

A QUORUM OF THE ADMINISTRATION COMMITTEE, BOARD OF PUBLIC WORKS, PARK BOARD, AND/OR COMMON COUNCIL MAY ATTEND THIS MEETING; (ALTHOUGH IT IS NOT EXPECTED THAT ANY OFFICIAL ACTION OF ANY OF THOSE BODIES WILL BE TAKEN).

CITY OF MENASHA
Plan Commission
Council Chambers, 3rd Floor City Hall - 140 Main Street, Menasha
February 19, 2008

3:30 PM

AGENDA

 [← Back](#)  [Print](#)

1. CALL TO ORDER

A. -

2. ROLL CALL/EXCUSED ABSENCES

A. -

3. MINUTES TO APPROVE-MINUTES & COMMUNICATIONS TO RECEIVE

Minutes to receive:

A. February 5, 2008 Plan Commission Meeting Minutes



[Attachments](#)

4. PUBLIC COMMENTS ON ANY MATTER OF CONCERN TO THE CITY

Five (5) minute time limit for each person

A. -

5. DISCUSSION

A. None

6. ACTION ITEMS

A. Easement Request - AT & T - Tayco and Ninth Street



[Attachments](#)

B. Acceptance of Comprehensive Plan Chapter 5 - Agricultural, Natural, and Cultural Resources



[Attachments](#)

C. Acceptance of Comprehensive Plan Chapter 6 - Economic Development



[Attachments](#)

7. ADJOURNMENT

A. -

Menasha is committed to its diverse population. Our Non-English speaking population or those with disabilities are invited to contact the Community Development Department at 967-3650 at least 24-hours in advance of the meeting so special accommodations can be made.

CITY OF MENASHA
Plan Commission
Council Chambers, 3rd Floor City Hall – 140 Main Street
February 5, 2008
DRAFT MINUTES

I. CALL TO ORDER

A. Call to Order

Mayor Laux called the meeting to order at 3:30 p.m.

II. ROLL CALL/EXCUSED ABSENCES

A. PLAN COMMISSION MEMBERS PRESENT: Mayor Laux, DPW Radtke, Ald. Merkes, and Commissioners Sturm, Cruickshank and Schmidt.

PLAN COMMISSION MEMBERS EXCUSED: Commissioner Sanders

OTHERS PRESENT: AP Beckendorf, CDD Keil and Mike King of *The Post-Crescent*.

III. MINTUES TO APPROVE-MINUTES & COMMUNICATES TO RECEIVE

A. Minutes to approve:

Minutes of the January 21, 2008 Plan Commission Meeting

This item was held over pending changes.

IV. PUBLIC COMMENTS ON ANY MATTER OF CONCERN TO THE CITY

Five (5) minute time limit for each person

A. No one spoke.

V. DISCUSSION

A. None.

VI. ACTION ITEMS

A. Badger Highways Land Swap

Commissioners discussed the following:

- Location of parcels to be exchanged.
- Access.
- Intended Use in the short and long-term.
- Relocation of the portion of the site currently occupied by Menasha Utilities.
- Type of fill (clean fill).
- Permitting.
- Economic benefit for the city.
- Annexation timeline and contract negotiations.
- Inclusion of a requirement in the contract which would require Badger Highways to submit a plan for the property for after they are finished using it.

Comm. Sturm made and Comm. Cruickshank seconded a motion to recommend approval of the Badger Highways land swap as proposed. The motion carried on a roll call vote of 6-0.

VII. ADJOURNMENT

A. DPW Radtke made a motion to adjourn at 4:15 p.m. Comm. Sturm seconded the motion. The motion carried.

AT&T - WISCONSIN EXCLUSIVE EASEMENT

DOCUMENT NUMBER

UT# 6197353 Ease # 44165 R/W # 2007-58
For a valuable consideration of one thousand dollars (\$1,000.00), receipt of which is hereby acknowledged, the undersigned The City of Menasha, a Municipal Corporation (Grantor) hereby grants and conveys to Wisconsin Bell Inc., d/b/a. AT&T - Wisconsin, a Wisconsin Corporation, and its affiliates and licensees, successors and assigns (collectively "Grantees") an exclusive easement in, under, over, upon and across the Easement Area (described below), for the purposes of and in order to construct, reconstruct, modify, supplement, maintain, operate and/or remove facilities for the transmission of signals used in the provision of communication, video and/or information services and/or any other services or uses for which such facilities may be used including, but not limited to, equipment cabinets or enclosures and support posts or pads, cables, wires, pedestals or other above-ground cable or wire enclosures, marker posts and signs, and other related or useful equipment, fixtures, appurtenances and facilities, together with the right to have commercial electrical service extended across the Property (described below) and Easement Area to provide service to such facilities and the right of ingress and egress across the Property and the Easement Area for the purpose of access to and use of the easement granted herein.

RETURN ADDRESS:
Nancy Betenz
AT&T - Wisconsin
N17 W24300 Riverwood Drive
Waukesha, WI 53188

PARCEL NUMBER: 720076600

The property is legally described as: Lots One (1), Two (2), Three (3) and Four (4) in Block One (1) all in KLENKE PLAT Part of the S.E. ¼ of the S.W. ¼ and the S.W. ¼ of the S.E. ¼ of Sec. 10 T.20N R.17E. in City of Menasha, Winnebago County, Wisconsin, in the Second Ward of said City.

The Exclusive Easement Area is legally described as: The Northerly 13 feet of the Easterly 10 feet of described parcel. See attached sketch marked as Exhibit "A", incorporated into and made a part hereof by reference.

The Grantor represents and warrants to the Grantee that Grantor is the true and lawful owner of the Property and has full right and power to grant and convey the rights conveyed herein.

Grantee hereby agrees to restore all property disturbed by its activities in use of the easement to the condition existing prior to the disturbance.

Grantee shall have the right to remove or trim such trees and brush in the Easement Area as is necessary to exercise the rights conveyed herein.

The Grantor shall not construct improvements in the Easement Area or change the finish grade of the Easement Area without the consent of the Grantee.

The Grantor agrees that, due to the exclusive nature of the grant herein conveyed, no other use of the Easement Area shall be made by anyone, including Grantor, without the consent of the Grantee.

This Easement is binding upon and shall inure to the benefit of the heirs, successors, assigns, and licensees of the parties hereto.

SIGNED THIS _____ DAY OF _____, 2008.

GRANTOR: The City of Menasha, a Municipal Corporation

(Signature)

(Signature)

(Printed)

(Printed)

(Title)

(Title)

ACKNOWLEDGMENT

State of Wisconsin)
)
County of Menasha)

I, _____, being a notary public in and for the state and county aforesaid, do hereby certify that

_____ personally known to me to be the same persons whose name is subscribed to the foregoing instrument, appeared before me this day in person and acknowledged that they signed and delivered the said instrument as their free and voluntary act for the uses and purposes therein set forth.

Given under my hand and notarial seal this ____ day of _____, 2008.

Notary Public

My Commission expires: _____

This document was drafted by Gerald A. Friederichs, Wis. Bar Member No. 1014144, AT&T - Wisconsin Legal Department, 14th, Floor, 722 North Broadway, Milwaukee, WI 53202

Insertions by: Dan Boettcher, MI-TECH SERVICES, INC.

Chapter 1. Cabinet Description

Introduction

The Fiber-to-the-Node (FTTN) remote terminal cabinet family includes the FTTN-52BP, FTTN-52B and FTTN-52E cabinets. These cabinets are designed for FTTN applications to provide high bandwidth services to customer premises. These cabinets can be located adjacent or near the SAI (serving area interface) to introduce new video and data services over existing POTS pairs. The FTTN-52-type cabinets house DSL equipment along with batteries to supply backup power.

This section describes the 52-type cabinets including their design and environmental control features that are used to keep the equipment within their operating temperature limits.

Cabinet Design

The 52-type cabinets are designed to house digital loop carrier systems for providing voice, data, and video services.

Features

The cabinet design includes several attractive features such as:

- Side access splicing
 - Eases installation by separating splicing from the electronics
 - Provides more splicing area
- Cabinet designed for slide-in placement
- Separate under-cabinet battery compartment
 - Keeps battery temperatures lower for longer battery life
 - Does not occupy valuable equipment space
 - Optional battery pedestal to accommodate additional battery string(s)
- Patented enhanced cooling system
 - Allows greater equipment heat dissipation for more equipment or higher traffic rates
 - Eliminates possibility of hydrogen accumulation in battery compartment
 - Cools batteries
- Extended battery life
 - By drawing cooler ambient air through battery compartment, battery life is extended
- Pad, pole, wall, H-frame, earth anchor, or floor mounting options
 - Flexibility for site selection.

Construction and Finish

The 52-type cabinet's features are:

- Rugged heavy-gauge aluminum construction
- Weather, fire, vandal, and corrosion-resistant
- Durable baked-on polyester beige-color powder paint
- High-gloss finish to minimize accumulation of dirt and soot
- Aesthetically pleasing to enhance public acceptance
- Security
 - Special hex key with padlock hasp used to open all doors (standard)
 - Flush-mounted interchangeable-core key-operated lock (option).

Weight

The 52-type cabinets' approximate weights are shown in Table A.

Table A. 52BP, 52B and 52E Cabinet Weights

Cabinet	Shipping Weight	Weight Without Plug-Ins or Batteries	Weight With Plug-Ins and Batteries
52BP	350 lb (160 kg)	270 lb (130 kg)	760 lb (350 kg)
52B	450 lb (200 kg)	350 lb (150 kg)	1000 lb (450 kg)
52E	900 lb (400 kg)	700 lb (300 kg)	2000 lb (900 kg)

Dimensions

The dimensions for the 52BP, 52B, and 52E cabinets are listed below in Table B and illustrated in Figure 1, Figure 2, and Figure 3.

Table B. 52BP, 52B and 52E Cabinet Dimensions

Cabinet	External Dimensions	Rack Dimensions
Height:		
52BP	48 inches (1220 mm)	1 bay: 29 inches (737 mm) usable
52B	63 inches (1600 mm)	1 bay: 44 inches (1130 mm) usable
52E	63 inches (1600 mm)	2 bays: 44 inches each (1130 mm) usable
Width:		
52BP	43.5 inches (1100 mm)	23 inch nominal
52B & 52E	43.5 inches (1100 mm)	30 inch nominal
Depth:		
52BP & 52B	25 inches (635 mm)	14 inches (355 mm) usable
52E	50 inches (1270 mm)	14 inches (355 mm) usable

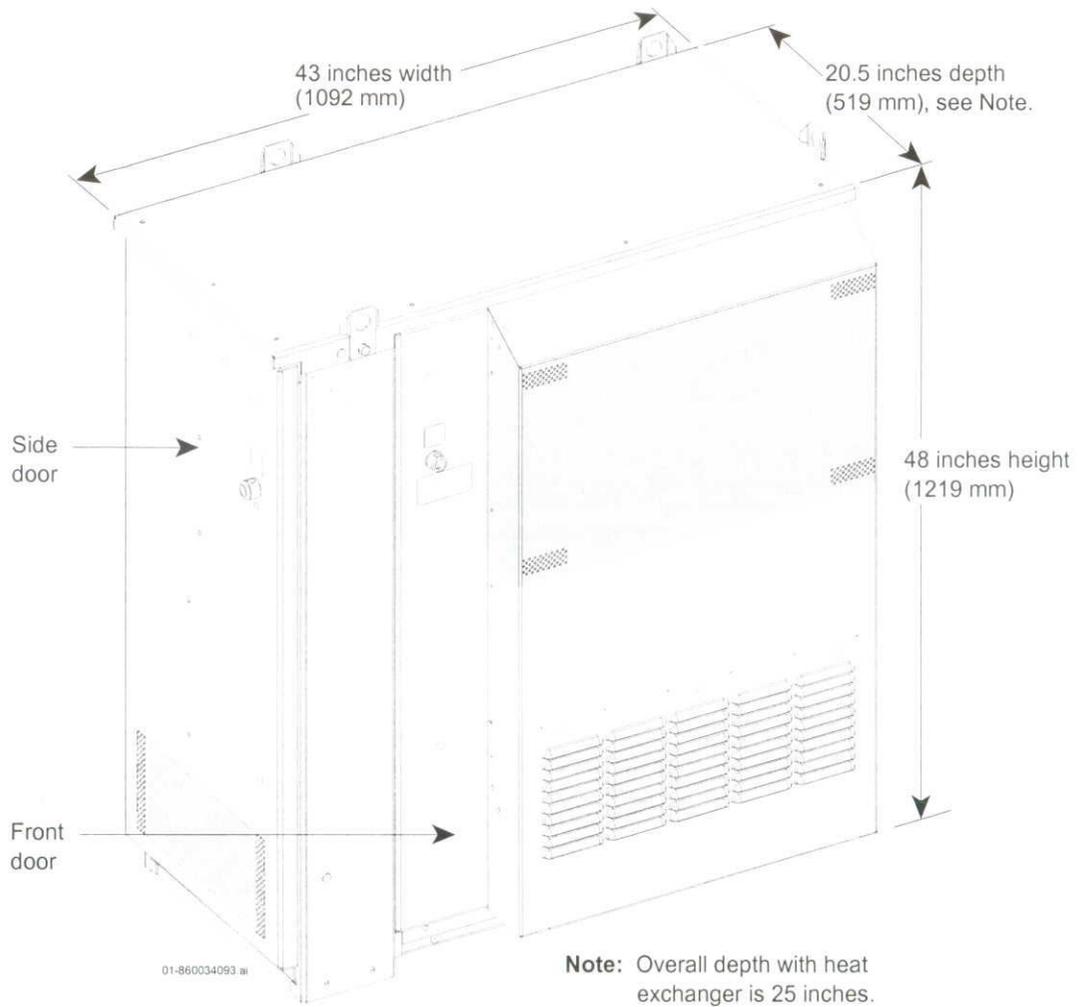


Figure 1. 52BP Cabinet Dimensions (shown with heat exchanger)

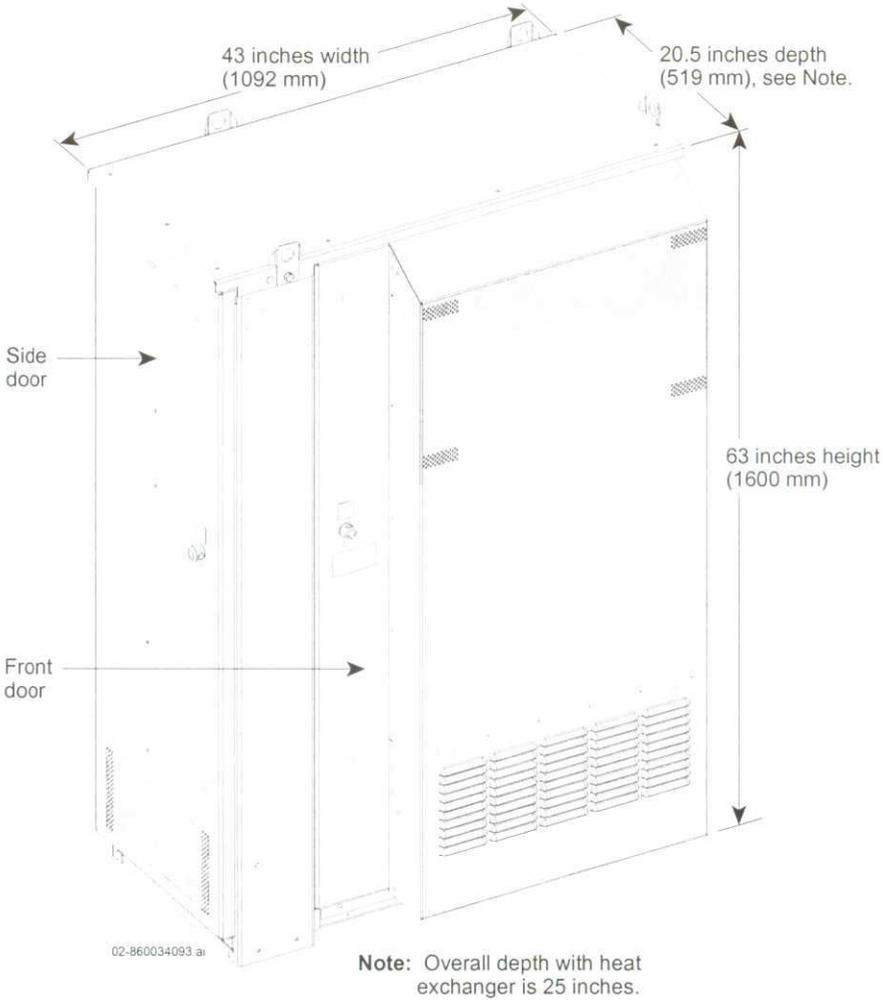


Figure 2. 52B Cabinet Dimensions (shown with heat exchanger)

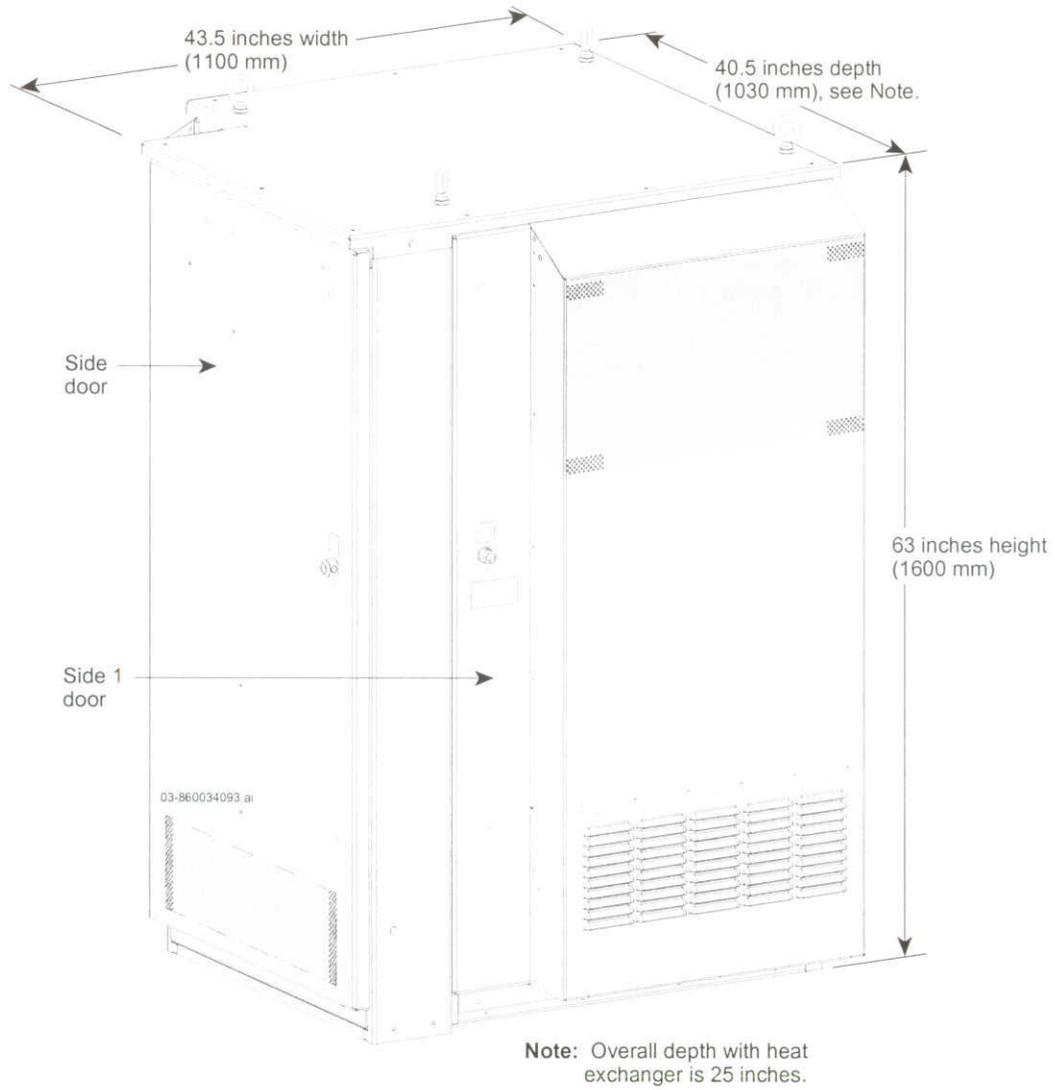
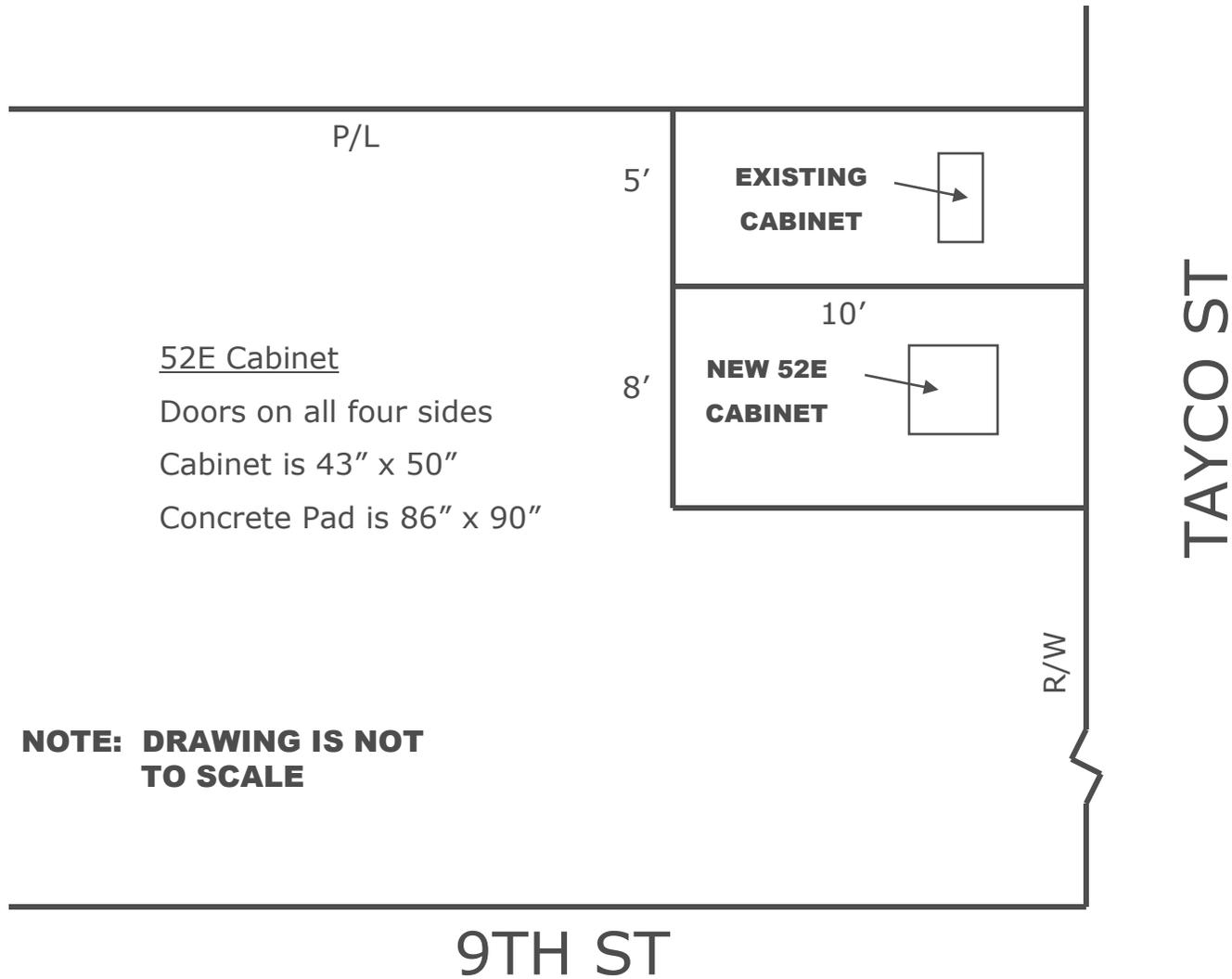


Figure 3. 52E Cabinet Dimensions (shown with heat exchanger)



52E Cabinet
 Doors on all four sides
 Cabinet is 43" x 50"
 Concrete Pad is 86" x 90"





Memorandum

DATE: 14 February, 2008

TO: City of Menasha Plan Commission

CC: Greg Keil, Jessica Beckendorf, Julie Heuvelman, John Williams

FR: Christine Symchych

RE: February 19 Plan Commission Meeting

Greetings!

I would like to take this opportunity to respond to comments from the meeting on January 22 as well as focus our efforts for the meeting that will be held on February 19.

First, in response to the discussion points noted in the minutes from the January 22 meeting (comments taken directly from the minutes are noted in italics), see comments below. Please note that Chapter 5 has been resubmitted to you and all are done in "track changes" to facilitate finding any changes made.

1. *The addition of goals and objectives related to increasing participation in the arts.*
2. *The addition of goals and objectives related to attracting the creative class.*

Goals and objectives are most typically written to encompass broad reaching ideas and are crafted in such a way as to not commit a city to unreasonable or unexpected specific financial obligations.

Please note that there is already language in the plan in previously discussed goals and objectives that relate to the issue of inclusion of particular groups generally or cultural entities specifically.

Chapter 1 specifically addresses the need to balance individual needs with the goals and interests of the city as a whole.

Chapter 2 addresses the need to be inclusive of all populations as well as have the city allow opportunities for the creation of all necessary housing types. For instance, if there were a need or desire for artist's lofts, etc that would imply that the city would be flexible in working with non-profit groups or private sector developers to allow inclusion of housing that could fill this need. This does not go as far as to say that the city will financially invest in these propositions but

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definitely commits the city to fostering a climate in which any need that is demonstrated by supporting facts will be encouraged.

Chapter 5 clearly outlines a goal that specifically recognizes the impact that a cultural vibrancy has on a community and states that the city will encourage the maintenance and enhancement of community image as it relates to this particular activity. There has also been a slight modification to the policies for the chapter. Please refer to the resubmitted Chapter 5 to review this goal and accompanying objectives. The pertinent information is highlighted. The policies were revised with a small adjustment which can be viewed in “track changes”.

I am happy to discuss any additional adjustments that are requested regarding this issue at the meeting next week.

3. *The addition of information related to the arts in Menasha.*

There is no doubt that the arts and culture can be a major impetus for growth or revitalization. Because of that correlation I have chosen to add in a section as requested into the Economic Development Chapter versus the ANC Chapter. Typically ANC deals more with history rather than arts and culture per se. **Chapter 6** has been adjusted to have section which discusses the important of the arts in Menasha. Please see section 6.8.

4. *Clarification of cemetery locations.*

Adjusted as requested- please see section 5.13

5. *The addition of language which described the evolution of neighborhood development patterns.*

Neighborhoods and the associated issues/features/development/preservation will be discussed in Chapter 8 (Land Use)

6. *Expanding on Heckrodt’s service role.*

Adjusted as requested- please see policies section, Chapter 5.

7. *Removal of the goal which states that the city will support the agricultural business of the region.*

My professional opinion is that this goal is important to keep in the plan. There is no doubt that Menasha does not have an agricultural industry in the way that much of the counties of which it is a part does. However, the inclusion of this goal shows that Menasha has connections and relationships that extend beyond

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Memorandum

municipal boundaries into the counties of which the city is part. This goal does not refer to the fact that Menasha will have a strong farming base but merely that it will support (via infrastructure, possibly having related businesses locate in the city, etc.) the strong agricultural tradition of the surrounding areas. I will strongly advocate for inclusion of this goal. I would suggest this issue be revisited at the meeting.

8. Removing parks from the cultural map and natural features map.

As this is a map that shows natural areas (parks are typically included in that) I would recommend that we work on the coloration of the map versus eliminating this vital feature. It would be highly unusual to erase this feature from the map entirely and I would strongly advocate for inclusion.

9. The addition of a policy stating that the city should identify neighborhoods

Neighborhoods and the associated issues/features/development/preservation will be discussed in Chapter 8 (Land Use)

10. The addition of several organizations to the programs list

Adjusted as requested- please see changes made to section 5.16

In regards to Chapter 6, I would suggest focusing your attention on the following sections:

Sections 6.1-6.5 contain the basic data sets that we look at in any planning effort. The city staff and I have worked hard to ensure that they are inclusive and accurate.

The focus of time should be spent looking at 6.6-6.9 as well as the accompanying goals, objectives and policies.

As always, I can be reached at 414-403-7729 (cell phone) or via e-mail at csymchych@foth.com. I look forward to hearing your comments regarding the plan and I will see you on Tuesday.

Thank-you,
Christine Symchych, AICP

Enclosures:

Chapter 5 Agricultural, Natural and Cultural Resources (re-submitted)

Chapter 6 Economic Development

The information contained in this memorandum is considered privileged and confidential and is intended only for the use of recipients and Foth.

5. Agricultural, Natural, and Cultural Resources

5.1 Introduction

A community's natural resources provide for its resident's basic needs. Clean and abundant groundwater and surface water, clean air, and terrestrial and aquatic habitats such as forest, prairies, and wetlands are vital to the health and well being of its residents. Natural resources such as parks, trails, scenic areas, are necessary for outdoor recreation and leisure pursuits and are essential components of quality of life and sense of community. A vibrant economy relies on local natural resources to bring in tourism revenue, enhance property values, produce agricultural and wood products, provide low cost raw material (such as sand, gravel, and stone), and supply water for manufacturing processes, etc.

As local and world population increases, the importance of agricultural resources is becoming more apparent. Besides meeting supply demands, locally produced agricultural products can help reduce the cost of food and other agricultural goods by cutting transportation costs related to imported goods. This helps consumers by lowering food costs. Businesses such as food processors, which rely on agricultural products, likewise benefit. As a significant source of local employment, agriculture is also an integral part of a community's – and the regional – economy.

Cultural resources are places, sites, buildings and intangible values that connect people with each other and the past. They are the keys to reflecting on how events and places help shape a community's physical appearance and its regional context. Cultural resources provide a community's residents with an identity. They also contribute to the educational, recreational, aesthetic, and spiritual values of a community. Most importantly, cultural resources are unique and irreplaceable.

A patchwork of state and federal regulations have been developed to protect Wisconsin's natural resources. Some state laws, including those for floodplains, shorelands, and wetlands, establish minimum use and protection standards that must be adopted and administered by local governments. But not all natural resources are protected by state law. Local governments throughout the state have the flexibility to plan for and develop their own local ordinances to deal with the unique land use issues/conflicts in their communities and to protect the natural resources they value most.

Development must be carefully managed to coincide with the ability of the agricultural, natural, and cultural resource base to support the various forms of development. This balance must be maintained to prevent the deterioration of that underlying and sustaining base. These features promote civic pride and often create a sense of place.

5.2 Physical Setting

Formed as a product of weathering and stream work modified by glacial activity, the City of Menasha's topography is nearly level (Martin, Lawrence. The Physical Geography of Wisconsin. University of Wisconsin Press: 1965), with a few gentle rolling slopes in the Calumet County portion of the city (south of Manitowoc Road). The most prominent features on the city's landscape are the shoreline, surface water and wetlands.

Menasha's shoreline stretches from the northeast corner of Lake Winnebago, westerly along the Fox River and the US Government Canal to Little Lake Butte des Morts extending along its west and east shores, ending at the municipal boundary south of the STH 441 Roland Kampo bridge – a total of about 14 miles. Surface water encompasses almost 750 acres, or 15% of Menasha's total area.

The most recent glacial activity, approximately 10,000 years ago, is responsible for the reddish clay glacial till found in most of Menasha today. The bedrock beneath this glacial till is mostly comprised of limestone and sandstone.

5.3 Forests, Farmland, and Agriculture

The City of Menasha is an urbanized community. The city contains approximately 119 acres of farmland and cropland, or 2.6% of total land use in the city. **(NOTE: CHECK NUMBERS)** Almost all of this acreage can be found in the eastern portion of the city. While agricultural land use may be limited, agriculture does play a role in many of the local businesses in the community as well as the larger regional economy. Map 5-1 displays the available soil information found for the city.

Most of the forestland in Menasha is comprised of wooded wetlands located primarily in Heckrodt Wetland Reserve and the Menasha Conservancy Area. Forestland covers approximately 197.5 acres in the city, or 4.28% of total land use. **(NOTE: CHECK FIGURES)** With the exception of a few isolated woodlots in Calumet County, woodlands are concentrated in the southern portion of the city near Lake Winnebago. Menasha has been designated a Tree City USA since 1983.

It is anticipated that over the planning period many existing areas of cropland, farmland, or forestland will be converted to urban land uses unless designated for preservation or recreational uses.

Map 5-1: Soils

5.4 Metallic and Non-Metallic Mineral Resources

Administered by East Central Wisconsin Regional Planning Commission for Winnebago, Outagamie, Shawano, Waupaca, and Calumet counties, Wisconsin Administrative Code NR 135 required that all counties adopt and enforce a Non-Metallic Mining Reclamation Ordinance which establishes performance standards for the reclamation of active and future non-metallic mining sites, but not abandoned sites. It is intended that NR 135 will contribute to environmental protection, productive end land use, and potential to enhance habitat and increase land values and tax revenues. Individual municipalities are enabled but not required to adopt a reclamation ordinance. The City of Menasha has not adopted such an ordinance.

The East Central Wisconsin Regional Planning Commission administers the Wisconsin Statutes, Chapter NR 135, non-metallic mining reclamation program for Winnebago, Outagamie, Shawano, Waupaca, and Calumet Counties. A portion of Badger Highways, an inactive quarry, is located within the City of Menasha.

5.5 Watersheds and Drainage

The City of Menasha's drainage area is comprised of four watersheds including Fox River/Appleton, Lake Winnebago North, Little Lake Butte de Morts, and Plum Creek (see Map 5-2, Environmental Water Features). The watersheds are part of the 6,400 square mile Fox Wolf drainage basin that ultimately empties into the bay of Green Bay at the mouth of the Fox River. Watersheds are interconnected areas of land draining from surrounding ridge tops to a common point such as a lake or stream confluence. All lands and waterways can be found within one watershed or another.

Menasha's drainage patterns are strongly influenced by its flat to gently sloping topography and the low permeability of the predominately clay soils. The natural drainage patterns have been substantially altered by development. The city maintains an extensive storm sewer system to manage stormwater runoff. In the recent past, the city and in some cases developers, have installed stormwater retention ponds and other such facilities to mitigate the impacts of stormwater runoff and water quality and reduce the potential for flooding. State and federal stormwater management rules will continue to impact how surface water will be dealt with in both newly developing and redevelopment areas.

Wisconsin has redesigned its natural resource management approach around the concepts of eco-regions, areas of similar character and structure typically related to drainage basins or watersheds. This shift in approach recognizes that working with the natural structure and function of resources, as opposed to strictly political or social boundaries, will provide more successful results. Wisconsin has redesigned its natural resource management approach around the concepts of eco-regions, areas of similar character and structure typically related to drainage basins or watersheds. This shift in approach recognizes that working with the natural structure and function of resources, as opposed to strictly political or social boundaries, will provide more successful results.

5.6 Wetlands

At the turn of the century, much of that part of the city south of Plank Road was comprised by wetlands. Up until the early 1970's these wetlands were often used as disposal sites for unwanted fill and other waste material. Although much reduced in extent significant wetland resources remain in the City of Menasha, primarily within the Heckrodt Wetland Reserve and Menasha Conservancy. Other sizable wetland tracts in proximity to the city-owned wetlands are in private ownership. Other isolated wetlands exist along drainageways and depressions scattered around the fringes of the community.

The hydrology of soils, or the amount of water saturation present, largely determines the soil characteristics and the corresponding types of plant and animal communities living in and on the soil. Wetlands may support both aquatic and terrestrial species. The prolonged presence of water creates conditions that favor the growth of specially adapted plants (hydrophytes) and promotes the development of characteristic wetland (hydric) soils.

Wetlands may be seasonal or permanent and are commonly referred to as swamps, marshes, fens, or bogs. Wetland plants and soils have the capacity to store and filter pollutants ranging from pesticides to animal wastes. Wetlands provide storage of flood waters preventing damage to developed areas. Wetlands can make lakes, rivers, and streams more clean, and drinking water safer. Wetlands also provide valuable habitat for fish, plants, and animals. In addition, some wetlands can also replenish groundwater supplies. Groundwater discharge from wetlands is common and can be important in maintaining stream flows, especially during dry months.

The Wisconsin Department of Natural Resources (WDNR) has inventory maps for wetlands two acres and larger. In general, the wetlands information is helpful during development review, during resource planning, when evaluating design, or when performing impact assessment. The wetland information may need to be field verified for specific location and parcel information as the digitization process used to create the maps inadvertently creates error in exact field

Wetlands Defined

According to the United States Environmental Protection Agency, wetlands are areas where water covers the soil, or is present either at or near the surface of the soil all year or for varying periods of time during the year, including during the growing season. Wetlands can be recognized by the presence of 3 features:

1. *Wetland hydrology*, or varying degrees of saturated conditions.
2. *Hydrophytes*, or specially adapted plants that favor the prolonged presence of water.
3. *Hydric soils*, or soils that contain characteristics that confirm the long term presence of wetland hydrology.

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boundaries. The maps should be consulted whenever the community reviews development proposals in order to preserve wetland functions and to ensure regulatory compliance.

Wetlands occupy ??? acres (NO DATA FOR WINNEBAGO AS OF 12/3) in the City of Menasha and are primarily located along the Fox River and in the southern portion of the city near Lake Winnebago. Refer to Map 5-2, Environmental Water Features, for locations of wetlands.

5.7 Floodplains

Floodplains are those areas that may become inundated during flood events. They are comprised of both floodway and flood fringe areas. The floodway is that portion of the floodplain that actively conveys floodwaters while the flood fringe is that area where floodwater is stored.

Lake Winnebago, the Fox River and Little Lake Butte des Morts are the major sources of flood hazard in the City of Menasha. Historically, areas near Fox and Butte des Morts streets have experienced the worst flooding problems.

The City of Menasha participates in the Natural Flood Insurance Program, enabling residents and businesses located in flood hazard areas to purchase flood insurance. A Flood Insurance Study prepared by the Federal Emergency Management Agency for Winnebago County was revised in 2003. This study maps the areas expected to be inundated by the .01 percent chance (100 year) and the .02 percent chance (500 year) flood and also delineates floodways. The area subject to inundation by the .01 percent chance flood are the focus of flood plain regulatory and insurance programs. There are no mapped flood hazard areas in the Calumet County portion of the City of Menasha.

Wisconsin Statute 87.30 requires counties, cities, and villages to implement floodplain zoning. In addition, the Federal Emergency Management Agency (FEMA) has developed flood hazard data. Under the authority of the National Flood Insurance Act of 1968, FEMA conducted studies to determine the location and extent of floodplains and the monetary damage risks related to the insurance of urban development in floodplain areas.

The City of Menasha has ??? acres of floodplains (NEED WINNEBAGO INFO TO GET TO ANDY SO HE CAN GET ME THE FINAL NUMBER) which are located primarily along the Fox River, Little Lake Butte de Morts and Lake Winnebago.

5.8 Surface Water Features

Menasha is blessed with abundant and diverse surface water resources including Lake Winnebago, the Fox River, the US Government Canal, Little Lake Butte des Morts (see Map 5-2 Environmental and Water Features).

These resources are vital to the city's physical and economic well being. Water from Lake Winnebago provides drinking water for residents and businesses and is used by several industries in manufacturing processes. The flow in the Fox River helps assimilated treated wastewater discharge from municipal and industrial wastewater treatment facilities. The US Government Canal, which parallels the downtown, connects Lake Winnebago to the lower Fox River via a navigable channel.

Surface water and the attendant shoreline areas were key assets leading to the early development of Menasha as an industrial center. While still important to Menasha's industrial base, these resources are gaining increasing importance for recreational uses and the aesthetic enhancements they offer to the community.

Although Menasha has abundant surface water resources, the use of these waters is somewhat impaired by water quality concerns. Lake Winnebago lies within a nutrient-rich watershed where stormwater runoff from farms and urban areas carries sediment, phosphorus and other pollutants into waterways. Nutrients support algae blooms that become a significant nuisance to both recreational users and riparian landowners. Little Lake Butte des Morts is subject to these same conditions, but is also impaired by the presence of PCB laden sediments. A multi-million dollar clean-up project is underway to remove or cap contaminated sediments. Other initiatives are underway to reduce the impact of urban stormwater on area waterways.

The following surface water features are located in or partially in the City of Menasha. Refer to Map 5-2, Environmental Water Features, for locations of surface water features.

5.8.1 Lake Winnebago

Lake Winnebago is the largest inland body of water in the State of Wisconsin. Lake Winnebago is 137,708 acres with a maximum depth of 21 feet and an average depth of 15.5 feet. It is approximately 30 miles long and 10 miles wide. The Lake Winnebago System is one of the nation's top walleye fisheries. A total of 81 species of fish have been identified in the lake. Lake Winnebago also has the largest viable population of sturgeon in the world.

5.8.2

5.8.3 Little Lake Butte des Morts

This 1,300 acre lake is located on the north-west side of the City of Menasha. It is a desirable location for recreational activities including boating and fishing. Little Lake Butte des Morts is immediately downstream from the dams in Neenah and Menasha. One lock and dam operates in the City of Menasha to allow boaters to traverse from Little Lake Butte De Morts to Lake Winnebago and back. This lake is one of the Upriver Lakes and is connected to the others (Lakes Winneconne and Poygan) by the Fox and Wolf Rivers.

5.8.4 Fox River

The Fox River, consisting of both the Upper Fox River and the Lower Fox River, runs from central Wisconsin into Lake Winnebago and then Green Bay. The total length of the river is 220 miles. Approximately ??? miles of the river is located in the City of Menasha.

5.8.5 Additional surface water features

There are several unnamed ponds and tributaries that are located in within the city limits.

Map 5-2: Environmental and Water Features

5.9 Groundwater

Groundwater is a limited resource, and both its quality and quantity are important characteristics. These characteristics are primarily influenced by local geology and local land use. Precipitation percolates through the soil and bedrock where it eventually reaches a saturated zone known as an aquifer. It is from these aquifers that wells draw their water.

With the exception of those served by the Town of Menasha Utility District, Menasha residents are not dependent upon groundwater for drinking water supply. The utility district pumps its water from a deep well located in the north central part of the city. Others dependent upon groundwater include local industries that pump groundwater from the deep aquifer to use in industrial processes. These deep wells draw from the sandstone aquifer.

There are isolated instances of groundwater contamination caused by leaking underground storage tanks, improper waste disposal practices, or inadvertent spills of contaminants. All known instances of such contamination are being monitored and/or have been or are being remediated.

5.10 Air Quality

In order to evaluate the quality of the air and to protect public health, a series of National Ambient Air Quality Standards (NAAQS) has been developed by the U.S. Environmental Protection Agency (EPA) as established in section 109 of the Clean Air Act. The Clean Air Act established two types of national air quality standards. Primary standards set limits to protect public health, including the health of “sensitive” populations such as asthmatics, children, and the elderly. Secondary standards set limits to protect public welfare, including protection against visibility impairment, damage to animals, crops, vegetation, and buildings. The NAAQS Standards are established for six principal pollutants: Carbon monoxide, lead, nitrogen dioxide, particulate matter PM10, particulate matter PM2.5, ozone, and sulfur dioxides. These pollutants have also been identified as air pollutants affecting Wisconsin in the Wisconsin Air Quality Report, as prepared by the Wisconsin Department of Natural Resources (WDNR). Both Winnebago and Calumet Counties are considered attainment areas, which is an area that meets the NAAQS defined in the Federal Clean Air Act.

With increased population and commercial growth, air quality – particularly ozone and fine particulate levels (PM2.5) – has been a concern in the Fox Cities urbanized area. Exposure to high ozone levels may cause increased susceptibility to respiratory infection, impaired lung function and reduced ability to perform physical activities, severe lung swelling, and increased hospital admission and emergency room visits for respiratory diseases. Fine particulates (PM2.5) can cause shortness of breath and heart strain. The EPA is currently in the process of revising the ozone standard, although a change to this standard would not likely cause either county to lose attainment status. It is more likely that Winnebago County and possibly Calumet County could reach fine particulate (PM2.5) nonattainment. Currently, the 24-hour PM2.5 standard is 35 micrograms/cubic meter and the Appleton monitoring station has measured 34 micrograms/cubic meter.

5.11 Environmentally Sensitive Areas

In the *Fox Cities 2030 Sewer Service Area Update*, East Central Regional Planning Commission identified the following areas within the City of Menasha as environmentally sensitive: Waverly Beach area wetlands, wetlands adjacent to Lake Winnebago, tributaries to Lake Winnebago and adjoining shoreland buffers, areas of seasonally high groundwater, shallow bedrock, and the floodplains of Little Lake Butte des Morts and Lake Winnebago (see Map or refer to SSA plan??). There are no state or county owned natural or ecological areas in the City of Menasha. There are no state or county owned natural or ecological areas in the City of Menasha.

5.11.1 Heckrodt Wetland Reserve

Heckrodt Wetland Reserve, located within the city limits is the result of a public-private partnership between the City of Menasha and Heckrodt Wetland Reserve, Inc. This urban nature reserve encompasses 76-acres of habitats including forested wetland, cattail marsh, open water, open field, and upland forest. The Reserve is home to numerous species of reptiles, amphibians, and mammals. Migrating songbirds and waterfowl nest and feed in its protection. The Reserve has both indoor and outdoor areas, including a 4,000 square foot Nature Center and three miles of elevated boardwalk trails.

Heckrodt Wetland Reserve is dedicated to restoring, enhancing, and preserving the Reserve and educating all people about the importance of conserving our natural resources while promoting the Reserve's many recreational opportunities. Their goal is to provide visitor education while fostering an ethic of environmental stewardship in a fun, hands-on atmosphere.

Heckrodt Wetland Reserve's year-round educational approach emphasizes hands-on learning experiences in an outdoor classroom setting. Since beginning educational programming in 1997, more than 85,000 children have participated in environmental programs. The Reserve's educational focus is not limited to schoolchildren, but also includes monthly general public programs.

Menasha Conservancy Area

This conservancy area is presently over 40 acres in size but possibilities exist for possible expansion to 100+ acres. Because the area consists primarily of wetlands, a limited development plan was approved in 2000. As funds and time permit, additional trails could be cleared and marked to accommodate hiking and cross-country skiing. A modest wetland restoration project was undertaken in the spring of 2001 as part of a wetland mitigation process that was overseen by the DNR and the EPA.

Map 5-3: Natural Features

5.12 Threatened and Endangered Species

Wisconsin's Natural Heritage Inventory (NHI), established in 1985 by the Wisconsin Legislature, is maintained by the Wisconsin Department of Natural Resources' (WDNR) Bureau of Endangered Resources. The NHI program is responsible for maintaining data on the locations and status of rare species, natural communities, and natural features in Wisconsin. The Wisconsin NHI program is part of an international network of inventory programs that collect, process, and manage data on the occurrences of natural biological diversity using standard methodology.

Wisconsin's Natural Heritage Inventory program's three objectives are to: collect information on occurrences of rare plants and animals, high-quality natural communities, and significant natural features in Wisconsin; standardize this information, enter it into an electronic database, and mark locations on base maps for the state; and use this information to further the protection and management of rare species, natural communities, and natural features.

According to the NHI the following rare species and natural communities are found in Calumet and Winnebago Counties. These species and communities are not necessarily found in the City of Menasha. The dates following the occurrence name notes the most recent year the occurrence was recorded in the county.

5.12.1 Aquatic Occurrences

Animal

Buckhorn, 2005	Pugnose minnow, 1981
Bald eagle, 2005	Pugnose shiner, 1963
Black tern, 2001	Stiped shiner, NA
Common tern, 2000	Lake chubsucker, 1979
Great egret, 2001	Plains clubtail, 1999
Wood turtle, 1948	American bittern, 2001
Artic shrew, 1999	Banded killfish, 1964
Caspian tern, 1990	Greater redhorse, 1974
Cattle egret, 1999	Red-necked grebe, 1997
Round pigtoe, 1995	Blanding's Turtle, 2002
Lake sturgeon, 1991	Black-crowned night heron, 2001
Least bittern, 2000	A predaceous diving beetle, 2000
Mulberry wing, 1991	Yellow rail, 1991
Western grebe, 1990	Side-swimmer, 1994
Common moorhen, 1990	Blanchard's cricket frog, 1982
Foster's tern, 2000	

Plants

Cuckooflower, 1999	Common bog arrow-grass, 2000
Bog bluegrass, 1986	Small white lady's slipper, 2002
Waxleaf meadowrue, 2000	Ram's-head lady's-slipper, 1891
Marsh blazing star, 2000	Prairie white-fringed orchid, 2006

Natural Communities

Wet prairie, 1984 Emergent marsh, 1982 Floodplain forest, 1979 Wet-mesic prairie, 2000 Northern sedge meadow, 2000	Southern sedge meadow, 2000 Southern hardwood swamp, 2001 Open bog, 1982 Shrub-carr, 1982 Northern wet forest, 1982
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5.12.2 Terrestrial Occurrences

Animal

Pygmy shrew, 1975 Bird rookery, 1990 Cerulean warbler, 2000 Gorgone checker spot, 1991 Land snail, 1998	Bat hibernaculum, 1986 Dentate supercoil, 1996 Thin-lip vallonina, 1998 Broad-winged skipper, 1990 Northern ringneck snake, 1986
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Plants

Dwarf milkweed, 2000 Handsome sedge, 2001 Tall coreopsis, 2004 Purple milkweed, 1941 Hairy wild petunia, 2005 Indian cucumber-root, 1992	Kentucky coffee tree, 1993 Narrow leaved vervain, 2005 Snow trillium, 1995 Yellow gentian, 1992 Prairie parsley, 1848 Short's rock-cress, 1994
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Natural Communities

Oak opening, 1987 Mesic prairie, 1987 Dry cliff, 1983 Moist cliff, 1983 Talus forest, 1999	Northern mesic forest, 1999 Northern dry-mesic forest, 1979 Southern mesic forest, 2000 Southern dry-mesic forest, 1979
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5.13 Historical and Cultural Resources

Preserving important aspects of our past gives us a sense of continuity and meaning and historic preservation efforts often foster community pride. Because cultural resources provide an important window to the past, many Wisconsin residents seek to retain those resources that make their communities distinctive. The presence of these resources also creates a level of respect for those individuals who formed the character of the community new residents now enjoy.

Overall, planning for cultural resource preservation can have several benefits. The cultural resource section of a comprehensive plan can serve as the first step in a cultural and historic preservation effort. This section can also be used as a base for a more detailed analysis of historic preservation at a later date.

The City of Menasha Landmarks Commission was created in 1995 with one goal: to protect, enhance, perpetuate, continue the use of improvements of special character, special historic interest or value. Several objectives were identified related to the overall goal, they are as follows:

- ◆ Safeguard elements of the City’s historic and cultural heritage, as embodied and reflected in historic structures, sites, and districts.
- ◆ Foster civic pride in the accomplishments of the past.
- ◆ Promote the use of historic structures, sites and districts for the education, pleasure and welfare of the people of the City.
- ◆ Integrate the modern environment with historic buildings and sites.
- ◆ Stabilize and improve property values.
- ◆ Serve as a support and stimulus to business and industry, thereby strengthening the economy of the city.

In order to meet the identified objectives and ultimately fulfill the overall goal, nine powers and duties were assigned to the Landmarks Commission. These duties were specifically designed to aid in achieving the objectives. In summary, the duties encompass the identification of sites and districts, the completion of a list of eligible sites and districts, the preparation of a Historic Preservation Plan, and promoting public education and support for the preservation and enhancement of historic sites and districts.

A predecessor to the Landmarks Commission, the Historic Preservation Committee commissioned an intensive survey. The Menasha Intensive Survey Report, authored by Peter James Adams and Associates was completed in 1986. The intensive survey was “intended for use by the City and the community in planning development projects and establishing a local preservation agenda.”

5.13.1 Historic Places

Menasha has many historic and cultural resources that are important to the fabric of the community. Significant assets include homes, churches, commercial buildings and the effigy mounds. Over the years, many of these resources have been altered or destroyed in the course of redevelopment or by other factors. Nevertheless, the remaining assets provide an important connection to Menasha’s past.

The 1986 intensive survey provided a framework on which the Historic Preservation Committee, and later the Landmarks Commission, used to establish two historic districts in the downtown commercial corridor. A revolving loan fund was established to provide assistance for façade improvements to these locally designated properties and the city has had success within these two small, geographically confined districts.

The National Register of Historic Places recognizes properties of local, state, and national significance. Properties are listed in the National Register because of their association with significant persons or events, because they contain important information about our history or prehistory, or because of their architectural or engineering significance. The National Register also lists important groupings of properties as historic districts. In addition, the National Park Service highlights properties that have significance to the nation as a whole by conferring them the status of National Historic Landmark.

The Wisconsin State Register of Historic Places parallels the National Register. However, it is designed to enable state-level historic preservation protection and benefits. Most of the properties in Wisconsin listed in the National Register are also listed in the State Register. According to the Wisconsin Historical Society there are 12 sites located in the City of Menasha as listed. All sites are located in the Winnebago County portion of the city. The period of

significance indicates the length of time when a property was associated with important events, activities or persons, or attained the characteristics that qualify it for register listing.

- ◆ Augustin, Gustav, Block. 68 Racine Street. Identified as a single dwelling specialty store with a period of significance of 1875-1899.
- ◆ Banta, George, Sr. and Ellen House. 348 Naymut Street. Identified as a Queen Anne home by the architect William Waters with a period of significance of 1875-1949.
- ◆ Brin Building. 1 Main Street. Identified as a commercial structure having an architectural style of late 19th and 20th century revival from the architect H.D. Werwath. Period of significance of 1925-1949.
- ◆ Doty Island. Identified as having historic, aboriginal, and prehistoric significance. Site includes three structures.
- ◆ Koch, Carl, Block. 2 Tayco Street. Identified as a single dwelling/business with an architectural style of late 19th and early 20th century American movements. Period of significance of 1875-1899.
- ◆ Menasha City Hall. 124 Main Street. Identified as late Victorian government structure from architect Charles Hove. Period of significance of 1875-1924. Please note: This site is listed as having been removed from the National Register due to the fact that it was demolished but it still is included on the State Register list.
- ◆ Menasha Dam. Fox River at Mill Street. Period of significance of 1925-1949.
- ◆ Menasha Lock Site. Identified as including four total sites and one building. Includes a wide range period of significance.
- ◆ Tayco Street Bridge. Tayco and Water Streets. Identified as classical revival architectural style from architect McMahon & Clark. Period of significance of 1925-1949.
- ◆ U.S. Post Office-Menasha. 84 Racine Street. Identified as colonial revival architectural style from architects James A. Wetmore and Vincent Chibai. Period of significance of 1925-1949.
- ◆ Upper Main Street Historic District. 163-240 Main, 3 Mill, 56 Racine, and 408 Water Streets. Identified architectural styles of Queen Anne and classical revival. Period of significance of 1884-1934.
- ◆ Washington Street Historic District. 214-216 Washington Street. Identified as architectural style of tudor revival from architect Henry Auler. Period of significance of 1930-1935.

5.13.2 Museums

Tayco Street Bridge Museum

The Tayco Street Bridge Museum was created in 1995(?) following the collapse of the Tayco Street bridge. The museum and adjoining greenspace redevelopment was conceived as a project to retain the bridge towers as a significant Menasha landmark. The project was largely funded through a Department of Transportation enhancement grant, which was tied to the bridge reconstruction. The theme of the museum relates to the significance of transportation to the development of Menasha and the region as a whole. The museum is open May through October during navigational season from 10 a.m.-7 p.m.

5.13.3 Wisconsin Architecture and History Inventory

NOTE: STILL NEED TO INSERT AHI DATA

The Wisconsin Architecture & History Inventory (AHI) provided by the Wisconsin Historical Society lists historical and architectural information on properties in Wisconsin. The AHI contains data on buildings, structures, and objects that illustrate Wisconsin's unique history. The majority of properties listed are privately owned. Listed properties convey no special status, rights, or benefits. This inventory could be used by the county and its communities as another source for information on historical or architecturally important sites. These sites should be periodically reviewed for possible designation on state or national registers.

According to the AHI, the City of Menasha has 1,173 sites on the Wisconsin Architecture & History Inventory. To get a description of the AHI sites in the City of Menasha, see the AHI website: www.wisconsinhistory.org/index.html

5.13.4 Archaeological Site Inventory

The Wisconsin Historical Society (WHS) maintains a list of archaeological sites and cemeteries referred to as the Archaeological Site Inventory (ASI), a component of the Wisconsin Archaeological and Historic Resource Database (WisAHRD). The Archaeological Site Inventory (ASI) is the most comprehensive list of archaeological sites, mounds, unmarked cemeteries, marked cemeteries, and cultural sites available. However, the ASI does not include all of the sites and cemeteries present in the state. It includes only those sites that have been reported to the Wisconsin Historical Society. The information in the ASI is a compilation of reports covering a period of 150 years. The information for each entry varies widely and WHS has not been able to verify all of the entries. Few of these sites have been evaluated for their importance. The ASI is changed and updated on a daily basis and recommendations about site importance may change as new information becomes available. The attached site list will become quickly out of date and a procedure for updating the list should be developed.

Since only a small portion of the community has been surveyed for the presence of archaeological sites and cemeteries, the sites listed in the inventory represent only a fraction of the sites that are actually present. This sample of sites does not reflect the rich history of the area. Many more sites are present in the area and many may be eligible for the National Register and may be important. Notably missing are sites related to the history of agriculture in the area; a way of life that started 1,000 years ago as well as early home and business sites.

At the present time, a total of five cemeteries or burial sites have been identified as having importance to the City of Menasha community. All are located in the Town of Menasha. Two of the cemeteries are cared for by St. John's Catholic Church, and the third is run by St. Mary's Catholic Church. Resthaven Cemetery is owned and operated by the City of Menasha.

Additionally, the Menasha City Cemetery is located in the township. Since a systematic survey of the city has not been completed, additional cemeteries and burials may be present

5.14 Community Design

Community design as a cultural resource helps explain the origins and history of how a community looks, feels, and functions in the present day. Components of the origin of community design include historic settlement patterns, resource use (like mining, farming, and forestry), the industries and businesses that influenced urban areas, transportation features and traffic flow patterns, natural features like rivers, lakes, and wetlands, and the heritage and values of the people that lived in a community in the past and that live there today. These factors might be expressed through street layout, building architecture, landscaping, preservation of natural features, development density, and other components of development design. The design of a community as seen today might also be influenced by community decisions including the use of zoning and subdivision controls, the establishment of parks and other community facilities, the use of historic preservation, and in some cases, land use planning.

The downtown area is generally defined by the Fox River on the south, Racine Street on the east, north to Third Street, west to Milwaukee Street, south to Broad Street, west on Broad Street to Tayco Street, south to the Fox River. The City of Menasha's urban form is typical of communities that developed on water transportation routes with industries that depended on water for daily operations. The area is a true example of the term "mixed use". There are a wide variety of land uses that coexist in this area including business, housing, government, recreation, a large public square, a marina and a variety of transportation routes.

The housing includes both older and newer structures and includes apartments, single family detached homes, and condominiums. The age of structures varies as well with older buildings and new development coexisting within a confined geographic area. The density is appropriately higher in this area of the city than it might be in others which corresponds to the higher level of services offered in this area. Businesses include restaurants, banks, professional services, personal services, corporate offices, pharmacies, and retail. The city government is also located on Main Street and is within easy access of area amenities. Services such as the Menasha Library and the Senior Center are located in the immediate area with the library being located only two blocks from Main Street and the Senior Center being located directly across from the marina. The area has a good and diverse transportation network including roads, trails, bike lanes, bus routes and wide sidewalks.

Current events in this area include an Oktoberfest celebration, Otto Grunski race and a New Year's Eve celebration.

Map 5-4: Historical and Cultural Features

5.15 Agricultural, Natural, and Cultural Resources Goals and Objectives

Following are the goals and objectives developed by the City of Menasha regarding agricultural, natural, and cultural resources.

PLEASE NOTE THAT HIGHLIGHTED AREAS WERE ALREADY INCLUDED IN THE PLAN AND RELATE DIRECTLY TO ARTS/CULTURAL INITIATIVES

Goal: Support the agricultural resources of the county and the region.

Note: We can discuss why this should stay included as a goal.

Objectives

1. Consider the placement of agriculture related businesses and services in the community's commercial and industrial areas. Again, I think this should stay included- it refers to supporting businesses such as grain trade, stores that cater to ag businesses, etc... that would support regional goals. Obviously the city itself is not agricultural but the counties are and it is important to promote consistency between plans and imply a sense of intergovernmental cooperation and support. It is important for the DOA to see this mutual support and cooperation when it comes time to evaluate compliance of the plan.

Goal: Maintain, preserve, and enhance the city's natural resources.

Objectives

1. Address the potential impacts of proposed public and private development on groundwater quality and quantity, surface water quality, stormwater runoff, green space, wetlands and woodlands.
2. Consider development impacts on, and where appropriate direct development away from wetlands, floodplains, steep slopes, areas of exposed bedrock, high groundwater areas, marginal soil areas, rare or unique, and environmentally sensitive natural resources.

Goal: Mitigate impacts of development on surface waters.

Objectives

1. Encourage the creation and preservation of buffers and building setbacks between intensive land uses and surface water features.
2. Develop partnerships with adjacent towns and communities, counties, lake and river organizations, and state agencies to address surface water quality degradation.
3. Improve the management of stormwater runoff.
4. Educate residents on the impacts of everyday living on water quality.

Goal: Preserve natural features like woodlands, wetlands, floodplains, shorelands, and open spaces in order to maintain and enhance community green space.

Objectives

1. Maintain, improve, and create additional parklands.
2. Manage growth to preserve and create additional interconnected green space corridors.
3. Preserve trees, wetlands and woodlands.
4. Preserve open space next to the shoreline for public access and natural resource protection.

Goal: Enhance community image with attractive entrances, a mix of business types, a vital downtown, and community culture and events.

Objectives

1. Manage the impacts of development on those features that the community values as a part of its character and identity.
2. Explore options for improving the design and appearance of buildings and sites.
3. Address light and noise pollution when evaluating proposed development.
4. Explore options for and enhancements to community entrances, including wayfinding systems.
5. Continue to support existing and the creation of new community events.
6. Promote Menasha's unique cultural assets and support the addition of new cultural places and facilities.
7. Enhance a vital downtown and outlying commercial and retail districts and provide adequate pedestrian areas and aesthetic features which encourage consumer activity and enhance community character.
8. Support the development of regional facilities, cultural amenities, and services that will strengthen the long-term attractiveness of the city, counties, and the region.

Goal: Preserve significant historical and cultural sites, structures, and neighborhoods that contribute to community identity and character.

Objectives

1. Identify, record, and protect community features with historical or archaeological significance.
2. Address the potential impacts of development proposals on historical and archeological resources.

3. Encourage efforts that promote the history, culture, and heritage, of the city. Please note this was already included- deals with culture which would include arts
4. Explore options for achieving improved historic design and appearance.

5.16 Agricultural, Natural, and Cultural Resources Policies and Recommendations

Policies and recommendations build on goals and objectives by providing more focused responses and actions to the goals and objectives. Policies and recommendations become the tools that the community should use to aid in making land use decisions. Policies and recommendations that direct action using the words “will” or “shall” are advised to be mandatory and regulatory aspects of the implementation of the comprehensive plan. In contrast, those policies and recommendations that direct action using the word “should” are advisory and intended to serve as a guide.

1. Applicable city and county shoreland protection standards shall be utilized to address development proposals in shoreland areas.
2. Development occurring within or near sensitive environmental resources shall incorporate those resources into the development rather than harm or destroy them.
3. Site management practices (e.g. limit/phasing clearing and grubbing), erosion control, and other measures designed to prevent rather than treat sediment and other pollutants from land disturbing activities shall be maintained.
4. Wisconsin Department of Natural Resources Best Management Practices will be utilized to the maximum extent possible for any activities occurring in the community’s forests and wetlands.
5. Implement an erosion control ordinance to minimize the impacts of construction on natural resources.
6. The clean-up and reuse of brown field sites should be pursued to the extent practicable.
7. Household hazardous waste collection will be conducted at least once every five years.
8. Federal, state, and county regulation changes or additions regarding agricultural, natural, and cultural resources will be monitored for their impact on local resources.
9. Community events or programs shall be held at community parks to encourage their use.
10. Streets shall be designed and located in such manner as to maintain and preserve natural topography, cover, significant landmarks, and trees, and to preserve views and vistas.
11. An interconnected network of environmental corridors shall be maintained where possible throughout the community.

12. Environmental corridors shall be defined as those identified as environmentally sensitive areas in the Neenah-Menasha Sewer Service Area Plan.
13. Environmental corridors shall be used for natural habitat, conservancy, trails and pathways, and outdoor recreation activities which do not adversely impact natural features found within the corridor.
14. The conversion and fragmentation of designated environmental corridors by new development, roads, and utilities shall be minimized to the extent practical.
15. All wetlands and buffer areas subject to state or federal jurisdiction, streams, rivers, lakes or ponds; other wetlands; or any wetland associated with a closed depression shall not be developed, drained, or filled except in conformance with applicable permitting requirements.
16. All forms of development in designated flood hazard areas will be regulated in accordance with floodplain zoning requirements.
17. All development proposals will be reviewed and evaluated for their potential effects on the groundwater.
18. Evaluate the community's ability to respond to a spill of contaminated or hazardous material and make changes as necessary to ensure that spills will be remediated as soon as possible.
19. Promote preservation of historical, cultural, and archaeological sites within the community.
20. A map and database of historic structures will be developed within the planning period.
21. Existing ordinance will be reviewed to evaluate their ability to protect historic sites.
22. Continue to review proposals for the development of properties abutting historic resources to ensure that land use or new construction does not detract from the architectural characteristics and environmental setting of the historic resource.
23. Lake protection or similar grants will be evaluated for their applicability to the community.
24. Support the development of comprehensive river, stream and lake management plans which include surveys, assessment and monitoring, and recommendations for restoration and improvement.
25. The community will utilize its subdivision review authority and official mapping authority to protect environmental corridors within the city limits and its extraterritorial area.
26. Municipal services will not be extended unless a plan for their immediate use is in place.

27. Consider amending existing ordinances to extend local preservation jurisdiction to other historically significant sites, structures, and neighborhoods to preserve the history and heritage of these areas for future generations.
28. Modify grass and weed ordinance to allow for natural vegetation, particularly along waterways.
29. Encourage development of Menasha cultural heritage walking and biking tours. These cultural tours could include ‘wayfinding’ street signs, building signage, and maps to direct the visitor to areas or sites of cultural interest within the City of Menasha.

5.17 Agricultural, Natural, and Cultural Resources Programs and Resources

The following programs and resources are currently utilized by the community or are available for use by the community to implement the goals, objectives, policies, and recommendations identified.

Calumet County Land and Water Conservation

The Calumet County Land and Water Conservation Department (LWCD) provides local landowners, managers and units of government with technical assistance to find solutions to land and water resource management problems. The department also conducts a variety of conservation educational programs in partnership with other agencies and organizations, including the City of Menasha. LWCD helps local landowners, managers, municipalities and organizations determine what financial assistance may be to help offset the costs of conservation work and assist them in obtaining those funds.

Civic Organizations

The City of Menasha has many civic service organizations which are involved with strengthening the city in a variety of ways. They include Knights of Columbus, Rotary Club, The Elks, Kiwanis Club and Eagles.

ECOS – Fox Valley

ECOS-Fox Valley is a group of non-profit organizations, businesses, governments and citizens that plans with and advocates for the Fox Valley region, for a future that is locally self-reliant and that sustains the regional and global environment.

Friends of the Fox:

The Friends of the Fox is a not-for-profit advocacy group established to preserve and develop the environmental, cultural, historical, economic and quality-of-life assets offered by the Fox River Valley. They are committed to offering a formal, professional structure which may be used by the citizens of northeast Wisconsin to promote discussion of the issues and actions that affect the waterway.

Their concerns include water quality; recreational opportunities and tourism; wildlife ecology and habitat maintenance; the 17-lock navigation system for boaters, tourism, and commercial

use; maintenance of historic landmarks and protection of the overall Fox River System environment.

Fox Cities Greenways

Fox Cities Greenways, Inc. is a nonprofit 501(c)3 organization that works with all cities, towns and counties in the Fox Cities to expand and connect a comprehensive trail system. Their mission includes the following:

- Develop and protect environmental corridors for future generations
- Provide safe travel routes for bikes and pedestrians
- Encourage environmental planning and trail development among Fox Cities communities
- Expand recreational opportunities on the Fox Cities waterways
- Provide tourist destinations for use by Fox Cities residents and visitors

Recent projects supported by Fox Cities Greenways include the Trestle Trail and fishing pier located on Little Lake Butte des Morts in the City of Menasha. Fox Cities Greenways offers trail planning assistance and administers a Trail Grant Loan Program.

Fox River Navigational Authority

The Fox River Navigational Authority rehabilitates, repairs, and manages the navigation system on or near the Fox River in 3 counties. The Authority may enter into contracts with nonprofit organizations to raise funds. Additionally, the authority may charge fees for services provided to watercraft owners and users of navigational facilities.

The Authority consists of six members nominated by the governor, and with the advice and consent of the senate appointed, for 3-year terms. Two of the 6 members appointed shall be residents of Brown County, 2 shall be residents of Outagamie County, and 2 shall be residents of Winnebago County. At least one of the 2 members appointed from each of the counties specified shall be a resident of a city, village, or town in which is located a lock that is part of the navigational system.

The mission of the authority is to serve the citizens of the Fox River area and the state by rehabilitating, maintaining, developing and operating the navigational system to promote tourism and recreational use of the navigational system, and to maintain and improve the scenic, physical, historic and environmental character of the navigational system.:

Fox-Wolf Watershed Alliance

The Fox-Wolf Watershed Alliance is an independent nonprofit organization that identifies issues and advocates effective policies and actions that protect, restore and sustain the water resources of the Fox-Wolf River Basin.

The vision for the Fox-Wolf Watershed Alliance is to:

- Serve as a total basin resource that provides unbiased information to support the development of responsible, well-informed policies and practices.
- Exist as a neutral partner that promotes the watershed concept to solve water quality issues.
- Seek effective ecosystem management based on good science and least-cost initiatives that emphasize resource protection and preservation.

- Employ a process that fosters open communication among all stakeholders in the basin to achieve broad-based support.
- Act as a catalyst for action, to provide information, education and research to empower others to solve problems. Make implementation a strong component of all efforts.
- Take direction from a working board that is representative of the basin and is committed to protecting the resources. The board sets policy and program direction. The board is responsible for adequate funding of the organization. The board and staff will work together to achieve the organization's goals and objectives

Heckrodt Wetland Reserve

Heckrodt Wetland Reserve was created to foster the preservation of wildlife and natural plant growth. They are also committed to educating people about our eco-system.

It includes 76 acres of forested wetland, wetland meadow, open water, and upland field communities. Facilities include a nature center with indoor living wetland and live reptiles, amphibians, and fish, as well as mounted specimens of Wisconsin mammals and bird species. This reserve provides visitor education while encouraging an ethic of environmental stewardship in a fun, hands-on environment.

Landmarks Commission:

In creating this commission in 1995, the Common Council declared as a matter of public policy that the "protection, enhancement, perpetuation, and use of improvements of special character, special historic interest or value is a public benefit in that such protection, enhancement, perpetuation, and continued use is believed to"...

- serve as support and stimulus of business and industry and strengthen the city's economy;
- safeguard Menasha's historic and cultural heritage;
- stabilize and improve property values;
- foster civic pride in accomplishments of the past;
- promote the use of historic structures and sites for the education and enjoyment of Menasha residents; and
- integrate the modern environment with historic buildings and sites.

The Landmarks Commission has broad responsibilities for managing the city's historic resources. These responsibilities include: listing structures eligible for specially designated landmarks status; in cooperation with the Plan Commission, preparing a Historic Preservation Plan; working with the state Historic Preservation Review Board to enroll designated properties in the National Register of Historic Places; recommending the acquisition of appropriate properties; establishing markers for historic sites and districts; promoting public education, interest, and support for the preservation and enhancement of historic features; and advising owners of historic resources of preservation techniques and benefits.

Menasha Historical Society

NEED TEXT

Northeast Wisconsin Stormwater Consortium (NEWSC)

The Northeast Stormwater Consortium is a network of communities that share resources to cost-effectively address stormwater issues and ultimately achieve behavior change, thereby improving watershed health. While regulatory compliance is acknowledged as one reason for being, member communities are committed to enhancing area residents' quality of life through stormwater management and recognize the importance of doing more than just "getting by." Member communities see the connection between effective stormwater management and clean water for drinking and recreating, reduced flooding, and enhanced beauty and health of streams and lakes.

The mission of the Northeast Wisconsin Stormwater Consortium is to facilitate efficient implementation of stormwater programs locally and regionally that will meet both DNR and EPA regulatory requirements and maximize the benefit of stormwater activities to the watershed by fostering partnerships, and by providing technical, administrative, and financial assistance to members. Specifically, NEWSC's mission will be achieved by:

- ***Fostering Partnerships*** -- enhancing communication across jurisdictional boundaries and providing a forum for discussions about regional approaches to stormwater management.
- ***Sharing Information*** – being a clearinghouse of information, knowledge and experience with best management practices, ordinances and other stormwater concerns and programs.
- ***Administrative Efficiency*** -- working toward efficient regulatory compliance by sharing information and experiences with the permit process; partnering on certain required program elements for the permit; or, formally submitting joint permit applications.
- ***Pooling Financial Resources*** - pooling financial, staffing, or other resources to obtain the services and supplies necessary to implement programs required under the permit (e.g. outreach materials).

University of Wisconsin Cooperative Extension – Calumet and Winnebago Counties

Cooperative Extension develops practical educational programs tailored to local needs and based on University of Wisconsin knowledge and research. County-based Extension educators are University of Wisconsin faculty and staff who are experts in agriculture and agribusiness, community and economic development, natural resources, family living, and youth development.

US Army Corps of Engineers

The Mission of the US Army Corps of Engineers is to provide quality, responsive engineering services to the nation including; planning, designing, building and operating water resources and other civil works projects (Navigation, Flood Control, Environmental Protection, Disaster Response, etc.) Locally, the Corps manages water levels in the Winnebago pool and operates a series of dams in the Lower Fox River for flood control and related purposes.

Wild Ones

Wild Ones, established in 1977, promotes the concept of landscaping with native plants with a mission to educate and share information with members and communities and to promote biodiversity and environmentally sound practices. They serve as a resource for private

individuals, schools, commercial property owners, and community decision makers as they move toward ethical choices in land use and in the redefinition of current guidelines and ordinances affecting our landscape.

The Fox Valley Area Chapter has established a "Natural Landscaping for Tomorrow" fund which awards grants to Fox Valley WI area schools, houses of worship, and other public and nonprofit organizations who wish to create natural landscapes or outdoor classrooms using native plants. This chapter has also identified several long-range goals which include ensuring that local ordinances encourage natural landscaping.

Winnebago County Land and Water Conservation

The Winnebago County Land and Water Conservation Department is dedicated to provide competent, professional services in the planning, design, and implementation of programs and projects that protect, restore, and sustain the natural resources of Winnebago County.

Winnebago Lakes Council

The Winnebago Lakes Council, Inc. is a 501(c)(3) tax-exempt non-profit organization focused on charitable, educational, and scientific purposes. The Winnebago Lakes Council promotes the long-term sustainability of Lakes Winnebago, Butte des Morts, Winneconne, and Poygan and their connecting rivers. The mission of the Council is to protect and improve the ecological health and scenic beauty of the Winnebago lakes through citizen involvement in research, communication, cooperation, and education. The Winnebago Lakes Council initiates and partners with other groups to accomplish projects that support its mission. Recent projects focus on the following topics:

- Aquatic Invasive Species
- Lake Monitoring
- Stream Monitoring
- Watershed Network

The Winnebago Lakes Council have also helped partners by offering logistical help or letters of support for their projects, including East Central Wisconsin Regional Planning Commission's efforts to improve watershed modeling to give citizens in urbanizing areas more information about how land use choices will impact pollution and run-off into the lakes

Wisconsin Department of Natural Resources

The Department of Natural Resources is dedicated to the preservation, protection, effective management, and maintenance of Wisconsin's natural resources. It is responsible for implementing the laws of the state and, where applicable, the laws of the federal government that protect and enhance the natural resources of our state. It is the one agency charged with full responsibility for coordinating the many disciplines and programs necessary to provide a clean environment and a full range of outdoor recreational opportunities for Wisconsin citizens and visitors.

Grants are available for acquisition of land and easements for conservation and outdoor recreation purposes, conservation, dam rehabilitation/abandonment, dry cleaner remediation, forest fire protection, urban forestry, gypsy moth, household hazardous waste collection, hunter education, lakes, municipal flood control, nonpoint source runoff pollution, parks, recreational

facilities and trails, recycling, habitat restoration, rivers, small and abandoned dam removal, stewardship, urban wildlife damage and well compensation. Environmental loans are available for drinking water, wastewater, and brownfield projects.

5.17.1 The Wisconsin Historical Society (WHS)

The Wisconsin Historical Society (WHS) maintains a list of archaeological sites and cemeteries referred to as the Archaeological Site Inventory (ASI) a component of the Wisconsin Archaeological and Historic Resource Database (WisAHRD). The Archaeological Site Inventory (ASI) is the most comprehensive list of archaeological sites, mounds, unmarked cemeteries, marked cemeteries, and cultural sites available. The ASI does not include all of the sites and cemeteries present in the state, however. It includes ONLY those sites that have been reported to the Wisconsin Historical Society. The information in the ASI is a compilation of reports covering a period of 150 years. The information for each entry varies widely and WHS has not been able to verify all of the entries. Few of these sites have been evaluated for their importance. The ASI is changed and updated on a daily basis and recommendations about site importance may change as new information becomes available. For further information visit the Wisconsin Historical Society website.

The Wisconsin Architecture and History Inventory (AHI), provided by the Wisconsin Historical Society, lists historical and architectural information on properties in Wisconsin. The AHI contains data on buildings, structures, and objects that illustrate Wisconsin's unique history. The majority of properties listed are privately owned. Listed properties convey no special status, rights, or benefits. This inventory could be used by the county and its communities as another source for information on historical or architecturally important sites. For further information on the AHI, visit the Wisconsin Historical Society website.

6. Economic Development

6.1 Introduction

A community's economic well-being and quality of life depend on proactive economic development planning. Such planning creates a framework for the support of job creation/retention, income growth and an increased tax base. Because there are many outside forces affecting local and regional economies, economic development will occur within a community whether the changes are positive or negative; planned or random. A sound economic development plan that is based on community values allows for the community to more easily adapt to these changes when they occur. A community that is prepared will be equipped to proactively address issues such as enhancing a community's competitiveness, establishing industrial policy, encouraging sustainable development, creating jobs, increasing wages and enhancing worker training, and improving overall quality of life. All of these issues affect residents within a community and are addressed directly or indirectly in the comprehensive plan.

A successful economic development plan will recognize the importance of the changing global economy and the function of the community and region in it. The plan must also address workforce education and skill-building, high-tech infrastructure investments, enhancing quality of life, creating an environment which facilitates business innovation, technological advances to increase government efficiency, and regional governance and collaboration (Wisconsin Economic Development Institute, Inc. (WEDI), *A Guide to Preparing the Economic Development Element of a Comprehensive Plan*, 2003).

Not unlike other communities in the region, the City of Menasha has in recent years been experiencing a loss of manufacturing jobs and an increase in service-sector employment. This creates challenges as well as opportunities – challenges with respect to retraining/reemploying those workers who have lost their jobs and the replacement of relatively high paying manufacturing jobs with other lower paying service sector jobs. It also poses challenges with regard to the redevelopment/reuse of abandoned manufacturing sites. These sites often require the infusion of large amounts of capital for building demolition and site remediation. Opportunities come in the form of being able to introduce new economic uses as well as provide for public use and aesthetic enhancement of distressed areas. In the downtown, Menasha has seen a number of retail, arts and personal/professional services settle in. The city also has had success investing in office and residential redevelopment projects in or near the downtown aided by the use of tax incremental financing.

This section summarizes economic characteristics of the City of Menasha, provides further detail about future economic development, and identifies goals, objectives, policies, recommendations, and programs with regard to economic development.

6.2 Labor Force

Civilian Labor Force

The labor force, as defined by the Wisconsin Department of Workforce Development, includes those who are either working or looking for work, but does not include individuals who have

made a choice not to work (retirees, homemakers, and students), nor does it include institutional residents, military personnel, or discouraged job seekers.

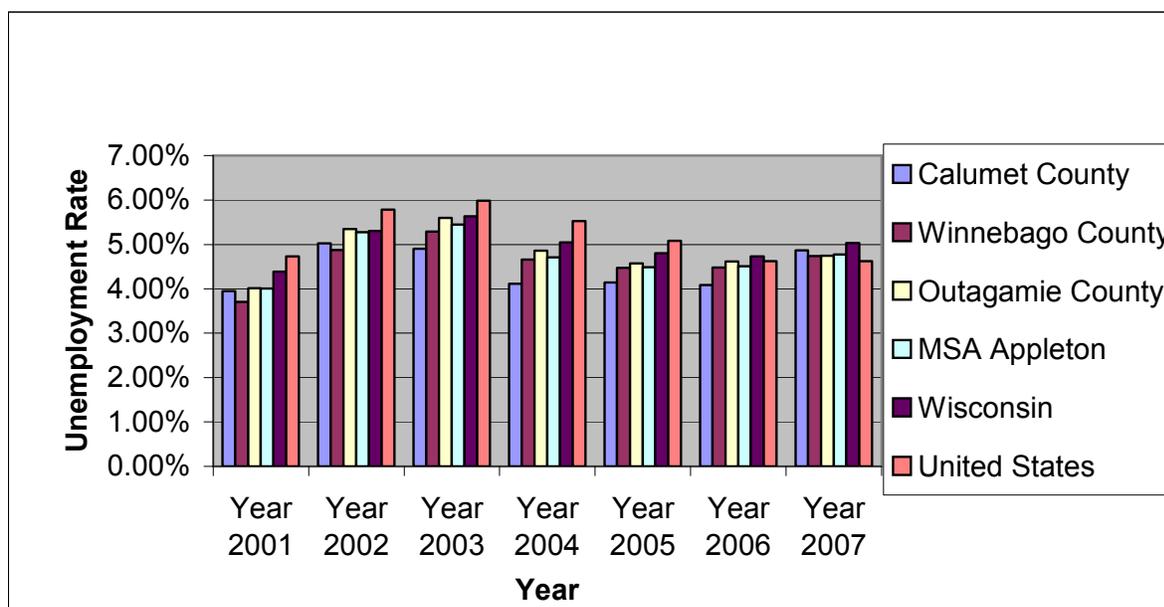
Labor force participation increases and decreases with changes in labor market conditions. Table 6-1 displays the civilian labor force estimates for Calumet County, Winnebago County, Outagamie County, the Appleton MSA, and the State of Wisconsin from 2001 to 2007.

**Table 6-1
Civilian Labor Force Annual Averages, 2001-2007**

	2001	2002	2003	2004	2005	2006	2007	% Change 2001- 2006	% Change 2001- 2007
Calumet County									
Labor Force	24561	24815	25219	25057	25189	25411	25881	3.46%	5.37%
Employment	23590	23568	23982	24026	24145	24374	24622	3.32%	4.37%
Unemployment	971	1247	1237	1031	1044	1037	1259	6.80%	29.66%
Rate	4	5	4.9	4.1	4.1	4.1	4.87	2.50%	21.75%
Winnebago County									
Labor Force	91881	92136	91589	91129	91541	92491	92432	0.66%	0.60%
Employment	88475	87644	86747	86883	87443	88344	88049	-0.15%	-0.48%
Unemployment	3406	4492	4842	4246	4098	4147	4382	21.76%	28.66%
Rate	3.7	4.9	5.3	4.7	4.5	4.5	4.74	21.62%	28.11%
Outagamie County									
Labor Force	94523	94485	95450	94772	95229	96174	97287	1.75%	2.92%
Employment	90730	89439	90113	90168	90872	91734	92668	1.11%	2.14%
Unemployment	3793	5046	5337	4604	4357	4440	4619	17.06%	21.78%
Rate	4	5.3	5.6	4.9	4.6	4.6	4.74	15.00%	18.50%
MSA Appleton									
Labor Force	119084	119300	120670	119830	120417	121585	123168	2.10%	3.43%
Employment	114320	113007	114095	114194	115017	116108	117290	1.56%	2.60%
Unemployment	4764	6293	6575	5636	5400	5477	5878	14.97%	23.38%
Rate	4	5.3	5.4	4.7	4.5	4.5	4.78	12.50%	19.50%
Wisconsin									
Labor Force	3030998	3021068	3038164	3023454	3033025	3062932	3086243	1.05%	1.82%
Employment	2897937	2860915	2866994	2871034	2887434	2918155	2930869	0.70%	1.14%
Unemployment	133061	160153	171170	152420	145591	144777	155374	8.80%	16.77%
Rate	4.4	5.3	5.6	5	4.8	4.7	5.04	6.82%	14.55%

Source: Wisconsin Department of Workforce Development, Local Area Unemployment Statistics, 2001-2007.

**Figure 6-1
Unemployment Rates**



Source: Wisconsin Department of Workforce Development, Local Area Unemployment Statistics, Years 2001-2007

From 2001 to 2007 the labor force of Calumet and Winnebago Counties increased by 5.37% and 0.6% respectively, while the labor force of the State of Wisconsin increased by 1.82%. The unemployment rates for the counties and the state has fluctuated during the five year period, with Winnebago County experiencing the greatest increase in unemployment. Despite the large increase, Winnebago County's 2007 unemployment rate is nearly level with that of Calumet County and the State.

Educational Attainment

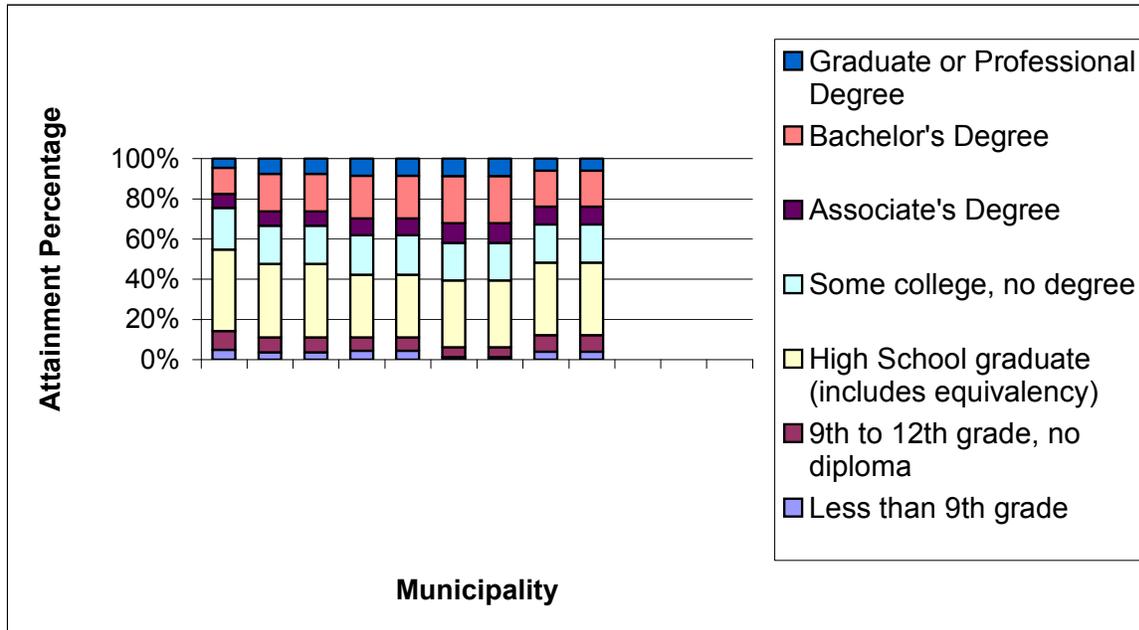
Table 6-2 displays the level of educational attainment for persons 25 and older who were residents of Calumet County, Winnebago County, the City of Menasha and surrounding municipalities in the year 2000. The educational attainment of persons is often an indicator of income level, job availability, and overall well being of the community. Lower educational attainment levels can be a hindrance to attracting certain types of businesses, typically those that require high technical skills and upper-level management skills.

Table 6-2
Educational Attainment of Persons Age 25 and Over,
Calumet County, Winnebago County, and City of Menasha, 2000

Educational Attainment Level	City of Menasha		City of Neenah		City of Appleton		Town of Harrison		Town of Menasha	
	Number	% of Total Population	Number	% of Total Population	Number	% of Total Population	Number	% of Total Population	Number	% of Total Population
Less than 9th grade	520	4.87%	569	3.59%	1,988	4.49%	47	1.25%	425	4.00%
9th to 12th grade, no diploma	1,004	9.41%	1,193	7.53%	2,955	6.68%	186	4.95%	862	8.12%
High School graduate (includes equivalency)	4,310	40.40%	5,786	36.50%	13,744	31.07%	1,253	33.33%	3,843	36.20%
Some college, no degree	2,209	20.71%	3,014	19.02%	8,659	19.57%	699	18.60%	2,022	19.05%
Associate's Degree	751	7.04%	1,117	7.05%	3,755	8.49%	367	9.76%	940	8.85%
Bachelor's Degree	1,386	12.99%	2,986	18.84%	9,367	21.17%	882	23.46%	1,893	17.83%
Graduate or Professional Degree	487	4.57%	1,185	7.48%	3,770	8.52%	325	8.65%	631	5.94%
Total	10,667	100.00%	15,850	100.00%	44,238	100.00%	3,759	100.00%	10,616	100.00%

Source: U.S. Census Bureau, SF3, Year 2000.

Figure 6-2
Educational Attainment of Persons Age 25 and Over,
Calumet County, Winnebago County, and City of Menasha, 2000



Source: U.S. Census Bureau, SF3, Year 2000.

As with other demographic characteristics, the City of Menasha most closely mirrors Winnebago County with regard to educational attainment. Although the percentage of high school graduates is higher in Menasha than most neighboring communities and the State of Wisconsin, the city's percentage of residents with a bachelor's, or graduate/professional degrees is significantly lower. Altogether, 17.56% of Menasha residents have received at least a bachelor's degree or higher. The next closest is Calumet County with 20.77% and the community with the highest educational attainment is the Town of Harrison with 32.11% of its residents having obtained a bachelor's degree or graduate/professional degree. The State of Wisconsin average is almost 5% higher than the City of Menasha.

Travel Time to Work

For most of the population, their home location is dependent upon where they work. Knowing the amount of time people are willing to travel to work can serve as an indication for future locations of housing and/or economic development.

Table 6-3 displays the travel time to work for the City of Menasha, neighboring communities, Calumet and Winnebago Counties, and the State of Wisconsin in 2000.

Table 6-3
Travel Time to Work, City of Menasha and Surrounding Areas, 2000

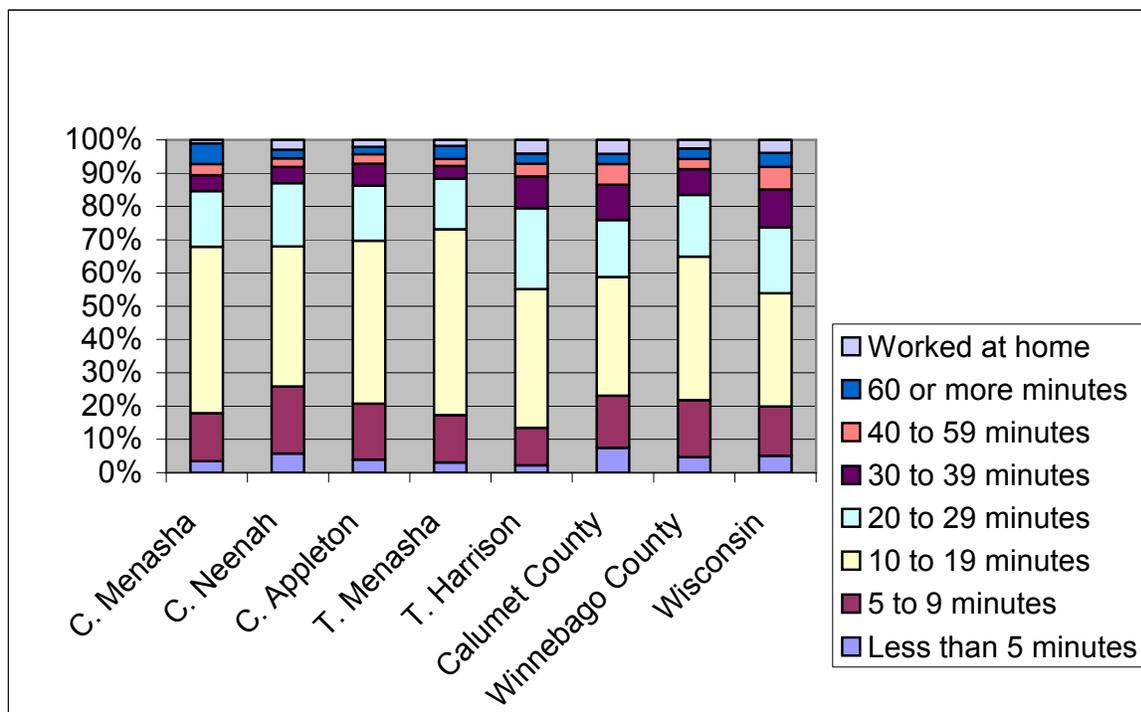
Municipality	Less than 5 minutes	5 to 9 minutes	10 to 19 minutes	20 to 29 minutes	30 to 39 minutes	40 to 59 minutes	60 or more minutes	Worked at home
C. Menasha	310	1,269	4,442	1,488	415	303	546	96
C. Neenah	712	2,514	5,214	2,371	602	321	323	360
C. Appleton	1,453	6,139	17,796	6,019	2,401	1,049	797	781
T. Menasha	261	1,238	4,851	1,317	334	183	338	157
T. Harrison	73	367	1,358	788	313	126	98	136
Calumet County	1,631	3,454	7,789	3,762	2,304	1,385	657	931
Winnebago County	3,794	13,921	34,983	14,957	6,280	2,535	2,550	2,089
Wisconsin	135,194	398,697	917,206	531,628	307,835	181,568	113,181	105,395

Source: U.S. Bureau of the Census, STF-3, 2000. Only included workers age 16 and over.

Table 6-4
Travel Time to Work shown in Percentages
City of Menasha and Surrounding Areas, 2000

Municipality	Less than 5 Minutes	5 to 9 Minutes	10 to 19 Minutes	20 to 29 Minutes	30 to 39 Minutes	40 to 59 Minutes	60 or more Minutes	Worked at Home	Total Percentage
C. Menasha	3.50%	14.31%	50.08%	16.78%	4.68%	3.42%	6.16%	1.08%	100.00%
C. Neenah	5.73%	20.25%	41.99%	19.09%	4.85%	2.59%	2.60%	2.90%	100.00%
C. Appleton	3.99%	16.85%	48.84%	16.52%	6.59%	2.88%	2.19%	2.14%	100.00%
T. Menasha	3.01%	14.26%	55.89%	15.17%	3.85%	2.11%	3.89%	1.81%	100.00%
T. Harrison	2.24%	11.26%	41.67%	24.18%	9.60%	3.87%	3.01%	4.17%	100.00%
Calumet County	7.44%	15.76%	35.55%	17.17%	10.51%	6.32%	3.00%	4.25%	100.00%
Winnebago County	4.68%	17.16%	43.13%	18.44%	7.74%	3.13%	3.14%	2.58%	100.00%
Wisconsin	5.02%	14.82%	34.09%	19.76%	11.44%	6.75%	4.21%	3.92%	100.00%

**Figure 6-3
Travel Time to Work**



Source: U.S. Census Bureau, SF3, Year 2000, Workers 16 and Over

For City of Menasha residents who travel to work, the majority had a travel time of 10 to 19 minutes. This would indicate that most residents work within the Fox Valley area. The travel time to work for Menasha’s residents is comparable to that of residents of neighboring municipalities.

Household Income

The household income within an area can offer insight regarding the local economy, types of jobs in the area, and the general economic base. Table 6-4 displays the 2000 household incomes for the City of Menasha, neighboring communities, Calumet and Winnebago Counties, and the State of Wisconsin as reported by the 2000 Census.

Table 6-5
Household Income,
City of Menasha and Surrounding Areas, 2000

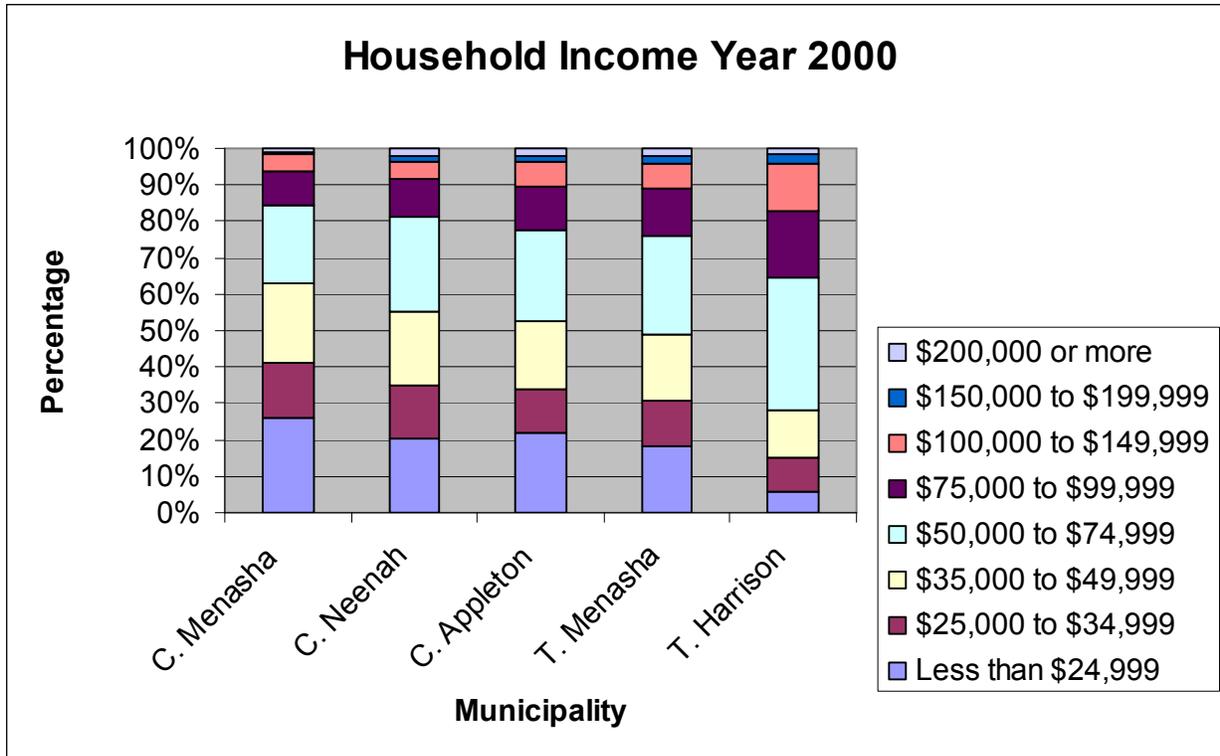
Municipality	Less than \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 or more	Median Income
C. Menasha	1,838	1,059	1,514	1,487	660	327	66	57	\$39,936
C. Neenah	1,965	1,442	1,973	2,534	1,037	450	149	206	\$45,773
C. Appleton	5,906	3,265	5,046	6,701	3,216	1,755	430	580	\$47,285
T. Menasha	1,158	797	1,139	1,705	843	438	123	129	\$50,887
T. Harrison	123	187	263	755	373	267	53	35	\$66,094
Calumet County	2,410	1,728	2,780	4,480	2,087	1,004	213	250	\$52,569
Winnebago County	14,730	8,598	11,297	14,988	6,679	3,265	769	854	\$44,445
Wisconsin	535,227	276,033	377,749	474,299	226,374	133,719	30,598	32,305	\$43,791

Source: U.S. Bureau of the Census, STF-3, 2000.

Table 6-6
Household Income Shown in Percentages
City of Menasha and Surrounding Areas, 2000

Municipality	Less than \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 or more	Median Income	Total Percentage
C. Menasha	26.23%	15.11%	21.60%	21.22%	9.42%	4.67%	0.94%	0.81%	\$39,936	100.00%
C. Neenah	20.14%	14.78%	20.22%	25.97%	10.63%	4.61%	1.53%	2.11%	\$45,773	100.00%
C. Appleton	21.96%	12.14%	18.76%	24.91%	11.96%	6.52%	1.60%	2.16%	\$47,285	100.00%
T. Menasha	18.29%	12.59%	17.99%	26.93%	13.31%	6.92%	1.94%	2.04%	\$50,887	100.00%
T. Harrison	5.98%	9.10%	12.79%	36.72%	18.14%	12.99%	2.58%	1.70%	\$66,094	100.00%
Calumet County	16.12%	11.56%	18.59%	29.96%	13.96%	6.71%	1.42%	1.67%	\$52,569	100.00%
Winnebago County	24.08%	14.05%	18.47%	24.50%	10.92%	5.34%	1.26%	1.40%	\$44,445	100.00%
Wisconsin	25.65%	13.23%	18.11%	22.73%	10.85%	6.41%	1.47%	1.55%	\$43,791	100.00%

**Figure 6-4
Household Income Shown in Percentages
City of Menasha and Surrounding Areas, 2000**



According to the 2000 Census, the median household income in the City of Menasha was \$39,936, 13% lower than the next closest municipality, the City of Neenah. Almost 63% of Menasha households had an income of \$49,999 or less and 41.34% of Menasha households fell at or below 80% of the county (both Winnebago and Calumet) median income (CMI). The percentage of households at or below 80% CMI is similar to both Winnebago County and the State of Wisconsin. About one-quarter of Menasha households had income less than \$24,999. While this number corresponds well with Winnebago County and the State of Wisconsin, it lags behind Menasha’s neighboring municipalities. One factor which may indicate a reason for this difference is Menasha’s lower median housing value, making Menasha an attractive option for residents with lower incomes.

6.3 Economic Base

Employment by Industry

The employment by industry within an area illustrates the structure of the economy. Historically, the State of Wisconsin has had a high concentration of employment in manufacturing and agricultural sectors of the economy. More recent state and national trends indicate a decreasing concentration of employment in the manufacturing sector while

employment within the services sector is increasing. This trend can be partly attributed to the aging of the population and increases in technology.

Table 6-5 displays the number and percent of employed persons by industry group in the City of Menasha, Calumet County, Winnebago County, and the State of Wisconsin for 2000.

Table 6-7
Employment by Industry, City of Menasha, Calumet and Winnebago Counties, and Wisconsin, 2000

Industry	City of Menasha		Calumet County		Winnebago County		Wisconsin	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Agriculture, forestry, fishing and hunting, and mining	5	0.1%	995	4.5%	865	1.0%	75,418	2.8%
Construction	351	3.9%	1,287	5.8%	3,850	4.7%	161,625	5.9%
Manufacturing	2,894	32.2%	7,411	33.3%	22,924	27.7%	606,845	22.2%
Wholesale trade	276	3.1%	676	3.0%	2,280	2.8%	87,979	3.2%
Retail trade	929	10.3%	2,386	10.7%	10,281	12.4%	317,881	11.6%
Transportation and warehousing, and utilities	446	5.0%	889	4.0%	3,520	4.3%	123,657	4.5%
Information	218	2.4%	439	2.0%	1,601	1.9%	60,142	2.2%
Finance, insurance, real estate, and rental and leasing	531	5.9%	1,394	6.3%	4,250	5.1%	168,060	6.1%
Professional, scientific, management, administrative, and waste management services	646	7.2%	944	4.2%	5,112	6.2%	179,503	6.6%
Educational, health and social services	1,330	14.8%	3,396	15.3%	15,549	18.8%	548,111	20.0%
Arts, entertainment, recreation, accommodation and food services	643	7.2%	1,120	5.0%	5,781	7.0%	198,528	7.3%
Other services (except public administration)	475	5.3%	866	3.9%	3,880	4.7%	111,028	4.1%
Public administration	238	2.6%	439	2.0%	2,773	3.4%	96,148	3.5%
Total	8,982	100.0%	22,242	100.0%	82,666	100.0%	2,734,925	100.0%

Source: U.S. Bureau of the Census, STF-3, 2000.

Approximately 32% of residents within the City of Menasha were employed within the manufacturing sector. Manufacturing employed the greatest number of people in Calumet County, Winnebago County, and the State of Wisconsin as well. The second greatest employment sector for the city was within the educational, health, and social services sector.

Employment by Occupation

The previous section, employment by industry, described employment by the type of business or industry, or sector of commerce. What people do, or what their occupation is within those sectors reveals factors that make up the economy of the region. This information is displayed in Table 6-6.

Table 6-8
Employment by Occupation, City of Menasha, Calumet and Winnebago
Counties, and Wisconsin, 2000

Occupation	C. Menasha		Calumet County		Winnebago County		Wisconsin	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Management, professional, and related occupations	2,241	24.9%	6,467	29.1%	24,286	29.4%	857,205	31.3%
Service occupations	1,272	14.2%	2,393	10.8%	12,064	14.6%	383,619	14.0%
Sales and office occupations	2,280	25.4%	5,264	23.7%	21,170	25.6%	690,360	25.2%
Farming, fishing, and forestry occupations	5	0.1%	314	1.4%	357	0.4%	25,725	0.9%
Construction, extraction, and maintenance occupations	701	7.8%	2,095	9.4%	6,251	7.6%	237,086	8.7%
Production, transportation, and material moving occupations	2,483	27.6%	5,709	25.7%	18,538	22.4%	540,930	19.8%
Total	8,982	100.0%	22,242	100.0%	82,666	100.0%	2,734,925	100.0%

Source: U.S. Bureau of the Census, STF-3, 2000.

According to the 2000 Census, there was a diverse mix of occupations for Menasha residents. Three different occupational sectors employed very similar percentages of individuals. Production, transportation, and material moving occupations employed the greatest percentage of Menasha residents, but this was closely followed by sales and office occupations and management, professional, and related occupations.

Commuting Patterns

The county labor force includes all employed and unemployed residents who live in the county, even though they may travel out of the county for work. It is important to recognize that workers are a valuable resource that should be retained within the county to the greatest extent possible. Tables 6-7 and 6-8 display the commuting patterns for Calumet County and Winnebago County.

**Table 6-9
Commuting Patterns, Calumet County, 2000**

Area	Live in Calumet County Work in:	Travel to Calumet County From:	Net Commute
Outagamie County	6,739	1,611	-5,128
Winnebago County	3,423	570	-2,853
Manitowoc County	713	1,968	1,255
Sheboygan County	632	433	-199
Brown County	598	467	-131
Fond du Lac County	494	614	120
Waupaca County	69	30	-39
Milwaukee County	33	23	-10
Portage County	14	22	8
Dodge County	13	11	-2
Elsewhere	234	163	-71
Work in Calumet County	8,951	8,951	0
Total	21,913	14,863	-7,050

Source: U.S. Bureau of the Census, STF-3, 2000.

**Table 6-10
Commuting Patterns, Winnebago County, 2000**

Area	Live in Winnebago County Work in:	Travel to Winnebago County From:	Net Commute
Outagamie County	14,300	15,233	933
Fond du Lac County	2,544	2,721	177
Brown County	669	859	190
Calumet County	570	3,423	2,853
Green Lake County	468	890	422
Waupaca County	460	1,307	847
Dodge County	225	123	-102
Milwaukee County	198	66	-132
Waushara County	163	1,162	999
Sheboygan County	156	62	-94
Elsewhere	927	1,577	650
Work in Winnebago County	60,429	60,429	0
Total	81,109	87,852	6,743

Source: U.S. Bureau of the Census, STF-3, 2000.

For Calumet County, approximately 7,000 more workers leave Calumet County for work than come to the county for work. For Winnebago County, approximately 6,700 more workers come to the county than leave the county for work. Calumet County loses the majority of its labor force to Outagamie County, followed by Winnebago County. Winnebago County gains the majority of its labor force from Outagamie County, followed by Calumet County.

Because of the unique connectivity of the Fox Cities, it would not be unusual for residents of one city to work in another. Furthermore, the Fox Cities is at the convergence of three counties - Outagamie, Calumet, and Winnebago - making it commonplace for residents to work in a county other than their county of residence. Although more Menasha residents leave the city for their jobs than residents of Neenah and Appleton (Table), when number of jobs in the municipality and population are taken into account, Menasha is comparable to Winnebago County, the State of Wisconsin, and the City of Appleton. In 2000, there were about 8,900 jobs in Menasha which is 55% of the 2000 population (16,331), similarly, Appleton is at 56%, Winnebago County is at 58%, and the State of Wisconsin is at 56%.

Employment Forecast

An important feature of determining the economic health and future of the City of Menasha and the regional economy is to determine the amounts and types of jobs currently available as well as make predictions for the future.

In November of 2003, the Wisconsin Department of Workforce Development (WDWD) released a report titled *Wisconsin Projections 2000-2010: Employment in Industries and Occupations*,

which examined jobs in over 70 industries and 750 occupations. Many of the projections and estimates provided in the report will affect Calumet and Winnebago Counties and/or local economies.

Overall, the number of jobs in Wisconsin is expected to grow by 9.6% by 2010. While employment in Wisconsin's manufacturing sector has shrunk in the past few years, this sector is anticipated to gain back some of the jobs lost since 2000. The manufacturing industries projected to add the most jobs are lumber and wood products, furniture and fixtures, and food and kindred products. The manufacturing industries expected to lose the most jobs are industrial machinery and equipment, primary metal, and electronic and other electrical equipment.

The services sector will be the job growth leader, spurred on by the aging of Wisconsin's population, technological innovations in health services and computer services, and continued outsourcing of business functions. Over 70% of the new jobs in the services sector will be in health, business, educational, or social services. Another sector expected to add numerous jobs is retail trade. This increase is expected due to population and tourism growth, and the likelihood that people will continue to prepare fewer meals at home.

Table 6-9 outlines projections specifically for the Fox Valley workforce development area which includes Calumet, Fond du Lac, Greek Lake, Outagamie, Waupaca, Waushara, and Winnebago Counties.

**Table 6-11
Occupational Projections for Fox Valley Wisconsin Workforce Development Area, 2004-2014**

SOC Code	Occupational Title	Estimated Employment ⁽¹⁾				Estimated Average Annual Openings ⁽¹⁾	Estimated Salary and Wages (2005)				
		2004	2014	Change	% Change		New Jobs	Replacements ⁽²⁾	Total ⁽³⁾	Average Annual Salary ⁽⁵⁾	Entry Level Hourly Wage ⁽⁶⁾
00-0000	Total, All Occupations	283,330	312,660	29,330	10.4%	2,930	6,840	9,770	\$34,523	\$8.29	\$20.75
11-0000	Management Occupations	10,050	11,320	1,270	12.6%	130	190	320	\$80,239	\$20.20	\$47.76
13-0000	Business and Financial Operations Occupations	10,130	11,770	1,640	16.2%	160	190	350	\$48,302	\$13.36	\$28.15
15-0000	Computer and Mathematical Occupations	3,760	4,640	880	23.4%	90	50	140	\$55,337	\$16.96	\$31.43
17-0000	Architecture and Engineering Occupations	5,260	5,740	480	9.1%	50	120	170	\$53,070	\$16.53	\$30.01
19-0000	Life, Physical, and Social Science Occupations	2,180	2,500	320	14.7%	30	50	80	\$53,870	\$15.54	\$31.08
21-0000	Community and Social Services Occupations	4,820	5,620	800	16.6%	80	90	170	\$38,231	\$10.87	\$22.14
23-0000	Legal Occupations	960	1,120	160	16.7%	20	10	30	\$61,578	\$14.69	\$37.06
25-0000	Education, Training, and Library Occupations	13,380	15,570	2,190	16.4%	220	280	500	\$41,251	\$11.66	\$23.92
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3,680	4,160	480	13.0%	50	70	120	\$35,664	\$9.01	\$21.21
29-0000	Healthcare Practitioners and Technical Occupations	11,590	14,750	3,160	27.3%	320	210	530	\$54,345	\$13.15	\$32.62
31-0000	Healthcare Support Occupations	7,260	9,200	1,940	26.7%	190	110	300	\$24,170	\$9.02	\$12.92
33-0000	Protective Service Occupation	4,220	4,530	310	7.3%	30	120	150	\$33,028	\$8.97	\$19.33
35-0000	Food Preparation and Serving Related Occupations	23,590	26,980	3,390	14.4%	340	940	1,280	\$16,706	\$5.90	\$9.10

SOC Code	Occupational Title	Estimated Employment ⁽¹⁾				Estimated Average Annual Openings ⁽¹⁾			Estimated Salary and Wages (2005)		
		2004	2014	Change	% Change	New Jobs	Replace ments ⁽²⁾	Total ⁽³⁾	Average Annual Salary ⁽⁵⁾	Entry Level Hourly Wage ⁽⁶⁾	Experienced Hourly Wage ⁽⁷⁾
37-0000	Building, Grounds Cleaning, and Maintenance Occupations	9,320	10,850	1,530	16.4%	150	190	340	\$22,152	\$7.24	\$12.35
39-0000	Personal Care and Service Occupations	6,920	8,330	1,410	20.4%	140	160	300	\$19,757	\$6.71	\$10.89
41-0000	Sales and Related Occupations	26,870	29,020	2,150	8.0%	220	900	1,120	\$31,788	\$7.01	\$19.42
43-0000	Office and Administrative Support Occupations	46,100	47,780	1,680	3.6%	170	1,060	1,230	\$27,888	\$8.95	\$15.64
45-0000	Farming, Fishing, and Forestry Occupations	350	380	30	8.6%	<5	10	10	\$28,158	\$8.43	\$16.09
47-0000	Construction and Extraction Occupations	14,230	16,690	2,460	17.3%	250	280	530	\$41,032	\$12.96	\$23.11
49-0000	Installation, Maintenance, and Repair Occupations	12,520	13,740	1,220	9.7%	120	280	400	\$38,425	\$12.15	\$21.64
51-0000	Production Occupations	42,970	42,800	-170	-0.4%	<5	1,020	1,020	\$32,248	\$10.07	\$18.22
53-0000	Transportation and Material Moving Occupations	23,160	25,180	2,020	8.7%	200	510	710	\$29,072	\$8.30	\$16.81

Source: Department of Workforce Development, Office of Economic Advisors, August 2006

In the Fox Valley workforce development area, the largest number of new jobs will be created in the healthcare and food preparation and serving related occupations. The occupational group projected to experience the greatest increases in employment is healthcare practitioners and technical occupations, closely followed by Healthcare Support. Large percentage increases are also expected in the computer and mathematical and personal care and service occupational groups. According to the projections, production occupations in the Fox Valley area will continue to decline. Overall, the Fox Valley area is expecting an increase in employment of 10.4% by 2014.

6.4 Environmentally Contaminated Sites for Commercial or Industrial Use

The Environmental Protection Agency (EPA) and the Wisconsin Department of Natural Resources (WDNR) urge the clean up of environmentally contaminated commercial or industrial sites to utilize the lands for more productive uses. According to the WDNR's Bureau of Remediation and Redevelopment Tracking System (BRRTS) there are five types of environmentally contaminated sites. They are classified as follows:

- ◆ Spills: A discharge of a hazardous substance that may adversely impact, or threaten to adversely impact, public health, welfare, or the environment. Spills are usually cleaned up quickly.
- ◆ LUST: A Leaking Underground Storage Tank that has contaminated soil and/or groundwater with petroleum. Some LUST cleanups are reviewed by the WDNR and some are reviewed by the Wisconsin Department of Commerce.
- ◆ ERP: Environmental Repair (ERP) sites are sites other than LUSTs that have contaminated soil and/or groundwater. Examples include industrial spills (or dumping) that need long term investigation, buried containers of hazardous substances, and closed landfills that have caused contamination. The ERP module includes petroleum contamination from above-ground (but not from underground) storage tanks.
- ◆ General Property: This module contains records of various milestones related to liability exemptions, liability clarifications, and cleanup agreements that have been approved by the WDNR to clarify the legal status of the property.
- ◆ VPLE: A voluntary Property Liability Exemption (VPLE) is an elective process in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability for that contamination under s. 292.15, Wisconsin Statutes. An individual, business, or unit of government can receive the liability exemption after a completed cleanup is approved.

As of August 2005, there were a total of 170 sites identified by BRRTS as being located within the City or Town of Menasha and as being open or conditionally closed (indicating that further remediation may be necessary). To determine sites that are located in the city versus sites that are located in the town, an assessment of site addresses would be required. Of the total 170 sites

identified by BRRTS, 24 sites are identified as ERP's, 13 are identified as LUST sites, and the remaining are all identified as spill sites. With regard to economic development and potential sites for redevelopment or remediation, ERP and LUST sites offer the greatest potential for re-use. The City of Menasha should complete a more thorough review of these site locations and their status to determine economic development potential.

6.5 Tax Incremental Financing Districts

Since the mid-1980's the City of Menasha has used tax incremental financing to stimulate economic growth and redevelopment. It has fostered significant private investment in the community and has led to an increase of over \$55 million in property value.

The city currently has eleven TIF districts. Eight are redevelopment districts located in the downtown area. Two are industrial development districts in the midway corridor, and one is a mixed-use district located in Calumet County along Oneida Street.

These districts have financed property acquisition, demolition, site remediation, infrastructure installation, developer cost write-downs, public amenities and related improvements. Without TIF financing these improvements would not have occurred, or would have been financed from the general property tax.

As a mature and land-locked community, Menasha will be increasingly dependent upon redevelopment for economic growth. Due to the cost advantage greenfield sites have over redevelopment site, TIF and other resources will continue to be needed to make redevelopment sites a viable alternative to new development on the urban fringe.

At 5.52 percent, Menasha has currently committed less than half of its TIF capacity. Wisconsin statutes authorize utilizing TIF financing up to the point where TIF incremental value reaches twelve percent of the community's equalized value.

**Table 6-12
City of Menasha TIF District Summary, 2007**

TIF District	Year Created	Maximum Life	Maximum Life Extensions Allowed	Expenditure Period Allowed Until	January 1, 2007 Value Increment	Value Increment as % of Total Equalized Value
#1	1986	27 years (until 2013)	No	2008	\$6,713,200	0.67%
#2	1987	27 years (until 2014)	No	2009	\$2,586,250	0.26%
#3	1990	27 years (until 2017)	No	2012	\$4,217,000	0.42%
#4	1997	27 years (until 2024)	Yes	2015	\$8,005,500	0.80%
#5	1998	23 years (until 2021)	No	2016	\$10,813,700	1.08%

TIF District	Year Created	Maximum Life	Maximum Life Extensions Allowed	Expenditure Period Allowed Until	January 1, 2007 Value Increment	Value Increment as % of Total Equalized Value
#6	1998	23 years (until 2021)	No	2016	\$10,579,900	1.06%
#7	2003	27 years (until 2030)	Yes	2021	\$4,023,700	0.42%
#8	2005	27 years (until 2032)	Yes	2027	\$2,652,400	0.27%
#9	2005	20 years (until 2025)	Yes	2020	\$3,048,500	0.31%
#10	2006	27 years (until 2033)	Yes	2028	\$2,437,700	0.24%
#11	2007	27 years (until 2034)	Yes	2029	N/A	N/A
Total					\$55,077,850	5.52%

Source: Wisconsin Department of Revenue, TIF Value Limitation Report for 2007.

Under the TIF law, the city cannot have more than 12% of the equalized value of the city in value increment. The city currently has 5.52% in increment and could therefore create or amend districts. If the city should decide to terminate any TIF districts to the maximum life, the city would be responsible for any unpaid costs within the district.

6.6 Economic Development Focus Group

Specific information was gathered from a focus group held on March 7, 2006. Attendees representing Fox Valley Workforce Development Board, UW-Extension and other educational institutions, ECWRPC, Menasha Action Council, Menasha Redevelopment Authority, small, medium and large business/industry representatives, and commercial real estate brokers were asked questions about the economic climate and future needs and desires of the community.

The building blocks seen as needed to be present for a healthy economy included: jobs, industry, education, innovation, confidence and self reliance, markets, mix of housing, skilled work force, good infrastructure, support investment, quality of life, competition, support for entrepreneurs, good government, available funds for investment, tax base, growth industries, regional cooperation, and a mix of types of development. The perceived breakdown of what is present and not in the city can be seen in the list of Strengths and Weaknesses.

A determination of the strengths and weaknesses of the City of Menasha and its economy can help guide planning steps for future economic development. Strengths should continue to be promoted and new development which fits well with these assets should be encouraged. Weaknesses should be assessed and corrected whenever possible. New development which displays aspects similar to identified weaknesses should be discouraged. The economic strengths and weaknesses of the city, as determined from the Economic Development Focus Group, are as follows:

Strengths

The city has lots of types of jobs available but not all of the types needed.
There is a variety of industry available.
Innovation in the area has improved over time.
Quality of life is high due to natural features, waterfront, trails, and boating.
There is a high level of regional cooperation.
Infrastructure throughout the city is good.
There are a variety of educational opportunities. Residents have access to university education as well as Fox Valley Technical College
Telecom advances have made a positive difference in the area.
The Redevelopment Authority was created in December 2005 and is working to improve the area.
The city feels that it is cooperative when it comes to development.

Weaknesses

The city does not have diverse job options when compared to the area as a whole.
There is a need to provide different types of jobs in various locations.
The schools and training programs are not turning out enough students to keep pace with demand.
There is the perception that red tape associated with development is high and that the city is not willing to work with developers.
There is a need more support for entrepreneurs.
The city needs to attract more growth industries- have to look at big picture not just small area.
The area doesn't have research institutions or graduate programs necessary.
There is a need to emphasize compatible uses.
The water plant needs improvement.
Transportation infrastructure is lacking making movement between different areas difficult.
The area is not perceived to be as well "wired" as it actually is- need to market this differently.

Please refer to **Appedix ?? (Add in at end of process)** review the full results of the Economic Development Focus Group.

6.7 Additional Economic Planning Initiatives

East Central Wisconsin Regional Planning Commission (ECWRPC)

The East Central Wisconsin Regional Planning Commission serves as an Economic Development District for a ten county region. The purpose of this federal program is to support projects that are designed to alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas of the country and to address economic dislocations resulting from severe and sudden job losses. To facilitate this program, staff provides information for economic development, completes a Comprehensive Economic

Development Strategy Report each year, and partners with local and state agencies to promote planning efforts throughout the region.

Listed below is a recent report from the ECWRPC.

- ◆ **Comprehensive Economic Development Strategy Annual Report for 2007**, *East Central Wisconsin Regional Planning Commission*
The 2007 CEDS report outlines the year's activities, updates economic data, and evaluates trends emerging within the region. The CEDS also identifies economic development projects submitted to the Commission by local communities. The 2007 CEDS Annual Report was submitted to the Economic Development Administration (EDA) on December 18, 2007.

Fox Cities Economic Development Partnership (FCEDP)

The Fox Cities Economic Development Partnership (FCEDP) is a business development and attraction organization comprised of municipalities, educational institutions, organizations and utilities interested in the economic growth of the Fox Cities area. Its mission is to foster economic development in the Fox Cities by creating and implementing marketing programs that promote the area as an attractive location for business and industry.

Listed below are recently completed studies associated with Fox Cities Economic Development Partnership.

- ◆ **Northeast Wisconsin Economic Opportunity Study**, *FCEDP, East Central Wisconsin Regional Planning Commission, UW-Extension, North Star Economics Inc.*
This report describes five key strategies and 98 action steps for creating a successful, knowledge-based economy in the region.
- ◆ **Fox Cities Quality of Life Study**, *FCEDP, Planning & Evaluation Associates Inc.*
L.I.F.E. (Leading Indicators For Excellence) in the Fox Cities presents an overview of the socio-economic conditions of the Fox Cities region and the overall direction in which it is headed.
- ◆ **Bridge to the New Economy: A Cluster-Based Strategy of the Fox Cities Economic Development Partnership**, *FCEDP, Martenson & Eisele, Matousek & Associates*
A Cluster-Based Strategy was developed by the Fox Cities Economic Development Partnership based on the recommendations of the three studies previous studies ("The Economic Structure of the Fox Valley: A Study of Economic Opportunity," "Northeast Wisconsin Economic Opportunity Study," and the "Fox Cities/Oshkosh Regional Business Park Strategy – Phase 1 Report").

Fox Valley Workforce Development Board

The Fox Valley Workforce Development Board, Inc. functions as a catalyst between public and private partnerships. By anticipating and developing solutions for tomorrow, their goal is to achieve an environment of accessible, high quality, efficient and affordable training, and employment opportunities for today.

Listed below is a work plan for the Fox Valley Workforce Development Board.

- ◆ **The Workforce Investment Act plan for PY07-08, *Fox Valley Workforce Development Board***

This plan identifies goals and objectives for the Fox Valley Workforce Development Board.

Highway 41 Corridor International Development Program (IDP)

The Highway 41 Corridor International Development Program provides consulting services for businesses considering global expansion, as well as for businesses already participating in the international marketplace. In its view, the strength of the Hwy 41 Corridor is its economic diversity. The Corridor has major clusters of businesses in advanced production systems, small engines, household appliances, paper, non-woven fabrics, electronics, transportation, plastics, logistics, printing, insurance, health services, telecommunications and an expanding technology market.

Menasha Redevelopment Authority

The City of Menasha created a Redevelopment Authority in 2005 to facilitate the revitalization of distressed areas within the community. The redevelopment authority may exercise its authority upon preparation of a redevelopment district plan or initiating a “spot blight” procedure. These actions are subject to approval by the common council.

In its relatively short history in the community, the redevelopment authority has taken an active role in several important economic development initiatives. They have reviewed plans and development agreements for the Fox Cinema project and grocery store proposal in the Third Street corridor. They have created Redevelopment District #1 in the TIF district #9 area east of Oneida Street and have reviewed project plans and development agreements for the redevelopment of the Gilbert Mill site.

In the future, the redevelopment authority may be called upon to acquire blighted properties for redevelopment and use its authority to issue lease revenue bonds to finance project costs.

New North

The New North is made up of an 18 counties in Northeast Wisconsin. The New North brand unites the region both internally and externally, signifying the collective economic power behind these 18 counties. The counties include Outagamie, Winnebago, Calumet, Waupaca, Brown, Shawano, Oconto, Marinette, Door, Kewaunee, Sheboygan, Manitowoc, Fond du Lac, Green Lake, Marquette, Florence, Menominee, and Waushara. It is a consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders who are working to be recognized as competitive for job growth while maintaining our superior quality of life. The power of the New North region working together is far greater than one county or one business alone. Players gain more through regional cooperation rather than competing for resources and growth.

Listed below is a recently completed study associated with the New North.

- ◆ **New North Historical, Comparative Economic Analysis, *New North, POLICOM Corporation***

This report compares areas of the New North with the national economic trends.

Northeast Wisconsin Regional Economic Partnership (NEWREP)

NEWREP was created in 2002 with the goal of creating a higher standard of living and enhancing the overall economic climate in Wisconsin through cooperative regional partnerships. "Build Wisconsin" ultimately created eight multi-county Technology Zones - NEWREP is one of those zones. NEWREP is comprised of 16 northeast Wisconsin counties plus the Menominee Tribe. While NEWREP's focus is on businesses engaged in research and the development of advanced products, NEWREP also assists businesses that use advanced technology in their production, operations or manufacturing processes.

Listed below is a recently completed study associated with the NEWREP.

- ◆ **Cellulosic Ethanol Production Facility Study, *NEWREP***
This report analyzes the infrastructure, utilities, and economic development potential of the NEWREP area for a Cellulosic Ethanol Production Facility.

Redevelopment Plan for 3rd and Racine Street

The city worked with a consultant to develop a plan for the 3rd and Racine Street area which was completed in 2006. This plan included an opportunities analysis and a preliminary redevelopment plan. The plan includes discussion of focus areas, amenities, wayfinding, streetscapes and gateways. It also included design guidelines for mixed-use, commercial, medium and high-density residential development. Additionally, the consultant prepared plans and cross sections of various parts of the area that include all types of development. A copy of this plan can be obtained from the Community Development Department.

University of Wisconsin Extension

UW Extension, in partnership with the Menasha Action Council and the City of Menasha, conducted a survey called the Community Economic Development Preparedness Index (CEDPI) which measured Menasha's economic preparedness level. The survey was targeted to business and community leaders who were believed to be informed about Menasha's economic development preparedness. Of the 105 persons invited to respond to the survey, 55% participated. The general results of the survey found that "Menasha's economic development preparedness is quite consistent with other Wisconsin communities that are completing the Index." The report also includes recommendations for next steps. A copy of this report is on file with the Department of Community Development.

The following survey questions received the highest scores (average of 3.1 or higher out of a possible 4) and are considered strengths identified by the CEDPI:

- ◆ Our community has a technical college within a 30 minutes drive

- ◆ Our community has an accessible two or four-year college or university within a 30 minute drive
- ◆ Our community is within a reasonable (i.e. one hour) drive of an airport with scheduled commercial air service by at least one of the major airlines
- ◆ Our hospitals or affiliated clinics offer adequate hours of emergency service
- ◆ We have a hospital in our community or affiliated clinic that provides quality specialized care including the latest diagnostic and treatment equipment available
- ◆ Our vocational programs are keyed to the needs of local employers
- ◆ The people in the community are generally proud of the quality of life here
- ◆ Our community has adequate public parks for citizen and tourist recreational needs
- ◆ We have enough excess water capacity (gpd and bod) to serve the requirements of most new manufacturing operations
- ◆ We have adequate common carrier trucking services for most manufacturing and distribution operations
- ◆ Our community has, or shortly plans to implement a broadband high speed fiber optic cable system
- ◆ Our K-12 schools compare favorably with top-quality schools elsewhere in teh state
- ◆ Local or county government has created Revolving Loan Fund (RLF)
- ◆ Our community has, or shortly plans to implement digital switching capability
- ◆ Active rail lines effectively served at least a portion of our industrial sites
- ◆ The highways serving our community are adequate for most manufacturing and distribution operations
- ◆ We have a variety of active service organizations in our community
- ◆ Our community's recreational facilities and programs compare favorably with state and national standards

The following survey questions received the lowest scores (2.0 or less out of a possible 4) and are considered weaknesses identified by the CEDPI:

- ◆ Our community has a systematic program to check on the progress of new businesses to see if they need help before they get into serious trouble
- ◆ An up to date formal business retention and expansion study exists
- ◆ The community has conducted a retail market analysis within the past three years
- ◆ We have a market plan that targets businesses that are most likely to locate in our community
- ◆ Our community actively recruits targeted industries
- ◆ We have an organized, trained business attraction team comprised of people from both the private and public sectors
- ◆ The community has completed an up to date tourism assets and marketing analysis and reported teh results to local businesses
- ◆ There is a creditable business incubator in the community

- ◆ The chamber of commerce or the economic development organization makes regular visits to the businesses
- ◆ We have a marketing program targeted toward industries that have been researched to determine the likelihood of locating in our community
- ◆ Our community has an active business development program to assist new businesses with their start-up issues (e.g. business plan preparation, financing, recruitment of people, management, accounting, production and marketing)
- ◆ The community has an active tourism promotion program
- ◆ The community has identified the types of businesses that fit the needs and are desired by our community

Map 6-1 Economic Development, TIF

6.8 Desired Economic Development

Similar to most communities in Winnebago and Calumet Counties, the City of Menasha would welcome most economic opportunities that do not sacrifice community character or require a disproportionate level of community services per taxes gained. The categories or particular types of new businesses and industries that are desired by the community are generally described in the goals, objectives, and policies as well as in the studies that have taken place. Please see above section for discussion. There is a strong correlation between the information obtained through the focus group and that contained in the CEDPI.

As part of the Economic Development Focus Group, several of the questions asked concentrated on areas of desired economic development. Additionally, the group discussed possible areas of the community where these types of growth would be appropriate. The results were as follows:

- ◆ Professional services- Oneida, Province Terrace, Downtown, Gilbert, 3rd Street
- ◆ Specialty shops- bookstore, coffee shop, bike shop repair/rental, boat/kayak rental, antiques, butcher- downtown, 3rd Street, Shop Co Plaza, Lake Park
- ◆ Destination spots- restaurants, shops
- ◆ Entertainment- needed downtown, 3rd Street, riverfront
- ◆ Comedy Club
- ◆ Grocery store
- ◆ Organic Grocery Store- possibly in ShopCo Plaza, Gilbert, Oneida Street corridor
- ◆ Upscale bars, restaurants, brew pubs- downtown, Gilbert, Lake Park, ShopCo Plaza
- ◆ Ethnic restaurants
- ◆ Open air markets- downtown, Gilbert
- ◆ More mixed housing/commercial
- ◆ Industry that has decision makers on site (versus in another city or state)
- ◆ Destination shopping- downtown, ShopCo Plaza

Additionally, Menasha is a city that has a active and growing arts scene. These resources strengthen the local economy by stimulating trade through tourism, creating jobs, and improving property values. The arts promote pride and attract people who want to live, work, and invest in Menasha. Active civic participation and collaboration is necessary to help nurture a thriving art community that values diversity, beauty, and a shared sense of history. There is an interest in the community to build upon this existing condition in the hopes that it will spur additional growth in the city. UW-Fox Valley , Barlow Planetarium, Weis Earth Science Museum , Heckrodt Wetland Reserve, and Menasha High School are all contributing arts and cultural resources in the Menasha community.

6.9 Economic Development Goals and Objectives

Following are the goals and objectives developed by the City of Menasha regarding economic development.

Goal: Support the economic development initiatives in the community and region to promote the creation of jobs and income opportunities.

Objectives

1. Cooperate with other communities and organizations regarding comprehensive planning and economic development issues.
2. Promote dialogue and continue to strengthen relationships between city government and local businesses.
3. Support the efforts of the Menasha Action Council, Doty Island Development Council, counties, Redevelopment Authority, local chamber of commerce, and area economic development groups.
4. Monitor the need for additional local economic development programs.

Goal: Maintain and improve the utility, communication, and transportation infrastructure systems that promote economic development.

Objectives

1. Use aesthetic enhancements and provide adequate pedestrian facilities to encourage consumer activity.
2. Maintain and, where appropriate, create partnerships with other jurisdictions and utilities for future infrastructure planning.
3. Respond to the infrastructure needs of businesses when they are consistent with the city's comprehensive plan.

Goal: Promote the retention and expansion of existing businesses.

Objectives

1. Promote business retention, expansion, and recruitment efforts.
2. Support existing businesses by establishing cooperative public-private efforts to foster long-term retention.
3. Explore options for creating a formal business retention and expansion program.

Goal: Promote entrepreneurial development and new business attraction efforts.

Objectives

1. Pursue local, state, and federal funding and assistance that will help entrepreneurs start new businesses.
2. Distinguish and promote features unique to the city to create a unique identity for the community.

3. Consider the potential impacts of proposed business development on the city and its existing economic base.

Goal: Maintain a quality workforce to strengthen businesses and maintain a high standard of living.

Objectives

1. Encourage and promote initiatives and programs that make Menasha a desirable place to live, work, and conduct business.
2. Encourage area technical colleges, universities and work force development agencies in their efforts.

Goal: Support and pursue opportunities to increase and diversify the city's tax base.

Objectives

1. Promote the efficient use of available commercial and industrial land.
2. Support economic development initiatives to increase local economic development opportunities.
3. Support development and redevelopment that will add to the long-term economic stability of the community.
4. Support development in the city's existing TIF districts that are consistent with the TIF project plan.
5. Support activities which further develop or redevelop the city's commercial areas.
6. Support activities which further develop or redevelop the city's industrial areas.
7. Engage the Plan Commission, Redevelopment Authority, and local economic development organizations in identifying and pursuing redevelopment activities.

6.10 Economic Development Policies and Recommendations

Policies and recommendations build on goals and objectives by providing more focused responses and actions to the goals and objectives. Policies and recommendations become the tools that the community should use to aid in making land use decisions. Policies and recommendations that direct action using the words "will" or "shall" are advised to be mandatory and regulatory aspects of the implementation of the comprehensive plan. In contrast, those policies and recommendations that direct action using the word "should" are advisory and intended to serve as a guide.

1. Commercial development shall be steered to Commercial and/or “mixed use” designated areas consistent with the Preferred Land Use Plan Map and associated recommendations.
2. Future commercial development should be concentrated within and adjacent to the Commercial and/or “mixed-use” designated areas and expand outwards.
3. Highway corridor development shall be directed to designated planned commercial and/or “mixed-use” areas.
4. Emphasis should be placed on retention and expansion in the city’s existing industrial areas.
5. The city will work with other local and regional entities in attracting other types of industrial sectors complementary to the local economic base.
6. Continually pursue outside resources including economic development related grants, programs, or tax incentives.
7. Utilize existing state, county, and regional programs to provide financial incentives to businesses.
8. Where feasible, facilitate public-private partnerships.
9. Support initiatives that provide educational and training programs and those that provide family- and high-wage employment. Collaborate with public, private, and partnership programs that will provide skilled workers for higher paying jobs.
10. Maintain a listing of available sites and redevelopment areas using Location One Information System (LOIS) and/or other available marketing tools.
11. Consider the establishment of design standards and a design review process for new/expansion/remodel commercial and industrial projects.
12. The development of economic area plans should be pursued within the planning period, for example; downtown redevelopment plans, highway commercial corridor plans, etc.
13. Continue to work with the Menasha Action Council, the Doty Island Development Council, the Menasha Landmarks Commission, and other interests in completing a strategic planning process aimed at determining a shared vision for the downtown.
14. Consider designation as a Main Street Community through the Wisconsin Department of Commerce Main Street Program.
15. Monitor the parking availability and hours of operation to determine existing and projected parking needs in the downtown.
16. Engage the Menasha Redevelopment Authority in redevelopment project planning, feasibility assessments, financing and implementation.

17. Promote the utilization of green building and community design standards such as LEED and consider incentives such as TIF assistance and density bonuses.
18. Utilize TIF financing to overcome site obsolescence and other physical and economic barriers to site development and redevelopment.

6.11 Economic Development Programs and Resources

The following programs and resources are currently utilized by the community or are available for use by the community to implement the goals, objectives, policies, and recommendations identified.

Calumet County Industrial Development Board

The Calumet County Industrial Development Board is dedicated to improving and maintaining the thriving economic environment that it enjoys today. The Calumet County staff is committed to providing the best economic development assistance possible to provide positive economic surroundings.

Community Development Block Grant for Economic Development (CDBG-ED)

The CDBG-ED program was designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Commerce awards the funds to a general-purpose unit of government (community) which then loans the funds to a business. When the business repays the loan, the community may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the community. For more information contact the Wisconsin Department of Commerce.

Community Development Block Grant for Public Facilities for Economic Development (CDBG-PFED)

The Public Facilities for Economic Development (PFED) program is designed to assist communities with expanding or upgrading their infrastructure to accommodate businesses that have made a firm commitment to create jobs and invest in the community. Eligible activities are those improvements to public facilities such as water systems, sewerage systems, and roads that are owned by a general or special purpose unit of government, that will principally benefit one or more businesses, and that as a result will induce the business(es) to create additional jobs and to invest in the community. The total amount of all CDBG-PFED assistance received by an eligible government may not exceed \$1,000,000 per calendar year. The total amount of CDBG-PFED assistance that can be provided to benefit a single business or related businesses may not exceed \$750,000. For more information contact the Wisconsin Department of Commerce, Bureau of Community Development.

East Central Wisconsin Regional Planning Commission (ECWRPC)

The East Central Wisconsin Regional Planning Commission serves as an Economic Development District for a ten county region. The purpose of this federal program is to support projects that are designed to alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas of the country and to address economic dislocations resulting from severe and sudden job losses. To facilitate this program, staff provides information for economic development, completes a Comprehensive Economic Development Strategy Report each year, and partners with local and state agencies to promote planning efforts throughout the region.

Fox Cities Chamber of Commerce

The goal of the Fox Cities Chamber of Commerce is to create a positive economic, political and social climate in the Fox Cities, thereby making it possible for members and the community to grow and prosper.

Fox Cities Convention & Visitors Bureau

The Fox Cities Convention & Visitors Bureau is an economic development organization that strengthens the Fox Cities by attracting visitors in the convention, sports and leisure markets through sales, marketing and destination development.

Fox Cities Economic Development Partnership (FCEDP)

The Fox Cities Economic Development Partnership (FCEDP) is a business development and attraction organization comprised of municipalities, educational institutions, organizations and utilities interested in the economic growth of the Fox Cities area. Its mission is to foster economic development in the Fox Cities by creating and implementing marketing programs that promote the area as an attractive location for business and industry.

Fox Valley Technical College

The mission of Fox Valley Technical College is to help individuals reach their potential by providing cost-effective education and training which meets their objectives for employment, continuing higher education, and personal enrichment. Fox Valley Technical College is nationally recognized for innovative and flexible delivery of workforce training. We assist more than 1,700 employers delivering results to over 20,000 employees annually. FVTC staff also participate in regional economic development planning efforts.

The Venture Center is a unique hybrid linking education, business and economic development to foster business start-up and growth in Northeast Wisconsin and the global markets in which we participate. By connecting entrepreneurs and small business owners with economic development corporations, chambers of commerce, institutions of learning, financial institutions and existing businesses, the Venture Center provides the foundation for launching and growing a sustainable business. The Venture Center is housed in the D.J. Bordini Center at Fox Valley Technical College.

Fox Valley Workforce Development Board

The Fox Valley Workforce Development Board, Inc. functions as a catalyst between public and private partnerships. By anticipating and developing solutions for tomorrow, their goal is to achieve an environment of accessible, high quality, efficient and affordable training, and employment opportunities for today.

Highway 41 Corridor International Development Program (IDP)

The Highway 41 Corridor International Development Program provides consulting services for businesses considering global expansion, as well as for businesses already participating in the international marketplace. In its view, the strength of the Hwy 41 Corridor is its economic diversity. The Corridor has major clusters of businesses in advanced production systems, small engines, household appliances, paper, non-woven fabrics, electronics, transportation, plastics, logistics, printing, insurance, health services, telecommunications and an expanding technology market.

Joint Effort Marketing (JEM) Grant Program

The Joint Effort Marketing (JEM) Grant Program provides partnership funding to help non-profit organizations promote tourism and to maintain a strong tourism industry in Wisconsin. JEM is based on state statutes and administrative rules that govern its administration, and permit the department to conduct a matching grant program with local non-profit organizations on a cooperative basis. The program offers Wisconsin's tourism communities a variety of options to assist in the development of marketing initiatives. Contact the Wisconsin Department of Transportation for further information.

Menasha Action Council

The Menasha Action Council is a community based economic development group composed of business leaders focused on achieving viable development, business retention and municipal effectiveness in the City of Menasha. The group has existed since the mid 1980s and its ongoing purpose has been the improvement of the business base and quality of life in Menasha. Today, MAC's focus is on economic development and the establishment and support of retail, service, and industrial businesses. Initiatives of the group have included the Trestle Trail, the Menasha Midway Business Park and the Third Street Corridor.

New North

The New North is made up of an 18 counties in Northeast Wisconsin. The New North brand unites the region both internally and externally, signifying the collective economic power behind these 18 counties. The counties include Outagamie, Winnebago, Calumet, Waupaca, Brown, Shawano, Oconto, Marinette, Door, Kewaunee, Sheboygan, Manitowoc, Fond du Lac, Green Lake, Marquette, Florence, Menominee, and Waushara. It is a consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders who are working to be recognized as competitive for job growth while maintaining our superior quality of life. The power of the New North region working together is far greater than

one county or one business alone. Players gain more through regional cooperation rather than competing for resources and growth.

Northeast Wisconsin Regional Economic Partnership (NEWREP)

NEWREP was created in 2002 with the goal of creating a higher standard of living and enhancing the overall economic climate in Wisconsin through cooperative regional partnerships. "Build Wisconsin" ultimately created eight multi-county Technology Zones - NEWREP is one of those zones. NEWREP is comprised of 16 northeast Wisconsin counties plus the Menominee Tribe. While NEWREP's focus is on businesses engaged in research and the development of advanced products, NEWREP also assists businesses that use advanced technology in their production, operations or manufacturing processes.

UW Extension, Calumet and Winnebago Counties

With an office in each Wisconsin county, Cooperative Extensions develop practical educational programs tailored to local needs and based on university knowledge and research. County-based Extension educators are University of Wisconsin faculty and staff who are experts in economic development. Extension county-based faculty and staff live and work with the people they serve in communities across the state. Extension specialists work on UW System campuses where they access current research and knowledge. Collaboration between county and campus faculty is the hallmark of Cooperative Extension in Wisconsin.

Winnebago County Industrial Development Board

The mission of the Winnebago County Industrial Development Board is to create awareness of the industrial development opportunities and benefits of Winnebago County at the local, regional, national, and international levels. Furthermore, Winnebago County sponsors several marketing programs aimed at assisting businesses within the county.

Wisconsin Department of Commerce

The Wisconsin Department of Commerce (WDOC) has several grant programs and services available to communities or businesses within communities. The federally funded Community Development Block Grant (CDBG) program can be used for housing, economic development, and public facility improvements. WDOC also offers many more business assistance and financing programs as well as economic development news and statistics. For more information regarding available WDOC services call (608) 266-1018 or visit its web-site at www.commerce.state.wi.us for a further list of programs and financial resources.

- ◆ **Brownfields Program:** This program provides information and assistance related to brownfields redevelopment. The Brownfields Development Consultant can assist in the identification and resolution of regulatory and liability issues as they relate to environmentally contaminated properties. Contact Jason Scott, 608/261-7714.
- ◆ **Business Retention and Expansion Survey:** This program helps communities produce confidential, comprehensive data profiles on businesses in the community in order to develop a systematic approach to business retention. Contact Lorie Ham, 608/266-9884.

- ◆ Community Development Block Grant Technical Assistance: This program is available to local government officials, business persons, and local community and economic development organizations needing assistance in exploring financial and technical assistance options available to them.
- ◆ Main Street Program: This program helps communities revitalize their downtown areas. The National Main Street Center and state staff offer a comprehensive range of professional services that follow a four-point approach: organization, promotion, design, and economic restructuring.
- ◆ Wisconsin Youth Apprenticeship Program: This program helps businesses prepare future workers and is an integral part of the State Department of Workforce Development's workforce training strategy. Youth apprenticeship is a rigorous two-year elective program for high school juniors and seniors that combine academic and technical classroom instruction and on-the-job training from business mentors.

Wisconsin Department of Workforce Development

The Wisconsin Department of Workforce Development (DWD) is a state agency charged with building and strengthening Wisconsin's workforce in the 21st century and beyond. The Department's primary responsibilities include providing job services, training, and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings.

Under the DWD umbrella, a wide variety of employment programs can be found which include securing jobs for the disabled, assisting former welfare recipients as they make a transition into work, promoting 72 job centers, linking youth with the jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring workers compensation claims are paid in accordance with the law. There are six divisions within the Department which is headed by a Secretary appointed by the Governor. For further information visit the web-site at www.dwd.state.wi.us.

Wisconsin Economic Development Association (WEDA)

The Wisconsin Economic Development Association fosters economic development in the State of Wisconsin by providing leadership in defining and advocating economic development initiatives by continually striving to develop the professional practice of economic development.