4%	
85 years and over	11,401	2.6%	

Jobs by Industry

224,883

Total Jobs (2015)

51.8%

Male
(National: 51.3%)

48.2%

Female
(National: 48.7%)

NAICS	Industry	2015 Jobs
11	Crop and Animal Production	9,592
21	Mining, Quarrying, and Oil and Gas Extraction	185
22	Utilities	681
23	Construction	10,261
31	Manufacturing	34,926
42	Wholesale Trade	8,590
44	Retail Trade	27,849
48	Transportation and Warehousing	10,432
51	Information	2,635
52	Finance and Insurance	12,831
53	Real Estate and Rental and Leasing	1,605
54	Professional, Scientific, and Technical Services	5,405
55	Management of Companies and Enterprises	2,371
56	Administrative and Support and Waste Management and Remediation Services	5,479
61	Educational Services	1,296
62	Health Care and Social Assistance	30,579
71	Arts, Entertainment, and Recreation	2,197
72	Accommodation and Food Services	16,915
81	Other Services (except Public Administration)	10,222
90	Government	30,828
99	Unclassified Industry	<10

Average Earnings by Industry

\$48,162






















Avg. Earnings (2015)
80% of Nation Avg.

NAICS	Industry	Avg. Earnings (2015)
11	Crop and Animal Production	\$34,660
21	Mining, Quarrying, and Oil and Gas Extraction	\$67,947
22	Utilities	\$111,426
23	Construction	\$48,437
31	Manufacturing	\$61,351
42	Wholesale Trade	\$54,596
44	Retail Trade	\$29,408
48	Transportation and Warehousing	\$50,776
51	Information	\$62,362
52	Finance and Insurance	\$70,060
53	Real Estate and Rental and Leasing	\$32,279
54	Professional, Scientific, and Technical Services	\$59,831
55	Management of Companies and Enterprises	\$74,128
56	Administrative and Support and Waste Management and Remediation Services	\$28,095
61	Educational Services	\$21,191
62	Health Care and Social Assistance	\$58,454
71	Arts, Entertainment, and Recreation	\$15,949
72	Accommodation and Food Services	\$15,862
81	Other Services (except Public Administration)	\$22,726
90	Government	\$59,478
99	Unclassified Industry	\$32,527











Unemployment by Industry

9,641

Total Unemployment (11/2015)

NAICS	Industry	Unemployed (11/2015)	% of Regional Unemployment
11	Crop and Animal Production	49	1% 
21	Mining, Quarrying, and Oil and Gas Extraction	21	0% 
22	Utilities	17	0% 
23	Construction	436	5% 
31	Manufacturing	1,743	18% 
42	Wholesale Trade	158	2% 
44	Retail Trade	1,336	14% 
48	Transportation and Warehousing	384	4% 
51	Information	68	1% 
52	Finance and Insurance	350	4% 
53	Real Estate and Rental and Leasing	54	1% 
54	Professional, Scientific, and Technical Services	163	2% 
55	Management of Companies and Enterprises	11	0% 
56	Administrative and Support and Waste Management and Remediation Services	252	3% 
61	Educational Services	39	0% 
62	Health Care and Social Assistance	769	8% 
71	Arts, Entertainment, and Recreation	118	1% 
72	Accommodation and Food Services	867	9% 
81	Other Services (except Public Administration)	315	3% 
90	Government	940	10% 
99	No Previous Work Experience/Unspecified	1,554	16% 

Top Program Completions

CIP	Program	Completions (2014)	
51	Health professions and related programs	2,017	
52	Business, management, marketing, and related support services	724	
03	Natural resources and conservation	358	
13	Education	316	
26	Biological and biomedical sciences	219	
48	Precision production	210	
50	Visual and performing arts	199	
45	Social sciences	197	
11	Computer and information sciences and support services	184	
43	Homeland security, law enforcement, firefighting and related protective services	162	

Gross Regional Product (GRP)

\$11,559,528,419 **\$5,596,754,296** **\$1,377,716,547** **\$18,53**

Earnings (2013)

Property Income (2013)

Taxes on Production (2013)

Total

NAICS	Industry	GRP (2013)	% of Total
11	Crop and Animal Production	\$733,857,359.49	4%
21	Mining, Quarrying, and Oil and Gas Extraction	\$122,767,799.73	1%
22	Utilities	\$251,409,060.68	1%
23	Construction	\$674,934,737.98	4%
31	Manufacturing	\$3,395,367,113.38	18%
42	Wholesale Trade	\$987,082,244.12	5%
44	Retail Trade	\$1,261,269,184.36	7%
48	Transportation and Warehousing	\$702,765,452.24	4%
51	Information	\$328,108,334.29	2%
52	Finance and Insurance	\$2,032,658,362.23	11%
53	Real Estate and Rental and Leasing	\$321,449,102.52	2%
54	Professional, Scientific, and Technical Services	\$397,861,307.74	2%
55	Management of Companies and Enterprises	\$200,763,695.18	1%
56	Administrative and Support and Waste Management and Remediation Services	\$224,927,471.09	1%
61	Educational Services	\$38,648,520.21	0%
62	Health Care and Social Assistance	\$2,166,425,294.36	12%
71	Arts, Entertainment, and Recreation	\$75,936,306.78	0%
72	Accommodation and Food Services	\$447,223,399.89	2%
81	Other Services (except Public Administration)	\$327,454,291.16	2%
90	Government	\$2,009,773,423.92	11%
	Other Non-Industries	\$1,833,316,800.62	10%

Region Exports

\$27,466,643,235.31

Exports (2013)
72% of Supply

NAICS	Industry	Exports (2013)	
11	Crop and Animal Production	\$1,738,814,932.15	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$142,719,543.44	■
22	Utilities	\$181,646,827.31	■
23	Construction	\$584,998,555.42	■
31	Manufacturing	\$10,583,942,293.21	■
42	Wholesale Trade	\$1,107,058,188.89	■
44	Retail Trade	\$1,131,521,076.98	■
48	Transportation and Warehousing	\$1,251,835,979.71	■
51	Information	\$258,242,155.90	■
52	Finance and Insurance	\$2,483,686,540.05	■
53	Real Estate and Rental and Leasing	\$274,621,738.47	■
54	Professional, Scientific, and Technical Services	\$221,816,622.66	■
55	Management of Companies and Enterprises	\$280,895,022.43	■
56	Administrative and Support and Waste Management and Remediation Services	\$153,238,475.86	■
61	Educational Services	\$18,172,646.58	■
62	Health Care and Social Assistance	\$2,504,527,974.32	■
71	Arts, Entertainment, and Recreation	\$61,407,694.10	■
72	Accommodation and Food Services	\$378,095,177.84	■
81	Other Services (except Public Administration)	\$246,145,932.02	■
90	Government	\$3,863,255,857.97	■

Region Imports

\$28,234,904,826.6

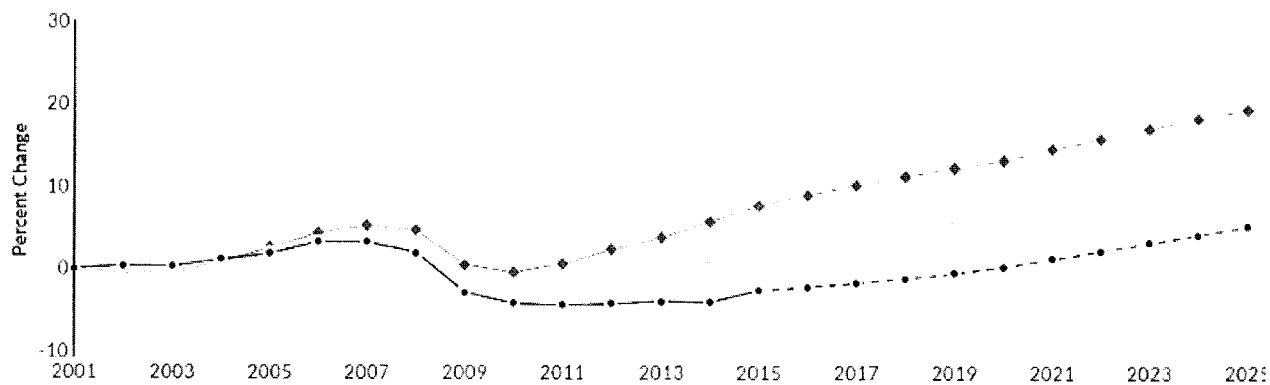
Imports (2013)
72% of Demand

\$10,929,108,329.5

Locally Produced & Consumed (2013)
28% of Demand

NAICS	Industry	Imports (2013)	
11	Crop and Animal Production	\$1,385,327,001.59	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$353,524,726.17	■
22	Utilities	\$364,454,380.67	■
23	Construction	\$729,871,876.88	■
31	Manufacturing	\$6,950,998,162.31	■
42	Wholesale Trade	\$1,671,516,391.34	■
44	Retail Trade	\$779,338,111.15	■
48	Transportation and Warehousing	\$884,648,841.31	■
51	Information	\$1,003,051,908.59	■
52	Finance and Insurance	\$1,892,643,527.26	■
53	Real Estate and Rental and Leasing	\$1,079,532,023.36	■
54	Professional, Scientific, and Technical Services	\$1,309,038,515.98	■
55	Management of Companies and Enterprises	\$668,672,228.42	■
56	Administrative and Support and Waste Management and Remediation Services	\$567,014,196.28	■
61	Educational Services	\$311,931,795.99	■
62	Health Care and Social Assistance	\$1,127,577,150.78	■
71	Arts, Entertainment, and Recreation	\$222,428,115.05	■
72	Accommodation and Food Services	\$503,623,992.53	■
81	Other Services (except Public Administration)	\$301,613,459.43	■
90	Government	\$6,128,098,421.49	■

Regional Trends



Region	2001 Jobs	2015 Jobs	Change	% Change
● Region	230,850	224,883	-5,967	-2.6%
■ NCWRPC	230,850	224,883	-5,967	-2.6%
△ State	3,002,854	3,079,240	76,386	2.5%
◆ Nation	145,028,963	156,237,788	11,208,825	7.7%

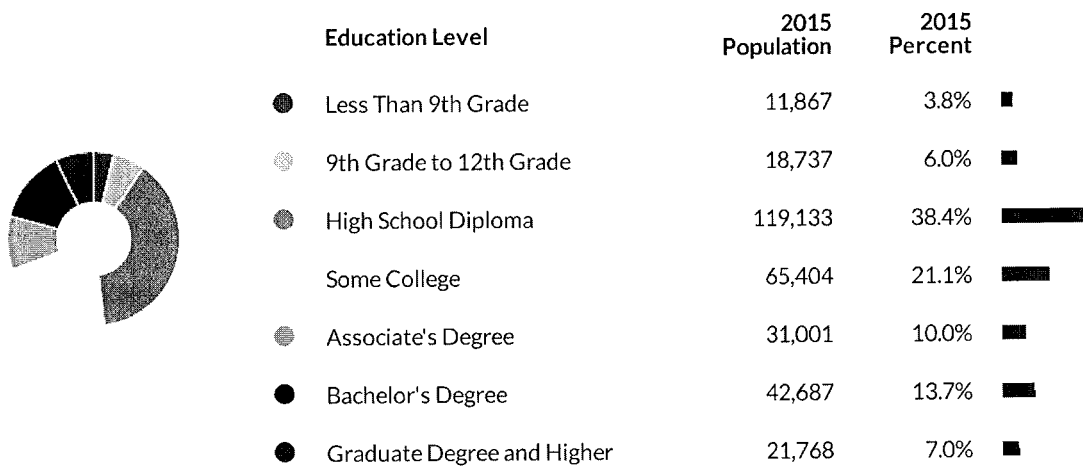
Growing & Declining Occupations

Occupation	Change in Jobs (2001-2015)
Personal Care Aides	2,080
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	597
Home Health Aides	381
Carpenters	-578
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	-789
Paper Goods Machine Setters, Operators, and Tenders	-844

Growing & Declining Industries

Industry	Change in Jobs (2001-2015)
Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	1,900
Services for the Elderly and Persons with Disabilities	1,476
Assisted Living Facilities for the Elderly	1,464
Supermarkets and Other Grocery (except Convenience) Stores	-1,223
Wood Window and Door Manufacturing	-2,750
Paper (except Newsprint) Mills	-3,662

2015 Educational Attainment

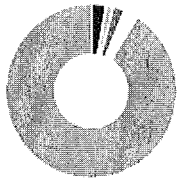


2015 Age Cohort Demographics



Age Cohort	2015 Population	2015 Percent
Under 20 years	101,890	23.1%
20 to 39 years	99,636	22.6%
40 to 59 years	122,532	27.8%
60 to 79 years	94,313	21.4%
80 years and over	22,141	5.0%

2015 Race/Ethnicity Demographics



Race/Ethnicity	2015 Population	2015 Percent
All Other Race/Ethnicities	11,593	2.6%
American Indian or Alaskan Native, Non-Hispanic	6,012	1.4%
White, Hispanic	9,469	2.1%
Asian, Non-Hispanic	12,054	2.7%
White, Non-Hispanic	401,384	91.1%