

7.0 Economic Development Element

7.1 Existing Conditions

7.2 Assessment of Future Conditions

7.3 Local Plans and Programs

7.4 Goals, Objectives and Policies

Wis. Stats. 66.1001(2)(f)

(f) Economic development element. A compilation of objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion, of the economic base and quality employment opportunities in the local governmental unit, including an analysis of the labor force and economic base of the local governmental unit. The element shall assess categories or particular types of new businesses and industries that are desired by the local governmental unit. The element shall assess the local governmental unit's strengths and weaknesses with respect to attracting and retaining businesses and industries, and shall designate an adequate number of sites for such businesses and industries. The element shall also evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The element shall also identify county, regional and state economic development programs that apply to the local governmental unit.

An important factor in economic development is attracting new and retaining current businesses. By providing for its local businesses and the local residents who make up the workforce, Chippewa County can ensure its current and future economic success. The economic development element is comprised of a compilation of objectives, policies, goals, maps and programs to promote the stabilization, retention, or expansion, of the economic base and quality employment opportunities for the county. For agriculturally related economic development issues please refer to the Agricultural, Cultural and Natural Resource Element.

7.1 Existing Conditions

Labor Force

The labor force is that portion of the population that is 16 years or older that is employed or unemployed and actively seeking employment. It is helpful to know information about the population that will be depended on to fill open positions in the future.

As Table 2-1 in the Issues and Opportunities element shows, Chippewa County's population has grown nearly twice as fast as both that of the State of Wisconsin, and the United States from 2000 to 2005. In 2005, Chippewa County had a labor force participation rate of nearly 70 percent, which is near the Wisconsin participation rate, and above that of the U.S.

When looking at the ages of the labor force, in 2005 almost 60 percent of Chippewa County's population was between 25 and 59 years old. When the projections for the year 2020 are viewed, however, we can see that this percentage is expected to drop to 55 percent, while the percentage of individuals 60 years and older is expected to rise to over 32 percent. This is nearly three percent more than Wisconsin's projection, and closer to four percent of the U.S. projection. When residents get older, and particularly cross the 60 year-old threshold, they start retiring and moving out of the workforce. With the younger, entry-level workers aged 16-24 years only accounting for about 12 percent of the population, the potential exists for a shortage of willing workers in Chippewa County. Further, as residents age, they begin requiring more advanced healthcare treatment options and facilities that younger individuals typically do not utilize as much.

As shown in Figure 2-4 and Table 2-6 in the Issues and Opportunities element, in June 2008 the labor force in Chippewa County had declined from

the highest point since 1990 of 34,095 set in 2007. The number of labor force participants who are unemployed, however, has fluctuated. In 2001, unemployed persons totaled 1,676, which was a large increase from the 2000 total of 1,253. The number unemployed reached its highest point in 2003 at 1,998. Since then it has decreased, and in June 2008, it was at the lowest point since 2000, with 1,628 persons unemployed, and an unemployment rate of 4.8 percent. The most significant increase in the county labor force occurred in 1993 with the addition of 1,136 in the number of employed residents. This corresponds with industry job growth in trade and services in the Eau Claire-Chippewa metropolitan area. The increase in jobs during the 1990s encouraged greater labor force participation and the rate increased from 64.9 percent in 1990 to 72.1 percent in 2000.

Educational Attainment

A good indicator of the economic potential of an area is the educational attainment of its residents. Generally speaking, a population with a higher level of education reflects a more skilled workforce with a higher earning potential. A more skilled population can also be seen as an attractive quality for a potential business relocating locally. Figures 2-5 and 2-6 in the Issues and Opportunities element detail the educational attainment of the male and female populations of Chippewa County in comparison to Wisconsin and the United States.

In Chippewa County, 84.2 percent of the 25 year and over population have a high school education or higher. In comparison, Wisconsin's percentage of the 25 year and over population with at least a high school diploma is 85.1 percent, and the United States is 80.4 percent.

One of the most significant changes in employment that occurred during the last two decades was the shift from goods producing to service-providing jobs. In tandem with this shift was the increase in demand for professional and technical workers employed in the high-skill services industries and the aggregation of these jobs in larger metropolitan areas. Even though Chippewa County is part of a metropolitan area it more closely resembles a rural area. Much of the job growth in high-skilled service jobs occurred in larger metropolitan areas while expansion in more rural economies produced lower-skilled service jobs and goods producing jobs. The main exception in rural areas was job growth in health care and education, two industries with female-dominated professional and technical occupations. For most counties in Wisconsin, including Chippewa County, this helps explain why there is a greater proportion of females in each age group with postsecondary education than males. Growth of skilled professional and technical jobs in larger metropolitan areas attracted individuals from more rural areas. When students graduated from high school and left the area for post-secondary education they settled in areas with more professional and technical job opportunities.

Economic Base

Table 2-14 in the Issues and Opportunities element shows Chippewa County's establishments, employees, and payroll for industries throughout the County. In 2006, Chippewa County's largest industry, by number of employees and even more so by total payroll, is manufacturing. This industry has grown in establishments by over eight percent from 1998 to 2006, but still only has the fifth most establishments in terms of industries in the County. The largest industry in terms of establishments is retail trade. This industry also has the second highest number of employees, nearly half of manufacturing. In terms of payroll, however, this industry only ranks third. Because many retail trade jobs are part-time or seasonal positions, they tend to offer lower wages than other industries.

The industry that had the largest gain in establishments from 1998 to 2006 is administrative and office support services/waste management and remediation, with a 66.7 percent gain in establishments. However, this industry had a reduction in employees by nearly 30 percent. The professional, scientific, and technical services industry had the largest increase from 1998 to 2006 in terms of number of employees, with almost a 92 percent increase. Overall, the number of establishments in Chippewa County for all industries increased by 24 percent, and employees increased by almost 7 percent.

The most significant industry in Chippewa County is manufacturing. Computer and electronic product manufacturing ranks at the top of the list in terms of employees, while machinery manufacturing ranked seventh, and plastics and rubber products manufacturing rounded out the top ten.

However, as seen in Table 2-8, manufacturing employment has decreased from 2001 to 2006 by nearly 20 percent. The services sectors have grown the quickest of all the sectors; however these sectors still constitute a very small percentage of overall Chippewa County employment.

Table 7-1 shows the occupations that Chippewa County and State of Wisconsin residents are employed in. Over one-quarter of workers in Chippewa County are in management, professional, or related positions. This is somewhat low compared to the State of Wisconsin, as over 30 percent of employed persons are in these types of positions throughout the state. Chippewa County occupations that outpace Wisconsin's are in the production, transportation, and material moving occupations, and the farming, fishing, and forestry occupations.

**Table 7-1
Chippewa County Employment by Occupation - 2000**

Occupation	Chippewa County		Wisconsin	
	Number	Percent	Number	Percent
Management, professional, and related occupations	7,392	26.8%	857,205	31.3%
Service occupations	4,201	15.2%	383,619	14.0%
Sales and Office occupations	6,575	23.8%	690,360	25.2%
Farming, fishing and forestry occupations	453	1.6%	25,725	0.9%
Construction, extraction, and maintenance occupations	2,736	9.9%	237,086	8.7%
Production, transportation, and material moving occupations	6,225	22.6%	540,930	19.8%

Source: US Census

Table 2-12 from the Issues and Opportunities element shows Chippewa County's top ten employers from December of 2007. This reiterates that manufacturing is the largest industry in the county. The majority of employment is still in computer and electronic product manufacturing, despite this industry having been hit hard by the last recession. The largest employer in Chippewa County is a circuit board manufacturer, TTM Advanced Circuits Inc., employing nearly 1,000 workers. Silicon Graphics Inc (SGI), another top ten employer, is also in the computer and electronic product manufacturing sub-sector. Educational services (including both public and private institutions) are also a major employer in Chippewa County. This industry is primarily made up of the seven school districts serving their areas of the county, though it also includes a satellite office of the Eau Claire based Chippewa Valley Technical College, and CESA #10, a top 10 Chippewa County employer. The second largest employer in the county is also in the education sector, Chippewa Falls Public School. The education sector employed an average of 1,426 workers in 2005, though it has not experienced significant growth over the five-year period since 2001, if anything it has contracted slightly.

Another prominent industry in Chippewa County is the healthcare sector. This industry includes hospitals, a sub-sector on the prominent industries list above. Hospitals are a major employer in the county with medical centers in Stanley, Bloomer, and Chippewa Falls. St. Joseph's Hospital (in Chippewa Falls), and Mayo Health Systems (Chippewa Falls and Bloomer), are two of the largest employers in the County.

Income

In the Issues and Opportunities element it was indicated that Chippewa County's per capita personal income and was ranked 49th in Wisconsin, and that the growth rate was about 2.5 percent slower than Wisconsin's. The total personal income of Chippewa County ranked 27th in Wisconsin. These two income measures are shown in Table 7-2 below, and compare Chippewa County with surrounding Counties and the State of Wisconsin.

**Table 7-2
Chippewa County Income Levels Comparison**

Income Levels in Chippewa and Neighboring Counties								
Area name	Personal income				Per capita personal income			
	(thousands of dollars)			Percent change	(dollars)			2006 Rank in State
	2004	2005	2006		2004	2005	2006	
Barron	1,159,092	1,215,232	1,261,656	3.8	25,394	26,643	27,584	46
Chippewa	1,513,898	1,571,984	1,643,469	4.5	25,928	26,494	27,459	49
Clark	785,100	803,648	818,049	1.8	23,311	23,903	24,376	67
Dunn	997,216	1,039,687	1,085,531	4.4	24,057	24,923	25,748	57
Eau Claire	2,666,859	2,840,326	3,015,613	6.2	28,069	29,778	31,314	28
Rusk	321,260	322,584	329,271	2.1	21,387	21,670	22,349	71
Taylor	470,752	486,128	493,505	1.5	24,116	24,939	25,465	60
Wisconsin (Total)	174,655,399	181,889,228	191,725,759	5.4	31,697	32,829	34,405	

Source: US Department of Commerce

Although Chippewa County has had a slower growth of personal income than the state, it is growing faster than most of its neighboring counties, with the exception of Eau Claire County. Per capita personal income for Chippewa County ranks 49th in the state, but this is only behind Eau Claire and Barron Counties for neighboring counties.

Table 2-11 in the Issues & Opportunities element indicates that overall Chippewa County annual wages have increased by nearly 10 percent from 2001 to 2006. Chippewa County's average wage in 2006 was \$29,901—about 81 percent of the average wage in Wisconsin (\$36,830). The largest increases have occurred in the Public Administration industry, the Financial Activities industry, and the Service Industry. Professional and Business Services annual wages decreased by over three percent from 2001 to 2006.

The average wage in the manufacturing industry, \$41,337, is 90 percent of the state manufacturing wage. In contrast, most of the other industry sectors in the county pay significantly lower than the statewide averages. The second largest industry super-sector, trade, transportation, and utilities, pays only 80 percent of the statewide average. In addition, Chippewa has a higher-than-average concentration of low paying retail trade jobs. The occupational mix is probably behind the low wages in the next largest sector, education and healthcare, which only pays 73.6 percent of the statewide wage. Education has a higher concentration of K-12 teachers, lacking the higher paid college personnel that raise the state average. And healthcare has a similar issue—rural areas have fewer high paid specialists and Chippewa also has a higher concentration of low paying nursing home type jobs. The impact of these large sectors on the local average wage likely accounts for much of the disparity between Chippewa County's average wage and the state's. Chippewa County added 72 net jobs in 2006. Average wages in the county grew by 1.2 percent, much slower than the state's growth of 3.7 percent.

Employment Projections

The Wisconsin Department of Workforce Development (DWD) put together a publication in 2003 that projects future employment. The long range projections cover the years from 2004 to 2014. However, this data is only available on a regional basis. The region that Chippewa County is included in is considered the West Central Wisconsin Workforce Development Area (WDA). Along with Chippewa County, Polk, Barron, St. Croix, Pierce, Pepin, Eau Claire, Dunn, and Clark Counties are also in this region.

The West Central Wisconsin WDA employment projections are shown in Table 2-16. The sector expected to grow by the largest percentage is education and health services. The subsector of ambulatory health care is expected to grow nearly 37 percent. With an aging population, it can be reasonably expected that more individuals will need health care services in the near future. Region-wide, the only sub-sector expected to decline is computer and electronic products manufacturing, with an expected decline of approximately six percent. Overall, the region is expected to see an employment increase of over 20,000 non-farm jobs, or nearly 12 percent.

Table 7-3 goes a step further and looks at the occupation employment projections for the West Central Wisconsin WDA. The occupation expected to make the largest increase is healthcare support (28.8 percent increase expected), followed closely by healthcare practitioners and technical occupations (27.3 percent growth expected). Again, this reflects the needs of an aging population. No specific occupations are expected to decline through the year 2014. We can also see in this table, that food preparation and serving related occupations have the most average annual openings. As seen, this is a low paying occupation that does not typically require a lot of training, so persons filling these positions tend to be very mobile when better opportunities present themselves. Interestingly, farming, fishing, and forestry occupations are predicted to remain very constant through 2014.

**Table 7-3
West Central Wisconsin Workforce Development Area Occupation Projections**

Occupational Title	Estimated Employment ⁽¹⁾				Estimated Average Annual Openings ⁽¹⁾			Estimated Salary and Wages (2005)		
	2004	2014	Change	% Change	New Jobs	Replacements ⁽²⁾	Total ⁽³⁾	Average Annual Salary ⁽⁵⁾	Entry Level Hourly Wage ⁽⁶⁾	Experienced Hourly Wage ⁽⁷⁾
Management	6,070	6,860	790	13.0%	80	110	190	\$74,714	\$18.55	\$44.61
Business and Financial Operations	5,560	6,530	970	17.4%	100	100	200	\$48,430	\$13.84	\$28.01
Computer and Mathematical	2,060	2,570	510	24.8%	50	30	80	\$54,277	\$16.17	\$31.06
Architecture and Engineering	2,960	3,230	270	9.1%	30	70	100	\$55,024	\$16.79	\$31.29
Life, Physical, and Social Science	1,410	1,640	230	16.3%	20	30	50	\$49,461	\$14.58	\$28.38
Community and Social Services	2,800	3,300	500	17.9%	50	50	100	\$38,992	\$12.79	\$21.73
Legal	670	780	110	16.4%	10	10	20	\$63,731	\$13.59	\$39.17
Education, Training, and Library	11,010	12,740	1,730	15.7%	170	240	410	\$39,300	\$10.82	\$22.93
Arts, Design, Entertainment, Sports, and Media	1,930	2,190	260	13.5%	30	40	70	\$33,885	\$8.74	\$20.06
Healthcare Practitioners and Technical Occp's	8,580	10,920	2,340	27.3%	230	160	390	\$49,793	\$11.44	\$30.19
Healthcare Support	5,830	7,510	1,680	28.8%	170	90	260	\$23,325	\$8.91	\$12.37
Protective Service	3,260	3,480	220	6.7%	20	100	120	\$33,184	\$9.02	\$19.42
Food Preparation and Serving Related Occupations	16,870	19,260	2,390	14.2%	240	670	910	\$16,748	\$5.91	\$9.12
Building and Grounds Cleaning and Maintenance	5,380	6,290	910	16.9%	90	110	200	\$22,256	\$7.26	\$12.42
Personal Care and Service	4,570	5,640	1,070	23.4%	110	110	220	\$19,567	\$6.80	\$10.71
Sales and Related	17,120	18,320	1,200	7.0%	120	610	730	\$27,743	\$6.74	\$16.64
Office and Administrative Support	27,090	28,170	1,080	4.0%	110	640	750	\$27,099	\$8.57	\$15.26
Farming, Fishing, and Forestry	270	300	30	11.1%	<5	10	10	\$24,922	\$8.60	\$13.67
Construction and Extraction	7,480	8,740	1,260	16.8%	130	150	280	\$39,111	\$12.52	\$21.94
Installation, Maintenance, and Repair	6,700	7,400	700	10.4%	70	150	220	\$34,441	\$11.00	\$19.34
Production	21,580	22,220	640	3.0%	60	520	580	\$28,765	\$9.55	\$15.97
Transportation and Material Moving	14,670	16,240	1,570	10.7%	160	320	480	\$26,349	\$7.98	\$15.01
Total, All Occupations	173,880	194,330	20,450	11.8%	2,050	4,300	6,350	\$32,266	\$8.04	\$19.25

Source: Wisconsin DWD

Tourism

Chippewa County has a strong tourism base that attracts visitors to the area, and generates revenue for area businesses. In the summer months, there are lakes, rivers, and streams that attract boaters, fishermen, and vacationers to use the water resources of the county. In addition, the County hosts several large festivals and events, including concerts and the Northern Wisconsin State Fair, which attract a large number of people from far distances into the area. There are also State Parks that offer camping, hiking, and biking trails. In the winter months, there are miles of snowmobile trails, in addition to cross-country skiing trails.

According to research conducted by Davidson-Peterson Associates for the State of Wisconsin, Chippewa County ranked 36th in the state in terms of tourism expenditures in 2007. This measures the amount of money that tourists and visitors spend at area businesses in the County. In total, it was reported that Chippewa County generated over \$91 million in 2007 from tourists. This is the highest mark the County has seen, and nearly doubled the amount they saw in 1994. The County revenue is further broken down by season. It is estimated that 40 percent of the County tourism revenue is generated June through August. September through November generates about 24 percent, followed by March through May (19 percent) and December through February (17 percent). All four seasons saw an increase in revenue from 2006 to 2007, with an annual increase of approximately 5.4 percent. Statewide there was a .4 percent decrease in tourism expenditure from 2006 to 2007.

Economic Strengths and Weaknesses

The following are strengths and weaknesses in attracting and retaining business and industry to Chippewa County. It is important that the County continue to work on strengthening its position to meet future business and industry needs that may arise.

Strengths

- Location – Chippewa County is located between several major metropolitan markets. The Twin Cities area is approximately one hour to the west, Madison is about three hours to the southeast, Milwaukee is about four hours to the southeast, and Chicago is six hours southeast. There are many businesses and industries that frequently travel between these locations, and Chippewa County is located in a strategic place to take advantage of these business movement patterns.
- Education and Training – Chippewa County employees have good access to secondary education and training facilities.
- Tourism – Chippewa County is a popular tourist destination. There are several reasons for this. One is the recreational water opportunities. Lake Wissota, the Lake Holcombe Flowage, and the Chippewa River are all able to sustain recreational boaters and fishermen. Chippewa County also

plays host to major festivals during the summer months, including the Northern Wisconsin State Fair, Oktoberfest, the Wisconsin Renaissance Faire, Rock Fest, and Country Fest. Not only does the tourist industry boom during the summer months, but it is also very active during the winter too, as Chippewa County has an abundance of snowmobile trails and cross-country skiing trails.

- Manufacturing Industry – Chippewa County has a very strong manufacturing base that can be utilized to attract companies and industries to the area.
- Chippewa County and area communities have effectively used the funding sources available to attract and retain area businesses.

Weaknesses

- Workforce Age – One of the largest concerns from an economic development standpoint is the increasing age of Chippewa County's population and workforce. As a population tends to age, more individuals will begin to drop out of the workforce due to retirement. Further, with only 12 percent of the population predicted to be ages 16-24 in the year 2020, entry-level workers may be difficult to find for companies.
- Chippewa County is not located in a large metropolitan area.
- Cost of Transportation – Although Chippewa County is located in close proximity to major regional transportation systems, as well as having rail access, most products will need to be shipped significant distances to get to major markets. Some communities within the County also have limited access to four-lane highways.
- Advanced Education – Although Chippewa County has a very good high school completion rate, the percentage of residents holding a Bachelor's Degree or higher lags that of the State of Wisconsin by about eight percent.
- There are limited funding sources for communities and the County to use in attracting new businesses to the area.

In addition to the items discussed above, A SWOT Analysis was conducted through focus groups and interviews throughout the County. Several other strengths and weaknesses of Chippewa County were identified in attracting and retaining desired businesses. The items most mentioned throughout these discussions are listed below:

- Available land base
- Outstanding productive workforce
- Access to University of Wisconsin
- Quality of life
- Proximity to Twin Cities

- Rail and highway access
- History of tech manufacturing
- Infrastructure
- Leadership
- Regional Economic Development perspective
- Positive attitude towards business
- Commercial building space
- Regionalism efforts
- Tourism potential
- Cost and availability of energy/utilities
- Chippewa Valley Innovation Center (CVIC)-incubator
- Second home residents (mentors)
- Collaboration efforts
- IT infrastructure
- Access to markets
- Limited marketing resources
- Limited awareness of decision makers and site location consultants
- Employees with existing skills
- Transportation and access to markets
- Wage and benefit levels
- Labor relations/strong unions
- Adaptive building reuse
- Downtown revitalization
- County growth rate is faster than the state
- Per capita income trails the state, which trails the Midwest
- The unemployment rate in the county is generally higher than the state

7.2 Assessment of Future Conditions

Understandably, Chippewa County wants to see more high-skilled, high-wage jobs in the economy and many in the community want to see more economic development marketing efforts focused on bringing professional jobs.

Given the region's industrial base, community assets, and economic aspirations, these value-added industrial clusters were identified as the initial

focus of Chippewa County's marketing efforts. The County will concentrate on value-added clusters in the following areas:

- Creative Services – These are industries that integrate design, technology, and communications to produce export goods and services. These include web development, multi-media, film and video, graphic design, animation, advertising, marketing, and production.
- Specialty Manufacturing – This is manufacturing that produces a high-quality premium product within a certain industrial segment. The focus is on a quality or customized producer. This type of manufacturing utilizes current and/or past research and technology applications done by the University of Wisconsin. Using university research can be a low cost alternative when compared to industries funding their own private research.
- Data Storage – These are the high-tech centered ventures that specialize in storing, securing, manipulating, and retrieving quality data.
- There is a possibility more clusters may be identified after technology assessment is completed.

Since the types of businesses and clusters desired have been identified, it is important to locate appropriate sites for these businesses to settle. Each community has, to some degrees, unique needs and wants in terms of businesses and locations for them. Some communities wanted to focus on downtown revitalization and Main Street development, while others have a strong desire to market newly constructed business parks. It was also indicated that because of the proximity to rail, industrial users who could take advantage of that mode of transportation should be sought out and areas along railroads should be marketed heavily.

Environmentally Contaminated Sites

There are several sites throughout Chippewa County that are in need of environmental remediation. A search through the Wisconsin Department of Natural Resources (WDNR) indicated that there are 44 contaminated sites throughout Chippewa County that either have open or conditionally closed investigations. An open status indicates that the site is in need of clean-up, or that clean-up is underway. A conditionally closed status indicates that clean-up actions have been approved, but site closure will not be approved pending receipt of documentation of abandonment of wells or disposable soil. This search was conducted for sites that contained leaky underground storage tanks (LUSTs) or sites that are in need of environmental repair (ERP) for reasons other than LUSTs. A leaky underground storage tank has contaminated soil and/or groundwater with petroleum, which includes toxic or cancer causing substances. ERP sites have contaminated soil and/or groundwater, including industrial dumping or spills that need long term investigation, buried containers of hazardous substances, and closed landfills

that have caused contamination. This can include petroleum contamination from above-ground storage tanks.

Exactly half of the results were LUSTs and half were ERPs. Most of these sites (41 percent) were also located in the City of Chippewa Falls, while the remainder were scattered throughout the County, including the City of Eau Claire, Hallie, Cadott, Bloomer, Wheaton, Holcombe, New Auburn, Stanley, Anson, Boyd, and Cornell. A list of these sites is below.

STATUS	SITE NAME	TYPE	STATUS	CITY	COUNTY
OPEN	02-09-000010 CHIPPEWA FALLS LF 50TH AVE CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
CONDCLS	02-09-000015 BETTER BRITE PLATING 420 PALMER ST CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000040 CHICAGO & NORTHWESTERN RAILROAD CTH S ANSON TN	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000066 HALLIE TN LF #1771 HALOGENATED ORGANICS 110TH ST HALLIE	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000248 A E SCHNEIDER & SONS SALVAGE 292 HAGEN RD CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000267 NATIONAL PRESTO SF 3925 N HASTINGS WAY EAU CLAIRE	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000316 WHEATON TN 20TH ST WHEATON TN	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000338 HALLIE TN LF #2807 117TH ST HALLIE	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000364 L & M AGRI SUPPLY 907 INGERSOLL ST BOYD	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-000365 RIVER COUNTRY COOP 1080 W RIVER ST CHIPPEWA FALLS	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-213903 CHIEFTAIN OIL CO-FORMER BULK OIL STATION 2 N BRIDGE ST CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-215849 FUEL SERVICE INC 7 'A' ST CHIPPEWA FALLS	ERP	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	02-09-228655 XCEL MFG COAL GAS PLT CHIPPEWA FALLS 50 COURT ST CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-298726 GLOBE BLDG MATERIALS INC AST SHED 50 BRIDGE ST CORNELL	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-298735 GLOBE BLDG MATERIALS INC AST HEATING OIL 50 BRIDGE ST CORNELL	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-529458 BLOOMER COOP FEEDS 8555 190TH AVE BLOOMER	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-547277 BLOOMER FRMRS UNION COOP-BLOOMER 16779 98TH ST BLOOMER	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-547284 CLOVERLEAF FARM SUPPLY-CADOTT 127 S ELM ST CADOTT	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-547301 FOUR SEASONS FS COOP - CHIPPEWA FALLS 8002 STATE ROAD 178 CHIPPEWA FALLS	ERP	DATCP	CHIPPEWA	WEST CENTRAL
OPEN	02-09-549936 BATEMAN STATION 22196 CTH X CADOTT	ERP	DNR	CHIPPEWA	WEST CENTRAL
OPEN	02-09-549939 CHIPPEWA AUTO & MARINE 21 E SOUTH AVE CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL

OPEN	02-09-551414 WI ARMY NATL GUARD - CHIPPEWA FALLS 2811 E PARK AVE CHIPPEWA FALLS	ERP	DNR	CHIPPEWA	WEST CENTRAL
CONDCLS	03-09-000022 CRYSTAL CLEAR CAR WASH 7 S BRIDGE ST CHIPPEWA FALLS	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000209 KARLENS SERVICE 112 W CHIPPEWA ST CADOTT	LUST	DCOM	CHIPPEWA	WEST CENTRAL
CONDCLS	03-09-000215 CHIPPEWA CNTY JAIL 32 E SPRUCE ST CHIPPEWA FALLS	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000245 CHIEFTAIN OIL FORMER 10 W RIVER ST CHIPPEWA FALLS	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000434 STARCK OIL CO 518 W CHIPPEWA ST CADOTT	LUST	DNR	CHIPPEWA	WEST CENTRAL
CONDCLS	03-09-000751 BLOOMER ST DEPT SHOP 1427 17TH AVE BLOOMER	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000759 LAKE HALLIE STORE 4925 JOLES AVE CHIPPEWA FALLS	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000803 NEW LOOK AUTO 16655 E PARK AVE CHIPPEWA FALLS	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000863 STILLWELL, HELEN PROPERTY 27545 RODER RD HOLCOMBE	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-000923 CENEX TANK FARM 2137 N PRAIRIE VIEW RD CHIPPEWA FALLS	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-001157 STANLEY EXPRESS MART 401 S BROADWAY STANLEY	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-001350 B & B MOTORS 126 OLD HWY 53 CTH SS NEW AUBURN	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-100880 HOLCOMBE CONVENIENCE STORE STH 27 HOLCOMBE	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-112378 HANKS PHARMACY 221 S BROADWAY ST STANLEY	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-113205 WALL, DAROLD PROPERTY 404 N BROADWAY ST STANLEY	LUST	DNR	CHIPPEWA	WEST CENTRAL
CONDCLS	03-09-154026 TOMS CHEVROLET 301 BRIDGE ST CORNELL	LUST	DNR	CHIPPEWA	WEST CENTRAL
CONDCLS	03-09-168753 KINGS INN 27015 STH 40 NEW AUBURN	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-190303 DJ CADOTT 110 CHIPPEWA ST CADOTT	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-211213 MIX PROPERTY STH 27 & CTH M HOLCOMBE	LUST	DNR	CHIPPEWA	WEST CENTRAL
OPEN	03-09-224025 HALMSTEAD ELEMENTARY 565 E SOUTH AVE CHIPPEWA FALLS	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-536079 ROLLIES AUTO SERVICE 104 E ELM CHIPPEWA FALLS	LUST	DCOM	CHIPPEWA	WEST CENTRAL
OPEN	03-09-548743 FORMER COUNTRY STORE 18981 CTH S NORTH STANLEY	LUST	DNR	CHIPPEWA	WEST CENTRAL

These sites can often be remediated and reused for commercial or industrial businesses. This allows the municipality to reuse and begin collecting taxes from previously unproductive lands, and enables the preservation of farmland, as businesses will not have to look at developing greenfield acreage.

7.3 Local Plans and Programs

There are a variety of local, regional and statewide economic development plans and tools available to municipalities to assist them with supporting existing businesses and recruiting new businesses. In addition, there are programs available for individual businesses to assist in start-up and expansion. At the state level, economic development took on the form of creating a strategic framework that refines the state's priorities, renews commitment to existing programs, and presents new programs. Released by Governor Doyle in September of 2003, the "Grow Wisconsin" initiative focuses on four areas:

- Fostering a competitive business climate to create fertile conditions for growth.
- Investing in people to help families climb the economic ladder.
- Investing in Wisconsin businesses to encourage job creation.
- Making government responsive to reform regulations and unleash the economic power of companies without sacrificing our shared values.

"A comprehensive economic development framework is fundamentally about enhancing the factors of productive capacity – land, labor, capital, and technology – of a national, state or local economy"
("Defining Economic Development," U.S. Economic Development Administration Information Clearinghouse, http://www.osec.doc.gov/eda/html/sa1_whatised.htm).

Tools include tax increment financing (TIF), low-interest business loans, and business incubators. Effectively using these tools requires an investment by the communities involved to provide resources such as staff to organize and manage these tools, foster partnerships, and secure and manage funding. Numerous other economic development plans and programs exist including:

- Wisconsin Housing and Economic Development Administration (WHEDA)

WHEDA offers many financial assistance programs to assist small-businesses with low-interest loans and grants.

- Wisconsin Department of Commerce (DOC)

Wisconsin (DOC) offers programs that help with many areas of business development, including business planning, initial capitalization, site selection, permitting, regulations, employee training programs, and expansion programs.

- Wisconsin Department of Transportation (WisDOT)

WisDOT has many programs that provide grants and loans to businesses and local communities for transportation related needs.

- Enterprise Development Zone (EDZ) Program

Operated by the Wisconsin DOC, the Enterprise Development Zone Program provides tax incentives to businesses that are either new or expanding, that will affect depressed areas. These areas are defined as being affected by at least one of the following: high unemployment, low

incomes, declining population, declining property values, plant closings or layoffs, and high public assistance reliance.

- Community Development Zones

Operated by the Wisconsin DOC, the Community Development Zone program assists start-up businesses, expanding businesses, or relocating businesses. Qualifying businesses can receive tax benefits if they locate in a designated development zone and meet a minimum standard in terms of the quality and quantity of jobs they will bring to the area.

- Transportation Economic Assistance and Development (TEA-Grant) Program

This program, operated by WisDOT, offers grant money to communities or private businesses for transportation projects that will attract and retain businesses and jobs in the State of Wisconsin.

- XCEL Energy

XCEL Energy offers programs to companies that are looking to expand, relocate, or start-up in their service area. They are willing to customize programs for businesses in order to assist in expansion efforts.

- Chippewa Valley Electrical Cooperative

Chippewa Valley offers high school scholarships, as well as business start-up assistance, from grant funding assistance to relocation guidance.

- Chippewa Valley Technical College (CVTC)

The Chippewa Valley Technical College offers companies with employee training programs. They will come out to the company and offer on-site programs to create more efficient and productive employees.

- Realtors Association of Northern Wisconsin

This organization offers guides and links to paperwork and application forms that are required by start-up businesses.

- West Central Wisconsin Regional Planning Commission (WCWRPC)

The WCWRPC operates the Regional Business Fund, Inc. (RBF, Inc.). This is a non-profit economic development corporation designed to promote business and economic development in west central Wisconsin. Qualifying businesses in Chippewa County may be eligible for funds if they are creating jobs or increasing tax base. The Downtown Façade Loan Program offers financial assistance to property owners looking to rehabilitate and revitalize downtown buildings. The Micro-Loan program provides loans to start-up or expanding small businesses that may have difficulty accessing lines of credit or financing. Finally, the Technology

Enterprise Fund is a revolving loan fund that offers creative financing options to new technology based companies.

- Chippewa County Economic Development Corporation (CCEDC)

The Chippewa County Economic Development Corporation plays a large role in the economic development of Chippewa County. CCEDC is a private- non-profit organization that coordinates economic development programs for all the cities, towns, and villages located within Chippewa County, and its investors. Chippewa County created the CCEDC in 1993 to help define the type of businesses and the labor force the county attracts, which in turn will define the county's ability to sustain the quality of life that is so important to the residents of Chippewa County. The primary purpose of the corporation is to continue a public-private partnership that works to create and sustain good paying jobs and to diversify the local economy. The marketing activities of CCEDC are primarily focused on attracting new industries and expansions.

CCEDC's Current Mission Statement

The Chippewa County Economic Development Corporation's mission is to improve the quality of life in Chippewa County by increasing its economic base.

The primary mission of the Chippewa County Economic Development Corporation is to foster a strong economic environment which supports businesses and nurtures growth and new investment in the region. We are dedicated to promoting and facilitating economic development. CCEDC conducted focus groups with economic development stakeholders throughout the County. These groups targeted individuals from communities throughout the County in order to get a representative sample of ideas and issues that are most prevalent. CCEDC indicates in their marketing report that the following themes were identified as being the biggest issues throughout the County:

- Work with the current companies to retain businesses already located in the County.
- Market to targeted manufacturers including technology centers, call centers, and distribution centers to bring in new industry.
- Communities said that they could find enough employees to fill jobs for a new company looking for 50 employees.
- Business parks – plan, market and expand existing parks and buildings.
- Some communities need more retail, including specialty and high-end. Others want to look into downtown revitalization/Main Street program.
- Inventory existing businesses and hold networking events.

- Assess rail needs and continue to work with the Wisconsin West Rail Transit Authority.
- Get more high-end and affordable housing.
- Tourism: Market to people attending festivals and special events; bring people in off the bypass. Have more places to stay such as motels and/or bed & breakfasts.
- Overall marketing theme: “Chippewa County is a great place to raise a family and a business.”

CCEDC has a broad area of focus, but has tailored its focal points to near and long-term areas that reflect the County’s desirable economic development. CCEDC’s marketing plan indicates that their near term focus will be primarily on:

- Business and investment recruitment
- Business retention and expansion
- Continuum from research enterprise to successful commercialization
- Local, regional, and statewide economic development capacity building

Longer term emphasis will be given to:

- Entrepreneurship
- Targeted sectors and industry clusters
- Workforce training and development
- International trade
- Tourism
- Value-added natural resources

In their annual report, the CCEDC identified eight (8) issues that will be critical to the success of the future economic development plan that they have established internally. The CCEDC will need to work in collaboration with all Chippewa County economic development stakeholders on these issues. However, the majority of CCEDC expenses will be focused on the eighth issue.

1. Supporting a competitive economic asset base for a knowledge economy;
2. Promoting an entrepreneurial climate and further tapping into the expertise that exists at the universities of Wisconsin and the technical colleges;
3. Building the capacity for innovation and the ability to rapidly turn ideas into viable businesses;

4. Continuing the business retention program by working with existing companies to help them grow and succeed;
5. Encouraging a business climate that is supportive of both local and export-oriented industries and is responsive to the changing needs of the global economy;
6. Continuing to foster and build upon the private-public partnership that leverages limited resources and continuing to increase investments by the private sector towards a common set of economic development objectives;
7. Promoting and marketing a positive image of CCEDC and the region to internal and external partners, and,
8. Developing a strong, distinctive presence in appropriate regional, state, national, and international economic markets.

Effectively using these tools and programs requires an investment by the municipalities to provide resources to organize and manage these tools, foster partnerships, and secure and manage funding. A limited amount of technical assistance is available to municipalities from the State, County, Regional Planning Commission, and other organizations.

Chippewa County is a dynamic and prosperous area, in perpetual renewal and fueled by a can do attitude, imagination, innovation, and community involvement. Chippewa County will lead the State of Wisconsin and the Upper Midwest with an innovative and sustainable economy, while attracting new innovative entrepreneurs and experts to enjoy the County's unique lifestyle. The County will set the standard in economic growth and be a leader towards promoting investment and development in western Wisconsin.

The Chippewa County business community has what it takes to meet the needs of the targeted cluster industry (e.g. ready-to-go-sites, trained workforce, pro-business regulatory climate, and adequate capacity for utilities). The Chippewa area is well positioned and prepared for business development due to the fact that there are physical, human, and financial resources available to accomplish the recommended implementation strategies for economic development.

7.4 Goals, Objectives and Policies

Goal 1: Improve Chippewa County Economic Development Readiness—a critical part of the process in preparing a community for economic development.

Objective: Continue to implement improvements in Chippewa County's image as a business-friendly area with high interest in economic development.

Strategy A. Actively support and develop a program to provide training and economic development team building for elected and appointed officials, board and commission members, chambers of commerce, and other stakeholders regarding their role in building and nurturing a pro-business environment.

Strategy B. Actively support and assist in the development and continuation of a Cable Television program to be aired on a regular basis to emphasize Chippewa County's economic assets.

Strategy C. Assimilate and write positive economic development articles utilizing local media, web sites and press releases.

Strategy D. Conduct outreach with associations and key stakeholders to inform, educate and collaborate on business recruitment initiatives.

Strategy E. Meet with key legislators to inform and educate them about recruitment activities.

Strategy F. Help create an atmosphere conducive to the retention, growth and creation of quality business.

Outcome: Economic development stakeholders, policymakers, and investors will be more aware of the County and the critical role it serves in future prosperity.

Benchmark: Increase the amount of private sector investment, # of positive references from clients, # of media stories, # of Web site hits, and # of public sector partners.

Goal 2. Increase visibility of economic development resources and tools to site selection and development professionals.

Objective: Continue to market the County's economic development tools to site decision makers, engaging them with easy access to real estate, demographic information, and other critical data needed.

Strategy A. Leverage the work of Forward Wisconsin, Wisconsin Department of Commerce, and Momentum West to support targeted industry growth.

Strategy B. Serve as the single point of entry for site selectors and economic development professionals in Chippewa County.

Strategy C. Look for ways to assist in providing land information and regulations to businesses in a “one-stop” venue.

Strategy D. Encourage recruitment of new investments by assessing, demonstrating, and promoting the return on historic and current capital investments within the region.

Outcome: Develop a reputation as a county that is “easy to navigate” in the site selection and development process.

Benchmarks: Number of qualified inquiries handled (goal of 75 by 2010), # of prospects generated, # of direct jobs created, # of indirect jobs created, # of requests for info processed.

Goal 3. Implement a Business Visit Program.

Objective: *Develop a Business Visit Program in order to build private sector support for economic development activities while staying abreast of possible existing business expansion opportunities.*

Strategy A. Work with economic development stakeholders to identify existing businesses that have expansion plans and meet one-on-one with company decision maker(s).

Strategy B. All primary industry “type” businesses will be identified. Staff will have confidential meetings with these businesses to determine what action can be taken to encourage more expansion/employment.

Strategy C. Develop/host a networking platform for economic development issues to be discussed and highlighted. Encourage efforts for companies and industries to identify and link with other players in their industry ecosystems to foster collaborative policies and other issues to fuel their continuing success

Strategy D. Identify barriers to growth for existing businesses.

Outcome: Establish and solidify a relationship with existing business expansion decision makers to enhance the reputation that Chippewa County is a great place to raise a family and a business.

Benchmarks: Number of business visited, number of CEO/decision makers visited, number of attendees at networking events, and number of participants.

Goal 4. Future Economic Vitality

Objective: *Engage in activities that benefit Chippewa County’s economic future and create a contingency plan to adapt to current economic*

conditions.

Strategy A. Create a County forum to dialogue with other groups, commissions and committees about issues that affect the future economic vitality of the area and provide advice and recommendations about these issues to the County.

Strategy B. Monitor, review and advise upon significant issues that affect the economic well being of Chippewa County.

Strategy C. Seek to maintain and enhance an atmosphere conducive to the retention, growth and creation of quality businesses.

Strategy D. County Gateway Enhancement – Advise on ways to enhance the County’s gateway and major corridors.

Outcome: Establish and solidify the County as the “go to organization” for economic development policy advice and recommendations.

Benchmarks: Number of county gateway signs improved, number of policy recommendations approved, number of resolutions the County adopts.

Objective: *Stimulate business start-ups for the purposes of creating additional employment and business investment.*

Strategy A. Promote utilization of small business Regional Business Fund, Inc. revolving loan fund (RLF) opportunities provided by West Central Wisconsin Regional Planning Commission (WCWRPC).

Strategy B. Provide quality workshop training opportunities for small businesses.

Strategy C. Promote innovation center and help provide access to reasonably priced production or incubator space for new and expanding businesses.

Outcome: An increase in the number of new business start-ups/over time and the number of "survivors" after 1-5 years.

Benchmarks: Number of clients utilizing RLF, favorable client evaluations of business seminars and workshops.

Goal 5. Create 300 primary jobs over the next 7 years

Objective: *The wage for the jobs created should be about 125% of the county average wage for the year they are formed.*

Strategy A. Work with companies and workforce development to create an effective pool of skilled workers, including new college graduates.

Strategy B. Work with the WI Department of Commerce and technical college to acquire training grants.

Strategy C. Track retirees moving to the area who still want to work part time.

Outcome: As more attractive jobs and wages become available, so does the workforce.

Benchmarks: Number of new jobs created each year and number of secondary jobs created each year.

Goal 6. Reenergize Chippewa County's Tourism Efforts

Objective: *Help to increase awareness of tourism efforts in Chippewa County by supporting the Chippewa County Tourism Council.*

Strategy A. Support the development and implementation of an overall Chippewa County Tourism Strategic Plan.

Strategy B. Assist in educating businesses and the general public on the value of tourism and its best practices.

Outcome: Assist in identifying funding sources in addition to Chippewa County to increase tourism efforts.

Benchmark: Increase in the number of participants in tourism efforts and number of funding dollars

Objective: *Help to increase the tourism market share in Chippewa County by enhancing Chippewa County as a destination point for tourism.*

Strategy A. Seek innovative ways to enhance and optimize the economic benefits of Chippewa County's natural amenities.

Strategy B. Support creation of a county brand that is identified in the marketing efforts of the council.

Outcome: As the number of tourists that visit Chippewa County increases, so does the economic impact on the county.

Benchmarks: Increase in the number of Chambers of Commerce requests. Increase in the number of tourists visiting the county, number of guides printed and distributed, number of hits on website and number of hits on tourism web sites.

Goal 7. Implement Marketing Program

Objective: *Identify and promote logistical, environmental and other advantages of Chippewa County to attract technology-related industries.*

Strategy A. Market Chippewa County as a logistic destination for new ventures.

Strategy B. Attract businesses or enterprises that are “green” and/or environmentally responsible.

Strategy C. Continue marketing efforts of available private and public properties.

Strategy D. Create internal and external awareness of the business advantages of location and investment in Chippewa County and cooperate with other business and civic associations through various mediums.

Strategy E. Encourage local businesses to attract customers from Minnesota and western Wisconsin

Strategy F. Attend or participate in/with Momentum West, Forward WI trade shows (1 or 2) and receive business leads from all trade shows.

Outcome: Study results from Technology/Innovation and Target Industry Assessment to grow the local and regional economy using resources that support cluster innovation and entrepreneurship.

Benchmarks: Number of new customers that work with local businesses and number of leads generated at trade shows.

Objective: *Engage in activities that promote Chippewa County’s creative class.*

Strategy A. -Attend or participate in cultural activities with entrepreneurs and other members supporting the creative class.

Outcome: Increase the number of businesses that are members of the creative class, increase the number of these businesses participating in related events.

Benchmarks: Number of businesses that belong to the creative class and number of events held supporting the creative class.

Goal 8. Business relationship with School District

Objective: *Foster the relationship between businesses and the school districts in Chippewa County.*

Strategy A. Involve businesses in the Chippewa Valley Career Valley.

Strategy B. Partner with school districts and businesses on other beneficial joint projects.

Benchmarks: Number of businesses participating in the Chippewa

Valley Career Valley and number of businesses participating in other school/business events.

Goal 9. Economic Development Strategic Plan/Program of Work

Objective: *Review and monitor the Economic Development Strategic Plan.*

Strategy A. Develop/host a focus group platform for adjusting this program of work.

Outcome: As plan is reviewed, strategies are completed or discarded and new issues and actions are defined.

Benchmarks: Number of meetings where strategic plan is reviewed and number of focus groups discussing strategic plan.