

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.

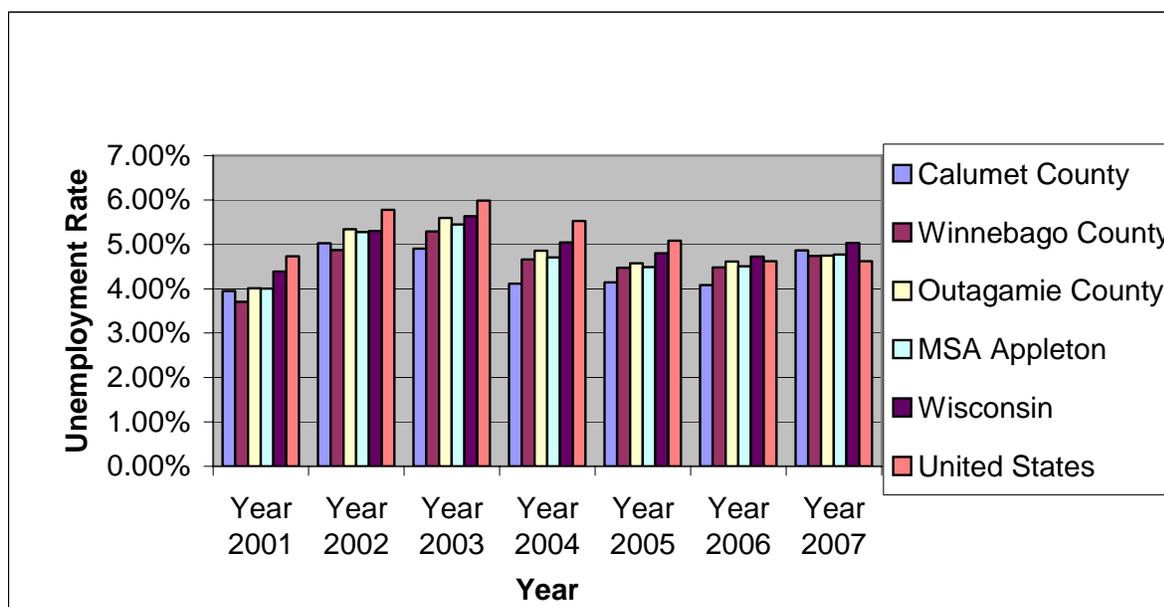
Labor force participation increases and decreases with changes in labor market conditions. Table 6-1 displays the civilian labor force estimates for Calumet County, Winnebago County, Outagamie County, the Appleton MSA, and the state of Wisconsin from 2001 to 2007.

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

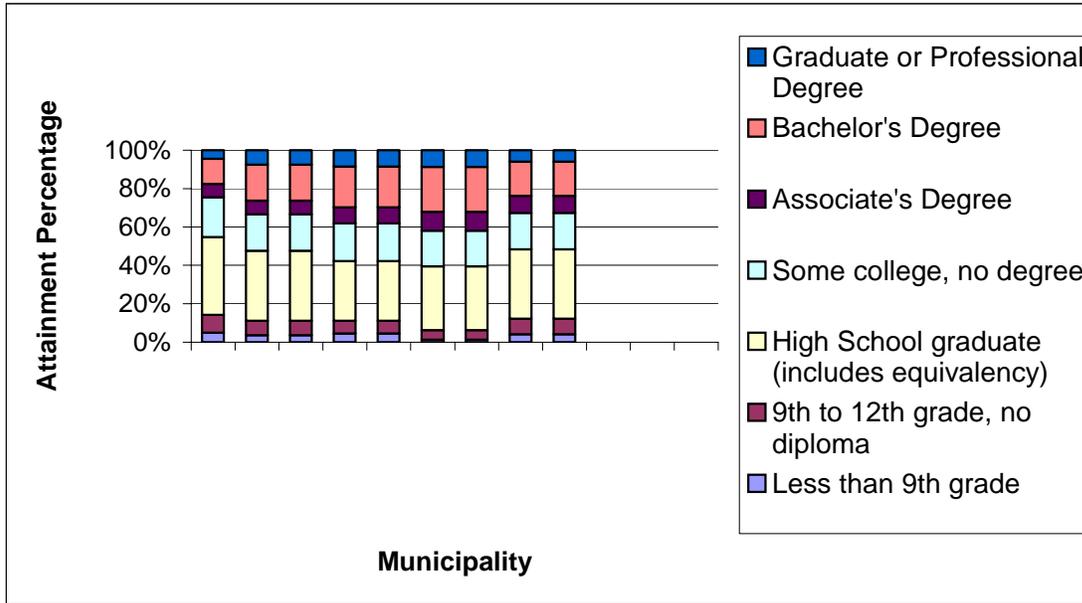
Table 6-2 displays the level of educational attainment for persons 25 and older who were residents of Calumet County, Winnebago County, the City of Menasha and surrounding municipalities in the year 2000. The educational attainment of persons is often an indicator of income level, job availability, and 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

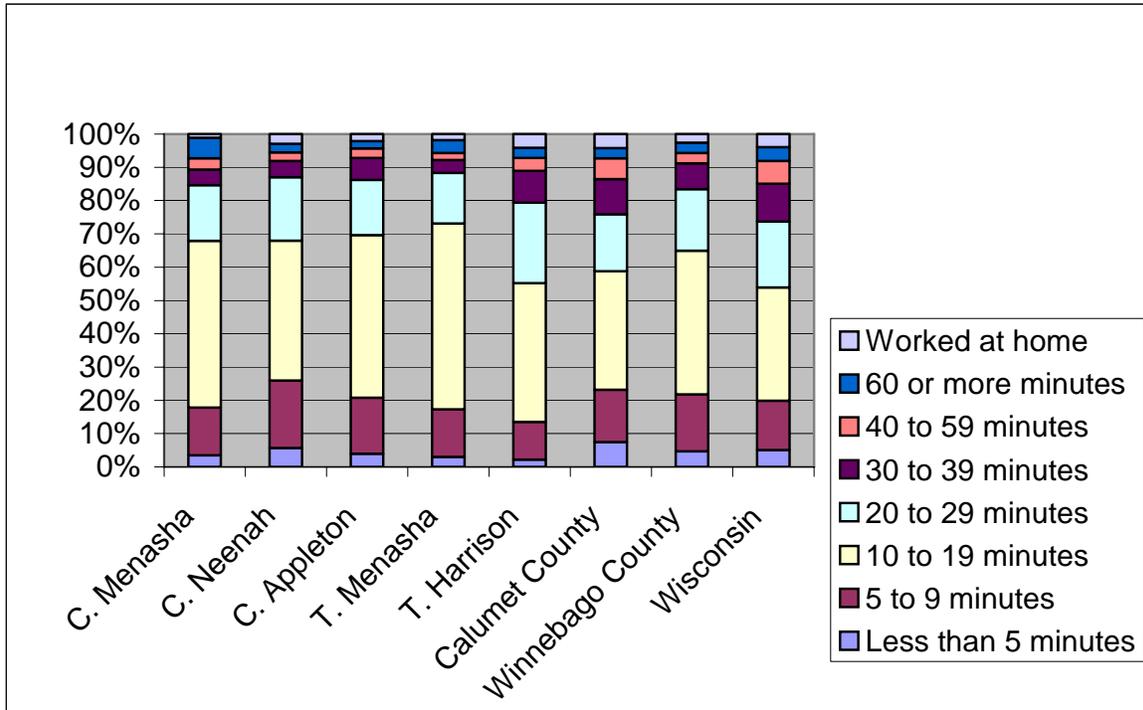
Source: U.S. Bureau of the Census, STF-3, 2000. Only included workers age 16 and over.

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%
C. Neenah	5.73%	20.25%	41.99%	19.09%	4.85%	2.59%	2.60%	2.90%	100%
C. Appleton	3.99%	16.85%	48.84%	16.52%	6.59%	2.88%	2.19%	2.14%	100%
T. Menasha	3.01%	14.26%	55.89%	15.17%	3.85%	2.11%	3.89%	1.81%	100%
T. Harrison	2.24%	11.26%	41.67%	24.18%	9.60%	3.87%	3.01%	4.17%	100%
Calumet County	7.44%	15.76%	35.55%	17.17%	10.51%	6.32%	3.00%	4.25%	100%
Winnebago County	4.68%	17.16%	43.13%	18.44%	7.74%	3.13%	3.14%	2.58%	100%
Wisconsin	5.02%	14.82%	34.09%	19.76%	11.44%	6.75%	4.21%	3.92%	100%

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

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 6-5 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

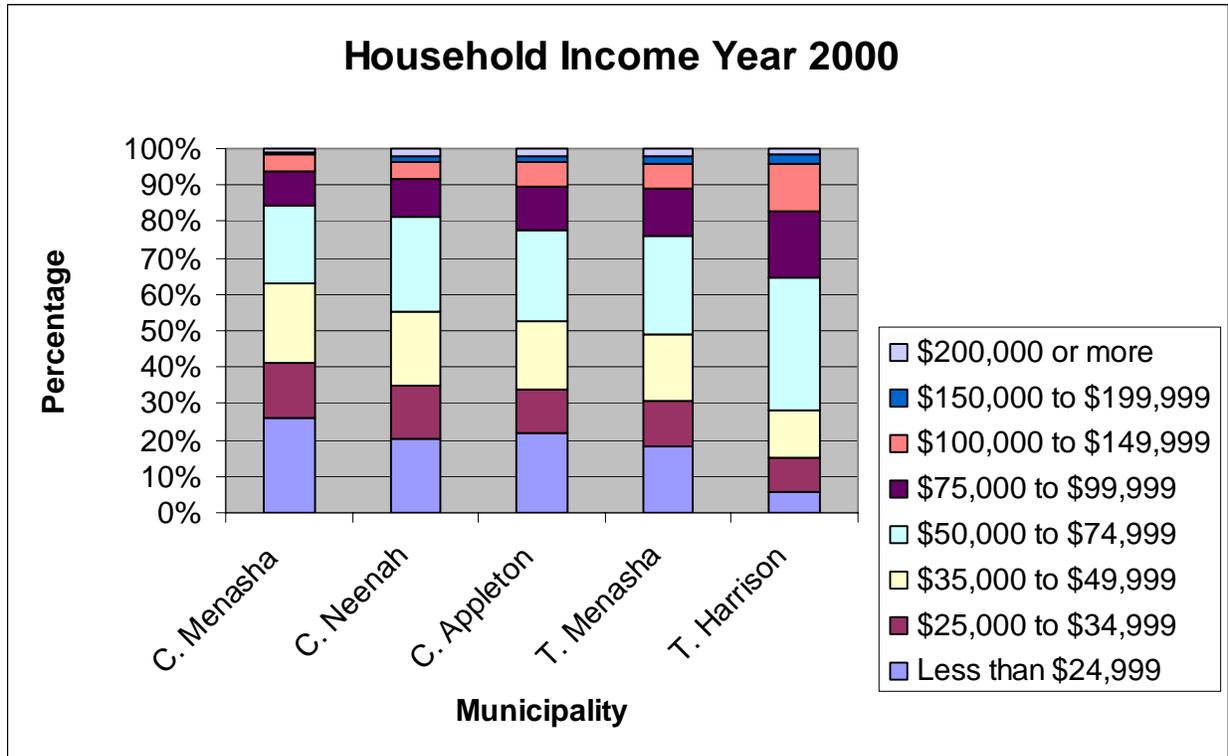
Source: U.S. Bureau of the Census, STF-3, 2000.

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%
C. Neenah	20.14%	14.78%	20.22%	25.97%	10.63%	4.61%	1.53%	2.11%	\$45,773	100%
C. Appleton	21.96%	12.14%	18.76%	24.91%	11.96%	6.52%	1.60%	2.16%	\$47,285	100%
T. Menasha	18.29%	12.59%	17.99%	26.93%	13.31%	6.92%	1.94%	2.04%	\$50,887	100%
T. Harrison	5.98%	9.10%	12.79%	36.72%	18.14%	12.99%	2.58%	1.70%	\$66,094	100%
Calumet County	16.12%	11.56%	18.59%	29.96%	13.96%	6.71%	1.42%	1.67%	\$52,569	100%
Winnebago County	24.08%	14.05%	18.47%	24.50%	10.92%	5.34%	1.26%	1.40%	\$44,445	100%
Wisconsin	25.65%	13.23%	18.11%	22.73%	10.85%	6.41%	1.47%	1.55%	\$43,791	100%

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

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



Source: City of Menasha, 2007.

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. There are a number of housing options that can accommodate a wide range of income levels within the city.

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 6-7 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 topic, 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 6-8.

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 6-9 and 6-10 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. 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 6-11 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⁾	Experienced Hourly Wage ⁽⁷⁾
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	Replacements ⁽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 that greenfield sites have over redevelopment sites, TIF and other resources will continue to be needed to make redevelopment sites a viable alternative to new development on the urban fringe.

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%
#6	1998	23 years (until 2021)	No	2016	\$10,579,900	1.06%

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
#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 for more support for entrepreneurs.
- ◆ The city needs to attract more growth industries (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 Appendix B to 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 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 which measured Menasha's economic preparedness level, called the Community Economic Development Preparedness Index (CEDPI). The survey had a 55 percent rate of return and 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.

*NOTE: These statements were all written as positive statements. Respondents were asked to rate whether they Strongly Disagree, Disagree, Agree, or Strongly Agree with the statements. For example, the statement which scored lowest had a higher number of respondents that chose either Strongly Disagree or Disagree. Conversely, the statements that had the highest ratings and were identified as strengths in the community had the highest number of respondents that chose to Agree or Strongly Agree.

Strengths identified by the CEDPI included:

- ◆ 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 the 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

Weaknesses identified by the CEDPI include:

- ◆ 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 the 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

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.

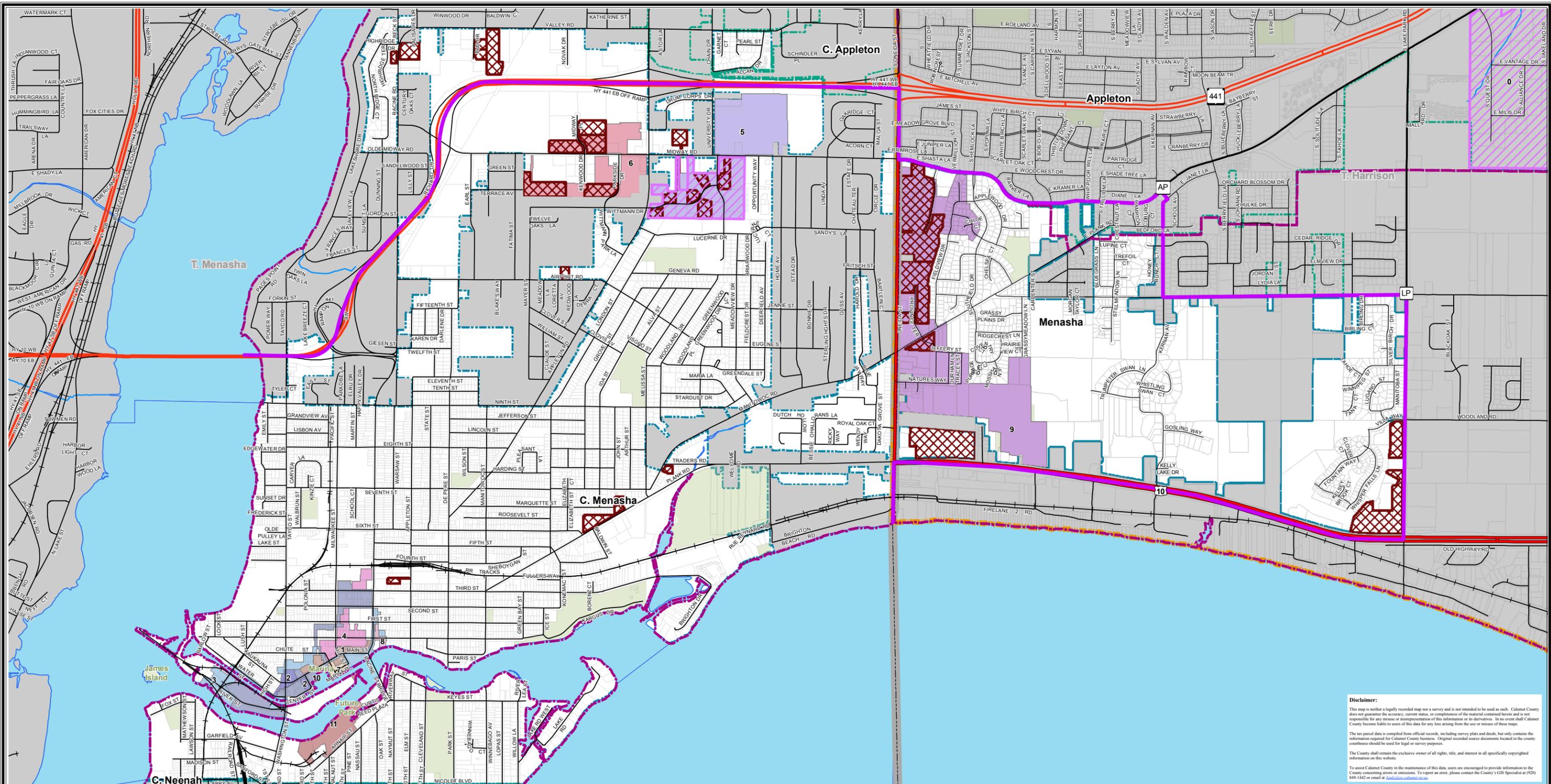
As part of the Economic Development Focus Group several of the questions asked concentrated on areas of desired economic development. Additionally, the group discussed possible areas of the community where these types of growth would be appropriate. The results were as follows:

- ◆ 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

For further information on this focus group including questions asked and responses given please see Appendix B of this document.

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.



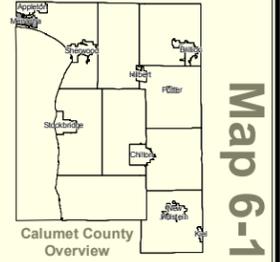
Disclaimer:
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Economic Development

City of Menasha, Calumet & Winnebago Counties

- | | | | |
|------------------|----------------------------|---|-----------------|
| Railroads | Rivers | County Line | Menasha TID #6 |
| Federal Highways | Lakes | Boundary Agreement | Menasha TID #7 |
| State Highways | Parks and Public Lands | Industrial and Business Parks | Menasha TID #8 |
| County Highways | Parcel Boundaries | Sewer Service Areas | Menasha TID #9 |
| Local Roads | City of Menasha Boundary | Growth Management Boundary | Menasha TID #10 |
| City Streets | Other Municipal Boundaries | Vacant Commercial and Industrial Properties | Menasha TID #11 |

Map Date: 6/11/2008
 Calumet County LIO
 206 Court St
 Chilton WI, 53014
 920-849-1442
 1 inch equals 1,968 feet



Map 6-1

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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 (MAC)

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.