

2014-2019

Comprehensive Economic Development Strategy



**SOUTHWESTERN WISCONSIN
REGIONAL PLANNING
COMMISSION**

**SOUTHWESTERN WISCONSIN ECONOMIC
DEVELOPMENT DISTRICT**

April 2014



Comprehensive Economic Development Strategy

Five Year Plan 2014-19

**Southwestern Wisconsin
Economic Development District**

PREPARED FOR:

Grant, Green, Iowa, Lafayette, and Richland Counties

PREPARED BY:

Southwestern Wisconsin Regional Planning Commission

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Abstract

TITLE: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
FIVE YEAR PLAN 2014-2019

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SUBJECT: A five year strategy for the Southwest Wisconsin Region's economic development program, socioeconomic conditions and trends, regional infrastructure, geography, natural resources, and projects to ensure continued eligibility of the region as an Economic Development District.

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This report sets up a five year strategy for economic development for Southwest Wisconsin. Specific public and private investment projects intended to promote economic development within the region are described. This document functions to enhance opportunities for the region's communities and other eligible entities to receive public works and business loans and grants from the Economic Development Administration (EDA). This report was prepared in conformance with the Economic Development Administration Reauthorization Act of 2004 and is consistent with EDA Code of Federal Regulations, 13 CFR, Chapter III, Part 303—Planning Investments and Comprehensive Economic Development Strategies, as published in the Federal Register (Vol. 71, No. 187) on September 27, 2006. Preparation of this report was financed in part by a grant from the Economic Development Administration, U.S. Department of Commerce.

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Directory of Abbreviations

This report contains many acronyms for local, state and federal agencies and organizations. Below is a listing of the most common abbreviations used in the document.

SWWRPC	Southwestern Wisconsin Regional Planning Commission
CEDS	Comprehensive Economic Development Strategy
EDA	Economic Development Administration, a division of the U.S. Department of Commerce
DWD	Department of Workforce Development - State Agency dealing with workforce issues
USDA	United States Department of Agriculture
SW WI	Southwestern Wisconsin
OEA	Office of Economic Advisors — agency of U.S. Department of Commerce that gathers economic data

Executive Summary

This document serves as the blueprint for economic development in the Southwestern Wisconsin Regional Planning Commission region. SWWRPC covers Grant, Green, Iowa, Lafayette, and Richland counties in the very Southwestern part of Wisconsin which brings about both advantages and disadvantages.

Our location in the “Driftless Area” brings us a wide variety of topography, from fertile fields to rugged valleys and forested hills. The beauty of the region can be a natural draw for tourists that want to take advantage of rural life and world class fishing, biking, hiking and other activities. It can also make it difficult to provide services from broadband to road maintenance.

The strategy committee for this document spent many hours discussing both the opportunities and challenges of who we are as a region and the varied interests of business, agriculture, natural resources and culture. Like other rural areas we have issues like lack of access to capital, affordable broadband, and convenient transit options. Unlike many rural areas we also have two metro areas on either end of the region. To our northeast we have Madison, the state capital, within an hour’s drive and to the southwest we have Dubuque Iowa with its major manufacturing base.

As a region we have been working on a regular basis with the greater Dubuque area on projects that benefit the entire region. From 2008 to 2010 we worked on the Riverlands project which attempted to identify the region’s assets and competitive advantages. Five areas were identified which we are still working on today and you will see by the goals chosen are still key drivers in economic development. The areas identified were food and agriculture, advanced manufacturing, business services, tourism and an innovation and entrepreneurship “wildcard”.

We are currently working with the Tri-State Advanced Manufacturing Center for Excellence to develop strategies to provide better support, training and R&D services to our manufacturing base which makes up 24% of the region’s jobs. This is a twenty-five county effort in three states that can trace its roots back to Riverlands and the connection made there.

The region is also affected by the Madison region with two of our counties directly bordering Dane county. Most of Iowa and Green counties are within a 30 minute drive of the capital and many of our workers travel to Madison for work.

The Regional Planning Commission staff and other economic development professionals in the area work on a regular basis with Madison developers and colleagues. In 2012 and 2013 SWWRPC staff worked with Thrive (now the Madison Region Economic Partnership or MadREP) on their own Comprehensive Economic Development Strategy since their region includes both Green and Iowa Counties.

Ed White, the SWWRPC economic development program manager speaks regularly to the MadREP economic development Vice President on projects impacting both regions.

The top five goals for this strategy are:

- Make Southwestern Wisconsin attractive for new and expanding business.
- Support and strengthen alternative education.
- Develop marketing and branding campaigns for both inside and outside of the region.
- Support and encourage education and research related to agriculture
- Improve the decision-making mechanisms for transportation systems

Executive Summary

There were other very important issues discussed during the meetings such as healthcare, mental health, and worker housing which will also be worked on over the next five years but it was felt that we can only effectively concentrate on three to five issues at a time.

At each annual review of this plan we will gauge our progress towards our goals and as they are met we can look at adding one of these other issues.

Finally, this plan is to address sustainability and disaster resiliency of business and communities in the region. Although there are not specific goals addressing these issues they are interwoven in the strategies and objectives. SWWRPC is also currently working on a continuity planning program to assist small business in the region prepare plans for disaster recovery which in turn will mean that the economic vitality of a community has a better chance of recovery.

This document is filled with all kinds of information on the five county region from housing stock, occupations and industries represented to a listing of projects submitted by municipalities and economic development professional throughout the region.

Although some of these project do not fare well for EDA funding they are included so the reader may get an idea of what is going on in the region. Also, many of these projects may be eligible for other types of funding such as USDA Rural Development or the Community Block Grant Program administered by the Wisconsin department of Administration.

The appendix section contains profiles that are a very good overview of the individual counties in our region. We encourage you to look through this strategy in detail to become more familiar with your own local economy and that of the region as a whole. We can no longer operate in our silos, each community working alone. We must work together on the issues identified here in order to make any significant positive change in Southwestern Wisconsin.



CHAPTER 1. Introduction

PURPOSE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

A Comprehensive Economic Development Strategy (CEDS) is a locally initiated planning process designed to create employment opportunities, foster more stable and diversified local economies, improve local conditions, and provide a mechanism for guiding and coordinating the efforts of local individuals and organizations concerned with the economic development of the region.

SWWRPC was created in May 1970 by executive order of the Governor of Wisconsin in response to petitions received from Grant, Green, Iowa, Lafayette and Richland counties. Authority for the Commission is provided in Wisconsin State Statutes, Section 66.945. The map below depicts the five counties within the SWWRPC. SWWRPC is an area-wide planning and development agency serving the five counties of Grant, Green, Iowa, Lafayette and Richland.

Southwest Wisconsin is a designated Economic Development District under the Public Works and Economic Development Act of 1965. The U.S. Department of Commerce Economic Development Administration (EDA) provides financial assistance to develop a Comprehensive Economic Development Strategy as well as for community development planning designed to assist areas in alleviating economic distress. A CEDS is required to qualify for EDA assistance.

SWWRPC MISSION

The mission of SWWRPC is to provide intergovernmental planning and coordination of community development planning, economic development, and transportation. In response to local and regional goals, the Commission and its staff work to enhance fiscal and physical resources and to balance local and regional development, preservation, conservation, and social priorities.

REPRESENTATION

Formal representation on the Commission consists of three commissioners from each of the five counties within the region. A listing of all present commissioners is included at the beginning of this document.

PHYSICAL CHARACTERISTICS OF THE REGION

Regional Setting

The southwestern Wisconsin region occupies an area of nearly two and one-half million acres in the extreme southwestern corner of Wisconsin. It includes the counties of Richland, Grant, Green, Iowa and Lafayette. With the exception of the southeastern two-thirds of Green County, the region falls entirely within the so-called “Driftless Area” of Wisconsin. Because of the lack of glaciation, streams have continued their weathering process, uninterrupted, for many thousands of years, resulting in a complete absence of any natural lakes within the region.



Climate

The climate of southwestern Wisconsin is continental and typical of the central areas of a continent in the middle latitudes: winters are relatively cold and snowy with extended periods of rain during the spring and autumn and intermittent periods of hot, humid summer weather. Air temperatures within the region are subject to large seasonal change and yearly variations. Precipitation in southwestern Wisconsin for the six-month period from April through September falls largely as rainfall and may range in intensity and duration from showers to destructive thunderstorms. The snowfall average for the region is about 40 inches annually. Prevailing winds are westerly in winter and southerly in summer.

Topography

Southwestern Wisconsin is located entirely within the Western Upland, a thorough dissected highland. The average elevation in the region is between 900 to 1,200 feet above sea level, where the area immediately adjacent to the highland averages 600 to 900 feet in elevation. Aside from the Upland itself, the strongest topographic features of the region are the trenches of the Mississippi and Wisconsin Rivers and their numerous branches. One of the most dominant topographic features of the region is Military Ridge. The Ridge is the divide between the north flowing tributaries of the Wisconsin River and the south flowing streams tributary to the Rock and Mississippi Rivers. The entire region, with the exception of the eastern half of Green County and a small portion of southeast Lafayette County, is characterized by rugged, steep-walled valleys and high relief. As mentioned earlier, the region is generally referred to as the Driftless Area which preserves a large sample of what the rest of Wisconsin, as well as the northern and eastern United States were like before the Glacial Period.



CHAPTER 1. Introduction

Soils

Throughout the Driftless area, the work of weathering has continued since long before the Glacial Period and has produced a deep mantle of residual soil. This forms a notable contrast with the remainder of the state, where the continental glacier scraped away nearly all the residual soil and left a sheet of transported soil. Generally, the soils of the region have been classified as the Grayish-Brown Unglaciaded Silt Loam, hilly or steep. These soils were formed from parent materials reflecting native vegetation such as prairie, oak-hickory, forestry and oak savannah. Their basic materials include clay residue from weathered limestone, weathered sandstone, loess and stream-laid sand and gravel. The latter occurs in valleys of large streams, while the first three are wide spread. The entire southwest Wisconsin region is covered with a thick blanket of loess (windblown silt and sand). Over most of the region the loess is largely silt and is two to three feet thick. In addition, some sandy areas along the Wisconsin River have active dunes.



Forests

The southwestern Wisconsin region has an area of 2,380,900 acres of which 445,300 acres are classified as forest lands. A breakdown by percentage shows 18.71% of the region is classed as forest land and 81.29% is classed as non-forest land. In addition, there are 149,700 acres of land classed as wooded pasture in the non-forest category.

Water Resources

Two major rivers form boundaries of counties within the region. The Wisconsin River forms the northern boundary of Iowa and Grant counties, and the southern boundary of Richland County; and the Mississippi River forms the western boundary of Grant and Crawford counties.

In addition, the area is transversed by a number of smaller rivers and streams that flow to either the Wisconsin or Mississippi Rivers. As mentioned above, there are no natural lakes in the region due to the fact that the area was never covered by glaciers. However, there are a few man-made lakes in the region, most of which are located in the state parks and other public recreation areas.



TRANSPORTATION

Southwestern Wisconsin is served by many major transportation modes. U.S. Highway 151 is a multi-lane thoroughfare uniting the region from Dubuque, Iowa to Madison, Wisconsin and there are over 7,080 miles of roads that connect the communities in-between. Approximately 140 miles of freight rail exist, served by two major operators (BNSF, a Class 1 Railroad, and Wisconsin and Southern, a Class 3 railroad that operates predominantly on state-owned corridors). Disabled and elderly residents are served by on-call transit, and some fixed-route transit, services provided by the local county governments, as well as over 26 non-county transit providers. Over 125 miles of recreational trails (Badger State, Cheese Country, Military Ridge, Sugar River, and Pine River Trail) are used by horses, bikes, ATVs, and snowmobiles. The region also has ten airports, four of which are classified for corporate and small jets (in Mineral Point, Boscobel, Platteville, and Monroe).



Additionally, a ferry crosses the Mississippi River in Cassville, providing the only cross-river access between Dubuque and Prairie Du Chien.

A number of transportation improvements have been taking place over the years. In mid-2011, the first regional fixed-route passenger bus service in over 40 years began as part of the Wisconsin Intercity Bus Program. The bus currently makes one round trip per day from Dubuque to Madison, with stops in Platteville, Dodgeville and Mount Horeb. The bus connects residents to other bus routes across the state, which eventually connects to the Amtrak passenger rail system in Columbus. In 2013, a new passenger rail route from Dubuque, Iowa to Chicago, Illinois is expected.

WI DOT plans on taking steps to convert U.S. Highway 151 into a freeway in Iowa County, which will remove all at-grade cross traffic. The current time line for this project is 20-30 years, depending upon funding. A number of other improvements have also been scheduled as part of the 2011-2016 DOT six-year highway improvement program.



CHAPTER 2. Southwest Wisconsin Regional Economy

Economic Development is an important element in planning. It is a tool used to foster job creation, increase wages and local tax base for communities, and strengthen the opportunities available for the workforce. This chapter examines data useful in assessing the region's economy. Economic components discussed include population, housing, education, employment, labor force, transportation, tourism and agriculture. There are a number of tables and graphs in this section, as well as additional information in the appendix, that enable readers easy reference and visualization of the data.

POPULATION

Table 2.1 highlights actual population changes from the years 1990 - 2010, and estimates for 2013. The 2010 Census is the most current and accurate count of the population to-date because everyone is counted and they are not based on samples of the population. The 1990 and 2000 data are also full counts of the population and not samples.

Green County experienced the most population growth between 2000 and 2010, with an increase of over 9.5 percent, followed by Lafayette (4.3%), Iowa (4%), Grant (3.2%), and Richland (0.5%) Counties. As a whole, the region grew by 4.6 percent, which is much less than Wisconsin (6%) and the nation (9.7%).

2.1 Population Change, 1990-2013				
County	1990	2000	2010	2013
Grant County	49,264	49,597	51,208	51,600
Green County	30,339	33,647	36,842	37,326
Iowa County	20,150	22,780	23,687	23,671
Lafayette County	16,076	16,137	16,836	16,787
Richland County	17,521	17,924	18,021	17,851
SW Region	133,350	140,085	146,594	147,235
Wisconsin	4,891,769	5,363,675	5,686,986	5,868,200
Nation	248,709,873	281,421,906	308,745,538	316,176,400
Source: U.S. Census 1990, 2000, 2010; EMSI 2014.1 estimates				

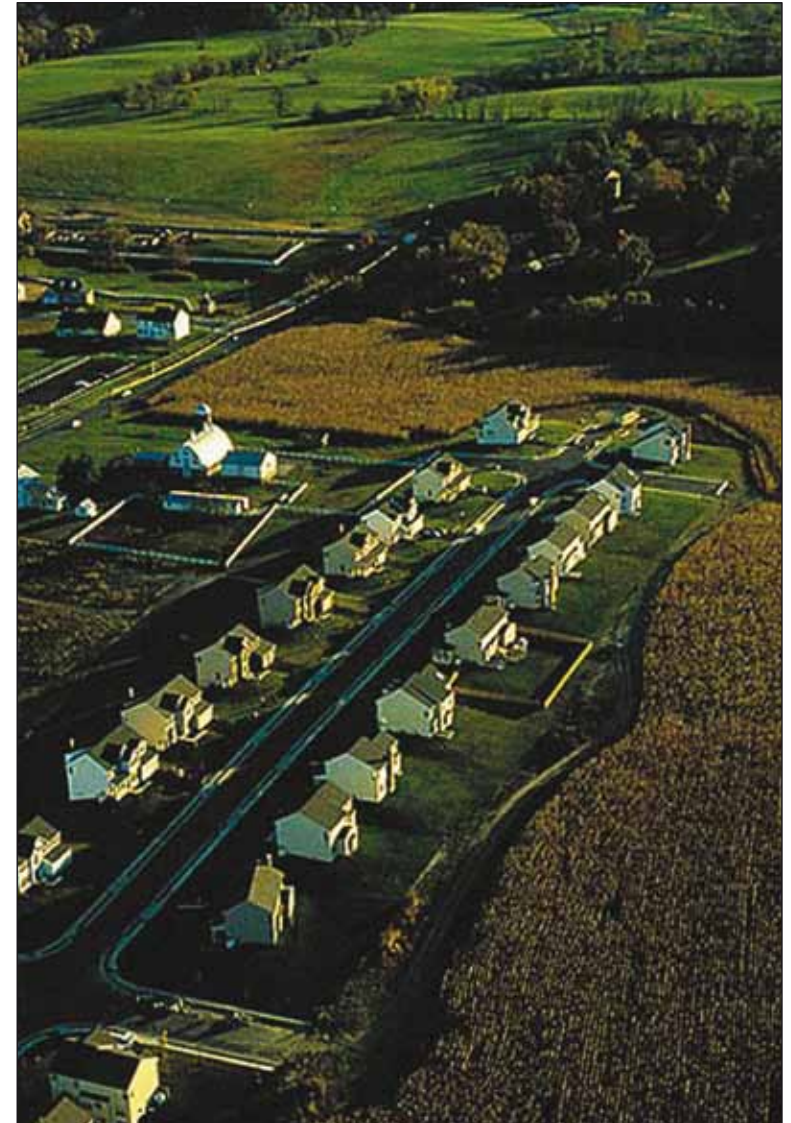
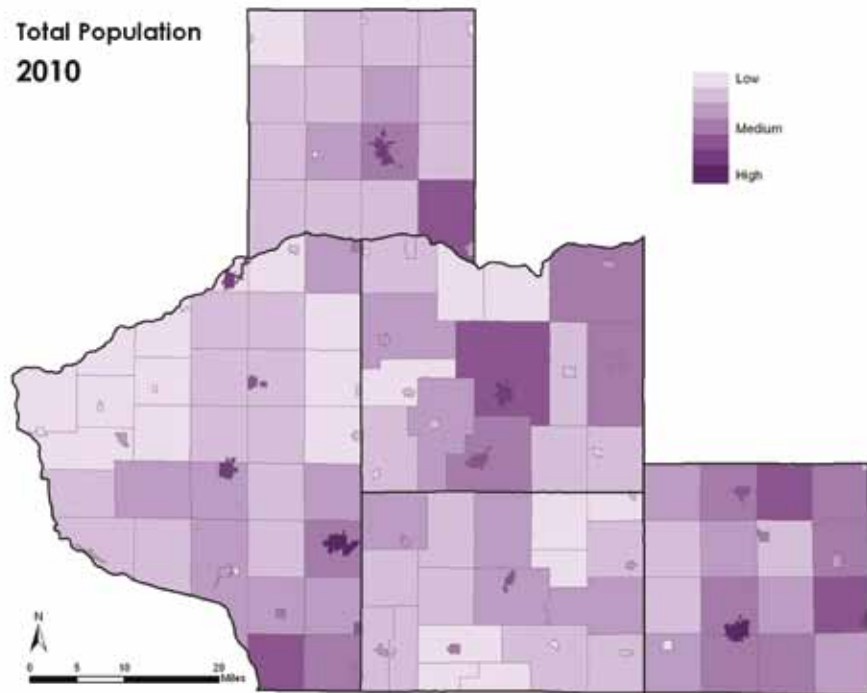


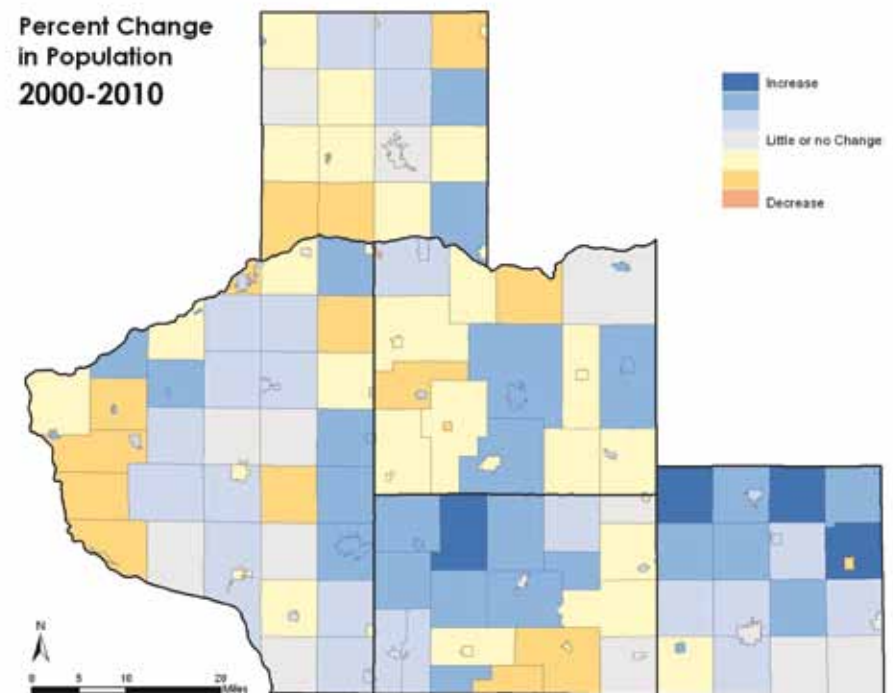
Figure 1



Regional population growth has also slowed down from the prior decade of 1990-2000 (5.1%), and the most recent change from 2010-2011 shows only small growth (0.3%).

Figures 1 and 2 show the total population, as counted in 2010, and the percent change between 2000 and 2010 by local jurisdiction. In general, the highest concentrations of residents are located in urban areas and their surroundings. Areas along

Figure 2



the eastern and southwestern borders are likely high due to their close proximity to Madison, Dubuque, and other major employment centers outside the region. Interestingly, the greatest population growth in the region has been outside most urban areas, and some urban areas have even decreased over the years. One should use caution, however, in that a small increase in rural areas with low populations will show a greater impact on its growth rate.

CHAPTER 2. Southwest Wisconsin Regional Economy

AGING POPULATION

The median age for the region was 37.2 in 2000 and 40.9 in 2012. Table 2.2 shows how many people are over the age of 65. The senior population 65 years and older in the region increased by 6.5 percent between 2000 to 2010. This same age group has already increased by 2 percent from 2011 to 2012, and projections indicate that this number will increase more over the coming years.

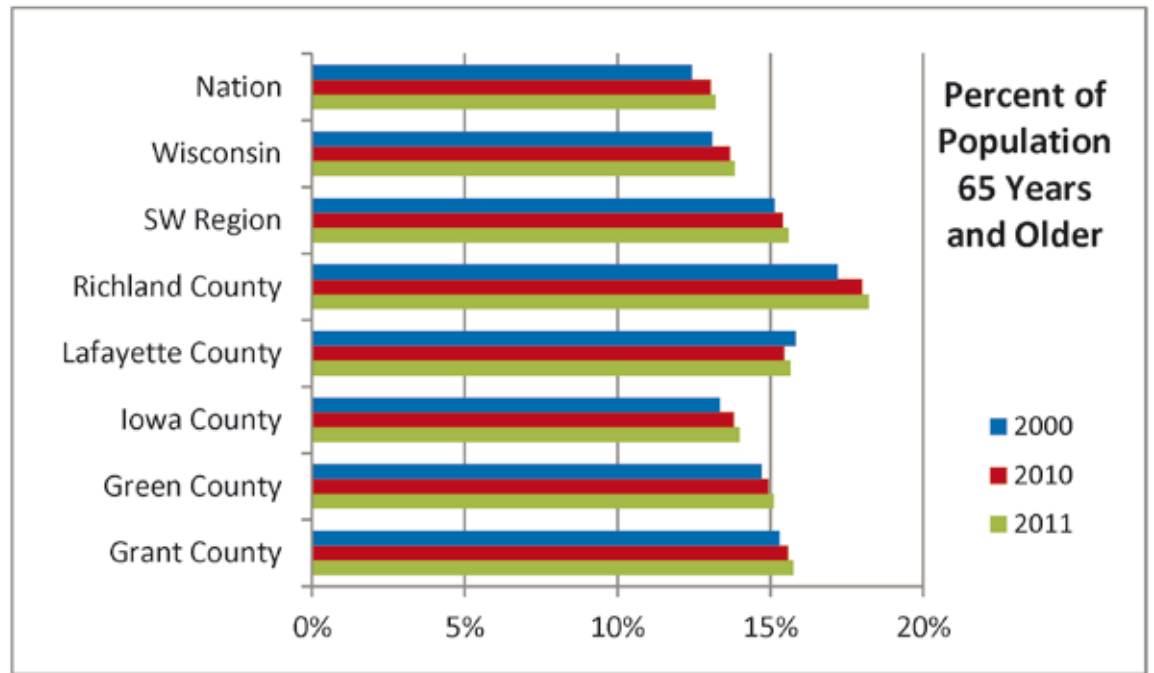
As Figure 3 illustrates, of the five counties in the region, Richland County had the highest percent of its population over the age of 65 in 2013 (18.8%). Iowa County had the lowest percent (15%). Region wide, seniors accounted for 16 percent of the total population in 2013. This number is much higher than Wisconsin (14.4%) and the nation (13.2%), indicating special attention should be paid to this group of residents.

One of the issues that directly relates to the elderly population is the need for housing alternatives. The elderly population is often ready to move out of its single family homes and into some type of retirement facility or smaller scale living space given the option. This move opens up housing to the younger generations of workers.

County	2000	2010	2013	2000%	2010%	2013%
Grant County	7,585	7,974	8,169	15.3%	15.6%	15.8%
Green County	4,946	5,497	5,897	14.7%	14.9%	15.8%
Iowa County	3,039	3,269	3,542	13.3%	13.8%	15.0%
Lafayette County	2,553	2,601	2,599	15.8%	15.4%	15.5%
Richland County	3,084	3,245	3,360	17.2%	18.0%	18.8%
SW Region	21,207	22,586	23,567	15.1%	15.4%	16.0%
Wisconsin	702,553	777,314	833,219	13.1%	13.7%	14.4%
Nation	34,991,753	40,267,984	41,035,349	12.4%	13.0%	13.2%

Source: U.S. Census 2000, 2010; EMSI 2014.1 estimates

Figure 3



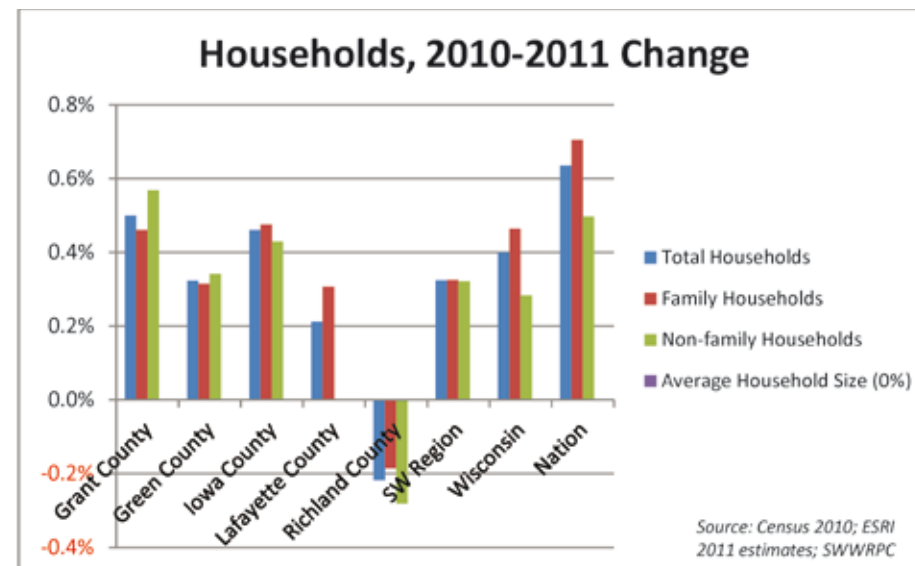
HOUSEHOLDS

A *household* is defined as including all people who occupy a housing unit as their usual place of residence. The number of households equals the number of occupied units (see next page). Households are subdivided into two categories. A *family household* is defined as a householder living with one or more people related to him or her by birth, marriage, or adoption. A *non-family household* is defined as a householder living alone or with nonrelatives only. Parents with a foster child and domestic partners are two examples counted as non-families.

Based on ACS 2009 5-year estimate data, the median year for a householder to have moved into the region was 1999. *Tables 2.3 and 2.4* show the make-up of households in the region for the years 2010 and most current, 2011. Figure 4 illustrates the small changes since 2010.

The region had a slightly higher percentage of family households than Wisconsin in 2011 (66.6% and 64.5%, respectively), and was about the same as the nation (66.5%). Non-family households, on the other hand, made up a lower percentage of households than Wisconsin (50.2% and 55.1%, respectively), and were also about the same as the nation (50.4%). The region's average household size is slightly larger than Wisconsin but less than the nation.

Figure 4



County	Total Households	Family Households	Non-family Households	Average Household Size
Grant County	19,396	12,362	7,034	2.44
Green County	14,866	10,172	4,694	2.45
Iowa County	9,547	6,514	3,033	2.46
Lafayette County	6,609	4,571	2,038	2.53
Richland County	7,349	4,852	2,497	2.41
SW Region	57,767	38,471	19,296	2.45
Wisconsin	2,279,768	1,468,917	810,851	2.43
Nation	116,716,292	77,538,296	39,177,996	2.58

Source: Census 2010

County	Total Households	Family Households	Non-family Households	Average Household Size
Grant County	19,493	12,419	7,074	2.44
Green County	14,914	10,204	4,710	2.45
Iowa County	9,591	6,545	3,046	2.46
Lafayette County	6,623	4,585	2,038	2.53
Richland County	7,333	4,843	2,490	2.41
SW Region	57,954	38,596	19,358	2.45
Wisconsin	2,288,885	1,475,740	813,145	2.43
Nation	117,457,661	78,084,849	39,372,812	2.58

Source: ESRI 2011 estimates

CHAPTER 2. Southwest Wisconsin Regional Economy

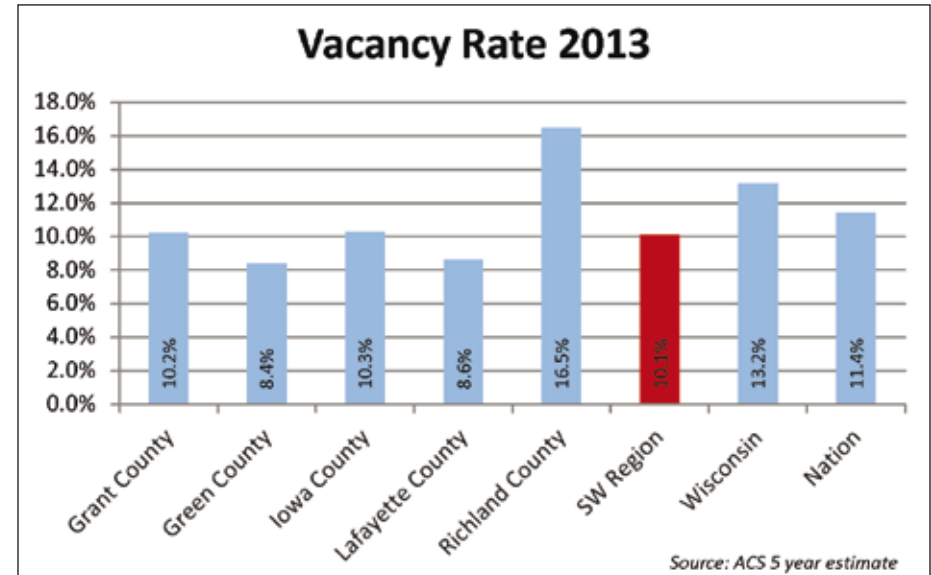
HOUSING

Housing is a critical issue for Southwest Wisconsin and is specifically identified as a region-wide priority in Chapter 4. One of the major needs facing the area is workforce housing, otherwise known as low and moderate income housing. Additionally, with the aging population, there is a need for housing alternatives. Deterioration of the existing housing stock as it ages (see below) is another issue that is continually mentioned at CEDS meetings and should be considered.

Tables 2.5 and 2.6 indicate the number of occupied and vacant housing units in the region. Occupied housing units are split by owner and renter occupancy categories. The vacancy rates in **Figure 5** show the percentage of potentially available housing in the region. **Figure 6** highlights the unaffordable housing stock in the region.

Affordable housing is generally defined as spending no more than 30 percent of a household income on housing costs (e.g. mortgage or rent payments, taxes, insurance, utilities, etc.). With a median household income of \$43,011 for the region (ESRI 2011 estimates), affordable housing expenses would be \$1,075 or less per month. Affordable housing is clearly more of an issue for renters and home owners with a mortgage than owners without a mortgage.

Figure 5



2.5 Housing Units, 2010				
County	Total Units	Owner Occupied Units	Renter Occupied Units	Vacant
Grant County	21,581	13,727	5,669	2,185
Green County	15,856	11,192	3,674	990
Iowa County	10,719	7,275	2,272	1,172
Lafayette County	7,230	5,119	1,490	621
Richland County	8,868	5,482	1,867	1,519
SW Region	64,254	42,795	14,972	6,487
Wisconsin	2,624,358	1,551,558	728,210	344,590
Nation	131,704,730	75,986,074	40,730,218	14,988,438

Source: Census 2010

2.6 Housing Units, 2013				
County	Total Units	Owner Occupied Units	Renter Occupied Units	Vacant
Grant County	21,568	14,226	5,151	2,191
Green County	15,857	11,140	3,386	1,331
Iowa County	10,717	7,415	2,197	1,105
Lafayette County	7,218	5,225	1,373	620
Richland County	8,856	5,527	1,863	1,465
SW Region	64,216	43,533	13,970	6,712
Wisconsin	2,636,477	1,546,943	741,942	347,592
Nation	132,608,925	75,460,316	41,997,345	15,151,264

Source: ACS 2012 5yr estimates

CHAPTER 2. Southwest Wisconsin Regional Economy

As indicated in **Figure 7** on the following page, the region has an owner occupancy rate of 66.2 percent, which is much better than both the state and nation. **Figure 8** shows the median value of owner occupied housing in each of the region's counties. Housing value in every county was lower than the state and nation. The median year of housing built in each county was also lower than the state (1970) and nation (1975), except Iowa County which equaled the state, helping explain the lower housing values. Lafayette County had the oldest housing stock with a median year built of 1951. Due to the aggregation of data used in the ACS, regional values are not yet available in the most current year (the 2009 5-year ACS median value of owner occupied housing in the region was \$130,145 and median year built 1963).



Figure 7

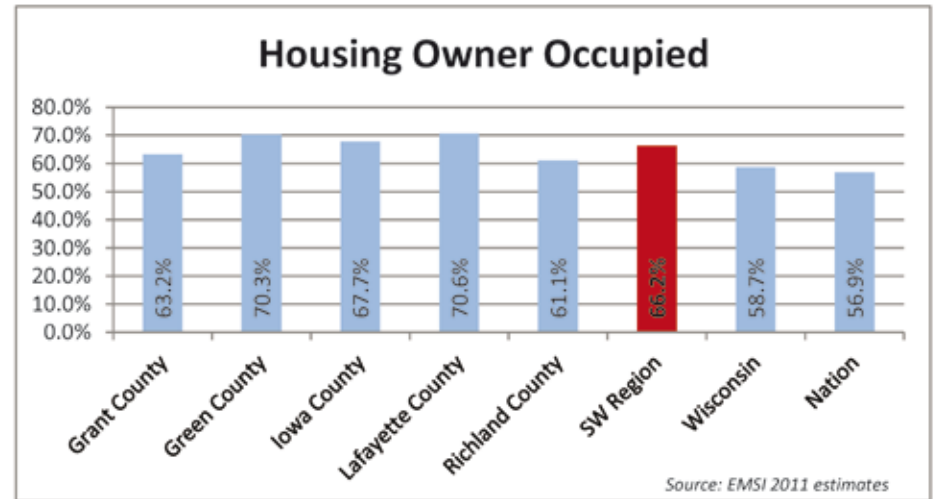


Figure 6

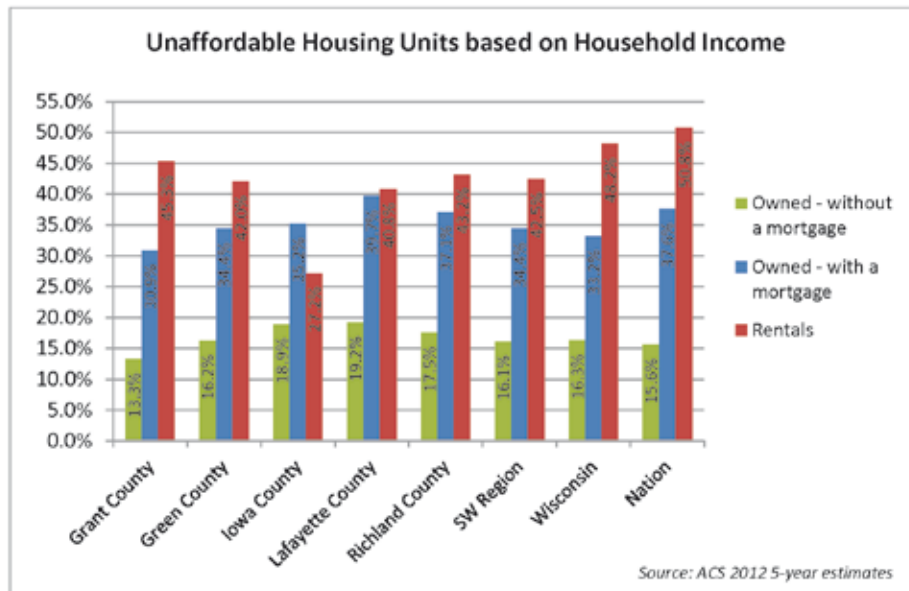
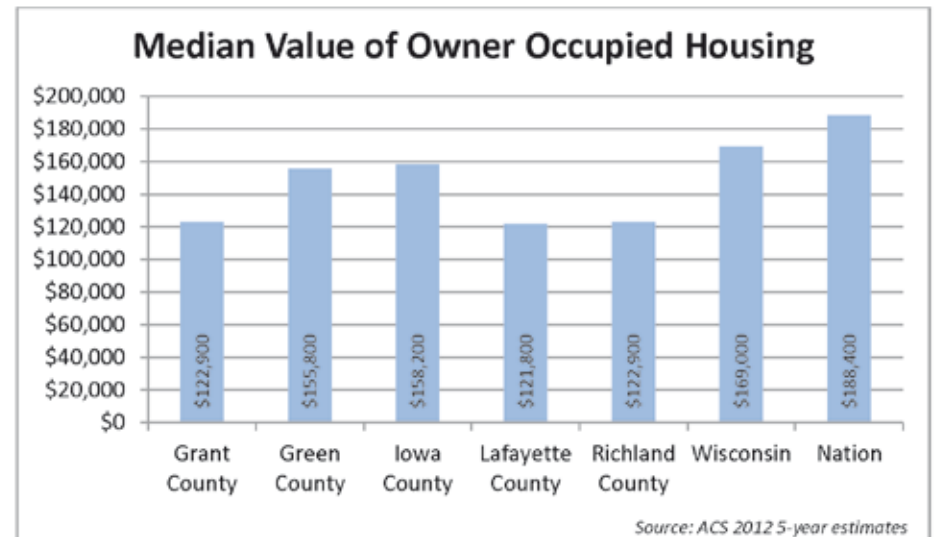


Figure 8



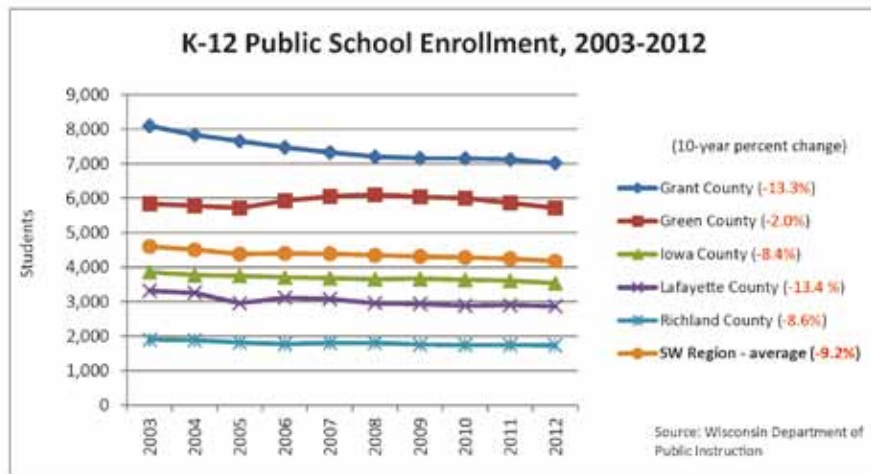
CHAPTER 2. Southwest Wisconsin Regional Economy

EDUCATION

Over the last twenty years, the importance of education has increased in tandem with the growth of technology and knowledge-intensive activities. Today, more than ever, an educated workforce is critical to the maintenance of a dynamic local economy and is an important aspect of local competitiveness. Local employers require access to a reliable and skilled labor force. For local government, a high quality and educated labor force is important in attracting potential employers that may be looking for communities in which to invest. Comparisons of education attainment in the population at the local, state, and national levels provide important insights into the need for possible public investment in education to assure the long-term attractiveness of our economy.

Figure 9 shows kindergarten through 12th grade public school enrollment numbers by county as well as the SW Region's per county average. Over the course of the past decade, the regional average declined 9.2 percent to an average enrollment of 4,177 students per county. In addition to K-12 public schools, there are four public postsecondary institutions operating in the region: University of Wisconsin-Platteville, Southwest Technical College, Blackhawk Technical College, and University of Wisconsin-Richland. Degree programs are continually matched to employer needs. A number of workforce training gaps have been identified (see Appendix E for program areas).

Figure 9



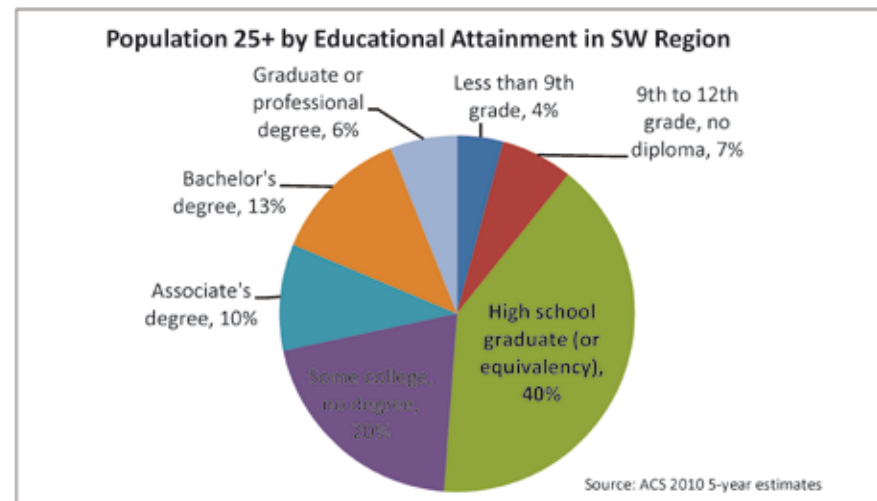
As indicated in **Table 2.7**, nearly 90 percent of the population 25 years and over in the region has at least a high school diploma. However, only about 19 percent of the population has attained at least a bachelor's degree. Although the latter number has increased since 2000, it is still far below state and national levels, which can pose a problem when trying to match the local workforce to certain high tech industries wanting to operate in the region.

Figure 10 breaks down in greater detail the educational attainment. Education levels correlate with per capita personal income levels and many jobs today require advanced skills to receive a higher wage rate. However, this is not to say that every individual needs to have advanced education.

2.7 Educational Attainment for Population 25+		
Jurisdiction	At Least High School Diploma	At Least Bachelor's Degree
Grant County	88.8%	19.2%
Green County	90.1%	18.8%
Iowa County	91.9%	22.3%
Lafayette County	88.1%	15.9%
Richland County	86.6%	14.4%
SW Region	89.3%	18.6%
Wisconsin	89.4%	25.8%
United States	85.0%	27.9%

Source: ACS 2010 5-year estimates

Figure 10



LABOR FORCE

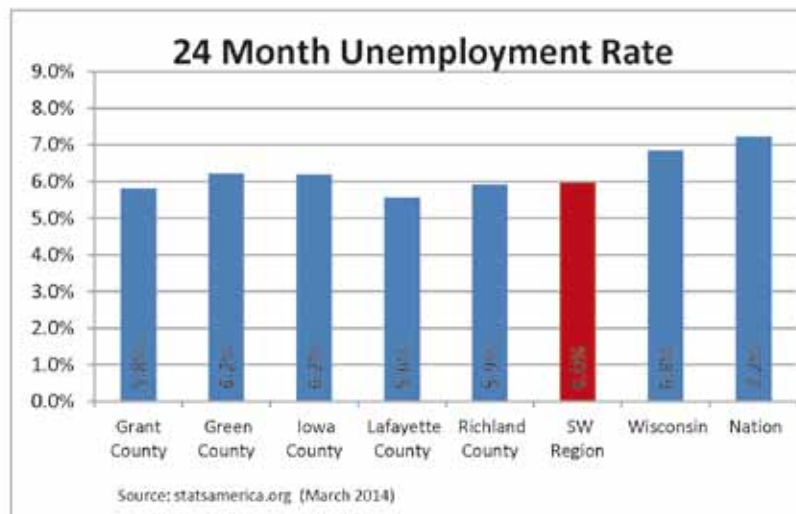
Labor force is defined as the population of persons employed and those looking for and available to work. The local labor force is composed of the number of individuals for whom jobs are required and are simultaneously the group of persons from which an employer can draw needed employees. A labor shortage may occur when there are too few persons in the labor force and/or in the community. Too many people in the labor force, relative to the jobs base, may result in unemployment or low wages.

Labor force statistics should be examined in tandem with the number of persons of working age and the share of male and female members of the labor force. A low relative participation rate can be associated with an elderly or a young population. It can also mean that people have left the labor force after having become discouraged due to a lack of jobs, a disability, or the low average wage paid per job. Over the last twenty years, female participation rates have increased and male participation rates have decreased. This trend has emerged as the economy has moved toward employment in the services sector. Men have traditionally been paid higher wages than women; a low rate of male labor force participation may be a secondary sign of low average family incomes.

As can be seen in **Table 2.8**, the SW Region's unemployment rate, including all of its counties, was below the state and national rates in 2011. **Figure 11** provides a visual comparison of the unemployment rates in the region to the state and national levels. Of particular importance, over the past year, regional unemployment decreased more than the state and nation, while at the same time it was the only one to add to its labor force.

The unemployment rate may be misleading, however, as the CEDS Committee suspects underemployment to be prevalent in the region. Many residents have purportedly been getting by with multiple part-time and/or seasonal jobs.

Figure 11



County	Labor Force	Employed	Unemployed	Unemployment Rate	Share of Regional Labor Force
Grant County	28,644	27,260	1,384	4.8%	34.8%
Green County	20,845	19,876	969	4.6%	25.3%
Iowa County	14,068	13,346	722	5.1%	17.1%
Lafayette County	9,067	8,658	409	4.5%	11.0%
Richland County	9,633	9,159	474	4.9%	11.7%
SW Region	82,257	78,299	3,958	4.8%	100.0%
Wisconsin	3,059,154	2,880,898	178,256	5.8%	
Nation	154,408,000	144,423,000	9,984,000	6.5%	

Source: Wisconsin Department of Workforce Development, LAUS

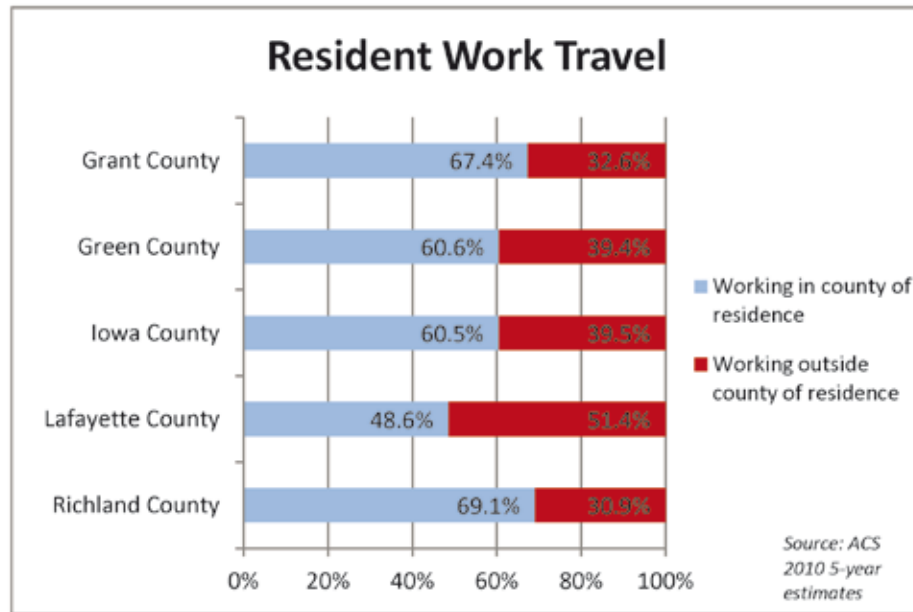
*Not seasonally adjusted

CHAPTER 2. Southwest Wisconsin Regional Economy

By observing worker travel flows it is possible to see whether a region is retaining its workforce or exporting it to other regions. **Figure 12** shows the percent of residents working within the county where they live. For example, 69 percent of Richland County residents worked in their county of residence and 31 percent working elsewhere. On the other hand, only 49 percent of Lafayette County's residents worked in their county and over half (51%) traveled outside the county to work.

Overall, between 62.5 and 93.2 percent of the region's residents worked inside the region and 6.8 to 37.5 percent worked outside. Note that percent ranges are provided for the region due to aggregated data in the American Community Survey estimates. More specific travel information is expected to eventually be released.

Figure 12



PER CAPITA PERSONAL INCOME (PCPI)

Per capita personal income is the income that is received by persons from all sources. It is calculated as the sum of wage and salary disbursements, supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

This measure of income is calculated as the personal income of the residents of a given area divided by the resident population of the area. In computing per capita personal income, the Bureau of Economic Analysis (BEA) uses the Census Bureau's annual midyear population estimates. As indicated in **Table 2.9**, in 2012 (the most recent data available) Iowa County had the highest PCPI in the five county area at \$40,991. The lowest PCPI was Richland County at \$34,673. The region average was \$37,461. While the regional PCPI has been increasing at a higher rate than the state and nation over the years, it is still significantly less than state and national amounts.

2.9 Per Capita Personal Income				
County	2000	2005	2010	2012
Grant County	\$22,944	\$27,298	\$31,497	\$35,540
Green County	\$27,504	\$32,520	\$36,549	\$39,681
Iowa County	\$26,171	\$32,589	\$37,930	\$40,991
Lafayette County	\$21,588	\$26,689	\$30,807	\$36,383
Richland County	\$21,250	\$25,706	\$30,620	\$34,673
SW Region	\$24,193	\$29,187	\$33,621	\$37,461
Wisconsin	\$29,139	\$33,664	\$38,225	\$42,121
Nation	\$30,318	\$35,424	\$39,937	\$43,735

Source: Bureau of Economic Analysis

GROSS REGIONAL PRODUCT (GRP)

The gross regional product measures the size of the SW Region's economy (similar to the gross domestic product at the national scale). The GRP is defined as the final market value of all goods and services produced in the region during 2012. This figure is the sum of earnings, property income, and taxes on production. Earnings include wages, salaries, supplements (additional employee benefits), and proprietor income. Property income includes the value of total dividends, interest, rent, corporate profits, and capital depreciation created in the region. Taxes on production represent taxes on production and imports with subsidies subtracted. Taxes include use taxes, sales taxes, and other taxes, but not corporate or personal income tax.

The total GRP in the region is roughly \$4.6 billion. The following are the region's top economic activity sectors: (1) Manufacturing, (2) Retail Trade, (3) Government, and (4) Agriculture, Forestry, Fishing and Hunting. Combined, these four sectors make up over half (51%) of the GRP, equaling nearly \$2.4 billion. Table 2.10 lists each industry's output as a percent of total GRP. Note that public educational services are captured in the Government sector. More industry details are included on the following pages.



A large retail trade industry may not be all that surprising considering that a major clothing retailer, Lands' End, is based in the city of Dodgeville, Iowa County. Colony Brands, Inc. (formerly, The Swiss Colony, Inc.) is another major retail company, known for its food products and based in the city of Monroe, Green County.

2.10 Gross Regional Product

Earnings (2012)	Property Income (2012)	Taxes on Production (2012)	Total GRP (2012)
\$2,809,544,001	\$1,366,709,353	\$452,541,756	\$4,628,795,110
NAICS	Industry	GRP (2012)	% of Total
11	Agriculture, Forestry, Fishing and Hunting	\$380,999,553	8%
21	Mining, Quarrying, and Oil and Gas Extraction	\$27,883,820	1%
22	Utilities	\$141,368,305	3%
23	Construction	\$139,041,324	3%
31	Manufacturing	\$795,679,078	17%
42	Wholesale Trade	\$239,851,041	5%
44	Retail Trade	\$676,981,615	15%
48	Transportation and Warehousing	\$96,366,757	2%
51	Information	\$83,895,244	2%
52	Finance and Insurance	\$268,004,477	6%
53	Real Estate and Rental and Leasing	\$175,792,790	4%
54	Professional, Scientific, and Technical Services	\$109,542,848	2%
55	Management of Companies and Enterprises	\$23,686,481	1%
56	Administrative and Support and Waste Management and Remediation Services	\$70,661,222	2%
61	Educational Services (Private)	\$5,378,227	0%
62	Health Care and Social Assistance	\$327,961,827	7%
71	Arts, Entertainment, and Recreation	\$26,333,408	1%
72	Accommodation and Food Services	\$79,790,799	2%
81	Other Services (except Public Administration)	\$77,357,936	2%
90	Government	\$520,395,446	11%
	Other non-industries	\$361,822,913	8%

Source: EMSI Complete Employment 2013.4

CHAPTER 2. Southwest Wisconsin Regional Economy

EMPLOYMENT BY INDUSTRY

The North American Industry Classification System (NAICS) groups establishments into industries based on activity in which they are primarily engaged. In other words, establishments that do similar things are classified together. In general, an industry refers to the type of firm for which a person works--your occupation is what you do, your industry is where you do it. **Table 2.11** shows the number of jobs listed by 21 NAICS sectors at the two-digit level (a more general classification). More easily viewed on **Figure 13**, the largest industrial sector in the region was Retail Trade, while the smallest (excluding Unclassified) was Mining, Quarrying, and Oil and Gas Extraction. Higher employment numbers in the Retail Trade industry may not be all that surprising since major retailers, Lands' End and Colony Brand, Inc., are located in the region. Visit www.naics.com for more info on NAICS codes.

Table 2.11 Employment by Industry

NAICS	Industry	Grant County	Green County	Iowa County	Lafayette County	Richland County	SWWRPC Region	Wisconsin
11	Agriculture, Forestry, Fishing and Hunting	1,399	513	688	647	352	3,599	54,914
21	Mining, Quarrying, and Oil and Gas Extraction	11	19	25	1	1	57	2,838
22	Utilities	135	27	121	7	19	310	10,588
23	Construction	1,035	647	736	392	379	3,188	137,843
31	Manufacturing	2,303	3,179	871	687	1,574	8,614	459,402
42	Wholesale Trade	688	633	502	402	190	2,415	119,937
44	Retail Trade	2,407	2,695	3,588	362	879	9,931	304,911
48	Transportation and Warehousing	567	401	207	192	123	1,491	97,983
51	Information	194	851	49	14	78	1,187	47,478
52	Finance and Insurance	704	399	199	171	160	1,632	134,445
53	Real Estate and Rental and Leasing	185	76	52	25	41	380	30,402
54	Professional, Scientific, and Technical Services	495	344	190	65	102	1,195	117,179
55	Management of Companies and Enterprises	186	24	31	18	60	319	54,693
56	Administrative and Support and Waste Management and Remediation Services	748	568	187	111	301	1,915	156,218
61	Educational Services (Private)	90	31	55	21	40	237	60,330
62	Health Care and Social Assistance	2,422	2,055	1,129	175	856	6,636	379,283
71	Arts, Entertainment, and Recreation	153	130	325	44	46	698	42,688
72	Accommodation and Food Services	1,365	1,114	635	237	356	3,707	239,659
81	Other Services (except Public Administration)	835	725	251	287	242	2,341	148,400
90	Government	4,694	2,101	1,369	1,046	1,199	10,410	415,637
99	Unclassified Industry	0	0	0	0	1	1	10,057

Source: EMSI Complete Employment 2013.4

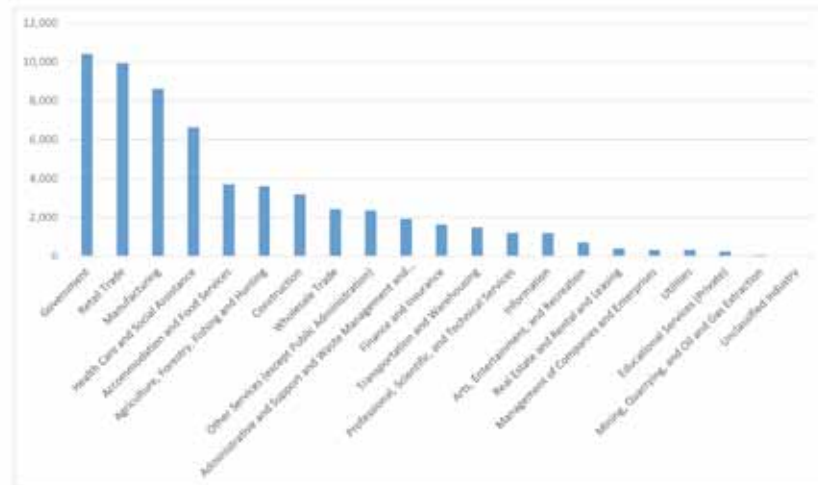
CHAPTER 2. Southwest Wisconsin Regional Economy

According to the same projections, the total amount of regional jobs declined by 303, less than 1 percent, from 2010 to 2011. There were 3,804 establishments in 2011. The region's average annual wage per worker was \$33,604, which was much lower than state (\$43,567) and national (\$49,851) earnings.

Figure 14 shows the amount of job change by industrial sector in the region from 2011 to 2012. Each sector's average annual wage in the region is also displayed. "Administrative and Support and Waste Management and Remediation Services" gained the most jobs over the year, but not the highest wage (\$20,351). "Accommodation and Food Services", on the other hand, lost the most jobs.

Table 2.12 allows us to see the top 10 specific industries (at the most detailed, six-digit NAICS level) adding the most jobs to the regional economy from 2011 to 2012. Looking at the average wages associated with each industry, we can see that half paid less than the average annual regional wage.

Figure 13



2.12 fastest growing industries in SW Region

NAICS Code	Description	2012 Jobs	2013 Jobs	Change	% Change	2013 Avg. Earnings Per Job
72	Accommodation and Food Services	3,431	3,707	276	8%	\$12,046
62	Health Care and Social Assistance	6,540	6,636	96	1%	\$43,936
54	Professional, Scientific, and Technical Services	1,142	1,195	53	5%	\$51,444
42	Wholesale Trade	2,368	2,415	47	2%	\$48,114
56	Administrative and Support and Waste Management and Remediation Services	1,870	1,915	45	2%	\$23,903
55	Management of Companies and Enterprises	308	319	11	4%	\$65,339
48	Transportation and Warehousing	1,480	1,491	11	1%	\$39,278
99	Unclassified Industry	<10	<10	--	--	--

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.4 Class of Worker

Figure 14

NAICS Code	Description	2012 Jobs	2013 Jobs	Change	% Change	2013 Avg. Earnings Per Job
72	Accommodation and Food Services	3,431	3,707	276	8%	\$12,046
62	Health Care and Social Assistance	6,540	6,636	96	1%	\$43,936
54	Professional, Scientific, and Technical Services	1,142	1,195	53	5%	\$51,444
42	Wholesale Trade	2,368	2,415	47	2%	\$48,114
56	Administrative and Support and Waste Management and Remediation Services	1,870	1,915	45	2%	\$23,903
55	Management of Companies and Enterprises	308	319	11	4%	\$65,339
48	Transportation and Warehousing	1,480	1,491	11	1%	\$39,278
99	Unclassified Industry	<10	<10	--	--	--
21	Mining, Quarrying, and Oil and Gas Extraction	58	57	(1)	(2%)	\$49,177
53	Real Estate and Rental and Leasing	383	380	(3)	(1%)	\$24,241
61	Educational Services (Private)	244	237	(7)	(3%)	\$15,381
22	Utilities	318	310	(8)	(3%)	\$105,259
51	Information	1,197	1,187	(10)	(1%)	\$32,864
52	Finance and Insurance	1,643	1,632	(11)	(1%)	\$50,128
31	Manufacturing	8,627	8,614	(13)	0%	\$55,352
71	Arts, Entertainment, and Recreation	724	698	(26)	(4%)	\$18,198
23	Construction	3,218	3,188	(30)	(1%)	\$33,983
11	Agriculture, Forestry, Fishing and Hunting	3,629	3,599	(30)	(1%)	\$26,611
81	Other Services (except Public Administration)	2,393	2,341	(52)	(2%)	\$20,128
90	Government	10,523	10,410	(113)	(1%)	\$45,003
44	Retail Trade	10,398	9,931	(467)	(4%)	\$37,045
	Total	60,494	60,265	(229)	0%	\$39,583

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.4 Class of Worker

CHAPTER 2. Southwest Wisconsin Regional Economy

EMPLOYMENT BY OCCUPATION

The Standard Occupational Classification (SOC) system is used by federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. An occupation refers to a specific task or set of tasks--your occupation is what you do, while your industry is where you do it. **Table 2.13** shows the number of jobs listed by 24 SOC sectors at the two-digit level (a more general classification). More easily viewed on **Figure 15**, the largest occupational sector in the region was Management Occupations, while the smallest occupational sector (excluding Unclassified) was Legal Occupations. Visit www.onetcodeconnector.org for more info on SOC codes.

According to the same projections, the total amount of regional jobs declined by 303, less than 1 percent, from 2010 to 2011. There were 3,804 establishments in 2011. The region's median hourly wage per worker was \$15.06, which was significantly lower than state (\$17.53) and national (\$18.67) earnings. The region's average hourly wage per worker was \$15.49, which was also much lower than the state (\$18.38) and nation (\$19.89).



2.13 Employment Jobs by Occupation

SOC	Description	SW Region	Grant County	Green County	Iowa County	Lafayette County	Richland County
11-0000	Management Occupations	4,294	1,546	885	889	528	445
13-0000	Business and Financial Operations Occupations	1,758	568	448	471	101	170
15-0000	Computer and Mathematical Occupations	932	212	372	283	23	44
17-0000	Architecture and Engineering Occupations	535	183	146	88	25	94
19-0000	Life, Physical, and Social Science Occupations	349	137	81	55	31	45
21-0000	Community and Social Service Occupations	610	253	139	104	41	74
23-0000	Legal Occupations	188	73	40	45	14	17
25-0000	Education, Training, and Library Occupations	3,615	1,695	854	454	290	321
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	727	206	186	215	42	79
29-0000	Healthcare Practitioners and Technical Occupations	3,109	989	980	575	198	367
31-0000	Healthcare Support Occupations	1,826	782	466	248	87	243
33-0000	Protective Service Occupations	1,256	500	282	157	114	202
35-0000	Food Preparation and Serving Related Occupations	4,072	1,512	1,232	639	262	427
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,758	614	474	314	151	205
39-0000	Personal Care and Service Occupations	2,290	884	577	345	210	274
41-0000	Sales and Related Occupations	5,909	2,129	1,606	1,040	428	707
43-0000	Office and Administrative Support Occupations	9,250	2,830	2,715	2,297	561	847
45-0000	Farming, Fishing, and Forestry Occupations	1,323	495	205	243	233	148
47-0000	Construction and Extraction Occupations	2,736	883	594	597	322	340
49-0000	Installation, Maintenance, and Repair Occupations	2,504	870	693	388	243	311
51-0000	Production Occupations	6,038	1,742	2,076	710	453	1,057
53-0000	Transportation and Material Moving Occupations	4,780	1,372	1,377	994	503	533
55-0000	Military occupations	404	142	104	61	47	51
99-0000	Unclassified Occupation	0	0	0	0	0	0
	Total	60,265	20,616	16,534	11,211	4,905	6,999

Source: EMSI Complete Employment 2013.4

CHAPTER 2. Southwest Wisconsin Regional Economy

Figure 15

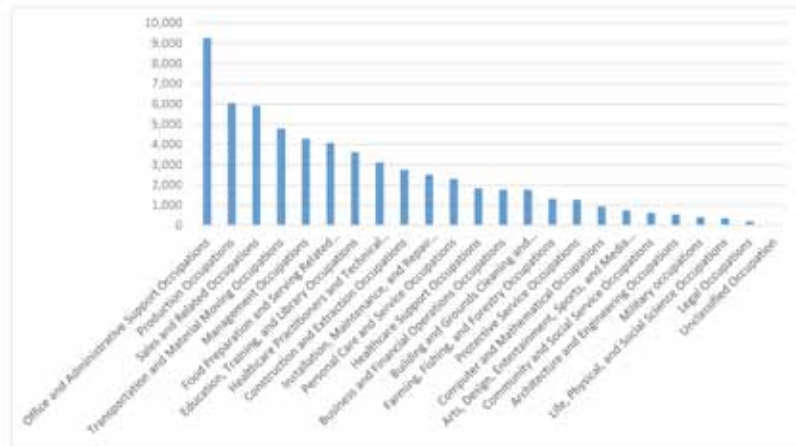


Figure 16 shows the amount of job change by occupational sector in the region from 2011 to 2012. Each sector's median hourly wage in the region is also displayed. "Farming, fishing and forestry" gained the most jobs over the year, but it paid a lower median wage (\$10.73) than the region's median average (\$15.06). "Office and Administrative Support" lost the most jobs.

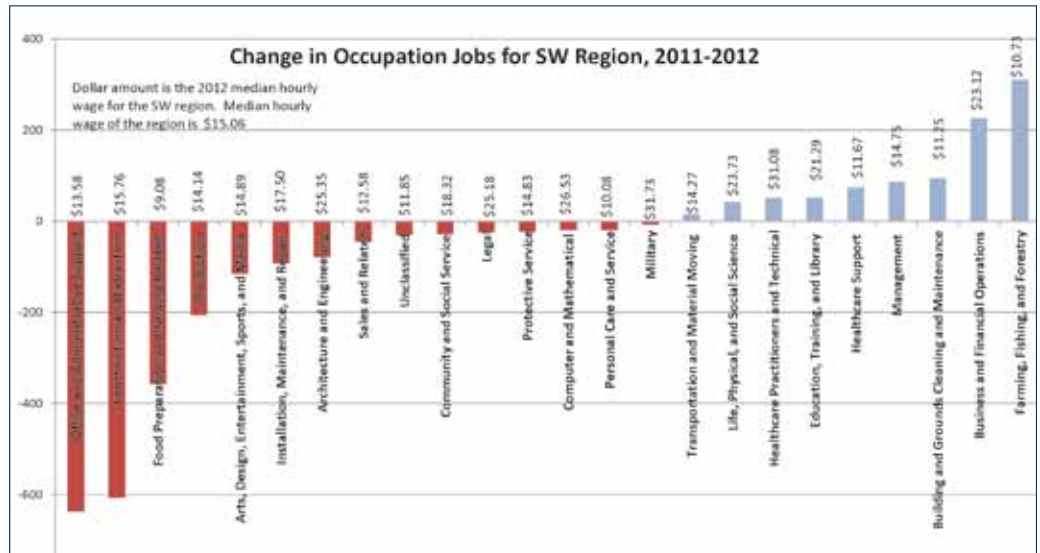
Table 2.14 allows us to see the top 10 specific occupations (at the most detailed, five-digit SOC level) adding the most jobs to the regional economy from 2011 to 2012.

Table 2.14 - Fastest Growing Occupations, 2012-2013

SOC	Description	2012 Jobs	2013 Jobs	Change	% Change	Median Hourly Earnings
35-0000	Food Preparation and Serving Related Occupations	408	427	19	5%	\$9.00
31-0000	Healthcare Support Occupations	238	243	5	2%	\$12.10
29-0000	Healthcare Practitioners and Technical Occupations	363	367	4	1%	\$32.42
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	77	79	2	3%	\$16.65
45-0000	Farming, Fishing, and Forestry Occupations	147	148	1	1%	\$11.72
37-0000	Building and Grounds Cleaning and Maintenance Occupations	204	205	1	0%	\$10.82
15-0000	Computer and Mathematical Occupations	43	44	1	2%	\$23.65
99-0000	Unclassified Occupation	0	0	0	0%	\$0.00
23-0000	Legal Occupations	17	17	0	0%	\$25.60
17-0000	Architecture and Engineering Occupations	94	94	0	0%	\$24.30

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.4 Class of Worker

Figure 16



CHAPTER 2. Southwest Wisconsin Regional Economy

LOCATION QUOTIENT — INDUSTRIAL CLUSTERS

The location quotient (LQ) is basically a way of quantifying how concentrated a particular industry is in the region as compared to the nation by measuring jobs. It can reveal what makes a particular region “unique” in comparison to the national average. Practically speaking, high-LQ industries with significant numbers of total jobs are usually critical pillars of any regional economy because they tend to generate income from non-regional sources—that is, industries producing more than what is needed locally are assumingly creating surplus that is exported to other regions.

Location quotients can be interpreted by using the following conventions: If $LQ > 1$, this indicates a relative concentration of activity in the area compared to the nation as a whole. If $LQ = 1$, the area has a share of the activity in accordance with its share of the base. If $LQ < 1$, the area has less of a share of the activity than is more generally, or nationally, found.

A location coefficient of 2, for example, indicates that twice the percentage of workers are employed in a specific industry than the percentage employed nationally for that industry. It should be noted that a high location quotient for an industry in a region does not necessarily indicate high employment levels.

All LQs over 1.00 are highlighted in **Table 2.15**. In 2013 the Agriculture, Forestry, Fishing and Hunting sector was the most concentrated industry in the region with a LQ of 6.64, indicating this is a major export industry for the region. Note that some LQs are not possible to calculate due to lack/withholding of data.

Table 2.16 shows the top 10 specific industries (at the most detailed, six-digit NAICS level) with the largest LQs in the region.

Table 2.15 - Industrial Location Quotient, 2013

NAICS Code	Description	Grant County	Green County	Iowa County	Lafayette County	Richland County	SW Wisconsin	Wisconsin
11	Agriculture, Forestry, Fishing and Hunting	5.49	2.51	4.97	10.66	4.07	4.83	1.47
21	Mining, Quarrying, and Oil and Gas Extraction	0.10	0.21	0.40	--	--	0.17	0.17
22	Utilities	1.79	0.45	2.93	--	0.75	1.40	0.95
23	Construction	0.96	0.75	1.25	1.53	1.03	1.01	0.87
31	Manufacturing	1.39	2.39	0.97	1.74	2.79	1.78	1.89
42	Wholesale Trade	0.85	0.98	1.14	2.09	0.7	1.02	1.01
44	Retail Trade	1.11	1.55	3.04	0.70	1.19	1.56	0.96
48	Transportation and Warehousing	0.86	0.76	0.58	1.22	0.55	0.77	1.01
51	Information	0.50	2.75	0.24	0.15	0.6	1.05	0.84
52	Finance and Insurance	0.83	0.59	0.43	0.85	0.56	0.66	1.09
53	Real Estate and Rental and Leasing	0.54	0.28	0.28	0.31	0.35	0.38	0.6
54	Professional, Scientific, and Technical Services	0.38	0.33	0.27	0.21	0.23	0.32	0.62
55	Management of Companies and Enterprises	0.67	0.11	0.20	0.27	0.63	0.39	1.33
56	Administrative and Support and Waste Management and Remediation Services	0.59	0.56	0.27	0.37	0.7	0.52	0.84
61	Educational Services (Private)	0.17	0.07	0.20	0.17	0.23	0.16	0.79
62	Health Care and Social Assistance	0.97	1.03	0.83	0.30	1.01	0.91	1.04
71	Arts, Entertainment, and Recreation	0.45	0.48	1.78	0.55	0.4	0.71	0.86
72	Accommodation and Food Services	0.81	0.82	0.69	0.59	0.62	0.75	0.97
81	Other Services (except Public Administration)	0.81	0.88	0.45	1.17	0.69	0.78	0.98
90	Government	1.43	0.80	0.77	1.34	1.07	1.08	0.86
99	Unclassified Industry	0.00	0.00	0.00	0.00	--	--	2.61

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.4 Class of Worker

MULTIPLIER EFFECT

Multipliers are ways of measuring how important one industry is to other industries in the region. So if an industry has a multiplier of 2.5, for every positive or negative change on that industry, the total effect on the regional economy will be 2.5 times the original change. Note that the final number includes the original change as well.

Sales multipliers show how “deeply rooted” an industry is in the region—for example, a highly-developed cluster will have a high sales multiplier because every dollar fed into the cluster from the outside has a high ripple effect, propagating through the regional economy for some time before it leaks out. One dollar of sales going into a highly-developed Automotive Manufacturing cluster, for example, might have a ripple effect of 2.8 (that dollar led to a total of \$2.80 in regional sales). Industries and clusters with very low multipliers are usually owned outside of the region (so the profit is lost immediately) and also buy mostly from outside the region (a “shallow root” system).

Table 2.17 shows which industries (at the most detailed, six-digit NAICS level) have the highest sales multipliers in the SW Region. Note that even if the industry is not listed as in the region it can still have a connection to other industries in the region.



For every dollar brought into the region related to Cheese Manufacturing, \$2.34 is produced in the region. Soybean Processing and Other Oilseed Processing are two industries not currently located in the region; however, they have strong ties (and bring in money) to other industries they depend on for production.

2.16 Top Industrial Location Quotients in SW Region, 2011 - 2012

NAICS Code	Description	2012 Jobs	2012 LQ	% Change	2012 Average Earnings
11	Agriculture, Forestry, Fishing and Hunting	10,316	6.64	1%	\$23,062
44-45	Retail Trade	12,363	1.57	-1%	\$32,630
31-33	Manufacturing	8,532	1.54	1%	\$53,174
22	Utilities	374	1.44	2%	\$90,530
23	Construction	4,146	1.06	-1%	\$30,983
90	Government	10,440	0.98	-1%	\$45,182
42	Wholesale Trade	2,560	0.93	2%	\$46,649
51	Information	1,316	0.92	6%	\$30,004
53	Real Estate and Rental and Leasing	3,122	0.88	3%	\$14,487
62	Health Care and Social Assistance	7,122	0.82	-1%	\$40,446

Source: EMSI Complete Employment - 2013.1

2.17 Top Multiplier Effects in SW Region

NAICS	Description	Sales Multiplier	In Region
311513	Cheese Manufacturing	2.34	yes
311611	Animal (except Poultry) Slaughtering	2.14	yes
311612	Meat Processed from Carcasses	2.14	yes
311613	Rendering and Meat Byproduct Processing	2.12	yes
311511	Fluid Milk Manufacturing	2.05	yes
311512	Creamery Butter Manufacturing	2.00	yes
311514	Dry, Condensed, and Evaporated Dairy Product Manufacturing	1.98	yes
311222	Soybean Processing	1.86	no
311615	Poultry Processing	1.85	yes
311223	Other Oilseed Processing	1.84	no

Source: EMSI Complete Employment - 2012.1

CHAPTER 2. Southwest Wisconsin Regional Economy

SHIFT SHARE

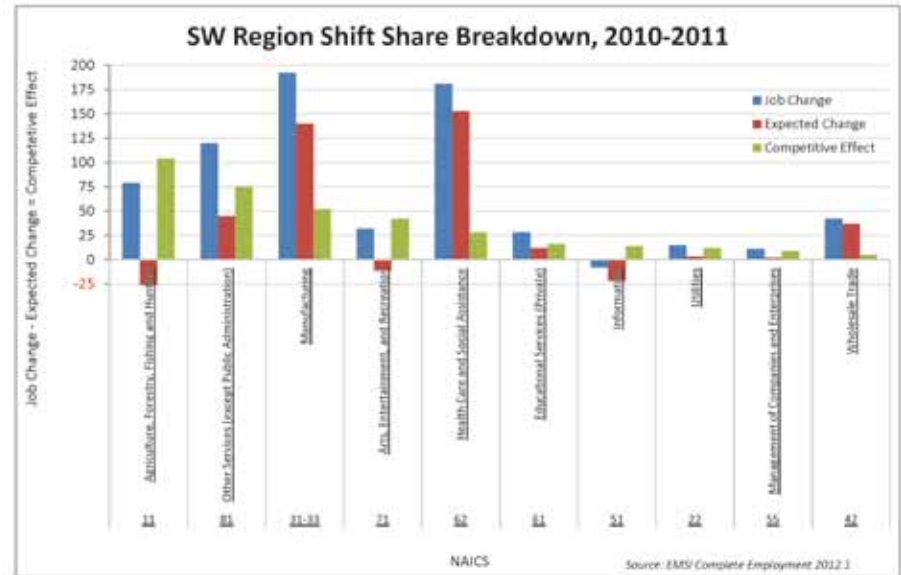
Shift share is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much is due to unique regional factors. Shift share analysis looks at national and regional trends over a certain time frame and asks, “If the region had just followed national trends (such as percent job growth) during this time, what would it have looked like at the end?” It then compares this picture of “expected” change to the region’s actual change during that time. Shift share analysis is practical because it provides a larger perspective on regional job growth. Just knowing that the health care industry is growing in our area, for example, does not tell us how the area stacks up to the national average in health care industry growth. Conversely, just knowing that a certain manufacturing industry has declining employment in our area would not tell us whether it is declining more quickly or slowly than national trends.

Shift share is similar to location quotient in that it highlights the uniqueness of a regional economy, but it does so in terms of job growth rather than total jobs in an industry. Industries with high regional competitiveness effects highlight the region’s competitive advantages or disadvantages. Shift share is useful in identifying investment targets so that local stakeholders can help regional industries either continue to outperform national trends or else “catch up” with national trends so the regional economy is not left behind in those sectors.

Figure 17 displays NAICS sectors in the SW Region that have a positive competitive effect. The Agriculture, Forestry, Fishing and Hunting sector is the most competitive industry. The competitive effect (in green) decreases from left to right across the figure by industry. Note that even though the Information sector lost jobs, it was anticipated to lose more jobs, according to the expected change, which is based on a combination of effects experienced within the industry plus national growth factors.

Table 2.18 provides a shift share analysis of the top 10 most competitive industries (at the most detailed, six-digit NAICS level) in the region. All these industries have unique regional factors that made them outperform their industry counterparts. For instance, the Mail Order Houses industry was expected to decline but it experienced slight growth at the national level, the sum of which was still less than its regional growth, making it competitive.

Figure 17



NAICS	Description	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2011 Average Earnings
454113	Mail-Order Houses	170	-138	54	-84	253	\$48,420
112000	Animal Production	129	-70	92	22	106	\$20,404
561730	Landscaping Services	62	2	4	6	56	\$15,166
332710	Machine Shops	58	16	3	19	38	\$44,097
623110	Nursing Care Facilities	44	-4	12	8	37	\$27,340
561320	Temporary Help Services	60	19	4	23	37	\$24,790
446110	Pharmacies and Drug Stores	34	-4	3	-1	36	\$43,281
561720	Janitorial Services	39	0	4	4	35	\$10,297
336211	Motor Vehicle Body Manufacturing	19	-16	5	-11	30	\$37,105
624410	Child Day Care Services	22	-20	12	-8	30	\$15,763

AGRICULTURE

Agriculture is an important industry in the SW Region—it is both highly concentrated and nationally competitive. **Table 2.19** indicates the importance of agriculture in the region. In 2007, the most recent Agricultural Census with local data, there was a total of 1,879,136 acres of farmland in the region and the average farm size was 206 acres. (Due to aggregated farm size categories the median farm size for the region is unattainable.) The average sales per farm was \$107,580, which was slightly below the state average. Full 2012 Agriculture census is available by county Here



In the SW Region, the average county's number of farm sales increased by 174 in the period between 2002 and 2007. The highest increase was in Grant County (376) and the lowest in

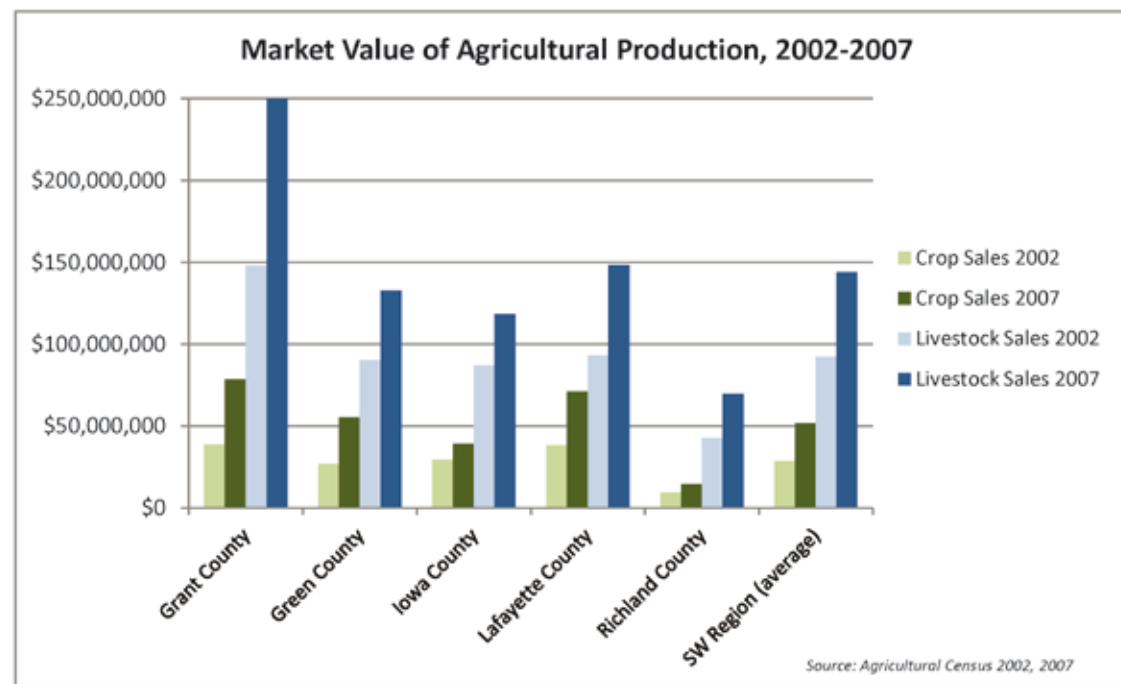
Richland (44). During this same period, the total value of agricultural sales for the five county region grew by approximately \$376 million. The production value of each county increased in the following order: Grant County (\$143 million), Lafayette (\$88 million), Green (\$71 million), Iowa (\$42 million), and Richland (\$32 million).

Figure 18 shows the growth of the total crop and livestock sales by county between 2002 and 2007. During this five year period, the average county crop sale in the region had increased by \$23 million. The percentage of crops sales by county grew as follows: Green (104%), Grant (103%), Lafayette (86%), Richland (51%), and Iowa (34%). The average county livestock sale grew \$52 million. The percentage of live stock sales by county grew as follows: Grant (70%), Richland (63%), Lafayette (59%), Green (47%), and Iowa (36%).

County	Number of Farms	Acres of Farmland	Average Farm Size	Median Farm Size	Total Sales	Average Sales/Farm
Grant County	2,866	610,914	213	120	\$329,706,000	\$115,041
Green County	1,534	306,859	200	97	\$188,084,000	\$122,610
Iowa County	1,813	364,970	201	114	\$157,947,000	\$87,119
Lafayette County	1,342	342,617	255	117	\$219,271,000	\$163,391
Richland County	1,545	253,776	164	100	\$83,967,000	\$54,348
SW Region	9,100	1,879,136	206	*	\$978,975,000	\$107,580
Wisconsin	78,463	15,190,804	194	95	\$8,967,358,000	\$114,288

Source: U.S. Agricultural Census 2007

Figure 18



CHAPTER 2. Southwest Wisconsin Regional Economy

TOURISM

Tourism serves as Wisconsin's and the region's welcome mat, creating a positive brand not only for attracting visitors but for the retention and attraction of new business. Tourism is the main employer in many communities—from entry level and part time jobs to management and executive level positions—and in others it provides economic stability and diversity. Many different industries are impacted by tourism so it is essential to examine separately. In 2012, the total impact of tourism spending supported 184,000 travel industry jobs and generated \$4.5 billion in wages and salaries in Wisconsin. These jobs represent 7.8 percent of total employment in Wisconsin (1 in every 13 jobs statewide is sustained by tourism activity).

The region's tourism industry benefits from numerous diverse, year-round assets such as thousands of acres of public land for recreation, cheese factories, wineries, state and local historic sites, state parks, state and national natural areas, restored opera houses, trails, bicycling routes and canoeing. Among the region's tourism assets with national and global recognition are Taliesin, Folklore Village, Lower Wisconsin State Riverway, Great River National Scenic Byway, House on the Rock, and American Players Theater.

Table 2.20 measures the impact of tourism in the SW Region. The direct impact from initial traveler expenditures is eventually recirculated throughout the economy, which benefits other related businesses from the indirect (supporting industries) and induced (employees spending income in region) impacts. The region's per county average ranks 55th from the top for traveler spending (out of 72 Wisconsin counties). This rank puts the region in the 24 percentile, which went up 3 percent from last year. The region's per county average of visitor spending increased by about six percent. However, employment decreased by about two percent even though labor income increased by nearly one percent. Consequently, the fewer remaining positions are better paid. Compared to the state as a whole, the region has not kept pace in tourism spending, employment, or income.

Table 2.20

Total Tourism Impacts															
Wisconsin and Counties - Ranked by Visitor Spending															
Direct Visitor Spending				Total Business Sales			Employment			Total Labor Income			State and Local Taxes		
	Millions		%	Millions		%	Total		%	Millions		%	Millions		%
County	2011	2012	Change	2011	2012	Change	2011	2012	Change	2011	2012	Change	2011	2012	Change
Wisconsin	\$9,899.2	\$10,395.4	5.01%	\$16,022.6	\$16,794.0	4.81%	181,320	183,786	1.36%	\$4,376.0	\$4,512.1	3.11%	\$1,269.8	\$1,312.4	3.35%
Grant County	\$40.0	\$42.5	6.30%	\$70.1	\$74.2	5.80%	896	913	1.93%	\$18.3	\$18.8	3.17%	\$5.2	\$5.4	4.24%
Green County	\$35.5	\$38.0	7.10%	\$60.1	\$64.0	6.57%	745	766	2.84%	\$15.7	\$16.2	3.12%	\$4.5	\$4.8	5.32%
Iowa County	\$29.6	\$31.3	5.69%	\$46.2	\$48.7	5.46%	418	423	1.21%	\$10.0	\$10.3	2.11%	\$3.0	\$3.1	3.68%
Richland County	\$16.8	\$17.4	3.59%	\$27.6	\$28.7	4.04%	310	312	0.49%	\$6.0	\$6.1	1.89%	\$2.1	\$2.1	1.84%
Lafayette County	\$11.7	\$12.2	3.62%	\$19.3	\$20.1	4.08%	206	207	0.22%	\$2.9	\$3.0	2.24%	\$1.5	\$1.5	1.81%
SW Region	\$133.7	\$141.4	5.76%	\$223.3	\$235.8	5.59%	2,575	2,620	1.74%	\$52.9	\$54.4	2.83%	\$16.3	\$16.9	3.68%

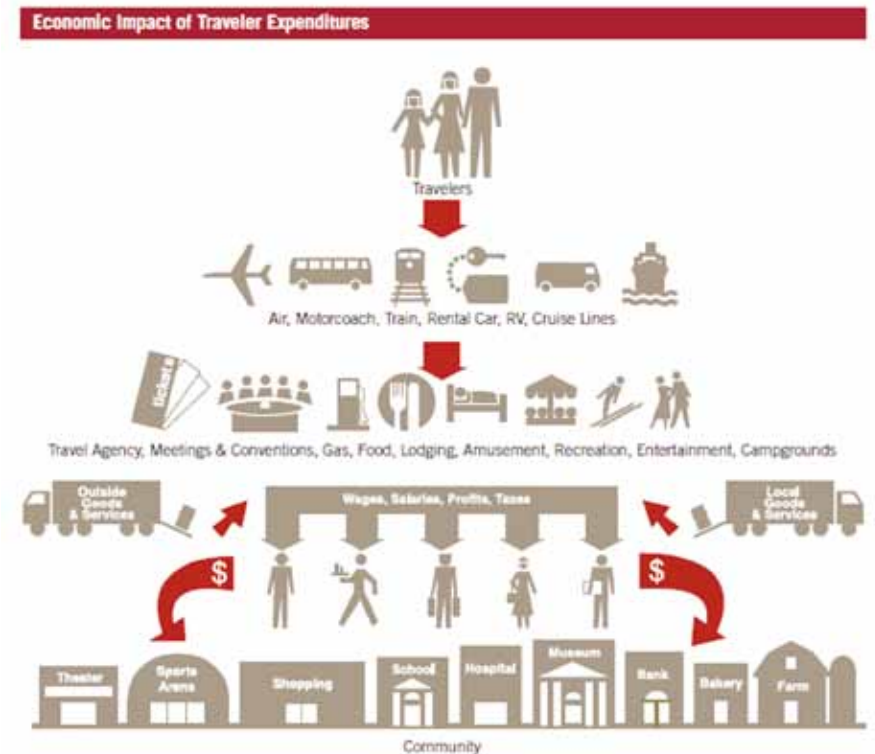


Photo credit: Wisconsin Department of Tourism

CHAPTER 3. Community and Private Sector Participation

CEDS COMMITTEE

The makeup of the CEDS Committee is one of the most important parts of the economic development strategy process. An initial meeting was held with local economic development professionals to get a list of others who would be valuable to the process in order to start a committee. The list to the right is the result of that session, with the addition of other sector representatives who were asked to serve in order to meet EDA guidelines.

The list includes people who were invited to participate on the CEDS Committee. Unfortunately, not everyone could attend every meeting, but a number of those who could not participate in person did so by email or by our online survey.

MEETING PROCESS AND TIME LINE

The CEDS Committee met twice in 2013 and three times in 2014 to review past strategies and shape this new five year plan. The first meeting was October 23rd and was primarily to assess our last strategy, set the process for the new plan and to discuss the region in general.

A second meeting with the full committee was held November 26th where the committee started discussing how to incorporate the Grow Southwest Wisconsin outcomes into the new plan. We covered the business and industry section in detail and decided to adopt the top three goals and the associated objectives and strategies. We also covered the latest region metrics to be incorporated into the strategy.

The third meeting was held on January 15, 2014 at which we continued the discussion on incorporating additional finding of Grow Southwest. The other major topic for this meeting was improving the call for project process, making it more understandable to those not in economic development and to be clear on the types of projects we wanted to see.

The fourth meeting on Feb. 20, 2014 continued in the same vein as the January meeting with further refining of goals and the project request form and letter.

The final meeting on March 20th, 2014 was to review the draft strategy and score the projects based on EDA criteria for a good project.

CEDS COMMITTEE MEMBERS

KEY: **Private sector**; **Public sector**; **Dual public/private**

Ron Brisbois, EDC – Grant County

Anna Schramke, Consultant – Green County

Mike Johnson, EDC – Green County

Meegan Thompson, Business Owner – Richland County

Bruce Kepner, Alliant Energy – Utility – Regional

Tim McGettigan, retired finance industry, Secretary of SW Regional Planning Commission – Lafayette County

Eileen Nickels, Real estate agent – Grant County

Jennifer Kuderer, Wisconsin Economic Development Corp, Regional Acct. Manager

Todd Johnson, CRD Agent, UW Extension-Grant County

Victoria Solomon, CRD Agent, UW Extension-Green County

Taylor Gronau, City of Cuba City Economic Development Director

Cara Carper, Southwest Badger Resource, Conservation and Development Council – Regional

Kathy Kopp, Platteville Chamber/tourism – Grant County

Jerry Wehrle Mayor, Lancaster/retired – Grant County

Bob Berglin, Dodgeville Chamber – Iowa County

Suzi Osterday, Darlington Main Street Business owner – Lafayette County

Derek Dachelet, Higher Ed / SW Technical College – regional

Amy Charles, Workforce Development – regional

Dave Vobora, SW Cap, unserved /under-served populations - regional

Adam Wiegmann, small manufacturer, (custom automotive parts) - Grant County

Pam Christopher, Monroe Chamber – Green County

Paul Ohlrogge, CRD Agent, UW Extension-Iowa County

Rick Terrien, Innovation Kitchen

Joy Gieseke, CRD Agent, UW Extension-Lafayette County

CHAPTER 4. Initiatives and Priorities

The mission of the Economic Development program is the same as the Commission's, which is:

To provide intergovernmental planning and coordination of community development planning, economic development, and transportation. In response to local and regional goals, the Commission and its Staff work to enhance fiscal and physical resources and to balance local and regional development, preservation, conservation, and social priorities.

REGION-WIDE INITIATIVES

1. Regional Innovation Network

This project will enable the development of a plan to create and sustain a coordinated and integrated Southwest Wisconsin Innovation Network (SWIN) for deployment of economic development resources. This collaborative network will improve the conditions of this economically challenged rural region by coordinating currently disconnected business development resources and deploying new assets as needed within the region. The SWIN network will encourage participation of business support organizations beyond the typical geographic borders of southwest Wisconsin to ensure regional businesses in all stages of development have timely and convenient access to the support structures essential for growth.

2. Southwest Wisconsin Certified Sites

The purpose of the Southwest Wisconsin Certified Sites program will be to provide consistent standards regarding the availability and development potential of commercial or industrial development sites. Criteria will be established based on both the requirements of industry and the data documenting availability. Site pre-qualification through this process would provide a standardized tool by which both development professionals and business prospects can review prospective sites for compatibility with their development needs. The certification of a site is performed through a comprehensive review of items including the availability of utilities, site access, environmental concerns, land use conformance, and potential site development costs. Having a site "certified" reduces the risk associated with development of particular sites by providing up front and consistent information. To this end, the certification process would work to assemble current and accurate information into a single, usable package and format it such that potential buyers can have this information readily available for review immediately upon showing interest in a site. Since this information would be reviewed by an established Review Team of professionals for completeness, the potential buyer will achieve an increased level of detailed information to aid their decision-making.

3. Broadband

Broadband is a critical infrastructure for the region and must be improved if we are to attract and retain the next generation of workers and be competitive in the global marketplace. U.W. Extension in our region is currently working on a “Broadband Re-boot” to work on this issue.

4. Investing in Manufacturing Communities Partnership (IMCP)

The Investing in Manufacturing Communities Partnership is an Obama Administration initiative that will help accelerate the resurgence of manufacturing and create jobs in cities across the country.

The SWWRPC region along with Northeastern Iowa and Northwestern Illinois are applying for this designation in April of 2014. This is a consortium of twenty five counties in the Tri State region who are all heavily dependent on manufacturing jobs.

This group is currently writing a strategy for the new Advanced Manufacturing Center for Excellence founded by Southwest Wisconsin Technical College and Northeastern Iowa Community College in January of 2013. This Center will work with manufacturers in the region to provide services identified in the strategy that will keep manufacturing strong in the region.

The Madison Region Economic Development Partnership (MadREP) is submitting an IMCP designation application in the areas of food, agriculture, and beverage. Two of our counties are also in the MadREP region and their application includes thirteen counties in all, including all five of our counties. With some of their prospective projects being wholly within our region we thought it appropriate to include a listing of these projects at the end of Appendix A. These projects were not scored using EDA criteria due to their late inclusion, but we did want to recognize the importance of collaboration occurring between our two regions.

5. Regional Trail System

As part of our transportation initiative the committee would like to see how the areas walking and biking trails can be connected. There are several substantial trails in the region now, (Cheese Country Trail, Sugar River Trail, etc.) that could be much more productive and economically impactful if they were connected. We could also then start looking for ways to link other communities to the system spurring tourism spending.

6. Capitalizing on Local Food Opportunities

Southwestern Wisconsin and the tri-state area are particularly well suited to take advantage of the growing market opportunities in local foods. Project Produce, a tri-state feasibility study led by SWWRPC, analyzed the gaps in the local produce system to identify areas of opportunity. The study identified a lack of growers as a primary obstacle to growing our local fruit and vegetable economy. Additionally, the study pinpointed specific fruit and vegetable crops that the region can competitively and profitably grow. Moving forward, our region can work with farmers and entrepreneurs to diversify the ag economy and capitalize on the increasing opportunities in the local foods market.

CHAPTER 4. Initiatives and Priorities

7. Next Generation Agriculture

Recognizing agriculture as one of our region's competitive advantages, and recognizing that we face a transition in the farming generation, create a strong support system for new and beginning farmers. This support system would include production and agribusiness incubators, business and ag support services, financial services, support finding affordable land and farming equipment, and workforce development services to strengthen a skilled ag labor force.

This project would be multi-phased. The first phase of this project would be to examine the barriers to entering agriculture as a young and beginning farmer and do an analysis of the current state of transition in the farming population. Additionally, the number of regional assets and support mechanisms would be analyzed and mapped. Strategies would be developed to attract, support, and encourage young and beginning farmers. The third phase of this project would be to nationally market southwestern Wisconsin as a premier place for young and beginning farmers interested in starting their own farm.

8. Strengthening the Economy

This program has both an educational and a certification component. Firstly, it would involve creating educational toolkits for the different components required for the various tiers of certification. For example, one toolkit could examine the environmental and economic benefits of investing in local energy sources, another could examine the environmental and economic benefits of decreasing and better managing waste, another could analyze the economic benefits of paying living wages. These toolkits could be used in educational forums to be used as kick-offs for the certification program (below).

Secondly, it would involve creating a certification program for businesses and organizations that has a multi-tiered rating system with a number of components, including "buying local energy", "energy efficient", "paying livable wages", "using recycled materials", "supporting fellow local businesses", etc. Participants could get additional advertising benefits through regional entities, including tourism and chambers, as an incentive to participate. Their scorecards could be scanned with a QR code and made publicly available online.

REGION-WIDE PRIORITIES

This section gives a brief description of the priorities as identified by the CEDS committee. Chapter 5 discusses our initiatives and progress toward these priorities and the addition of the sixth area of entrepreneurship.

1. Make Southwestern Wisconsin attractive for new and expanding businesses

Making the region attractive is not just a physical thing, we need to establish multiple strategies from financial to worker training to maintenance of facilities and creation of capacity to retain and attract business. The priority here is to increase both physical and human capacity in the region while maintaining the natural environment.

2. Support and strengthen alternative education

A healthy local economy and a strong business climate is a goal of SWWRPC. A strong educational system is key to a strong economy. Without an educated workforce and lifelong learning opportunities a region cannot thrive. A priority of the region will be to look at the entire educational system from K-12, the Technical College, two and four year universities as well as alternative schools to see where we can improve on an already strong educational base.

3. Develop marketing and branding campaigns for both inside and outside the region

A region must know itself first before it can promote to others so we will be developing a marketing strategy to inform people within the region of all the things happening locally. We will then be able to project a cohesive image to those outside the region.

4. Support and encourage education and research related to agriculture

Value added agriculture is a process of increasing the economic value and consumer appeal of an agricultural commodity; it may also have a change from the input commodity to the output commodity. Value-added agriculture can include anything from agritourism, to energy production, to food production. Energy production and value added agriculture may include any of the following: biodiesel, ethanol, or biomass. SWWRPC is currently working on an eighteen county project to gauge the feasibility of increased vegetable production and what types of infrastructure would be needed to allow expansion of the industry; including market analysis, transportation process and other areas.

5. Improve the decision-making mechanisms for transportation systems

It is indisputable that transportation plays a critical role in a region's economy. However with transportation being a very large issue to tackle the committee decided to address the one issue we hope will spur innovative and effective transportation ideas. The goal listed for this priority will be to improve the decision-making mechanisms at the local, county and regional level.

6. Improve housing quality and provide full spectrum of options

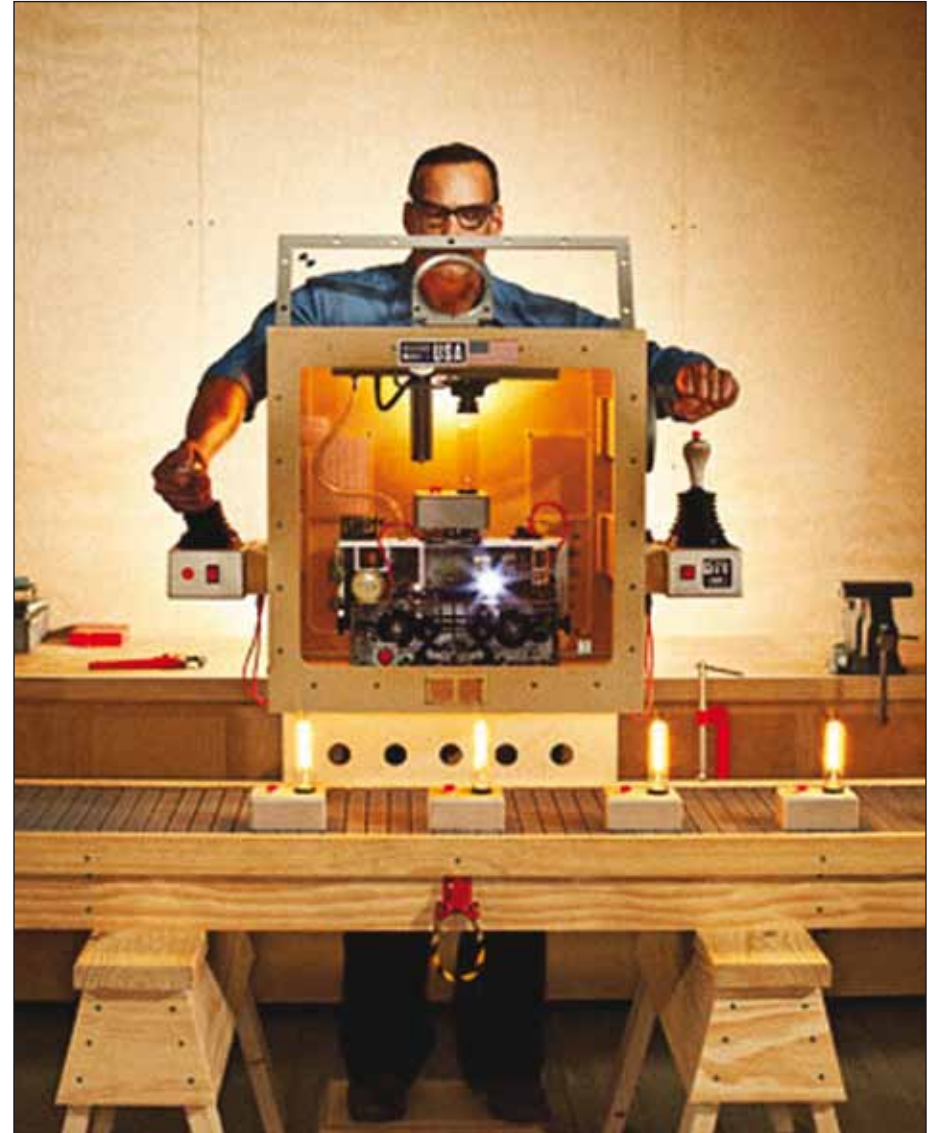
There is a need for housing throughout the region. In some communities it is higher end housing while in others it is condos or apartments for young professionals. There should be a region-wide housing study to identify gaps in each community. This study should then be shared with developers that have been identified as having an interest in building in rural areas.

CHAPTER 5. Action Plan

2014-2019 ACTION PLAN

Under the technical requirements section of the EDA guidelines “goals are defined as: broad, primary regional expectations. Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five year time frame of the CEDS.” Using these definitions the following goals with objectives and strategies have been proposed. It was decided by the group to keep the number of primary goals to a minimum with the understanding that the Commission’s annual work program will also focus on issues like innovation and entrepreneurial programming for youth, business incubators, and other efforts to expand the economy of Southwestern Wisconsin.

The strategy committee has decided on five main goals to strive for over the next five years. Under each goal are several objectives followed by a series of strategies to achieve the objective. This is a much more detailed approach than has been the tradition for this document and the committee hopes that by being more specific and measurable it will be easier to track our progress towards the goals.



Goal 1: Make Southwestern Wisconsin attractive for new and expanding businesses.

Objective 1.1 Develop multiple funding mechanisms to support new and expanding businesses.

Strategy 1.1.1: Form partnerships, such as an angel investment group, to support new and expanding businesses.

Strategy 1.1.2: Continue traditional incentives such as the provision of land, tax increment financing (TIF) districts, and grant programs.

Strategy 1.1.3: Develop multi-layering deals with multiple commercial and public lenders.

Strategy 1.1.4: Support the regional revolving loan fund and encourage expansion of that fund into other avenues, including equity funding.

Strategy 1.1.5: Maximize access to federal resources by developing deliberate relationships with people at the federal level.

Objective 1.2: Improve the physical attractiveness of Southwestern Wisconsin.

Strategy 1.2.1: Reduce blighted property through programs such as “Lease to Own” that encourage property ownership.

Strategy 1.2.2: Encourage implementation of property maintenance ordinances.

Strategy 1.2.3: Encourage redevelopment and both historical and natural resource preservation planning

CHAPTER 5. Action Plan

Objective 1.3: Increase physical infrastructure and human capacity.

Strategy 1.3.1: Create joint land purchases between municipalities and between municipalities and counties.

Strategy 1.3.2: Build community capacity to provide services such as water, sewer, and broadband.

Strategy 1.3.3: Build innovation centers and other centers for entrepreneurship.

Strategy 1.3.4: Build human capacity through business support systems such as small business development centers and workforce training.

Strategy 1.3.5: Actively build relationships with public officials and leverage those relationships.

Objective 1.4: Increase spectrum and quality of housing stock.

Strategy 1.4.1: Conduct a regional housing study to identify gaps.

Strategy 1.4.2: Encourage municipalities to create new or enforce existing maintenance ordinances.

Strategy 1.4.3: Create a directory of developers willing to invest in rural areas.

Goal 2: Support and strengthen education.

Objective 2.1: Increase funding for education in schools and in non-traditional educational programming such as continuing education.

Strategy 2.1.1: Fund feasibility studies of Science, Technology, Engineering, Arts, and Mathematics (STEAM), charter, academy, and other schools.

Strategy 2.1.2: Fund STEAM, charter, academy schools that are found feasible.

Strategy 2.1.3: Develop creative and alternative funding mechanisms to fund these efforts without using property taxes.

Strategy 2.1.4 Cultivate the attitude that it “takes a village” to educate students and to fund education.

Objective 2.2: Provide education in additional formats (including non-public schools).

Strategy 2.2.1: Develop a “short course” for manufacturing

Strategy 2.2.2: Build programs to encourage youth engagement, such as the Marketplace for Kids program.

Strategy 2.2.3: Expand financial literacy courses for both youth and adults.

Strategy 2.2.4: Expand distance education programs in schools and community and workforce development programming.

Strategy 2.2.5: Increase applied learning (“hands on”) programs.

Objective 2.3: Produce a properly trained workforce.

Strategy 2.3.1: Expand course work around basic soft skills such as communications, respect, teamwork, etc.

Strategy 2.3.2: Focus on building a workforce for tech-based jobs such as bio-ag, machining, and computer technologies.

Strategy 2.3.3: Increase programming for skills certification above a high school diploma.

Strategy 2.3.4: Expand applied learning programs with certifications.

CHAPTER 5. Action Plan

Objective 2.4: Develop a workforce composed of lifelong learners with the ability to re-train for new jobs or industries if necessary.

Strategy 2.4.1: Use distance learning to expose students to a variety of learning opportunities.

Strategy 2.4.2: Encourage the development of second language skills.

Strategy 2.4.3: Support curricula to encourage lifelong learning.

Strategy 2.4.4: Continue to support and encourage the “Career Pathways “program

Objective 2.5: Integrate regional technology to improve compatibility.

Strategy 2.5.1: Ensure technology “talks” to each other when developing new systems

Strategy 2.5.2: Take an inventory of technology used in schools, workforce development, and higher education to increase integration potentials.

Strategy 2.5.3: Advocate for migration to an integrated technology system so that like sectors migrate to a similar, integrated system across the region.

Strategy 2.5.4: Find cost assistance to streamline and integrate technology.

Goal 3: Develop marketing and branding campaigns for both inside and outside the region.

Objective 3.1: Develop the region as a place where you come and learn and do.

Strategy 3.1.1: Market, brand, and build a regional reputation as a place of resources and opportunities.

Strategy 3.1.2: Develop the region's unique sales proposition.

Strategy 3.1.3: Recognize that this is too large of a job to be volunteer and incorporate this into someone's job description.

Strategy 3.1.4: Incorporate it in all chamber ads and media for tourism campaigns.

Strategy 3.1.5: Develop regional interactive maps by clusters.

Objective 3.2: Focus on attracting specific populations to the region such as software programmers and scientists.

Strategy 3.2.1: Focus on bio-agriculture (feed, fuel and fiber), Manufacturing.

Strategy 3.2.2: Develop a culture that is accepting of new and different populations.

Goal 4: Support and encourage education and research related to agriculture.

Objective 4. 1: Provide educational resources to rural non-farm landowners.

Strategy 4.1.1: Work with real estate professionals to provide land issues education.

Strategy 4.1.2: Utilize UW Extension.

Strategy 4.1.3: Work with land conservation departments

Strategy 4.1.4: Promote and enforce zoning regulations.

Strategy 4.1.5: Use/develop a town newsletter (or include a mailer in tax notices) to inform landowners.

Strategy 4.1.6: Provide town halls with land use information to distribute.

Strategy 4.1.7: Develop/maintain a municipal website.

Objective 4. 2: Provide educational resources for farmers

Strategy 4.2.1: Support education and training in developing nutrient management plans.

Strategy 4.2.2: Work with CCA (Certified Crop Advisors)

Strategy 4.2.3: Develop and share agriculture related apps.

Strategy 4.2.4: Promote and utilize agriculture short courses.

Objective 4.3: Continue and promote agricultural research in the region.

Strategy 4.3.1: Use UW Extension, tech schools, UW system

Strategy 4.3.2: Hold planning workshops to show current research efforts.

Strategy 4.3.3: Publish and market research and data.

Objective 4.4: Provide education resources to youth.

Strategy 4.4.1: Utilize FFA, 4H, and high school agriculture courses.

Strategy 4.4.2: Hold agriculture career days in high schools.

Strategy 4.4.3: Utilize agriculture ambassadors.

Strategy 4.4.4: Utilize guidance counselors.

Strategy 4.4.5: Work with college advisors.

Objective 4.5: Provide educational resources to new farmers and entrepreneurs entering agriculture

Strategy 4.5.1: Support Local business and entrepreneur clubs

Strategy 4.5.2: Work with UW Extension agents.

Strategy 4.5.3: Work with college advisors

Strategy 4.5.4: Establish program to let farmers invest in agriculture ventures.

Goal 5: Improve decision-making mechanisms.

Objective 5.1: Determine and prioritize our regional transportation needs.

Strategy 5.1.1: Create a strategy focus group.

Strategy 5.1.2: Set criteria to facilitate the identification and prioritization of needs.

Strategy 5.1.3: Create an inventory of strategies.

Strategy 5.1.4: Survey regionally representative groups.

Strategy 5.1.5: Build consensus through consistent messaging.

Objective 5.2: Establish a structure that can most efficiently and effectively address the needs of our transportation system.

Strategy 5.2.1: Identify what decision-making mechanisms are currently in place.

Strategy 5.2.2: Establish an ad-hoc committee to research decision-making mechanisms.

Strategy 5.2.3: Conduct a survey of decision-making mechanisms.

Strategy 5.2.4: Lobby decision-makers to support the Comprehensive Economic Development Strategy recommendations.

Objective 5.3: Take all transportation modes and infrastructures into account.

Strategy 5.3.1: Create an inventory of modes.

Strategy 5.3.2: Educate the public on the importance of multiple modes and diverse infrastructure (example: Safe Routes to School education).

Objective 5.4: Mobilize the community and increase cooperation.

Strategy 5.4.1: Organize local support.

Strategy 5.4.2: Set-up a network to disseminate information.

Strategy 5.4.3: Utilize local media, chambers of commerce, and social media.

Objective 5.5: Educate all people in the region about transportation issues.

Strategy 5.5.1: Establish focus groups.

Strategy 5.5.2: Focus group (committee) members report back to their community.

CHAPTER 6. Economic Development Programs and Activities

COMMISSION SCOPE OF WORK

The Commission's work program is modified annually based on our Planning Grant scope of work. The 2014 scope is listed below.

1. Create a new five year Comprehensive Economic Development Strategy incorporating sustainability and disaster resiliency for both businesses and communities.
2. Continue to comply with 13 CFR Parts 303 and 304 of EDA's regulations.
3. Refine linkages between the economic planning strategy, the development process, and the region's real potential for development. Create and publish an annual newsletter focusing on economic data useful to local jurisdictions.
4. Assess follow-through capabilities and capacities to ensure the implementation of investments and capacity building efforts continue to benefit the area economy.
5. Provide leadership and direction for area organizations to formally establish and participate in a regional Southwestern Wisconsin Economic Development organizations (Prosperity Southwest WI) development efforts.
6. Work with Prosperity Southwest to implement a strategic plan that coordinates with and complements the CEDS.
7. Provide technical assistance to build economic development capacity, including rural broadband development in the Region. Continue to provide a public forum for regional economic development. Support and encourage Economic Adjustment and Technical Assistance projects for the region.
8. Work with the region's communities to develop housing programs which support the labor force.
9. Assist communities with promotion and expansion of existing industrial and business parks, especially focusing on innovation and technology firms.
10. Assist and provide resource information to local Economic Development Corporations encouraging new business opportunities in the Region.

11. Promote downtown improvement, historic preservation and tourism development in the Region.
12. Work with the Sustainable Communities consortium (Growing Southwest Wisconsin) to implement projects to advance the region in a sustainable manner.
13. Prepare a written report for the Economic Development Administration.

ECONOMIC DEVELOPMENT PROGRAMS AND RESOURCES

Chapter six of the five year strategy briefly explains the programs and resources available on each government level that are designed to help build economic development capacity through infrastructure expansion and to offer resources necessary to develop and grow businesses. The full version of the 2009-2014 CEDS is available at www.swwrpc.org/econodev/.



Platteville Business Incubator

CHAPTER 7: EDA Program Criteria and Regional Project Inventory

The mission of the EDA is to lead the federal economic development agenda by promoting innovation and competitiveness preparing regions for growth and success in the global economy. The overall guiding principle is to improve the conditions for economically distressed areas of the country.

PROGRAM HIGHLIGHTS

A summary of EDA programs is listed below:

- **Economic Adjustment Program** predominantly supports three types of grant activities for strategic planning, project implementation, and revolving loan funds. Activities may include creation/expansion of strategically targeted business development and business financing programs, construction of infrastructure improvements, and industry research and analysis.
- **Short-term Planning Grants** assist in economic development planning and implementation, multi-jurisdictional efforts, and programs designed to create and retain permanent jobs and increase incomes.
- **Technical Assistance Program** grants often support feasibility studies on potential projects such as industrial parks and business incubators, or for the development of revitalization or tourism plans.
- **Public Works Program** supports locally developed projects targeting long term economic self sufficiency. Examples of past projects include infrastructure investments that improved or provided water or sewer facilities, rail spurs, and technology related infrastructure.

EDA Investment Priorities

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively and link to specific and measurable outcomes. To facilitate evaluation EDA has established the following investment priorities:

1. Collaborative Regional Innovation

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural (including Tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and, support the growth of existing and emerging industries.

2. Public/Private Partnerships

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofit.

3. National Strategic Priorities

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.

4. Global Competitiveness

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

5. Environmentally-Sustainable Development

Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.

6. Economically Distressed and Under-served Communities

Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

CHAPTER 7. EDA Program Criteria and Regional Project Inventory

Eligibility

Each EDA regional office determines project eligibility, but it is generally based upon an averaged 24 month unemployment rate and per capita income (PCI). The grant rate is the maximum percent of funding for a project that is provided by federal grant. Table 7.1 shows where the EDA has determined grant rate eligibility of counties in the southwestern Wisconsin region. Grant, Lafayette, and Richland counties are eligible for up to 50 percent funding. Green and Iowa counties are not eligible for funding at this time unless declared a federal disaster area.

Project Scoring Criteria

Each project listed in Appendix A has been assessed and scored using the set of criteria listed in Appendix B, which originated from another Wisconsin RPC. The purpose of the criteria, scored out of 65 points, is to assist the CEDS Committee in prioritizing and targeting resources where they will be most beneficial and in line with EDA funding guidelines. Projects were scored based on information provided on the project inventory forms; thus, submitted projects without all items provided may have received a lower score than if all fields had been completed.

A project score does not necessarily dictate what projects the SWWRPC will concentrate on for a given year. It may be the case that in any given year all the high scoring projects already have enough resources to move forward without SWWRPC involvement. In this case, accessible resources would be more effectively spent on lower scoring projects that provide economic benefits but lack the resources to move forward.

Southwestern Region Project Inventory Results and Assessment

Each year, SWWRPC distributes a Project Inventory Survey to all municipalities in the region in order to gather information about their future projects connected to economic development. The project information provides insight into the needs of communities within the region. Appendix A includes all projects submitted for this year's CEDS Annual Report as well as uncompleted projects from prior years.

A total of 55 projects are listed in Appendix A. Grant County has the most projects with 21, followed by Green (13), Lafayette (9), Iowa (4) and Richland (1) counties. Projects in municipalities bordering two counties were counted once in each county. Eight projects were regional in nature.

Table 7.1 EDA Grant Rate Eligibility

Maximum Grant Rate	Distress Criteria	County Eligibility
80%	Federally Declared Disaster Area	-
80%	24 month unemployment rate of at least 225% of the U.S. average and PCI of no more than 50% of the U.S. average	-
70%	24 month unemployment rate of at least 180% of the U.S. average and PCI of no more than 60% of the U.S. average	-
60%	24 month unemployment rate of at least 150% of the U.S. average and PCI of no more than 70% of the U.S. average	-
50%	Projects in all other eligible areas; 24 month unemployment rate of at least one percentage point above the U.S. average or PCI of no more than 80% of the U.S. average	Grant, Lafayette, Richland
Source: U.S. Economic Development Administration, http://www.eda.gov/InvestmentsGrants/Application.xml		

The projects generally break down into the following categories:

- Infrastructure Projects (transportation, utilities):	43.6%
- Community Facilities (parks, public buildings):	14.5%
- Development/Redevelopment – Industrial/Business Park, Incubator:	18.2%
- Planning/Studies:	16.4%
- Development/Redevelopment – General:	5.5%
- Business Assistance and Development	1.8%
	100.0%

Regionally Significant Projects

The CEDS Committee, in cooperation with SWWRPC staff, has developed several regional projects it believes are valuable to improving the regional economy. While these projects are in early stages of development, they are listed in Chapter four to guide future actions taken by the Committee, with the hope that some will reach the point where they are ready to pursue EDA funding.

APPENDIX A. Local Projects

Project Number	Jurisdiction	County	Project Title	Project Description	Estimated Project Cost	Community-Identified Funding	Proposed Start Year	Project Score
1	City of Brodhead	Green	Brownfield Redevelopment - Old Middle School	The City would like to promote redevelopment of a facility that has been vacant for over 15 years.	n/a	EDA; Brownfield; USDA; CDBG	2013	16
2	City of Brodhead	Green	Sugar River Recreation Area Development	The City would like to evaluate how to develop a City-owned nature area for bicyclists, hikers, and walkers, while maintaining the natural character of the area. The project includes development of a plan and implementation of environmentally friendly resources, including improvement of walking trails and canoeing waters of the Sugar River and the Mill Race.	n/a	TEA; donations; City	2013	20
3	City of Cuba City	Grant	Industrial Park Infrastructure	Construction of streets, extension of electric, water and sewer utilities to lands purchased for industrial park expansion	\$2,100,000	TIF, local, grants	2014-5	32
4	City of Darlington	Lafayette	Update Sewer plant	Upgrade wastewater treatment plant facilities to meet new phosphorus regulations	\$10,000,000	WI, DNR, CDBG	2017	16
5	City of Darlington	Lafayette	Stormsewer shutoffs	Install shutoffs to prevent flooding for the Pecatonica river	???	FEMA	2015	18
6	City of Darlington	Lafayette	Madison St	Rehab six blocks with new blacktop and replace water & sewer lines	\$750,000		2016	11
7	City of Darlington	Lafayette	Eastside Water well	rehab	\$30,000		2016	13
8	City of Darlington	Lafayette	Opera House	refurbish the Driver opera house	\$2,000,000	grants & donations	2015	25
9	City of Darlington	Lafayette	Galena St	new sewer line due to new whey plant	\$1,300,000	Clean water fund, EDA	2014-15	33
10	City of Darlington	Lafayette	Louisa St	move laterals for retaining wall reconstruction	\$30,000	local funding	2014	9
11	City of Dodgeville	Iowa	Business incubator	Small business incubator project	\$750,000	EDA, Tax Incremental	2016	40
12	City of Fennimore	Grant	Library Expansion	Modifications to meet ADA accessibility and user needs	\$500,000	Loans, grants, donations	2015	6
13	City of Fennimore	Grant	Senior Citizens Center	Construction of a senior citizens center to serve area residents.	\$1,000,000	Loans, private donations,	2015	11
14	City of Fennimore	Grant	Updates at Municipal Swimming Pool	Modifications to meet current state codes and user needs.	\$250,000	Loans, private donations, grants, budgeted funds	2013-2015	10
15	City of Fennimore	Grant	Business park / residential dev	annex and develop business park and residential area	\$500,000	loans, grants, local funds	2015-16	
16	City of Fennimore	Grant	Land Acquisition for Industrial Use	Acquisition of at least 40 acres of land for future industrial.	\$400,000	Loans, possible grants,	2016-17	22
17	City of Fennimore	Grant	Smart metering program	Update electric and water meter system to include smart	\$300,000	Loans, grants, donations	2013-2015	16
18	City of Fennimore	Grant	Wastewater Treatment Plant Modifications	Upgrade wastewater treatment plant facilities to meet current and future needs of users.	\$1,200,000	Loans, possible grants, user fees	2017	13
19	City of Fennimore	Grant	Storm water management	Develop plan, identify and implement storm water	\$250,000	Loans, private donations,	2016-17	17

APPENDIX A. Local Projects

20	City of Lancaster	Grant	SCADA	remote reading of water meters	\$500,000	water fund, grants	2015-17	8
21	City of Lancaster	Grant	South Adams St.	reconstruction of street	\$200,000	street funds, CDBG	2015	9
22	City of Lancaster	Grant	Water Tower repainting	use water tower as part of branding program	400,000	water fund, grants	2015	3
23	City of Monroe	Green	Badger Trail Pavillion	The Badger Trail was completed last year and the trail runs through the City of Monroe before connecting to the Illinois trail system. The City is looking at constructing a pavilion with restrooms for bicyclists entering/exiting the trail in Monroe.	n/a	TEA; City	2014	20
24	City of Monroe	Green	North Industrial Park Expansion	The city of Monroe is evaluating the expansion of their North Industrial Park. Land adjacent to the existing park is available. The expansion would be developed as a certified shovel ready site. The existing industrial park is almost 65% full and several projects are on the table.	\$2.0-\$3.0 million	TIF; CDBG; EDA	2013	39
25	City of Monroe	Green	Parking Ramp Enhancement	Repair, maintain, and update community parking ramp - project may include constructing a roof and/or additional level to the ramp.			2015	17
26	City of Monroe	Green	Water Meter Replacement	Replace water meters and meter reading technology through entire city; construct infrastructure for fixed base reading			2013	16
27	City of Monroe	Green	WWTP Upgrade	Upgrade and expansion of current WasteWater Treatment Plant	\$22,000,000		2013	20
28	City of Platteville	Grant	Downtown Housing	Develop rental housing in vacant upper floor of downtown building.	\$100,000 plus	DCDBG, TIF	2011	22
29	City of Shullsburg	Lafayette	Casino/Hotel Complex	Add additional water tower and well to serve casino/hotel complex. (Based on receiving approval of governmental agencies.)	\$1,300,000	Local, state, federal, TIF	2015	23
30	City of Shullsburg	Lafayette	Extending Sewer Lines to Casino/Hotel Complex and	Extend sewer lines. Extend water mains. Upgrade existing sewer treatment plant. (upon governmental approval.)	\$1,500,000	Local, state, federal	2015	23
31	County of Green	Green	Green County Innovation Center	GCDC would like to evaluate the feasibility of developing a business incubator system throughout Green County. This would include a primary location with services for 1st and 2nd stage advanced manufacturing, as well as the typical resources found at business incubators.	\$100,000 +/-	EDA; private sector; CDBG	2016	36
32	REGION	Grant, Green, Iowa, Lafayette, and Richland	Enterprise Center Network	Starting a network of incubators around the region over the next 5 years. Consists of 4 to 5 centers around the region.	\$5-7 Million	EDA, State, Local, SWWRPC	2011	49
33	REGION	Grant, Green, Iowa, Lafayette, and Richland Counties	Home Matters	A three year community and sustainability and economic development program that combines Neighborhood Housing Services (NHS) of Southwest Wisconsin community building program and a sustainability program addressing dilapidated housing stock in SW WI	\$2,100,000	EDA, State, Local, VISTA USDA-RD, AHP down payment assistance	2015-17	34
34	REGION	Grant, Green, Iowa, Lafayette, and Richland Counties	Incubator feasibility study	Regional feasibility study of incubator needs	\$250,000	EDA, State, Local	2011	54

35	REGION	Green, Iowa and Lafayette Counties, and various multiple participating townships, cities, and	Regional Transportation Plan	Develop a regional plan for transportation systems	N/A	N/A	2011	39
36	REGION	SW Wisconsin, NE Iowa & NW Illinois	Tri-State Effort	Effort to understand regional competitiveness in rural regions.	\$350,000	EDA, Corporate donations, Grants	2011	40
37	REGION	Green, Iowa and Lafayette Counties, and various multiple participating townships, cities, and villages	Building Communities	Conduct an ordinance review to encourage mixed-use design in urban communities, bringing residents closer to local businesses, giving them a locational competitive advantage.			2015-17	27
38	REGION	Green, Iowa and Lafayette Counties, and various multiple participating townships, cities, and villages	Strengthening the local and regional economy	It would involve creating educational toolkits for the different components required for the various tiers of certification. For example, one toolkit could examine the environmental and economic benefits of investing in local energy sources, another could examine the environmental and economic benefits of decreasing and better managing waste, another could analyze the economic benefits of paying living wages. Further description available in regional initiatives section			2015-17	39
39		Green, Iowa and Lafayette Counties, and various multiple participating townships, cities, and villages	Next Generation Agriculture	This project would be multi-phased. The first phase of this project would be to examine the barriers to entering agriculture as a young and beginning farmer and do an analysis of the current state of transition in the farming population. Additionally, the number of regional assets and support mechanisms would be analyzed and mapped. Strategies would be developed to attract, support, and encourage young and beginning farmers. The third phase of this project would be to nationally market southwestern Wisconsin as a premier place for young and beginning farmers interested in starting their own farm. Further description available in regional initiatives section			2015-17	44
40	Village of Arena	Iowa	Industrial Park Development	Extend infrastructure past a planned development to make city owned land available for industrial development.	\$1,500,000-2,000,000	TIF, EDA		43
41	Village of Barneveld	Iowa	Industrial Park Development	Extend infrastructure past a planned development to make village owned land available for industrial development.	\$1.5-2 million	TIF, EDA	2015	43
42	Village of Barneveld	Iowa	Barneveld Business Park	We currently have an option to purchase up to 50 acres in the Barneveld Business Park. We also have an additional 20 acres that the Village of Barneveld already owns. We will be putting in water, sewer, and streets for the project.	\$2,000,000	TIF	2015	24
43	Village of Belleville	Green, Dane	Badger Trail Corridor Redevelopment Project	With the Badger Trail being completed, several buildings along the trail have been identified as blighted. This includes an old railroad depot and fertilizer plant. The Village would like to complete a brownfield cleanup and prepare the sites for redevelopment of retail and service businesses.	n/a	EDA, Brownfield, USDA, TEA	2013	27

APPENDIX A. Local Projects

44	Village of Cassville	Grant	Nelson Dewey Intermodal Hub	Redevelopment of the property around the Nelson Dewey power plant into an intermodal transportation hub with rail, barge, and truck facilities.	\$9,000,000	Tiger grant, private, EDA, CDBG, State of Wisconsin	2015-16	51
45	Village of Dickeyville	Grant	Dickeyville Business Park	Develop new business park by US Highway 151/61. Extend sewer and water to site.	\$1,100,000	CDBG, EDA, Private, TIF	2015	21
46	Village of Monticello	Green	Pratt Road Infrastructure Project	Pratt Road bi-sects the Monticello Industrial area. At least one company has indicated that it would like to expand, but is concerned about storm water drainage issues and low water pressure. In addition, the road is in need of repair.	n/a	EDA; Village; TIF; Rural Development	2014	26
47	Village of Muscoda	Grant, Iowa	Storm Water Construction	Install storm water pipes, replace sanitary sewer and water mains, and street construction on 3rd Street (Maple to Nebraska Street).	\$500,000	General fund, tax levy, and utility revenues	2014	12
48	Village of Muscoda	Grant, Iowa	downtown water tower	Inspection & repainting water tower	\$200,000	borrowing	2014-15	14
49	Village of Muscoda	Grant, Iowa	Library	new library facility, remodel existing village hall	\$900,000	donations, grants	2014-15	15
50	Village of Muscoda	Grant, Iowa	lift station	remove and reconstruct Iowa st. lift station & replace old sewer main on Wisconsin Ave (100ft)	\$950,000	Utility revenue bonds or general obligation note	2014-15	16
51	Village of Muscoda	Grant, Iowa	Upgrades to Various Electric Circuits	Upgrades to electric lines to reduce line loss.	\$400,000	WPPI Energy and/or utility revenue bonds or general	2014-17	17
52	Village of Muscoda	Grant, Iowa	upgrades to water system	Continue to work on upgrading water system, replace 4 to 5 hydrants per year, research new well location, repair/replace mains when doing	unknown	Utility revenues		13
53	Village of New Glarus	Green	Business Park Development	conducting wetland study for feasibility of development and installing infrastructure	1,600,000	local, EDA, State of WI-CDBG		
54	Village of New Glarus	Green	New Library	expand and improve library	2,500,000	private donation, CDBG, village		
55	Village of New Glarus	Green	various street reconstruction	reconstruction of several streets including water, sewer, and stormsewer	\$1,500,000	EDA; CDBG; TIF; USDA	2014	28

IMPLEMENTATION STRATEGY—SWWRPC

Table 7.1: Proposed Project Descriptions

Cat	Project Name	Project Description
1.4	SWTC: Goat Milk Producer Training	Dairy goat cheese production is a leading industry and major employer in Southwest Wisconsin, and the success of the goat cheese industry is directly correlated to the ability to source high quality and abundant quantities of goat milk. The proposed short-term certificate program will address a variety of challenges facing goat milk producers including market price fluctuations, increased milk and cheese production quantity and quality, and sustainable farming.
1.5	SWTC: Seed Production Management Training	Seed production companies rely on a cross-trained worker known as a seed technician. The seed tech career pathway requires skillsets strong in process plant technology, operations management, and quality assurance. The proposed short-term training certificate will fill workforce training skills gaps in process plant automation, mechanical drive systems, and hydraulic systems.
1.6	SWTC: Food Processing Lab Technician	Develop and deliver a food processing lab technical program to meet the needs of the expanding food industry in the SWTC district. Upon completion of training, students will have the skills needed to work as food processing industry quality assurance laboratory technicians or in related occupations.
1.7	SWTC: Instrumentation Associates Degree Program	The South West Electromechanical Technician program currently trains students to be generalists in the field of industrial maintenance. The proposed project would address specialization occurring in the industry, to proactively address both the current and advanced industrial maintenance training needs.
1.8	SWTC: Agriculture Career Pathway	The current siloed educational program options are not meeting the complex training needs of the agriculture industry. SWTC, UW-Platteville, 8 high schools, and 14 agriculture industry partners will develop and implement a comprehensive agriculture pathway framework designed to address the current and future job training needs of the agriculture community.
1.9	SWTC: Food Safety, Wiring Safety & Sanitation	SWTC will implement curriculum to prepare current and future employees, and outside entities conducting business with food processing organizations on electrical code, food safety, and sanitation compliance required for food safety and sanitation within the dairy and food processing industry.
4.1	Badger Farm Rail Feasibility Study for South Central WI	Wisconsin is underserved by railroad lines but the problem is even worse in terms of accessibility to them. Competition for over the road drivers and trucking companies is increasing exponentially. Badger FarmRail proposes to work with the Wisconsin Manufacturers and Commerce (WMC) to study the feasibility of intermodal transportation, the aggregation of demand across all manufacturing sectors, determine site location and appropriateness. Includes Madison to Prairie du Chien route, potential connections to Cassville.
4.2	WINK Expansion	The Wisconsin Innovation Kitchen proposes to expand their existing facility in Mineral Point WI with an additional 30-40,000 SF for increased intake, logistics, processing, dry, cold and freezer storage to accommodate large and small co-packing clients.
4.9	Small Farm Biodigester Project	In partnership with MSA Professional Services and DVO, LLL, MadREP proposes to install 20-25 biodigesters on small farms in SC and SW Wisconsin serving farms that produce milk for Foremost Farms and Organic Valley (CROPP). There will be 20 single farm digesters and 1 multi farm digester. UW Platteville will perform a research study as part of this project. This project is designed to increase milk production, farm revenue, and increased value added dairy products at CROPP and Foremost.
4.10	VEDA: Food Enterprise Center	Operational support to help pay for staffing that will provide facility management and on-site technical assistance to start-up KTS businesses in a new 100,000 square foot food-based incubator and commercial kitchen located in Viroqua, WI. Current KTS businesses in the tenant base include: Kickapoo Coffee, Fifth Season Cooperative, Gleaned Food Project, Harvest Moon Farms, Scoville Unlimited, Wisco Pop, Fizzleology Foods, EZ Farming and Lusa Organics.
4.11	Cassville Intermodal Rail Project	Convert the Cassville Power Plant site into an intermodal rail facility.
5.3	AEC Expansion for World Dairy Expo	Dane County owns the Alliant Energy Center. The AEC is going to receive a \$23.8 million improvement project that will result in two new facilities totaling 295,000 SF. To compliment this major investment, IMCP proposal will pay for new animal stalling, animal footing, two new forklifts, credit card readers at parking gates, and cover deferred maintenance and power plant upgrades on the remaining buildings/campus. Includes Marketing Budget.
6.6	Regional Video Conferencing Equip	Develop a communication network using video conferencing technology, staged at existing enterprise center and technical college facilities, to link KTS industry professionals, trade groups, and businesses throughout the Region. The goal of the system is to reduce travel time and increase connectivity between coaches, mentors, industry experts and businesses to increase operational efficiencies across the industry. WINK is a target for telepresence.

Source: MadREP and Partner Organizations.

APPENDIX A. Local Projects

SWWRPC Summary

SUMMARY

All IMCP Projects: Agriculture, Food and Beverage KTS (04/14/2014)

	Category	Project Name	IMCP	Match	Total
1	1.4	SWTC: Goat Milk Producer Training	\$37,500	\$37,500	\$75,000
2	1.5	SWTC: Seed Production Management Training	\$43,248	\$43,248	\$86,496
3	1.6	SWTC: Food Processing Lab Technician	\$144,974	\$144,974	\$289,948
4	1.7	SWTC: Instrumentation Associates Degree Program	\$412,840	\$412,840	\$825,680
5	1.8	SWTC: Agriculture Career Pathway	\$105,811	\$105,811	\$211,622
6	1.9	SWTC: Food Safety, Wiring Safety & Sanitation	\$50,000	\$50,000	\$100,000
7	1.12	Dairy Grazing Apprenticeship	\$350,000	\$350,000	\$700,000
8	1.13	CIAS: School for Beginning Dairy & Livestock Farmers	\$50,000	\$50,000	\$100,000
9	1.14	CIAS: Specialty Crops Beginning Grower Training	\$75,000	\$75,000	\$150,000
Section 1 Totals (Workforce Training)			\$1,269,373	\$1,269,373	\$2,538,746
10	2.1	SourceMap	\$250,000	\$150,000	\$400,000
11	2.2	Trucking-Logistics Cooperative	\$50,000	\$50,000	\$100,000
12	2.3	CFIRE: Transportation Packaging System	\$60,000	\$60,000	\$120,000
Section 2 Totals (Supply Chain)			\$360,000	\$260,000	\$620,000
13	3.1	CDR: Babcock Dairy Plant Expansion	\$5,504,000	\$31,920,119	\$37,424,119
14	3.2	CDR: Pilot Accelerator for Non-Dairy Food Products	\$120,225	\$51,525	\$171,750
15	3.3	Farm to Glass: Outreach for Fermented Beverages	\$85,875	\$85,875	\$171,750
Section 3 Totals (Research and Development)			\$5,710,100	\$32,057,519	\$37,767,619
16	4.1	Rail Export Feasibility Study Includes Prairie du Chien line	\$70,000	\$30,000	\$100,000
17	4.2	WINK Expansion	\$2,500,000	\$5,500,000	\$8,000,000
18	4.9	Small Farm Biodigester Project (Landcaster, Richland Ctr, UWP)	\$11,000,000	\$21,902,682	\$32,902,682
19	4.10	VEDA: Food Enterprise Center--Viroqua	\$98,000	\$42,000	\$140,000
20	4.11	Cassville Intermodal Rail Project	\$2,000,000	\$4,000,000	\$6,000,000
Section 4 Totals (Infrastructure)			\$15,668,000	\$31,474,682	\$47,142,682
21	5.1	Regional Pilot: International Trade Development Program	\$175,000	\$75,000	\$250,000
22	5.2	UW Sea Grant Institute: Eat WI Fish	\$62,278	\$62,278	\$124,556
23	5.3	AEC Expansion for World Dairy Expo (UWP Mktg)	\$7,300,000	\$23,800,000	\$31,100,000
24	5.4	Farm Technology Days Program	\$500,000	\$500,000	\$1,000,000
Section 5 Totals (International)			\$8,037,278	\$24,437,278	\$32,474,556
25	6.1	WWBIC: RLF--debt and equity	\$10,000,000	\$10,000,000	\$20,000,000
26	6.3	FCI: RLF--NGO and SME social entity focused	\$2,500,000	\$2,500,000	\$5,000,000
27	6.4	UWEX: Accelerator Program--Investor Ready (DEED)	\$696,040	\$206,040	\$902,080
28	6.5	DATCP Local Food Accelerator Program	\$135,954	\$58,266	\$194,220
29	6.6	Regional Video Conferencing Equip (10 sites, including WINK)	\$182,000	\$78,000	\$260,000
30	6.7	Local Food Biz Administrative Services Cooperative	\$70,000	\$30,000	\$100,000
Section 6 Totals (Operations and Capital)			\$13,583,994	\$12,872,306	\$26,456,300
1-6, 17, 18, 20	SWWRPC Region Projects		\$16,294,373	\$32,197,055	\$48,491,428
Other #s	SWWRPC and MadREP Region Projects		\$28,334,372	\$70,174,103	\$98,508,475

APPENDIX B. Project Scoring Criteria

PROJECT SCORING CRITERIA

CRITERIA SCORE

1. Project Tier

Tier 1 Projects 5
Tier 1 projects are expected to produce the greatest economic benefits in terms of: (1) inducing private investment, creating or retaining jobs, increasing income levels and tax base; (2) Raising the quality of life for those in poverty or of low income means; (3) Resolving a problem where a direct threat to health and public safety exists.

Tier Projects 3
Tier 2 projects are expected to have less of an economic impact than Tier 1 projects. they are defined as those projects involving local businesses and industries generating less private investment, job creation/retention and income level benefit than Tier 1 projects but provide services or a function designed to further develop economic self sufficiency, entrepreneurship, business and industry innovation, commercial development, housing projects, downtown investment, tourism and recreation projects.

Tier Projects 1
Tier 3 projects are defined as those projects that have the least impact on the economy by way of private investment and job creation-retention and income level benefit. These projects deserve merit and attention because of the potential economic development role they can play in the future and/or the important role they can play in providing needed public services. Types of projects included in this category are: (1) Projects or programs with economic development potential that are still in the conceptual or planning stage where the full scope has not as of yet been agreed to or completely defined; (2) Projects that are maintenance oriented but merit attention so the changes to existing infrastructure and facilities do not later have to be made due to a threat to health and public safety; (3) Local government public building or facility projects that are needed to carry out routine local government functions.

2. 24-month Average Unemployment Rates

(period ending 12/2013)

Unemployment Rate at least 225% of National Average	5
Unemployment Rate at least 180% of National Average	4
Unemployment Rate at least 150% of National Average	3
Unemployment Rate at least 1 percentage point above National Average	2
Unemployment Rate above National Average	1
Unemployment Rate less than National Average	0

24-month Average Unemployment Rates for SW WI Region		
Area	Unemployment Rate	Points
Grant	5.80	0
Green	6.22	0
Iowa	6.19	0
Lafayette	5.56	0
Richland	5.92	0
United States	7.72	-
Wisconsin	6.84	-
SW Region	5.96	-
Source: U.S. Bureau of Labor Statistics; generated by STATS America		

APPENDIX B. Project Scoring Criteria

3. Per Capita Personal Income (PCPI)

PCPI not more than 50% of National Average.....	5
PCPI not more than 60% of National Average.....	4
PCPI not more than 70% of National Average.....	3
PCPI not more than 80% of National Average.....	2
PCPI not more than 100% of National Average.....	1
PCPI greater than National Average.....	0

2012 Per Capita Personal Income			
Jurisdiction	2012 PCPI	% of National Average	Points
Grant County	\$35,540	81.3%	0
Green County	\$39,681	90.7%	0
Iowa County	\$40,991	93.7%	0
Lafayette County	\$36,383	83.2%	0
Richland County	\$34,673	79.3%	1
Nation	\$43,735	100.0%	-
Wisconsin	\$42,121	96.3%	-
SW Region	\$37,461	85.7%	-
Source: Bureau of Economic Analysis			

4. Number of Jobs Created

Jobs Created	Points
100 or more	5
75 to 99	4
50 to 74	3
25 to 49	2
1 to 24	1
No Jobs	0

5. Project Readiness (Based on time frame and funding secured)

Time frame	Points
Immediately	5
1-2 Years	3
Over 2 Years	1
No time frame	0

6. Regional Significance

	Points
Significant Impact	5
Moderate Impact	3
Little Impact	1
No Impact	0

7. Local Significance

	Points
Significant Impact	5
Moderate Impact	3
Little Impact	1
No Impact	0

8. EDA Investment Priority Guidelines

See Chapter 7, EDA Investment Priorities, for priority descriptions.

a) Collaborative Regional Innovation.

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

b) Public/ Private Partnerships.

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

c) National Strategic Priorities

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

d) Global Competitiveness.

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

e) Environmentally-Sustainable Development

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

f) Economically Distressed and Underserved Communities

Meets or exceeds the guidelines	5
Almost meets the guidelines	3
Somewhat meets the guidelines	1
Does not meet the guideline/no response	0

Criterion subtotal points: 30

MAXIMUM TOTAL POINTS: 65

APPENDIX C. EDA Assistance for SW Region

ECONOMIC DEVELOPMENT ASSISTANCE RECEIVED FOR SOUTHWESTERN WISCONSIN FROM THE ECONOMIC DEVELOPMENT ADMINISTRATION (U.S. DEPT. OF COMMERCE) 1979 THROUGH 2013

<u>APPLICANT</u>	<u>FISCAL YEAR</u>	<u>EDA GRANT AMOUNT</u>	<u>LOCAL MATCH</u>	<u>OTHER FUNDS</u>	<u>TOTAL COST</u>	<u>PURPOSE</u>	<u># ACRES IMPROVED</u>
Dodgeville	1979	\$ 328,644	\$ 293,643	\$ 35,000	\$ 657,287	New Industrial Park	47
Barneveld*	1985	671,820	-	312,344	984,164	New Business Park*	10
Lafayette County	1985	15,000	5,000	-	20,000	Cheese Mktg. Study (T/A)	
Boscobel	1989	491,175	491,175	-	982,350	Industrial Park Expansion	53
Fennimore	1989	337,000	337,000	-	674,000	Industrial Park Expansion	61
Muscoda	1989	156,224	163,776	-	320,000	Industrial Park Expansion	38
Richland Center	1990	831,565	1,108,435	-	1,940,000	New Industrial Park	62
Platteville	1990	677,725	1,234,275	-	1,912,000	Water Sys./Ind. Park Expansion	33
Darlington	1992	974,280	713,720	-	1,688,000	Water System Improvement	-
SW Wisc. RPC*	1994	114,750	-	-	114,750	Flood Recovery Strategy (T/A)*	-
SW Wisc. RPC*	1995	330,000	-	-	330,000	Revolving Loan Fund*	-
Darlington*	1995	697,000	-	-	697,000	New Business Park*	35
Cuba City	1998	470,800	470,800	-	941,600	Industrial Park Expansion	25
Platteville/PBII	1999	411,300	249,200	100,000	760,500	New Business Incubator	-
Platteville	2000	949,800	633,200	-	1,583,000	Inter. Sewer/Indust. Park Exp.	75
Benton	2002	\$833,000	\$357,000	\$0	\$1,190,000	New Business Park & Incubator	33
Boscobel	2002	\$359,000	\$240,000	\$0	\$599,000	Business Park Expansion	34
Darlington	2004	\$1,190,000	\$510,000	-	\$1,710,000	Business Park Expansion	38
Lancaster	2007	\$1,015,000	\$1,015,000		2030000	Business Park Expansion	
Richland Center ARRA Project	2009	\$600,000	\$600,000		\$1,200,000	Business Park Expansion	42
Belmont 2008 Flood Project	2009	\$1,450,000	\$1,550,000		\$2,500,000	Wastewater facility	
Platteville 2008 Flood Project	2010	\$408,161	\$136,054		\$544,215	Industry Park detention pond	31
Mineral Point 2008 Flood Project	2010	\$959,250	\$319,750		\$1,279,000	Business Park Expansion	13
Flood Recovery Strategy	2010	\$67,500	\$22,500		\$90,000	Flood Recovery Strategy (T/A)*	0
Business Continuity planning	2012	\$190,400	\$43,600	\$4,000	\$238,000	Sm. Bus. assit. to plan for disaster r	1
Strategic Planning	2013	\$120,000	\$120,000		\$240,000	strategy for Adv. Manuf. Center	1
TOTALS		14,649,394	10,614,128	451,344	25,224,866		632

*Disaster Relief Assistance (Sudden and Severe Economic Dislocation) for Barneveld tornado and Great Midwest Flood of 1993.

APPENDIX D: County Profiles

Grant County Profile



People & Income Overview (By Place of Residence)	Grant County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Population (2012)	51,087	95,097	503,523	5,726,398
Growth (%) Since 2000	3.0%	6.7%	18.1%	6.8%
Growth (%) Since 1990	3.7%	10.1%	37.2%	17.1%
Land Area (in sq. miles)	1,146.8	608.3	1,197.2	54,157.8
Population Density (2012)	44.5	156.3	420.6	105.7
% Reporting One Race Only (2012 ACS 5 year est.)	98.9%	97.7%	97.9%	98.2%
% Reporting Only African American (2012 ACS 5 year est.)	1.2%	1.5%	5.1%	6.2%
% Reporting Hispanic (of any race) (2012 ACS 5 year est.)	1.2%	1.9%	5.9%	5.9%
Households (2012 ACS 5 year est.)	19,377	37,323	204,008	2,286,339
Labor Force (2012)	28,045	53,439	300,069	3,051,732
Unemployment Rate (2012)	5.8	4.8	4.7	6.9
Per Capita Personal Income (PCPI) (2012)	\$35,540	\$40,371	\$49,479	\$42,121
10 Year PCPI Growth (%) adj. for inflation	10.4%	13.2%	4.5%	6.1%
Poverty Rate (2012)	14.7	12.1	12.8	13.2
High School Diploma or More - % of Adults 25+ (2012 ACS 5 year est.)	89.7%	90.9%	94.7%	90.2%
Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5 year est.)	19.4%	26.4%	45.8%	26.4%
Industry Overview (2012) (By Place of Work)	Grant County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Covered Employment	17,348	56,422	305,382	2,695,404
Avg Wage Per Job	\$32,293	\$39,842	\$46,876	\$41,966
Manufacturing - % of all jobs	12.7%	15.3%	7.6%	16.8%
Avg Wage Per Job	\$44,928	\$56,169	\$54,759	\$52,396
Transportation and Warehousing - % of all jobs	3.5%	3.2%	2.5%	3.7%
Avg Wage Per Job	\$34,317	\$40,838	\$39,560	\$40,518
Health Care, Social Assist. - % of all jobs	13.1%	14.1%	11.1%	14.4%
Avg Wage Per Job	\$28,615	\$43,123	\$47,296	\$43,794
Finance and Insurance - % of all jobs	3.7%	5.7%	6.7%	4.6%
Avg Wage Per Job	\$47,062	\$54,766	\$68,897	\$63,433

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APPENDIX D. County Profiles

Green County Profile



People & Income Overview (By Place of Residence)	Green County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Population (2012)	36,909	95,097	503,523	5,726,398
Growth (%) Since 2000	9.7%	6.7%	18.1%	6.8%
Growth (%) Since 1990	21.7%	10.1%	37.2%	17.1%
Land Area (in sq. miles)	584.0	608.3	1,197.2	54,157.8
Population Density (2012)	63.2	156.3	420.6	105.7
% Reporting One Race Only (2012 ACS 5 year est.)	99.0%	97.7%	97.9%	98.2%
% Reporting Only African American (2012 ACS 5 year est.)	0.5%	1.5%	5.1%	6.2%
% Reporting Hispanic (of any race) (2012 ACS 5 year est.)	2.7%	1.9%	5.9%	5.9%
Households (2012 ACS 5 year est.)	14,526	37,323	204,008	2,286,339
Labor Force (2012)	19,857	53,439	300,069	3,051,732
Unemployment Rate (2012)	6.4	4.8	4.7	6.9
Per Capita Personal Income (PCPI) (2012)	\$39,681	\$40,371	\$49,479	\$42,121
10 Year PCPI Growth (%) adj. for inflation	6.1%	13.2%	4.5%	6.1%
Poverty Rate (2012)	9.0	12.1	12.8	13.2
High School Diploma or More - % of Adults 25+ (2012 ACS 5 year est.)	90.9%	90.9%	94.7%	90.2%
Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5 year est.)	19.1%	26.4%	45.8%	26.4%
Industry Overview (2012) (By Place of Work)	Green County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Covered Employment	14,658	56,422	305,382	2,695,404
Avg Wage Per Job	\$35,386	\$39,842	\$46,876	\$41,966
Manufacturing - % of all jobs	21.3%	15.3%	7.6%	16.8%
Avg Wage Per Job	\$42,767	\$56,169	\$54,759	\$52,396
Transportation and Warehousing - % of all jobs	0.4%	3.2%	2.5%	3.7%
Avg Wage Per Job	\$45,077	\$40,838	\$39,560	\$40,518
Health Care, Social Assist. - % of all jobs	N/A	14.1%	11.1%	14.4%
Avg Wage Per Job	N/A	\$43,123	\$47,296	\$43,794
Finance and Insurance - % of all jobs	340**	5.7%	6.7%	4.6%
Avg Wage Per Job	\$37,413	\$54,766	\$68,897	\$63,433
N/A Not Available or Not Applicable				
** Not Percent, Actual Value				

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Iowa County Profile



People & Income Overview (By Place of Residence)	Iowa County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Population (2012)	23,807	95,097	503,523	5,726,398
Growth (%) Since 2000	4.5%	6.7%	18.1%	6.8%
Growth (%) Since 1990	18.1%	10.1%	37.2%	17.1%
Land Area (in sq. miles)	762.6	608.3	1,197.2	54,157.8
Population Density (2012)	31.2	156.3	420.6	105.7
% Reporting One Race Only (2012 ACS 5 year est.)	99.2%	97.7%	97.9%	98.2%
% Reporting Only African American (2012 ACS 5 year est.)	0.3%	1.5%	5.1%	6.2%
% Reporting Hispanic (of any race) (2012 ACS 5 year est.)	1.4%	1.9%	5.9%	5.9%
Households (2012 ACS 5 year est.)	9,612	37,323	204,008	2,286,339
Labor Force (2012)	13,917	53,439	300,069	3,051,732
Unemployment Rate (2012)	6.2	4.8	4.7	6.9
Per Capita Personal Income (PCPI) (2012)	\$40,991	\$40,371	\$49,479	\$42,121
10 Year PCPI Growth (%) adj. for inflation	4.8%	13.2%	4.5%	6.1%
Poverty Rate (2012)	10.7	12.1	12.8	13.2
High School Diploma or More - % of Adults 25+ (2012 ACS 5 year est.)	92.4%	90.9%	94.7%	90.2%
Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5 year est.)	21.4%	26.4%	45.8%	26.4%
Industry Overview (2012) (By Place of Work)	Iowa County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Covered Employment	10,077	56,422	305,382	2,695,404
Avg Wage Per Job	\$35,667	\$39,842	\$46,876	\$41,966
Manufacturing - % of all jobs	8.4%	15.3%	7.6%	16.8%
Avg Wage Per Job	\$48,404	\$56,169	\$54,759	\$52,396
Transportation and Warehousing - % of all jobs	0.6%	3.2%	2.5%	3.7%
Avg Wage Per Job	\$40,784	\$40,838	\$39,560	\$40,518
Health Care, Social Assist. - % of all jobs	N/A	14.1%	11.1%	14.4%
Avg Wage Per Job	N/A	\$43,123	\$47,296	\$43,794
Finance and Insurance - % of all jobs	184**	5.7%	6.7%	4.6%
Avg Wage Per Job	\$37,747	\$54,766	\$68,897	\$63,433
N/A Not Available or Not Applicable				
** Not Percent, Actual Value				

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APPENDIX D. County Profiles

Lafayette County Profile



People & Income Overview (By Place of Residence)	Lafayette County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Population (2012)	16,853	95,097	503,523	5,726,398
Growth (%) Since 2000	4.4%	6.7%	18.1%	6.8%
Growth (%) Since 1990	4.8%	10.1%	37.2%	17.1%
Land Area (in sq. miles)	633.6	608.3	1,197.2	54,157.8
Population Density (2012)	26.6	156.3	420.6	105.7
% Reporting One Race Only (2012 ACS 5 year est.)	99.8%	97.7%	97.9%	98.2%
% Reporting Only African American (2012 ACS 5 year est.)	0.5%	1.5%	5.1%	6.2%
% Reporting Hispanic (of any race) (2012 ACS 5 year est.)	3.2%	1.9%	5.9%	5.9%
Households (2012 ACS 5 year est.)	6,598	37,323	204,008	2,286,339
Labor Force (2012)	9,186	53,439	300,069	3,051,732
Unemployment Rate (2012)	5.6	4.8	4.7	6.9
Per Capita Personal Income (PCPI) (2012)	\$36,383	\$40,371	\$49,479	\$42,121
10 Year PCPI Growth (%) adj. for inflation	21.8%	13.2%	4.5%	6.1%
Poverty Rate (2012)	13.6	12.1	12.8	13.2
High School Diploma or More - % of Adults 25+ (2012 ACS 5 year est.)	89.6%	90.9%	94.7%	90.2%
Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5 year est.)	16.7%	26.4%	45.8%	26.4%
Industry Overview (2012) (By Place of Work)	Lafayette County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Covered Employment	3,800	56,422	305,382	2,695,404
Avg Wage Per Job	\$29,517	\$39,842	\$46,876	\$41,966
Manufacturing - % of all jobs	18.8%	15.3%	7.6%	16.8%
Avg Wage Per Job	\$34,253	\$56,169	\$54,759	\$52,396
Transportation and Warehousing - % of all jobs	1.1%	3.2%	2.5%	3.7%
Avg Wage Per Job	\$37,672	\$40,838	\$39,560	\$40,518
Health Care, Social Assist. - % of all jobs	3.1%	14.1%	11.1%	14.4%
Avg Wage Per Job	\$26,641	\$43,123	\$47,296	\$43,794
Finance and Insurance - % of all jobs	N/A	5.7%	6.7%	4.6%
Avg Wage Per Job	N/A	\$54,766	\$68,897	\$63,433
N/A Not Available or Not Applicable				

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Richland County Profile



People & Income Overview (By Place of Residence)	Richland County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Population (2012)	17,818	95,097	503,523	5,726,388
Growth (%) Since 2000	-0.6%	6.7%	18.1%	6.8%
Growth (%) Since 1990	1.7%	10.1%	37.2%	17.1%
Land Area (in sq. miles)	586.2	608.3	1,197.2	54,157.8
Population Density (2012)	30.4	156.3	420.6	105.7
% Reporting One Race Only (2012 ACS 5 year est.)	99.2%	97.7%	97.9%	98.2%
% Reporting Only African American (2012 ACS 5 year est.)	0.5%	1.5%	5.1%	6.2%
% Reporting Hispanic (of any race) (2012 ACS 5 year est.)	2.0%	1.9%	5.9%	5.9%
Households (2012 ACS 5 year est.)	7,391	37,323	204,008	2,286,339
Labor Force (2012)	9,883	53,439	300,069	3,051,732
Unemployment Rate (2012)	6.0	4.8	4.7	6.9
Per Capita Personal Income (PCPI) (2012)	\$34,673	\$40,371	\$49,479	\$42,121
10 Year PCPI Growth (%) adj. for inflation	13.4%	13.2%	4.5%	6.1%
Poverty Rate (2012)	14.8	12.1	12.8	13.2
High School Diploma or More - % of Adults 25+ (2012 ACS 5 year est.)	87.7%	90.9%	94.7%	90.2%
Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5 year est.)	14.6%	26.4%	45.8%	26.4%
Industry Overview (2012) (By Place of Work)	Richland County, WI	Dubuque County, IA	Dane County, WI	Wisconsin
Covered Employment	6,124	56,422	305,382	2,695,404
Avg Wage Per Job	\$31,179	\$39,842	\$46,876	\$41,966
Manufacturing - % of all jobs	26.8%	15.3%	7.6%	16.8%
Avg Wage Per Job	\$41,479	\$56,169	\$54,759	\$52,396
Transportation and Warehousing - % of all jobs	0.6%	3.2%	2.5%	3.7%
Avg Wage Per Job	\$42,275	\$40,838	\$39,560	\$40,518
Health Care, Social Assist. - % of all jobs	16.2%	14.1%	11.1%	14.4%
Avg Wage Per Job	\$36,872	\$43,123	\$47,296	\$43,794
Finance and Insurance - % of all jobs	2.4%	5.7%	6.7%	4.6%
Avg Wage Per Job	\$32,813	\$54,766	\$68,897	\$63,433

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.



STATS America is a service of the Indiana Business Research Center at Indiana University's Kelley School of Business: www.ibrc.indiana.edu. It was developed with support from the U.S. Department of Commerce, Economic Development Administration and Indiana University.

Updated: March 14, 2014

APPENDIX E. Workforce Training

These postsecondary academic programs are each tied to any given number of target occupations related to the training received from the program. Workforce training gaps were identified when the number of graduates completing these programs from postsecondary institutions in the SW Region (University of Wisconsin-Platteville and Southwest Wisconsin Technical College, not Blackhawk Technical College because its main campus is located outside the region nor UW-Richland due to lack of data) did not equal or exceed the number of job openings from businesses in the region.

Workforce training gaps occurred across 41 of 89 program areas in 2010 (most recent data), resulting in 949 jobs going unfilled by regional graduates. This gap resulted in roughly one graduate to fill every four jobs that opened up in the region. In some cases, graduates filled only three percent of their program area's workforce needs. Half of the jobs in gap areas paid over the region's median hourly wage of \$15.06.

The remaining 48 program areas produced a workforce training surplus of 1,282 graduates to job openings. Matching up students in these surplus program areas to the areas with deficiencies would entirely eliminate the regional workforce training gap, avoiding regional jobs from likely being filled by workers trained and/or living outside the region.

CIP	Program	Regional Completions (2010)	Regional Openings (2010)	Openings to Completions Gap	Completions to Openings Rate	Regional Jobs (2010)	Regional Jobs (2011)	Growth in Jobs (2010-2011)	Median Hourly Wage (2011)
52.0408	General Office Occupations and Clerical Services	11	145	134	8%	3,947	3,949	0%	\$13.07
01.0104	Farm/Farm and Ranch Management	2	77	75	3%	7,713	7,729	0%	\$8.74
01.1103	Horticultural Science	5	78	73	6%	7,727	7,743	0%	\$8.76
01.1102	Agronomy and Crop Science	13	78	65	17%	7,737	7,753	0%	\$8.77
52.0101	Business/Commerce, General	3	67	64	4%	2,409	2,392	-1%	\$26.34
01.0306	Dairy Husbandry and Production	17	77	60	22%	7,711	7,726	0%	\$8.73
01.0901	Animal Sciences, General	37	80	43	46%	7,731	7,749	0%	\$8.78
48.0503	Machine Shop Technology/Assistant	11	53	42	21%	524	566	8%	\$14.55
52.0205	Operations Management and Supervision	5	43	38	12%	1,335	1,339	0%	\$22.14
01.0102	Agribusiness/Agricultural Business Operations	43	77	34	56%	7,711	7,726	0%	\$8.73
19.0709	Child Care Provider/Assistant	8	41	33	20%	906	920	2%	\$7.84
13.1309	Technology Teacher Education/Industrial Arts Teacher Education	7	28	21	25%	1,090	1,046	-4%	\$21.95
47.0604	Automobile/Automotive Mechanics Technology/Technician	12	31	19	39%	466	488	5%	\$14.03
12.0401	Cosmetology/Cosmetologist, General	2	20	18	10%	456	469	3%	\$9.82
09.0101	Speech Communication and Rhetoric	1	17	16	6%	285	296	4%	\$16.61
12.0413	Cosmetology, Barber/Styling, and Nail Instructor	1	17	16	6%	405	415	2%	\$9.74
47.0303	Industrial Mechanics and Maintenance Technology	2	16	14	13%	359	364	1%	\$16.92
46.0302	Electrician	2	16	14	13%	747	704	-6%	\$18.58
52.0302	Accounting Technology/Technician and Bookkeeping	5	18	13	28%	1,208	1,193	-1%	\$14.10
52.0401	Administrative Assistant and Secretarial Science, General	3	15	12	20%	1,035	1,017	-2%	\$14.57
13.1301	Agricultural Teacher Education	6	18	12	33%	631	610	-3%	\$21.41
52.0999	Hospitality Administration/Management, Other	11	23	12	48%	680	685	1%	\$17.82
13.1210	Early Childhood Education and Teaching	4	15	11	27%	329	332	1%	\$12.48
01.0105	Agricultural/Farm Supplies Retailing and Wholesaling	6	17	11	35%	460	465	1%	\$10.41
52.0801	Finance, General	5	15	10	33%	961	948	-1%	\$28.13
47.0105	Industrial Electronics Technology/Technician	1	10	9	10%	264	268	2%	\$12.87
11.1006	Computer Support Specialist	5	14	9	36%	294	297	1%	\$21.67
46.0201	Carpentry/Carpenter	9	18	9	50%	1,324	1,281	-3%	\$15.80
13.1314	Physical Education Teaching and Coaching	32	41	9	78%	1,242	1,210	-3%	\$19.83
11.0801	Web Page, Digital/Multimedia and Information Resources Design	2	10	8	20%	313	309	-1%	\$19.38
46.0503	Plumbing Technology/Plumber	3	11	8	27%	590	552	-6%	\$18.01
11.0901	Computer Systems Networking and Telecommunications	5	12	7	42%	255	260	2%	\$24.41
38.0101	Philosophy	2	7	5	29%	375	367	-2%	\$32.17
12.0503	Culinary Arts/Chef Training	4	9	5	44%	345	335	-3%	\$8.91
12.0407	Hair Styling/Stylist and Hair Design	12	17	5	71%	413	422	2%	\$9.67
51.1599	Mental and Social Health Services and Allied Professions, Other	7	11	4	64%	178	184	4%	\$17.06
11.0803	Computer Graphics	6	9	3	67%	282	279	-1%	\$20.41
47.0603	Autobody/Collision and Repair Technology/Technician	8	11	3	73%	150	157	5%	\$15.36
46.0101	Mason/Masonry	8	11	3	73%	512	489	-4%	\$16.87
51.3401	Direct Entry Midwifery	1	2	1	50%	38	39	2%	\$75.33
50.0901	Music, General	12	13	1	92%	144	154	7%	\$14.04

Source: EMSI Complete Employment 2012.1; SWWRPC

APPENDIX F. Economic Development Contacts

Economic Development Contacts					
Grant					
Grant County Economic Development Corp	Ron Brisbois	Executive Director	(608) 822-3501	gcedc@grantcounty.org	www.grantcounty.org/business
Green					
Green County Development Corp	Mike Johnson	Executive Director	(608) 328-9452	mike.gcdc@tds.net	www.greencountyedc.com
Iowa					
				info@iowacountyedc.org	www.iowacountyedc.org
Lafayette					
Lafayette Development Corp	Luis Lopez	Executive Director	(608) 776-4860	luis.lopez@lafayettecountywi.org	www.lafayettecounty.org
Richland					
SW Region/Economic Development District					
Southwestern Wisconsin Regional Planning Commission	Ed White	Economic Development Manager	(608) 342-1751	e.white@swwrpc.org	www.swwrpc.org/econodev
Economic Development Administration Regional Office - Chicago					
Economic Development Administration	Lee Shirey	EDA Representative for Wisconsin	312-720-0076	lshirey@eda.gov	www.eda.gov

APPENDIX G. Plan Adoption Resolution

b-b.i

Resolution SWWRPC 2012-05

Southwestern Wisconsin Regional Planning Commission

Resolution Concurring with the Annual Comprehensive Economic Development Strategy

WHEREAS, the southwestern Wisconsin region, comprised of the counties of Grant, Green, Iowa, Lafayette, and Richland is an Economic Development District, as designated by the U.S. Department of Commerce; and

WHEREAS, this designation qualifies the counties and area communities for grant and aid assistance available through the Economic Development Administration (EDA) provided that a Comprehensive Economic Development Strategy (CEDS) report has been prepared and approved on an annual basis; and

WHEREAS, the staff of the Southwestern Wisconsin Regional Planning Commission have prepared an annual CEDS report for 2011-2012 which reviews the progress on the five-year strategy set in 2009 and outlines an economic development strategy for southwestern Wisconsin for the coming year; and

WHEREAS, the commission staff have worked extensively with local government officials to identify the most pressing economic development needs of the region and to seek solutions for meeting those needs; and

NOW, THEREFORE BE IT RESOLVED, that the Southwestern Wisconsin Regional Planning Commission hereby concurs with the 2011-2012 annual report and Comprehensive Economic Development Strategy and adopts it as their economic development work plan for 2012-2013.

Dated this 26th day of June, 2012.


Art Carter, SWWRPC Chairperson

ATTEST:

I do hereby certify that the above is a true copy of the original adopted by the SWWRPC at a meeting held on the 26th day of June, 2012.


Larry Wolf, Secretary/Treasurer



Southwestern Wisconsin Regional Planning Commission

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