

Economic Development

1. Overview

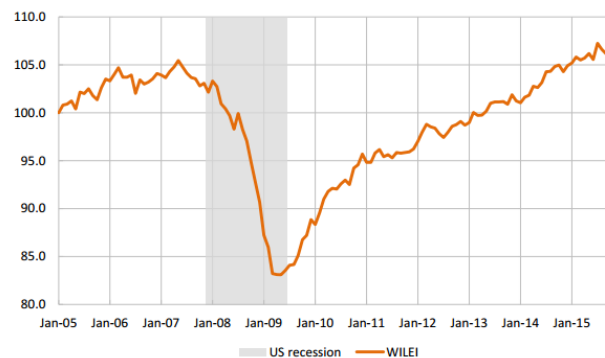
Economic development is an area of planning that can be tied to all of the other elements in this document. In a fundamental planning context, economic development is a tool that can be used to create jobs, increase wages and tax bases for communities and enhance worker training opportunities.

Planning for economic development is an on-going process in which a community organizes policies and programs for the creation and maintenance of an environment that will foster both the retention and expansion of existing businesses and the attraction of new businesses. Understanding existing resources that serve as assets for economic development efforts must also be identified and leveraged.

The state's "Smart Growth" legislation requires that the economic development element of a comprehensive plan contain objectives, policies, goals, maps, and programs to promote the stabilization, retention, or expansion of the economic base and quality employment opportunities in the jurisdiction including an analysis of the labor force and economic base of the community. The element must also address strengths and weaknesses for economic development in the County and identify key types of industry or business that the residents would like to see within the County.

In looking at the available data in this chapter and elsewhere, one can see the profound impact the recent recession has had on the regional, state, and national economies. This is illustrated by the Index of leading economic indicators prepared by the Wisconsin Department of Workforce Development (Exhibit 7-1).

Exhibit 7-1. Wisconsin Index of Leading Economic Indicators: 2005-2015



Source: Wisconsin Department of Workforce Development
Note: January 2005=100

Since the recession most indicators have inched upward to pre-recession levels.

Understanding the employment characteristics of a community provide important insights to the community's strengths and weaknesses. It also provides a basis for developing industrial policy, redevelopment goals, and a tool for creating and attracting jobs, increase wages and enhance job-training programs.

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2. Employment and Labor Force

The labor force has grown from 83,581 in 1990 to 91,977 in 2014, an increase of 8,396 (Table 7-1). During this period, the labor force has generally grown except for two sharp declines. The first occurred in 1999 to 2000 and 2009 to 2010. The last decline in the labor force occurred during and immediately after the recent recession. From 2009 to 2010, there was a decline of 2,795 workers. Given the low job creation rate during the recession many older adults chose to retire.

Table 7-1 also shows the unemployment rate from 1990 to 2014. Winnebago County residents have historically benefited from a low unemployment rate, which has been consistently lower than the state unemployment rate.

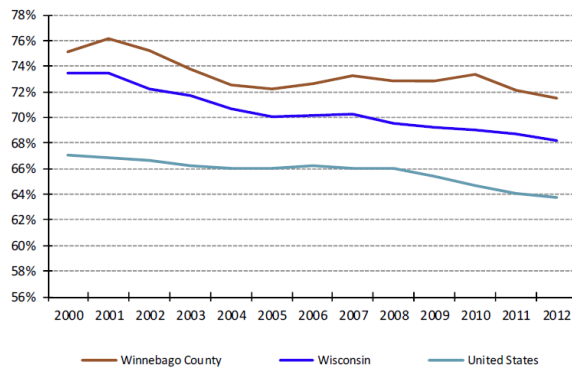
Table 7-1. Labor Statistics; Winnebago County and Wisconsin: 1990-2014

Year	Winnebago County				Wisconsin Unemployment Rate
	Labor Force	Employment	Unemployment	Unemployment Rate	
1990	83,581	80,711	2,870	3.4	4.4
1991	84,969	81,795	3,174	3.7	5.5
1992	88,428	85,452	2,976	3.4	5.1
1993	91,675	88,104	3,571	3.9	4.8
1994	93,838	90,323	3,515	3.7	4.5
1995	95,157	92,320	2,837	3.0	3.8
1996	96,968	94,285	2,683	2.8	3.6
1997	97,627	94,835	2,792	2.9	3.6
1998	96,972	94,362	2,610	2.7	3.4
1999	95,565	93,371	2,194	2.3	3.1
2000	89,268	86,736	2,532	2.8	3.5
2001	91,273	87,792	3,481	3.8	4.5
2002	92,228	87,665	4,563	4.9	5.4
2003	92,052	87,134	4,918	5.3	5.7
2004	91,465	87,216	4,249	4.6	5.0
2005	91,185	87,160	4,025	4.4	4.7
2006	92,363	88,220	4,143	4.5	4.7
2007	93,681	89,412	4,269	4.6	4.9
2008	94,371	90,227	4,144	4.4	4.9
2009	95,244	87,924	7,320	7.7	8.6
2010	92,449	85,225	7,224	7.8	8.7
2011	92,418	85,902	6,516	7.1	7.8
2012	92,457	86,352	6,105	6.6	7.0
2013	91,839	85,964	5,875	6.4	6.8
2014	91,977	87,097	4,880	5.3	5.5

Source: Wisconsin Department of Workforce Development, Local Area Unemployment Statistics (LAUS) Program

As depicted in Exhibit 7-2, the labor force participation rate in Winnebago County has been historically higher than the state and nation. This measure is the percentage of non-institutional population age 16 and over that is employed or seeking employment. The general trend at all levels is a declining rate from a high of 76 percent in 2000 to about 72 percent in 2012. This decline is due in part to the aging of the population and related work retirements.

Exhibit 7-2. Labor Force Participation Rate; Winnebago County: 2000-2012



Source: U.S. Department of Commerce, Census Bureau

Table 7-2 looks at employment characteristics for full-time and part-time workers in 2004 and in 2014. The number of employed workers grew from 104,522 in 2004 to 109,770 in 2014, an increase of 5 percent.

Table 7-2. Full-Time and Part-Time Employment by Type; Winnebago County: 2004 and 2014

Employment by Type	2004	2014	Change 2004-14
Wage and salary employment	93,477	96,330	2,853
Proprietors employment	11,045	13,440	2,395
Farm proprietors employment	883	998	115
Nonfarm proprietors employment [1]	10,162	12,442	2,280
Total	104,522	109,770	5,248

Source: U.S. Department of Commerce, Bureau of Economic Analysis

1. Excludes limited partners

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

During 2004 and 2014, most of the additional workers worked in a nonfarm setting (Table 7-3). The manufacturing sector experienced the greatest numeric decline during that period with 986 fewer workers in 2014. Other private sector industries that experienced declines include transportation/warehousing, management of companies, and arts/entertainment. Industries that posted the strongest growth include finance/insurance, administrative/waste management services, and various service sector industries.

Table 7-3. Full-Time and Part-Time Employment by Industry; Winnebago County: 2004 and 2014

Employment by Industry	2004	2014	Change 2004-14
Farm employment	1,145	1,319	174
Nonfarm employment	103,377	108,451	5,074
Private nonfarm employment	90,856	95,664	4,808
Forestry, fishing, and related activities	(D)	(D)	(D)
Mining	(D)	(D)	(D)
Utilities	(D)	(D)	(D)
Construction	5,035	5,583	548
Manufacturing	23,754	22,768	-986
Wholesale trade	(D)	(D)	(D)
Retail trade	9,994	10,599	605
Transportation and warehousing	4,145	3,765	-380
Information	1,683	1,803	120
Finance and insurance	4,204	5,126	922
Real estate and rental and leasing	1,830	2,062	232
Professional, scientific, and technical services	4,287	4,729	442
Management of companies and enterprises	3,615	3,554	-61
Administrative and waste management services	4,077	5,592	1,515
Educational services	781	971	190
Health care and social assistance	10,554	11,292	738
Arts, entertainment, and recreation	1,488	1,436	-52
Accommodation and food services	5,883	6,811	928
Other services, except public administration	5,804	5,960	156
Government and government enterprises	12,521	12,787	266
Federal, civilian	549	401	-148
Military	512	453	-59
State and local	11,460	11,933	473
Total	104,522	109,770	5,248

Source: U.S. Department of Commerce, Bureau of Economic Analysis

1. Excludes limited partners

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

Over the next decade, high-growth occupations in Wisconsin are dominated by health care and professional services (Table 7-4).

Table 7-4. High-Growth Occupations; Wisconsin: 2012-2022

#	Occupation	Employment in 2012	Employment in 2022	Percent Change
1	Interpreters and Translators	1,740	2,510	44.3
2	Diagnostic Medical Sonographers	1,050	1,480	41.0
3	Physician Assistants	1,760	2,410	36.9
4	Skincare Specialists	610	810	32.8
5	Insulation Workers, Mechanical	400	530	32.5
6	Meeting, Convention, and Event Planners	1,930	2,550	32.1
7	Septic Tank Servicers and Sewer Pipe Cleaners	690	910	31.9
8	Health Specialties Teachers, Postsecondary	5,310	6,960	31.1
9	Actuaries	690	900	30.4
10	Nursing Instructors and Teachers, Postsecondary	1,830	2,390	30.6
11	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	1,390	1,800	29.5
12	Veterinary Technologists and Technicians	1,780	2,290	28.7
13	Medical Secretaries	12,920	16,570	28.3
14	Nurse Practitioners	1,990	2,550	28.1
15	Bicycle Repairers	460	580	26.1
16	Real Estate Brokers	1,100	1,400	27.3
17	Surgeons	740	940	27.0
18	Cardiovascular Technologists and Technicians	1,430	1,810	26.6
19	Market Research Analysts and Marketing Specialists	9,080	11,480	26.4
20	Personal Care Aides	47,290	59,760	26.4
21	Brick/Block Masons	1,190	1,500	26.1
22	Information Security Analysts	1,360	1,710	25.7
23	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	2,830	3,560	25.8
24	Medical and Clinical Laboratory Technicians	2,540	3,170	24.8
25	Aircraft Mechanics and Service Technicians	1,310	1,640	25.2

Source: Department of Workforce Development

Per capita personal income in Winnebago County increased over \$8,300 over the ten-year period from 2004 to 2014 (Table 7-5). But when compared to other counties in region, Winnebago County had the second lowest per capita income in 2014.

Table 7-5. Per Capita Personal Income; Winnebago County and Selected Counties: 2004 and 2014

County	2004	2014	Change 2004-14
Calumet	35,093	44,305	9,212
Green Lake	31,101	43,544	12,443
Outagamie	33,756	43,665	9,909
Waupaca	30,236	41,031	10,795
Waushara	25,740	36,693	10,953
Winnebago	32,135	40,498	8,363
Wisconsin	33,350	44,186	10,836

Source: U.S. Department of Commerce, Bureau of Economic Analysis

3. Commuting Patterns

Winnebago County is part of a large regional economy that extends from Green Bay south to Fond du Lac. The major conduit for this trade and worker mobility is U.S. Highway 41.

About 75 percent of County residents worked in Winnebago County, which is higher than that of the state as a whole (Table 7-6). The vast majority of workers living in Winnebago County spent less than 25 minutes traveling to their workplace (Table 7-7). The mean travel time was about 18 minutes. When compared to the state, county residents enjoyed a shorter commute to work. Although the difference is modest on a daily basis, the amount of time community over a year is noteworthy.

Table 7-6. Place of Work; Winnebago County and Wisconsin; 2010-2014

Travel Time	Percent of Total	
	Winnebago County	Wisconsin
Worked in Wisconsin	99.7	96.1
Worked in another state	0.3	3.9
Worked in county of residence	75.3	71.8
Worked outside county of residence	24.4	24.3

Source: 2010-2014 American Community Survey 5-Year Estimates

Table 7-7. Travel Time to Work; Winnebago County and Wisconsin; 2010-2014

Travel Time	Percent of Total	
	Winnebago County	Wisconsin
Less than 10 minutes	19.0	18.4
10 to 14 minutes	22.7	17.0
15 to 19 minutes	19.7	16.6
20 to 24 minutes	15.8	14.7
25 to 29 minutes	6.1	6.6
30 to 34 minutes	8.3	10.6
35 to 44 minutes	3.4	5.7
45 to 59 minutes	2.1	5.5
60 or more minutes	3.0	4.8
Mean travel time to work (minutes)	18.6	21.8

Source: 2010-2014 American Community Survey 5-Year Estimates

4. Prominent Employers

Major employers in Winnebago County are primarily from three sectors: manufacturing, health care, and education (Table 7-8). As noted elsewhere in this chapter, employment in the manufacturing sector has witnessed a decline and this trend is anticipate to continue, the rate of which will depend on many factors.

Table 7-8. Major Employers; Winnebago County: 2013

Name	Description	Employees
Oshkosh Corporation	Heavy duty truck manufacturing	1,000 or more
Pierce Manufacturing	Motor vehicle body manufacturing	1,000 or more
University of Wisconsin-Oshkosh	College and university	1,000 or more
TheDACare Group	General medical and surgical hospital	1,000 or more
Plexus Corp	Printed circuit assembly manufacturing	1,000 or more
Alta Resources Corp	Telemarketing bureaus	1,000 or more
Miron Construction	Commercial building construction	500-999
Neenah Foundry	Iron foundry	500-999
SCA North America - Tissue	Paper, except newsprint	500-999
Mercy Medical Center of Oshkosh	General medical and surgical hospital	500-999

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Training

5. Strengths, Weaknesses, Opportunities and Threats

In 2012, a survey was conducted within the CEDS (Comprehensive Economic Development Strategy) Committee to gauge regional perceptions regarding economic development as part of the 2013 CEDS 5-Year Update.

The survey's structure was developed as an update to the 2008 CEDS 5-Year Update SWOT (Strengths, Weaknesses, Opportunities, and Threats) survey that was designed to gauge the regions current strengths and weaknesses and future opportunities and threats. The results from 2012 are included in Exhibit 7-3.

Exhibit 7-3. Regional Strengths, Weaknesses, Opportunities and Threats for Economic Development

STRENGTHS

- Quality of life
- Manufacturing base
- Work ethic and workforce quality
- Cluster/supply chain development
- Education
- Recreation
- Affordability
- Intra-regional proximity
- Regional collaborations
- Traditional infrastructure
- Geographic location
- Export markets
- Workforce availability
- Innovation / creativity

OPPORTUNITIES

- Support existing industry
- Global markets
- Collaboration environment
- Natural resources
- Regional assets
- Increase risk capital availability
- Vision
- Access to research
- Green economy
- Time v. distance
- Agricultural diversification
- Strengthen rail, transit & fiber optics
- Access to housing choice

WEAKNESSES

- Access to risk capital
- Mismatch between skills and jobs
- Old economy mindset
- Research & development
- Image and promotion
- Parochialism
- Higher Education (PhD, professional)
- Vision
- High state and local taxes
- Technological transfer
- Asset inventory
- Entrepreneurial support
- Leadership
- New infrastructure (aging)
- Poor planning / urban sprawl
- Educational attainment
- Culture
- Lack of creativity
- Workforce availability

THREATS

- Aging population and workforce
- Per capita income trends/poverty
- Global competition
- Brain drain
- Provincial culture
- Manufacturing dependence
- High fuel costs
- Mismanagement of natural resources
- Aging of infrastructure
- Population growth
- NIMBY mindset
- Workforce availability
- Labor skills shortage
- Education all levels
- Lack of support for renewable energy
- High state taxes

Source: Comprehensive Economic Development Strategy, East Central Wisconsin Regional Planning Commission

6. Economic Development Agencies and Programs

East Central Wisconsin Regional Planning Commission (ECWRPC)

The ECWRPC plays several roles with respect to economic development and coordinates with the Wisconsin Economic Development Corporation, New North, Inc., and other sub-regional and local economic development organizations and staff:

1. The East Central region is federally designated as an Economic Development District (EDD) by the Department of Commerce, Economic Development Administration (EDA) [see separate description]. As such the Commission prepares an annual report (and periodic 5-year updates) to the region's *Comprehensive Economic Development Strategy*, or CEDS. This document contains economic data, regional goals and objectives, and a listing of potential local and regional economic development projects which are planned or desired throughout the region.

2. In response to federal defense spending cuts and the resulting 2012 and 2013 layoffs of more than 1,200 jobs at the Oshkosh Corporation (OC), the Oshkosh Region Defense Industry Diversification Initiative (ORDIDI) was created and awarded a \$2 million grant to mobilize a regional response to impacts from the reduced defense manufacturing base. The Department of Defense Office of Economic Adjustment's (DoD-OEA) Defense Industry Adjustment program funded ECWRPC and several key partners including the City of Oshkosh and UW-Oshkosh to address both short- and long-term challenges associated with regional industry diversification. The overall project goal of ORDIDI was to focus on the dislocated worker and supply chain affected by Oshkosh Corporation layoffs. The objectives of this initiative are three-fold: (1) To align regional economic and workforce development strategies so they are responsive to Oshkosh's reduced manufacturing output, consider defense diversification strategies, and build on the region's comparative advantages; (2) To undertake outreach to and assistance for dislocated OC workers; and (3) To undertake outreach to and assistance for regional manufacturers and small business impacted by reduced OC manufacturing output. To date, the ORDIDI effort is/has addressed: supply chain mapping (by New North); direct supplier assistance (by WMEP); the production of an aerospace/aviation industry cluster analysis; the development of a growth management program and the Aeroinnovate accelerator program at UW-Oshkosh, and; a series of collaborative "action plan" reports which could move the region forward in addressing critical workforce and industry cluster issues. A second phase of funding is expected in 2016 to further implement these and other projects using the context of the newly designated Interstate 41 Corridor.

The ECWRPC, through its EDA program and Commission-funded activities, also provides free technical assistance to its counties and communities with respect to economic development. The ECWRPC can gather/provide socio-economic data, create GIS mapping, or even provide assistance with economic development strategy creation and implementation at the local level. Where practical, these project-based requests need to be shared with ECWRPC through an annual project selection process

Winnebago County Industrial Development Board

The Winnebago County Industrial Development Board (IDB) directly administers or has access to economic development programs that financially assist local units of government and business and industry in the county. Their mission is to create and/or retain quality job opportunities, increase the county's tax base and to raise level of income for local residents. Listed below are programs sponsored by the IDB.

- The **Marketing and Promotional Program** creates awareness of industrial development opportunities and benefits of Winnebago County at the local, regional, national, and international levels. The IDB directly sponsors programs designed to achieve these goals, and participates in cooperative programs with other local and regional economic development organizations.
- The **Revolving Loan Fund** provides low interest financing to local units of government to finance infrastructure improvements within their industrial parks, construct spec buildings, purchase real estate, and financially assist businesses and industries that wish to expand or relocate. Eligible recipients are units of government in Winnebago County with tax levying authority.
- The **Winnebago County per Capita Funding Program** is an annual grant program administered by IDB. The program is designed to assist local units of government with economic development related programs and projects on an annual basis. Funds can be used for economic development promotion/marketing efforts and/or financing local economic development projects. The recipients are communities with active development programs and provide

employment opportunities for its residents and for residents in nearby communities. This is a grant program and therefore, no payback is required.

- The **Winnebago County Community Development Block Grant – Economic Development Revolving Loan Fund Program** provides low interest funding for business and industrial development. The state runs the program and dollars are passed through the County to loan to businesses seeking the funds.

Greater Oshkosh Economic Development Corporation (GO-EDC)

The Greater Oshkosh Economic Development Corporation is a public-private organization that was established in 2104 to provide leadership and direction to support economic development activities in the greater Oshkosh area. Of utmost importance to Greater Oshkosh EDC is to bring a “one-stop-shopping” mentality to economic development as well as to leverage the power of public-private partnerships. With this singular purpose the Greater Oshkosh Board of Directors, comprised of private business and public entities, expects economic development in the Oshkosh area to be straightforward and seamless.

New North

New North, Inc. is a nonprofit, regional marketing and economic development organization fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin, known as the New North region. New North is a regional partner to the Wisconsin Economic Development Corporation (WEDC) and the State of Wisconsin, as well as local economic development partners and represents more than 100 private Investors. New North provides a range of services including:

- business intelligence, data & analysis;
- site selection assistance and due diligence;
- connectivity to key resources university, workforce, state and local authorities, job-training programs and start-up resources; and
- global trade and foreign investment assistance.

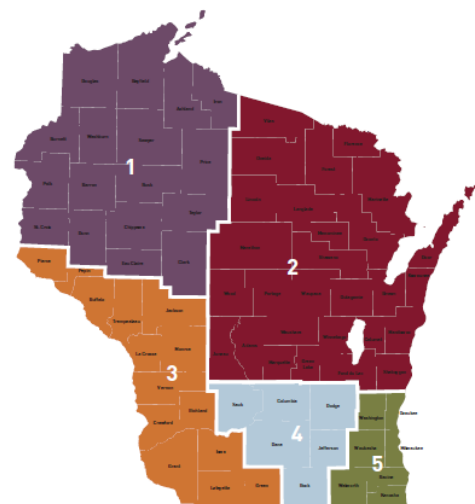
Fox Cities Regional Partnership

The Fox Cities Regional Partnership is an organization committed to helping businesses locate and expand in the Fox Cities Region. It is supported by public- and private-sector partners from around the region and works to enhance the local economy, expand economic opportunity and improve the quality of life for local residents by supporting the expansion of the local primary job base.

Wisconsin Economic Development Corporation (WEDC)

The Wisconsin Economic Development Corporation was authorized by the Wisconsin legislature in early 2011 through Special Session Act 7. WEDC, a public-private corporation replaced the State Department of Commerce and is charged with leading Wisconsin's economic development efforts. WEDC fosters the

Exhibit 7-4. Wisconsin Economic Development Corporation Regions: 2016



cooperation necessary to support sustainable business growth and job creation. They collaborate with the economic development network throughout the state to deploy tools, provide financial and technical support, encourage entrepreneurship and advance industries.

Community account managers serve five regions (Exhibit 7-4). Winnebago County is located in Region 2 along with 21 other counties. Community account managers assist business expansions, promote business retention, and help development organizations in their respective territories. They use their knowledge of federal, state and regional resources to provide variety of information to expanding or relocating firms. They also mobilize resources to help struggling businesses. Local economic development practitioners can turn to community account managers for assistance with financing, long-term marketing, and planning strategies.

U.S. Economic Development Administration

The U.S. Economic Development Administration's mission (EDA) is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. The EDA provides grant programs for economic development assistance, regional planning and local technical assistance, and disaster prevention and relief.

The East Central Wisconsin Regional Planning Commission (ECWRPC) serves as the federally designated entity to implement EDA's programs. Therefore, any interest in grants or other training opportunities from EDA must go through the RPC [see separate description above].

Environmental Protection Agency

EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Program Summaries

- **Brownfield Program** Wisconsin's Brownfield Program provides grant funds to assist local governments, businesses and individuals with assessing and remediating the environmental contamination of an abandoned, idle or underused industrial or commercial facility or site. This program will help convert contaminated sites into productive properties that are attractive and ready for redevelopment.
- **Brownfield Site Assessment Grant** Wisconsin's Brownfield Site Assessment Grant (SAG) Program provides grant funds to approved projects to assist local governments with conducting initial environmental assessment and demolition activities on an eligible abandoned, idle or underutilized industrial or commercial site.
- **Board of Commissioners of Public Lands – Loan Program** The Board of Commissioners of Public Lands (BCPL) operates one of the largest public lending programs in the state. The BCPL State Trust Fund Loan Program finances community and school projects across Wisconsin.
- **Capacity Building Grants** The Capacity Building (CB) Grant program is designed to help strengthen Wisconsin's economic development network by assisting local and regional economic development groups with economic competitiveness assessments and the development of a comprehensive economic development strategy.

- **Certified Sites Program** WEDC sponsors the Certified Sites Program to enhance the state's appeal to companies not currently located here. Working with WEDC, communities can obtain Certified Sites designation for properties at a much lower cost than they would pay to pursue the designation on their own through an independent consultant. Wisconsin currently has 15 certified sites. Since the program's launch in 2012, seven development projects have taken place on six sites, with a total capital investment of \$230 million.
- **Community Development Investment Grant Program** The Community Development Investment Grant Program will support urban, small city and rural community re/development efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. Grants up to \$50,000 are available for planning efforts, and grants up to \$500,000 are available for implementation projects. This program operates through a competitive process that occurs two to three times per fiscal year.
- **Connect Communities** Downtowns and historic commercial districts play an important role in their communities and in Wisconsin's overall economy, functioning not only as prominent employment and business centers, but oftentimes as the historic foundation of the municipalities they serve. Successful commercial districts don't just happen. They need to be planned and nurtured. Their prosperity requires interest and action from many stakeholders who share a vision for the community. Connect Communities helps local leaders leverage the unique assets of their downtowns and commercial districts, providing access to resources and networking opportunities to local leaders interested in starting a district revitalization effort.
- **Fabrication Laboratories Grant** WEDC will provide grants of up to \$25,000 to eligible Wisconsin public school districts for the creation and/or expansion of fabrication laboratories within the school district. The funds may be used to purchase equipment used for instructional and educational purposes by elementary, middle, junior or high school students.
- **Forward Community Investments Loan Programs** Forward Community Investments offer loans to organizations in Wisconsin that are making a significant impact in improving their communities. This community development financial institution works with nonprofit clients to provide loans to build or improve facilities, bridge funding gaps and expand capacity.
- **Historic Preservation Tax Credit** The Wisconsin Historical Society (WHS) and the Wisconsin Economic Development Corporation (WEDC) assist building owners in these preservation efforts with the Historic Preservation Tax Credit (HTC). The Historic Preservation Tax Credit applies to certified historic buildings. Under the program, owners of eligible buildings may receive a state income tax credit for 20 percent of the qualified rehabilitated expenditures. This program applies to qualified rehabilitation expenditures of \$50,000 or more.
- **Idle Industrial Site Redevelopment Program** The Wisconsin Economic Development Corporation's (WEDC's) Idle Industrial Site Redevelopment Program helps communities redevelop idle industrial sites so they can again become generators for economic development and an improved quality of life for the cities and communities where they are located. The program offers grants to Wisconsin communities for implementation of redevelopment plans for large commercial or industrial sites that have been idle, abandoned, or underutilized for a period of at least five years. Approved projects can use funds for demolition, environmental remediation, or site-specific improvements defined in the redevelopment plan to advance the site to shovel-ready status or enhance the site's market attractiveness.

- **Main Street Program** Communities selected to participate in the Wisconsin Main Street Program receive free, intensive technical assistance. The end goal is to enable participating communities to professionally manage a downtown or historic commercial district that is stable, physically attractive, competitive and visible. Four elements combine to create this well balanced program: design, organization, economic restructuring, and promotion.
- **Public Finance Authority** The Public Finance Authority (PFA) was established to provide a means to efficiently and reliably finance projects on behalf of local governments in Wisconsin and throughout the country. PFA's mission is to provide local governments and eligible private entities access to low-cost, tax-exempt and other financing for projects that contribute to social and economic growth and improve the overall quality of life in communities throughout the country.
- **Wisconsin DNR Clean Water Fund Program** The Clean Water Fund Program (CWFP) provides financial assistance to municipalities for wastewater treatment facilities and urban storm water runoff projects.
- **Wisconsin DNR Ready for Reuse Program** Administered by the Wisconsin Department of Natural Resources (WDNR), Ready for Reuse loans and grants are used for environmental cleanup of hazardous substances or petroleum at brownfields throughout Wisconsin.
- **Wisconsin DNR Safe Drinking Water Loan Program** The Safe Drinking Water Loan Program (SDWLP) provides financial assistance to public water systems to build, upgrade or replace water supply infrastructure to protect public health and address federal and state safe drinking water requirements.
- **Wisconsin DOT Transportation Economic Assistance Grant** The Transportation Economic Assistance (TEA) program provides 50 percent state grants to governing bodies, private businesses, and consortiums for road, rail, harbor and airport projects that help attract employers to Wisconsin or encourage business and industry to remain and expand in the state.
- **USDA Rural Development** USDA Rural Development provides financial programs that support essential public facilities and services such as water and sewer systems, housing, health clinics, emergency service facilities and electric and telephone service.

Tax Incremental Financing

Tax incremental financing (TIF) is a funding mechanism that can help municipalities undertake a public project to stimulate beneficial development or redevelopment that would not otherwise occur. It is a mechanism for financing local economic development project in underdeveloped or blighted areas. Taxes generated by the increased property values pay for land acquisition or needed public works. A similar program the Environmental TIF is a program available to unincorporated communities that need funding for Brownfield cleanup to allow for economic development.