
North Central Wisconsin Regional Planning Commission

Comprehensive Economic Development Strategy 2012

“A Regional Strategy for North Central Wisconsin”



NCWRPC COMMISSIONERS:

ADAMS COUNTY

Ron Jacobsen
Donald Krahn
Glenn Licitar

ONEIDA COUNTY

Wilbur Petroskey
Thomas Rudolph
Appointment Pending

FOREST COUNTY

Erhard Huettl
Jimmy Landru, Jr.
Paul Millan

MARATHON COUNTY

Craig McEwen
Bettye Nall
Appointment Pending

JUNEAU COUNTY

Edmund Wafle
Ken Winters
Appointment Pending

Portage County

Non-Active

LANGLADE COUNTY

George Bornemann
Ronald Nye
Paul Schuman

VILAS COUNTY

Bob Egan
Ralph Sitzberger
Appointment Pending

LINCOLN COUNTY

Robert Lussow
Doug Williams
Appointment Pending

WOOD COUNTY

Fred Camacho
Tom Haferman
Gerald Nelson

ABSTRACT:

TITLE: Comprehensive Economic Development Strategy - 2012

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.

AGENCY: North Central Wisconsin Regional Planning Commission
210 McClellan Street, Suite 210
Wausau, WI 54403

Phone: (715) 849-5510

CONTACT: Dennis Lawrence, AICP
Executive Director

FUNDING: The preparation and publication of this report was funded by the U.S. Department of Commerce, Economic Development Administration (EDA), and the member communities of the North Central Wisconsin Regional Planning Commission (NCWRPC).

CEDS Table of Contents

<u>Introduction</u>	1
NCWRPC Background.....	1
History.....	1
Land Area & Communities	1
Purpose of the CEDS.....	2
EDA History in North Central Wisconsin	2
CEDS Process and Committee.....	3
<u>Chapter 1: Demographics & Workforce</u>	6
Population.....	6
Population Projections.....	7
Income Trends	8
Workforce.....	10
Population & Labor Force	10
Education.....	11
Vocational and Technical Education.....	13
<u>Chapter 2: Regional Economy</u>	14
Employment.....	14
Employment by Sector.....	15
Unemployment.....	25
Employment Projections	26
Emerging Statewide Economic Industry Clusters	27
Location Quotient Analysis.....	28
Location Quotient Analysis.....	28
Exporting.....	32
Tourism	34
<u>Chapter 3: Transportation & Utilities</u>	36
Transportation.....	36
Road Network.....	36
Airports.....	38
Railroads.....	38
Utilities	41
Business & Industrial Parks.....	45

<u>Chapter 4: Regional Integration & SWOT Analysis</u>	48
Integration with State, Regional & Local Efforts	48
Wisconsin	48
Regional	49
SWOT Analysis	50
Regional Strengths	50
Regional Weaknesses	51
<u>Chapter 5: Economic Development Resources</u>	53
Federal Programs	53
State Programs	55
Regional Programs	58
County & Local Programs	59
<u>Chapter 6: Regional Goals & Strategy</u>	60
Goals	60
Objectives and Performance Measures	60
Action Plan	61

List of Tables:

Table 1: EDA Investments in North Central Wisconsin	4
Table 2: Population	7
Table 3: Population Projections	8
Table 4: Median Household Income	9
Table 5: Per Capita Income	9
Table 6: Labor Force & Participation Rates	11
Table 7: Educational Attainment	12
Table 8: Total Employment	15
Table 9: Regional Employment by Sector	16
Table 10: Unemployment Rates	25
Table 11: Employment Projections by Sector	27
Table 12: Regional Location Quotients Greater than 1	30
Table 13: Tourism Expenditures	35
Table 14: Business and Industrial Parks	46

Figures:

Figure 1: Top 5 Location Quotients by County Compared to Nation 31
Figure 2: NCWRPC Strategy Plan 62

Maps:

Map 1: NCWRPC Location Map 2
Map 2: Infrastructure/Transportation Map 39
Map 3: Utilities 44
Map 4: Industrial Parks 47

Appendix:

Project Listing A

Introduction

NCWRPC 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, Oneida, and Vilas, as well as parts of Marathon, Portage and Wood Counties. All ten counties are generally included within discussion of the CEDS.

The Region is designated as an Economic Development District (EDD) by the U. S. Department of Commerce, Economic Development Administration (EDA). In addition, 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.

History

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 activity that we see in the Region today.

Land Area & Communities

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. See the Locational Reference Map.

The area is diverse, from lakes and forests in the north, to rolling hills and agriculture in the center, to relatively flat areas of forest and agriculture in the south. 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. These ten counties together are home to over 440,000 persons.

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.

Purpose of the CEDS

The purpose of the CEDS is multifaceted. The CEDS is designed to provide baseline information on demographics and economic data, development of strategies, and identify potential projects within the region. Preparation and adoption of the CEDS maintains both the Region's EDD designation, but also maintains grant eligibility for those participating units of government.

EDA History in North Central Wisconsin

Since 1979 North Central Wisconsin Regional Planning Commission has partnered with the EDA as an Economic Development District. That partnership has led to an investment of over \$21 million dollars in North Central Wisconsin over that time frame. The public works program, which supports the construction, expansion or upgrade of essential public infrastructure and facilities, comprises roughly three fourths of the investment in the region. The remaining projects were funded under the EDA's planning and technical assistance programs. See table 1 below for a listing of EDA investments in our region.

All but one county have received grants in the Region. Marathon, Portage and Wood Counties are not active members of the EDD and therefore do not list projects in the CEDS, which eliminates them from receiving EDA grants. There are some local communities in each of the three counties that do participate and are eligible for grants.

Table 1:					
EDA Investments in North Central Wisconsin					
Year Awarded	Recipient	County	Project Description	Program	EDA Funding
1994	City of Adams	Adams	Industrial Park Development	Public Works	\$904,200
2010	City of Adams	Adams	Business Park Development	Flood Recovery	\$608,935
1980	Sokaogon Chippewa Cmty	Forest	Exhibition Grounds	Public Works	\$100,000
1981	Forest Co. Transit Comm	Forest	Railroads Rehab	Public Works	\$1,800,000
1987	Forest County	Forest	Strategy Development	T9	\$25,000
1991	City of Crandon	Forest	Industrial Park Development	Public Works	\$278,545
1987	City of Elroy	Juneau	Industrial Park	Public Works	\$346,785
2001	Village of Necedah	Juneau	Infrastructure Improvements	Public Works	\$499,600
2002	Juneau Cnty EDC	Juneau	Economic Adjustment Strategy	T9	\$56,000
2010	City of Mauston	Juneau	Industrial Park Expansion	T9	\$1,246,500
1998	City of Antigo	Langlade	Business Park Improv	Public Works	\$751,800
2009	Langlade County	Langlade	Wood Technology Center	Public Works	\$1,280,000
1980	City of Tomahawk	Lincoln	Water System Improvements	Public Works	\$500,000
1981	City of Wausau	Marathon	Construct Parking Decks	Public Works	\$1,700,000
1983	City of Wausau	Marathon	Infrastructure Improvements	Public Works	\$800,000
1987	City of Wausau	Marathon	Implementation Grant	T9	\$720,000
1988	City of Mosinee	Marathon	Industrial Park	Public Works	\$991,916
1993	NCWRPC	Marathon	Flood Recovery Strategy	Technical Assistance	\$104,592
1994	NCWRPC	Marathon	Study, Flood Reduction	Technical Assistance	\$53,698
2000	NCWRPC	Marathon	Project Impact-Plan	T9	\$20,000
2007	NCWRPC	Marathon	Grow North EDC TA Project	Technical Assistance	\$25,000
2008	NCWRPC	Marathon	Flood Recovery Coordinator	T9	\$45,000
1979-2010	NCWRPC	Marathon	EDD Planning Grant	Planning	\$1,754,599
1985	City of Stevens Point	Portage	Industrial Park	Public Works	\$470,965
1997	Lac Du Flambeau Band	Vilas	Construct Fish Hatchery	Public Works	\$386,063
2003	City of Eagle River	Vilas	Industrial Park Infrastructure	Public Works	\$2,119,061
1979	City of Wisconsin Rapids	Wood	Road and Bridge	Public Works	\$850,000
1985	Marshfield Dev Corp	Wood	Incubation	Public Works	\$14,621
1989	City of Wisconsin Rapids	Wood	Strategy Development	T9	\$58,689
2005	City of Nekoosa	Wood	Business Park Utility & Road	Public Works	\$1,234,000
2007	City of Wisconsin Rapids	Wood	Wastewater Treatment Facility	Public Works	\$1,500,000
2008	Heart of WI Incubator	Wood	Service to Displaced Workers	T9	\$100,000
Total					\$21,345,569

CEDS Process and Committee

Development of CEDS took place over a six month period. Meetings were held with all of our active economic development corporations, mailings were made, comments reviewed, and committee meetings were held. The result of that process is this document.

The CEDS Strategy Committee includes representatives from business, government, workforce, and other interests. CEDS Committee members are: George Bornemann, Bob Egan, Donald Krahn, Craig McEwen, Paul Millan, Gerald Nelson, Ron Nye, Thomas Rudolph, and Doug Williams.

There are also three advisory regional organizations that provide input into the CEDS document. One organization is called Centergy, which represents four counties in the central area of the region, another is Grow North, which represents five northern counties in the region, and the third is the regional workforce agency, the North Central Wisconsin Workforce Development Board.

The "Commission" provides oversight and adopts the Comprehensive Economic Development Strategy annually. The Commission also directs the NCWRPC's work program. 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. A list of Commissioners can be found on the inside cover of this document.

Chapter 1: Demographics & Workforce

A) Population

The 2010 overall regional population is 441,822. Table 2 displays the population changes in the region over the last decade. Five of the ten counties experienced a decline in population, although the region as a whole did increase about 2.5 percent. This is much slower growth than the previous decade where all ten counties increased. Juneau County had the largest percent of population growth between 2000 and 2010 with an increase of 9.66 percent.

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 2010 population of 134,063 people makes up 30 percent of the Region's population. Wood County with 74,749 and Portage County with 70,019 follow as second and third in terms of the Region's populations. Combined, these three counties represent 63 percent of the Region's population. The remaining seven counties are very rural in character with populations ranging from about 9,000 to 36,000.

Throughout the document the tables include a North Central and South summary. The North includes the counties of Forest, Langlade, Lincoln, Oneida and Vilas. The Central includes Marathon, Portage and Wood, while the South includes Adams and Juneau Counties. These are "Sub" regions that have been identified in our Region.

Table 2 Population							
County	1980	1990	% Change 1980 to 1990	2000	% Change 1990 to 2000	2010	% Change 2000 to 2010
Adams	13,457	15,682	14.19%	19,920	21.28%	20,875	4.79%
Forest	9,044	8,776	-3.05%	10,024	12.45%	9,304	-7.18%
Juneau	21,037	21,650	2.83%	24,316	10.96%	26,664	9.66%
Langlade	19,978	19,505	-2.43%	20,740	5.95%	19,977	-3.68%
Lincoln	26,555	26,993	1.62%	29,641	8.93%	28,743	-3.03%
Marathon	111,270	115,400	3.58%	125,834	8.29%	134,063	6.54%
Oneida	31,216	31,679	1.46%	36,776	13.86%	35,998	-2.12%
Portage	57,420	61,405	6.49%	67,182	8.60%	70,019	4.22%
Vilas	16,535	17,707	6.62%	21,033	15.81%	21,430	1.89%
Wood	72,799	73,605	1.10%	75,555	2.58%	74,749	-1.07%
Region	379,311	392,402	3.34%	431,021	8.96%	441,822	2.51%
North	103,328	104,660	1.30%	118,214	13.00%	115,452	-2.50%
Central	241,489	250,410	3.70%	268,571	7.30%	278,831	3.70%
South	34,494	37,332	8.20%	44,236	18.50%	47,539	6.80%
State	4,705,642	4,891,769	4.00%	5,363,715	10.00%	5,688,040	6.05%

Source: U.S. Census 1980, 1990, 2000, and 2010

Population Projections

The population projections for this region are shown below in table 3. The projections show that north central Wisconsin can expect a growth in population for the next 20 years. These projections show that the most of the population growth will occur in the central sub region which is comprised of Marathon, Portage and Wood counties. However the rate of growth will be slightly higher in the rural northern and southern sub regions.

Table 3 Population Projections								
County	1980	1990	2000	2010	2015	2020	2025	2030
Adams	13,457	15,682	19,920	20,875	23,265	24,259	25,000	25,455
Forest	9,044	8,776	10,024	9,304	10,420	10,463	10,433	10,323
Juneau	21,037	21,650	24,316	26,664	28,449	29,348	30,066	30,551
Langlade	19,978	19,505	20,740	19,977	22,401	22,903	23,281	23,498
Lincoln	26,555	26,993	29,641	28,743	31,726	32,422	32,981	33,334
Marathon	111,270	115,400	125,834	134,063	142,406	148,164	153,519	158,174
Oneida	31,216	31,679	36,776	35,998	40,003	41,029	41,876	42,423
Portage	57,420	61,405	67,182	70,019	73,792	76,100	78,195	79,952
Vilas	16,535	17,707	21,033	21,430	23,829	24,645	25,295	25,720
Wood	72,799	73,605	75,555	74,749	78,613	79,359	79,773	79,713
Region	379,311	392,402	431,021	441,822	474,904	488,692	500,419	509,143
North	103,328	104,660	118,214	115,452	128,379	131,462	133,866	135,298
Central	241,489	250,410	268,571	278,831	294,811	303,623	311,487	317,839
South	34,494	37,332	44,236	47,539	51,714	53,607	55,066	56,006
State	4,705,642	4,891,769	5,363,715	5,688,040	5,988,420	6,202,810	6,390,900	6,541,180

Source: Wisconsin Department of Administration

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 2010 was \$45,045 and the Per Capita income was \$25,012. Both Median and Per Capita Incomes have risen over the last thirty years, by 74 and 140 percent respectively. Both of these rates exceed state growth rates for the same time period.

Table 4 Median Household Income									
County	1980	1990	2000	2010	1980 - 1990*	1990 - 2000*	1980 - 2000*	1980-2010*	1980 - 2010 Change
					% Change	% Change	% Change	% Change	
<i>Percentages adjusted for inflation.</i>									
Adams	\$12,990	\$21,548	\$33,408	\$39,885	4.60%	17.70%	23.10%	86.51%	\$26,895
Forest	\$11,214	\$16,907	\$32,023	\$37,627	-4.90%	43.80%	36.60%	103.81%	\$26,413
Juneau	\$12,528	\$22,073	\$35,335	\$45,664	11.10%	21.50%	35.00%	121.40%	\$33,136
Langlade	\$12,738	\$20,703	\$33,168	\$41,034	2.50%	21.60%	24.60%	95.67%	\$28,296
Lincoln	\$14,267	\$25,175	\$39,120	\$46,625	11.20%	17.90%	31.20%	98.51%	\$32,358
Marathon	\$17,344	\$30,143	\$45,165	\$53,471	9.60%	13.70%	24.60%	87.27%	\$36,127
Oneida	\$14,521	\$23,901	\$37,619	\$45,857	3.80%	19.50%	24.00%	91.82%	\$31,336
Portage	\$16,659	\$28,686	\$43,487	\$51,456	8.60%	15.10%	24.90%	87.62%	\$34,797
Vilas	\$12,373	\$20,352	\$33,759	\$41,631	3.70%	25.90%	30.60%	104.38%	\$29,258
Wood	\$17,482	\$29,735	\$41,595	\$47,204	7.20%	6.20%	13.90%	64.01%	\$29,722
Region	\$15,737	\$26,871	\$40,538	\$45,045	7.70%	14.50%	23.30%	73.87%	\$29,308
North	\$13,487	\$22,433	\$36,022	\$42,555	4.90%	21.90%	27.80%	91.66%	\$29,068
Central	\$17,232	\$29,675	\$43,711	\$50,710	8.60%	11.80%	21.40%	78.75%	\$33,478
South	\$12,708	\$21,853	\$34,470	\$42,775	8.40%	19.70%	29.80%	104.46%	\$30,067
State	\$17,680	\$29,442	\$43,791	\$51,598	5.00%	12.90%	18.50%	77.27%	\$26,111

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

*This percentage has been adjusted for inflation (BLS)

Table 5 Per Capita Income									
County	1980	1990	2000	2010	1980 - 1990*	1990 - 2000*	1980 - 2000*	1980 - 2010*	1980 - 2010 Change
					% Change	% Change	% Change	% Change	
<i>Percentages adjusted for inflation.</i>									
Adams	\$5,647	\$10,926	\$17,777	\$21,917	33.40%	13.00%	50.60%	135.75%	\$16,270
Forest	\$4,427	\$8,339	\$16,451	\$20,578	18.80%	49.70%	77.80%	182.35%	\$16,151
Juneau	\$5,590	\$10,304	\$17,892	\$23,026	16.20%	31.80%	53.20%	150.21%	\$17,436
Langlade	\$5,386	\$10,172	\$16,960	\$22,025	19.10%	26.50%	50.70%	148.39%	\$16,639
Lincoln	\$6,160	\$11,282	\$17,940	\$23,793	15.50%	20.70%	39.40%	134.62%	\$17,633
Marathon	\$6,697	\$12,718	\$20,703	\$25,893	19.70%	23.60%	47.90%	134.85%	\$19,196
Oneida	\$6,183	\$11,681	\$19,746	\$28,085	19.10%	28.30%	52.80%	175.91%	\$21,902
Portage	\$6,249	\$11,730	\$19,854	\$24,873	18.30%	28.50%	52.00%	141.77%	\$18,624
Vilas	\$5,797	\$10,866	\$18,361	\$27,128	18.20%	28.30%	51.60%	184.25%	\$21,331
Wood	\$6,854	\$13,130	\$20,203	\$24,893	20.80%	16.80%	41.00%	120.61%	\$18,039
Region	\$6,318	\$11,945	\$19,524	\$25,012	19.60%	23.60%	47.90%	140.47%	\$18,694
North	\$5,404	\$10,336	\$17,561	\$25,181	23.30%	36.40%	68.20%	183.04%	\$19,777
Central	\$6,638	\$12,597	\$20,350	\$25,367	19.60%	22.60%	46.70%	132.13%	\$18,729
South	\$5,612	\$10,565	\$17,840	\$22,538	23.50%	23.20%	52.10%	143.94%	\$16,926
State	\$7,243	\$13,286	\$21,271	\$26,624	15.60%	21.50%	40.50%	123.28%	\$19,381

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

*This percentage has been adjusted for inflation (BLS)

The U.S. Bureau of Economic Analysis ranked Wisconsin 25th in the nation with respect to personal per capita income; this has remained steady from a ranking 24th 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 thirty 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.

B) Workforce

Population & Labor Force

The total Regional labor force is related to the overall population, 16 years of age and older employed or actively pursuing employment. Persons sixteen and older who are students, homemakers, retired, institutionalized, or unable/unwilling to seek employment are not considered part of the labor force. In 2010, the population was 441,822 and the labor force was 236,212.

Much of the growth in the Region's labor force has been due to the increase in the population. In 1980, only 61 percent of the population over 16 was in the labor force. By 2000, that rate increased to 67 percent and has remained steady through 2010. The national participation rate in 2010 was 65 percent, and the state rate was 69 percent.

Unemployment is defined as the difference between the total civilian labor force and total persons employed. Table 6 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.

Table 6 Labor Force & Participation Rates						
County	2000			2010		
	Population 16 & over	Labor Force	Participation Rate	Population 17 & over	Labor Force	Participation Rate
Adams	15,220	8,522	56%	17,938	9,139	51%
Forest	7,815	4,379	56%	7,777	4,257	55%
Juneau	18,892	12,068	64%	21,484	13,983	65%
Langlade	16,386	10,298	63%	16,399	10,406	63%
Lincoln	23,226	15,346	66%	23,525	15,522	66%
Marathon	96,478	69,190	72%	103,816	74,962	72%
Oneida	29,592	18,311	62%	30,529	18,886	62%
Portage	53,135	37,932	71%	56,472	38,805	69%
Vilas	17,238	9,869	57%	18,439	10,718	58%
Wood	58,610	39,321	67%	59,438	39,534	67%
Region	336,592	225,236	67%	355,817	236,212	66%
North	94,257	58,203	62%	96,669	59,789	62%
Central	208,223	146,443	70%	219,726	153,301	70%
South	34,112	20,590	60%	39,422	23,122	59%
State	4,157,030	2,869,236	69%	4,458,387	3,078,465	69%

Source: U.S. Census 2000 & 2010 American Community Survey

Education

Educational attainment levels have increased substantially in the Region from 1990 to 2010. In 1990, only 75.5 percent of the population 25 and over had completed four years of high school or more. By 2010, that rate increased to 88.7 percent. All three sub-regions also have seen a substantial increase high school educational attainment levels. In 2010, the north sub-region had the highest educational attainment rate, followed by the central and south. Compared to the state, the Region lags behind slightly, but that gap has narrowed from 5.0 percent in 1990 to 0.7 percent in 2010.

The rate of persons with a bachelor degree or better is also increasing, but the Region still lags behind the state and the gap is widening. In 1990, the Region had only 13.3 percent, compared to the state rate of 18.3 percent for a

difference of 5.0%; meanwhile by 2010 the Region was 19.8 percent to the state's rate of 25.8 percent for a difference of 6.0%. Educational attainment levels for those who have completed a bachelor degree or better did increase significantly for the region despite the fact it lagged behind the state. All three sub-regions also have seen a significant increase post-secondary educational attainment levels. In 2010, the central sub-region had the highest educational attainment rate, followed by the north and south.

Taken together these two education indicators show a region with an improving education attainment levels, but with a significant gap in higher education. High school graduation rates above the state level point to a skilled workforce able to support the kind of manufacturing industry which has been the backbone of the Regional economy for many years. If the Region is to adjust to the requirements of the developing, knowledge based economy, however, it will be necessary for the level of the college educated to come more in line to levels for the state overall.

County	Percent of population over 25 who have completed four years of high school or more			Percent of population over 25 who have completed bachelors degree or higher		
	1990	2000	2010	1990	2000	2010
Adams	67.0%	76.8%	84.0%	7.4%	10.0%	10.8%
Forest	64.1%	78.3%	85.6%	7.6%	10.0%	12.0%
Juneau	70.6%	78.5%	84.7%	8.6%	10.0%	12.1%
Langlade	71.5%	81.1%	87.3%	8.8%	11.7%	12.9%
Lincoln	71.1%	81.8%	87.3%	10.8%	13.6%	14.7%
Marathon	75.9%	83.9%	88.4%	13.5%	18.3%	20.8%
Oneida	77.6%	85.0%	91.9%	14.9%	19.9%	22.4%
Portage	79.7%	86.5%	90.4%	19.1%	23.4%	27.1%
Vilas	76.1%	85.6%	91.7%	13.7%	17.6%	25.0%
Wood	78.3%	84.6%	89.2%	13.5%	16.9%	19.2%
Region	75.5%	83.5%	88.7%	13.3%	17.1%	19.8%
North	73.5%	83.1%	89.5%	12.0%	15.8%	18.6%
Central	77.5%	84.7%	89.1%	14.8%	19.1%	21.8%
South	69.0%	77.7%	84.3%	8.1%	10.0%	11.5%
State	81.3%	85.1%	89.4%	18.3%	22.4%	25.8%

Source: US Census and American Community Survey

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 throughout the Region. 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 (Rhineland 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.

Chapter 2: Regional Economy

Employment

Between 2000 and 2011, North Central Wisconsin lost nearly 6,950 jobs, a decrease of 3.5 percent. During the same period, the state decreased by 4.76 percent. Employment totals for each county and sub-region over the last thirty years are displayed in Table 8. The counties with the largest declines in employment were Lincoln and Oneida, both declining over 10 percent. Meanwhile, Adams County had the largest growth with over 19 percent gain in total employment. The Region's share of total state employment in 1980 was 6.6 percent, that share increased to about 7.3 percent in 2000, and has remained steady through 2011.

During this last decade dominated by the current economic downturn employment levels have dropped. The northern sub region have been seen the greatest decline with a loss of over 10% in total employment. The central sub region has experienced a slight decrease with 2% loss in total employment, these counties account for 71 percent of the Region's total employment. The southern sub region experienced the greatest growth, with a 5.6% increase in total employment.

Table 8							
Total Employment							
County	1980	1990	% Change 1980-1990	2000	% Change 1990-2000	2011	% Change 2000-2010
Adams	2,168	2,643	21.91%	3,558	34.62%	4,240	19.17%
Forest	1,826	2,060	12.81%	2,988	45.05%	3,075	2.91%
Juneau	5,345	7,195	34.61%	8,596	19.47%	8,590	-0.07%
Langlade	5,275	6,439	22.07%	7,838	21.73%	7,250	-7.50%
Lincoln	7,793	9,795	25.69%	11,953	22.03%	9,923	-16.98%
Marathon	40,051	49,407	23.36%	65,630	32.84%	63,735	-2.89%
Oneida	9,943	12,192	22.62%	16,753	37.41%	15,064	-10.08%
Portage	18,632	24,821	33.22%	30,191	21.63%	31,039	2.81%
Vilas	3,758	4,428	17.83%	7,256	63.87%	6,544	-9.81%
Wood	29,811	36,172	21.34%	42,926	18.67%	41,282	-3.83%
Region	124,602	155,152	24.52%	197,689	27.42%	190,742	-3.51%
North	28,595	34,914	22.10%	46,788	34.01%	41,856	-10.54%
Central	88,494	110,400	24.75%	138,747	25.68%	136,056	-1.94%
South	7,513	9,838	30.95%	12,154	23.54%	12,830	5.56%
State	1,882,772	2,165,996	15.04%	2,684,824	23.95%	2,598,133	-3.23%

Source: WIDWD; 202 Reports, 1st Quarter; 1980, 1990, 2000, 2011, & NCWRPC

Employment by Sector

Table 9 shows the regional employment by sector from 1990 to 2010. During this time frame the region had 25.7% growth in employment for these sectors. The growth of employment during that time period occurred between 1990 and 2000 when the region had a 28.2% growth in these sectors. From 2000 to 2010 the region experienced a slight decline of 2% for these sectors. The decrease in employment from 2000 to 2010 can be attributed to the recession that negatively impacted the economy both locally and globally. Each sector, except manufacturing and mining, grew in employment from 1990 to 2000.

Sector	NAICS	Year			1990-2010	2000-2010 %
		1990	2000	2010	% Change	Change
Agriculture, Forestry, Fishing	11	769	718	1,377	79.1%	91.8%
Mining	21	35	-	16	-54.3%	-
Utilities	22	695	588	813	17.0%	38.3%
Construction	23	4,636	7,708	5,360	15.6%	-30.5%
Manufacturing	31-33	38,756	44,804	30,815	-20.5%	-31.2%
Wholesale Trade	42	5,699	7,232	7,087	24.4%	-2.0%
Retail Trade	44-45	21,568	27,496	25,047	16.1%	-8.9%
Transportation & Warehousing	48-49	6,994	10,138	10,082	44.2%	-0.6%
Information	51	1,228	521	1,458	18.7%	179.8%
Finance & Insurance	52	8,430	9,887	11,552	37.0%	16.8%
Real Estate & Rental & Leasing	53	1,006	1,188	1,143	13.6%	-3.8%
Professional & Technical Services	54	2,792	3,977	4,180	49.7%	5.1%
Mgmtt of Companies & Enterprises	55	708	716	1,315	85.7%	83.7%
Admin & Waste Services	56	608	2,797	3,874	537.2%	38.5%
Educational Services	61	10,595	13,453	13,592	28.3%	1.0%
Health Care & Social Assistance	62	16,959	23,663	31,624	86.5%	33.6%
Arts Entertainment & Recreation	71	1,637	1,781	2,484	51.7%	39.5%
Accommodation & Food Services	72	11,331	14,623	15,171	33.9%	3.7%
Other Services Except Public Admin	81	4,617	6,363	6,572	42.3%	3.3%
Public Admin	92	8,003	10,853	11,249	40.6%	3.6%
Totals:		147,066	188,506	184,811	25.7%	-2.0%

Source: Wisconsin Department of Workforce Development: 202 Reports

Agriculture, Forestry, & Fishing:

The Agriculture, Forestry, and Fishing sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

Between 1990 and 2010, this sector grew by about 79 percent, which was greater than the state’s growth of 66 percent, but much greater than the national level where this sector actually declined by almost 2 percent. Nearly 1,400 persons are employed in this sector which accounts for accounting for about 1 percent of total employment in the region.

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.

Mining:

The mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.

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 are a few substantial metallic deposits located in the region, if any of these mines would open, then this sector would have a substantial impact within the Region.

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.

Recently there has been a dramatic increase in the number of “Frac Sand” mining proposals. This increase is attributed to a surge in hydrofracking, a technique used by the petroleum industry to extract natural gas and/or crude oil from rock formations, which requires a certain quality of sand in the process. Wisconsin possesses high-quality sand resources and therefore is seeing a substantial rise in mining permit requests to mine for frac sand. The most likely activity of this would be in Adams, Juneau, Portage and Wood Counties.

Utilities:

The utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities.

Over the past 10 years employment in the utilities sector has grown by 38 % and has grown by 17% since 1990. The growth in this sector is different with the state level as the utilities sector has lost over 5,000 jobs in this sector which is a decrease in employment of roughly 29%. Currently a bio-mass plant is under construction in Rothschild, Wisconsin and this plant is expected to have a limited impact on the utilities sector but will have a large impact on the Agriculture, Forestry, and Fishing sector.

Construction:

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector.

Between 1990 and 2010, this sector grew by 15 percent outpacing the state (11%) growth rate. However, the past 10 years the region has the state have experienced a large decline in construction jobs mainly due to the downturn in the economy due to the housing crisis of 2008. Between 2000 and 2010 the region experienced a decline of 30% in the construction sector, this outpaced the state (25%) and national (19%) decline over the same time period. Over 5,300 persons are employed in this sector which accounts for roughly 3 percent of total employment.

Manufacturing:

The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified as construction.

Between 1990 and 2010, this sector declined by 20 percent, this was similar to the state which experienced a decline by 19 percent. Over 30,800 persons are employed in this sector in north central Wisconsin. Manufacturing is the second largest employer in north central Wisconsin, accounting for about 17 percent of total employment.

Although the manufacturing sector has been on a decline nationally it is a crucial sector for North Central Wisconsin. Improvements in technology have increased productivity, which has led to a reduction of employment in this sector. Despite the decline of employment in this sector the commission recognizes the importance of manufacturing jobs to the region.

Wholesale Trade:

The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.

Between 1990 and 2010, this sector grew by 24 percent outpacing the state (12%). Over 7,000 persons are employed in this sector which accounts for about 4 percent of total employment.

Retail Trade:

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and non-store retailers.

Between 1990 and 2010, this sector grew by 16 percent outpacing the state (6%) growth rate. Over 25,000 persons are employed in this sector, which is the third-largest employment sector, accounting for over 13 percent of total employment.

Transportation and Warehousing:

The transportation and warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

From 1990 to 2010 this sector grew by 44% in north central Wisconsin compared to a 30% increase for the state. Most of the growth in this sector occurred from 1990-2000. Since 2000 employment levels in this sector have remained stable throughout the region but have declined statewide.

Information:

The information sector comprises establishments engaged in the following processes: producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or communications, and processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

Between 1990 and 2010 this sector experienced a decline of over 12 percent statewide but had a growth of nearly 19 percent in the region. Sector employment in the region has fluctuated a great deal over the past 20 years, from 1990 to 2000 there was a decrease of 57 percent and from 2000 to 2010 there was an increase of 180 percent. The lack of broadband infrastructure is big issue throughout the region, especially in the rural areas, and as this infrastructure develops the information sector is likely to grow with the infrastructure.

Finance and Insurance:

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.

From 1990 to 2010 this sector grew by 37 percent regionally this outpaced the state which had a 23 percent growth in employment in this sector. Employment in this sector accounts for over 6 percent of the regions employment.

Real Estate & Rental & Leasing

The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks.

From 1990 to 2010 this sector increased by over 13 percent in the region, this was outpaced by the state which had an increase of nearly 24 percent during this timeframe. However the past 10 years the region and the state had a slight decline in this sector. The decline of this sector from 2000 to 2010 can be attributed to the housing crisis in 2008 and recession that ensued shortly thereafter.

Professional & Technical Services:

The professional, scientific, and technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

Between 1990 and 2010 employment in this sector grew by nearly 50 percent in the region and by 53 % statewide. From 2000 to 2010 there was a slower rate of growth in this sector; however the region and the state had showed growth by roughly 5 percent growth in this sector.

Management of Companies & Enterprises:

The management of companies and enterprises sector comprises establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or non-governmental establishments that administer, oversee, and manage establishments of the company or enterprise and that

normally undertake the strategic or organizational planning and decision-making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise.

The region and state had different rates of growth in sector from 1990 to 2010. The region experienced a growth of 86 percent in employment over this time frame, which is slow in comparison to the state which had 165 percent growth in employment. Although both the region and the state had an increase in this sector, this sector still comprises a small percentage of all employment.

Administrative & Waste Services:

The administrative and waste management sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

North Central Wisconsin has had a large growth in this sector from 1990 to 2010. Employment in this sector has increased by 537 percent from 608 in 1990 to 3,874 in 2010. This is the largest growing sector in the region by percentage. The state has also saw a 88 percent increase in employment for this sector between 1990 and 2010. Although this sector has seen some rapid growth is only comprises 2 percent of the regional employment.

Educational Services

The educational services sector is comprised of establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students.

Between 1990 and 2010 the educational services sector has had a 28 percent growth in employment regionally and a 38 percent growth in employment state wide. However between 2000 and 2010 the region had a slow growth rate of 1 percent and the state had a growth rate of 12 percent.

Health Care & Social Assistance:

The health care and social assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance.

From 1990 to 2010 the health care and social assistance sector had a large growth in employment both regionally and state wide. The region had an 86 percent growth rate and the state had a 63 percent growth rate over this period. The health care sector is the largest growing sector in the region by adding nearly 15,000 jobs to the region over this period. This sector is the largest sector in the region and accounts for 17 percent of the regions employment.

Arts Entertainment & Recreation:

The arts, entertainment, and recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.

Between 1990 and 2010 this sector experienced growth regionally and state wide. North Central Wisconsin just outpaced the state by having 52 percent growth in employment in this sector, compared to 41 percent for the state. This sector only accounts 1 percent of employment in the region.

Accommodation & Food Services:

The accommodation and food services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

From 1990 to 2010 north central Wisconsin and the state have experienced similar amount of growth in the accommodation and food services sector. Employment in the region grew at 34 percent and the state grew at 29 percent for this sector. Accommodations and food services is one of the larger sectors in the region and it accounts for 8% of all employment.

Other Services except Public Administration:

The other services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Between 1990 and 2010 this sector had grown by 42 percent regionally and 21 percent state wide. This sector accounts for over 3 percent of regional employment.

Public Administration:

The public administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments.

Between 1990 and 2010, this sector grew by 41 percent, which outpaced the state 17. Over 11,000 persons are employed in this sector throughout the region. The public administration sector accounts for about 6 percent of total employment in the region.

Unemployment

Table 10 displays unemployment rates in the region using Census and State Workforce Development information. In 2010, the region's unemployment exceeded 9 percent. In 2000 the rate was 5.6 percent, and in 1990 it was 7.1 percent.

The Marathon, Portage and Wood county make up the central sub region experienced the lowest unemployment in the region. These are the three largest counties and the most economically diverse. The north and south sub regions have unemployment rates above 10 percent in 2010. These sub-regions are more rural in comparison to the central sub region and are more prone to fluctuations with the economy. Six counties in north central Wisconsin had unemployment rates above 10 percent compared to one county in 1990. This is due to the national recession that has negatively impacted economy including north central Wisconsin.

The most current rates have improved since 2010. In February of 2012 the national rate was 8.3% and the state rate was 6.9%.

Table 10 Unemployment Rates				
County	1990	2000	2010	% Change 1990 - 2010
Adams	10.60%	7.80%	11.10%	0.50%
Forest	7.70%	7.60%	10.10%	2.40%
Juneau	6.60%	6.10%	9.90%	3.30%
Langlade	6.40%	5.80%	10.00%	3.60%
Lincoln	6.60%	5.30%	11.50%	4.90%
Marathon	3.90%	3.80%	8.80%	4.90%
Oneida	6.40%	6.00%	10.00%	3.60%
Portage	5.00%	5.90%	7.20%	2.20%
Vilas	7.70%	6.10%	10.50%	2.80%
Wood	6.10%	5.00%	8.60%	2.50%
Region	7.10%	5.60%	9.06%	1.96%
North	6.80%	5.90%	10.49%	3.69%
Central	4.80%	4.70%	8.32%	3.52%
South	8.10%	6.80%	10.39%	2.29%
State	5.20%	4.70%	8.30%	3.10%

Source: U.S. Census 1990, 2000 & Wisconsin DWD 2010

Employment Projections

The Wisconsin Department of Workforce Development office of economic advisors prepared employment projections by sector for the north central region. These projections can be seen in table 11. It should be noted that these projections do not include Juneau County; however this data was used because it illustrates future trends in employment for the region. The employment projections show a modest increase (3%) of employment for the entire region. However looking at the growth by sector it appears that health care will continue to be a growing sector in the regional economy and manufacturing will continue to decline in the region. Despite the projected decline in the manufacturing sector it is still a crucial sector in the regional economy.

NAICS	Industry Title	Employment			
		2008 Estimate	2018 Projection	Change	% Change
1133, 21, 23	Construction/Mining/Natural Resources	8,020	8,420	400	5.0%
31-33	Manufacturing	35,880	31,650	- 4,230	- 11.8%
321	Wood Product Manufacturing	6,690	6,170	- 520	- 7.7%
322	Paper Manufacturing	6,610	5,140	- 1,480	- 22.3%
332	Fabricated Metal Product Manufacturing	5,620	5,060	- 560	- 9.9%
42, 44-45	Trade	34,590	34,310	- 280	- 0.8%
452	General Merchandise Stores	5,830	6,090	260	4.4%
48-49, 22	Transportation and Utilities (Including US Postal)	10,950	11,380	430	3.9%
52-53	Financial Activities	13,400	13,690	290	2.2%
61-62	Education and Health Services (Including State and Local Government)	42,460	48,550	6,090	14.3%
611	Educational Services (Including State and Local Government)	12,360	12,520	170	1.3%
621	Ambulatory Health Care Services	13,180	16,000	2,820	21.4%
71-72	Leisure and Hospitality	18,320	19,410	1,090	5.9%
51, 54-56, 81	Information/Prof. Services/Other Services	33,130	35,060	1,930	5.8%
	Government (Excluding US Postal, State & Local Education & Hospitals)	13,400	13,830	430	3.2%
Total, All Nonfarm Industries		210,150	216,280	6,140	2.9%

Source: Wisconsin Department of Workforce Development

Emerging Statewide Economic Industry Clusters

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 state's 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.

Location Quotient Analysis

The location quotient (LQ) analysis 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. It is crucial to identify sectors with high LQs because these sectors are drivers of the local economy.

Figure 1 shows the top 5 Location Quotients in each county throughout the region. The results show that counties in the region are strong in Manufacturing, Retail Trade and Agriculture, Forestry and Fishing. It also shows that wood products manufacturing, forestry and logging and crop production are employment sub sectors that have a high location quotient.

Table 12 shows all exporting sub-sectors for the on a regional level. The regional location quotients indicate that the region is proficient in the Manufacturing, Retail Trade and Agriculture, Forestry and Fishing sectors.

Table 12
Regional Location Quotients Greater than 1

Sub Sector	LQ
NAICS 321 Wood product manufacturing	8.78
NAICS 322 Paper manufacturing	6.83
NAICS 484 Truck transportation	3.23
NAICS 112 Animal production and aquaculture	2.76
NAICS 332 Fabricated metal product manufacturing	2.73
NAICS 111 Crop production	2.60
NAICS 333 Machinery manufacturing	2.15
NAICS 524 Insurance carriers and related activities	2.13
NAICS 113 Forestry and logging	2.04
NAICS 327 Nonmetallic mineral product manufacturing	1.94
NAICS 447 Gasoline stations	1.69
NAICS 311 Food manufacturing	1.69
NAICS 454 Nonstore retailers	1.51
NAICS 621 Ambulatory health care services	1.45
NAICS 813 Membership associations and organizations	1.44
NAICS 323 Printing and related support activities	1.36
NAICS 485 Transit and ground passenger transportation	1.35
NAICS 444 Building material and garden supply stores	1.22
NAICS 452 General merchandise stores	1.17
NAICS 424 Merchant wholesalers, nondurable goods	1.17
NAICS 441 Motor vehicle and parts dealers	1.16
NAICS 337 Furniture and related product manufacturing	1.12
NAICS 721 Accommodation	1.02

Source: Bureau of Labor Statistics, 2010

Figure 1					
Top 5 Location Quotients by County Compared to Nation					
Adams County		LQ	Forest County		LQ
NAICS 111 Crop production		20.84	NAICS 113 Forestry and logging		58.14
NAICS 113 Forestry and logging		8.25	NAICS 321 Wood product manufacturing		38.87
NAICS 713 Amusements, gambling, and recreation		4.98	NAICS 814 Private households		6.14
NAICS 447 Gasoline stations		4.49	NAICS 484 Truck transportation		4.5
NAICS 813 Membership associations and org.		1.69	NAICS 447 Gasoline stations		3.48
Juneau County		LQ	Langlade County		LQ
NAICS 332 Fabricated metal product mfg.		11.52	NAICS 321 Wood product manufacturing		13.37
NAICS 447 Gasoline stations		6.87	NAICS 111 Crop production		8.25
NAICS 321 Wood product manufacturing		5.65	NAICS 113 Forestry and logging		6.66
NAICS 112 Animal production and aquaculture		4.97	NAICS 112 Animal production and aquaculture		6.36
NAICS 335 Electrical equipment and appliance mfg.		4.53	NAICS 333 Machinery manufacturing		4.97
Lincoln County		LQ	Marathon County		LQ
NAICS 321 Wood product manufacturing		20.12	NAICS 321 Wood product manufacturing		13.49
NAICS 332 Fabricated metal product mfg.		6.76	NAICS 322 Paper manufacturing		9.58
NAICS 113 Forestry and logging		6.53	NAICS 112 Animal production and aquaculture		5.16
NAICS 447 Gasoline stations		3.23	NAICS 327 Nonmetallic mineral product mfg.		4.57
NAICS 484 Truck transportation		3.06	NAICS 333 Machinery manufacturing		4.27
Oneida County		LQ	Portage County		LQ
NAICS 113 Forestry and logging		3.15	NAICS 454 Nonstore retailers		8.29
NAICS 444 Building material and garden supply stores		2.72	NAICS 524 Insurance carriers and related activities		5.72
NAICS 323 Printing and related support activities		2.55	NAICS 111 Crop production		4.78
NAICS 485 Transit and ground transportation		2.31	NAICS 323 Printing and related support activities		4.01
NAICS 111 Crop production		2.13	NAICS 484 Truck transportation		3.46
Vilas County		LQ	Wood County		LQ
NAICS 321 Wood product manufacturing		6.65	NAICS 322 Paper manufacturing		15.94
NAICS 721 Accommodation		6.29	NAICS 484 Truck transportation		6.84
NAICS 814 Private households		4.13	NAICS 321 Wood product manufacturing		6.15
NAICS 237 Heavy and civil engineering construction		3.87	NAICS 621 Ambulatory health care services		4.07
NAICS 447 Gasoline stations		3.4	NAICS 485 Transit and ground transportation		2.41

Source: BLS, Location Quotients calculated from Quarterly Census of Employment and Wages Data

Wood products manufacturing is the sub-sector highest location quotient score. This sub-sector was identified as a critical sector to the regional economy. Discussions with manufacturers in Langlade County lead to the concept of a Wood Technology Center of Excellence. Northcentral Technical College took that concept and collaborated with North Central Wisconsin Regional Planning Commission, Langlade County, the City of Antigo, local K-12 schools and local wood manufacturers to develop a project that was worthy of an EDA grant.

The Wood Technology Center of Excellence received an EDA grant for construction in 2010 and opened in 2011. It is a 27,000 square foot facility is dedicated to training students enrolled in the Wood Processes Associate

Degree, Wood Manufacturing Technical Diploma and Basic Wood Manufacturing Certificate programs on state-of-the-art machinery for designing and fabricating wood products.

Exporting

Exporting product outside of the United States is an area that should be expanded. You can evaluate the export potential for your products and services several ways. The most common approach is examining the success of your products domestically. If your company succeeds at selling in the U.S., there is a good chance that it also will succeed in foreign markets with similar needs and conditions.

Another method to assess your company's export potential is examining any unique or important product features. If your products are difficult to duplicate overseas, it is likely that they will succeed. A unique product may have little competition and demand might be quite high.

Finally, your product may have export potential even if sales are declining in the United States. Sizeable export markets may still exist, especially if the product did well in the U.S. but now is losing market share to more technically advanced products. Other countries may not need state-of-the-art technology and/or may not be able to afford the more sophisticated and expensive products. Some markets may show a surprisingly healthy demand for older products considered obsolete by U.S. standards.

Entering foreign markets requires commitment from management and a clear export strategy. Complete the Export Readiness Assessment. There are a variety of questions that need to be asked as a company examines exporting as a viable option. These include: Does your company have a product or service that has sold successfully in the domestic market? Does your company have or is your company preparing an international marketing plan with defined goals and strategies? Does your company have sufficient production capacity to commit to the export market? Does your company have the financial resources to actively support the marketing of your products to targeted overseas markets? Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process? Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences? Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit? Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international

freight forwarders and freight costing? After deciding to export your products, develop an export plan.

A crucial first step in planning is to reach management consensus on the company's goals, objectives, capabilities and constraints. To develop an export plan, first assemble the facts, constraints and goals, then use the information to create an action statement. The action statement includes specific objectives. It presents a time schedule for implementation. It identifies milestones for measuring success. The export plan should successfully answer the following questions:

- Which products are selected for export development? What modifications, if any, must be made to adapt them for overseas markets?
- Which countries are targeted for sales development?
- What is the basic customer profile in each country? What marketing and distribution channels should be used to reach customers?
- What special challenges pertain to each market (competition, cultural differences, import controls, etc.), and what strategies will be used to address them?
- How will the product's export sale price be determined?
- What specific operational steps must be taken and when?
- What will be the time frame for implementing each element of the plan?
- What personnel and company resources will be dedicated to exporting?
- What will be the cost in time and money for each element?
- How will results be evaluated and used to modify the plan?
-

The first time an export plan is developed, it should be kept simple. It need be only a few pages long, since important market data and planning elements may not yet be available. The initial planning effort gradually generates more information and insight. As planners learn more about exporting and your company's competitive position, the export plan will become more detailed and complete.

From the start, the plan should be viewed and written as a management tool, not as a static document. Objectives in the plan should be compared with actual results to measure the success of different strategies. The company should not hesitate to modify the plan and make it more specific as new information and experiences are gained. A detailed plan is recommended for companies that intent to export directly. Companies choosing indirect export methods may require much simpler plans.

Many companies begin export activities haphazardly, without carefully screening markets or options for market entry. While these companies may or may not have a measure of success, they may overlook better export

opportunities. If early export efforts are unsuccessful because of poor planning, your company may be misled into abandoning exporting altogether. Formulating an export strategy based on good information and proper assessment increases the chances that the best options will be chosen, resources will be used effectively, and efforts will consequently be carried through to success.

Which markets hold the most promise for your products? Who are the major players and competitors in the market? Use market research reports and customized services to focus your efforts on the most promising markets. Identify potential buyers, agents, distributors or joint-venture partners for your product or service. Become familiar with the various partner matching and trade lead services offered by the federal government.

A variety of cost-effective services are available to help test the markets and gain exposure overseas. Trade Specialists can guide you through the complex web of international transactions. To learn more about exporting, refer to the Basic Guide to Exporting, at <http://www.export.gov/>.

Tourism

Tourism has a large impact on the regional economy with nearly \$1.39 billion in tourism expenditures. Table 13 shows tourism expenditures for the region from 2000 to 2010. The region had a 17.2% growth in tourism expenditures while the state only had an 11.4% increase of tourism expenditures. Adams, Forest and Marathon counties saw the largest growth with each county having over 30% growth in tourism expenditures.

According to the US Travel Association every \$1 million in traveler spending, 12 jobs are created in Wisconsin. This means that regional tourism expenditures of 1.39 billion in 2010 helped create 16,646 jobs in north central Wisconsin. Although tourism related projects aren't typically EDA projects this sector needs to be identified in the CEDS for other sources of funding.

Much of the region's tourism expenditures can be attributed to visits related to natural/scenic beauty, among a host of other things. Protection of the region's natural resources will help ensure the ability to attract and promote tourism throughout the region.

Table 13			
Tourism Expenditures			
County	2000	2010	% Change
Adams	\$117,236,680	\$187,335,736	59.8%
Forest	\$30,374,457	\$44,782,432	47.4%
Juneau	\$88,883,734	\$95,688,350	7.7%
Langlade	\$42,935,731	\$43,624,577	1.6%
Lincoln	\$51,118,579	\$56,238,744	10.0%
Marathon	\$184,938,520	\$247,593,607	33.9%
Oneida	\$194,706,124	\$202,029,906	3.8%
Portage	\$142,961,913	\$139,421,615	-2.5%
Vilas	\$220,948,547	\$255,106,797	15.5%
Wood	\$109,891,611	\$115,338,651	5.0%
Region			
Region	\$1,183,995,896	\$1,387,160,415	17.2%
North	\$540,083,438	\$601,782,456	11.4%
Central	\$437,792,044	\$502,353,873	14.7%
South	\$206,120,414	\$283,024,086	37.3%
State			
State	\$11,046,539,344	\$12,303,015,785	11.4%

Source: Wisconsin Department of Tourism

Chapter 3: Transportation & Utilities

A) Transportation

Road Network

The regional street and highway network is comprised of federal, state, county and local roadways. The inventory covers over 18,500 miles of road, including 445 miles of Interstate and U.S. highways, 1,211 miles of state highways, 2,843 miles of county highways and 13,036 miles of local streets and roads. There is also nearly 1,000 miles of miscellaneous other roads, which are forest roads, fire lanes, and other roads not used for general travel purposes. Where jurisdictions overlap, the mileage is counted toward the higher class to avoid overstating the total miles of pavement within the system. Please See Map 1 for Transportation network.

Interstate and Federal Highways:

The Region is served by Interstates 39 and 90/94 and five U.S. Highways (USH): 51, 45, 12, 10 and 8. These serve as principal arterial roads with the exception of USH 12 that parallels I90/94 across the extreme southwestern corner of the Region through Juneau County and the City of Mauston. Due to its proximity to I90/94, USH 12 serves as a two-lane minor arterial and alternate route for the interstate.

East-west connections include USH 10 through Portage and Wood Counties, which connects Stevens Point and Marshfield, and USH 8 through Forest, Oneida and Lincoln Counties, connecting the City of Rhinelander and other Northwoods communities to the Twin Cities. Currently, USH 8 is a two-lane facility with a four-lane bypass at Rhinelander, and USH 10 has four-lane from the Fox Cities to Stevens Point. USH 10 from Stevens Point to Marshfield is also being planned for expansion.

North-south routes include USH 51 / I39 and USH 45. USH 51/I39 is the major north-south artery connecting the Northwoods, Wausau, Stevens Point and the rest of the Region with I90/94 and Madison, Milwaukee and Chicago. Construction of two additional lanes on USH 51 was just completed between Merrill and USH 8 at Tomahawk. North of Tomahawk, USH 51 is two-lane through Oneida County, expands to four at Minocqua and back to two through western Vilas County.

WisDOT has plans to expand USH 51 to four-lane to Minocqua. USH 45 parallels USH 51 with two-lanes flowing through Antigo and Langlade County, eastern Oneida County, and Eagle River and Vilas County. Another Northwoods traffic pipeline, USH 45 intersects with State Trunk Highway 29 just east of Marathon County and connects with the Fox Cities then Milwaukee and eventually Chicago via Interstate 94.

All the interstate and U.S. highways within the Region are part of the Corridors 2020 system with the exception of USH 12 and a few remote stretches of USHs 45 and 10. Interstate 90/94 and I39 / USH 51 are backbone routes except that USH 51 north of USH 8 is designated as a connecting route. USH 10 is a backbone route east of I39 / USH 51 and a connecting route west of I39 / USH 51 to STH 13. West of STH 13 and Marshfield, USH 10 is not part of the Corridors 2020 system. The other U.S. highways including USHs 45 and 8 are designated as connecting routes except for USH 45 north of Eagle River.

State Highway System:

The Region is also served by a number of state trunk highways (STH). These are primarily two-lane routes with some four-lane urban sections that serve as minor arterials. Two significant exceptions include STHs 29 and 54. STH 29 is a major east-west connection for the Region and is a Corridors 2020 backbone route, traversing Marathon County and intersecting with I39/USH 51 at Wausau. STH 29 is now entirely four-lane and serves as a principal arterial. The major section of STH 54 is a four-lane connecting Wisconsin Rapids to Interstate 39 and Stevens Point. This section of STH 54 is designated as a Corridors 2020 connecting route. The remainder of STH 54 is two-lane through Portage and Wood Counties.

Notable east-west connections include STH 70 across northern Forest and Oneida Counties and southern Vilas County through Eagle River; STH 64 through Langlade and Lincoln Counties including the Cities of Antigo and Merrill; and STHs 21 and 82 across Adams and Juneau Counties.

Notable north-south routes include STHs 13, 34, 55 and 80. Splitting the difference between USH 51 and I53, STH 13 runs between I90/94, at Wisconsin Dells just below the southern boundary of the Region, and places in north central Wisconsin without good interstate access. The Cities of Wisconsin Rapids and Marshfield are served by STH 13. North of USH 10, STH 13 is a Corridors 2020

connecting route. Another Corridors 2020 connecting route is STH 34 between USH 10 and Wisconsin Rapids, which is being renumbered as HWY 13. The remainder of STH 34 runs between USH 10 and I39 at Knowlton. STH 80 runs through Juneau and Wood Counties (from STH 13). STH 55 carries traffic through Langlade County, Forest County and the City of Crandon.

The Region's highways are a significant component of freight flow supporting the Region's economy. The principal truck routes within the Region are primarily U.S. and state highways linking the Region's main economic centers with the rest of the state and the nation. Local truck routes often branch out from these major corridors to link local industry with the main truck routes as well as for the distribution of commodities within the local area. Mapping these local routes is beyond the scope of this study, and local issues such as safety, weight restriction and noise impacts play significant roles in the designation of local truck routes.

County and Local Roads:

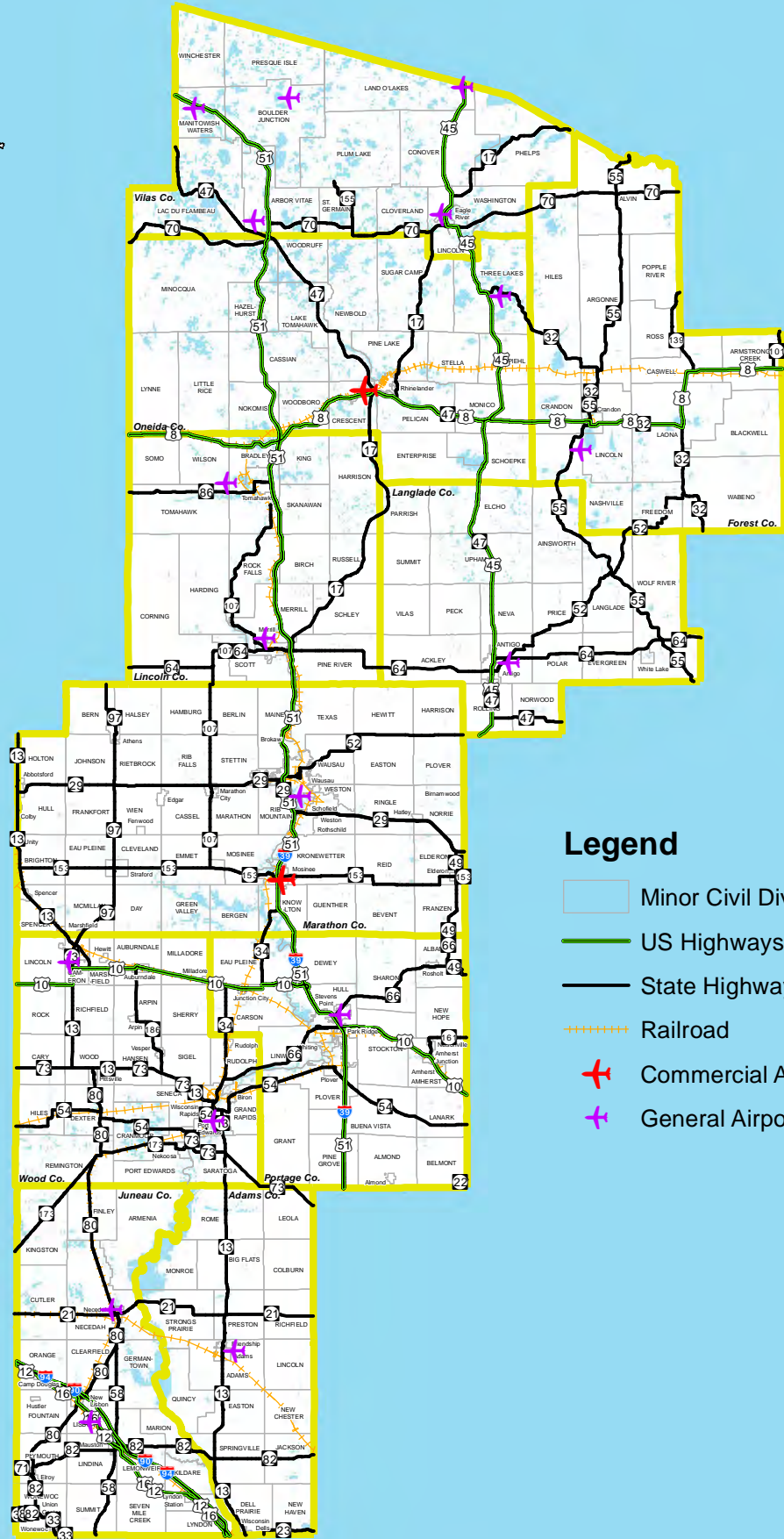
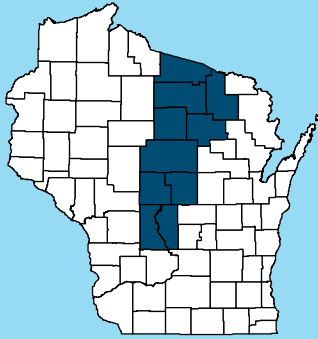
An extensive network of county trunk highways (CTH) connects the Region's rural areas. These are classified as collector roads, and they serve as major traffic collectors from rural land uses and distribute the traffic to the arterial system. County trunk highways serve an important role in linking the Region's agricultural and forestry resources to the Region's cities and major highways. In addition, local roads, including municipal streets and town roads, provide access to local land uses like residential, commercial/industrial, and recreational areas.

Airports

There are 19 public use airports located in the Region, including two commercial airports. Commercial airports are located in Mosinee and Rhinelander and are critical for the continued growth for the Region. Both commercial airports have over 43,000 aviation operations annually. The locations of the airports in the Region are displayed in MAP 2.

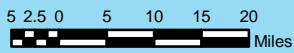
Railroads

The rail system within the Region is made up of four rail providers including the Canadian Pacific Railway, Tomahawk Railway, Union Pacific Railroad and the Canadian National railroad. The rail network is displayed on MAP 2.



Legend

- Minor Civil Divisions
- US Highways
- State Highways
- Railroad
- Commercial Airports
- General Airports



The Canadian Pacific Railway (CPR) parallels Interstate 90/94 across the southwest corner of the Region with about 36 miles of track in Juneau County. This railroad connects with Canadian National at New Lisbon. The Canadian Pacific Railway Company is based in Calgary, Canada and has operated since 1881. The track in Juneau County was obtained by Canadian Pacific when it acquired the Soo Line Railroad in 1992. AMTRAK utilizes this track through Juneau County, however, there are no passenger stops located within the Region. AMTRAK stations are located in Wisconsin Dells and Tomah.

Canadian Pacific's network serves major Canadian cities and ports and key centers in the U.S. Midwest and Northeast. The Vancouver-Chicago corridor provides the most direct route between these two major centers. CPR services most major industries moving commodities including grain, coal, lumber, and potash as well as products such as cars, appliances, food and furniture.

The Tomahawk Railway is perhaps one of the shortest railroads in the country. Formerly part of the Marinette, Tomahawk, and Western (MT & W) Railroad, the remaining 14 mile rail line services the paper mill and hauls products to a distribution center in the City of Tomahawk, where it is off-loaded for warehousing and transfer to trucks. The Louisiana-Pacific plant is also served by this line.

The Union Pacific Railroad (UPRR) crosses Adams and Juneau Counties with a connection to the Canadian National at Necedah. Union Pacific has about 29 miles of track in Adams County and about 19 in Juneau. One of the largest railroads in North America, Union Pacific tracks cross the State of Wisconsin from Superior and the Twin Cities to Milwaukee and south to Chicago. Union Pacific's top customers in Wisconsin are Wisconsin Electric Power Company, Wisconsin Power & Light and General Motors. Major commodities handled by UPRR are coal, automobiles, auto parts, potash, and supplies for malt houses and flourmills.

The Canadian National is the primary railroad serving the Region, reaching eight of the 10 counties. A breakdown of Wisconsin Central track mileage by county is as follows: Forest 43 miles, Juneau 29 miles, Langlade 22 miles, Lincoln 40 miles, Marathon 70 miles, Oneida 47 miles, Portage 55 miles and Wood 62 miles.

Northwoods Rail Commission:

The need for access to quality rail service has been identified by local leaders and businesses in parts of our region. The decline of rail service in northern Wisconsin has had a negative impact on manufacturers and loggers in the region. North Central Wisconsin Regional Planning Commission assisted local leaders throughout northern Wisconsin and they formed the Northwoods Rail Commission in 2012. The newly formed commission consists of Forest, Florence, Lincoln, Marinette, Oneida, Price, Rusk, and Vilas counties. In addition to those counties several other counties have expressed interest, including some located in Michigan. The mission of the Northwoods Rail Commission is to sustain and enhance safe, reliable and efficient rail service critical to the businesses, communities and economies in northern Wisconsin

B) Utilities

Water & Wastewater Facilities

Water and wastewater are among the most basic and fundamental municipal services. There are 59 municipal water systems in the Region, including ten systems that did not exist in 1978. Just over half of these systems are located in the more urbanized area of the central sub-region. Ten systems are located in Juneau County, and 16 are located in the five northern counties.

Currently there are 70 municipal wastewater treatment systems in the Region. This is an increase of 12 since 1978. Over half of these systems (36) are located in the three central counties. It would be expected that a high percentage of these facilities would be located in the most urbanized areas. Map 3 displays the facilities in the region.

Energy Facilities

The energy system that serves North Central Wisconsin is a combination of the Weston power plant, power generating dams and a system of high voltage power lines throughout the region. The Weston Power Plant site is home to four plants that make electricity for WPS customers. The facility is a state-of-the-art, 525-megawatt power plant using clean coal technologies, making it one of the cleanest power plants of its kind in the country. The Weston 4 began operating on June 30, 2008.

North Central Wisconsin also relies on 15 power generating dams that are located along the Wisconsin River. The development of communities in the region often coincided with the development of a power generating dam. Many of these dams are still around today and are productive in producing electricity today.

A system of high voltage lines then moves the electricity from the source out to customers throughout the region. The high voltage power lines generally follow major roads throughout the region and connect areas with a higher concentration of population. Please see Map 3.

Telecommunications:

Telecommunications infrastructure is central to success in the new global economy. Virtually all telecommunications services are provided by private companies, making much of the information about the infrastructure that exists at least partially proprietary in nature. Generally service coverage in the Region conforms to population patterns, and particularly in the case of wireless phone service, to the pattern of major highways. Since passage of the federal of the Telecommunications Act of 1996 competition has been encouraged. There are ten companies that provide local phone service in the Region. Frontier is the service provider for over half of that area through 34 exchanges. Eleven exchanges are in unassigned territory, and another eleven exchanges are served by providers with less than 10,000 lines or three exchanges. A number of companies offer wireless phone service in the Region.

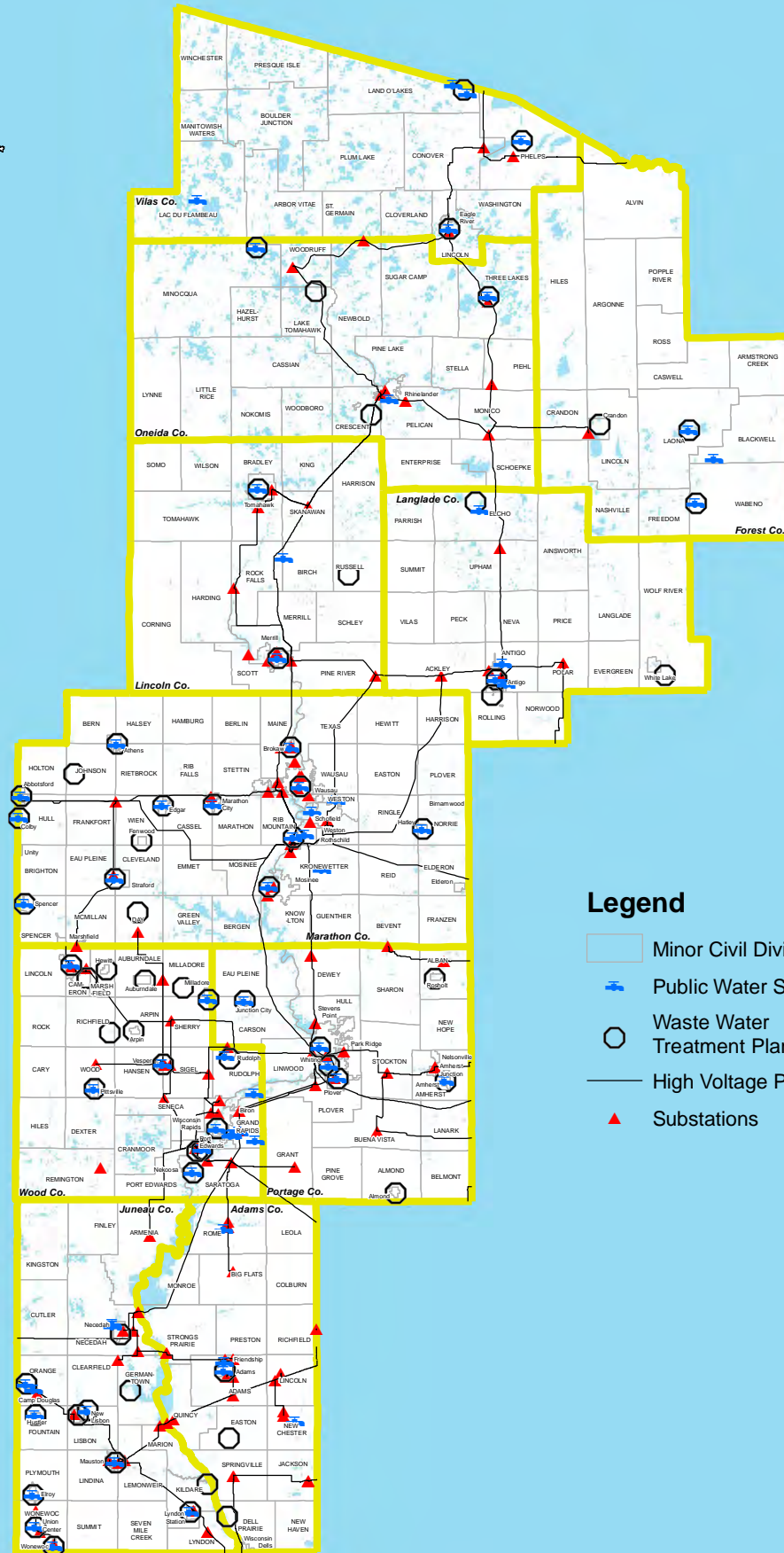
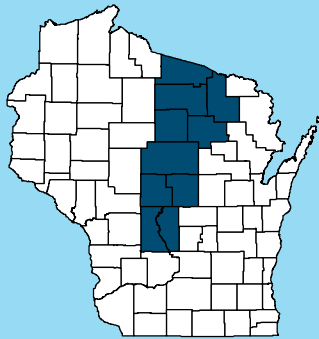
During the 1990s, companies invested heavily in fiber optics and other technologies for increasing the capacity of the telephone network. This also had the effect of increasing the availability of broadband access to the Internet. Internet access is also available through cable television providers distribution network and increasingly by means of wireless networks.

In the 2000s there has been a period of retrenchment in the telecommunication industry. Many companies that invested heavily in infrastructure during the 1990s have been forced to focus more on their core business. Much of the investment in infrastructure has been in fiber optics to bring broadband access to consumers, but what has been missing from the system is a method to bring direct access to this new network of high-volume lines directly into the home or

business of the final user: the so-called “last mile”. DSL has provided a partial solution to this problem, and wireless offers the hope of bridging this gap, but at this point this last mile poses an obstacle to full broadband access for many consumers, especially in rural areas in our region.

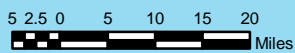
The need for increased service levels of broadband access has been a strategic issue for the region. The development of broadband infrastructure will make rural areas in our region more competitive in the global economy. Accessibility to broadband will help create job opportunities in rural area through means such as telecommuting and will increase rates of entrepreneurial business formation in rural areas. Tourism and related industries have a considerable impact on the business makeup of the region and these businesses would see an increase in business due those travelers who would extend their stay because they can conduct their business from anyplace. In addition to economic impacts, increased levels to broadband will improve access to vital basic services such as health care, government, and financial services.

The development of broadband access in Wisconsin has been aided by LinkWISCONSIN which is a statewide initiative, sponsored by the Public Service Commission of Wisconsin (PSCW), to promote the availability and sustainable adoption of broadband internet access. The goal is to bring regional leadership together around a strategy to promote both the availability and use of high-speed Internet to improve economic opportunity and quality of life. The initiative is funded through a federal grant, as well as in state matching funds and in-kind services.



Legend

- Minor Civil Divisions
- Public Water Supply
- Waste Water Treatment Plant
- High Voltage Powerline
- ▲ Substations



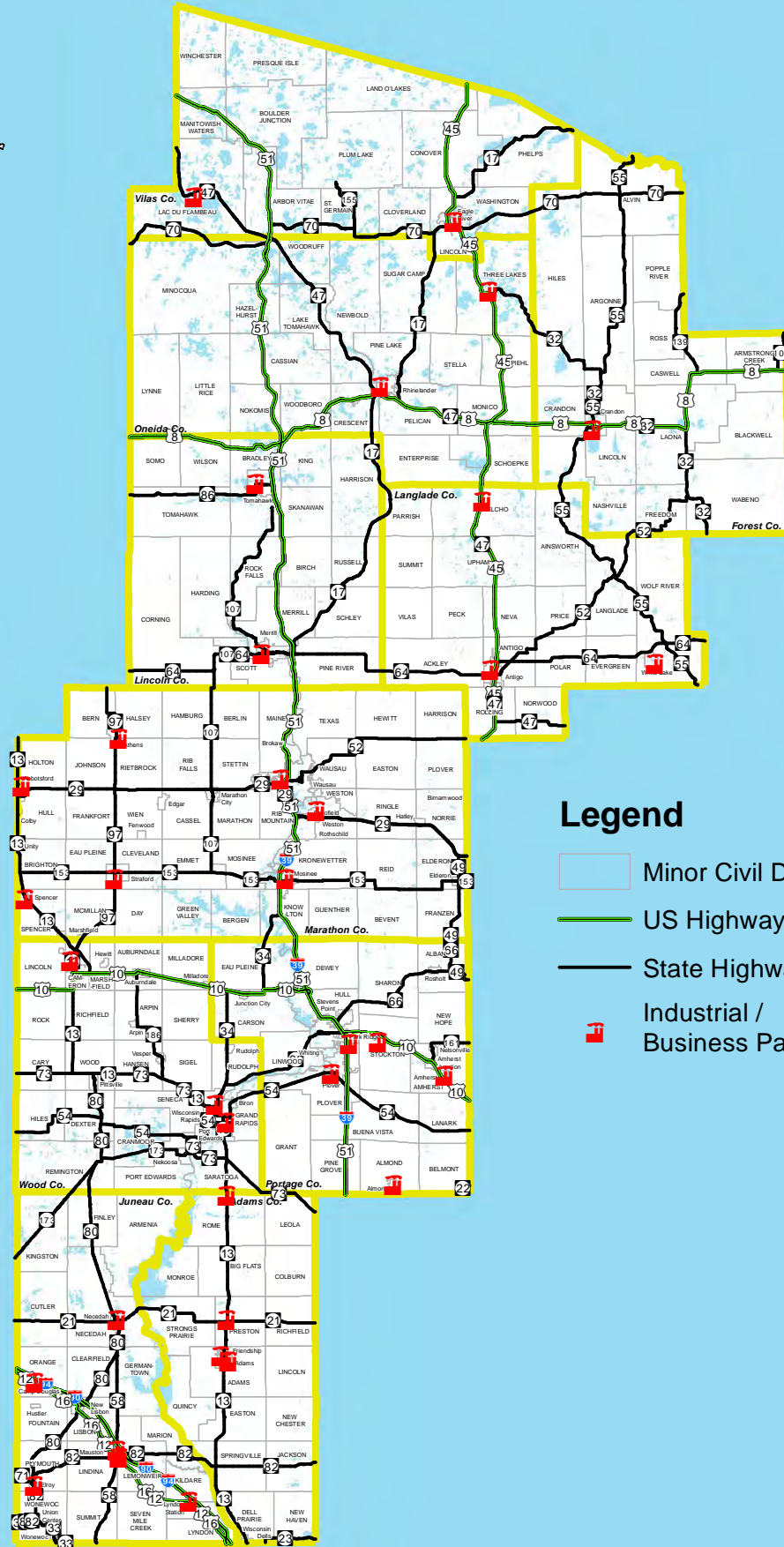
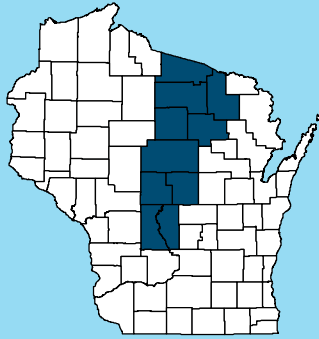
Business & Industrial Parks

Business and/or industrial parks are important assets to both the local community and the Region. There are 56 identified business and/or industrial parks within the Region. The parks are essentially an area of land that are “ready-to-build” industrial/business sites. All necessary infrastructure improvements are in place to allow a business to construct and operate with minimal difficulty.

Every county in the Region has at least one, while there are 13 in Marathon County. The majority are located in the central and south sub-regions. In all, these parks include over 7,500 acres of business and industrial land, of which 2,100 acres are open and available with infrastructure. There are an additional 600 acres that still do not have infrastructure in place. 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.

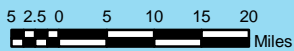
Map 4 provides the locations of each industrial park within the Region. Table 14 provides a summary of the size, services, and acres available in these parks. Map 4 shows the location of business & industrial parks in the region.

County	Park Name	Community	Total Acres	Buildable	Infrastructure	Available	Water	Sewer	Gas	Electric	Rail	Highway Access	
Adams	City of Adams Industrial Park	Adams	38	33	12	12	Y	Y	Y	Y	Y	HWY 13	
	City of Adams South Industrial Park	Adams	40	28	0	28	Y	Y	Y	Y	N	HWY 13	
	South Industrial Park	Jackson	90	90	35	75	N	N	Y	Y	N	HWY 13	
	North Industrial Park	Preston	35	35	5	5	N	N	Y	Y	N	HWY 13 & 21	
	Town of Rome Business Park	Town of Rome	240	220	100	140	Y	N	Y	Y	N	HWY13	
	Total			443	406	152	260						
Forest	City of Crandon Industrial Park	Crandon	22	22	14	14	Y	Y	Y	N	Y	HWY 8, 32 & 55	
	Total		22	22	14	14							
Juneau	Camp Douglas Industrial Park	Camp Douglas	10	8	5	7	Y	Y	Y	N	Y	HWY 12, 16 & I-90/94	
	Elroy Industrial Park	Elroy	15	15	0	0	Y	Y	Y	Y	N	HWY 80 & 82	
	Lyndon Station Industrial Park	Lyndon Station	60	55	38	38	N	Y	Y	N	Y	HWY 16 & 12, I90/94	
	Mauston Business Park	Mauston	230	210	123	123	Y	Y	Y	Y	N	HWY 82, I90/94	
	Mauston Industrial Park	Mauston	390	350	17	136	Y	Y	Y	N	Y	HWY 12 & 16, I90/94	
	Necedah Industrial Park	Necedah	177	177	146	146	Y	Y	Y	N	Y	HWY 80, 21 & I-90	
	New Lisbon Business Park	New Lisbon	30	24	6	6	Y	Y	Y	Y	N	HWY 12/16, I90/94	
	New Lisbon Industrial Park	New Lisbon	109	109	73	73	Y	Y	Y	N	Y	Hwy 80, I90/94	
	Total			1,021	948	408	529						
	Langlade	City of Antigo Industrial Park	Antigo	620	620	130	189	Y	Y	Y	N	N	HWY 45, 52 & 64
Elcho Industrial Park		Elcho	52	48	0	22	Y	Y	Y	Y	N	HWY 45	
White Lake Industrial Park		White Lake	13	13	3	3	Y	Y	Y	Y	N	HWY 64 & Cty M	
Total			685	681	133	214							
Lincoln	Merrill Airport Industrial Park	Merrill	90	90	50	50	Y	Y	Y	Y	N	HWY 107	
	Tomahawk Industrial Park North	Tomahawk	60	60	0	0	Y	Y	Y	Y	N	HWY 51	
	Tomahawk Industrial Park South	Tomahawk	20	20	0	0	Y	Y	Y	Y	N	HWY 51	
	Total		170	170	50	50							
Marathon	City of Abbotsford Business Park	Abbotsford	51	51	15	15	Y	Y	Y	N	N	HWY 29 & 13	
	Village of Athens Industrial Park	Athens	110	105	55	90	Y	Y	Y	N	N	HWY 97	
	Colby Business Park	Colby	31	31	17	17	Y	Y	Y	Y	N	HWY 13	
	Village of Marathon Business Park	Marathon	80	80	65	65	Y	Y	Y	N	N	Hwy 29 & 107	
	Central Wisconsin Business Park	Mosinee	360	218	28	28	Y	Y	Y	Y	N	HWY 153 & I-39	
	Village of Rothschild Business Park	Rothschild	160	160	10	10	Y	Y	Y	Y	N	Hwy 51	
	City of Schofield Business Park	Schofield	240	240	0	0	Y	Y	Y	Y	N	HWY 29 & 51	
	SPACE Business Park	Spencer	80	63	30	63	Y	Y	Y	Y	Y	Highway 13	
	Spencer Industrial Park	Spencer	140	140	10	63	Y	Y	Y	Y	Y	Hwy 13	
	Stratford Business Park	Stratford	118	118	26	26	Y	Y	Y	Y	N	HWY 97 & 153	
	Wausau West Industrial Park	Wausau	500	400	345	345	Y	Y	Y	Y	N	HWY 29 & 51	
	Weston Business Park South	Weston	78	42	42	42	Y	Y	Y	Y	N	Highway 29	
	Weston Business Technology Park	Weston	258	258	27	27	Y	Y	Y	Y	Y	HWY 29	
Total			2,206	1,906	670	791							
Oneida	Air Industrial Park	Rhineland	45	0	0	0	Y	Y	Y	Y	Y	Hwy 8 & 47	
	HWY 8 West Industrial Park	Rhineland	41	0	0	0	Y	Y	Y	Y	N	Hwy 8	
	Rhineland Industrial Park	Rhineland	80	0	0	0	Y	Y	Y	Y	N	Hwy 17	
	Rhineland Industrial Park (Aviation)	Rhineland	29	29	0	0	Y	Y	Y	Y	N	HWY 8	
	Three Lakes Industrial Park	Three Lakes	20	20	0	0	Y	Y	Y	N	N	HWY 32 & 45	
	Total			215	49	0	0						
Portage	Amherst Business Park	Amherst	40	37	37	31	Y	Y	Y	Y	Y	HWY 10	
	Pines Corporate Center	Plover	112	112	86	86	Y	Y	Y	N	Y	HWY I-39 & HWY 54	
	Portage County Business Park	Plover	422	422	212	212	Y	Y	Y	Y	Y	HWY I-39 & HWY 10	
	Twin Towers Industrial Park	Plover	100	100	5	5	Y	Y	Y	Y	Y	HWY I-39	
	Stevens Point Industrial Park	Stevens Point	300	0	0	0	Y	Y	Y	Y	Y	HWY I-39	
	Total			974	671	340	334						
Vilas	Eagle River Industrial Park	Eagle River	80	80	0	0	Y	Y	Y	N	N	HWY 45 & 70	
	Tamarack Business Park	Eagle River	40	32	18	18	Y	Y	Y	N	N	HWY 45 & 70	
	Lac du Flambeau Industrial Park	Lac du Flambeau	60	60	7	7	Y	Y	N	Y	N	HWY D & 47	
	Thorofare Road Industrial Park	Lac Du Flambeau	78	78	0	78	Y	N	N	Y	N	Hwy 47	
	Total			258	250	25	103						
Wood	Marshfield Air Business Park	Marshfield	26	26	7	7	Y	Y	Y	Y	N	HWY 10 & 14	
	Marshfield East Industrial Park	Marshfield	260	240	0	0	Y	Y	Y	N	N	HWY 10, 13 & 97	
	Mill Creek Business Park	Marshfield	160	154	137	137	Y	Y	Y	N	Y	HWY 10 & 13	
	Norwood Industrial Park	Marshfield	60	55	19	19	Y	Y	Y	Y	N	HWY 10	
	Yellowstone Industrial Park	Marshfield	84	84	84	84	Y	Y	Y	N	Y	HWY 10	
	Nekoosa Industrial Park	Nekoosa	58	43	33	43	Y	Y	Y	Y	N	HWY 173 & 73	
	Rapids East Commerce Center	Wisconsin Rapids	213	213	40	112	N	Y	Y	Y	Y	Hwy 54	
	Wis. Rapids West Side Industrial Park	Wisconsin Rapids	538	530	31	31	Y	Y	Y	Y	Y	HWY 13 & 54	
	Woodlands Business Park	Wisconsin Rapids	148	148	32	61	Y	Y	Y	Y	N	HWY 13 & 54	
	Total			1,547	1,493	383	494						
			Total Acres	Buildable	Infrastructure	Vacant	% Infra	% Avail					
South			1,464	1,354	560	789	38.3%	53.9%					
North			1,350	1,172	222	381	16.4%	28.2%					
Central			4,727	4,070	1,393	1,619	29.5%	34.3%					
Total			7,541	6,596	2,175	2,789	28.8%	37.0%					



Legend

- Minor Civil Divisions
- US Highways
- State Highways
- Industrial / Business Parks



Chapter 4: Regional Integration & SWOT Analysis

A) Integration with State, Regional & Local Efforts

The Commission recognizes that in addition to efforts and activities initiated by the EDD, collaboration and coordination with state, regional, and local economic development efforts is crucial to the full implementation of the CEDS.

Wisconsin

Be Bold Wisconsin

In July of 2010, *Be Bold Wisconsin: The Wisconsin Competitiveness Study* was completed. The study was designed to provide a non-partisan framework to transform Wisconsin's economic development strategy, for use by "decision makers in government, academia, and industry". The study was funded by the Wisconsin Economic Development Association (WEDA), the Wisconsin Counties Association (WCA), and Competitive Wisconsin, Inc.

Although the study was targeted at a statewide strategy, it does recognize the importance for the statewide plan to target key industries, without "overlooking the fact that particular industries may be critical to a regional economy without being an identified driver of the state's economy"; it went on to state that "regional-level clusters should be interwoven into the overall Wisconsin economy development strategy".

Wisconsin Economic Development Corporation (WEDC) Strategic Plan

The Wisconsin Economic Development Corporation the state Department of Commerce and is charged with leading Wisconsin's economic development efforts. WEDC has recently adopted a strategic plan, and is in the startup phase of building the new organization. Commission staff has and will continue to collaborate with WEDC to ensure that the North Central Wisconsin EDDs programs and activities align with and leverage those of WEDC.

Regional

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, Industrial Expansion and Diversification, Decline of Downtown Commercial Areas, and Enhancement of Natural Resource-Based Economic Activity/Tourism.

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.

Regional Comprehensive Plan, 2003

The Regional Comprehensive Plan (RCP) was designed as an advisory document providing "long-range policy direction for making public and private investment decisions." The RCP covered nine major areas, including economic development.

A variety of items were reviewed in the economic development section, including a review of the regional economy, identification of emerging economic sectors, a detailed strengths, weaknesses, opportunities and threats, and a goal, objectives and recommendations. The goal states "Promote 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.

B) SWOT Analysis

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 update process 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: underutilized 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

Competitive 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
Growth of Financing Tools within Region

✓ INFRASTRUCTURE

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

✓ HUMAN RESOURCES

Quality and Talent of the local Labor Force
Commitment to Education
Strong Work Ethic
Quality Technical Colleges and UW System
Flexible and Responsive Technical College Training Programs
High Level of Interest in Economic Development
Availability of Four Year Degrees via Internet in many areas

✓ 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 and Angel)
Lack of Broad-Based Marketing Programs for the Region
Out-of-State Control of Business
Movement of Manufacturing to Other States and Countries
Slow Decision making by State and Local Governments
Availability of 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
Lack of Freight Rail in the Northwoods

✓ HUMAN RESOURCES

Lack of Public Education toward Economic Development
Lack of Skilled Labor for Specialties
Individual and Group Attitudes to Preserve the Status-Quo
Lower Wage Rates

✓ NATURAL RESOURCES

Lack of National Forest Access for Timber Cutting
Waste Disposal/Solid Waste Issues

Chapter 5: 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:

USDA 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

Wisconsin Economic Development Corporation:

The Wisconsin Economic Development Corporation 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.

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 in new technologies that subsequently necessitate the training of existing or new employees.

Wisconsin Department of Workforce Development (DWD):

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.

Wisconsin Housing and Economic Development Authority (WHEDA):

WHEDA is responsible for a number of housing and economic development functions. WHEDA works with local and state economic development professionals, businesses, and lending institutions to help an individual expand or modernize a farm or business. Loan Guarantees, direct loans, New Market Tax

Credits, and interest rate subsidies are utilized within a financial package to help ensure that the project has the best chance for long term success.

Other state resources include:

Impact Seven, Inc., is one of more recognizable statewide organizations that provide micro-loans for small business start-ups and expansions (Source: www.impactseven.org) The Wisconsin Women's Business Initiative Corporation (WWBIC) also provides micro-loans to predominately women, people of color, and those with lower incomes (Source: www.wwbic.com). The Wisconsin Business Development Finance Corporation provides financial assistance and resources to business and lenders throughout the state (Source: www.wbd.org).

Regional Programs

North Central Wisconsin Regional Planning Commission:

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.

Small Business Development Centers:

The Wisconsin Small Business Development Centers (WSBDCs) The Wisconsin Small Business Development Center Network (WSBDC) includes 12 business assistance centers and three specialty service centers for small businesses and entrepreneurs. Associated with four year campuses of the University of Wisconsin system, the WSBDC assistance centers provide free one-on-one counseling and moderately-priced training programs designed to promote local entrepreneurship and small business growth.

County & Local Programs:

Nine of the ten 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 nine staffed countywide development corporations are Adams County Rural & Industrial Commission, Forest County Economic Development Partnership, Juneau County Economic Development Corporation, Langlade County, Lincoln County Economic Development Corporation, Marathon County Economic Development Corporation, Oneida County Economic Development Corporation, Portage County Business Council, and Vilas County Economic Development Corporation.

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. County and local funds in Adams, Lincoln, Marathon, Portage and Wood Counties have been consolidated into one managed fund. There are no EDA funded funds in the Region.

Chapter 6: Regional Goals & Strategy

The CEDS plan of action provides direction for the regional economy by establishing goals, objectives and performance measures. From the goals, objectives and performance measures a work plan will be developed, this will provided activities the district can take to meet goals objectives and performance measures.

The North Central Wisconsin Regional Planning Commission will implement The goals and objectives of this report in a manner that (as required by CFR §303.7(8)):

- Promote economic development and opportunity;
- Foster effective transportation access;
- Enhance and protect the environment;
- Maximize effective development and use of the workforce;
- Promote the use of technology in economic development, including access to high-speed telecommunications;
- Balance resources through sound management of physical development; and
- Obtain and utilize adequate funds and other resources;

A) Goals

Goal 1: Promote the expansion and diversification of the Regional economy to provide a range of employment opportunities and increase tax base.

Goal 2: Develop pro-business policies and programs to attract businesses and to foster an entrepreneurially supportive environment.

Goal 3: Identify and encourage partnerships between the public and private sector to identify skills and knowledge needed for emerging sectors.

B) Objectives and Performance Measures

Objectives provide tangible items that can be measured to assess progress towards achieving the Region's goals. Measuring this progress allows the district to assess and make modifications to the CEDS goals and objectives to reflect

and respond to the changing economy. The performance measures will be reported in ensuing CEDS Annual Reports.

Objective 1: Coordinate economic development efforts among all entities to provide a seamless approach to maintain and diversify the regional economy.

Performance Measures:

- o Regional and County Employment, total and by sector, compared to State and/or Nation.
- o Regional and County Unemployment compared to the State and/or Nation.

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

Performance Measures:

- o Regional and County Education levels for high school, associates, bachelor's, and master's degrees compared to State and/or Nation.

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

Performance Measures:

- o Acreage available for industrial/businesses expansion, per NCWRPC industrial/business park inventory.
- o Availability of utilities per NCWRPC industrial/business park inventory

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

Performance Measures:

- o Track regional funding from EDA and other Federal and State resources for projects in the region.

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

Performance Measures:

- o Number of Brownfield Redevelopment Projects in the region.

C) Action Plan

The following section provides a brief summary of tasks that the NCWRPC will undertake to support the overall goals of the CEDS. The action plan, displayed

below in figure 2, outlines tasks that need to be completed to meet each objective.

Figure 2 NCWRPC Strategy Action Plan	
Objective 1: Coordinate Economic Development Efforts	
Task	Timeframe
Complete Comprehensive Economic Development Strategy (CEDS) for Commission adoption and complete annual updates.	Complete CEDS Annual Updates
Attend, at least annually, all Member County Economic Development Corporation's regular meetings to provide update on NCWRPC assistance and CEDS.	Annually
Promote to all County EDCs promote the Community Economic Recovery Guidebook and encourage each to complete a strategy.	2012
Prepare and maintain County Profiles.	Annually
Manage the North Central Wisconsin Development Corporation. This includes organizing all meetings, meeting with prospective companies interested with the fund, targeting I&E Clubs for micro-loan fund, Monitor all existing loans and complete all paperwork for the loan fund.	Ongoing
Provide assistance to members as needed. Explore WEDC, among other, grant opportunities to complete plans/projects.	Ongoing
Assist local development corporation staff, county ED committees, chambers of commerce, and Regional Economic Development entities.	Ongoing
Develop Partnerships with other organizations and develop a professional network, including neighboring RPC's to promote economic development in Wisconsin.	Ongoing
Complete research for a regional business incubator program in the region, including possible structure and financing.	2012
Promote the retention and expansion of existing businesses.	Ongoing
Attract new employers and encourage the start-up of new firms in the Region.	Ongoing

Objective 2: Develop a well-trained workforce in the Region.	
Task	Timeframe
Support the efforts of and collaborate with the North Central Wisconsin Workforce Development Board, Technical Colleges, 4-year Colleges and Universities.	Ongoing
Determine employment characteristics and needs.	Ongoing
Encourage educational institutions to develop training programs needed by the area's businesses	Ongoing
Objective 3: Maintain and enhance infrastructure and public facilities throughout the Region.	
Task	Timeframe
Maintain a listing of all business/industrial parks in region.	Ongoing
Suitable areas with needed infrastructure should be available for industrial and commercial development in the Region.	Ongoing
Promote telecommunications infrastructure and other technology development and expansion in the Region.	Ongoing
Objective 4: Pursue increased funding from both public and private sources for the Region.	
Task	Timeframe
Pursue U.S. Economic Development Administration and USDA - Rural Development funds, among others.	Ongoing
Pursue Wisconsin Economic Development Corporation and Wisconsin Housing and Economic Development Authority funds, among others.	Ongoing
Bring additional venture capital into the Region.	Ongoing
Objective 5: Promote compatibility between economic development and natural resources within the Region.	
Task	Timeframe
Prepare at least one Brownfield grant application to assist a member community. Identify locations, prepare inquiry letters and provide examples.	Ongoing
Preserve the quality of life, and high aesthetic value the Region holds through sound management practices.	Ongoing
Encourage and promote the tourism industry throughout the Region.	Ongoing

**APPENDIX A:
PROJECT LIST**

North Central Wisconsin Regional Planning Commission: Project Listing

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	Continued Development of the Juneau County Inventors & Entrepreneurs Club
	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
		Sewer and Water Extension
	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 Incentive to develop a strategy for workforce efforts
	Village of Nekoosa	Expansion and Upgrade of Industrial Park