



EAST CENTRAL WISCONSIN

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

DRAFT



Submitted for adoption on Month XX, XXXX

**Prepared by**

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CHAPTER 1

# INTRODUCTION

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# INTRODUCTION

## ECWRPC, EDA, and the CEDS

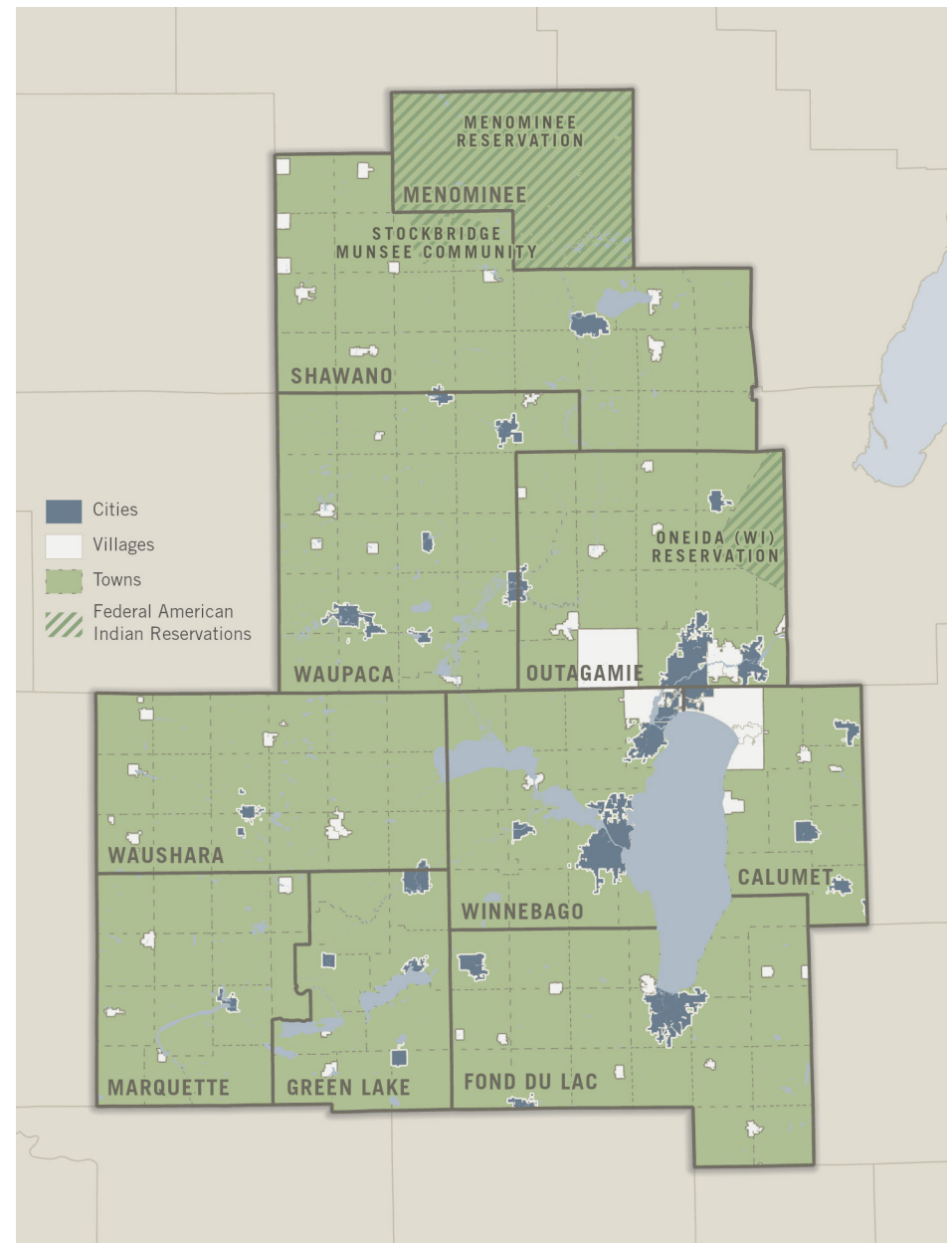
The East Central Wisconsin Regional Planning Commission (ECWRPC) was established in 1972 and is an association of counties and other local units of government with statutory responsibility to plan and coordinate the physical and economic development of the region. Displayed in Map 1.1, the region consists of ten counties, 27 cities, 57 villages and 154 towns. ECWRPC is governed by 28 commissioners with all member county executives and member county board chairs serving as commissioners with additional seats held by other local representatives. ECWRPC maintains four formal subcommittees: Executive, Transportation, Environmental Management, and Economic Development (Table 1.1).



In 1984, the East Central Wisconsin Regional Planning Commission was designated as an Economic Development District (EDD) under the provisions of Title IV of the Public Works and Economic Development Act of 1965, as amended.<sup>1</sup> Designation as an EDD allows ECWRPC to administer the district through EDA funding provided the district completes an update of the Comprehensive Economic Development Strategy (CEDS) every five years, submits an annual report, and frequently carries out economic development activities identified within the CEDS. ECWRPC receives funding to administer the EDD through an annual EDA Planning Partnership Grant. This funding allows ECWRPC staff to diligently update and implement the CEDS, partner with local communities and organizations to obtain EDA grants, and foster coordination and collaboration between the public, private, and non-profit sectors.

<sup>1</sup> Congress. 2020, October 29. "Public Works and Economic Development Act of 1965." U.S. Government Publishing Office. <https://www.govinfo.gov/app/details/COMPS-331>

Map 1.1 East Central Wisconsin Region



# INTRODUCTION

Table 1.1 ECWRPC 2022-2024 Standing Committee Assignments

County	Name	Committee
Executive Committee		
Lead Staff: Melissa Kraemer-Badtke - Executive Director, Craig Moser - Deputy Director, Sara Otting - Controller		
Calumet	Alice Connors - Com Vice Chair, Exe Vice Chair	Executive Committee
Fond du Lac	Steven Abel	Executive Committee
Menominee	Jeremy Johnson (Perm Alt) for Elizabeth Moses	Executive Committee
Outagamie	Jeff Nooyen - Commission Chair, Exe Chair	Executive Committee
Shawano	Tom Kautza	Executive Committee
Waupaca	Dick Koeppen	Executive Committee
Winnebago	David Albrecht (Perm Alt) for Tom Egan	Executive Committee
Environmental Management Committee		
Lead Staff: Wilhelmina Paustian - Senior Planner, Scott Konkle - Senior Planner, Adam BellCorelli - Associate Planner		
Calumet	David DeTroye (Perm Alt) for Tom Reinl	Environment Management Committee
Fond du Lac	Brenda Schneider - Vice Chair	Environment Management Committee
Menominee	Jeremy Johnson (Perm Alt) for Elizabeth Moses	Environment Management Committee
Outagamie	Jeff Nooyen	Environment Management Committee
Outagamie	Kevin Englebert - Chair (Perm Alt) for Thomas Nelson	Environment Management Committee
Shawano	Ken Capelle	Environment Management Committee
Waupaca	Aaron Jenson (Perm Alt) for Brian Smith	Environment Management Committee
Winnebago	David Albrecht (Perm Alt) for Tom Egan	Environment Management Committee
Winnebago	Bob Schmeichel	Environment Management Committee
Economic Development Committee		
Lead Staff: Colin Kafka - Associate Planner, Craig Moser - Deputy Director		
Calumet	Alice Connors - Chair	Economic Development Committee
Fond du Lac	Sam Kaufmann	Economic Development Committee
Outagamie	Kara Homan (alt for EDC) for Jake Woodford	Economic Development Committee
Outagamie	Nadine Miller	Economic Development Committee
Menominee	Gene Caldwell	Economic Development Committee
Waupaca	DuWayne Federwitz	Economic Development Committee
Shawano	Steve Gueths	Economic Development Committee
Winnebago	Jerry Bougie - Vice Chair (Perm Alt) for Jon Doemel	Economic Development Committee
Winnebago	Mark Rohloff - (Perm Alt) for Matt Mugerauer	Economic Development Committee
Transportation Committee		
Lead Staff: Kim Biedermann - Principal Planner		
Calumet	Nick Kesler	Transportation Committee
Fond du Lac	John Zorn (alt for Transportation) for Steven Abel	Transportation Committee
Fond du Lac	Joe Moore (Perm Alt) for Keith Heisler	Transportation Committee
Menominee	Jane Comstock	Transportation Committee
Outagamie	Lee Hammen - Vice Chair	Transportation Committee
Shawano	Tom Kautza	Transportation Committee
Waupaca	Dick Koeppen	Transportation Committee
Winnebago	Robert Keller - Chair	Transportation Committee
Valley Transit Rep.	Ronald McDonald	Transportation Committee
WisDOT Rep.	Scott Nelson	Transportation Committee



INTRODUCTION

Since 1984, ECWRPC has not only managed the Economic Development District by consistently supporting a wide array of economic development efforts, but has also played a role in successfully leveraging \$20,983,488 in EDA grants (Figure 1.1, Table 1.2).

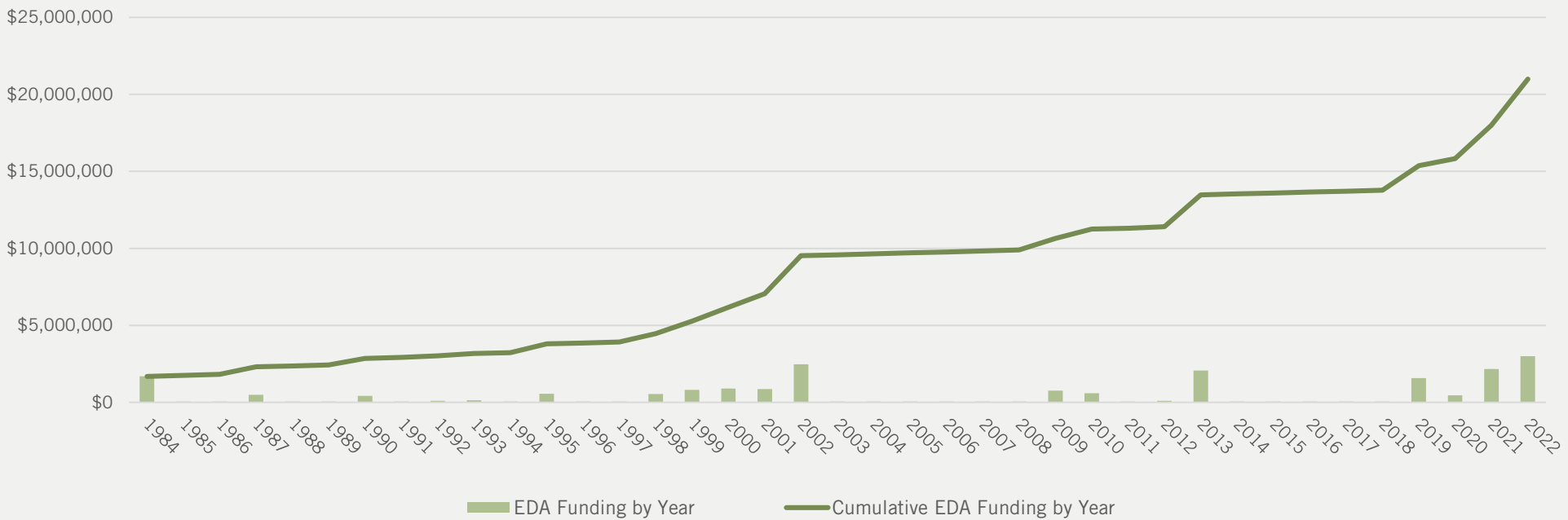
In addition to allowing ECWRPC to administer the Economic Development District, utilize EDA funding, and allow local governments within the EDD to apply for EDA grants, the CEDS is a crucial, strategy-driven plan for enhancing regional economic development, prosperity, and resiliency.<sup>2</sup> The CEDS provides a strategic direction for the EDD that is implemented through a realistic and informed action plan.<sup>3</sup> Strategies and actions identified in the CEDS are developed through an analysis of economic and demographic data

in tandem with extensive stakeholder engagement activities that assess the strengths, weaknesses, opportunities, and threats to the regional economy. In addition, the CEDS includes evaluation metrics to be reported annually that measure the performance of economic conditions within the EDD and the activities undertaken by ECWRPC to implement the CEDS.

<sup>2</sup> U.S. Department of Commerce Economic Development Administration. 2023. "Economic Development Districts." *Economic Development Administration*. <https://www.eda.gov/about/economic-development-glossary/edd>

<sup>3</sup> Office of the Federal Register, National Archives and Records Administration. 2021, December 31. "13 CFR § 303.7 - Requirements for Comprehensive Economic Development Strategies." *Office of the Federal Register, National Archives and Records Administration*. <https://www.govinfo.gov/app/details/CFR-2022-title13-vol1/CFR-2022-title13-vol1-sec303-7>

Figure 1.1 EDA Investments in the East Central Wisconsin EDD



Source:

## INTRODUCTION

Table 1.2 EDA Investments in the East Central Wisconsin EDD, 1984-2023

Year	Recipient	County	Project Description	Program	EDA Funding
1984	City of Fond du Lac	Fond du Lac	Industrial Park Improvements	Public Works	\$385,350
1984	Fox Valley Technical Institute	Outagamie	Sewer, Road & Building	Public Works	\$770,000
1984	Oneida Tribe	Outagamie	Sewer & Water Extension	Public Works	\$477,254
1987	City of New Holstein	Calumet	Industrial Development	Public Works	\$400,000
1987	Fox Valley Technical Institute	Outagamie	Develop Export Trade	Technical Assistance	\$31,182
1990	City of Green Lake	Green Lake	Water System Improvements	Public Works	\$366,222
1992	East Central Wisconsin RPC	Regional	Economic Development Feasibility Study	Technical Assistance	\$45,000
1993	East Central Wisconsin RPC	Regional	Flood Recovery Strategy	Technical Assistance	\$80,000
1995	City of Brillion	Calumet	Water, Storm Basin Improvements	T9	\$505,058
1998	Menominee Tribal Enterprise	Menominee	Construction of Industrial Building	Public Works	\$490,800
1999	Village of Bonduel	Shawano	Industrial Park Infrastructure	Public Works	\$748,200
2000	Village of Westfield	Marquette	Industrial Park Development	Public Works	\$835,100
2001	Menominee Tribal Enterprise	Menominee	Construction of Wood Products Manufacturing Center	Public Works	\$807,000
2002	City of Berlin	Green Lake	Industrial Park Infrastructure	Public Works	\$1,606,200
2002	City of Shawano	Shawano	Industrial Park Development	Public Works	\$808,000
2009	East Central Wisconsin RPC	Regional	Flood Recovery Strategy	Emergency Assistance (Flood Recovery)	\$60,000
2009	FDL County EDC & the Center for Enterprise Development	Fond du Lac	Economic Gardening Program to grow economy from within	Emergency Assistance (Flood Recovery)	\$437,899
2009	City of Chilton	Calumet	Regional Stormwater Pond for Industrial Park	Emergency Assistance (Flood Recovery)	\$199,980
2010	City of Omro	Winnebago	Industrial Park Infrastructure	Emergency Assistance (Flood Recovery)	\$399,000
2010	East Central & Bay Lake RPCs	Regional	Global Trade Strategy Development for NE WI	Community Trade Adjustment Assistance	\$135,000
2012	Oshkosh Chamber of Commerce & OAEDC	Winnebago	Oshkosh Area Targeted Business & Industry Cluster Analysis	Technical Assistance	\$40,000
2013	City of Oshkosh & Winnebago County	Winnebago	Oshkosh Aviation Business Park	Public Works	\$2,000,000
2019	City of Oshkosh	Winnebago	Southwest Industrial Park Transmodal Freight Access	Public Works	\$1,500,000
2019	City of New Holstein	Calumet	Market Feasibility Study for Tecumseh site	Technical Assistance	\$22,500
1984-2020*	East Central Wisconsin RPC	Regional	Ongoing Economic Development Planning	Planning Partnership Grant	\$2,333,743
2020	East Central Wisconsin RPC	Regional	CARES Act Economic Recovery Grant	CARES Act - Institutional	\$400,000
2021	New North	Regional	Broadband Access Study & Expansion Plan	CARES Act -Economic Adjustment Assistance	\$500,000
2021	Menominee Indian Tribe of Wisconsin	Menominee	Economic Development, Diversification, & Recovery Assistance Grant	CARES Act - Economic Adjustment Assistance	\$1,500,000
2021	City of Waupaca	Waupaca	Economic Recovery & Diversification Study	Technical Assistance	\$100,000
2022	Appleton International Airport	Outagamie	Appleton Aviation Business Park Expansion	ARPA - Economic Adjustment Assistance	\$3,000,000

\*Includes 3-year grant awarded to the Commission in 2020 to fund planning activities from 2021-2023. Source:

# INTRODUCTION

## CEDS Planning Process

Planning for the 2023 CEDS began in December 2022, with staff drafting an outline of the major tasks, deliverables, engagement activities, and general timeline for the plan. Staff also collaborated early in the planning process to identify the primary pillars vital to the formation of a coherent, practical, and resilient CEDS:

- ▶ Review and integrate elements identified in the 2018 ECWRPC CEDS, specifically within the Strategic Direction and Action Plan, as they are relevant in 2023, to continue building upon the success of the 2018 document,
- ▶ Collect pertinent demographic and economic datasets and analyze economic conditions to inform stakeholders and aid staff in understanding the economic dynamics of the EDD and setting the proper course for the plan,
- ▶ Conduct extensive engagement of public and private stakeholders and organizations through the facilitation of a SWOT analysis and County Input Sessions, and through participation on regional initiatives that directly relate to the CEDS.

These pillars culminate in the development of the vision, goals and objectives, and actions identified in the Strategic Direction and Action Plan, the highlight and primary function of the 2023 CEDS. With the planning process clearly articulated, ECWRPC initiated work on the CEDS in January 2023. Over the course of ten months, ECWRPC staff diligently facilitated stakeholder engagement, collected and analyzed demographic and economic data, and drafted the plan while concurrently participating in other vital economic development work in the EDD. A major element of the CEDS 2023, numerous stakeholder engagement efforts were undertaken by ECWRPC staff over the course of 2023. Major engagement milestones are displayed in Figure 1.2 and are further explained in this chapter.

## Stakeholder Engagement

East Central Wisconsin Planning Commission staff conducted a thorough engagement process of public and private stakeholders and organizations. The engagement process allowed staff to further understand regional economic conditions, barriers to economic success, and opportunities for growth in the East Central Wisconsin EDD. Most importantly, the results of the engagement process served to guide the vision, goals and objectives, and actions identified in the 2023 CEDS Strategic Direction and Action Plan. ECWRPC staff engaged a wide array of regional stakeholders through three primary channels; the CEDS Strategy Committee, county input sessions, and the Menominee Indian Tribe of Wisconsin Economic Resiliency Project.

### CEDS Strategy Committee

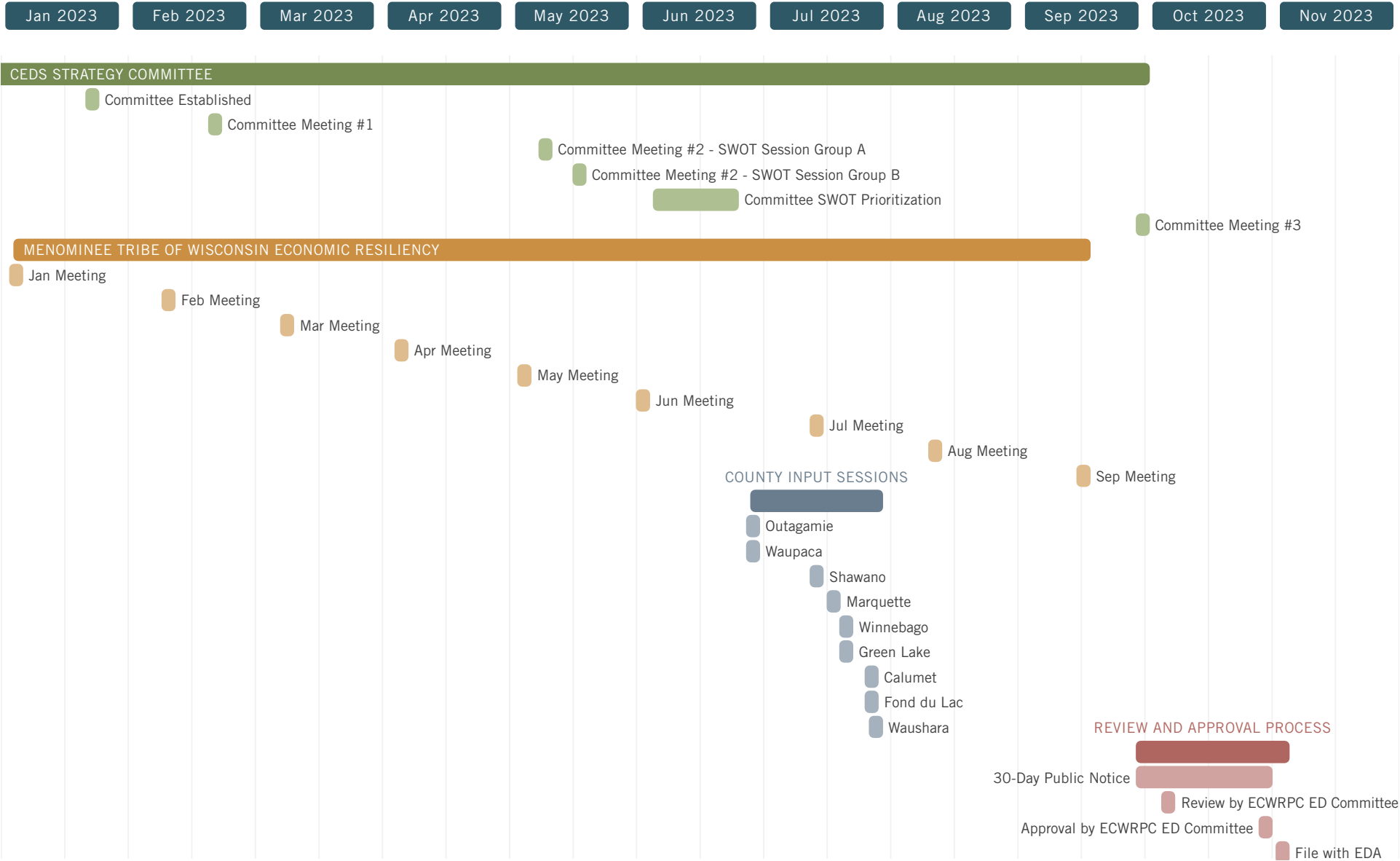
The CEDS Strategy Committee oversaw, participated in, and directed the CEDS update process. A CEDS Strategy Committee,

*Represent[s] the main economic interests of the Region, which may include Indian tribes, the private sector, State and other public officials, community leaders, private individuals, representatives of workforce development boards, institutions of higher education, minority and labor groups, and others who can contribute to and benefit from improved economic development in the relevant Region. In addition, the Strategy Committee must demonstrate the capacity to undertake a collaborative and effective planning process.<sup>4</sup>*

<sup>4</sup> Office of the Federal Register, National Archives and Records Administration. 2021, December 31. "13 CFR § 303.6 - Partnership Planning and the EDA-funded CEDS process." *Office of the Federal Register, National Archives and Records Administration*. <https://www.govinfo.gov/app/details/CFR-2022-title13-vol1/CFR-2022-title13-vol1-sec303-6>

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Figure 1.2 2023 CEDS Planning Process



Source: ECWRPC 2023

## INTRODUCTION

The 2023 CEDS Strategy Committee was comprised of 36 individuals who collectively represented the main economic interests of the region (Figure 1.3 and Table 1.3). During the CEDS update process, the Committee was engaged at the following meetings:

► **CEDS Strategy Committee Meeting #1 – Virtual**

Held on February 21, 2023, this meeting introduced the CEDS purpose and planning process, overviewed the 2018 CEDS, and included a presentation by EDA regarding federal funding opportunities.

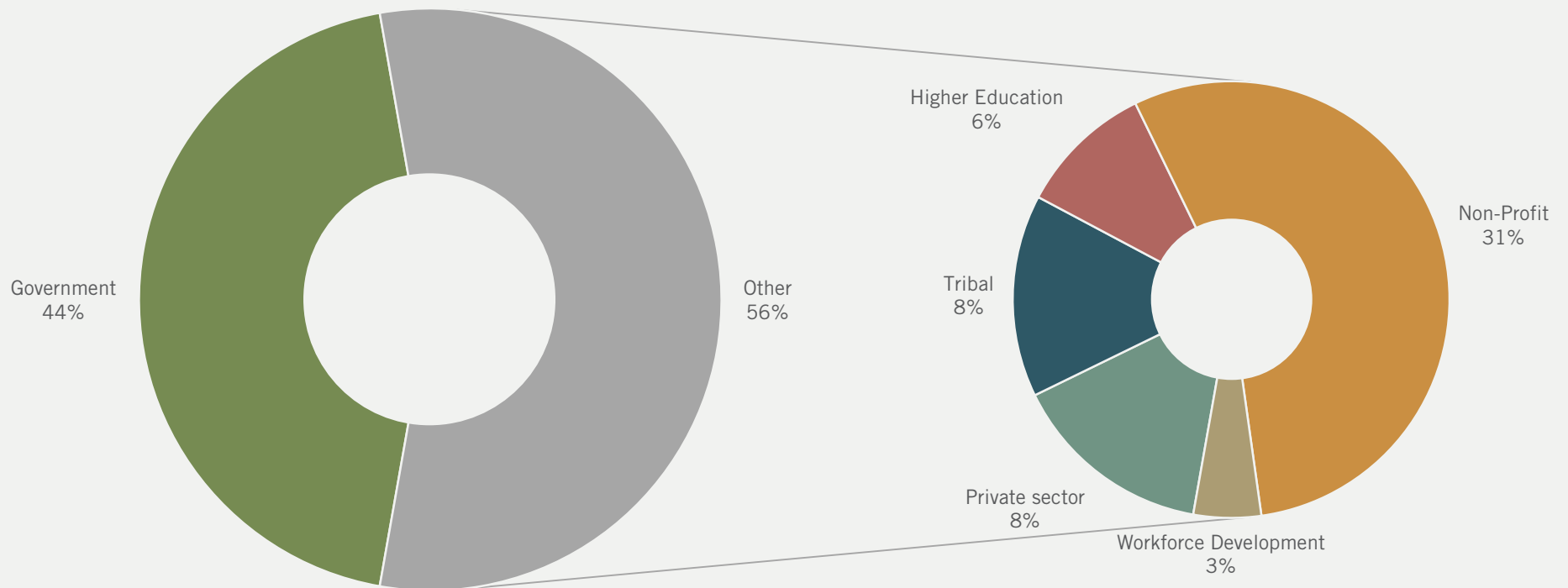
► **CEDS Strategy Committee Meeting #2: SWOT Group A and B Sessions – In-person**

Staff facilitated two Strength, Weaknesses, Opportunities, and Threats (SWOT) sessions to gather qualitative data on the regional economy, determine demographic and economic challenges and opportunities, and inform a regional economic development vision.

► **CEDS Strategy Committee Meeting #3 – Virtual**

Held on September 28, 2023, this final meeting reviewed the draft of the 2023 CEDS prior to its adoption by the ECWRPC Commission and submission to EDA in October.

Figure 1.3 **2023 CEDS Strategy Committee Representation**



Source: ECWRPC 2023

# INTRODUCTION

Table 1.3 2023 CEDS Strategy Committee

Name	Title	Organization	County	Private/Public	Represents
Jon Bartz	Economic Development Director	WEDC	Regional	Public	State & Public Officials
Dyann Benson	Community Development Director	City of Fond du Lac	Fond du Lac	Public	State & Public Officials
Pamela Biovin	Executive Director & Loan Officer	NiiJii Capital Partners, Inc. (NiiCap)	Menominee	Tribal	Tribal
Jerry Bougie	Planning Director	Winnebago County Planning Dept.	Winnebago	Public	State & Public Officials
Jeff Bowman	President/CEO	Bay Bank	Menominee	Private	Private Sector/Tribal
Kevin Englebert	Interim Development & Land Services Director/Principal Planner	Outagamie County	Outagamie	Public	State & Public Officials
Marci Hawpetoss	Planner II	Menominee Indian Tribe of Wisconsin	Menominee	Tribal	Tribal
Madilyn Heinke	Community & Design / President	Titletown Tech / Seymour Business League	Outagamie	Private	Private Sector
Chad Hoerth	City Administrator	City of New London	Waupaca	Public	State & Public Officials
Carol Karls	Director of Strategic Growth	Immel Construction	Regional	Private	Private Sector
Rob Klemen	President/CEO	Oshkosh Chamber of Commerce	Winnebago	Private	Non-profit
Teresa Knuth	Commercial Real Estate Advisor	NAI Pfefferle	Regional	Private	Private Sector
Jason Pausma	Community Economic Development Director	Calumet County	Calumet	Public	State & Public Officials
Jenny Krikava	Community Engagement Manager	Community Foundation for the Fox Valley Region	Regional	Private	Non-profit
Charlie Kudy	Administrator	Village of Campbellsport	Fond du Lac	Public	State & Public Officials
Barb LaMue	President & CEO	New North, Inc.	Regional	Private	Non-profit
Lisa Meier	Executive Director	Green Lake Area Chamber of Commerce	Green Lake	Private	Non-profit
Jeff Mikorski	Executive Director	Waupaca County Economic Development Corporation	Waupaca	Private	Non-profit
Bobbi Miller	Business Solutionss Manager	Fox Valley Workforce Development Board	Regional	Public	Workforce Development
Jennie Moore	Vice President - Programs & Partnerships	Goodwill - North Central Wisconsin	Regional	Private	Non-profit
Kelly Neiforth	Community Development Director	City of Oshkosh	Winnebago	Public	State & Public Officials
Jarod Rachu	Community & Economic Development Director	City of Waupaca	Waupaca	Public	State & Public Officials
Tricia Rathermel	CEO	Greater Oshkosh Economic Development Corporation	Winnebago	Private	Non-profit
Matthew Rehbein	Economic Development Specialist	City of Appleton Community Development	Outagamie	Public	State & Public Officials
Jeff Sachse	Director	Center for Customized Research & Services (CCRS) & Economic Development	Regional	Private	Higher Education
Naletta Sanchez	Economic Development Director	WEDC	Regional	Public	State & Public Officials
Brad Schmidt	Deputy Director of Community Development & Assessment	City of Neenah	Winnebago	Public	State & Public Officials
Jon Searles	Community & Economic Development Officer	WHEDA	Regional	Public	State & Public Officials
Pam Seidl	Executive Director	Fox Cities Convention & Visitor's Bureau	Regional	Private	Non-profit
Keri Solis	Economic Development & Tourism Coordinator	Marquette County	Marquette	Public	State & Public Officials
Joe Stephenson	Director	City of Kaukauna	Outagamie	Public	State & Public Officials
Colan Trembl	Economic Development Director	Oshkosh Chamber of Commerce	Winnebago	Private	Non-profit
Peter Thillman	Chief Economic Development Officer	Shawano County Economic Progress, Inc.	Shawano	Private	Non-profit
Sadie Vander Velde	CEO/President	Envision Greater Fond du Lac	Fond du Lac	Private	Non-profit
Dale Walker	Director of Business & Industry Services	Fox Valley Technical College	Regional	Public	Higher Education
Abe Weber	Airport Director	Appleton International Airport	Outagamie	Public	State & Public Officials

Source: ECWRPC 2023

# INTRODUCTION

## County Input Sessions

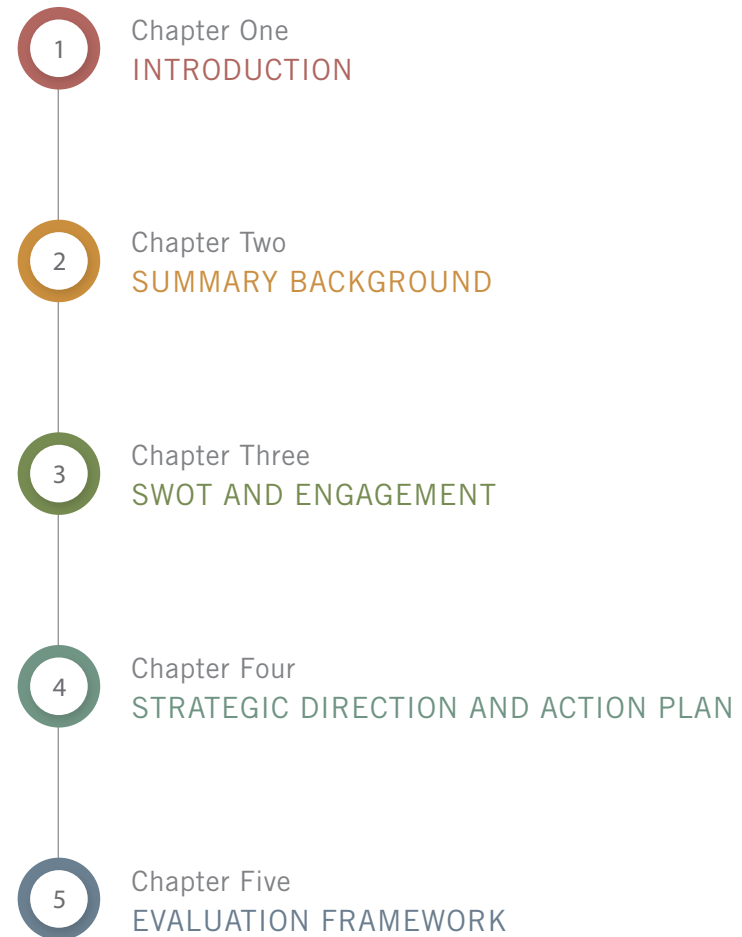
ECWRPC staff engaged stakeholders from nine counties in the EDD from June to August 2023 by holding individual county-wide input sessions. Key stakeholders were invited, with face-to-face meetings scheduled to maximize local attendance. Stakeholders unable to attend their respective county meeting were offered the opportunity to attend a separate virtual meeting with ECWRPC staff. Through these meetings, ECWRPC staff interacted directly with 35 public sector and 14 nonprofit sector professionals, volunteers, and elected officials who play critical roles in their local economic development activities. In conjunction with the 2023 CEDS Strategy Committee, participants at these meetings provided an opportunity for ECWRPC staff to learn about and validate the important economic development priorities with the EDD, and to help inform the Strategic Vision and Action Plan of the 2023 CEDS.

## Menominee Indian Tribe of Wisconsin Economic Resiliency Project

Concurrent with development of the 2023 CEDS, ECWRPC staff participated on the advisory team for the Menominee Indian Tribe of Wisconsin (MITW) Economic Resiliency Project which was funded by an EDA CARES Act Grant. The advisory team, comprised of representatives from the Menominee Indian Tribe of Wisconsin, Menominee County, Menominee Tribal Enterprises, the College of Menominee Nation, and other key stakeholders within Menominee County, met on a monthly basis throughout 2023 to participate in the strategic planning process for the project. ECWRPC staff diligently recorded the results of the planning process in order to appropriately reflect the economic development challenges and priorities of the Menominee Tribe and Menominee County in the 2023 CEDS. To avoid duplication of efforts or missing information, the input gathered from monthly participation on the advisory team and engagement with Menominee stakeholders was integrated into the 2023 CEDS in lieu of a separate input session. The frequent meeting of the advisory group provided consistent and extensive insight on economic development challenges and priorities in Menominee County. This information, in tandem with that gathered from the additional 2023 CEDS engagement activities, supplemented ECWRPC staff knowledge of economic development priorities in the region and further informed the Strategic Direction and Action Plan.

## CEDS Structure

Consistent with the opportunities and expectations for a CEDS Plan 5-year update, this document presents the following sections.



CHAPTER 2

# SUMMARY BACKGROUND

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## SUMMARY BACKGROUND

### Summary Background Overview

This chapter provides a summary of past and current key demographic and economic trends in the ECWRPC EDD. Evaluated across time, the summary highlights trends which are pertinent to the ten-county region and provide a clear understanding of the current local economic situation, challenges, and obstacles. Where possible, metrics are disaggregated by geography to identify commonalities or discrepancies among the ten counties, the EDD, and the State of Wisconsin. In addition, the datasets evaluated in the summary background provide

clear connections to the results of the SWOT analysis and county input sessions. Ultimately, the summary background, in tandem with stakeholder engagement, inform the Strategic Direction and Action Plan.

Data in this chapter primarily covers the years between 2012 and 2022, with the most recently available datasets used depending on the source. The chapter is a summary of key trends and is not an exhaustive analysis; detailed tables of the demographic and economic data featured in this chapter are provided in Appendix B.

### Summary Background Chapter Structure



#### POPULATION AND LABOR FORCE

- ▶ Historic and Projected Population
- ▶ Age
- ▶ Education
- ▶ Labor Force Totals
- ▶ Participation
- ▶ Unemployment



#### OCCUPATION

- ▶ SOC High-Level Employment and Average Annual Wage
- ▶ SOC 2-Digit Employment and Average Wage
- ▶ SOC 2-Digit Employment Change and Average Wage



#### HOUSING

- ▶ Monthly Housing Cost Distribution
- ▶ Monthly Housing Cost Burden
- ▶ Monthly Home Sale Price and Volume
- ▶ Real Median Incomes and Real Median Home Price



#### INDUSTRY

- ▶ NAICS Super-Sector Employment and Average Wage
- ▶ NAICS 2-Digit Employment and Average Wage
- ▶ NAICS 2-Digit Employment Concentration
- ▶ NAICS 3-Digit Specialization and Employment Concentration



#### INCOME AND POVERTY

- ▶ Median Household Income
- ▶ Income Distribution
- ▶ Poverty Rate
- ▶ Poverty Rate of Vulnerable Populations



#### GROSS REGIONAL PRODUCT

- ▶ GRP and Employment

## SUMMARY BACKGROUND



### Population and Labor Force

Historic and projected population growth, age distribution, educational attainment, labor force size, participation rates, and unemployment rates are all key demographic indicators that provide valuable insight on the most important component of a region, its people. An awareness of historic and projected population growth trends, in tandem with age distribution, helps to inform current and future demands for services, resources, infrastructure, and development patterns across the region. Educational attainment levels, in addition to degree completion trends, provide clues as to the distribution of talent available in the region and trends in workforce development. Likewise, trends regarding the size, growth, and participation of the population in the labor force relate to the current and potential economic competitiveness of the region. Past and present changes in these demographic indicators may determine future economic resiliency to regional economic challenges.

#### Historic and Projected Population

Approximately 675,000 people resided in the ECWRPC EDD in 2020, an increase of nearly 250,000 people since 1970 (Figure 2.1). The region also continued to witness steady population increase in more recent years, increasing by 3.2% between 2012 and 2021, a rate of growth comparable to the State of Wisconsin during the same period (Figure 2.2). Six of the ten counties in the EDD experienced a fair degree of population growth, with the population of Outagamie County increasing the most over the last decade by 7.3%. Four counties, Waushara, Green Lake, Waupaca, and Shawano, witnessed population decrease between 2012 and 2021.

The population of the ECWRPC EDD is projected to reach 725,000 by 2040 according to the Wisconsin Department of Administration, an addition of nearly 50,000 people (Figure 2.3). Future population growth is projected to be dispersed fairly evenly between both more urban incorporated areas and more rural unincorporated areas of the region, consistent with the historic physical distribution of the region's population. Regional population has grown steadily in recent decades and is projected to increase in the coming years, although the rate of growth will become smaller.

#### Age

Median age in the ECWRPC EDD was 43 years in 2021, and was distributed fairly evenly between younger and older age cohorts, inline with trends recorded at the State level (Figure 2.4). Population age distribution varied more considerably across the ten counties, with median ages ranging from 31 to 50. Menominee County was comprised of a substantially younger age cohort, with nearly 35% of the county population below the age of 20 and a median age of 31. Conversely, Marquette and Waushara Counties had larger proportions of older age cohorts, with over 30% of the population in each county older than the age of 60, resulting in a median age of 50 in both counties.

Between 2012 and 2021, the region generally recorded an increase in older age cohorts and a decrease in younger age cohorts (Figure 2.5). Both 10-year age cohorts under the age of 20 shrank over the last decade, while all 10-year age cohorts above the age of 50 increased. Overall, the region became older between 2012 and 2021 despite population growth.

## SUMMARY BACKGROUND



### Education

More than 35% of all residents age 25 and older in the ECWRPC EDD possessed an associate's degree or higher level of educational attainment in 2021 (Figure 2.6). This rate was slightly below the State of Wisconsin average in 2021, where 41% of residents age 25 and older held an associate's degree or higher (Figure 2.6). Three counties, Calumet, Outagamie, and Winnebago, had greater proportions of residents age 25 and older with an associate's degree or higher than the regional average.

In 2021, the largest programs in the region by total degree completions were related to Health, Business, Education, Liberal Arts, and Law Enforcement (Figure 2.7). Undergraduate and graduate degrees for these programs were offered at various public and private technical and four-year universities across the region. Of the twelve largest programs in the region by total completions in 2021, seven recorded a decrease in total completions compared to 2012. This decrease may be a result of the shrinking of younger age cohorts in the region over the past decade or may indicate regional challenges to develop and maintain a talented workforce.

### Labor Force Totals

The labor force is composed of those who are employed or are unemployed and actively seeking employment. Persons who are unemployed but not looking for employment are not considered to be in the labor force. The size of the regional labor force was relatively consistent between 2012 and 2022, shrinking just slightly by -0.4% to approximately 354,800 persons. (Figure 2.8 and Figure 2.9). Several counties in the region recorded a decrease in their labor force during the period, with the largest decrease in Green Lake

County of -11.3% while Outagamie saw a drastic increase in total labor force relative to the other counties in the region, growing by 3.8%.

### Participation

In 2021, the average labor force participation rate for the civilian noninstitutional population age 16 and over in the ECWRPC EDD was 62.0%, slightly behind the State average of 66.1% (Figure 2.10). Calumet, Outagamie, Fond du Lac, and Winnebago counties all recorded higher labor force participation rates than the State and region in 2021. Menominee County recorded the lowest participation rate in 2021 at 48.5%. Labor force participation rates for the population age 16 and over in the region declined from 64.4% in 2012 to 62.0% in 2021 (Figure 2.11). County participation rates also declined slightly over the last decade. Labor force trends warrant continued observation as both the size and participation rate of the working age population is fundamental to a healthy economic environment.

### Unemployment

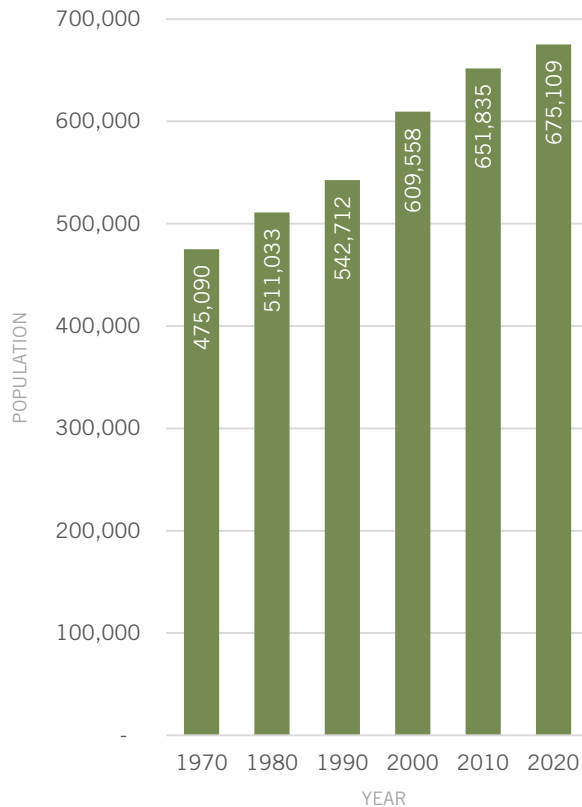
Despite the disruption of the pandemic, median monthly unemployment rates in the ECWRPC EDD declined to record lows between 2012 and 2022 (Figure 2.12). Regional median monthly unemployment reached just 2.3% in December, 2022 and was equal to the rate for the State of Wisconsin (Figure 2.13). Monthly unemployment trends were variable at the county level, specifically in Menominee County where the median monthly unemployment rate in 2022 was 5.0%, a rate higher than those recorded for the region, State, and United States. The generally low unemployment rate found throughout the EDD may suggest that residents are comfortably employed, however, the low rate may also indicate a potential workforce shortage.

## SUMMARY BACKGROUND



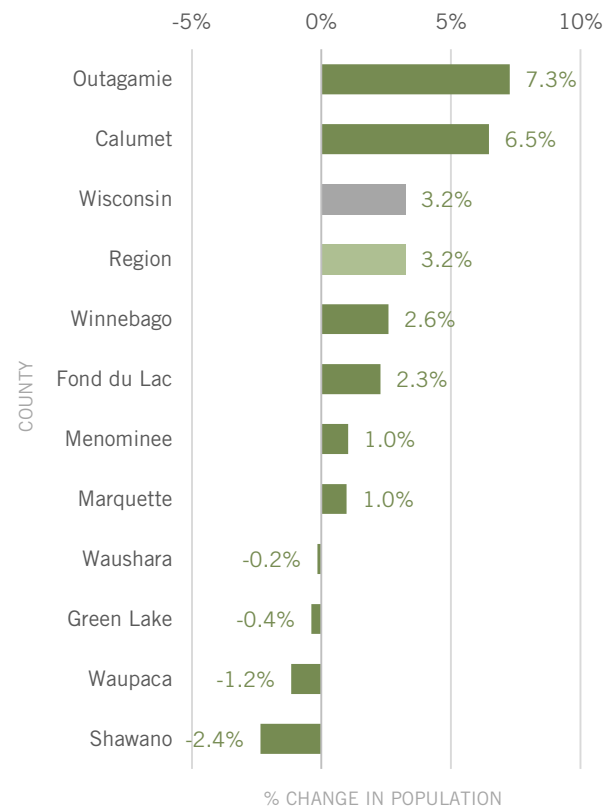
### HISTORIC AND PROJECTED POPULATION POPULATION AND LABOR FORCE

Figure 2.1 Regional Historic Population, 1970-2020



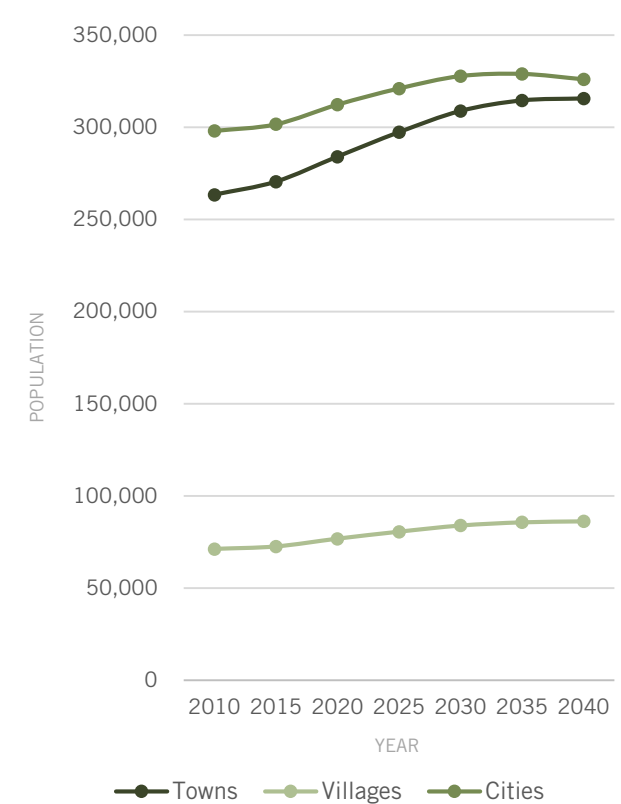
Source: Wisconsin Department of Administration, State and County Household Projections, 2010-2040, Retrieved May 2023

Figure 2.2 Change in Population by County, 2012-2021



Source: United States Census Bureau, ACS 2012 and ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.3 Regional Projected Population by Municipal Type, 2010-2040



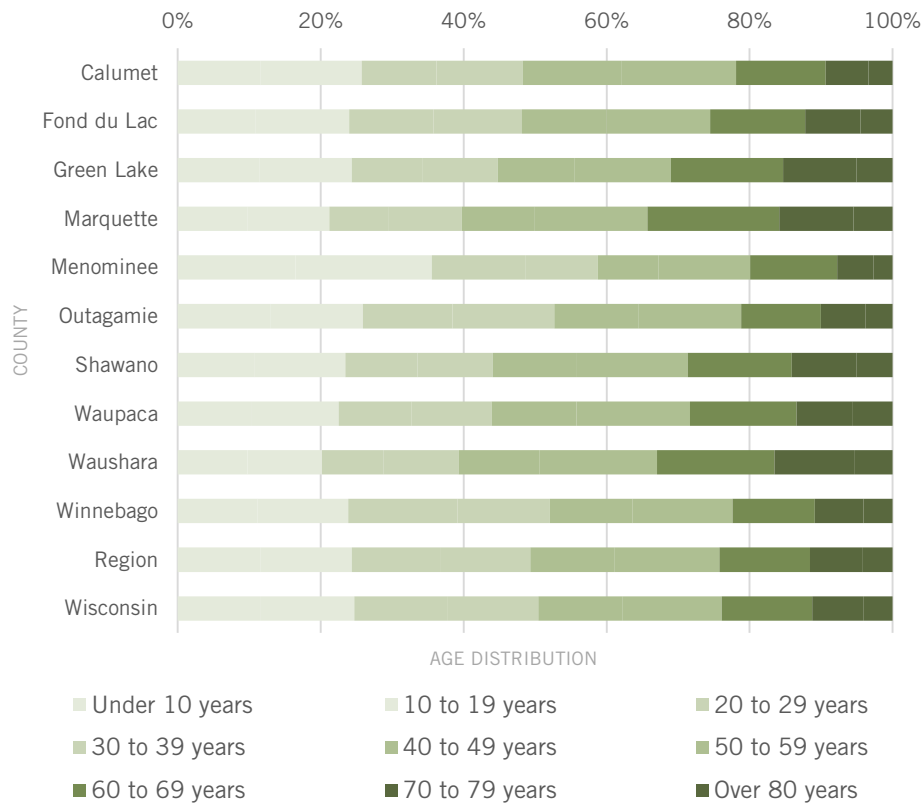
Source: Wisconsin Department of Administration, State and County Household Projections, 2010-2040, Retrieved May 2023

## SUMMARY BACKGROUND



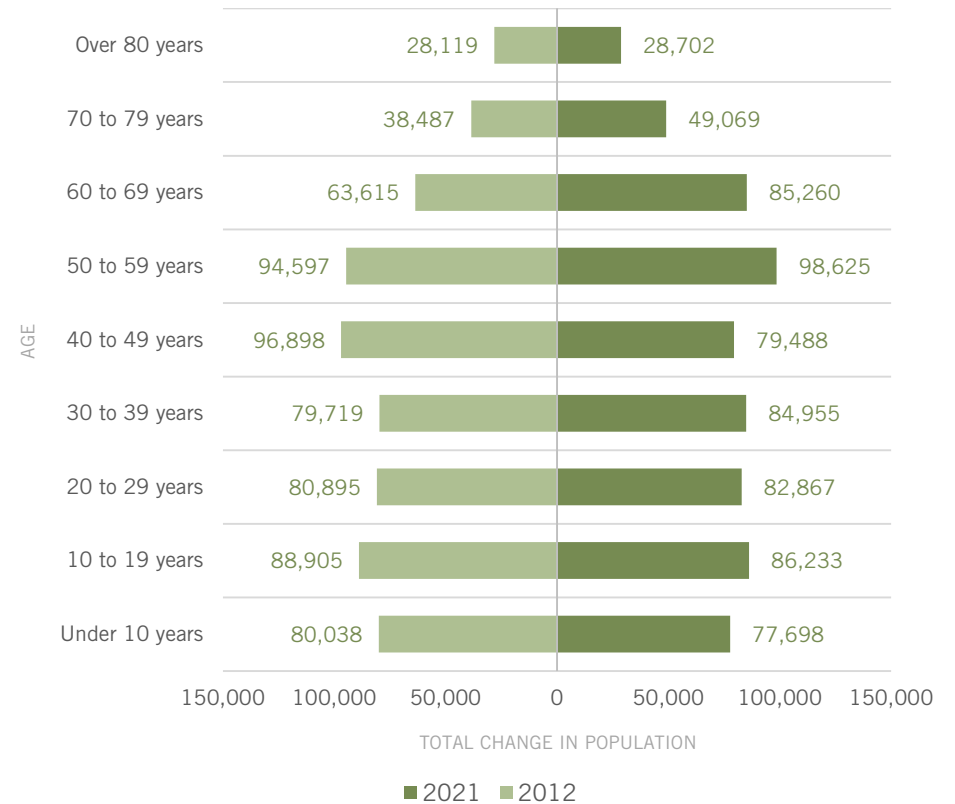
### AGE POPULATION AND LABOR FORCE

Figure 2.4 Age Distribution as Share of Total Population by County, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.5 Change in Regional Age Distribution, 2012-2021



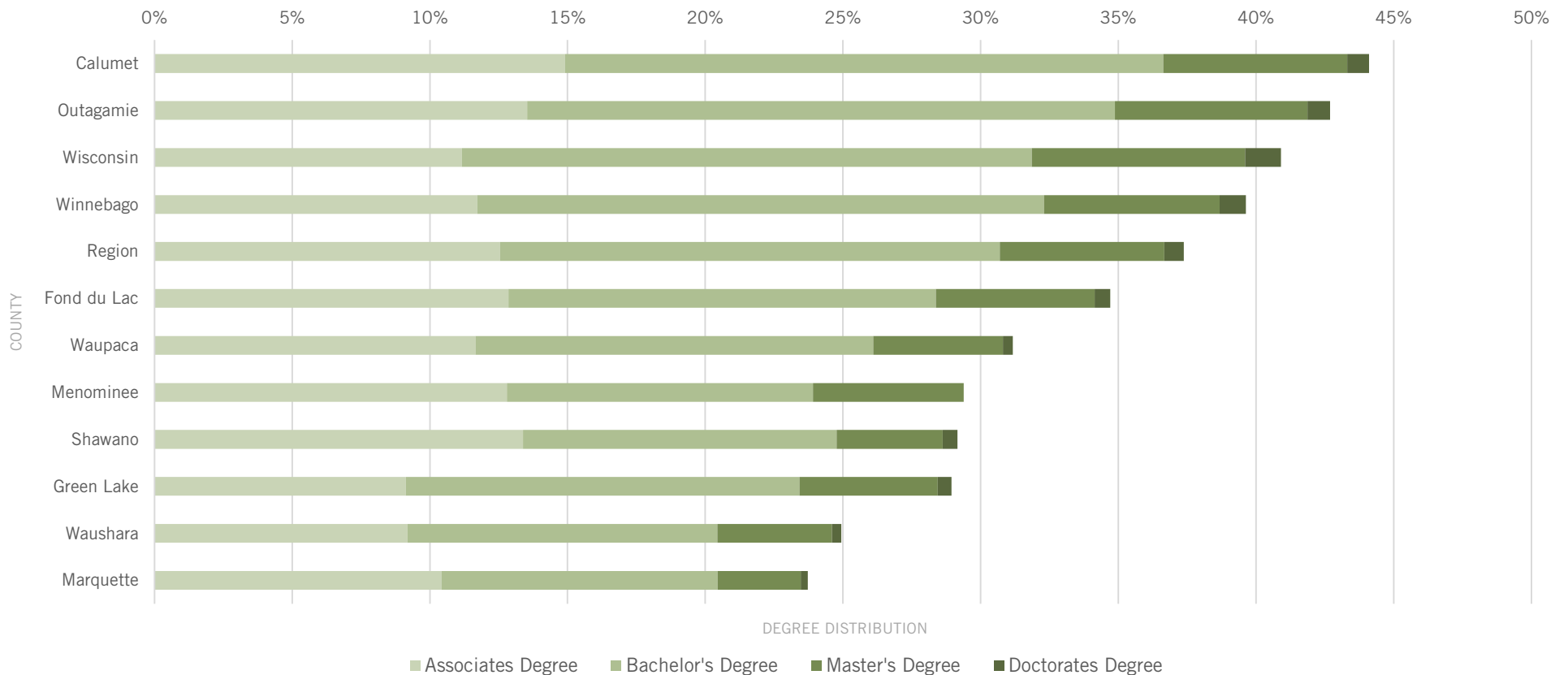
Source: United States Census Bureau, ACS 2012 and ACS 2021 5-year Estimates, Retrieved May 2023

## SUMMARY BACKGROUND



### EDUCATION POPULATION AND LABOR FORCE

Figure 2.6 Share of Population Age 25+ with an Associate's Degree or Higher by County, 2021



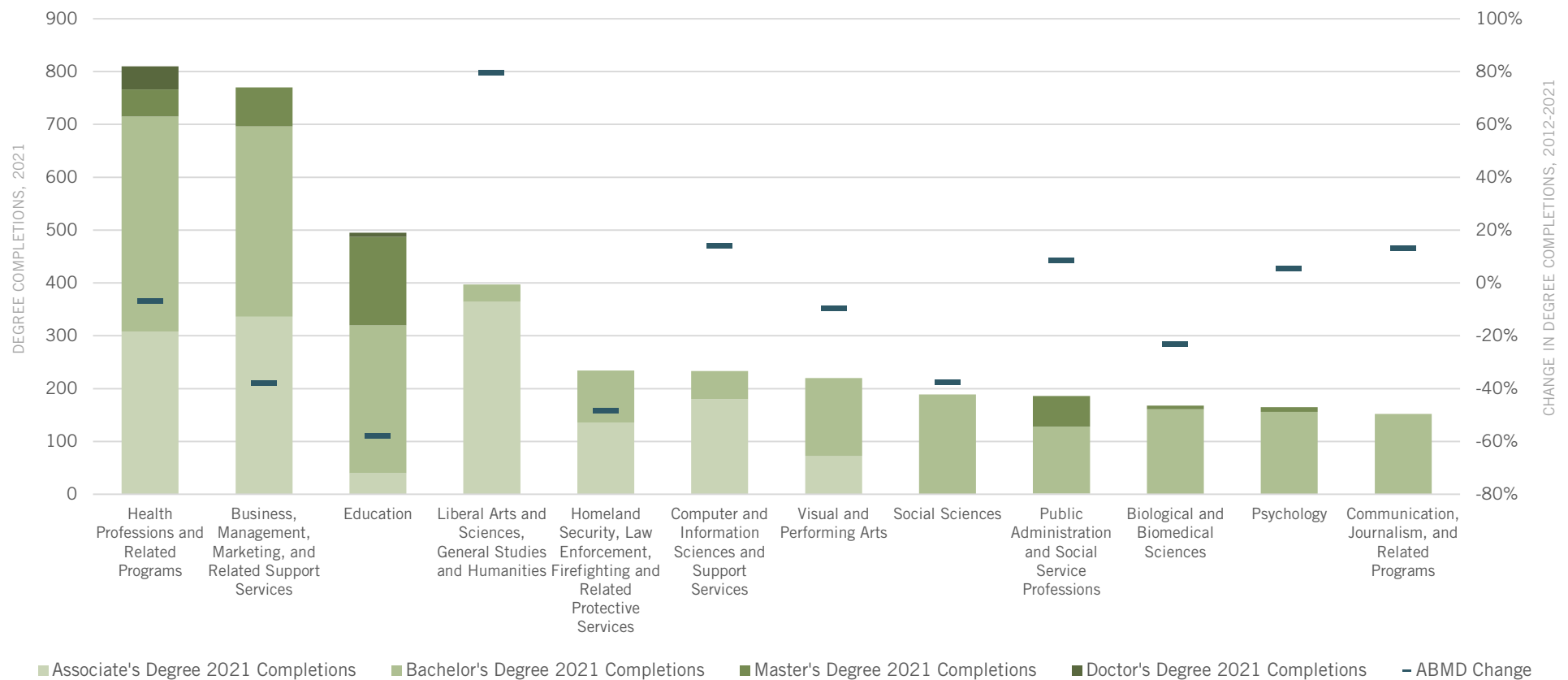
Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

## SUMMARY BACKGROUND



### EDUCATION POPULATION AND LABOR FORCE

Figure 2.7 Regional Top 12 Program Completions, 2021 and Change in Program Completions, 2012-2021



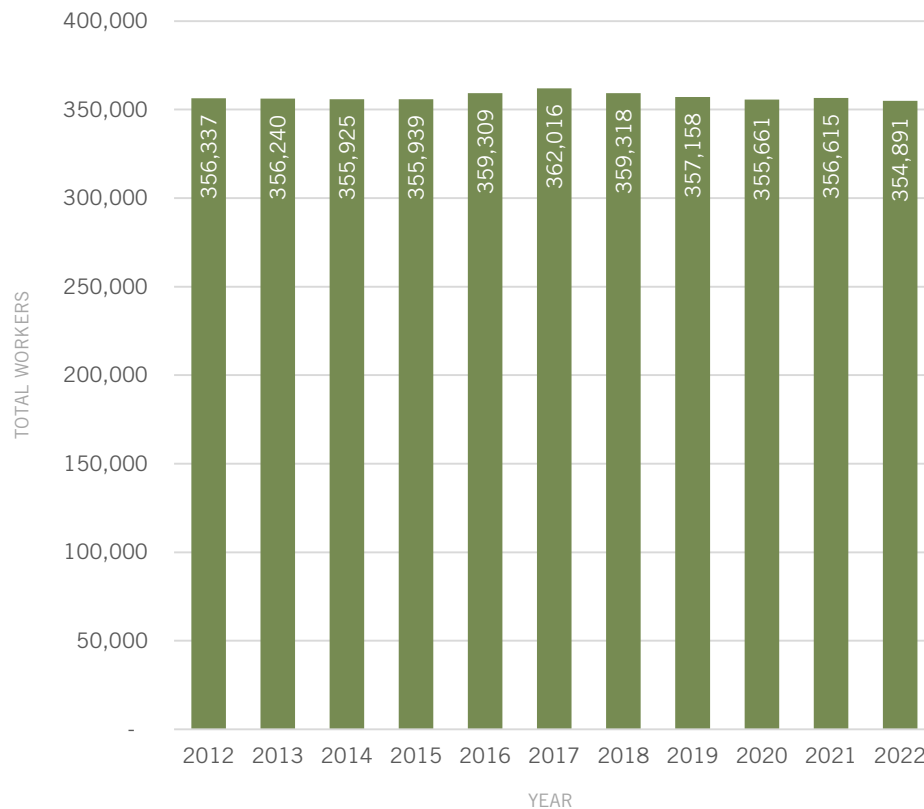
Source: Lightcast 2023.2 Classification of Instructional Programs (CIP), Retrieved May 2023

## SUMMARY BACKGROUND



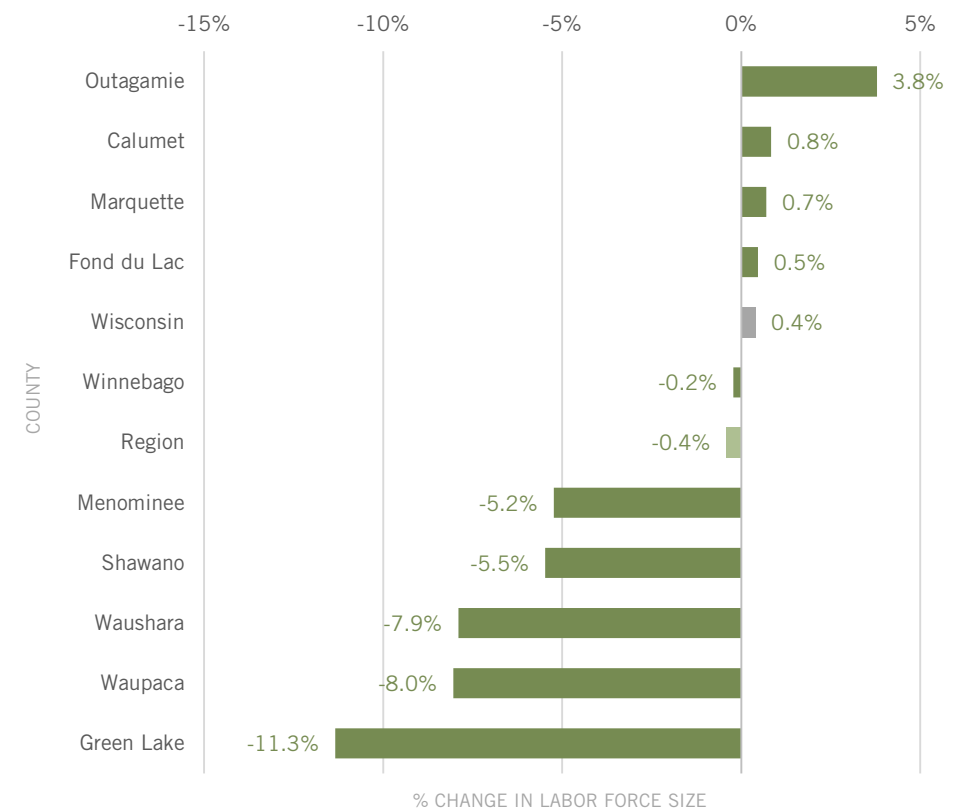
### LABOR FORCE TOTALS POPULATION AND LABOR FORCE

Figure 2.8 Regional Labor Force Size, 2012-2022



Source: Lightcast 2023.2 Local Area Unemployment Statistics (LAUS), Retrieved May 2023

Figure 2.9 Change in Labor Force Size by County, 2012-2022



Source: Lightcast 2023.2 Local Area Unemployment Statistics (LAUS), Retrieved May 2023

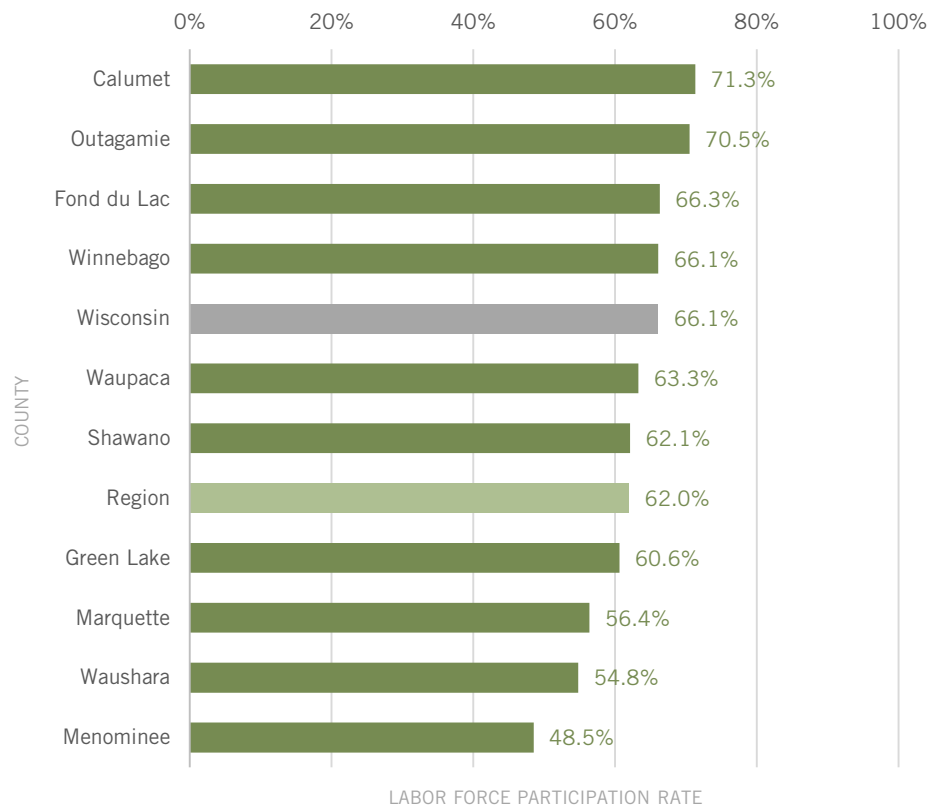


## SUMMARY BACKGROUND



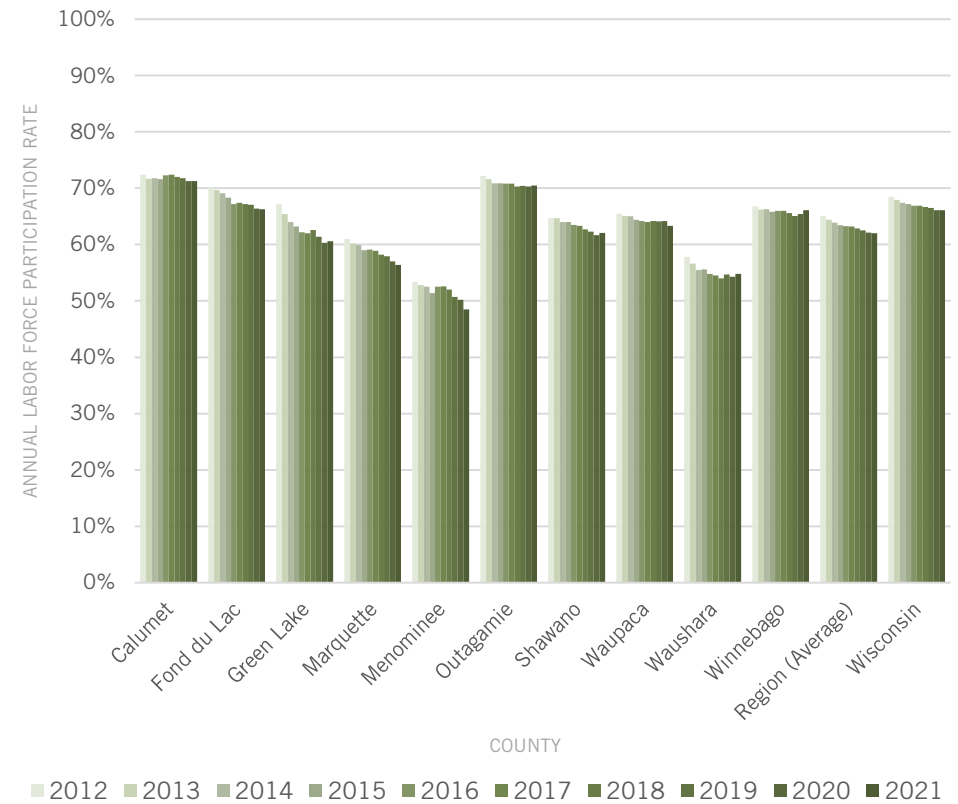
### PARTICIPATION POPULATION AND LABOR FORCE

Figure 2.10 Labor Force Age 16+ Participation Rate by County, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.11 Change in Labor Force Age 16+ Participation Rate by County, 2012-2021



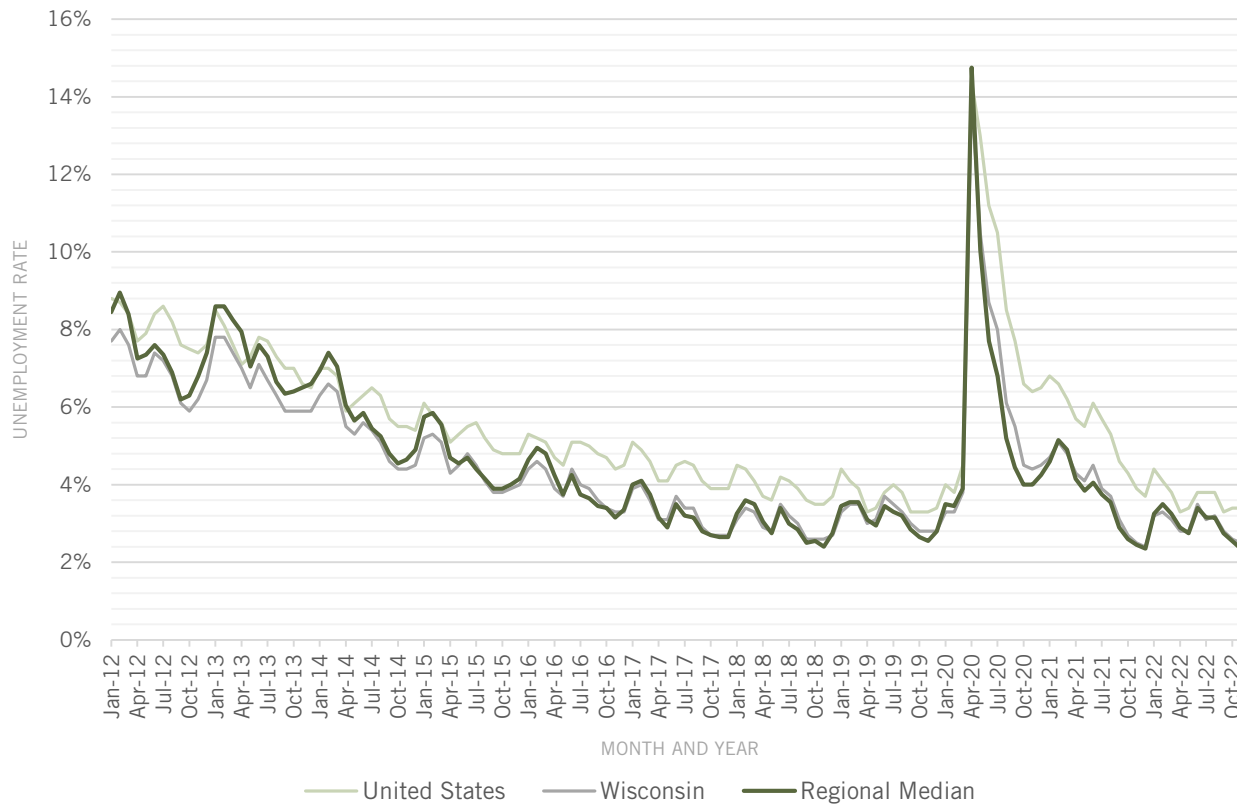
Source: United States Census Bureau, ACS 5-year Estimates, 2012-2021, Retrieved May 2023

## SUMMARY BACKGROUND



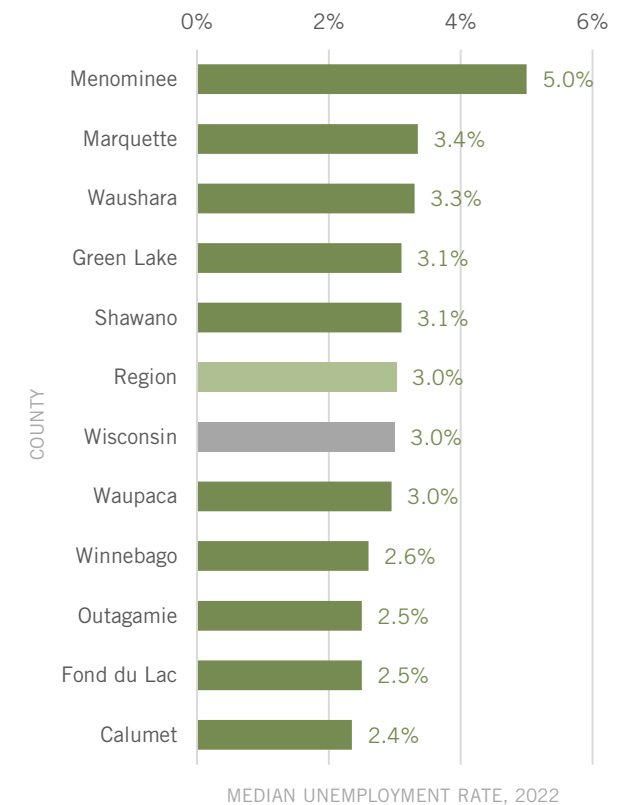
### UNEMPLOYMENT POPULATION AND LABOR FORCE

Figure 2.12 Regional, State, and US Monthly Unemployment Rate, 2012-2022



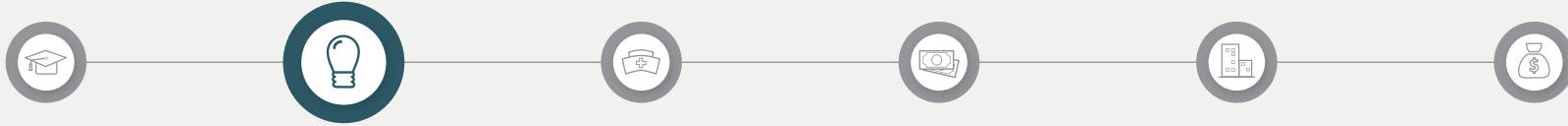
Source: Lightcast 2023.2 Local Area Unemployment Statistics (LAUS), Retrieved May 2023

Figure 2.13 Median Monthly Unemployment Rate by County, 2022



Source: Lightcast 2023.2 Local Area Unemployment Statistics (LAUS), Retrieved May 2023

## SUMMARY BACKGROUND



### Industry

Understanding current and past employment and wage trends in each sector of the regional economy provides insight on the general condition of the regional economy, particularly from the perspective of the demand-side of labor. Tracking the decline, stability, or growth of each sector's employment base and concentration is critical to understanding which sectors, whether well-established or relatively new, may be wavering or up-and-coming. In addition, as the regional, State, and National economies continue to evolve, evaluating the competitiveness of wages and the change and concentration of employment by sector paints a clear picture as to the composition and dynamics of the regional economy.

### NAICS Super-Sector Employment and Average Wage

Using the North American Industrial Classification System (NAICS) coding of economic sectors, goods-producing super-sectors employed a significant share of the ECWRPC EDD's total employment in 2022, specifically the manufacturing super-sector which comprised 20.7% of total employment in the region (Figure 2.14). The region held a greater share of total employment in all three goods-producing super-sectors than the State of Wisconsin average, highlighting the high concentration of these super-sectors in the region. Alternatively, service-providing super-sectors, while making up nearly 65.0% of total employment in the region in 2022, comprised smaller shares of the region's total employment as compared to these super-sector shares of employment in the State of Wisconsin.

Average annual wages by super-sector in the EDD in 2022 tended to be lower than average annual wages by super-sector in the State of Wisconsin,

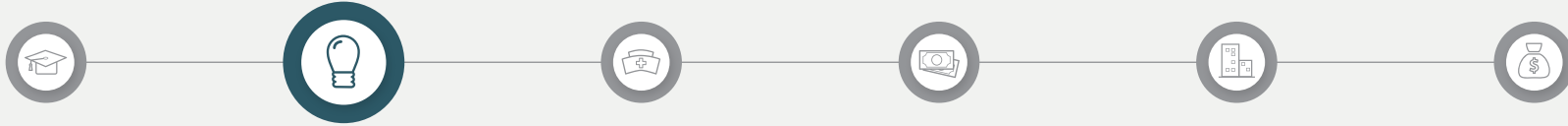
with regional average annual wages higher than the State in only the Professional and Business Services, Manufacturing, and Construction super-sectors (Figure 2.15). While the differences in wages by super-sector between the region and State tended to be marginal, annual average wages in the ECWRPC EDD Information super-sector were significantly lower than in the Wisconsin Information super-sector.

Overall, in 2022 goods-producing super-sectors made up a noticeable concentration of regional employment when compared to the share of employment of these same super-sectors in Wisconsin. Conversely, service-providing super-sectors in the EDD lagged in both their share of regional total employment and average annual wages when compared to Wisconsin figures.

### NAICS 2-Digit Employment and Average Wage

Further evaluating industry employment beyond the super-sector level, regional employment was significantly concentrated in the Manufacturing, Government, Health Care and Social Assistance, and Retail Trade sectors in 2022 (Figure 2.16). Between 2012 and 2022, employment in these sectors remained relatively stable, with minimal positive or negative percent change in employment during the period. More variability in employment change was noticed in other, smaller sectors, specifically the Management of Companies and Enterprises and Construction sectors, which witnessed employment grow by 34.0% and 26.0%, respectively, between 2012 and 2022. The Information sector was the only sector in the region to record a significant decline in employment, decreasing by 18.0% between 2012 and 2022.

## SUMMARY BACKGROUND



The Management of Companies and Enterprises sector had the highest average annual wage in the region in 2022, at approximately \$120,000 in nominal figures (Figure 2.17). Sector average annual wages in 2022 were greater than \$60,000 in eight sectors, between \$40,000 and \$60,000 in seven, and below \$40,000 in five. Change in average annual wages between 2012 and 2022 was conspicuous in sectors with relatively small employment bases, increasing by 62.0% in the Accommodation and Food services alone. Generally, average annual wages grew in all industry sectors in the region, while employment remained largely stable as well. Between 2012 and 2022, Manufacturing continued to be a dominant sector of the regional economy, while several other sectors witnessed large increases in both employment and wages.

### NAICS 2-Digit Employment Concentration

All sectors of the ECWRPC EDD economy recorded interesting trends in employment change and concentration – or location quotient – over the last decade (Figure 2.18). With an established and vital history in the region, the Manufacturing and Agriculture, Forestry, Fishing, and Hunting sectors remained strong in employment concentration in 2022, however, recorded slight declines in employment during the period. Other notable sectors, which had prominent employment concentrations and recorded employment growth, included the Construction and Management of Companies and Enterprises sectors. Sectors that witnessed employment growth but had a lower concentration of employment in the region relative to typical concentrations across the nation, were more abundant. The largest sectors in this group, as measured by total employment, included the Retail Trade, Health Care and Social Assistance, and Administrative and Support and Waste Management sectors. The Government, Finance and Insurance, and

Information sectors, all experienced some degree of employment decline between 2012 and 2022 and did not have a typical concentration of employment in the region relative to national averages.

As legacy sectors continued to remain prominent in the region, several sectors experienced significant employment growth, while industries that saw employment decrease recorded only slight declines. These trends may suggest that most sectors were relatively stable during the period and have an appetite for growth limited only by workforce availability.

### NAICS 3-Digit Specialization and Employment Concentration

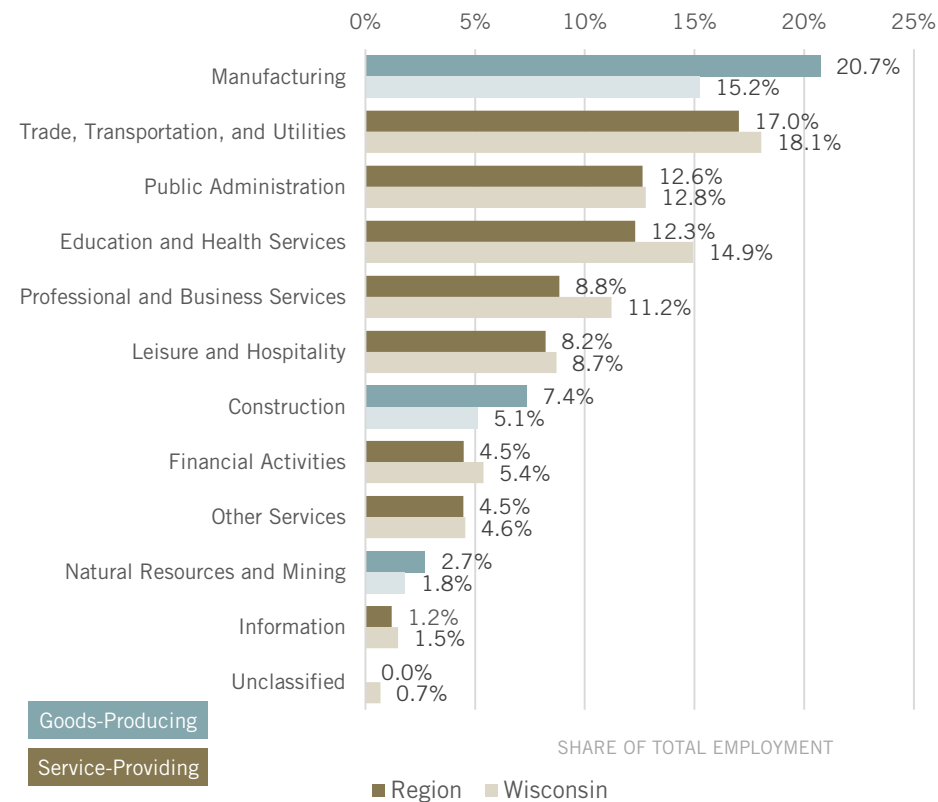
Several subsectors in the region either continued their legacy or emerged as key, specialized components of the regional economy. Defined as NAICS 3-digit sectors where location quotient is equal to or greater than 1.5 and total employment is greater than or equal to 1,000, specialized sectors played an important role in the cohesion and development of the regional economy throughout 2012 to 2022 (Figure 2.19, and Table 2.1). Using these criteria, fourteen subsectors were identified as specialized, twelve of which were within goods-producing super-sectors. Four subsectors, all within the manufacturing sector, recorded a decrease in both employment and concentration between 2012 and 2022, with the most notable decrease recorded in the Primary Metal Manufacturing subsector. In contrast, seven subsectors experienced an increase in both metrics, with the largest increases noted in the Furniture and Related Product Manufacturing subsector. Although legacy specialized subsectors witnessed employment and concentration levels decline, new subsectors displayed positive growth trends and played an important role in diversifying the regional economy.

## SUMMARY BACKGROUND



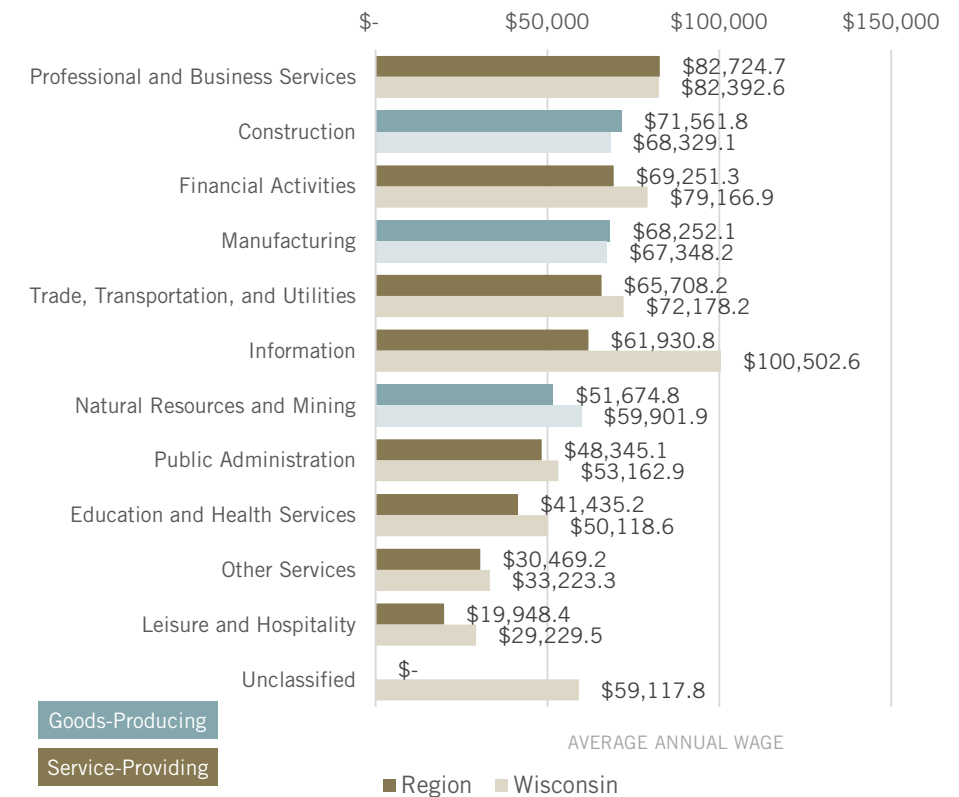
### NAICS SUPER-SECTOR EMPLOYMENT AND AVERAGE WAGE INDUSTRY

Figure 2.14 Share of Employment by NAICS Super-Sector, 2022



Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

Figure 2.15 Average Annual Wage by NAICS Super-Sector, 2022



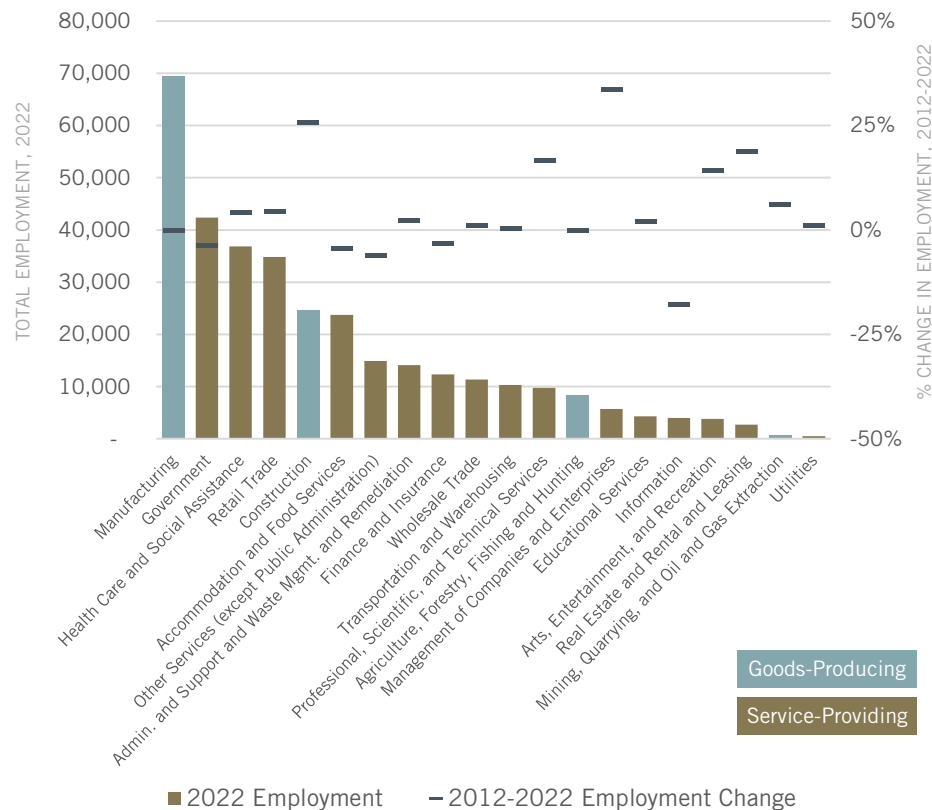
Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

## SUMMARY BACKGROUND



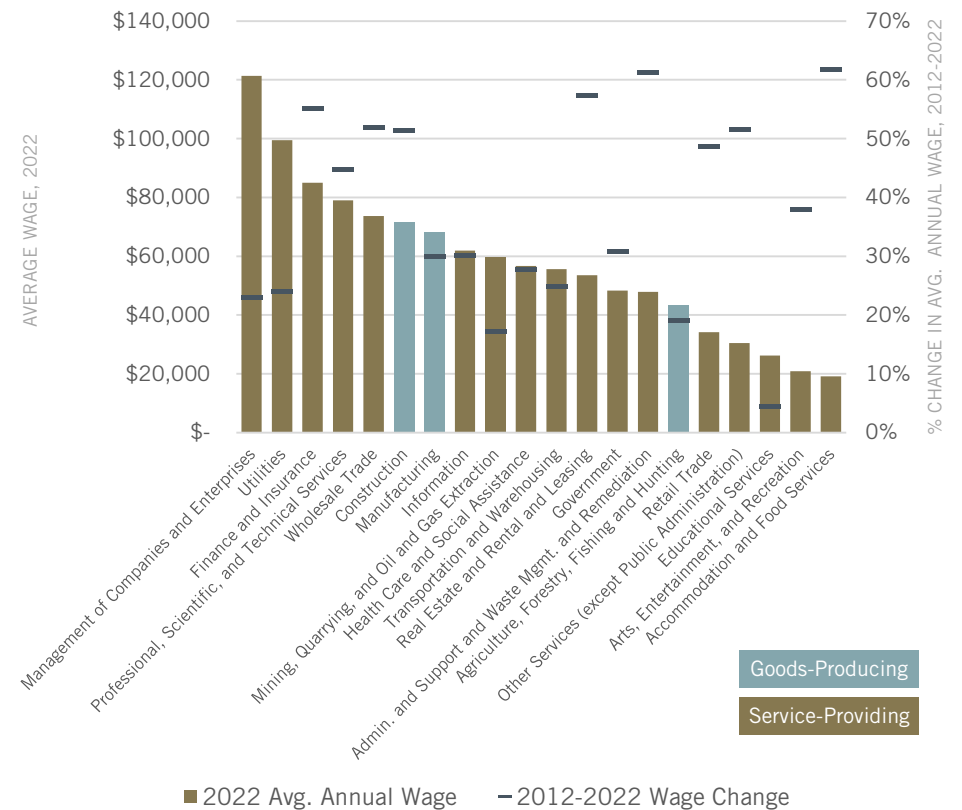
### NAICS 2-DIGIT EMPLOYMENT AND AVERAGE WAGE INDUSTRY

Figure 2.16 Regional Employment and Change in Employment by NAICS 2-Digit, 2012-2022



Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

Figure 2.17 Regional Average Annual Wage and Change in Average Annual Wage by NAICS 2-Digit, 2012-2022



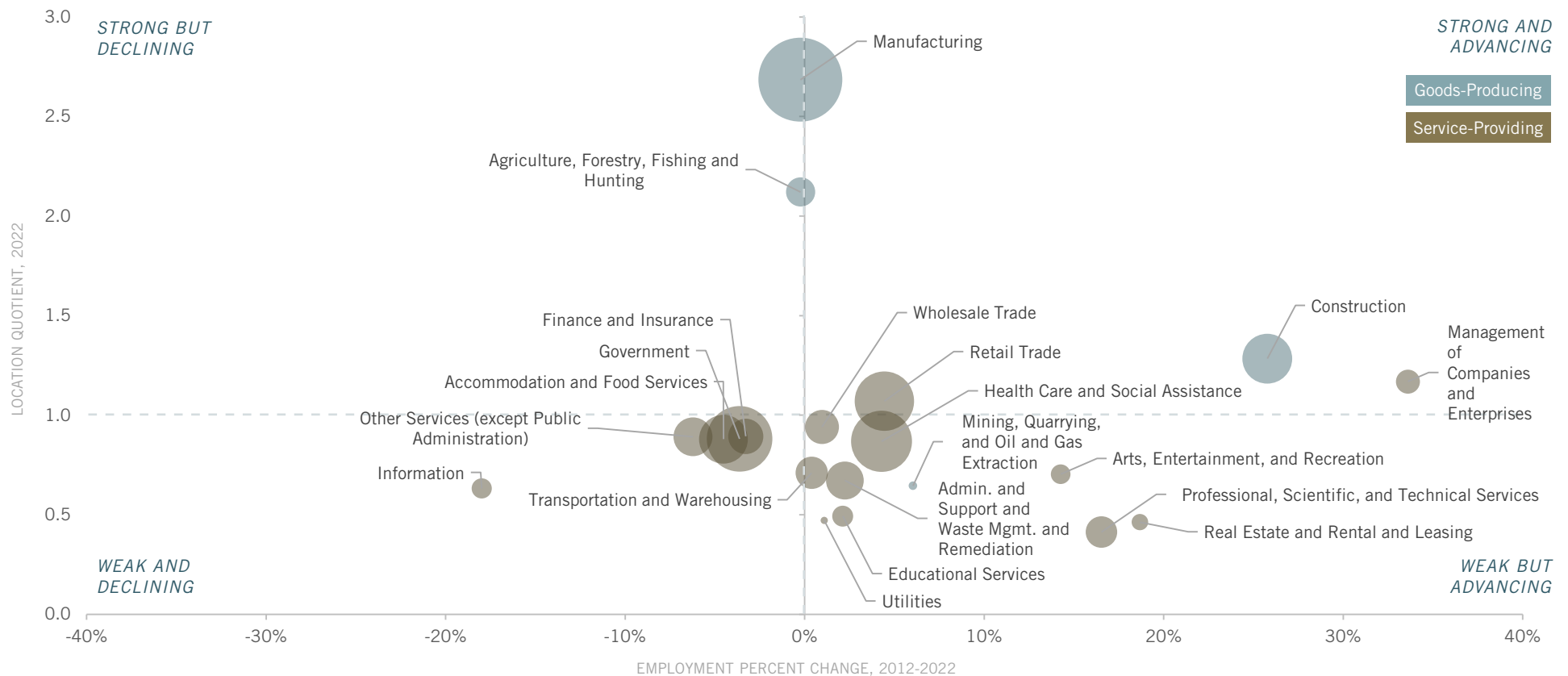
Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

## SUMMARY BACKGROUND



### NAICS 2-DIGIT EMPLOYMENT CONCENTRATION INDUSTRY

Figure 2.18 Regional Employment Total, Concentration, and Change in Employment by NAICS 2-Digit, 2012-2022



\*Bubble Size = Number Employed in Occupation 2022. Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

## SUMMARY BACKGROUND



### NAICS 3-DIGIT SPECIALIZATION AND EMPLOYMENT CONCENTRATION INDUSTRY

Table 2.1 **Regional Location Quotient, Employment, and Change in Employment by Specialized Sectors (NAICS 3-Digit Location Quotient > 1.5), 2012-2022**

NAICS	Description	2012 Location Quotient	2022 Location Quotient	2012 Employment	2022 Employment	2012-2022 Employment % Change	2012-2022 Location Quotient % Change
322	Paper Manufacturing	12.11	10.86	10,083	7,863	-22%	-10%
333	Machinery Manufacturing	4.28	6.07	10,348	13,407	30%	42%
112	Animal Production and Aquaculture	5.49	5.65	5,415	5,320	-2%	3%
323	Printing and Related Support Activities	4.50	4.96	4,737	3,924	-17%	10%
326	Plastics and Rubber Products Manufacturing	3.60	3.69	5,097	5,503	8%	2%
311	Food Manufacturing	3.13	3.08	10,179	10,517	3%	-2%
331	Primary Metal Manufacturing	5.57	2.92	4,946	2,118	-57%	-48%
321	Wood Product Manufacturing	2.87	2.37	2,252	2,136	-5%	-17%
332	Fabricated Metal Product Manufacturing	2.14	2.34	6,663	6,756	1%	10%
336	Transportation Equipment Manufacturing	2.50	2.23	8,024	7,581	-6%	-10%
447	Gasoline Stations	1.59	2.23	2,979	4,313	45%	41%
335	Electrical Equipment, Appliance, and Component Manufacturing	1.27	1.65	1,044	1,328	27%	30%
337	Furniture and Related Product Manufacturing	0.94	1.61	779	1,295	66%	71%
236	Construction of Buildings	1.48	1.50	5,482	6,978	27%	1%

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

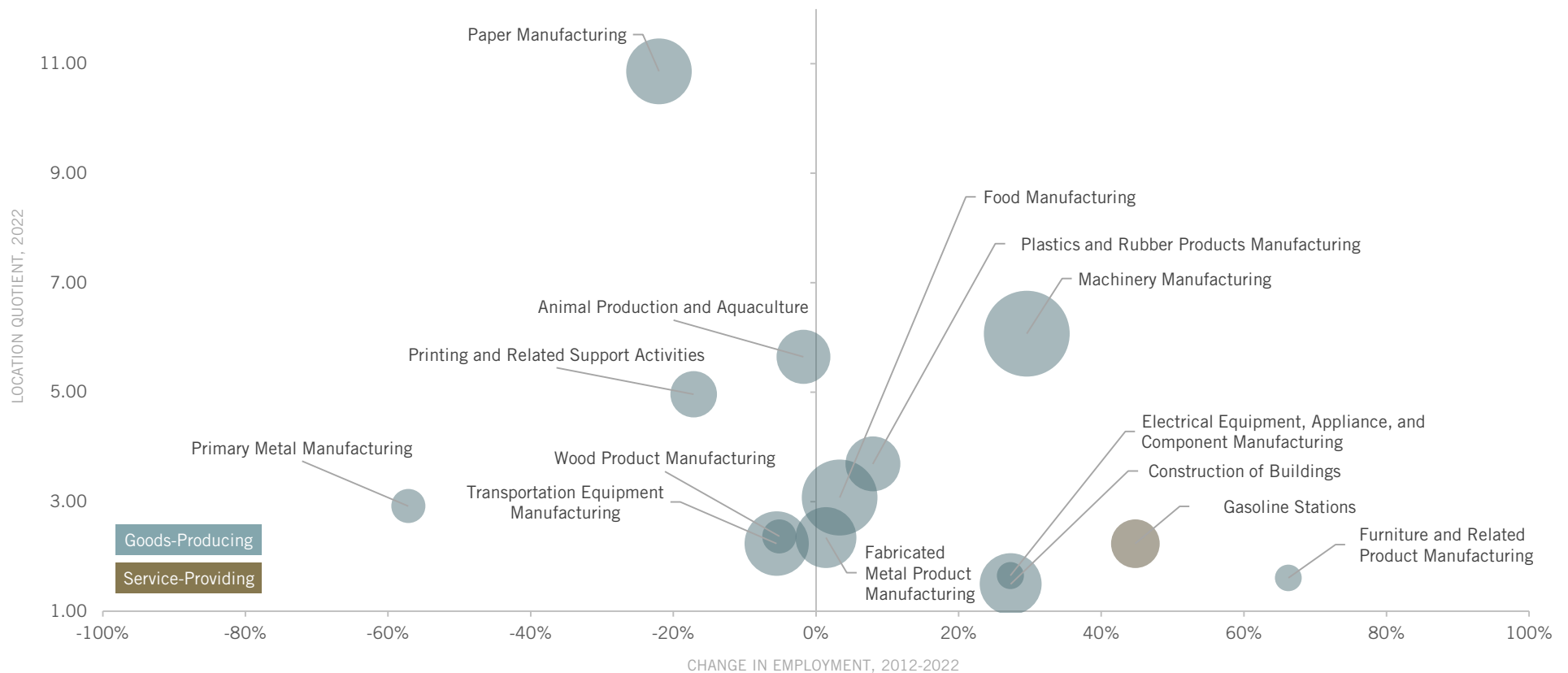


## SUMMARY BACKGROUND



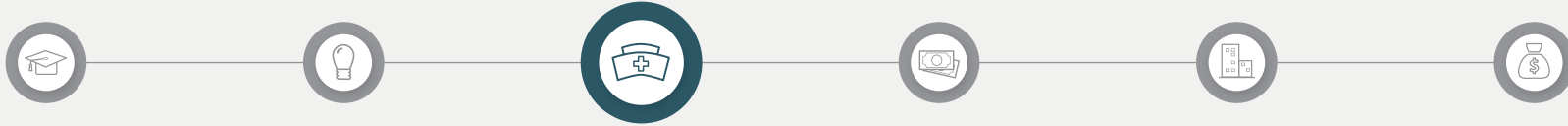
### NAICS 3-DIGIT SPECIALIZATION AND EMPLOYMENT CONCENTRATION INDUSTRY

Figure 2.19 Regional Employment Total, Concentration, and Change in Employment by Specialized NAICS 3-Digit (LQ>1.5 and Employment > 1,000), 2012-2022



\*Bubble Size = Number Employed in Occupation 2022. Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

## SUMMARY BACKGROUND



### Occupation

Evaluating the regional economy using data from the Standard Occupation Classification (SOC) system, conditions and dynamics that exist on the supply-side of labor are put into proper context. By tracking employment and wage data by occupation, trends regarding the growth or decline of specific occupations can be distinguished and analyzed. As wages, educational attainment, and generational career interests change, so too will the composition and distribution of occupations in the region. Recognizing changes in employment and average annual wages by occupation provides an understanding of contemporary economic challenges and may explain potential shifts to the general makeup and distribution of the labor force in the EDD.

### SOC High-Level Employment and Average Annual Wage

According to the Standard Occupation Classification (SOC) system, Management, Business, Science, and Arts Occupations made up the greatest share of total regional employment by high-level occupation, employing 27.7% in 2022 (Figure 2.20). Regional employment was fairly distributed across four other high-level occupations in 2022, with a very small share employed in a fifth category, Military Specific Occupations. Regional distribution of employment across these six high-level occupations closely resembled State distributions.

Average annual wages in five of the six high-level occupations in the EDD were slightly lower than in those same occupations across the State of Wisconsin in 2022 (Figure 2.21). The only high-level occupation with a higher average annual wage in the region was Production, Transportation, and Material Moving Occupations. This high-level occupation is closely

related to the manufacturing super-sector, which is highly concentrated in the region, and may explain the relative competitiveness of the occupation's average annual wages. Wages for Management, Business, Science, and Arts Occupations in the region were noticeably less competitive than average wages recorded across Wisconsin.

### SOC 2-Digit Employment and Average Wage

Twenty-three 2-digit SOC occupations further expand upon the six high-level occupations and the largest occupations by employment total were the Production, Office and Administrative Support, Sales and Related, and Transportation and Material Moving 2-digit SOC occupations (Figure 2.22). These occupations experienced a mixture of employment growth or decline between 2012 and 2022, for example, employment in the Transportation and Material Moving occupation grew by 8.0% while the Office and Administrative Support occupation declined by -11.0%. Across all twenty-three occupations, fourteen recorded employment growth between 2012 and 2022, most notably the Business and Financial Operations occupation (23.0%), while nine experienced a decrease, specifically the Building and Ground Cleaning and Maintenance occupation (-12.0%).

Seven occupations in the EDD had an average annual wage greater than \$60,000 in 2022, with the highest average annual wage in the Management occupation at \$85,000 in nominal figures (Figure 2.23). All seven of these occupations were within the Management, Business, Science, and Arts high-level occupation classification. Occupation average annual wages in 2022 were between \$40,000 and \$60,000 in eight occupations and below \$40,000 in an additional eight occupations.

## SUMMARY BACKGROUND



The lowest paying occupation in 2022 was the Food Preparation and Serving Related occupation with a regional average annual wage of \$23,000. Average annual wages, in nominal figures, increased across all occupations in the region between 2012 and 2022, most notably in the Military-only occupation where wages increased by 60.0% over the period.

Overall, average annual wages grew in all occupations in the region between 2012 and 2022, with the highest paying occupations largely within the high-level Management, Business, Science, and Arts occupation classification. These high paying occupations, however, only made up a portion of total employment in the region, with occupations related to production and sales being the dominant occupations despite having relatively lower average annual wages.

### SOC 2-Digit Employment Change and Average Wage

Employment shifted slightly in nearly all occupations in the EDD between 2012 and 2022 (Figure 2.24). Six of seven occupations with 2022 average annual wages greater than \$60,000 experienced growth in employment over the last decade, with employment slightly decreasing in only the Management occupation. Occupations with average annual wages lower than \$60,000 recorded more variability in employment change, with impressive 17% growth recorded in the Construction and Extraction occupation between 2012 and 2022. Conversely, while not the largest decrease in employment by occupation, the Office and Administrative support lost 11% of its employment during the period. In spite of this, the occupation still employed the second largest amount by occupation in 2022, behind Production, which also recorded a decline in employment.

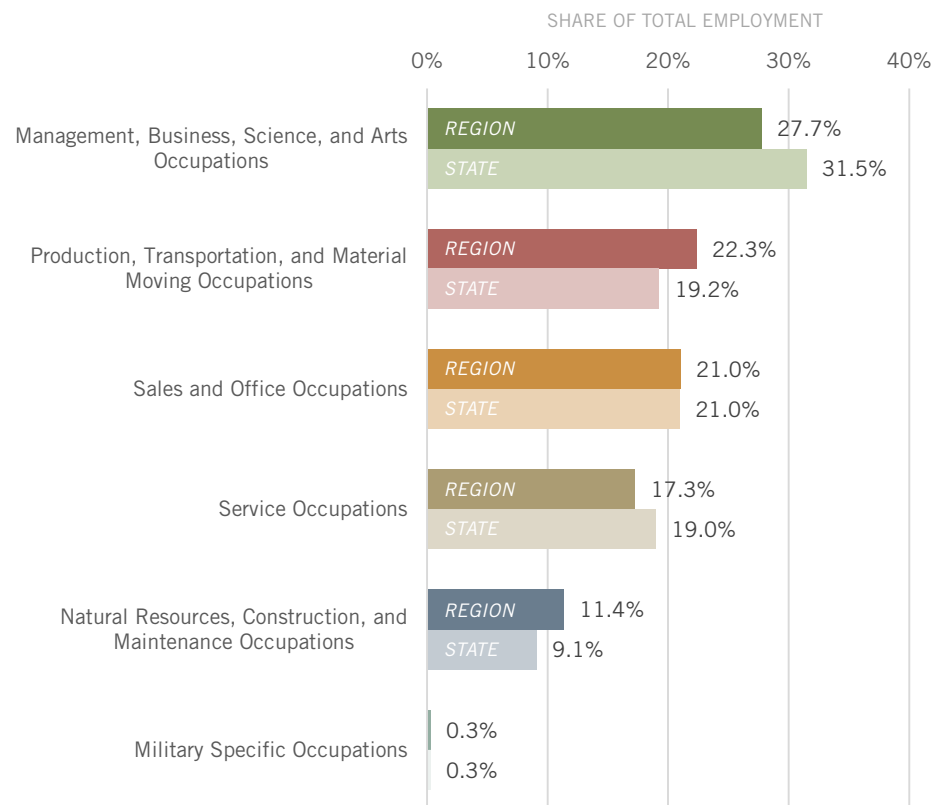
Evaluating high-level SOC classifications, all 2-digit occupations within the high-level Natural Resource, Construction, and Maintenance classification recorded employment growth between 2012 and 2022. Likewise, most 2-digit occupations within the Management, Business, Science, and Arts classification also experienced growth in employment. Employment change was considerably more variable in the high-level Production, Transportation, and Material Moving, Sales and Office, and Service occupations. Tracking trends across the occupations will be crucial as the regional occupational mix continues to evolve.

## SUMMARY BACKGROUND



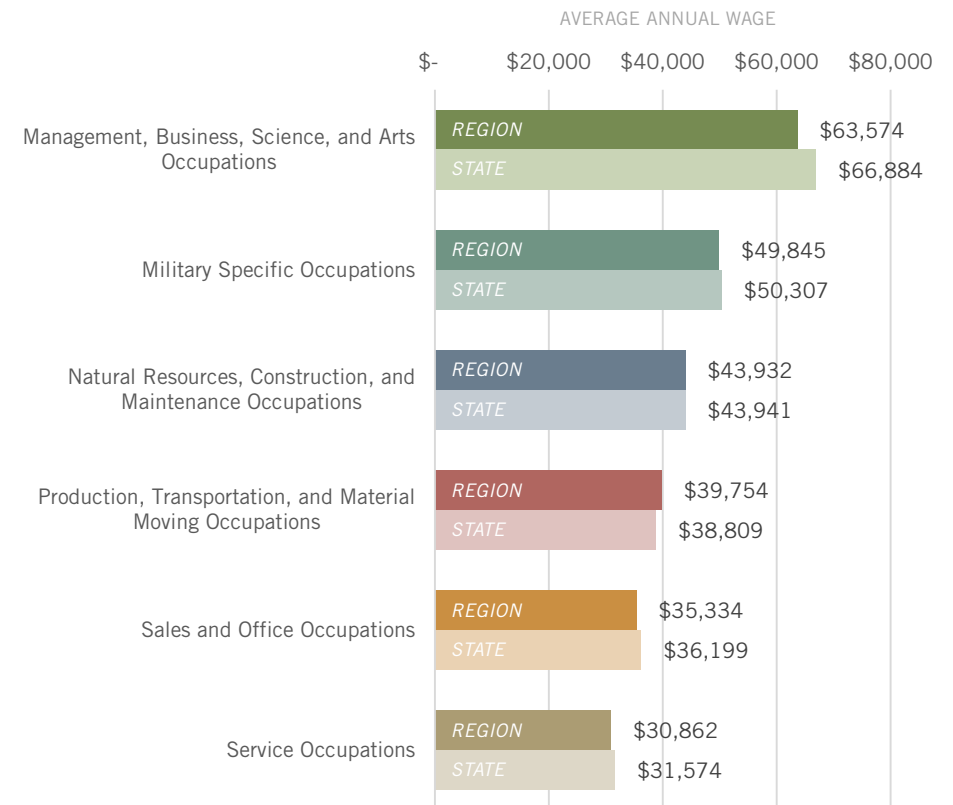
### SOC HIGH-LEVEL EMPLOYMENT AND AVERAGE ANNUAL WAGE OCCUPATION

Figure 2.20 Share of Employment by SOC High-Level, 2022



Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

Figure 2.21 Average Annual Wage by SOC High-Level, 2022



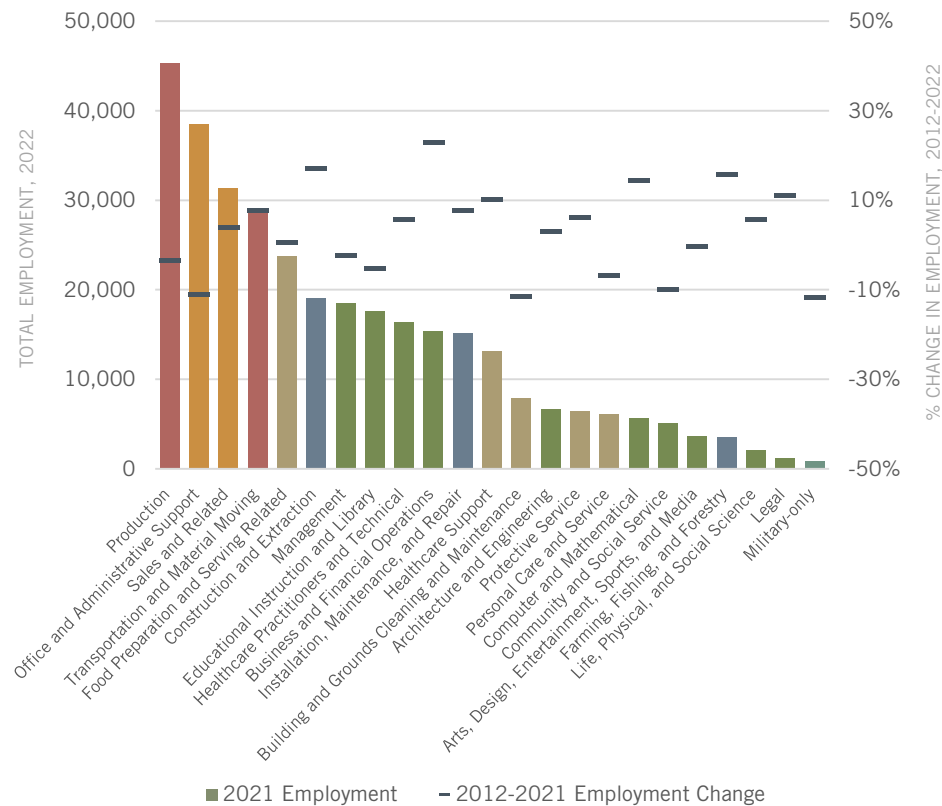
Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

## SUMMARY BACKGROUND



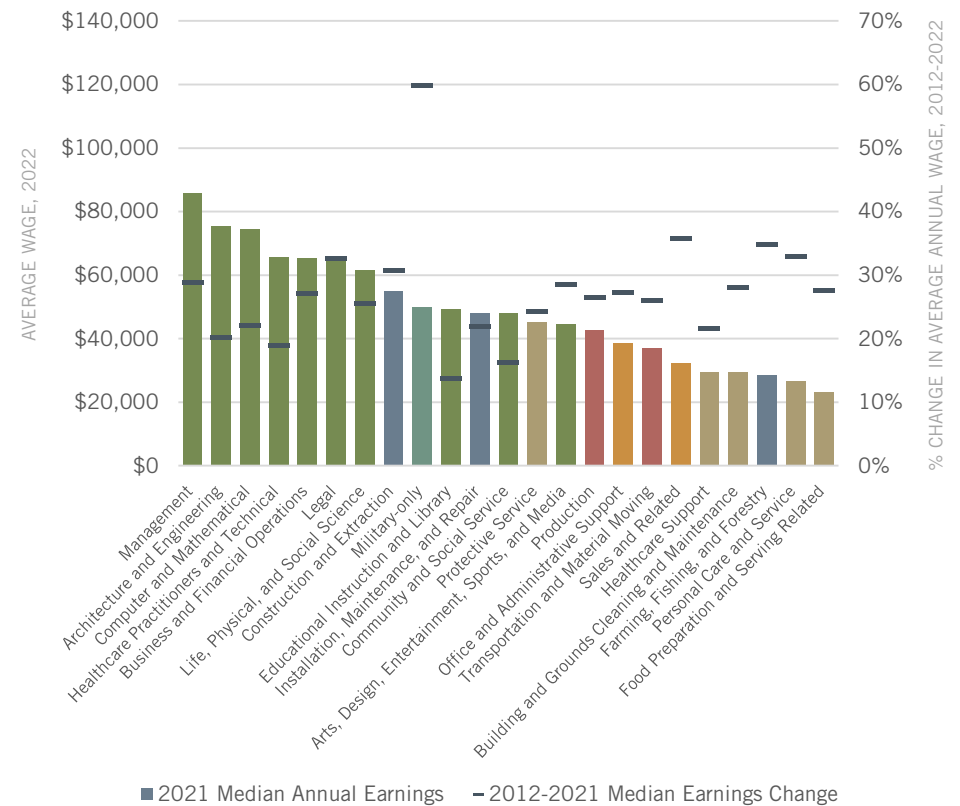
### SOC 2-DIGIT EMPLOYMENT AND AVERAGE WAGE OCCUPATION

Figure 2.22 Regional Employment and Employment Change by SOC 2-Digit, 2012-2022



Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

Figure 2.23 Regional Average Annual Wage and Change in Average Annual Wage by SOC 2-Digit, 2012-2022



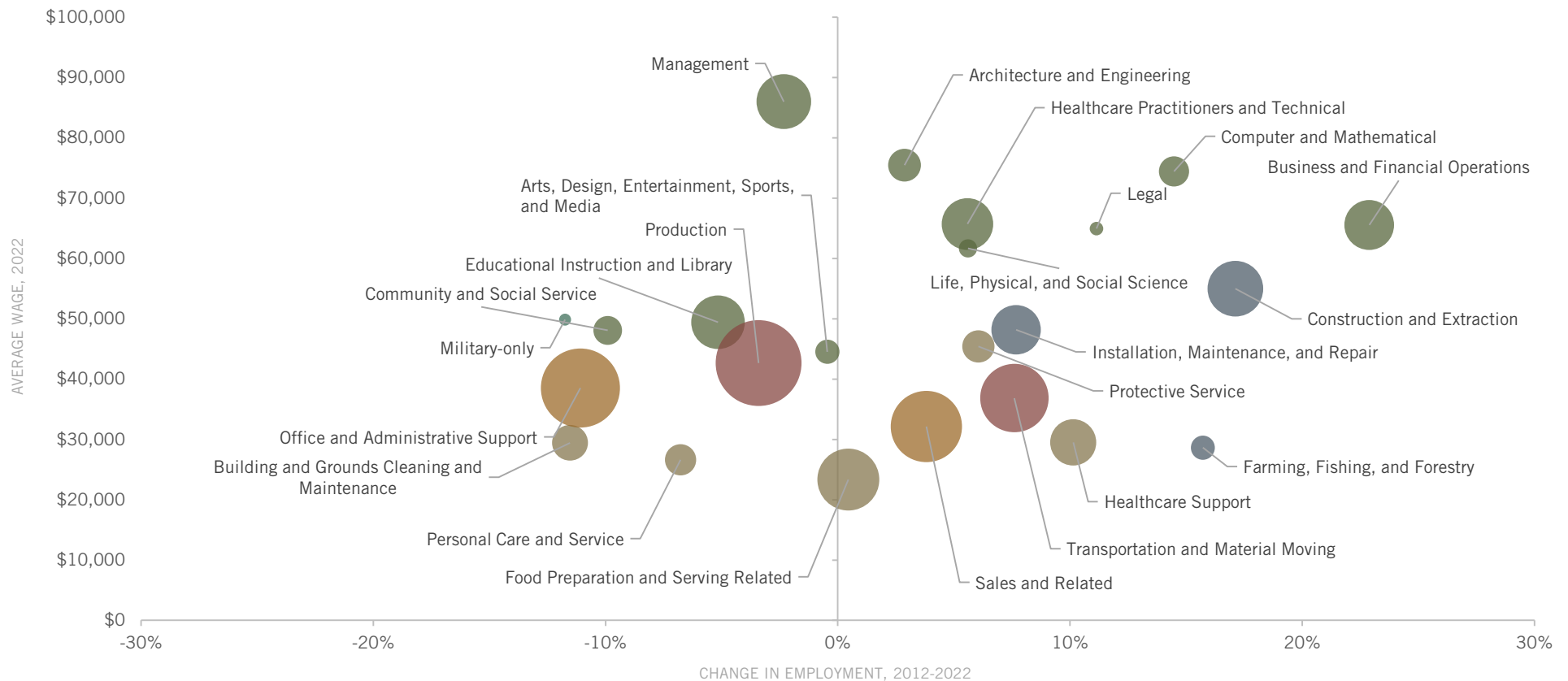
Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

## SUMMARY BACKGROUND



### SOC 2-DIGIT EMPLOYMENT CHANGE AND AVERAGE WAGE OCCUPATION

Figure 2.24 Regional Employment Total, Average Wage, and Change in Employment, 2012-2022 by SOC 2-Digit



\*Bubble Size = Number Employed in Occupation 2022. Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

## SUMMARY BACKGROUND



### Income and Poverty

Trends in median household income and poverty rate data provide a telling narrative and establish important benchmarks that aid in understanding the economic health of the region. Changes in these metrics may point to whether the regional counties and their residents are becoming more or less economically well off as compared to each other and regional and State benchmarks. In addition, evaluating the distribution of income by all residents in the region provides a more complete understanding of the economic health of the region and its people.

#### Median Household Income

The median household income in the ECWRPC EDD was approximately \$62,300 in 2021, lower than the Wisconsin median of \$67,000 (Figure 2.25). Median household income in five counties, Calumet, Outagamie, Fond du Lac, Waupaca, and Winnebago, was higher than the regional median, with both Calumet and Outagamie counties also surpassing the Wisconsin median. Alternatively, household incomes in Green Lake, Shawano, Waushara, Marquette, and Menominee counties were lower than the regional median. Between 2012 and 2021, eight counties recorded positive growth in nominal median household income figures, although two counties, Green Lake and Winnebago, experienced a decline (Figure 2.26). While Menominee County recorded an impressive 19.5% growth in county median household income during the period, the County still had the lowest median in the region in 2021 at approximately \$54,900. Overall, most counties in the EDD recorded greater rates of growth than the State of Wisconsin in median household income, suggesting healthy economic growth in the region during the period.

### Income Distribution

Regional individual income in 2021 was distributed in a similar manner to that recorded across the State of Wisconsin (Figure 2.27). In the EDD:

- ▶ 13% of the regional population had an income less than \$25,000,
- ▶ 20% between \$25,000 to \$50,000,
- ▶ 19% between \$50,000 to \$75,000,
- ▶ 16% between \$75,000 to \$100,000, and
- ▶ 32% of individuals had an income greater than \$100,000.

Most, but not all, counties in the region had a similar distribution of income across these brackets. Evaluating the extreme ends of the income spectrum, notable exceptions to the regional distribution of individuals with incomes below \$25,000 in 2021 included Menominee, Shawano, Marquette, Waushara, Green Lake, and Waupaca counties. On the other end of the income spectrum, Calumet and Outagamie counties had a greater share of persons with incomes above \$100,000 in 2021 than the regional share of those who made greater than \$100,000.

In the ECWRPC EDD, the total number of persons in income brackets below \$25,000 decreased between 2012 and 2022 (Figure 2.28). In fact, the number of individuals in all income brackets below \$75,000 decreased over the decade, and, instead, there was a notable increase of persons with incomes greater than \$75,000. An interesting phenomenon, the trend suggests vigorous income growth across the region, however, these nominal figures are likely impacted by inflation to various degrees.

## SUMMARY BACKGROUND



### Poverty Rate

The ECWRPC EDD poverty rate was 9% in 2021, a decrease from the 10% poverty rate recorded by the region in 2012 (Figure 2.29). The regional poverty rate was below the State of Wisconsin 2021 poverty rate of 10.7%. Seven of the ten counties in the EDD had a poverty rate above the regional rate in 2021. While the poverty rate declined between 2012 and 2021 in five of these seven counties, Menominee and Green Lake counties recorded an increase in poverty rate during the period, increasing from 23.2% to 26.2% in the former, and 10.2% to 12.6% in the latter. In addition, despite having the lowest poverty rate in the region throughout 2012 to 2021, the poverty rate in Calumet County increased from 5.6% in 2012 to 6.1% in 2021.

A clear and significant outlier in the dataset, the Menominee County poverty rate surpasses the regional, State, and National poverty rates. Proper support and resources will need to be provided to aid the reversal of a trend detrimental to the economic resiliency of any economy and community.

### Poverty Rate of Vulnerable Populations

Several household categories by race were disproportionally impacted by poverty when compared to their share of total regional population. Poverty rates for households which identified as Two or more races, American Indian and Alaska Native alone, Black or African American alone, and Native Hawaiian and Other Pacific Islander were greater in the ECWRPC EDD than those of the State of Wisconsin in 2021 (Figure 2.30). Notably, 57.6% of all households which identified as Native Hawaiian and Other Pacific Islander alone in 2021 in poverty. In addition, 33.7% of all Black or

African American alone households were below the poverty line, compared to the 29.2% of all Black or African American alone households in poverty in Wisconsin.

Poverty rates declined for most of these groups between 2012 and 2021 (Figure 2.31). The percentage of all Black or African American alone households in poverty declined from 41.3% to 33.7% during the period, an absolute change of -7.7%. Likewise, the percentage of all Hispanic or Latino origin households in poverty declined by an absolute change of -7.2%. Conversely, the number of households below poverty in American Indian and Alaska Native alone and Native Hawaiian and Other Pacific Islander alone categories increased between 2012 and 2021 by absolute values of 0.5% and 57.6%, respectively. Poverty challenges continued to impact American Indian and Alaska Native alone households during the period, as well as those households which identified as Native Hawaiian and Other Pacific Islander alone. This large jump in the category, from 0% in 2012 to 57.6%, highlights the challenges that exist regarding census reporting and trust in government institutions by vulnerable populations. Nonetheless, vulnerable households in the EDD, despite recording some improvement in poverty levels over the last decade, are disproportionately impacted by poverty relative to their total share of regional population.

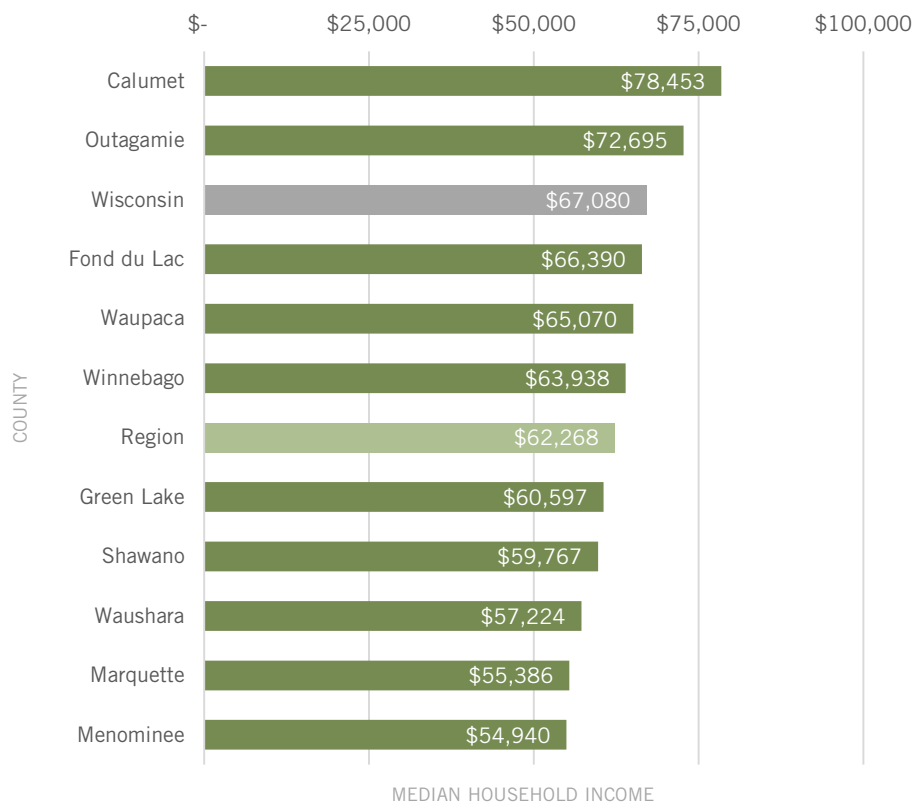


## SUMMARY BACKGROUND



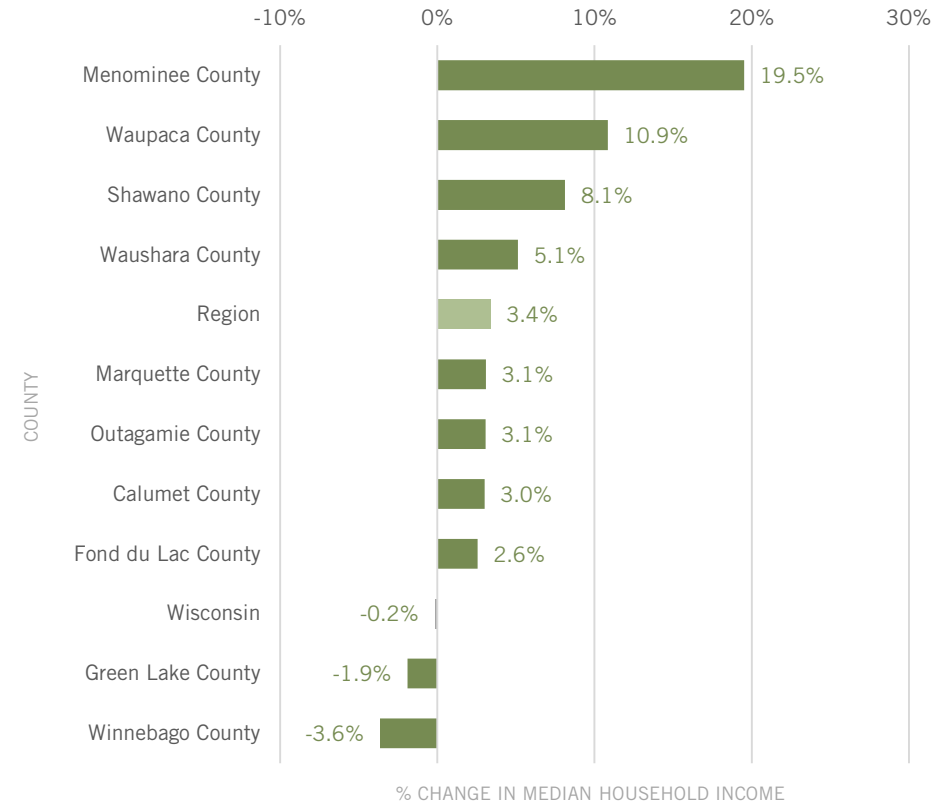
### MEDIAN HOUSEHOLD INCOME INCOME AND POVERTY

Figure 2.25 Median Household Income by County, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.26 Change in Median Household Income by County, 2012-2021



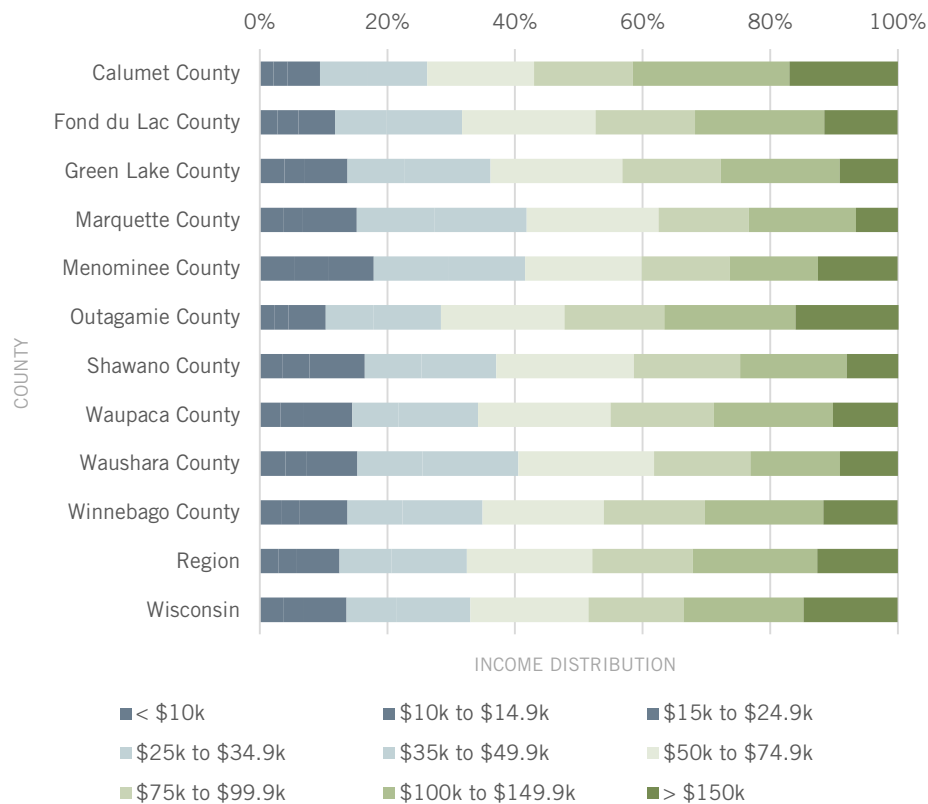
Source: United States Census Bureau, ACS 5-year Estimates, 2012-2021, Retrieved May 2023

## SUMMARY BACKGROUND



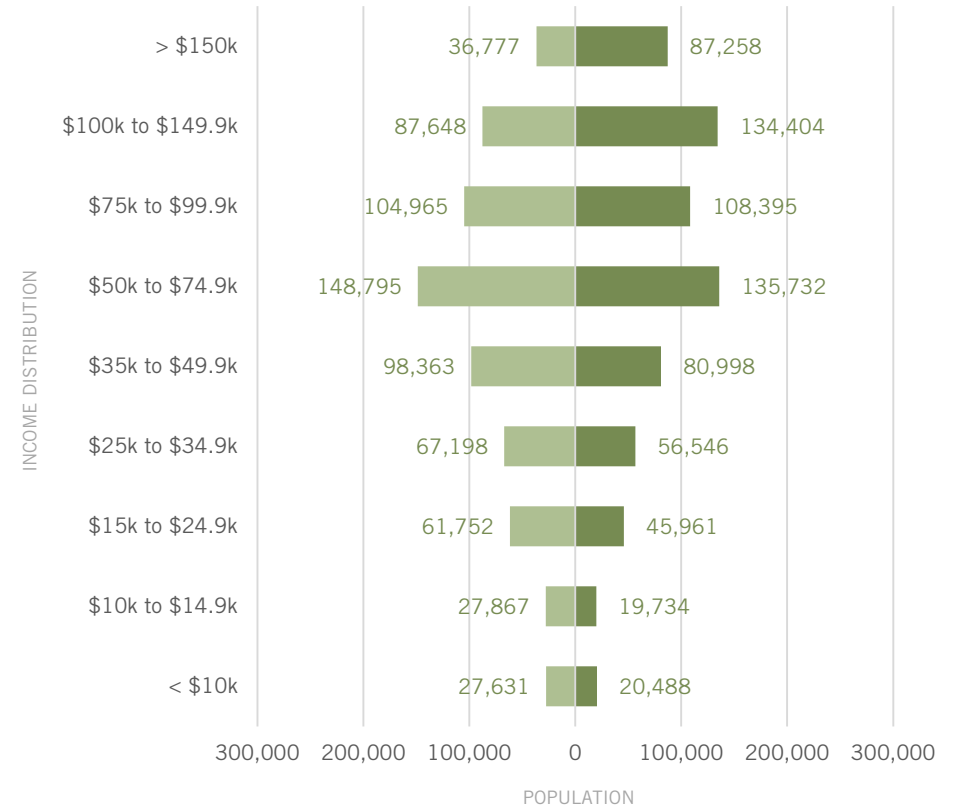
### INCOME DISTRIBUTION INCOME AND POVERTY

Figure 2.27 Income Distribution by County, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.28 Change in Regional Income Distribution, 2012-2021



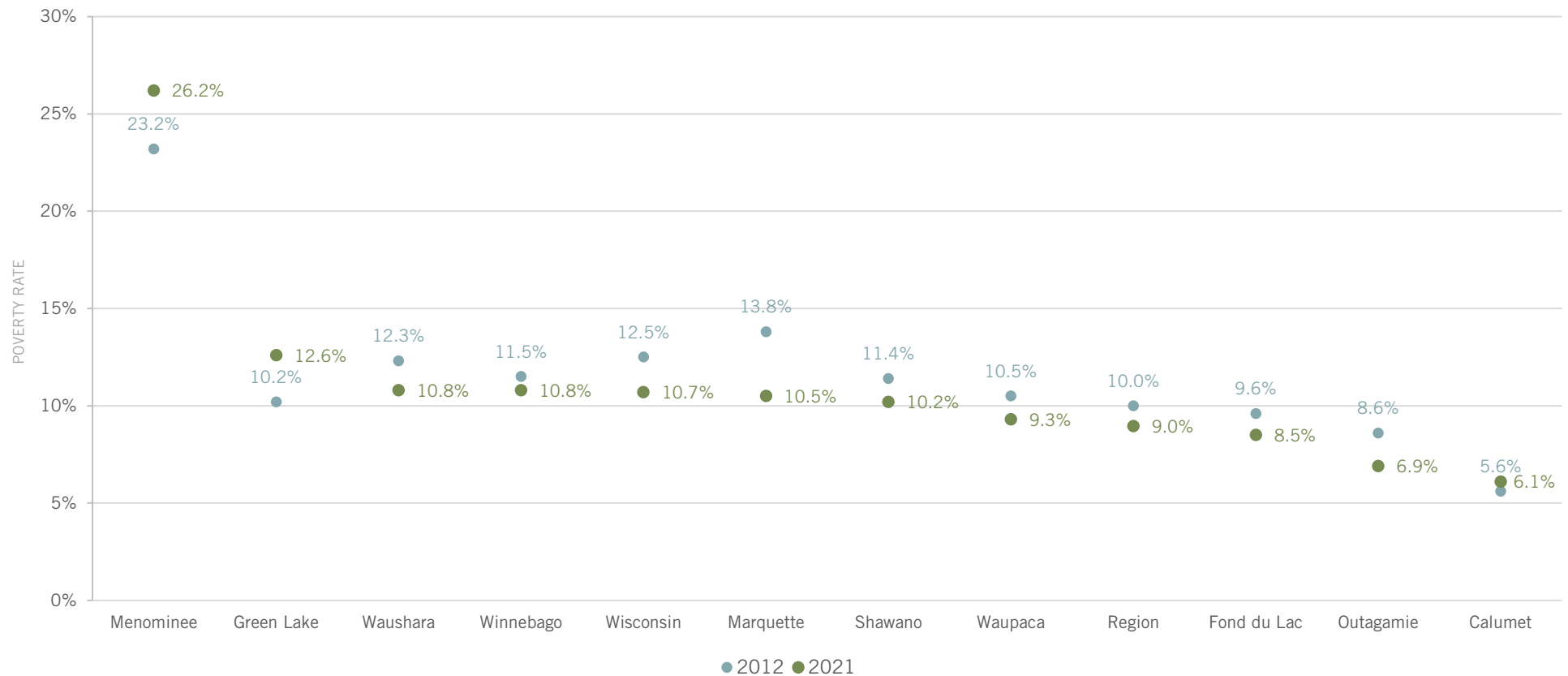
Source: United States Census Bureau, ACS 5-year Estimates, 2012-2021, Retrieved May 2023

## SUMMARY BACKGROUND



### POVERTY RATE INCOME AND POVERTY

Figure 2.29 Poverty Rate by County, 2012-2021



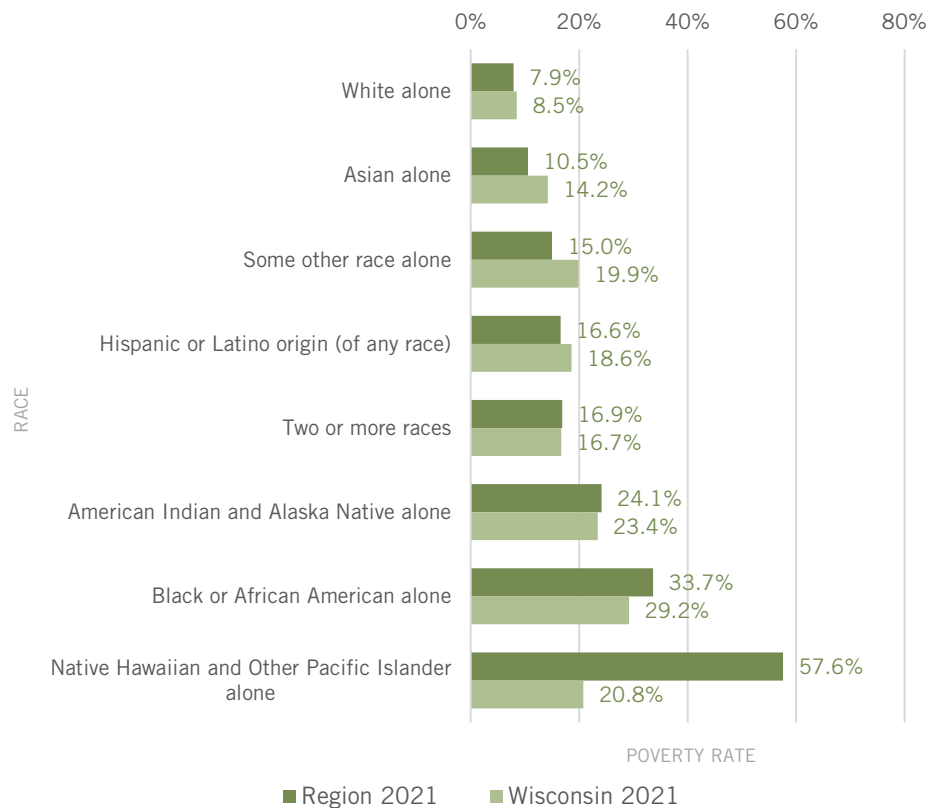
Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023. United States Census Bureau, ACS 5-year Estimates, 2012-2021, Retrieved May 2023

## SUMMARY BACKGROUND



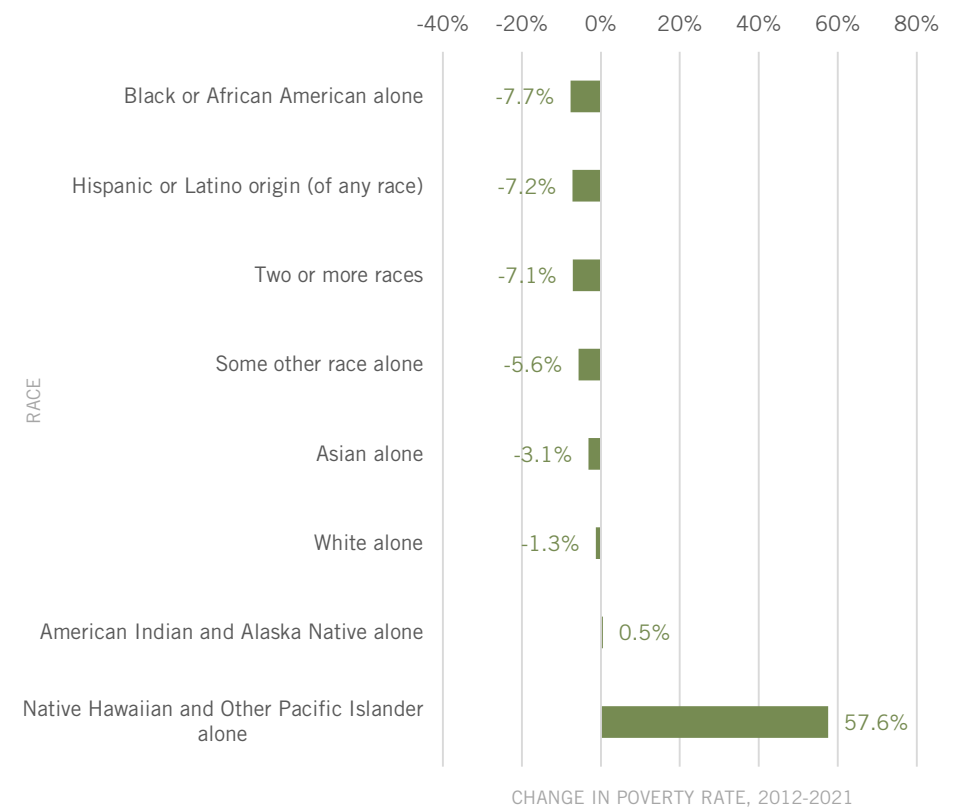
### POVERTY RATE OF VULNERABLE POPULATIONS INCOME AND POVERTY

Figure 2.30 Poverty Rate by Race, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.31 Regional Absolute Change in Poverty Rate by Race, 2012-2021



Source: United States Census Bureau, ACS 5-year Estimates, 2012-2021 May 2023



### Housing

Housing affordability and availability challenges have become prevalent in the EDD in recent years. A cornerstone of the economy, evaluating trends regarding renter and owner housing cost characteristics, burden, and distribution, is crucial to understanding the dynamics behind contemporary housing challenges. In addition, analyzing both nominal and real home sale prices, in tandem with median income trends, grants further insight on the nature of housing affordability challenges. While issues regarding housing cost and availability emerged in distant corners of the nation, contemporary trends suggest the EDD is no longer isolated from the crisis.

#### Monthly Housing Cost Distribution

In 2021, median monthly housing costs for both renters and owners in the ECWRPC EDD, \$732 and \$906 respectively, were lower than State medians for these two groups (Figure 2.32 and Figure 2.33). In addition, in 2021 the share of regional renters and owners paying \$1,000 or more a month on housing was also lower than the share of Wisconsin renters and owners paying more than this amount. More variability existed at the county level for both renter and owner monthly cost distribution. Monthly housing costs for more than 25% of renters in Calumet and Outagamie counties were greater than \$1,000 a month, with monthly median housing costs of \$877 and \$864, respectively, recorded in each county in 2021. These median monthly renter costs were greater than the regional median of \$732, and just below the State of Wisconsin median of \$916. The share of owners with median monthly housing costs greater than \$1,000 was significant across most counties in the region, with over 50% of owners in Calumet, Fond du Lac, Outagamie, and Winnebago counties paying more than this amount

per month on housing in 2021. These counties, as well as Waupaca County, recorded greater median monthly housing costs than the regional median of \$906. While the distribution of monthly housing costs and median monthly costs for owners across most counties were either similar or less than State-wide figures, these trends highlight a squeeze on home owner income in 2021. In addition, while renter monthly cost figures in 2021 were also less than State figures, renters too, experienced increased financial burden.

#### Monthly Housing Cost Burden

Further enunciating challenges of high monthly housing costs experienced by renters and owners, Figures 2.34 and 2.35 showcase the share of renters and owners where monthly housing costs were greater than 30% of median monthly income in 2021. Referred to as housing cost burden, over a third of renters in the EDD experienced significant burden, with 34.8% of renters paying more than 30% of median monthly income on housing. Although the regional share of cost burdened renters was lower than the State of Wisconsin share of 40.2%, at a minimum, more than one quarter of renters in each county in the region were considered housing cost burdened. The share of housing cost burdened owners was less drastic than burdened renters but still significant. In fact, while only 16% of owners in the region were considered cost burdened, five counties in the EDD had greater shares of burdened owners than the region or State. Most notably, the share of burdened owners in Shawano, Green Lake, Waushara, and Marquette counties in 2021 was, 18.4%, 18.7%, 20.9%, and 22.5%, respectively. While a greater share of renters were burdened by housing cost in 2021 than owners, these figures nonetheless point to growing challenges surrounding the affordability of housing in the region which no longer remain an issue outside the region.

## SUMMARY BACKGROUND



### Monthly Home Sale Price and Volume

The median sale price of a house in the ECWRPC EDD in 2023 was lower than the median sale price in the State of Wisconsin (Figure 2.36). At \$221,500, the regional median home sale price was about \$40,000 lower than the State median, although three counties in the EDD, Outagamie, Calumet, and Menominee, recorded median sale prices higher than both the regional and State median price in 2023.

In nominal figures, median monthly home sale prices would drastically increase in the region between 2007 and 2023, with an aggressive surge recorded between 2019 and 2023 (Figure 2.37). When adjusted for inflation using CPI-U with base year 1982-1984, real median monthly home sale prices between 2007 and 2023 would still increase in the region. Although less dramatic in appearance than nominal median monthly sale prices, real sale prices still increased during the period.<sup>1</sup>

Monthly total sales in the region during the period, while not as high as totals recorded throughout 2017 and 2018, was also significant. In fact, the decline in monthly total home sales, when compared against the increase of both nominal and real median monthly sale prices, may suggest the inability of housing supply to meet continued housing demand.

### Real Median Incomes and Real Median Home Price

Further analyzing housing price trends in the region, Figure 2.38 and Figure 2.39 reflect the gap between the rates which incomes have increased relative to home prices regardless of inflationary impacts between 2012 and 2022. Three measures of annual income at the regional level – household

median, industry (NAICS) median, and occupation (SOC) median – are adjusted for inflation using CPI-U with base year 1982-1984. These incomes reflect the real median annual wage of household, industries, and occupations throughout the ECWRPC EDD. Contrasted with these income measures, the median annual sale price of a home in the region was also adjusted for inflation using the same consumer price index deflator. Even when adjusted for inflation, a sharp discrepancy is clearly articulated between the rate at which various measures of income have increased and the rate at which the cost of a home has increased in the region during the period. The real annual median sale price of a house in the EDD increased by approximately 50% between 2012 and 2022 while the regional real annual median income of all industry sectors, occupations, and households increased by just 0.6%, 5.5%, and 7.1%, respectively. The discrepancies between median incomes and median sale prices warrants regional attention.

<sup>1</sup> Note: The most recent dataset available for Median Household Income at time of publishing was 2021 while most recent NAICS and SOC dataset available was 2022.

## SUMMARY BACKGROUND



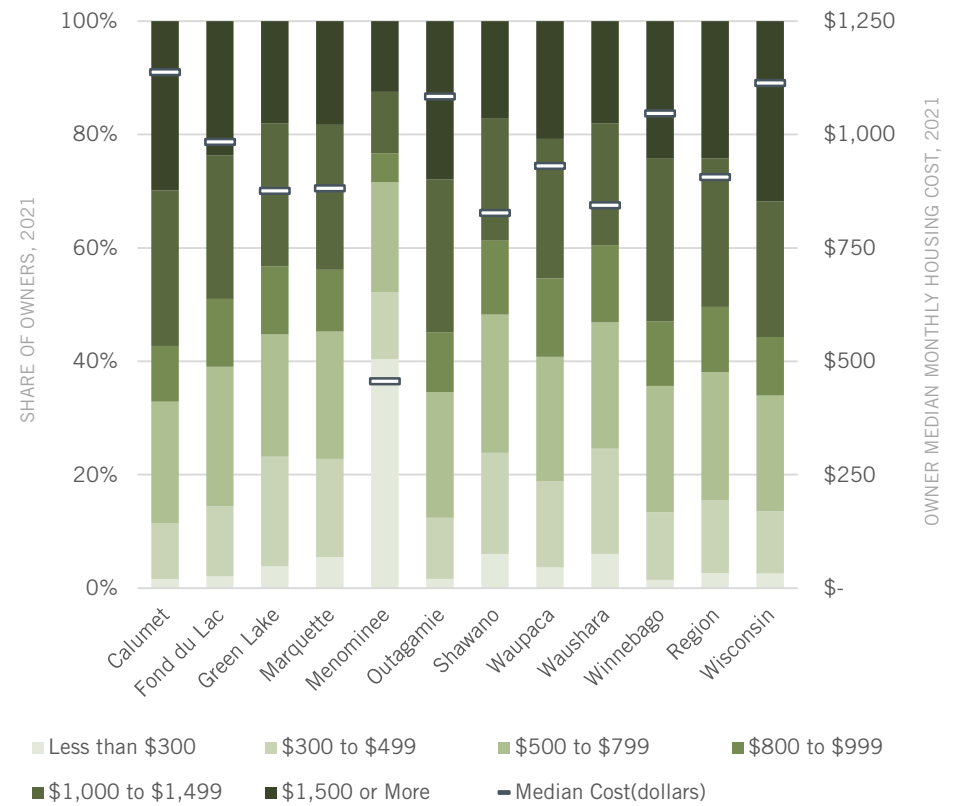
### MONTHLY HOUSING COST DISTRIBUTION HOUSING

Figure 2.32 Renter Occupied Monthly Housing Cost Distribution by County, 2021



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Figure 2.33 Owner Occupied Monthly Housing Cost Distribution by County, 2021



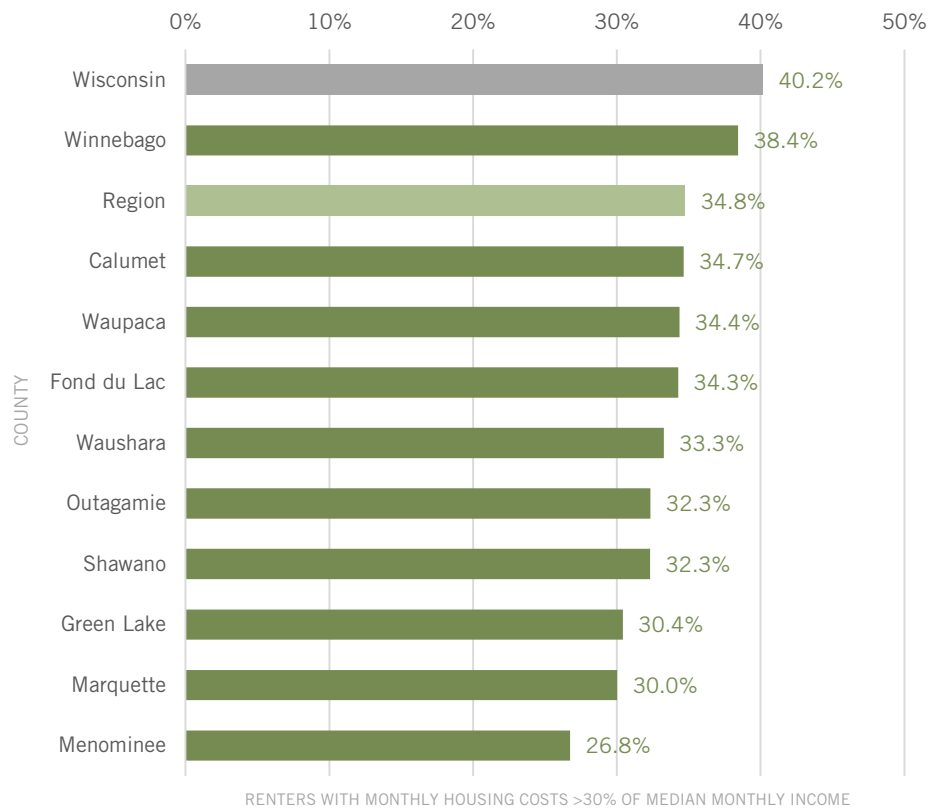
Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

## SUMMARY BACKGROUND



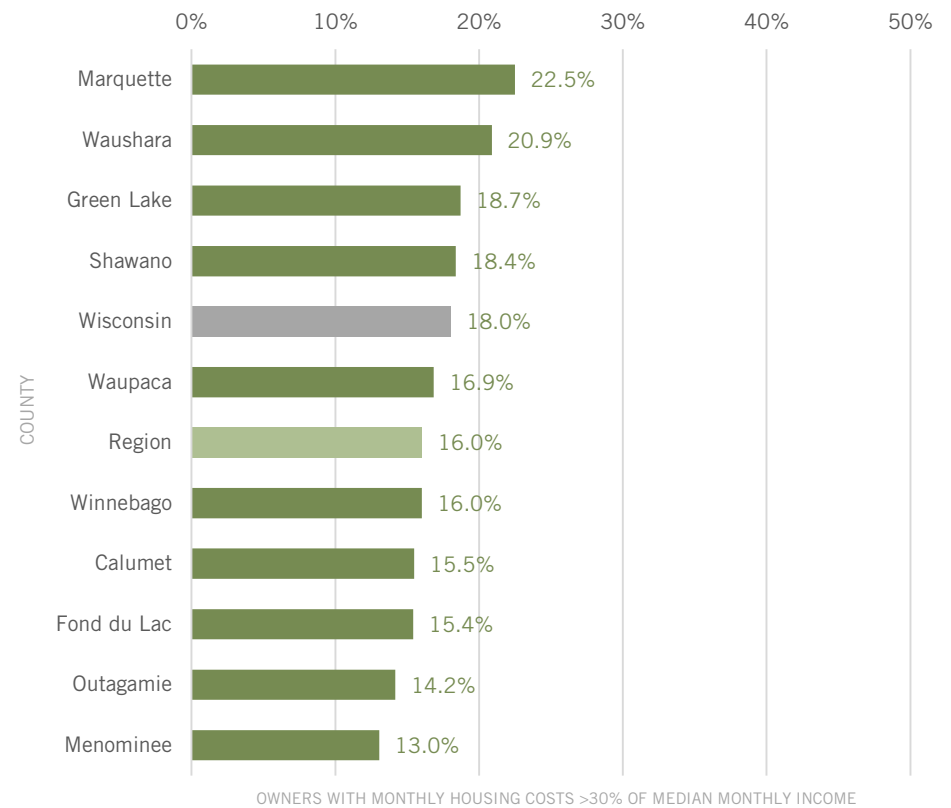
### MONTHLY HOUSING COST BURDEN HOUSING

**Figure 2.34 Share of Renters with Monthly Housing Costs >30% of Median Monthly Income by County, 2021**



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

**Figure 2.35 Share of Owners with Monthly Housing Costs >30% of Median Monthly Income by County, 2021**



Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

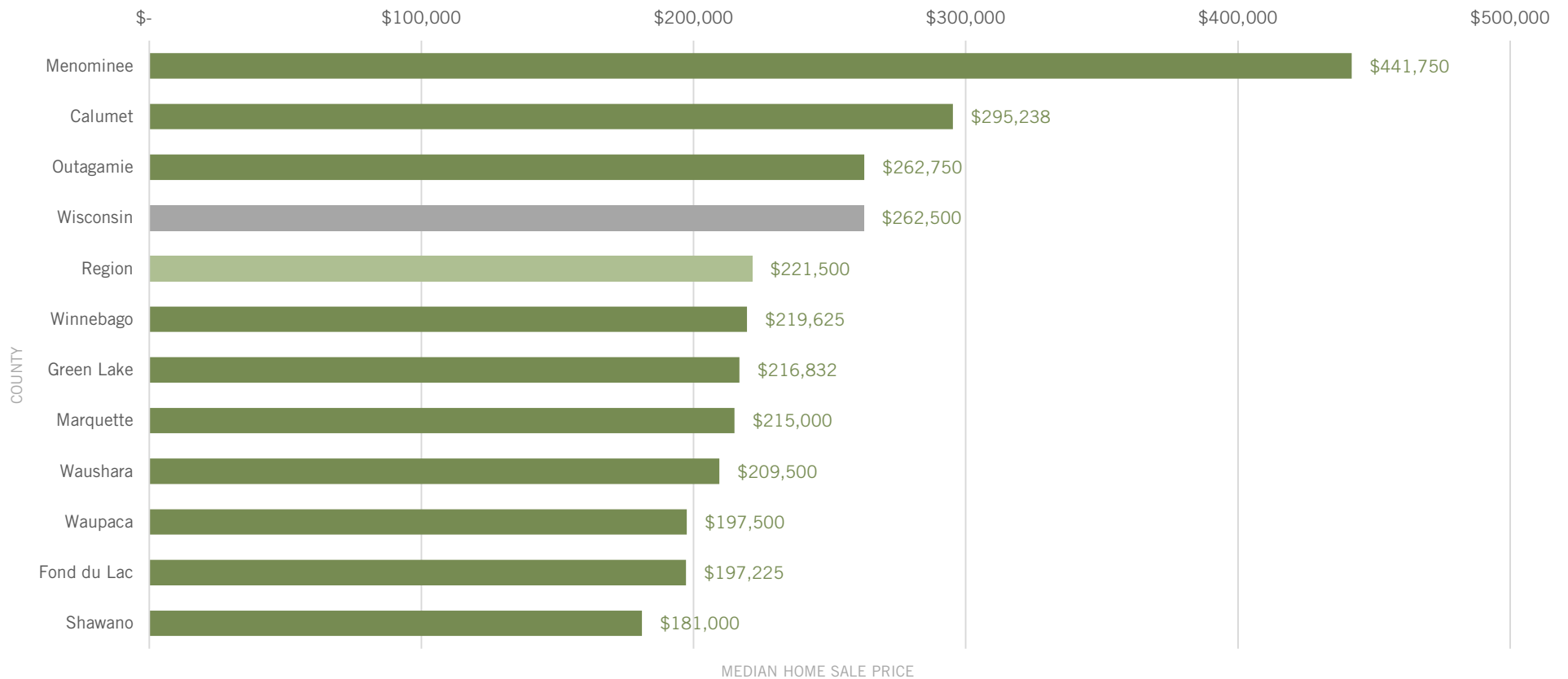


## SUMMARY BACKGROUND



### MONTHLY HOME SALE PRICE AND VOLUME HOUSING

Figure 2.36 Median Home Sale Price by County, 2023



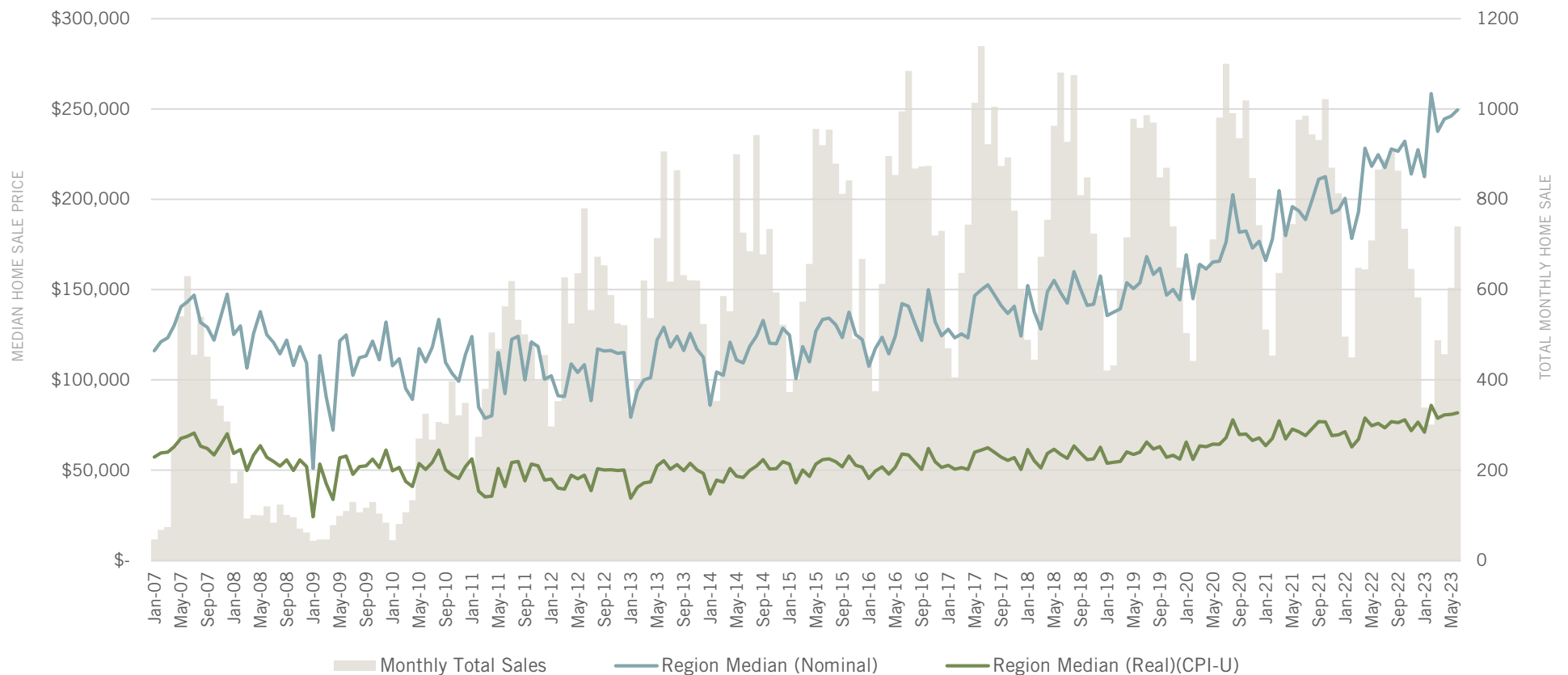
Source: Wisconsin Realtors Association, Wisconsin Housing Statistics, 2007-2022, Retrieved May 2023.

## SUMMARY BACKGROUND



### MONTHLY HOME SALE PRICE AND VOLUME HOUSING

Figure 2.37 Regional Nominal and Real Median Monthly Home Sale Price and Total Monthly Home Sales, June 2007-June 2023



Source: United States Bureau of Labor Statistics, CPI for All Urban consumers (CPI-U), 2007-2022, and Wisconsin Realtors Association, Wisconsin Housing Statistics, 2007-2022, Retrieved May 2023.

## SUMMARY BACKGROUND



### REAL MEDIAN INCOMES AND REAL MEDIAN HOME PRICE HOUSING

Figure 2.38 Regional Real Annual Median Incomes, Real Annual Median Home Sale Price, and Annual CPI-U Inflation Rate, 2012-2022

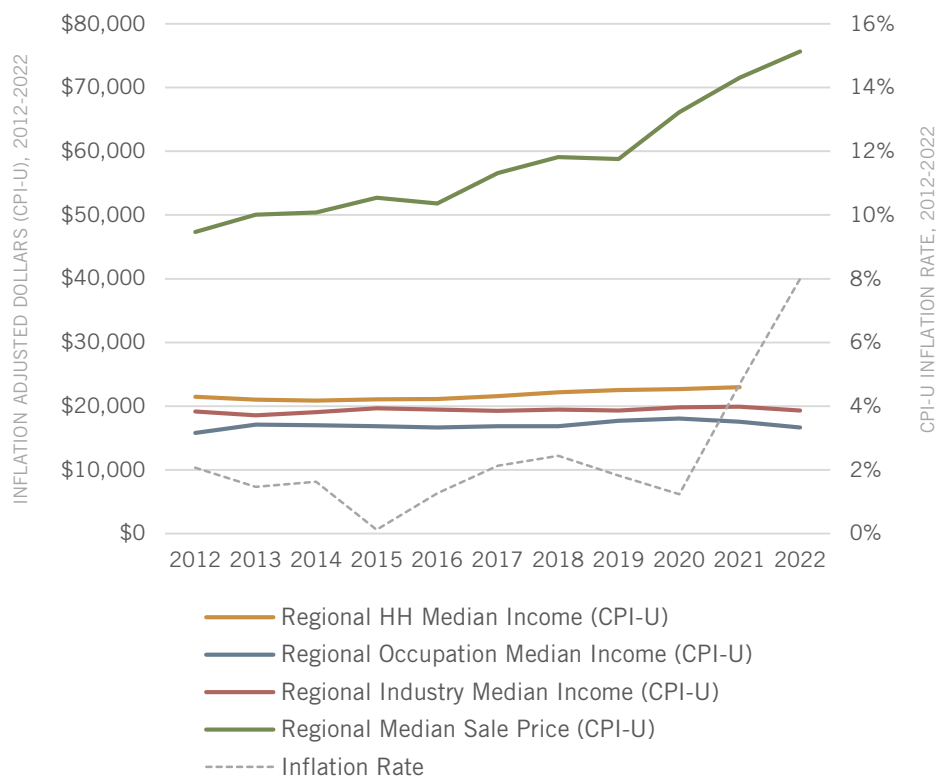
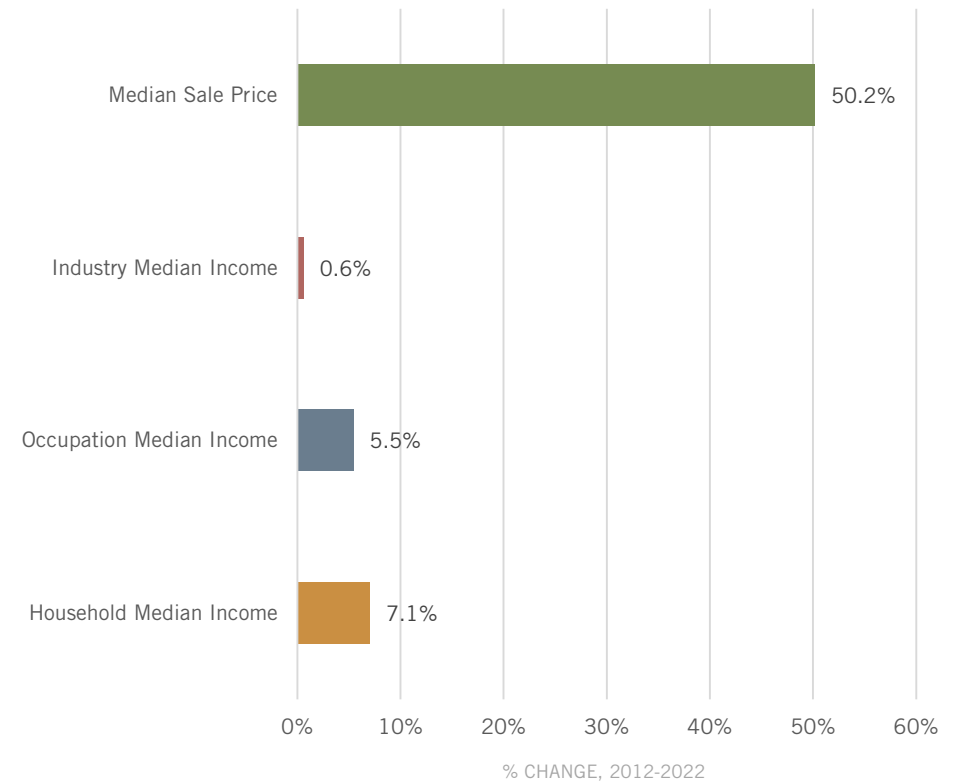


Figure 2.39 Regional Change in Real Median Sale Price, NAICS Median Income, SOC Income, and Household Income, 2012-2022



Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS) and Quarterly Census of Employment and Wages (QCEW), United States Census Bureau ACS 5-Year Estimates, 2010-2021, United States Bureau of Labor Statistics, CPI for All Urban consumers (CPI-U) 2007-2022, and Wisconsin Realtors Association, Wisconsin Housing Statistics, 2007-2022, Retrieved May 2023.



### Gross Regional Product

#### GRP and Employment

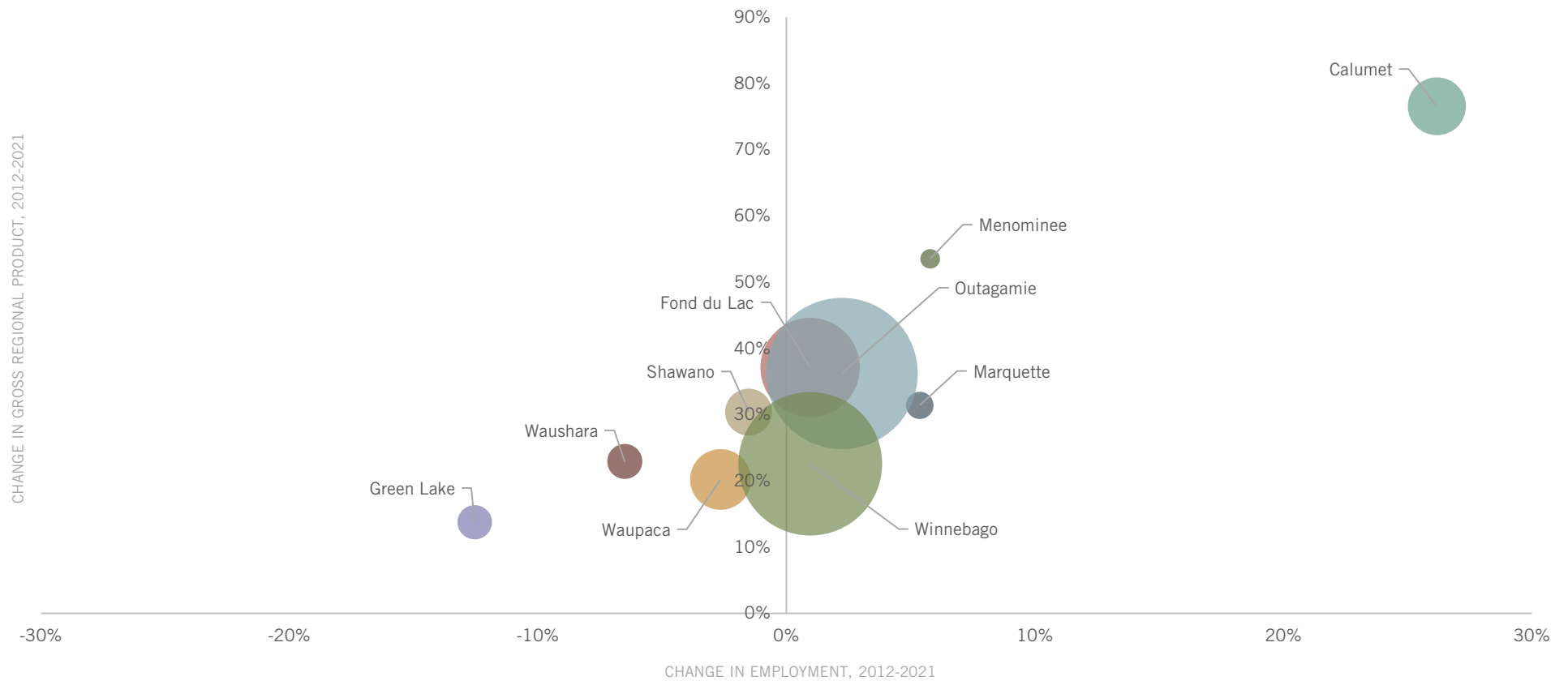
Gross Regional Product (GRP) increased in all counties in the EDD between 2012 and 2021 (Figure 2.41). County GRP, which reflects the sum of all earnings, taxes, and profits, less subsidies across all NAICS sectors, increased the most in Calumet County during the period, growing by nearly 76%. Excluding this outlier, all other counties in the region recorded GRP growth ranging between Green Lake at 13.7% and Menominee at 53.5%. Despite GRP growth in all counties over the last decade, several counties recorded a decline in total employment across NAICS sectors, with the largest decline noted in Green Lake County at -12.5%. Alternatively, Calumet County would witness almost 27% growth in employment between 2012 and 2021. Eight counties recorded either marginal growth or decline in total employment figures, with slight growth noted in Outagamie, Winnebago, and Fond du Lac, the three largest economies by GRP in the region, respectively.

## SUMMARY BACKGROUND



### GRP AND EMPLOYMENT GROSS REGIONAL PRODUCT

Figure 2.40 Gross Regional Product Total, Change, and Change in Employment by County, 2012-2021



\*Bubble Size = Total County GRP, 2021. Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

CHAPTER 3

# SWOT AND ENGAGEMENT

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## SWOT AND ENGAGEMENT

### SWOT Analysis

It is critical to begin the CEDS planning process with a clear understanding of the primary assets, obstacles, and trends that are impacting and will impact a region's economy. Armed with that foundational information, an EDD's CEDS Plan is more likely to achieve positive outcomes on behalf of the people and communities in the EDD. Obtaining input from the CEDS Committee and other key stakeholders is the basis for building that foundation, and an analysis of strengths, weaknesses, opportunities, and threats is a critical first step.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis identifies the region's competitive advantages—those indigenous assets that make the region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a region from realizing its potential.<sup>1</sup> SWOT analysis typically focuses on the following definitions:

- ▶ **Strengths** - Competitive advantages that can be built upon to grow and strengthen the regional economy
- ▶ **Weaknesses** - Competitive disadvantages, liabilities, and obstacles to economic development that could limit the region's growth potential
- ▶ **Opportunities** - Potential chances or occasions for enhancing regional prosperity and progress, often external in nature
- ▶ **Threats** - Unfavorable external factors and trends that could negatively impact the regional economy

### SWOT Results

With participation from the 2023 CEDS Strategy Committee, ECWRPC staff facilitated two SWOT Analysis sessions to gather qualitative data on the regional economy, determine demographic and economic challenges and opportunities, and inform the regional economic development vision. Fourteen (14) Committee members attended the Group A SWOT session on May 10, 2023, and ten (10) attended the Group B SWOT session on May

18, 2023. The smaller size of these sessions allowed for a more robust, engaging, and inclusive conversation.

ECWRPC staff began each session by sharing a presentation that provided an overview of the CEDS, the main components of the CEDS document, and steps in the CEDS development process. During each SWOT meeting, Committee members were encouraged by staff to think about the following broad topics that impact economic development when identifying the region's competitive strengths and weaknesses:

- ▶ Economic drivers,
- ▶ Industries/industry clusters,
- ▶ Broadband,
- ▶ Education,
- ▶ Environment/climate,
- ▶ Energy,
- ▶ Resources, and
- ▶ Other similar topics.

ECWRPC staff utilized a structured facilitation technique and a sticky wall, adapted from the methods developed by the Institute of Cultural Affairs.<sup>2</sup> In this process, shown in Figure 3.1, Committee members individually generated a list of strengths, which were written on individual sheets of paper, randomly placed on the sticky wall, and then arranged into similar category groupings by Committee members. Those groupings of issues were then given topic names, which then became the foundation for the CEDS strategies, goals, and objectives.

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<sup>1</sup> U.S. Department of Commerce Economic Development Administration. 2023. "SWOT Analysis." *Economic Development Administration*. <https://www.eda.gov/resources/comprehensive-economic-development-strategy/content/swot-analysis>

<sup>2</sup> <https://www.ica-international.org/icas-technology-of-participation-top/>

# SWOT AND ENGAGEMENT

An identical process was utilized to generate the list of weaknesses. Staff then facilitated a discussion to identify opportunities and threats that could impact and/or be influenced by the strengths and weaknesses. Small group and full participant discussions added to the overall quality of the SWOT process.

Facilitation of the two CEDS Committee SWOT meetings elicited participants’ strengths, weaknesses, opportunities, and threats that were very consistent between the two meetings. After the SWOT meetings, staff organized session input into a single, complete list of issues. The CEDS Committee’s input generated eleven competitive strengths, eleven competitive weaknesses, and ten opportunities with corresponding threats.

Following the CEDS Committee SWOT meetings, Committee members were individually surveyed between June 5th through June 23rd, 2023 to assign

a priority ranking to the list of strengths and weaknesses identified during the sessions using an online Google Forms survey. In addition, the survey asked Committee members to identify the top three opportunities available to the region that might amplify strengths and address weaknesses. Responses were gathered from 23 CEDS Committee members who participated in the online survey.

The next three pages show a summation of the results of the SWOT sessions, with strengths and weaknesses sorted by priority according to survey responses. In addition, opportunities and potential threats to them are identified. Opportunities and threats were discussed during each SWOT session in relation to one another, as well as in relation to the competitive strengths and weaknesses of the region; and are, therefore, reflected in this manner.

Figure 3.1 SWOT Session Process

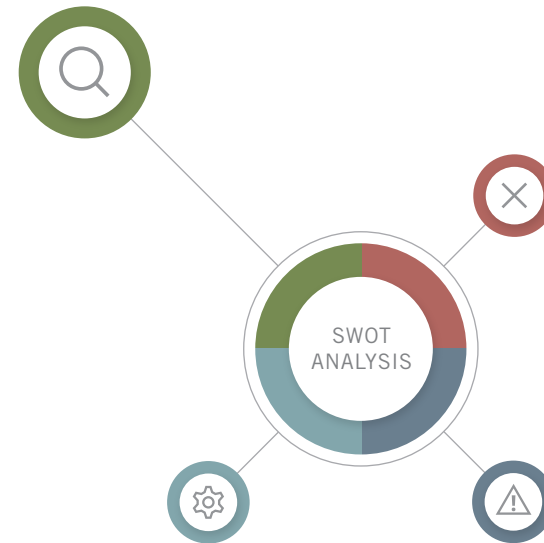


Source: ECWRPC 2023.



## SWOT AND ENGAGEMENT

Regional Strengths
Strong industrial clusters - competitive and strong employment with diversified economic drivers/clusters and a focus on advanced manufacturing capacity
Productive, resilient, and increasingly diverse workforce with labor participation rates that exceed the national average
Affordable cost of living in attractive communities with relatively low-cost housing compared to the national average
Desirable central location in a climate-resilient region relative to other part of the US/world
Strong education system at all levels that emphasizes technical education through the technical college system
Plentiful and beautiful natural resource assets especially with regard to water and outdoor recreation including fresh water and waterways, parks, trails, forest, and wind
Stable utilities and infrastructure, especially in regard to fresh drinking water, the electrical grid, and future broadband expansion
Collaborative mindset among public, private, and nonprofit sectors that provide connections within the region and facilitate the sharing of resources
Healthy and competitive agricultural production
Availability of and access to high quality health care in the region
Strong transportation network that capitalizes on our central location and offers opportunities for expansion

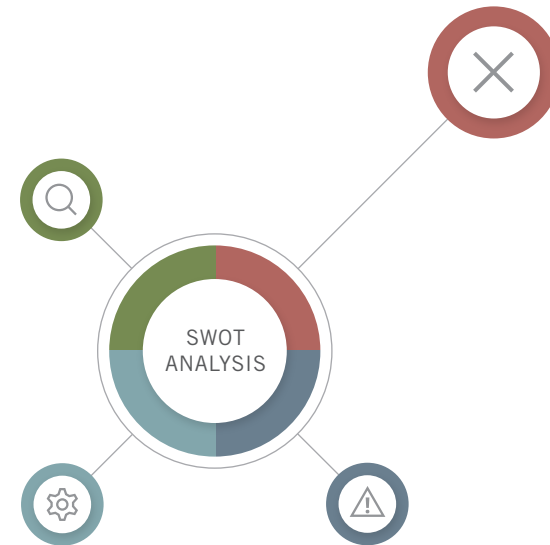


### STRENGTHS

Competitive advantages that can be built upon to grow and strengthen the regional economy

## SWOT AND ENGAGEMENT

Regional Weaknesses
Limited ability to attract and retain workers and high-tech businesses which exceeds standard/national demographic trends for workforce aging
Substantial lack of housing availability and choices at all price levels, with special concerns about affordable housing and senior housing
Childcare demand that significantly exceeds availability, resulting in lack of access
Lack of technical, fiscal, and human capital needed to deploy projects and programs
Lack of available public and private capital necessary to execute projects and developments
Change-resistant attitudes
Inadequate public transportation systems, including a deteriorating/costly infrastructure and a lack of EV charging stations
Mental health concerns, especially among youth which exceed national data
Health care resources increasingly unable to meet demand, especially staffing availability and services for the elderly
Inadequate broadband access and affordability in the region
Cost of living challenges and growing income disparity even among people who are employed



### WEAKNESSES

Competitive disadvantages, liabilities, and obstacles to economic development that could limit the region's growth potential

## SWOT AND ENGAGEMENT

### Regional Opportunities and Threats

Increase **housing** availability across all housing types with emphasis on workforce and senior housing. Threats to achieving increased housing include lack of financing, NIMBY attitudes toward workforce housing solutions, and regulations.

Build on our strong **quality of life** assets including rural areas, safety, climate change resilience, land availability, and low cost of living. Critical to achieving these opportunities are enhancing land use and other policies, obtaining project financing, and marketing the region.

**Attract and retain** people of all ages, with emphasis on young, graduates, and aging people. Without adequate attention to attracting and retaining people, the region will suffer economic decline.

Better **collaboration** among the public, nonprofit, and private sectors to align funding and services, enabling solutions to a multitude of problems and capitalizing on opportunities in the region, especially infrastructure deficiencies. Threats to this opportunity are continued political and public divisiveness, organizational fragmentation, and lack of access to financing.

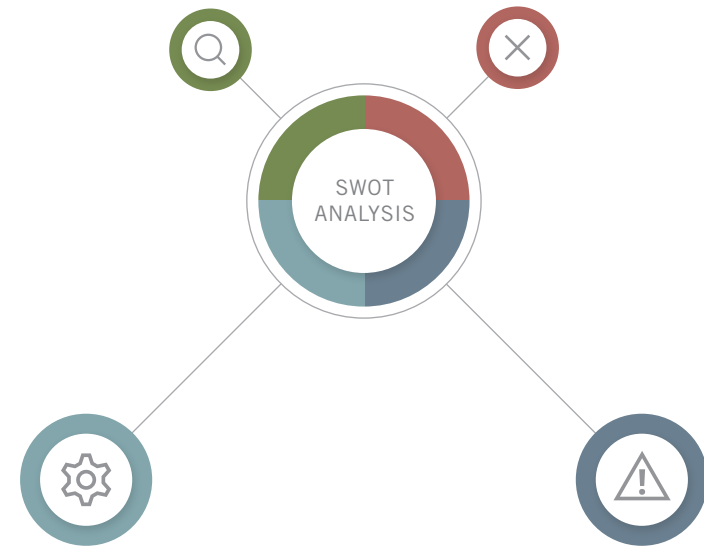
Develop strategies for community engagement, especially with **diverse and non-traditional populations**; inadequate emphasis on such services leads to the threat of people leaving the region.

Strengthen resources that support the **automation/high tech industry** cluster; without these resources these clusters may falter.

Enhance the region's **infrastructure** in public transportation, freight and public rail, and clean energy. Failure to address this may result in increased manufacturing transportation costs and travel costs more generally.

Address **business ownership** shifts due to Baby Boomer owner retirements. Threats to not addressing this include loss of local businesses and acquisition by non-local businesses which would affect the local economy.

Take advantage of **Foreign Direct Investment and exports** to enhance business sales, threatened by lack of business leadership, skills, and awareness.



### OPPORTUNITIES

Potential chances or occasions for enhancing regional prosperity and progress, often external in nature

### THREATS

Unfavorable external factors and trends that could negatively impact the regional economy

## SWOT AND ENGAGEMENT

### County Input and Engagement

During June and July, 2023, ECWRPC staff conducted individual countywide meetings up to two hours long in nine of the ten EDD counties. Meetings were facilitated by staff in each county with 49 individuals participating from Calumet, Fond du Lac, Green Lake, Marquette, Outagamie, Shawano, Waupaca, Waushara, and Winnebago Counties. County economic development staff, local government administrators, economic development corporation staff, chambers of commerce, and elected officials with economic development involvement were invited to the extent possible.

At each meeting, a basic presentation was shared by staff that included baseline economic data for the respective county. An overview of the CEDS process was provided to assure participants understood the context in which their input would be utilized. This background information was then followed by a staff-facilitated discussion with participants, who offered comments about their local economic development challenges, past or current local actions to address the challenges, and their perceptions about opportunities and solutions to the challenges being experienced. To avoid biasing conversations and topics, information developed in the SWOT meetings and the other county input meetings was not shared between the groups; all input was organically derived.

Information regarding economic development challenges and opportunities for the Menominee Tribe and Menominee County was gathered through the monthly participation of ECWRPC staff on the advisory team for the EDA-funded Menominee Indian Tribe of Wisconsin (MITW) Economic Resiliency Project. Instead of holding a single county input session, the frequency of meetings throughout the project allowed for consistent engagement opportunities to compile information regarding the economic development challenges, local actions, and perceptions about solutions in the county. This information was integrated with the results of the SWOT analysis and county input sessions to better understand the economic development challenges, actions, and priorities throughout the EDD at the local scale.



*SWOT Session Participants participate in a staff-facilitated discussion to identify opportunities and threats*

## SWOT AND ENGAGEMENT

### County Input and Engagement Results

There was considerable consistency between the information provided by the CEDS Committee members during the SWOT meetings and discussions held with stakeholders throughout the ten counties in the region. A qualitative summary of those topics follows in order of relative importance based on stakeholder feedback. The summary below is not an exhaustive exploration of each topic, rather, it serves to highlight the challenges and priorities ubiquitous throughout the region as heard by ECWRPC staff through the engagement process. These are the challenges and/or priorities that exist in the EDD at the ground level and demand attention and investment.

#### Unaffordability and Unavailability of Housing

Lack of housing availability is perceived as a critical economic development issue in each county both from a quantity and quality perspective. There is an overall lack of adequate housing across all price points, with a particular concern over lack of more affordable, workforce, and prohibits new people from moving in to the region. This has negative impacts on employers' abilities to hire and retain their workforce.

Perceptions for the reasons for lack of new housing development include lack of developers (especially developers willing to build at lower price points); inadequate government capacity to manage developments; dated regulations and zoning codes; inability to access capital; lack of public financing tools; and public attitudes that can often be very resistant to development of more affordable housing. From the perspective of housing quality, urban centers in particular are facing an aging housing stock, especially rental units, where improvements and maintenance are not keeping up with living standards.

#### Lack of Infrastructure Funding

At least some stakeholders in each county were concerned with a lack of adequate funding to support infrastructure projects critical to supporting economic development. The types of projects include roads and highways, rail, sewer and water, EV, and general land development infrastructure.

Lack of funding exists at the federal, state, and local government levels, and is especially a concern to local governments that struggle to build and maintain new roads and infrastructure capable of supporting industrial, commercial, and residential developments. There was also discussion of inadequate funding for development and acquisition of land to support critical economic development projects for industry and housing. Desired solutions include help with grants and a better need for local officials to comprehend how to more effectively use tax incremental finance.

#### Lack of Effective Collaboration and Organizational Capacity

Raised as an issue across all counties, significant concerns were expressed regarding a lack of adequate staff time or training resources at all levels of governance to take advantage of economic development opportunities. This included challenges like not having time or knowledge to apply for and administer grants; not knowing how to obtain or use economic data; not having good decision-making skills, or lacking marketing expertise.

#### Workforce Shortages

The majority of counties in the EDD are aware of large employers that are unable to hire and retain adequate workforce to operate their businesses. This includes manufacturers in crucial industrial sectors such as manufacturing (paper, food processing, metals processing, automation, technology, etc.), healthcare, and even retail and accommodation as shops and restaurants are unable to maintain adequate open hours due to staff shortages. Further exacerbating this issue is the lack of available housing and childcare which often impacts the ability of employers to recruit and retain new employees.

#### Tourism and Quality of Life Amenities

Tourism contributes significantly to the economy in the EDD, and a number of both regional and county stakeholders conveyed some challenges that exist in the tourism industry. These challenges are generally more prevalent in, but not limited to, rural counties.



## SWOT AND ENGAGEMENT

Challenges include, lack of an EV charging infrastructure to accommodate tourists who use electric vehicles, inadequate workforce availability for businesses in destinations that cater to tourists, particularly in rural destinations, unavailability of commercial spaces, and lack of adequate marketing resources. In addition, the lack of quality of life amenities (parks, restaurants, retail stores) for year-round residents was also expressed as a concern, particularly in some of the rural counties.

### Unsustainable Childcare System

There are substantial concerns that childcare is both limited, with deserts present across much of the EDD, and unaffordable. Childcare businesses and organizations are unable to hire and retain adequate staff due to uncompetitive wages, resulting in facilities operating under capacity. Burnout in the industry is rampant. Wages remain uncompetitive as childcare businesses, already operating on thin margins, would need to pass costs onto the consumer if wages were to be competitive, resulting in further pricing households out of childcare. If parents cannot find or afford childcare, they are more inclined to leave a community or not enter the workforce.

### Inadequate Public Transportation

Expressed across many counties, the lack of public transportation systems, especially in rural communities, prevents people from reaching employers located in those communities. Increasingly, lower-income and elderly residents in the EDD are not able to afford or have access to reliable personal transportation.

### Broadband Infrastructure Limitations

Lack of broadband, especially affordable broadband, is a concern across several counties in the region. A perception exists that ample resources are being directed to broadband deployment in most counties but more progress is still needed, especially in rural counties.

### Commercial Space Shortage

A number of counties noted that downtowns in both rural and urban communities experience a shortage of space for retail and accommodation businesses to open. The issue is twofold, with limited availability of new commercial space and an overabundance of commercial spaces that have been inadequately maintained.

### Farmland Preservation and Land Development

Programs in rural communities that protect the agricultural economy of the EDD, tend to abut with the need for land development and growth. The interplay between preserving farmland while simultaneously responsibly obtaining and developing land for residential, commercial, and industrial uses continues to be an on-going challenge, especially for rural communities with limited organizational capacity.

### Limited Support for Entrepreneurs

A perception that there is a general lack of local infrastructure and regulations to help businesses open and remain open. Concerns also expressed with lack of business succession planning as local business owners look to retire and sell their business.

### Strained Mental Health / Alcohol and Other Drug Abuse (AODA) Resources

Stakeholders expressed the limited capabilities of existing public and private organizations to address mental health and AODA challenges. While outside the sphere of traditional economic development, these challenges pose a threat to the quality of life of residents and the economic well-being of their community.

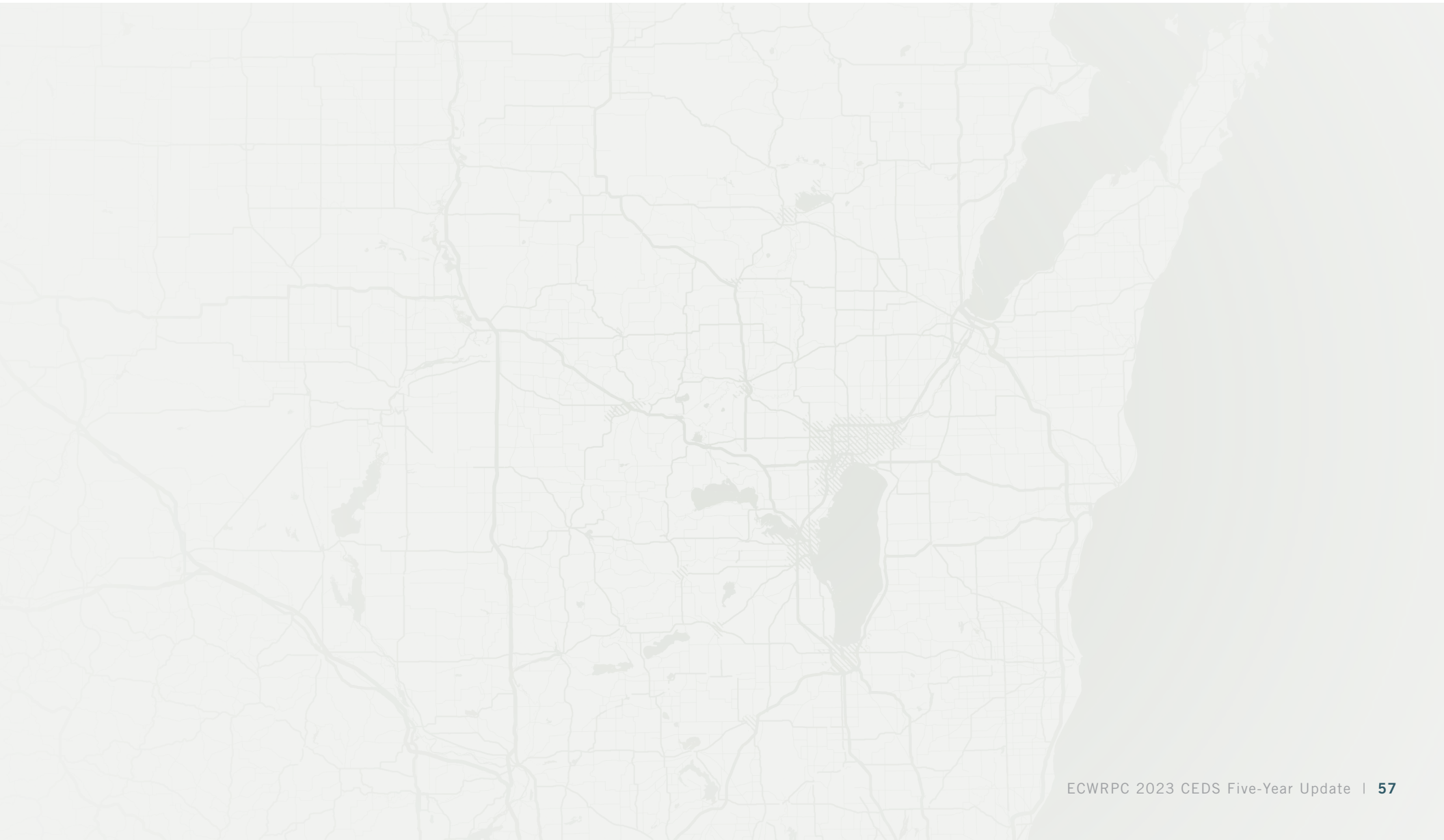
### Land Redevelopment

As land use practices continue to evolve to meet the demand of today, challenges exist in re-using and redeveloping underutilized, abandoned, or contaminated properties. Contaminated properties in particular prove to be a costly and time-consuming challenge.

## SWOT AND ENGAGEMENT

These contemporary issues and priorities are experienced across the EDD, straining existing resources and efforts and necessitating either the expansion of existing, or creation of new, programs, initiatives, and policies. Informed through stakeholder engagement and supported by economic data, the Vision, Goals, Objectives, and Actions of the 2023 CEDS outline

the contemporary challenges in 2023 and provide the framework in which the EDD can support, monitor, collaborate, and lead efforts to address these challenges.



The background features three large, light-blue hexagonal icons arranged in a triangular pattern. The top hexagon contains a stylized house icon. The bottom-left hexagon contains a circular arrow icon, indicating a process or cycle. The bottom-right hexagon contains a stylized plant or tree icon with multiple leaves.

## CHAPTER 4

# STRATEGIC DIRECTION AND ACTION PLAN

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## STRATEGIC DIRECTION AND ACTION PLAN

### Vision, Goals, Objectives, and Actions

The vision, goals, objectives, and actions of the 2023 CEDS provide the EDD with a strategic direction and plan for action to address economic challenges, priorities, and opportunities in the next five years. The vision statement articulates the desired economic future of the EDD as informed through engagement with regional stakeholders and validated by key data. To reach this future destination, the goals, objectives, and actions strategically navigate the EDD along the proper course.

- **Goals** - Focus the broad outcomes expressed by the vision statement into more specific intentions that are clearly understood and relevant to contemporary challenges and priorities.
- **Objectives** - Identify more concrete and measurable methods to work towards achieving a vital component of a certain goal.
- **Actions** - Distinguish the specific, measurable, and tangible steps to be taken to reach objectives fulfill goals. Actions must be specific enough to handle current needs but must also be nimble to address future issues and priorities. The success of actions are predicated on effective partnerships, practical timetables, and measurable evaluation indicators. The actions identified in the 2023 CEDS are not exclusive, and, in addition, will be reevaluated annually to reflect priorities that may arise in the EDD.

The goals, objectives, and actions outlined in the 2023 CEDS identify initiatives to be implemented in the EDD over the next five years that will strengthen the regional economy, enhance economic resiliency, and advance the regional vision. Based on engagement feedback, the following goals, objectives, and actions are sorted by priority and promote economic resiliency throughout the EDD by bolstering the long-term economic durability of the region and by strengthening information networks and fostering collaboration.



### VISION

An exceptional quality of life and regional prosperity sustained by a resilient, collaborative, and thriving economic environment.



### GOAL ONE

Access to housing and quality of life amenities for all



### GOAL TWO

Promote regional innovation and collaboration that supports a thriving and resilient business environment



### GOAL THREE

Sustain and expand regional physical infrastructure, assets, and amenities



### GOAL FOUR

Cultivate organizational capacity within the public, non-profit, and private sectors to strengthen the resiliency of the regional economy and advance an exceptional quality of life

## GOAL 1

### ACCESS TO HOUSING AND QUALITY OF LIFE AMENITIES FOR ALL

**Objective 1.1** Encourage housing diversity, availability, and affordability.

#### Actions

- ▶ Develop and provide materials that educate region on the best management practices for improving housing diversity (type and inclusivity), availability, and affordability
- ▶ Collaborate on regional housing efforts by participating in housing initiatives and optimizing communication and information sharing networks
- ▶ Facilitate legislative forums that educate on the dynamics of housing challenges for residents and communities alike, as well as potential policy changes necessary to address housing challenges
- ▶ Explore need for additional housing data and further studies

**Objective 1.2** Increase access to quality of life amenities including but not limited to: childcare, mental health, and access to transportation.

#### Actions

- ▶ Collaborate with public and non-profit organizations that support the resiliency, capacity, and affordability of childcare
- ▶ Engage with organizations that support capacity and provide resources for mental health care challenges
- ▶ Support activities that sustain or develop multi-modal transportation services that meet basic social and economic needs

**Objective 1.3** Advance the resiliency of vulnerable populations.

#### Actions

- ▶ Collaborate and assist both public and non-profit organizations that connect vulnerable populations to resources and provide services
- ▶ Assist efforts to incorporate vulnerable populations into the regional workforce, including but not limited to low-income, minority, and immigrant households

**Objective 1.4** Develop and sustain the presence of natural and lifestyle amenities which retain residents and attract visitors.

#### Actions

- ▶ Provide technical assistance to local governments that increases access to quality of life amenities, strengthens community identity, and sustains the local economy
- ▶ Support efforts that sustain, market, and promote the region's natural and lifestyle amenities to both residents and potential visitors
- ▶ Assist continued maintenance and development of trails, parks, and healthy lifestyle amenities

### GOAL 2

## PROMOTE REGIONAL INNOVATION AND COLLABORATION THAT SUPPORTS A THRIVING AND RESILIENT BUSINESS ENVIRONMENT

**Objective 2.1** Retain current businesses, especially those in high-demand, high-growth sectors.

#### Actions

- ▶ Support automation efforts, particularly in goods-producing sectors, by identifying relevant funding opportunities and coordinating public-private collaboration
- ▶ Foster information sharing and network building between the public and private sectors to properly support business retention and expansion efforts
- ▶ Monitor trends in economic data to discern potential challenges and priorities for legacy sectors of the regional economy

**Objective 2.2** Attract new and emerging businesses that diversify and enhance the resiliency of the regional economy.

#### Actions

- ▶ Enhance the entrepreneurial ecosystem by connecting entrepreneurs to existing resource and mentorship networks and supporting the development of incubator spaces
- ▶ Optimize communication and information sharing networks to coordinate site selector efforts

**Objective 2.3** Support workforce development, recruitment, and retention efforts.

#### Actions

- ▶ Increase opportunities for workforce development by sustaining and promoting existing training programs
- ▶ Support and promote career transition and elevation programs, especially to occupations in goods-producing sectors vulnerable to economic disruptions
- ▶ Collaborate on initiatives that engage with youth to provide quality education and encourage workforce participation
- ▶ Enhance regional promotion efforts that encourage recruitment of diverse talent pool

### GOAL 3

#### SUSTAIN AND EXPAND REGIONAL PHYSICAL INFRASTRUCTURE, ASSETS, AND AMENITIES

**Objective 3.1** Emphasize multi-modal transportation projects, including but not limited to maintaining and improving roadways, commodity rail, passenger rail, air transportation, and Electric Vehicle (EV) systems.

##### Actions

- ▶ Maintain existing and encourage innovative transportation infrastructure networks
- ▶ Support efforts to improve commodity rail capacity and availability for current and emerging industries
- ▶ Enhance the efficiency and resiliency of regional air transportation by investing in air infrastructure and services
- ▶ Collaborate on initiatives to secure funding for the planning and implementation of Electric Vehicle infrastructure
- ▶ Provide data analysis services and coordination across local, county, MPO, state, and federal levels on significant transportation projects vital to the resiliency of the regional economy

**Objective 3.2** Secure and deploy funding for municipal infrastructure and amenities.

##### Actions

- ▶ Secure or develop a grant screening tool to identify infrastructure grants that are most competitive in the region
- ▶ Educate municipalities regarding funding for maintaining or expanding infrastructure and amenities

**Objective 3.3** Allocate resources to address rural infrastructure challenges, particularly broadband affordability and access.

##### Actions

- ▶ Continue to support efforts and initiatives that provide planning and/or implementation for enhancing rural broadband affordability and access
- ▶ Provide assistance to rural communities seeking state and/or federal grants related to infrastructure and capacity challenges

**Objective 3.4** Encourage responsible land use development and redevelopment by balancing open space preservation and growth needs.

##### Actions

- ▶ Encourage intergovernmental coordination of residential, commercial, and industrial land development
- ▶ Develop and provide materials that educate region on land development/redevelopment best management practices
- ▶ Assist efforts in the region that address brownfield identification and redevelopment
- ▶ Encourage land development practices rooted in sustainability, particularly opportunities for redevelopment, zoning code updates, and development of multi-modal infrastructure

### GOAL 4

## CULTIVATE ORGANIZATIONAL CAPACITY WITHIN THE PUBLIC, NON-PROFIT, AND PRIVATE SECTORS TO STRENGTHEN THE RESILIENCY OF THE REGIONAL ECONOMY AND ADVANCE AN EXCEPTIONAL QUALITY OF LIFE

**Objective 4.1** Improve collaboration among inter and intra-regional public, non-profit, and private-sector organizations.

#### Actions

- ▶ Continue to develop ECWRPC Economic Development dashboard to serve as a hub containing regional economic and demographic data, grant resources, best management practices, and other vital economic development resources

**Objective 4.2** Enhance the capacity of local governments to effectively allocate resources and manage challenges to local quality of life.

#### Actions

- ▶ Develop and provide materials that educate region on municipal financing best management practices and resources
- ▶ Increase awareness of financial resources at the local, state, and federal levels
- ▶ Provide grant screening and application technical assistance to local governments in the EDD
- ▶ Provide technical assistance for local data needs by using data tools, including but not limited to, IMPLAN, Lightcast, and ESRI Business Analyst
- ▶ Evaluate feasibility of developing and providing a regional grant writing and administration technical assistance program

**Objective 4.3** Strengthen the capacity and capability of economic development organizations.

#### Actions

- ▶ Assist economic development organizations in securing funding for continuity and enhancing capacity to best serve public and private needs
- ▶ Encourage networking and collaboration between economic development organizations to improve efficiency and enhance regional quality of life

**Objective 4.4** Augment the competitiveness, efficiency, and resilience of the private sector.

#### Actions

- ▶ Enhance utilization of foreign direct investment opportunities
- ▶ Improve access to succession planning education programming that connects experienced business owners to young entrepreneurs

CHAPTER 5

# EVALUATION FRAMEWORK

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## EVALUATION FRAMEWORK

The strategic direction and action plan of the 2023 CEDS, covered in Chapter 4, will be implemented in the EDD through the efforts of many partners, with ECWRPC providing leadership or support where necessary. The Evaluation Framework chapter is used specifically to assess ECWRPC's role in implementing the strategic direction and action plan of the 2023 CEDS. This framework outlines the role of ECWRPC in implementation, identifies crucial partnerships, sets general timelines, and establishes evaluation indicators to monitor ECWRPC efforts towards implementing or supporting each action.

- **Role** - ECWRPC will participate in implementation efforts with partners through an array of possible roles. As defined below, ECWRPC will lead, collaborate with, or support partners when relevant and practical depending on the specific action.
- **Partnerships** - Partnerships: The success of many actions will depend on effective coordination among a diverse array of partners. Identifying a wide range of potential partners is crucial to successfully implement and support the actions in the CEDS. Abbreviations for types of potential partners referenced in the framework are identified below:

LG - Local Governments

NPs - Non-Profits

TGs - Tribal Governments

EDOs - Economic Development Organizations

CoC - Chambers of Commerce

SO/D - State Organizations/Departments

ED - Education

SBDC - Small Business Development Center

WFDB - Workforce Development Boards

- **Timelines** - Realistic timeframes are vital for implementing actions in an effective manner. Some actions may have established timeframes for deliverables to be met in the next year or upcoming years, while others may be on-going, requiring continual progress to keep momentum.
- **Evaluation Indicators** - Implementation efforts taken by ECWRPC will be evaluated by measurable outputs which include developing deliverables, regularly collaborating on projects, facilitating connections, and supporting the actions of partners, among others.

ECWRPC will support the implementation of the 2023 CEDS through an array of activities, including but not limited to: providing data and information, offering professional and technical expertise, maintaining an awareness in region economic development issues and priorities, and supporting regional development efforts as necessary. In addition, ECWRPC will seek opportunities to partner with organizations outside of the EDD when possible to leverage knowledge, funding, and support.

### Reporting

The 2023 CEDS will be reviewed annually to evaluate progress made towards implementing the strategic direction and action plan and to conform to the CEDS Annual Performance Report required by EDA. Evaluation will include an assessment of progress towards implementing the strategic direction and action plan and will include a review of economic and demographic data found in the Summary Background. The performance report will also holistically review the goals, objectives, and actions of the strategic direction and action plan, with necessary updates to be made under the guidance of the CEDS Strategy Committee, to maintain relevancy and enhance resiliency of the CEDS 2023. The annual report will be submitted to EDA, and will be available on the ECWRPC website.

# EVALUATION FRAMEWORK

## GOAL 1

### ACCESS TO HOUSING AND QUALITY OF LIFE AMENITIES FOR ALL

	Role	Partnerships*	Evaluation Indicator	Timeline
<b>Objective 1.1: Encourage housing diversity, availability, and affordability.</b>				
Develop and provide materials that educate region on the best management practices for improving housing diversity (type and inclusivity), availability, and affordability	Lead Partner	LGs, WRA, WHEDA, EDOs, TGs	Development of materials	< 1 year
Collaborate on regional housing efforts by participating in housing initiatives and optimizing communication and information sharing networks	Support	LGs, WRA, WHEDA, EDOs, TGs	# of meetings attended	On-going
Facilitate legislative forums that educate on the dynamics of housing challenges for residents and communities alike, as well as potential policy changes necessary to address housing challenges	Project Partner	LGs, WCA, WTA, WRA, WHEDA, WEDC, EDOs, TGs	# of forums held	< 1 year
Explore need for additional housing data and further studies	Lead Partner	LGs, WRA, WHEDA, EDOs, TGs	Need explored	On-going
<b>Objective 1.2: Increase access to quality of life amenities including but not limited to: childcare, mental health, and access to transportation.</b>				
Collaborate with public and non-profit organizations that support the resiliency, capacity, and affordability of childcare	Support	LGs, NPs, TGs	# of meetings attended	On-going
Engage with organizations that support capacity and provide resources for mental health care challenges	Support	NPs, LGs, TGs	# of meetings attended	On-going
Support activities that sustain or develop multi-modal transportation services that meet basic social and economic needs	Support	LGs, NPs, TGs, SoW	Actions supported	On-going
<b>Objective 1.3: Advance the resiliency of vulnerable populations.</b>				
Collaborate and assist both public and non-profit organizations that connect vulnerable populations to resources and provide services	Support	LGs, NPs, TGs, EDOs, SoW, TGs	Connections made	On-going
Assist efforts to incorporate vulnerable populations into the regional workforce, including but not limited to low-income, minority, and immigrant households	Support	LGs, NPs, TGs, WFDB, ED	Actions supported	On-going
<b>Objective 1.4: Develop and sustain the presence of natural and lifestyle amenities which retain residents and attract visitors.</b>				
Provide technical assistance to local governments that increases access to quality of life amenities, strengthens community identity, and sustains the local economy	Lead Partner	LGs, TGs, NPs, EDOs, SBDC, CoC	# of technical assistance services provided	1-3 years
Support efforts that sustain, market, and promote the region's natural and lifestyle amenities to both residents and potential visitors	Support	LGs, NPs, TGs, EDOs, SBDC, CoC	Connections made	On-going
Assist continued maintenance and development of trails, parks, and healthy lifestyle amenities	Support	LGs, NPs, TGs, EDOs, SBDC, CoC, SoW	Projects supported	On-going

\*See partnership abbreviations on page 65



# EVALUATION FRAMEWORK

## GOAL 2

### PROMOTE REGIONAL INNOVATION AND COLLABORATION THAT SUPPORTS A THRIVING AND RESILIENT BUSINESS ENVIRONMENT

	Role	Partnerships*	Evaluation Indicator	Timeline
Objective 2.1: Retain current businesses, especially those in high-demand, high growth sectors				
Support automation efforts, particularly in goods-producing sectors, by identifying relevant funding opportunities and coordinating public-private collaboration	Support	LGs, CoC, EDOs, WEDC, SoW, ED	Connections made	On-going
Foster information sharing and network building between the public and private sectors to properly support business retention and expansion efforts	Support	LGs, CoC, EDOs, WEDC, SoW	Connections made	On-going
Monitor trends in economic data to discern potential challenges and priorities for legacy sectors of the regional economy	Support	LGs, CoC, EDOs, WEDC, SoW	# of reports distributed	On-going
Objective 2.2: Attract new and emerging businesses that diversify and enhance the resiliency of the regional economy				
Enhance the entrepreneurial ecosystem by connecting entrepreneurs to existing resource and mentorship networks and supporting the development of incubator spaces	Support	LGs, CoC, EDOs, WEDC, SoW, ED	Connections made	On-going
Optimize communication and information sharing networks to coordinate site selector efforts	Support	LGs, CoC, EDOs, WEDC, SoW	Connections made	On-going
Objective 2.3: Support workforce development, recruitment, and retention efforts				
Increase opportunities for workforce development by sustaining and promoting existing training programs	Support	LGs, CoC, EDOs, WEDC, SoW, WFDB, ED	Actions supported	On-going
Support and promote career transition and elevation programs, especially to occupations in goods-producing sectors vulnerable to economic disruptions	Support	LGs, CoC, EDOs, WEDC, SoW, WFDB, ED	Actions supported	On-going
Collaborate on initiatives that engage with youth to provide quality education and encourage workforce participation	Support	LGs, CoC, EDOs, WEDC, SoW, WFDB, ED	Actions supported	On-going
Enhance regional promotion efforts that encourage recruitment of diverse talent pool	Support	LGs, CoC, EDOs, WEDC, SoW, WFDB, ED	Actions supported	On-going

\*See partnership abbreviations on page 65

# EVALUATION FRAMEWORK

## GOAL 3

### SUSTAIN AND EXPAND REGIONAL PHYSICAL INFRASTRUCTURE, ASSETS, AND AMENITIES

	Role	Partnerships*	Evaluation Indicator	Timeline
Objective 3.1: Emphasize multi-modal transportation projects, including but not limited to maintaining and improving roadways, commodity rail, passenger rail, air transportation, and Electric Vehicle (EV) systems.				
Maintain existing and encourage innovative transportation infrastructure networks	Support	LGs, NPs, TGs, EDOs, SO/D	Actions supported	On-going
Support efforts to improve commodity rail capacity and availability for current and emerging industries	Support	LGs, NPs, TGs, EDOs, SO/D	Actions supported	On-going
Enhance the efficiency and resiliency of regional air transportation by investing in air infrastructure and services	Support	LGs, NPs, TGs, EDOs	Actions supported	1-3 years
Collaborate on initiatives to secure funding for the planning and implementation of Electric Vehicle infrastructure	Project Partner	LGs, NPs, TGs, EDOs, SO/D	# of Actions supported	On-going
Provide data analysis services and coordination across local, county, MPO, state, and federal levels on significant transportation projects vital to the resiliency of the regional economy	Project Partner	LGs, NPs, TGs, EDOs, SO/D	# of Actions supported	On-going
Objective 3.2: Secure and deploy funding for municipal infrastructure and amenities.				
Secure or develop a grant screening tool to identify infrastructure grants that are most competitive in the region	Lead Partner	LGs, NPs, TGs, EDOs	Development of tool	1-2 years
Educate municipalities regarding funding for maintaining or expanding infrastructure and amenities	Lead Partner	LGs, NPs, TGs, EDOs	Development of materials	1-2 years
Objective 3.3: Allocate resources to address rural infrastructure challenges, particularly broadband affordability and access.				
Continue to support efforts and initiatives that provide planning and/or implementation for enhancing rural broadband affordability and access	Project Partner	LGs, NPs, TGs, EDOs, SO/D	# of Actions supported	On-going
Provide assistance to rural communities seeking state and/or federal grants related to infrastructure and capacity challenges	Project Partner	LGs, NPs, TGs, EDOs, SO/D	# of Actions supported/connections made	On-going
Objective 3.4: Encourage responsible land use development and redevelopment by balancing open space preservation and growth needs.				
Encourage intergovernmental coordination of residential, commercial, and industrial land development	Support	LGs, TGs, EDOs, SO/D	Actions supported	On-going
Develop and provide materials that educate region on land development/redevelopment best management practices	Lead Partner	LGs, TGs, EDOs, SO/D	Development of materials	1-2 years
Assist efforts in the region that address brownfield identification and redevelopment	Project Partner	LGs, TGs, EDOs, SO/D	Development of program(s)	On-going
Encourage land development practices rooted in sustainability, particularly opportunities for redevelopment, zoning code updates, and development of multi-modal infrastructure	Support	LGs, TGs, EDOs, SO/D	Actions supported	On-going

\*See partnership abbreviations on page 65

# EVALUATION FRAMEWORK

## GOAL 4

CULTIVATE ORGANIZATIONAL CAPACITY WITHIN THE PUBLIC, NON-PROFIT, AND PRIVATE SECTORS TO STRENGTHEN THE RESILIENCY OF THE REGIONAL ECONOMY AND ADVANCE AN EXCEPTIONAL QUALITY OF LIFE

	Role	Partnerships*	Evaluation Indicator	Timeline
<b>Objective 4.1: Improve collaboration among inter and intra-regional public, non-profit, and private-sector organizations</b>				
Continue to develop ECWRPC Economic Development dashboard to serve as a hub to monitor regional economic and demographic performance measures, and identify grant resources, best management practices, and other vital economic development resources	Lead Partner	LGs, TGs	Development of Dashboard	< 1 year
<b>Objective 4.2: Enhance the capacity of local governments to effectively allocate resources and manage challenges to local quality of life</b>				
Develop and provide materials that educate region on municipal financing best management practices and resources	Lead Partner	LGs, TGs	Development of materials	1-2 years
Increase awareness of financial resources at the local, state, and federal levels	Lead Partner	LGs, TGs, EDOs, SoW, WEDC	Connections made	On-going
Provide grant screening and application technical assistance to local governments in the EDD	Lead Partner	LGs, TGs, EDOs, SoW, WEDC	# of technical assistance services provided	On-going
Provide technical assistance for local data needs by using data tools, including but not limited to, IMPLAN, Lightcast, and ESRI Business Analyst	Lead Partner	LGs, TGs, EDOs, SoW, WEDC	# of technical assistance services provided	On-going
Evaluate feasibility of developing and providing a regional grant writing and administration technical assistance program	Lead Partner	LGs, TGs, NPs, EDOs, SoW, WEDC	Explored	< 1 year
<b>Objective 4.3: Strengthen the capacity and capability of economic development organizations</b>				
Assist economic development organizations in securing funding for continuity and enhancing capacity to best serve public and private needs	Support	NPs, EDOs, WEDC, CoC	Actions supported	On-going
Encourage networking and collaboration between economic development organizations to improve efficiency and enhance regional quality of life	Support	NPs, EDOs, WEDC, CoC	Actions supported/connections made	On-going
<b>Objective 4.4: Augment the competitiveness, efficiency, and resiliency of the private sector</b>				
Enhance utilization of foreign direct investment opportunities	Support	NPs, EDOs, WEDC, CoC	Actions supported	On-going
Improve access to succession planning education programming that connects experienced business owners to young entrepreneurs	Support	NPs, EDOs, WEDC, CoC, ED, WFDB	Actions supported	On-going

\*See partnership abbreviations on page 65

# APPENDIX A

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Resolution for approval

## APPENDIX B

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## APPENDIX B

Table B.1 Regional Historic Population, 1970-2020

	1970	1980	1990	2000	2010	2020
Calumet	27,604	30,867	34,291	40,631	48,971	52,442
Fond du Lac	84,567	88,964	90,083	97,296	101,633	104,154
Green Lake	16,878	18,370	18,651	19,105	19,051	19,018
Marquette	8,865	11,672	12,321	14,555	15,404	15,592
Menominee	2,607	3,373	3,890	4,562	4,232	4,255
Outagamie	119,398	128,730	140,510	161,091	176,695	190,705
Shawano	32,650	35,928	37,157	40,664	41,949	40,881
Waupaca	37,780	42,831	46,104	51,825	52,410	51,812
Waushara	14,795	18,526	19,385	23,066	24,496	24,520
Winnebago	129,946	131,772	140,320	156,763	166,994	171,730
Region	475,090	511,033	542,712	609,558	651,835	675,109
Wisconsin	4,417,821	4,705,642	4,891,769	5,363,715	5,686,986	5,893,718

Source: United States Census Bureau, 1970, 1980, 1990, 2000, 2010, 2020

Table B.2 Change in Population by County, 2012-2021

	2012	2021	% Change, 2012-2021
Calumet	48,960	52,128	6.5%
Fond du Lac	101,577	103,890	2.3%
Green Lake	19,064	18,990	-0.4%
Marquette	15,366	15,515	1.0%
Menominee	4,274	4,318	1.0%
Outagamie	176,777	189,620	7.3%
Shawano	41,820	40,836	-2.4%
Waupaca	52,377	51,769	-1.2%
Waushara	24,565	24,527	-0.2%
Winnebago	166,984	171,304	2.6%
Region	651,764	672,897	3.2%
Wisconsin	5,687,219	5,871,661	3.2%

Source: United States Census Bureau, ACS 2012 5-year Estimates, ACS 2021 5-year Estimates, Retrieved May 2023

## APPENDIX B

Table B.3 Wisconsin Department of Administration State and County Household Projections, 2010-2040

	MCD Type	2010	2015	2020	2025	2030	2035	2040	% Change	Numerical Change
Calumet	Town	10,739	10,835	11,445	11,880	12,260	12,365	12,310	7.6%	865
	Village	14,309	15,100	17,180	19,050	20,880	22,275	23,310	35.7%	6,130
	City	23,725	24,169	25,695	26,813	27,801	28,199	28,152	9.6%	2,457
	Total	48,773	50,104	54,320	57,743	60,941	62,839	63,772	17.4%	9,452
Fond du Lac	Town	34,780	35,610	36,718	37,791	38,646	38,915	38,750	5.5%	2,032
	Village	12,110	12,172	12,612	13,007	13,319	13,430	13,378	6.1%	766
	City	51,154	51,586	52,873	53,982	54,700	54,525	53,718	1.6%	845
	Total	98,044	99,368	102,203	104,780	106,665	106,870	105,846	3.6%	3,643
Green Lake	Town	9,486	9,591	9,661	9,780	9,855	9,784	9,649	-0.1%	-12
	Village	476	480	475	475	475	470	460	-3.2%	-15
	City	8,877	8,899	8,873	8,890	8,822	8,633	8,400	-5.3%	-473
	Total	18,839	18,970	19,009	19,145	19,152	18,887	18,509	-2.6%	-500
Marquette	Town	11,088	11,546	11,799	12,301	12,594	12,587	12,389	5.0%	590
	Village	2,763	2,860	2,905	3,005	3,050	3,035	2,975	2.4%	70
	City	1,400	1,438	1,451	1,486	1,483	1,455	1,390	-4.2%	-61
	Total	15,251	15,844	16,155	16,792	17,127	17,077	16,754	3.7%	599
Menominee	Town	-	-	-	-	-	-	-	-	-
	Village	-	-	-	-	-	-	-	-	-
	City	-	-	-	-	-	-	-	-	-
	Total	4,173	4,249	4,501	4,781	5,046	5,262	5,112	13.6%	611
Outagamie	Town	69,632	72,550	78,266	83,321	88,044	91,313	93,295	19.2%	15,029
	Village	25,949	26,323	27,618	28,671	29,580	30,004	30,043	8.8%	2,425
	City	78,075	79,028	82,517	85,172	87,352	88,106	87,560	6.1%	5,043
	Total	173,656	177,901	188,401	197,164	204,976	209,423	210,898	11.9%	22,497
Shawano	Town	25,797	26,121	26,979	27,949	28,740	28,912	28,542	5.8%	1,563
	Village	6,482	6,431	6,564	6,708	6,789	6,727	6,556	-0.1%	-8
	City	8,876	8,892	9,197	9,500	9,745	9,763	9,598	4.4%	401
	Total	41,155	41,444	42,740	44,157	45,274	45,402	44,696	4.6%	1,956
Waupaca	Town	27,784	28,331	28,976	29,936	30,576	30,318	29,407	1.5%	431
	Village	2,882	2,886	2,905	2,943	2,966	2,887	2,756	-5.1%	-149
	City	20,109	20,316	20,588	21,085	21,324	20,928	20,069	-2.5%	-519
	Total	50,775	51,533	52,469	53,964	54,866	54,133	52,232	-0.5%	-237
Waushara	Town	17,175	17,411	18,301	19,311	20,129	20,309	20,099	9.8%	1,798
	Village	3,884	3,912	4,038	4,184	4,281	4,234	4,116	1.9%	78
	City	2,176	2,150	2,245	2,349	2,429	2,437	2,389	6.4%	144
	Total	23,235	23,473	24,584	25,844	26,839	26,980	26,604	8.2%	2,020
Winnebago	Town	52,710	54,214	57,391	60,271	62,975	64,828	66,124	15.2%	8,733
	Village	2,383	2,410	2,495	2,550	2,600	2,620	2,615	4.8%	120
	City	103,662	105,171	108,844	111,759	114,094	114,889	114,737	5.4%	5,893
	Total	158,755	161,795	168,730	174,580	179,669	182,337	183,476	8.7%	14,746
Region	Town	263,364	270,458	284,037	297,321	308,865	314,593	315,677	11.1%	31,640
	Village	71,238	72,574	76,792	80,593	83,940	85,682	86,209	12.3%	9,417
	City	298,054	301,649	312,283	321,036	327,750	328,935	326,013	4.4%	13,730
	Total	632,656	644,681	673,112	698,950	720,555	729,210	727,899	8.1%	54,787

Source: Wisconsin Department of Administration, State and County Household Projections, 2010-2040, Retrieved May 2023 [https://doa.wi.gov/Pages/LocalGovtsGrants/Population\\_Projections.aspx](https://doa.wi.gov/Pages/LocalGovtsGrants/Population_Projections.aspx)



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Table B.4 Population Age by County, 2012

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Under 10 years	6,805	11,783	2,326	1,567	744	23,511	4,809	6,233	2,555	19,704	80,038	716,590
10 to 19 years	7,442	14,018	2,402	1,798	739	25,279	5,604	6,757	2,825	22,042	88,905	773,462
20 to 29 years	4,749	12,596	1,754	1,321	500	22,981	4,182	5,028	2,235	25,549	80,895	756,400
30 to 39 years	6,659	12,088	2,021	1,491	423	23,335	4,642	5,919	2,604	20,539	79,719	699,528
40 to 49 years	8,078	14,729	2,593	2,213	568	27,047	6,106	7,647	3,537	24,380	96,898	813,272
50 to 59 years	7,295	14,627	2,993	2,628	496	24,572	6,273	8,066	4,102	23,545	94,597	818,960
60 to 69 years	3,819	10,869	2,421	2,090	406	14,849	4,893	5,761	3,144	15,363	63,615	540,286
70 to 79 years	2,644	5,790	1,430	1,475	299	8,839	3,178	3,771	2,211	8,850	38,487	318,484
Over 80 years	1,469	4,977	1,125	768	98	6,010	2,133	3,247	1,277	7,013	28,119	233,176
Total	48,960	101,475	19,064	15,351	4,274	176,423	41,820	52,429	24,491	166,984	651,272	5,670,157
Median Age 2012	38	40	44	47	33	37	43	43	46	38	42	39

Source: United States Census Bureau, ACS 2012 5-year Estimates, Retrieved May 2023

Table B.5 Population Age by County, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Under 10 years	6,009	11,330	2,170	1,518	711	24,718	4,358	5,366	2,389	19,129	77,698	682,937
10 to 19 years	7,408	13,570	2,453	1,774	823	24,412	5,223	6,283	2,564	21,723	86,233	767,715
20 to 29 years	5,452	12,247	1,866	1,289	564	23,775	4,126	5,267	2,119	26,162	82,867	763,246
30 to 39 years	6,274	12,901	2,010	1,584	439	26,943	4,299	5,806	2,566	22,133	84,955	747,608
40 to 49 years	7,248	12,282	2,052	1,570	365	22,442	4,747	6,154	2,762	19,866	79,488	695,022
50 to 59 years	8,331	15,044	2,546	2,459	556	27,125	6,378	8,227	4,042	23,917	98,625	811,639
60 to 69 years	6,514	13,816	2,985	2,858	525	21,135	5,938	7,718	4,033	19,738	85,260	743,293
70 to 79 years	3,143	8,045	1,945	1,614	219	11,954	3,712	4,064	2,732	11,641	49,069	422,935
Over 80 years	1,749	4,655	963	849	116	7,116	2,055	2,884	1,320	6,995	28,702	237,266
Total	52,128	103,890	18,990	15,515	4,318	189,620	40,836	51,769	24,527	171,304	672,897	5,871,661
Median Age 2021	42	42	45	50	31	38	45	45	50	38	43	40

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.6 Educational Attainment Age +25 and Older by County, 2012

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
No schooling completed	198	479	119	80	66	715	161	256	137	847	3,058	30,084
Nursery school	0	0	0	0	0	3	3	0	0	0	6	322
Kindergarten	0	11	0	0	0	14	0	0	5	0	30	469
1st grade	6	22	0	0	0	3	0	4	1	1	37	1,016
2nd grade	36	88	0	4	0	38	4	21	0	37	228	1,473
3rd grade	8	35	5	5	0	97	3	44	6	130	333	3,444
4th grade	5	33	0	2	0	53	20	10	22	109	254	3,225
5th grade	77	57	6	3	3	135	10	29	17	68	405	4,422
6th grade	161	228	50	48	21	233	36	116	40	184	1,117	17,271
7th grade	79	80	12	37	10	145	62	68	34	180	707	7,026
8th grade	444	1,475	419	281	57	1,612	779	715	520	1,428	7,730	62,929
9th grade	210	632	129	111	77	710	353	303	165	999	3,689	36,034
10th grade	387	1,359	299	348	35	1,257	621	725	475	1,506	7,012	61,925
11th grade	585	1,810	366	399	85	1,611	694	803	633	2,812	9,798	84,087
12th grade, no diploma	391	1,138	244	244	14	1,760	506	838	405	2,002	7,542	60,408
Regular high school diploma	11,087	24,004	5,330	4,452	686	37,632	12,504	14,772	6,778	34,629	151,874	1,125,097
GED or alternative credential	832	2,927	410	582	245	3,385	1,137	1,797	1,038	4,525	16,878	133,851
Some college, less than 1 year	2,110	5,189	907	914	245	7,381	2,018	2,868	1,574	7,665	30,871	260,609
Some college, 1 or more years, no degree	3,658	9,484	1,924	1,546	507	15,967	3,493	4,495	2,340	15,902	59,316	547,502
Associate's degree	3,686	7,153	1,156	756	173	13,273	2,560	3,185	1,352	10,561	43,855	355,884
Bachelor's degree	6,148	8,980	1,418	1,049	213	22,069	3,121	4,244	1,813	19,321	68,376	663,920
Master's degree	1,904	3,120	523	371	72	6,532	930	1,421	562	6,137	21,572	242,679
Professional school degree	475	770	107	78	0	1,541	228	164	127	1,416	4,906	58,562
Doctorate degree	93	394	53	10	5	726	109	116	67	1,058	2,631	38,052
Total 2012	32,580	69,468	13,477	11,320	2,514	116,892	29,352	36,994	18,111	111,517	442,225	3,800,291

Source: United States Census Bureau, ACS 2012 5-year Estimates, Retrieved May 2023

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Table B.7 Educational Attainment Age +25 and Older by County, 2012

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
No schooling completed	222	546	48	64	5	1,240	97	177	139	831	3,369	37,230
Nursery school	0	4	0	0	0	12	0	0	3	2	21	706
Kindergarten	12	2	0	3	0	151	9	0	5	3	185	590
1st grade	0	9	0	6	0	12	4	3	0	7	41	650
2nd grade	0	30	0	1	0	3	3	0	0	6	43	1,016
3rd grade	0	161	0	2	5	13	6	9	19	9	224	2,443
4th grade	0	59	0	4	0	1	12	28	8	30	142	2,320
5th grade	4	9	3	0	0	10	11	3	3	154	197	2,784
6th grade	40	105	7	20	5	134	28	73	61	352	825	12,269
7th grade	32	17	5	23	5	50	26	27	37	73	295	4,374
8th grade	306	696	342	102	22	762	338	349	399	537	3,853	32,968
9th grade	249	713	118	105	20	668	210	276	279	840	3,478	26,797
10th grade	502	725	195	215	24	859	482	481	256	1,125	4,864	41,407
11th grade	236	1,101	291	204	18	1,408	530	505	530	1,565	6,388	57,691
12th grade, no diploma	273	1,470	247	232	23	2,021	441	695	309	1,854	7,565	62,030
Regular high school diploma	10,566	23,416	4,512	4,310	889	36,286	11,702	14,360	6,388	32,161	144,590	1,070,081
GED or alternative credential	823	2,716	663	755	108	3,229	1,039	1,829	1,364	5,402	17,928	139,670
Some college, less than 1 year	2,381	5,063	764	1,014	140	8,648	2,320	2,505	1,670	7,668	32,173	269,089
Some college, 1 or more years, no degree	4,104	9,762	2,081	1,720	409	16,409	3,240	4,273	2,333	15,732	60,063	545,738
Associate's degree	5,363	9,337	1,221	1,208	311	17,457	3,908	4,382	1,709	13,584	58,480	449,533
Bachelor's degree	7,823	11,269	1,913	1,160	270	27,516	3,323	5,430	2,095	23,838	84,637	833,670
Master's degree	2,406	4,186	672	350	133	9,025	1,124	1,770	774	7,390	27,830	312,037
Professional school degree	370	810	233	53	43	1,987	184	281	167	1,596	5,724	70,286
Doctorate degree	285	414	67	29	0	1,060	156	134	64	1,103	3,312	52,306
Total 2021	35,997	72,620	13,382	11,580	2,430	128,961	29,193	37,590	18,612	115,862	466,227	4,027,685

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.8 Regional Degree Completions by Classified Instructional Program (CIP), 2012-2021

CIP Code	Description	Associate's Degree Completions 2012	Bachelor's Degree Completions 2012	Master's Degree Completions 2012	Doctor's Degree Completions 2012	Associate's Degree Completions 2021	Bachelor's Degree Completions 2021	Master's Degree Completions 2021	Doctor's Degree Completions 2021
51	Health Professions and Related Programs	383	415	63	4	308	407	51	44
52	Business, Management, Marketing, and Related Support Services	413	552	93	3	336	360	74	0
13	Education	78	377	321	6	40	280	167	8
24	Liberal Arts and Sciences, General Studies and Humanities	18	63	0	0	364	33	0	0
43	Homeland Security, Law Enforcement, Firefighting and Related Protective Services	205	135	7	0	136	98	0	0
11	Computer and Information Sciences and Support Services	168	32	0	0	180	53	0	0
50	Visual and Performing Arts	41	200	0	0	73	147	0	0
45	Social Sciences	0	260	0	0	0	189	0	0
44	Public Administration and Social Service Professions	3	139	28	0	2	126	58	0
26	Biological and Biomedical Sciences	12	187	8	0	0	161	7	0
42	Psychology	0	152	4	0	0	156	9	0
09	Communication, Journalism, and Related Programs	0	132	0	0	0	152	0	0
15	Engineering/Engineering-related Technologies/Technicians	137	0	0	0	109	20	0	0
30	Multi/Interdisciplinary Studies	43	63	0	0	5	75	18	0
31	Parks, Recreation, Leisure, Fitness, and Kinesiology	0	69	0	0	0	80	0	0
23	English Language and Literature/Letters	3	103	12	0	4	62	4	0
40	Physical Sciences	0	81	1	0	0	51	0	0
54	History	0	95	0	0	0	51	0	0
01	Agricultural/Animal/Plant/Veterinary Science And Related Fields	27	0	0	0	48	0	0	0
16	Foreign Languages, Literatures, and Linguistics	1	99	0	0	0	47	0	0
47	Mechanic and Repair Technologies/Technicians	65	0	0	0	47	0	0	0
03	Natural Resources and Conservation	32	32	0	0	16	20	0	0
27	Mathematics and Statistics	2	28	0	0	0	33	0	0
12	Culinary, Entertainment, and Personal Services	50	0	0	0	25	0	0	0
05	Area, Ethnic, Cultural, Gender, and Group Studies	3	17	0	0	0	23	0	0
22	Legal Professions and Studies	4	0	0	0	20	0	0	0
48	Precision Production	11	0	0	0	17	0	0	0
38	Philosophy and Religious Studies	0	48	0	0	0	15	0	0
46	Construction Trades	0	0	0	0	9	0	0	0
49	Transportation and Materials Moving	4	0	0	0	8	0	0	0
41	Science Technologies/Technicians	4	0	0	0	4	0	0	0
04	Architecture and Related Services	0	6	0	0	0	0	0	0
10	Communications Technologies/Technicians and Support Services	17	0	0	0	0	0	0	0
14	Engineering	0	0	0	0	0	0	0	0
19	Family and Consumer Sciences/Human Sciences	0	0	0	0	0	0	0	0
25	Library Science	0	0	0	0	0	0	0	0
28	Military Science, Leadership and Operational Art	0	0	0	0	0	0	0	0
29	Military Technologies and Applied Sciences	0	0	0	0	0	0	0	0
32	Basic Skills and Developmental/Remedial Education	0	0	0	0	0	0	0	0
33	Citizenship Activities	0	0	0	0	0	0	0	0
34	Health-related Knowledge and Skills	0	0	0	0	0	0	0	0
35	Interpersonal and Social Skills	0	0	0	0	0	0	0	0
36	Leisure and Recreational Activities	0	0	0	0	0	0	0	0
37	Personal Awareness and Self-improvement	0	0	0	0	0	0	0	0
39	Theology and Religious Vocations	0	0	0	0	0	0	0	0
53	High School/Secondary Diplomas and Certificates	0	0	0	0	0	0	0	0
60	Health Professions Residency/Fellowship Programs	0	0	0	0	0	0	0	0
61	Medical Residency/Fellowship Programs	0	0	0	0	0	0	0	0
95	Undesignated field of study	0	0	0	0	0	0	0	0
Total		1724	3285	537	13	1751	2639	388	52

Source: Lightcast 2023.2, Classification of Instructional Programs (CIP), Retrieved May 2023

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Table B.9 Labor Force Totals by County, 2012-2022

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	% Change 2012-2022
Calumet	27,271	27,175	27,116	27,398	27,650	27,994	27,753	27,535	27,303	27,459	27,499	0.8%
Fond du Lac	56,061	57,054	57,050	56,896	56,786	57,223	57,329	57,334	56,178	56,390	56,322	0.5%
Green Lake	10,300	10,202	10,031	9,966	9,733	9,740	9,722	9,466	9,294	9,320	9,132	-11.3%
Marquette	7,564	7,505	7,316	7,476	7,532	7,628	7,708	7,740	7,730	7,744	7,617	0.7%
Menominee	1,585	1,571	1,596	1,598	1,569	1,612	1,628	1,594	1,662	1,572	1,502	-5.2%
Outagamie	100,212	100,461	101,176	101,717	103,617	104,295	103,524	103,426	103,771	103,913	104,010	3.8%
Shawano	21,593	21,460	21,270	21,231	21,235	21,510	21,437	21,087	20,900	20,949	20,411	-5.5%
Waupaca	27,351	27,345	27,287	26,970	26,902	26,675	26,298	25,941	25,706	25,835	25,151	-8.0%
Waushara	12,000	11,822	11,600	11,454	11,447	11,445	11,621	11,437	11,076	11,296	11,052	-7.9%
Winnebago	92,400	91,645	91,483	91,233	92,838	93,894	92,298	91,598	92,041	92,137	92,195	-0.2%
Region	356,337	356,240	355,925	355,939	359,309	362,016	359,318	357,158	355,661	356,615	354,891	-0.4%
Wisconsin	3,070,033	3,077,801	3,077,981	3,084,207	3,110,466	3,141,757	3,123,898	3,111,729	3,094,716	3,099,768	3,082,128	0.4%

Source: Lightcast 2023.2 Local Area Unemployment Statistics (LAUS), Retrieved May 2023

Table B.10 Labor Force Participation Rate by County, 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Calumet	72.4%	71.7%	71.8%	71.6%	72.3%	72.4%	72.0%	71.8%	71.3%	71.3%
Fond du Lac	70.1%	69.7%	69.1%	68.3%	67.2%	67.4%	67.2%	67.1%	66.4%	66.3%
Green Lake	67.2%	65.4%	64.0%	63.2%	62.2%	62.0%	62.6%	61.4%	60.3%	60.6%
Marquette	61.0%	60.2%	59.9%	59.0%	59.1%	58.9%	58.2%	57.9%	57.0%	56.4%
Menominee	53.4%	52.8%	52.5%	51.4%	52.5%	52.6%	52.0%	50.7%	50.2%	48.5%
Outagamie	72.2%	71.6%	70.9%	70.9%	70.8%	70.8%	70.3%	70.4%	70.3%	70.5%
Shawano	64.7%	64.7%	64.0%	64.0%	63.5%	63.3%	62.7%	62.3%	61.7%	62.1%
Waupaca	65.5%	65.1%	65.0%	64.4%	64.2%	64.0%	64.2%	64.1%	64.2%	63.3%
Waushara	57.8%	56.6%	55.5%	55.6%	54.8%	54.5%	54.0%	54.7%	54.3%	54.8%
Winnebago	66.8%	66.2%	66.3%	65.8%	66.0%	66.0%	65.6%	65.1%	65.4%	66.1%
Region	65.1%	64.4%	63.9%	63.4%	63.3%	63.2%	62.9%	62.6%	62.1%	62.0%
Wisconsin	68.5%	67.9%	67.4%	67.2%	66.9%	66.9%	66.7%	66.5%	66.1%	66.1%

Source: United States Census Bureau, ACS 5-year Estimates, 2012-2021, Retrieved May 2023

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Table B.11 **Poverty Rate by County, 2012-2021**

	2012	2021
Calumet	5.6%	6.1%
Fond du Lac	9.6%	8.5%
Green Lake	10.2%	12.6%
Marquette	13.8%	10.5%
Menominee	23.2%	26.2%
Outagamie	8.6%	6.9%
Shawano	11.4%	10.2%
Waupaca	10.5%	9.3%
Waushara	12.3%	10.8%
Winnebago	11.5%	10.8%
Region	10.0%	9.0%
Wisconsin	12.5%	10.7%

Source: United States Census Bureau, ACS 2012 5-year Estimates, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.12 Poverty Rate by Race, 2012

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
White	5.3%	8.5%	10.3%	13.9%	9.3%	7.7%	10.4%	10.2%	11.9%	10.7%	9.1%	10.0%
Black or African American	48.6%	44.6%	10.4%	50.0%	10.0%	40.1%	23.1%	10.7%	76.1%	46.8%	41.3%	37.5%
American Indian and Alaska Native	1.6%	35.6%	0.0%	8.9%	26.4%	28.2%	20.6%	1.2%	3.8%	17.5%	23.6%	27.0%
Asian	2.0%	10.2%	0.0%	12.7%	41.8%	12.7%	7.3%	14.3%	11.0%	18.4%	13.7%	17.2%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.1%
Some other race	76.8%	31.5%	3.4%	5.7%	0.0%	23.0%	22.5%	43.9%	11.2%	1.2%	20.7%	26.2%
Two or more races	11.8%	33.8%	13.6%	9.5%	1.4%	13.7%	21.8%	41.6%	34.0%	32.7%	23.9%	25.2%
Hispanic or Latino origin (of any race)	18.1%	24.6%	26.2%	24.7%	3.1%	26.6%	41.7%	19.0%	15.8%	21.5%	23.7%	25.5%

Source: United States Census Bureau, ACS 2012 5-year Estimates, Retrieved May 2023

Table B.13 Poverty Rate by Race, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
White	5.6%	7.8%	12.4%	10.4%	3.6%	5.7%	8.5%	8.9%	10.0%	9.6%	7.9%	8.5%
Black or African American	19.6%	34.2%	15.4%	17.8%	100.0%	24.4%	16.8%	19.4%	5.4%	46.8%	33.7%	29.2%
American Indian and Alaska Native	30.6%	16.1%	17.9%	40.0%	30.5%	19.4%	20.5%	22.0%	73.7%	11.7%	24.1%	23.4%
Asian	5.8%	16.7%	0.0%	9.5%	0.0%	7.6%	0.0%	5.2%	7.2%	14.5%	10.5%	14.2%
Native Hawaiian and Other Pacific Islander	100.0%	0.0%	0.0%	0.0%	0.0%	31.9%	0.0%	58.3%	0.0%	93.1%	57.6%	20.8%
Some other race	3.2%	1.9%	3.2%	10.1%	0.0%	22.5%	48.3%	2.0%	20.9%	18.5%	15.0%	19.9%
Two or more races	15.1%	15.0%	23.7%	9.5%	0.5%	17.2%	24.1%	23.8%	15.7%	14.7%	16.9%	16.7%
Hispanic or Latino origin (of any race)	14.7%	12.6%	14.3%	28.9%	26.9%	20.7%	10.7%	15.0%	28.3%	13.1%	16.6%	18.6%

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.14 Wisconsin Average Annual Wage by NAICS Super-Sector, 2012-2022

NAICS (SS)	Description	2012	2022	% Change 2012-2022
Goods Producing Sectors				
1011	Natural Resources and Mining	\$48,641	\$ 59,902	23.2%
1012	Construction	\$46,924	\$ 68,329	45.6%
1013	Manufacturing	\$52,754	\$ 67,348	27.7%
Service Providing Sectors				
1021	Trade, Transportation, and Utilities	\$55,668	\$ 72,178	29.7%
1022	Information	\$56,944	\$100,503	76.5%
1023	Financial Activities	\$50,715	\$ 79,167	56.1%
1024	Professional and Business Services	\$58,941	\$ 82,393	39.8%
1025	Education and Health Services	\$38,031	\$ 50,119	31.8%
1026	Leisure and Hospitality	\$19,294	\$ 29,229	51.5%
1027	Other Services	\$22,299	\$ 33,223	49.0%
1028	Public Administration	\$40,153	\$ 53,163	32.4%
1029	Unclassified	\$45,976	\$ 59,118	28.6%

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

Table B.15 Regional Average Annual Wage by NAICS Super-Sector, 2012-2022

NAICS (SS)	Description	2012	2022	% Change 2012-2022
Goods Producing Sectors				
1011	Natural Resources and Mining	\$43,785	\$ 51,675	18.0%
1012	Construction	\$47,255	\$ 71,562	51.4%
1013	Manufacturing	\$52,511	\$ 68,252	30.0%
Service Providing Sectors				
1021	Trade, Transportation, and Utilities	\$49,051	\$ 65,708	34.0%
1022	Information	\$47,620	\$ 61,931	30.1%
1023	Financial Activities	\$44,405	\$ 69,251	56.0%
1024	Professional and Business Services	\$60,961	\$ 82,725	35.7%
1025	Education and Health Services	\$34,714	\$ 41,435	19.4%
1026	Leisure and Hospitality	\$13,442	\$ 19,948	48.4%
1027	Other Services	\$20,101	\$ 30,469	51.6%
1028	Public Administration	\$36,984	\$ 48,345	30.7%
1029	Unclassified	Insf. Data	\$ -	-

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023



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Table B.16 Wisconsin Total Employment by NAICS Super-Sector, 2012-2022

NAICS (SS)	Description	2012	2022	% Change 2012-2022	Share of Total Employment 2022
Goods Producing Sectors					
1011	Natural Resources and Mining	57,684	57,816	0.2%	1.8%
1012	Construction	127,367	162,151	27.3%	5.1%
1013	Manufacturing	461,400	483,119	4.7%	15.2%
Service Providing Sectors					
1021	Trade, Transportation, and Utilities	537,683	572,114	6.4%	18.1%
1022	Information	47,476	47,172	-0.6%	1.5%
1023	Financial Activities	164,986	170,483	3.3%	5.4%
1024	Professional and Business Services	314,027	355,470	13.2%	11.2%
1025	Education and Health Services	441,810	473,511	7.2%	14.9%
1026	Leisure and Hospitality	268,604	275,962	2.7%	8.7%
1027	Other Services	149,586	144,203	-3.6%	4.6%
1028	Public Administration	424,694	405,184	-4.6%	12.8%
1029	Unclassified	9,441	21,680	129.6%	0.7%
Total		3,004,756	3,168,866		

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

Table B.17 Regional Total Employment by NAICS Super-Sector, 2012-2022

NAICS (SS)	Description	2012	2022	% Change 2012-2022	Share of Total Employment 2022
Goods Producing Sectors					
1011	Natural Resources and Mining	9,110	9,131	0.2%	2.7%
1012	Construction	19,613	24,668	25.8%	7.4%
1013	Manufacturing	69,633	69,466	-0.2%	20.7%
Service Providing Sectors					
1021	Trade, Transportation, and Utilities	55,392	57,028	3.0%	17.0%
1022	Information	4,885	4,006	-18.0%	1.2%
1023	Financial Activities	15,007	15,013	0.0%	4.5%
1024	Professional and Business Services	26,499	29,637	11.8%	8.8%
1025	Education and Health Services	39,592	41,197	4.1%	12.3%
1026	Leisure and Hospitality	28,171	27,525	-2.3%	8.2%
1027	Other Services	15,931	14,939	-6.2%	4.5%
1028	Public Administration	43,936	42,342	-3.6%	12.6%
1029	Unclassified	<10	0	-	0.0%
Total		327,768	334,952		

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

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Table B.18 Regional Location Quotient, Total Employment, and Average Annual Wage by NAICS 2-Digit, 2012-2022

NAICS Description	2012 Location Quotient	2022 Location Quotient	2012 Employment	2022 Employment	% Change Employment 2012-2022	2012 Average Wage	2022 Average Wage	% Change Average Wage 2012-2022
11 Agriculture, Forestry, Fishing and Hunting	1.98	2.12	8,437	8,418	-0.2%	\$ 36,554	\$ 43,540	19.1%
21 Mining, Quarrying, and Oil and Gas Extraction	0.38	0.65	673	713	6.0%	\$ 51,016	\$ 59,810	17.2%
22 Utilities	0.43	0.47	519	525	1.1%	\$ 80,153	\$ 99,415	24.0%
23 Construction	1.20	1.28	19,613	24,668	25.8%	\$ 47,255	\$ 71,562	51.4%
31 Manufacturing	2.62	2.69	69,633	69,466	-0.2%	\$ 52,511	\$ 68,252	30.0%
42 Wholesale Trade	0.88	0.94	11,236	11,344	1.0%	\$ 48,535	\$ 73,694	51.8%
44 Retail Trade	0.97	1.07	33,342	34,824	4.4%	\$ 22,944	\$ 34,100	48.6%
48 Transportation and Warehousing	0.98	0.71	10,295	10,335	0.4%	\$ 44,574	\$ 55,623	24.8%
51 Information	0.79	0.63	4,885	4,006	-18.0%	\$ 47,620	\$ 61,931	30.1%
52 Finance and Insurance	0.95	0.89	12,735	12,317	-3.3%	\$ 54,778	\$ 84,983	55.1%
53 Real Estate and Rental and Leasing	0.43	0.46	2,272	2,696	18.7%	\$ 34,032	\$ 53,520	57.3%
54 Professional, Scientific, and Technical Services	0.42	0.41	8,389	9,776	16.5%	\$ 54,536	\$ 78,965	44.8%
55 Management of Companies and Enterprises	0.98	1.17	4,289	5,730	33.6%	\$ 98,667	\$ 121,364	23.0%
56 Administrative and Support and Waste Management and Remediation Services	0.71	0.67	13,821	14,131	2.2%	\$ 29,679	\$ 47,845	61.2%
61 Educational Services	0.51	0.49	4,232	4,322	2.1%	\$ 25,067	\$ 26,188	4.5%
62 Health Care and Social Assistance	0.89	0.87	35,360	36,875	4.3%	\$ 44,361	\$ 56,682	27.8%
71 Arts, Entertainment, and Recreation	0.63	0.70	3,342	3,819	14.3%	\$ 15,094	\$ 20,819	37.9%
72 Accommodation and Food Services	0.95	0.88	24,829	23,706	-4.5%	\$ 11,790	\$ 19,078	61.8%
81 Other Services (except Public Administration)	0.86	0.89	15,931	14,939	-6.2%	\$ 20,101	\$ 30,469	51.6%
90 Government	0.83	0.88	43,936	42,342	-3.6%	\$ 36,984	\$ 48,345	30.7%
99 Unclassified Industry	0.00	0.00	<10	0	Insf. Data	Insf. Data	Insf. Data	-
Total			327,770	334,952	2.2%	\$ 39,657	\$ 54,892	38.4%

Source: Lightcast 2023.2 Quarterly Census of Employment and Wages (QCEW), Retrieved May 2023

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Table B.19 Wisconsin Average Annual Wage by SOC High-Level, 2012-2022

SOC High-Level	Description	2012	2022	% Change 2012-2022
11-29	Management, Business, Science, and Arts Occupations	\$ 55,261	\$ 66,884	21.0%
51-53	Production, Transportation, and Material Moving Occupations	\$ 24,447	\$ 31,574	29.2%
41-43	Sales and Office Occupations	\$ 28,589	\$ 36,199	26.6%
31-39	Service Occupations	\$ 35,078	\$ 43,941	25.3%
45-49	Natural Resources, Construction, and Maintenance Occupations	\$ 30,795	\$ 38,809	26.0%
55	Military Specific Occupations	\$ 31,382	\$ 50,307	60.3%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

Table B.20 Regional Average Annual Wage by SOC High-Level, 2012-2022

SOC High-Level	Description	2012	2022	% Change 2012-2022
11-29	Management, Business, Science, and Arts Occupations	\$ 51,501	\$ 63,574	23.4%
51-53	Production, Transportation, and Material Moving Occupations	\$ 24,421	\$ 30,862	26.4%
41-43	Sales and Office Occupations	\$ 26,991	\$ 35,334	30.9%
31-39	Service Occupations	\$ 34,292	\$ 43,932	28.1%
45-49	Natural Resources, Construction, and Maintenance Occupations	\$ 31,492	\$ 39,754	26.2%
55	Military Specific Occupations	\$ 31,180	\$ 49,845	59.9%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

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Table B.21 Wisconsin Total Employment by SOC High-Level, 2012-2022

SOC High-Level	Description	2012	2022	% Change 2012-2022	Share of Total Employment 2022
11-29	Management, Business, Science, and Arts Occupations	898,852	997,844	11.0%	31.5%
51-53	Production, Transportation, and Material Moving Occupations	585,655	601,324	2.7%	19.0%
41-43	Sales and Office Occupations	689,835	664,454	-3.7%	21.0%
31-39	Service Occupations	249,406	287,329	15.2%	9.1%
45-49	Natural Resources, Construction, and Maintenance Occupations	571,964	609,852	6.6%	19.2%
55	Military Specific Occupations	9,044	8,063	-10.8%	0.3%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

Table B.22 Regional Total Employment by SOC High-Level, 2012-2022

SOC High-Level	Description	2012	2022	% Change 2012-2022	Share of Total Employment 2022
11-29	Management, Business, Science, and Arts Occupations	89,206	92,088	3.2%	27.7%
51-53	Production, Transportation, and Material Moving Occupations	57,056	57,273	0.4%	22.3%
41-43	Sales and Office Occupations	73,434	69,789	-5.0%	21.0%
31-39	Service Occupations	33,341	37,687	13.0%	17.3%
45-49	Natural Resources, Construction, and Maintenance Occupations	73,731	74,169	0.6%	11.4%
55	Military Specific Occupations	1,002	884	-11.7%	0.3%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

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Table B.23 Regional Total Employment and Average Annual Wage by SOC 2-Digit, 2012-2022

SOC High-Level	Description	2012 Employment	2022 Employment	% Change Employment 2012-2022	2012 Average Wage	2022 Average Wage	% Change Average Wage 2012-2022
11-0000	Management Occupations	18,915	18,475	-2.3%	\$66,726	\$85,998	28.9%
13-0000	Business and Financial Operations Occupations	12,513	15,377	22.9%	\$51,583	\$65,550	27.1%
15-0000	Computer and Mathematical Occupations	4,938	5,653	14.5%	\$61,011	\$74,418	22.0%
17-0000	Architecture and Engineering Occupations	6,404	6,588	2.9%	\$62,783	\$75,450	20.2%
19-0000	Life, Physical, and Social Science Occupations	1,951	2,061	5.6%	\$49,158	\$61,664	25.4%
21-0000	Community and Social Service Occupations	5,654	5,094	-9.9%	\$41,358	\$48,069	16.2%
23-0000	Legal Occupations	1,025	1,139	11.1%	\$48,999	\$64,951	32.6%
25-0000	Educational Instruction and Library Occupations	18,563	17,606	-5.2%	\$43,482	\$49,421	13.7%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3,694	3,678	-0.4%	\$34,672	\$44,527	28.4%
29-0000	Healthcare Practitioners and Technical Occupations	15,549	16,418	5.6%	\$55,237	\$65,695	18.9%
31-0000	Healthcare Support Occupations	11,911	13,119	10.1%	\$24,278	\$29,509	21.5%
33-0000	Protective Service Occupations	6,076	6,444	6.1%	\$36,528	\$45,404	24.3%
35-0000	Food Preparation and Serving Related Occupations	23,646	23,754	0.5%	\$18,291	\$23,345	27.6%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	8,894	7,869	-11.5%	\$22,989	\$29,431	28.0%
39-0000	Personal Care and Service Occupations	6,528	6,086	-6.8%	\$20,022	\$26,618	32.9%
41-0000	Sales and Related Occupations	30,148	31,298	3.8%	\$23,699	\$32,148	35.7%
43-0000	Office and Administrative Support Occupations	43,286	38,491	-11.1%	\$30,282	\$38,521	27.2%
45-0000	Farming, Fishing, and Forestry Occupations	3,084	3,569	15.7%	\$21,254	\$28,627	34.7%
47-0000	Construction and Extraction Occupations	16,264	19,050	17.1%	\$42,078	\$54,989	30.7%
49-0000	Installation, Maintenance, and Repair Occupations	13,992	15,068	7.7%	\$39,546	\$48,180	21.8%
51-0000	Production Occupations	46,934	45,334	-3.4%	\$33,730	\$42,657	26.5%
53-0000	Transportation and Material Moving Occupations	26,797	28,835	7.6%	\$29,254	\$36,852	26.0%
55-0000	Military-only occupations	1,002	884	-11.7%	\$31,180	\$49,845	59.9%
99-0000	Unclassified Occupation	0	0		\$ -	\$ -	
Total		327,770	331,890				

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

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Table B.24 Median Household Income Distribution by County, 2012

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Less than \$10,000	1,044	4,360	741	914	388	6,392	2,202	2,500	1,307	7,784	27,631	293,138
\$10,000 to \$14,999	1,182	4,813	927	986	210	6,920	2,195	2,607	1,126	6,900	27,867	257,693
\$15,000 to \$24,999	3,580	9,183	2,305	1,959	325	14,050	5,207	5,193	3,225	16,725	61,752	549,326
\$25,000 to \$34,999	3,793	9,988	2,296	1,940	449	16,162	5,282	6,338	3,334	17,615	67,198	573,240
\$35,000 to \$49,999	5,824	15,844	3,306	2,946	485	24,542	7,635	8,594	4,709	24,478	98,363	820,352
\$50,000 to \$74,999	11,131	24,569	4,414	3,794	677	39,647	10,116	12,769	5,108	36,570	148,795	1,176,288
\$75,000 to \$99,999	9,323	17,421	3,340	2,424	288	28,829	6,141	8,742	3,683	24,773	104,965	845,560
\$100,000 to \$149,999	9,112	12,788	1,853	1,515	277	28,401	4,018	5,978	2,343	21,363	87,648	795,430
\$150,000 to \$199,999	2,039	3,055	538	329	47	6,418	673	1,019	482	5,635	20,236	226,067
\$200,000 or more	1,429	2,478	467	120	0	5,508	572	725	261	4,982	16,542	187,411
Total	48,457	104,499	20,187	16,927	3,146	176,870	44,041	54,464	25,578	166,826	660,995	5,724,505

Source: United States Census Bureau, ACS 2012 5-year Estimates, Retrieved May 2023

Table B.25 Median Household Income Distribution by County, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Less than \$10,000	1,155	2,965	777	628	159	4,387	1,484	1,833	1,017	6,083	20,488	218,468
\$10,000 to \$14,999	1,183	3,490	652	480	163	4,297	1,796	1,937	837	4,899	19,734	195,123
\$15,000 to \$24,999	2,682	6,090	1,339	1,437	207	11,166	3,660	4,307	1,986	13,088	45,961	396,397
\$25,000 to \$34,999	3,925	8,508	1,787	2,026	348	14,501	3,734	4,052	2,555	15,110	56,546	463,969
\$35,000 to \$49,999	5,000	12,637	2,721	2,424	353	20,226	4,930	6,919	3,775	22,014	80,998	691,791
\$50,000 to \$74,999	8,916	22,248	4,144	3,445	541	37,190	9,085	11,544	5,334	33,286	135,732	1,100,265
\$75,000 to \$99,999	8,226	16,589	3,095	2,366	407	30,135	7,003	9,029	3,792	27,753	108,395	887,933
\$100,000 to \$149,999	13,061	21,527	3,758	2,805	409	39,425	7,030	10,394	3,520	32,474	134,404	1,119,375
\$150,000 to \$199,999	5,317	7,653	1,058	797	210	17,080	1,802	2,984	1,558	10,812	49,270	462,823
\$200,000 or more	3,716	4,515	775	305	160	13,949	1,595	2,676	724	9,573	37,988	413,889
Total	53,179	106,222	20,108	16,714	2,958	192,356	42,117	55,675	25,098	175,091	689,517	5,950,033

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Table B.26 Median Household Income by County, 2012-2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Median Household Income, 2012	\$76,166	\$64,734	\$61,762	\$53,727	\$45,969	\$70,533	\$55,273	\$58,700	\$54,437	\$66,350	\$60,231	\$67,188
Median Household Income, 2021	\$78,453	\$66,390	\$60,597	\$55,386	\$54,940	\$72,695	\$59,767	\$65,070	\$57,224	\$63,938	\$62,268	\$67,080
% Change, 2012-2021	3.0%	2.6%	-1.9%	3.1%	19.5%	3.1%	8.1%	10.9%	5.1%	-3.6%	3.4%	-0.2%

Source: United States Census Bureau, ACS 2012 5-year Estimates, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.27 Share of Occupied Units Where Housing Cost >30% of Median Household Income by County, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
All Occupied Share 30% or More on Housing	19.1%	20.8%	21.4%	24.0%	17.3%	19.4%	21.4%	21.1%	23.1%	23.7%	21.3%	25.2%
Owner Occupied Share 30% or More on Housing	15.5%	15.4%	18.7%	22.5%	13.0%	14.2%	18.4%	16.9%	20.9%	16.0%	16.0%	18.0%
Renter Occupied Share 30% or More on Housing	34.7%	34.3%	30.4%	30.0%	26.8%	32.3%	32.3%	34.4%	33.3%	38.4%	34.8%	40.2%

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Table B.28 Renter Occupied Monthly Housing Cost Distribution by County, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Less than \$300	137	312	92	66	67	431	158	202	73	541	2,079	23,160
\$300 to \$499	172	1,012	277	184	50	1,091	456	425	280	1,396	5,343	41,858
\$500 to \$799	1,244	4,202	630	512	207	6,952	1,587	2,389	562	9,428	27,713	195,504
\$800 to \$999	768	3,270	339	350	8	6,096	781	1,078	351	6,636	19,677	189,540
\$1,000 to \$1,499	1,073	2,358	191	107	23	5,336	281	746	142	4,669	14,926	222,367
\$1,500 to \$1,999	222	189	7	16	0	771	55	75	32	824	2,191	56,063
\$2,000 to \$2,499	53	2	5	0	0	156	1	8	2	87	314	13,039
\$2,500 to \$2,999	0	11	37	0	0	41	0	8	41	56	194	3,903
\$3,000 or more	35	121	45	0	0	10	0	110	16	201	538	4,707
No Cash Rent	177	564	218	107	30	758	333	349	238	749	3,523	31,973
Median Cost(dollars)	\$877	\$811	\$732	\$724	\$577	\$864	\$693	\$732	\$715	\$815	\$732	\$916
Median Income	\$42,361	\$41,865	\$40,870	\$36,125	\$42,875	\$45,606	\$34,450	\$38,725	\$32,679	\$38,632	\$39,798	\$41,179

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

Table B.29 Owner Occupied Monthly Housing Cost Distribution by County, 2021

	Calumet	Fond du Lac	Green Lake	Marquette	Menominee	Outagamie	Shawano	Waupaca	Waushara	Winnebago	Region	Wisconsin
Less than \$300	261	634	234	293	350	891	786	615	492	676	5,232	41,570
\$300 to \$499	1,631	3,710	1,190	924	102	5,838	2,335	2,558	1,514	5,581	25,383	177,391
\$500 to \$799	3,565	7,408	1,325	1,203	168	12,031	3,189	3,676	1,815	10,429	44,809	331,495
\$800 to \$999	1,623	3,608	738	580	44	5,719	1,702	2,322	1,110	5,352	22,798	167,375
\$1,000 to \$1,499	4,554	7,612	1,553	1,368	94	14,599	2,818	4,129	1,752	13,474	51,953	387,223
\$1,500 to \$1,999	2,815	4,157	732	658	62	8,993	1,291	1,866	820	6,540	27,934	267,283
\$2,000 to \$2,499	1,223	1,697	176	201	34	3,399	578	1,043	400	2,606	11,357	128,377
\$2,500 to \$2,999	579	705	87	79	5	1,716	258	254	152	1,118	4,953	59,021
\$3,000 or more	335	579	111	40	7	1,019	123	320	94	1,053	3,681	59,969
No Cash Rent												
Median Cost(dollars)	\$1,138	\$984	\$876	\$882	\$456	\$1,084	\$827	\$931	\$844	\$1,047	\$907	\$1,114
Median Income	\$88,939	\$80,324	\$71,107	\$61,907	\$62,250	\$88,128	\$67,273	\$74,552	\$63,688	\$82,682	\$72,830	\$83,780

Source: United States Census Bureau, ACS 2021 5-year Estimates, Retrieved May 2023

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Table B.30 Median Home Price by County (Nominal), 2007-2022

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Calumet	\$ 149,500	\$ 122,250	\$ 122,250	\$ 139,975	\$ 134,000	\$ 152,500	\$ 148,950	\$ 152,000	\$ 157,250	\$ 170,875	\$ 177,200	\$ 186,750	\$ 213,000	\$ 218,125	\$ 254,225	\$ 295,238
Fond du Lac	\$ 143,500	\$ 125,700	\$ 123,950	\$ 117,250	\$ 101,463	\$ 102,675	\$ 103,500	\$ 120,250	\$ 120,425	\$ 124,125	\$ 133,500	\$ 142,100	\$ 141,100	\$ 153,250	\$ 177,850	\$ 197,225
Green Lake	\$ 105,625	\$ 89,625	\$ 98,850	\$ 101,750	\$ 90,250	\$ 79,750	\$ 117,500	\$ 113,375	\$ 115,000	\$ 118,250	\$ 136,750	\$ 132,750	\$ 135,500	\$ 176,750	\$ 199,750	\$ 216,832
Marquette	\$ 134,725	\$ 124,250	\$ 120,450	\$ 96,000	\$ 90,000	\$ 101,850	\$ 99,750	\$ 90,750	\$ 84,500	\$ 113,000	\$ 123,125	\$ 135,475	\$ 134,322	\$ 160,250	\$ 199,250	\$ 215,000
Menominee	\$ 121,200	\$ -	\$ -	\$ -	\$ 216,575	\$ 191,875	\$ 157,500	\$ 123,750	\$ 188,750	\$ 192,125	\$ 215,017	\$ 255,825	\$ 282,250	\$ 272,102	\$ 348,500	\$ 441,750
Outagamie	\$ 146,850	\$ 138,325	\$ 118,700	\$ 128,500	\$ 124,450	\$ 123,500	\$ 130,563	\$ 133,700	\$ 144,950	\$ 149,500	\$ 159,125	\$ 172,500	\$ 183,475	\$ 209,000	\$ 231,111	\$ 262,750
Shawano	\$ 119,375	\$ 108,250	\$ 104,500	\$ 84,575	\$ 75,750	\$ 83,175	\$ 87,500	\$ 89,063	\$ 91,950	\$ 108,300	\$ 116,100	\$ 123,513	\$ 120,125	\$ 141,575	\$ 157,550	\$ 181,000
Waupaca	\$ 127,988	\$ 119,250	\$ 84,250	\$ 92,875	\$ 81,025	\$ 91,250	\$ 103,000	\$ 108,500	\$ 122,500	\$ 120,064	\$ 123,325	\$ 132,500	\$ 144,000	\$ 162,250	\$ 172,750	\$ 197,500
Waushara	\$ 128,875	\$ 113,625	\$ 73,855	\$ 100,750	\$ 92,925	\$ 84,225	\$ 98,450	\$ 94,625	\$ 116,750	\$ 125,750	\$ 129,500	\$ 137,950	\$ 148,125	\$ 148,500	\$ 191,278	\$ 209,500
Winnebago	\$ 131,913	\$ 126,450	\$ 98,500	\$ 107,151	\$ 115,500	\$ 114,625	\$ 121,075	\$ 123,350	\$ 127,450	\$ 131,475	\$ 139,850	\$ 150,100	\$ 154,375	\$ 175,000	\$ 189,175	\$ 219,625
Region	\$ 130,988	\$ 121,375	\$ 112,838	\$ 109,866	\$ 107,838	\$ 108,625	\$ 116,625	\$ 119,325	\$ 124,900	\$ 124,288	\$ 138,750	\$ 148,438	\$ 150,313	\$ 171,163	\$ 193,925	\$ 221,500
Wisconsin	\$ 165,000	\$ 157,950	\$ 144,950	\$ 140,000	\$ 131,450	\$ 133,250	\$ 140,000	\$ 146,000	\$ 154,250	\$ 162,450	\$ 171,000	\$ 183,250	\$ 195,450	\$ 218,750	\$ 242,500	\$ 262,500

Source: Wisconsin Realtors Association, Wisconsin Housing Statistics 2007-2022, Retrieved May 2023.

Table B.31 Regional Median Incomes (Nominal), 2007-2022

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Region Median Annual Earnings All Industries	\$ 39,778	\$ 40,694	\$ 40,321	\$ 40,825	\$ 41,688	\$ 43,998	\$ 43,174	\$ 45,110	\$ 46,549	\$ 46,665	\$ 47,193	\$ 48,791	\$ 49,302	\$ 51,250	\$ 53,952	\$ 56,445
Region Median Annual Earnings All Occupations	\$ 35,464	\$ 34,871	\$ 36,899	\$ 37,785	\$ 37,011	\$ 36,200	\$ 39,859	\$ 40,184	\$ 39,955	\$ 39,881	\$ 41,311	\$ 42,341	\$ 45,249	\$ 46,720	\$ 47,553	\$ 48,667
Region HH Median Income	-	-	-	\$ 47,250	\$ 48,771	\$ 49,275	\$ 48,908	\$ 49,426	\$ 49,928	\$ 50,607	\$ 52,911	\$ 55,634	\$ 57,537	\$ 58,643	\$ 62,268	-

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS) and Quarterly Census of Employment and Wages (QCEW), United States Census Bureau ACS 5-Year Estimates, 2010-2021, Retrieved May 2023.

Table B.32 Median Home Price by County (Real CPI-U), 2007-2022

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Calumet	\$ 72,103	\$ 56,780	\$ 56,983	\$ 64,192	\$ 59,572	\$ 66,422	\$ 63,939	\$ 64,207	\$ 66,345	\$ 71,196	\$ 72,291	\$ 74,371	\$ 83,315	\$ 84,280	\$ 93,820	\$ 100,882
Fond du Lac	\$ 69,209	\$ 58,383	\$ 57,776	\$ 53,771	\$ 45,107	\$ 44,720	\$ 44,429	\$ 50,795	\$ 50,809	\$ 51,717	\$ 54,463	\$ 56,589	\$ 55,191	\$ 59,213	\$ 65,635	\$ 67,392
Green Lake	\$ 50,942	\$ 41,627	\$ 46,076	\$ 46,662	\$ 40,122	\$ 34,735	\$ 50,438	\$ 47,891	\$ 48,520	\$ 49,269	\$ 55,789	\$ 52,866	\$ 53,001	\$ 68,293	\$ 73,717	\$ 74,091
Marquette	\$ 64,977	\$ 57,709	\$ 56,144	\$ 44,025	\$ 40,011	\$ 44,361	\$ 42,819	\$ 38,334	\$ 35,651	\$ 47,082	\$ 50,230	\$ 53,951	\$ 52,540	\$ 61,918	\$ 73,532	\$ 73,465
Menominee	\$ 58,454	\$ -	\$ -	\$ -	\$ 96,282	\$ 83,571	\$ 67,609	\$ 52,273	\$ 79,636	\$ 80,050	\$ 87,719	\$ 101,879	\$ 110,402	\$ 105,135	\$ 128,612	\$ 150,946
Outagamie	\$ 70,825	\$ 64,247	\$ 55,328	\$ 58,930	\$ 55,326	\$ 53,791	\$ 56,046	\$ 56,476	\$ 61,156	\$ 62,290	\$ 64,917	\$ 68,696	\$ 71,766	\$ 80,754	\$ 85,290	\$ 89,781
Shawano	\$ 57,574	\$ 50,278	\$ 48,710	\$ 38,786	\$ 33,676	\$ 36,227	\$ 37,561	\$ 37,621	\$ 38,795	\$ 45,124	\$ 47,365	\$ 49,187	\$ 46,987	\$ 54,702	\$ 58,143	\$ 61,848
Waupaca	\$ 61,728	\$ 55,387	\$ 39,271	\$ 42,592	\$ 36,021	\$ 39,744	\$ 44,214	\$ 45,832	\$ 51,684	\$ 50,025	\$ 50,312	\$ 52,766	\$ 56,325	\$ 62,691	\$ 63,752	\$ 67,486
Waushara	\$ 62,156	\$ 52,774	\$ 34,425	\$ 46,204	\$ 41,311	\$ 36,684	\$ 42,261	\$ 39,971	\$ 49,258	\$ 52,394	\$ 52,831	\$ 54,937	\$ 57,939	\$ 57,378	\$ 70,590	\$ 71,586
Winnebago	\$ 63,621	\$ 58,731	\$ 45,913	\$ 49,139	\$ 51,347	\$ 49,925	\$ 51,973	\$ 52,104	\$ 53,773	\$ 54,780	\$ 57,054	\$ 59,775	\$ 60,384	\$ 67,617	\$ 69,814	\$ 75,046
Region	\$ 63,175	\$ 56,374	\$ 52,596	\$ 50,384	\$ 47,941	\$ 47,312	\$ 50,063	\$ 50,404	\$ 52,697	\$ 51,785	\$ 56,605	\$ 59,113	\$ 58,795	\$ 66,134	\$ 71,567	\$ 75,686
Wisconsin	\$ 79,579	\$ 73,362	\$ 67,564	\$ 64,204	\$ 58,438	\$ 58,037	\$ 60,097	\$ 61,672	\$ 65,080	\$ 67,686	\$ 69,762	\$ 72,977	\$ 76,450	\$ 84,521	\$ 89,493	\$ 89,696
CPI-U Index (Base Year 1982-1984)	207.342	215.303	214.537	218.056	224.939	229.594	232.957	236.736	237.017	240.007	245.12	251.107	255.657	258.811	270.97	292.655
Inflation Rate	-	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%	1.6%	0.1%	1.3%	2.1%	2.4%	1.8%	1.2%	4.7%	8.0%

Source: United States Bureau of Labor Statistics, CPI for All Urban consumers (CPI-U), 2007-2022, and Wisconsin Realtors Association, Wisconsin Housing Statistics, 2007-2022, Retrieved May 2023.



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Table B.33 Regional Median Incomes (Real CPI-U), 2007-2022

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Region Median Annual Earnings All Industries	\$19,185	\$18,901	\$18,794	\$18,722	\$18,533	\$19,163	\$18,533	\$19,055	\$19,640	\$19,443	\$19,253	\$19,430	\$19,284	\$19,802	\$19,911	\$19,287
Region Median Annual Earnings All Occupations	\$17,104	\$16,196	\$17,200	\$17,328	\$16,454	\$15,767	\$17,110	\$16,974	\$16,858	\$16,617	\$16,853	\$16,862	\$17,699	\$18,052	\$17,549	\$16,630
Region HH Median Income	-	-	-	\$21,669	\$21,682	\$21,462	\$20,994	\$20,878	\$21,065	\$21,086	\$21,586	\$22,155	\$22,506	\$22,659	\$22,979	-
CPI-U Index (Base Year 1982-1984)	207.342	215.303	214.537	218.056	224.939	229.594	232.957	236.736	237.017	240.007	245.12	251.107	255.657	258.811	270.97	292.655
Inflation Rate	-	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%	1.6%	0.1%	1.3%	2.1%	2.4%	1.8%	1.2%	4.7%	8.0%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS) and Quarterly Census of Employment and Wages (QCEW), United States Census Bureau ACS 5-Year Estimates, 2010-2021, United States Bureau of Labor Statistics, CPI for All Urban consumers (CPI-U) 2007-2022, Retrieved May 2023.

Table B.34 Total Annual Home Sales by County, 2007-2022

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Calumet	296	92	100	225	366	484	589	575	716	808	720	752	766	727	757	656
Fond du Lac	799	443	175	415	764	972	1132	1159	1305	1434	1483	1452	1420	1458	1462	1296
Green Lake	56	26	34	82	110	192	241	220	266	262	365	347	281	324	317	296
Marquette	234	138	130	152	158	192	185	218	237	274	277	293	260	274	294	249
Menominee	15	6	7	5	19	39	15	32	33	42	46	44	33	32	26	30
Outagamie	1115	209	229	759	1579	1872	2092	2178	2390	2610	2550	2511	2503	2653	2661	2229
Shawano	246	138	135	223	323	367	360	405	446	485	511	416	485	548	540	489
Waupaca	302	53	47	183	430	514	534	618	599	696	704	740	703	706	753	613
Waushara	145	41	32	141	193	284	283	291	346	349	387	405	362	446	393	360
Winnebago	860	175	208	723	1441	1818	1952	1936	2186	2375	2436	2417	2357	2405	2428	2218
Region	4068	1321	1097	2908	5383	6734	7383	7632	8524	9335	9479	9377	9170	9573	9631	8436

Source: Wisconsin Realtors Association, Wisconsin Housing Statistics 2007-2022, Retrieved May 2023.

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Table B.35 Gross Regional Product by County, 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Calumet	\$1,010,486,463	\$1,078,699,176	\$1,164,200,843	\$1,195,619,763	\$1,343,579,335	\$1,279,668,984	\$1,407,791,523	\$1,525,212,290	\$1,577,097,157	\$1,783,844,616
Fond du Lac	\$3,813,488,655	\$3,955,387,170	\$4,156,912,055	\$4,218,769,717	\$4,265,503,699	\$4,406,714,335	\$4,663,515,818	\$4,861,206,052	\$4,783,923,717	\$5,227,958,519
Green Lake	\$548,022,535	\$555,039,165	\$563,436,586	\$572,341,431	\$537,781,895	\$548,418,549	\$574,994,118	\$587,749,360	\$588,347,247	\$623,310,550
Marquette	\$301,953,215	\$311,208,449	\$326,386,211	\$338,423,191	\$336,874,948	\$348,707,152	\$364,000,123	\$391,730,800	\$372,099,544	\$396,762,690
Menominee	\$133,232,554	\$152,861,070	\$156,670,168	\$154,204,961	\$145,181,159	\$115,468,166	\$161,236,443	\$199,219,062	\$184,880,788	\$204,527,035
Outagamie	\$8,896,925,628	\$9,009,047,837	\$9,481,263,124	\$9,918,084,783	\$10,115,665,477	\$10,360,635,547	\$10,860,874,743	\$11,438,155,506	\$11,094,273,914	\$12,119,084,487
Shawano	\$888,910,979	\$926,878,949	\$962,252,982	\$972,857,399	\$963,175,319	\$983,649,632	\$1,014,985,112	\$1,050,351,179	\$1,050,160,404	\$1,158,931,382
Waupaca	\$1,635,473,557	\$1,666,735,958	\$1,737,112,796	\$1,737,884,015	\$1,706,214,256	\$1,739,195,198	\$1,792,870,318	\$1,808,417,055	\$1,776,493,052	\$1,966,067,857
Waushara	\$525,215,063	\$561,506,882	\$563,280,981	\$533,639,822	\$531,758,897	\$560,022,184	\$582,752,349	\$592,507,770	\$580,404,921	\$645,630,799
Winnebago	\$8,902,981,698	\$9,121,824,622	\$9,337,615,765	\$9,635,773,510	\$9,775,973,407	\$9,840,662,234	\$9,962,042,659	\$10,691,555,120	\$10,185,751,053	\$10,914,034,407
Region	\$26,656,690,346	\$27,339,189,280	\$28,449,131,512	\$29,277,598,592	\$29,721,708,392	\$30,183,141,980	\$31,385,063,205	\$33,146,104,194	\$32,193,431,797	\$35,040,152,342

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023

Table B.36 Total Employment (NAICS) by County, 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change, 2012-2021
Calumet	14,015	14,818	15,311	15,587	16,019	15,230	16,182	16,744	16,839	17,684	26%
Fond du Lac	50,127	51,513	51,832	51,709	51,662	51,790	52,844	53,186	50,029	50,609	1%
Green Lake	7,644	7,512	7,458	7,434	7,297	7,257	7,245	7,028	6,711	6,686	-13%
Marquette	4,621	4,635	4,626	4,667	4,739	4,829	4,947	4,962	4,846	4,869	5%
Menominee	2,512	2,510	2,644	2,619	2,623	2,361	2,504	2,803	2,534	2,658	6%
Outagamie	111,167	110,829	112,718	114,138	115,929	116,867	117,468	118,234	112,815	113,656	2%
Shawano	14,649	14,788	14,764	14,766	14,727	14,845	14,918	14,916	14,158	14,427	-2%
Waupaca	22,150	22,358	22,571	22,340	22,421	22,069	22,202	22,060	21,213	21,563	-2.6%
Waushara	8,336	8,302	8,122	7,779	7,683	7,721	7,895	7,809	7,716	7,794	-7%
Winnebago	96,607	96,860	97,253	97,779	100,154	101,332	101,617	100,420	96,558	97,540	1%
Region	331,829	334,125	337,299	338,818	343,254	344,301	347,823	348,162	333,417	337,486	2%

Source: Lightcast 2023.2 Occupational Employment and Wage Statistics (OEWS), Retrieved May 2023



