



DRAFT
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6 ECONOMIC DEVELOPMENT

Defining Economic Development

Economic development is fundamentally about enhancing the factors of productive capacity - land, labor, capital, and technology - of a national, state or local economy. By using its resources and powers to reduce the risks and costs which could prohibit investment, the public sector often has been responsible for setting the stage for employment-generating investment by the private sector. The public sector generally seeks to increase incomes, the number of jobs, and the productivity of resources in regions, states, counties, cities, towns, and neighborhoods. Its tools and strategies have often been effective in enhancing a community's:

- labor force (workforce preparation, accessibility, cost);
- infrastructure (accessibility, capacity, and service of basic utilities, as well as transportation and telecommunications);
- business and community facilities (access, capacity, and service to business incubators, industrial/technology/science parks, schools/community colleges/universities, sports/tourist facilities);
- environment (physical, psychological, cultural, and entrepreneurial);
- economic structure (composition); and

- institutional capacity (leadership, knowledge, skills) to support economic development and growth.

However, there can be trade-offs between economic development's goals of job creation and wealth generation. Increasing productivity, for instance, may eliminate some types of jobs in the short-run.

There is lively debate within the field about the differing goals for place-based development strategies and also about whether place-based or people-based is best. Value differences, contending ideological positions, and varied theories of how economic development occurs and how it should be practiced are presented in the following section.

Economic Development Theories

Economic development encompasses a wide range of concerns. To most economists, economic development is an issue of more economic growth. To many business leaders, economic development simply involves the wise application of public policy that will increase U.S. competitiveness. To those who think that government should more actively direct the economy, economic development is a code phrase for industrial policy. To environmentalists, economic development should be sustainable development that harmonizes natural and social systems. To labor leaders, it is a vehicle for increasing wages, benefits, basic education, and worker training. To community-based leaders and professionals, economic development is a way to strengthen inner city and rural economies in order to reduce poverty and inequality. To public officials at state and local levels, economic development embodies the range of job creation programs broadened since the 1980s in response to the decline of federal domestic assistance.

Theories of economic development abound. Varying in basic, fundamental ways, they make different behavioral assumptions, use different concepts and categories, explain the development process differently, and suggest different policies. The theories used by economic developers determine, either explicitly or implicitly, how these developers understand economic development, the questions they ask about the process, the information they collect to analyze development, and the development strategies they pursue. Ultimately, theoretical insights influence how successful economic developers are in promoting local competitiveness.

To apply a theory successfully, the economic developer must understand its language. The major theories of economic development are each summarized in terms of five fundamental elements.

- *Basic categories*--the fundamental classification or distinctions used to lay out the theory
- *Definition of development*--what economic development is or should be according to the theory

- *Essential dynamic*—the key variable or relationship that drives the logic of the theory
- *Strengths and weaknesses*—how well the theory enables one to understand economic development
- *Applications*—the ways in which the theory can be used in economic development practice

Economic Base Theory

The basic categories of *economic base theory* are the industrial sectors of the regional economy assigned to either the basic sector or the non-basic sector. The definition of local economic development is equivalent to the rate of local economic growth measured in terms of changes in the local levels of output, income, or employment. The essential dynamic of the theory is the response of the basic sector to external demand for local exports, which, in turn, stimulates local growth. The economic base multiplier transmits change in output, income, and employment from the basic sector to the entire regional economy. The theory's major strengths are: (1) its popularity as a basis for understanding economic development in North America; and (2) its simplicity as a theory or tool for prediction. Its major weakness is its inadequacy as a theory for understanding economic development, especially in the long term. Economic base theory strongly supports attracting industry through recruitment and place marketing.

Staple Theory

Staple theory identifies industrial sectors as its basic categories. It defines economic development as sustained growth over the long term. The essential dynamic is the external investment in, and demand for, the export staple that leads to the successful production and marketing of the export staple in world markets. The theory's major strengths are its historical relevance to North American economic development and its emphasis on understanding the region's economic history. Its major weakness is that it describes, more than explains, the development process. Staple theory provides a general strategy of development by recognizing the connections of the economic base to the political superstructure. Economic developers should continue to build on and improve the export staple as long as it remains competitive in the larger economic system. The idea is to "stick to one's knitting," since strengthening the existing specialization may be more sensible than attempting to diversify the economic base. Eventually, footloose economic activities (that is, those not closely tied to *specific resources*, inputs, or markets) will be attracted to the area if its market achieves sufficient size or if it offers urbanization economies that can be exploited by other exporters.

Sector Theory

Sector theory uses three aggregate sectors as basic categories. The level of development depends on sectoral diversity, emphasizing a prominent tertiary

sector, and labor productivity. The essential dynamic involves the income elasticity of demand and labor productivity of primary and secondary sectors: as incomes rise, the demand for income-elastic products grows; output increases as labor released from primary and secondary sectors is employed in tertiary sectors. Although sector theory is attractive because it can be applied and tested empirically, the primary, secondary, and tertiary categories are too crude to be useful in practice. The overriding application is the need to attend to industries producing income-elastic commodities in order to achieve sustained growth.

Growth Pole Theory

Growth pole theory treats industries as the basic unit of analysis, one that exists in an abstract economic space. Economic development is the structural change caused by the growth of new propulsive industries. Propulsive industries are the poles of growth, which represent the essential dynamic of the theory. Growth poles first initiate, then diffuse, development. Growth pole theory attempts to be a general theory of the initiation and diffusion of development based on François Perroux's domination effect. Although insights drawn from the theory are useful, it has failed as a general theory of development. Growth center strategies are based on this theory. Also summarized in the table are the growth theories of Gunnar Myrdal and Albert Hirschman, which are consonant with Perroux's theory.

Neoclassical Growth Theory

The basic categories of neoclassical growth theory are sectors or regions that comprise the macro economy. Economic development is defined as an increase in the rate of economic growth, measured in terms of changes in output or income per capita. The theory has two essential dynamics. One, in aggregate models, the rate of saving that supports investment and capital formation drives the growth process. Two, in regional models, factor prices—specifically, the relative returns on investment and relative wage rates—stimulate factor flows that result in regional growth. Growth theory suggests that economic developers respect the free market and do what is necessary to support the efficient allocation of resources and the operation of the price mechanism. The simplest growth models imply that economic developers are unnecessary, but more complex formulations would support various economic development activities.

Interregional Trade Theory

The basic categories of interregional trade theory are prices and quantities of commodities and factors of production, just as in microeconomics. The implicit definition of development is economic growth that leads to greater consumer welfare. The essential dynamic is the price mechanism (price-quantity effects) operating to eliminate price differentials and establish equilibrium prices (the terms of trade). The theory has two unique strengths. First, consumer welfare (increases in aggregate consumption benefits), not job creation, is the goal of development. Second, the price/cost-based theory is extremely precise, yet its precision is achieved with numerous restrictive assumptions and largely by

ignoring the dynamics of development. Economists use growth theory and trade theory to advocate less government intervention and freer international trade, more open regions, and, in general, more competitive markets. The theories provide strong support for local infrastructure development, improvement in government efficiency, and other measures that could increase local productivity and lower input costs for all producers. Local developers, on the other hand, often ignore the implications of growth and trade theory and instead support protectionist measures and growth strategies that do not always improve the economic well-being of local consumers.

Product-Cycle Theory

Product-cycle theory treats the developmental age of the product as its basic category. Products are classified as new, mature, or standardized. At any point in time, the space economy can be divided into regions where new products tend to arise and regions devoted to the production of standardized commodities. The essential dynamic of product-cycle theory is new product development, which is one form of innovation. From locations where new product innovation takes place, the product is eventually standardized and diffused to other locations in the space economy. The process stimulates economic growth and development in both types of locations, but the character of development is different in each. These differences help explain why levels of development vary from place to place, and why differences can persist. The economic developer who wants to apply product-cycle theory in its most literal form must try to identify and work with manufacturing companies that can create new products. Alternatively, the developer may be able to mobilize the resources needed to improve the local business infrastructure in ways that would support new product development.

Entrepreneurship Theories

The basic category of economic development is the entrepreneurial function as embodied in the entrepreneur. Development proceeds as changes in firms and industries result in more resilient, diverse local economies. The essential dynamic driving the development process is innovation. Innovation is conceptualized variously in different theories as new combinations, improvisation, or creative risk taking. To its credit, entrepreneurship theory is mediated theory; people make development happen. This strength, however, leads to the weakness that entrepreneurship theory is not easy to apply consistently. The most general application is to support an industrial environment or ecology favorable to entrepreneurs.

Flexible Production Theories

Flexible production theories focus on production regimes and related methods of industrial organization as basic categories. The regional development implications of customized, batch, and long-run (or "Fordist") production regimes—as well as outsourcing practices, supplier relations, and processes of vertical integration and disintegration—are the principal concerns. Development is not just quantitative growth but also qualitative change in industrial mix, firm

structure, and sources of competitiveness (for example, from least-cost or price-focused competition to that based on innovation, product differentiation, and niche marketing). More recent research has focused on the impact of flexible production on labor practices, compensation, and power relations between large and small firms. The key variable or relationship (essential dynamic) that drives flexible production theories are changes in the nature of demand that require firms to become more agile; standardized, least-cost production is considered less and less viable as consumer tastes in industrialized countries become more sophisticated and global competition intensifies. Firms adapt to this new environment by adopting flexible production technologies, managing supplier relationships, and utilizing interfirm networks for information sharing and joint problem solving. Among the principal strengths of the theory are a focus on rich, complex production dynamics within firms, between firms, and between firms and labor. Weaknesses are related to the strengths in that the focus on specific micro relations means that implications for regional aggregates are often neglected. In terms of application, the theory informs industry cluster strategies, buyer-supplier networking initiatives, technology transfer programs, small-firm programs, and some types of worker ownership and labor management policies applied at the community level¹.

Economic Development vs. Economic Growth

Economists Peter Bearse and Roger Vaughan write that:

- Development is a *qualitative* change, which entails changes in the structure of the economy, including innovations in institutions, behavior, and technology.
- Growth is a *quantitative* change in the scale of the economy - in terms of investment, output, consumption, and income.

According to this view, economic development and economic growth are not necessarily the same thing. First, development is both a prerequisite to and a result of growth. Development, moreover, is prior to growth in the sense that growth cannot continue long without the sort of innovations and structural changes noted above. But growth, in turn, will drive new changes in the economy, causing new products and firms to be created as well as countless small incremental innovations. Together, these advances allow an economy to increase its productivity, thereby enabling the production of more outputs with fewer inputs over the long haul. Environmental critics and sustainable development advocates, furthermore, often point out that development does not have to imply some types of growth. An economy, for instance, can be *developing*, but not *growing* by certain indicators. Indeed, the measure of productivity should not be solely monetary; it should also represent and shed light on how effectively scarce natural resources are being used and how well pollution is being reduced or prevented.

Definitions That Address Equity and Sustainability

Economic development policymakers and practitioners who are concerned about economically disadvantaged and depressed communities highlight some different issues when they define economic development. Community economic development or CED typically has five goals:

- Stimulating a self-sustaining process of economic development (the dynamic and rate of development);
- Creating jobs at acceptable wages, with appropriate benefits and career ladders for area residents (the distribution of development);
- Producing goods and services that meet social needs, like affordable housing, lowered energy costs, better health care, and accessible day care (the composition of development);
- Establishing greater community control, accountability, and participation in basic economic decisions such as hiring, investment, and location (the control of development); and
- Broadening business and asset ownership within poor and ethnic minority communities.

The first objective is shared by other more conventional economic and business development strategies. But the last four distinguish community economic development from many traditional approaches and are especially important for both low-income and working class communities. The practice of CED also has a strong institution-building dimension, involving the creation and strengthening of economic organizations controlled or owned by residents of the area where these institutions are located. These might include business firms, industrial parks, banks, credit unions, cooperatives, community development corporations, and mutual housing associations. Lastly, there is an implicit anti-poverty mission implied in this definition, given the goal of creating more family-wage jobs. The following economic development definition goes further on issues of fairness, environmental compatibility, and quality of life. The Corporation for Enterprise Development has argued that economic development should help to achieve a more widely shared and sustainable quality of life. This overall definition may be broken down into three elements:

- *Development* entails the enrichment of material, social well-being, which can be measured in the flow of money and goods over time; increases in a jurisdiction's quality and quantity of public goods (such as clean air and water, freedom from crime, better schools, etc.); and access to good jobs (e.g., with wages and benefits sufficient for supporting a family, and opportunities for advancement).
- *Shared growth means* there is broad distribution of opportunities for meaningful participation in the economy and enjoyment of the benefits of an increased standard of living.
- *Sustained growth* implies that the above goals are achieved in a manner that does not detract from - but rather enhances - the economy's ability to achieve the same goals in the future.

Obviously, this conception of economic development adds to the debate about the means and ends of development policy. Many economic developers see their job solely as one that concerns employment generation and income growth. They believe that they have little influence on other objectives and are not responsive to constituencies that are most concerned with issues of equity and environmental conservation.

But an increasing number of voices contends that economic development policies must pass the tests suggested by the last few definitions: Are the policies, programs, and practices generating a higher standard of living and more and better jobs? Are programs becoming more accountable, cost-effective, and user-friendly? Are they expanding opportunities for all Americans? And are they becoming more compatible with conserving our environmental assets and promoting a higher quality of life?

Why Is Economic Development Important

Economic development in the U.S. is a big deal. To start, many argue that economic development is necessary for sustaining the competitiveness of the United States economy and raising overall productivity and incomes. Second, additional development can help maintain a high level of employment and job quality for all Americans. Third, it can help to create the jobs necessary for providing middle-class opportunities for the jobless and working poor. Fourth, it can provide the earnings needed to make further investments in education, government services, amenities, infrastructure, and quality of life.

Moreover, economic development policy matters. Federal, state, and local governments spend billions of dollars in its name. So, development policy choices affect taxpayers' pocketbooks. What's more, evidence suggests that many development programs actually work and do achieve the goals listed above. Economic development issues have a way of dominating most policy debates in state legislatures and city councils. Its prominence is due in part to citizens' tendency to evaluate public officials' success by how well their state or local economy is faring. If jobs are being generated, incomes are growing, and high profile companies are being attracted or retained, then a politician's tenure is likely to be extended. If not, he or she may become history.

But there is another important twist on the significance of economic development. Almost every major state and local policy debate, whether it involves taxation, welfare, environmental regulations, or workforce healthy and safety, quickly becomes a debate over economic development. Indeed, most new social and regulatory policies are fought on the grounds that they will harm the area's business climate and cause private investment to dry up. Similarly, education reform and adult retraining are promoted for their potential impact on economic growth.

What Do Economic Developers Do?

During the last thirty-plus years, the field of economic development has changed significantly. Once an ad hoc art and practice, it is gradually becoming more of a science, an industry and a profession. Today, the field has its own journals and trade associations. It is taught in universities and colleges. Certificates are awarded to those who undergo appropriate training. Regional, national, and international conferences are held from Frankfurt, Germany, to Raleigh, North Carolina.

Many lay people mistakenly believe that economic development is simply a hands-on profession. The economic developer promotes sites, visits existing industries, runs a revolving loan fund, and so forth. But this is only the field's external face.

Economic development activities and outcomes are also shaped by public policies. Funding for infrastructure, tax and regulatory policies, new workforce training grants, and countless other examples influence the environment for investment and commerce. Called "business climate," this contested term refers to the extent to which the political and policy environments of a particular state or locality, compared with other jurisdictions, are seen to be supportive or burdensome to businesses. The implication is that any area whose business climate is not "competitive" will be shunned by the corporate sector and will find it difficult to attract or grow new firms and the jobs they provide.

The business climate is affected by both major cost factors (e.g., land, labor, taxes, regulations) and non-cost factors (e.g., quality of life, attitudes toward business). Government has a big impact on business climate (and hence, economic development practice), for it is that combination of services provided by the public sector, such as education, infrastructure, taxation, and regulation, which creates the context within which companies operate. Moreover, government delivers other direct programs to companies in the form of grants, low interest loans, debt insurance mechanisms, and business advisory services. There is no complete roster of all who are involved in this field, but here are some indicators of its size.

- There are more than 2,000 community development corporations (CDCs) operating in low-income areas throughout the U.S. These groups boast 17 statewide associations and a national organization – the National Congress for Community Economic Development – with over 800 members.
- The state of Minnesota has 200 revolving loan funds providing financing and management services to small businesses.
- The American Economic Development Council, a major national trade association, has nearly 3,000 members, as well as its own research foundation that is affiliated with a major university.
- The North Carolina Economic Development Association has close to 650 members, with 200 of these based in local and state organizations and agencies and another 400-plus engineers, attorneys, consultants,

businesspersons, bankers, and utility personnel. In fact, its director estimates that 85 of the state's 100 counties have at least one economic development staff person in place.

Once it was virtually synonymous with business recruitment efforts; now it has broadened its boundaries. Today's economic development involves initiatives ranging from improving local amenities (e.g., building a museum and aquarium) to reforming the K-12 educational system, from retaining existing businesses to fostering minority ownership of business enterprises. Indeed, a recent trade association publication that surveyed economic developers found them in general agreement that:

- The issue of educational quality and workforce preparation will become increasingly critical.
- Changes in information technology, communications technology, and the growth of the Internet will have a major impact on the profession.
- Existing business development will be central to economic developers in the years ahead.
- Economic developers will have to know more about global markets.
- The ability to forge political consensus within a community will be critical to successful economic development efforts.
- Because of the scale of investments needed and the speed of economic change, the New Economy places a premium on collaboration. No one can afford to go it alone.

Yet, in many respects the challenge is the same. Economic developers invest to build up their location and promote their assets and opportunities to prospective investors, both inside and outside the community.

THE 2000 ECONOMIC IMPACT OF EXPENDITURES BY TRAVELERS ON WISCONSIN

INTRODUCTION

This is the twelfth annual report of the economic impact of traveler expenditures on Wisconsin prepared by *Davidson-Peterson Associates*. This report covers *calendar year 2000*. The purpose of this study is to measure the economic benefits derived by Wisconsin residents and governments from the dollars spent in the area by travelers.

These economic benefits include:

- Total expenditures made by visitors;
- Number of full-time equivalent jobs supported by these expenditures;
- Wages, salaries and proprietary income earned by area residents; and
- State and local government revenues generated.

The estimates of economic impact developed from these procedures and analyzed in this report may be used to document the importance of tourism as a key segment of Wisconsin's economy, to underscore the need to continue to support the expenditure of time, effort and dollars to promote tourism growth, and to track the results of Wisconsin's tourism marketing efforts.

2000 ESTIMATED TRAVELER EXPENDITURES: \$9,971,705,647

- December - April \$2,900,557,805
- May - August \$4,793,915,638
- September - November \$2,277,232,204

2000 ECONOMIC IMPACT (Annual)

- Total jobs created (full-time job equivalents): 282,960
- Total resident income (wages, salaries and proprietary income) generated: \$5,565,720,000
- Total government revenues generated: State - \$894,986,000 Local - \$647,979,000

2000 HIGHLIGHTS

	Hotels/Motels/ Resorts	Cabins/ Cottages/ Condos	Campgrounds
Number of properties	1,945	1,116	733
Number of rooms/units/sites	76,492	9,282	58,380
Total available roomnights/ site-nights (millions)	25.61	2.14	8.21
Total occupied roomnights/ site-nights (millions)	15.66	1.21	3.56
Average occupancy rate	61%	56%	43%
Average double rate	\$81.80		
Average unit rate		\$99.07	
Average site rate			\$17.79
<i>Management's Estimate:</i>			
Average party size	2.07	4.24	3.54
Average length of stay	2.15	4.80	2.47
Guest Origin			
Out of State	50%	53%	38%
U.S.	47%	53%	38%
Canada	2%	*	*
Other foreign	1%	*	*
Wisconsin	50%	47%	62%
Trip Purpose¹			
Pleasure	48%	94%	N/A
Business	36%	5%	N/A
Meetings/conventions	16%	1%	N/A

*Note: Length of stay as noted throughout this document represents the average number of nights spent in a hotel/motel/resort. It does not necessarily reflect the total number of nights spent in Wisconsin. Columns of figures may not add to totals shown due to rounding. * Less than 0.5%*

WISCONSIN COMPARISON SUMMARY
1999 (Revised) vs. 2000

	<u>1999</u> (Revised)	<u>2000</u>	<u>Change</u>
Estimated Traveler Expenditures (billions)	\$9.081	\$9.972	+9.8%
Estimated Economic Impact:			
Total full-time job equivalents supported	258,138	282,960	+9.6%
Total resident income (millions)	\$5,026.14	\$5,565.72	+10.7%
Total government revenues generated:			
State (millions)	\$848.78	\$894.99	+5.4%
Local (millions)	\$583.30	\$647.98	+11.1 %

WISCONSIN TOTAL ESTIMATED TRAVELER EXPENDITURES BY SEASON
1999 (Revised) vs. 2000

	<u>1999</u> (Revised)	<u>2000</u>	<u>% Change</u>
December - April	\$2,653,071,725	\$2,900,557,805	+9.3%
May - August	\$4,352,791,507	\$4,793,915,638	+10.1%
September - November	\$2,074,810,397	\$2,277,232,204	+9.8%
Total	\$9,080,673,629	\$9,971,705,647	+9.8%

THE 2000 ESTIMATES OF TRAVELER EXPENDITURES

By Accommodation Type

More than half of the total estimated traveler expenditures, \$5.66 billion (57%), were spent by travelers staying in Wisconsin overnight at hotels/motels/resorts. Those camping in Wisconsin spent \$628 million (6%), and those staying in cabins/cottages/condominiums spent \$513 million (5%) while traveling in Wisconsin.

Visitors with no lodging expenses spent 32% of Wisconsin's 2000 traveler expenditures (\$3.18 billion). Travelers who stayed at the homes of family and/or friends spent \$2.45 billion (25%) while visiting Wisconsin, and those visiting just for the day or passing through Wisconsin spent nearly \$722 million (7%).

By Category of Expenditure

More than half of Wisconsin's total estimated travel expenditures came from shopping and food expenditures (\$3.0 billion and \$2.4 billion, respectively). Recreation expenditures represent 24% of traveler expenditures (\$2.4 billion), and lodging expenses represent 15% of the total estimated traveler expenditures (\$1.5 billion). Six percent of Wisconsin traveler expenditures (\$583 million) were spent on transportation.

Seasonal Differences in Traveler Expenditures

Half of all traveler expenditures in Wisconsin (\$4.8 billion or 48%) were spent in the summer season (May through August). The winter season (December through April) represents 29% of Wisconsin's total traveler expenditures (\$2.9 billion), and the fall season (September through November) accounts for 23% of these expenditures (\$2.3 billion).

Fall and summer traveler expenditures increased by 10%, compared to 1999 (revised) while the winter season saw a 9% increase.

2000 County by County Traveler Expenditures and Economic Impact

COUNTY	EXPENDITURES \$			JOBS*	RESIDENT INCOME \$	STATE REVENUE \$	LOCAL REVENUE \$
	2000	1999 REV.	%CHG				
DANE	882,760,398	795,185,467	11.01%	29,720	484,587,000	91,504,000	49,853,000
GREEN	38,870,681	36,394,691	6.80%	1,157	16,114,000	3,472,000	1,892,000
IOWA	45,488,780	42,896,948	6.04%	1,263	26,448,633	3,548,083	3,248,135
LAFAYETTE	14,662,061	14,258,736	2.83%	415	8,708,697	1,168,272	1,069,507
ROCK	215,723,144	197,350,784	9.31%	5,989	125,469,733	16,831,758	15,408,835

Tourism Trends and Analysis: The Wisconsin Visitor

The majority of visitors to Wisconsin come from the major markets of Chicago and Northern Illinois, Minnesota, predominately from the Twin Cities, Iowa and a significant number from within Wisconsin. Because of the state's abundant variety of recreational opportunities, accommodations, attractions and outstanding dining facilities, the tourism industry caters to a broad spectrum of all travelers. Some 1996 visitor characteristics that are worth noting include:

- A majority of visitors travel by auto.
- There is a somewhat increasing frequency of slightly younger travelers using motorcoach, and an increase in males.
- 36% visit friends and family.
- About 93% of leisure travelers are strictly leisure and an additional 7% are on a combination of business and leisure - a trend worth enhancing through business/leisure promotion.
- The single largest category of recreational spending is food, followed closely by shopping.
- Satisfaction rates among leisure travelers is high with over 90% stating they would recommend a Wisconsin vacation to a friend or family member.
- Aspects most enjoyed were scenery and relaxation/getaway - Brand Image.

- *Over 90% of visitors indicate that they will return to Wisconsin for another vacation in the next several years.*
- *The majority of the summer and fall vacationers are most likely to return in the months of July through October - Cross-promote fall in summer and summer during fall vacations.*
- *About 1/2 of vacationers plan about 1 month prior to travel - the other 50% plan within 2-9 months.*
- *Planning is driven by availability of good weather and scheduling around travel groups work and domestic schedules.*
- *With the aging of the Baby Boom generation, slightly more than 1/2 of our visitors do not have children under 18 living in their homes. This trend is projected to continue until 2010.*
- *Summer and fall vacation group make-up is about 35% families, 35% couples and 15% friends.*
- *Vacations typically last from 2 - 4 days with the majority of that time spent in the same area.*
- *Most important informational materials for "Planning" a trip are AAA Trip-Tics, state maps and atlases and state and local publications and Internet sites.*
- *Areas for Improvement: Better variety of food choices, availability of Indoor activities to compensate for weather and better roads where needed.*

Wisconsin Tourism Consumer Research

1994/95 Regionalizing Vals Research

1994 telephone survey of 5000 randomly selected consumers (in-state and out-state) who inquired about ten different areas of the state.

1. 69 percent of inquirers actually had vacationed in Wisconsin.

2. Top ten destinations:

- | | |
|----------------|-----------------|
| 1. Door County | 6. Eau Claire |
| 2. WI Dells | 7. Madison |
| 3. Milwaukee | 8. Minocqua |
| 4. Green Bay | 9. La Crosse |
| 5. Bayfield | 10. Lake Geneva |

3. Length of stay:

3-4 days

4. Amount Spent:

\$325 average (per group - 3-4 people)

5. Top Accommodations:

- | | |
|------------------|-----|
| Hotel/motel | 51% |
| Campground | 13% |
| Family & Friends | 9% |
| Resort | 8% |

6. Top 10 activities:

- | | |
|----------------------------|-----|
| Dining | 92% |
| Shopping/antiquing | 82% |
| Visiting state/county park | 51% |

Going to historical sites	46%
Wildlife watching	45%
Bicycling/Hiking	41%
Visiting museum	38%
Visiting friends/relatives	34%
Visiting attractions	33%
Water sports	28%

7. Where they come from:

In-state	42.1%
Chicago area	13.6%
Mpls/St. Paul	8.6%
Other	35.7%

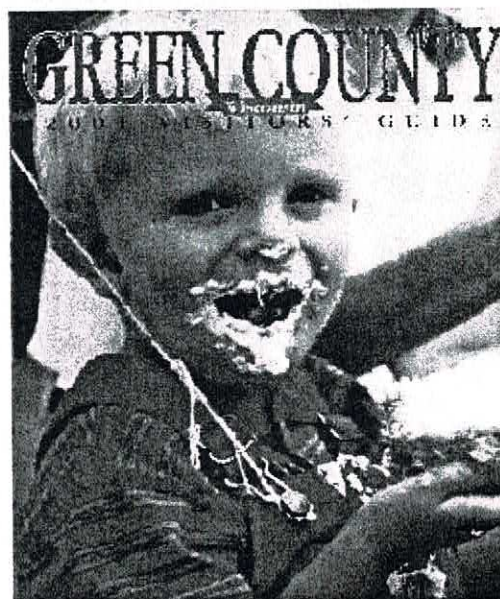


GREEN COUNTY



Come be our guest in America's Little Switzerland, steeped in heritage and brimming with Gemütlichkeit (hospitality, kindness, good fellowship). Green County is renowned for its colorful ethnic festivals, delicious cheeses, Swiss heritage, and friendly, small-town folks. Our rolling hills are dotted with cozy bed and breakfast inns, crisscrossed by three recreational trails, and punctuated with parks and recreation areas. Green County's attractions and amenities are really something to yodel about and our recreational shopping, dining, and lodging are special delights.

We invite you to join us in America's Little Switzerland. Willkommen to the hearths and hillsides of Green County, Wisconsin.



Before any discussion of local economic development approaches and strategies can occur, an understanding of regional workforce and economic conditions must first be established.

The Wisconsin Department of Commerce County Economic Profile, and the Wisconsin Department of Workforce Development, Division of Workforce Excellence, Bureau of Labor Market Information and Customer Services in its December 2000, Green County Workforce Profile note:

- Green County experienced a 2.39% increase in population between 1990 and 1995, resulting in a 1995 total population of 31,064. The county has 53.2 persons per square mile, a density lower than the state as a whole. The median age in Green County is 34.4, indicating an older population than the State of Wisconsin, which has a median age of 32.9 years.

The median value of owner-occupied housing in Green County is \$53,600. 1.3% of the housing units are seasonal, a value much below the state's average of 7.2%. Farmland covers 78.0% of the county, while 44.4% of Wisconsin's land is used for farming. The county is 8% forested and has 5 of the state's 14,927 lakes.

In Green County, North American Philips Corporation employs more workers than any other manufacturing firm, and Swiss Colony Inc. is the largest non-manufacturing employer. The trade industry generates most of the county's personal income. Green County's 1989 median household income was \$28,435 and increased by \$4,556 to reach \$32,991 in 1993.

Quality of Life		
	Wisconsin	Green County
Persons per square mile, 1995	94	53.2
Number of staffed hospital beds, 1989	18,469	173
Average birth rate per 1,000 population, 1990-1994	14.4	13.2
Public school enrollment, 1995-1996	870,175	5,797
Number of public high school graduates	48,371	349
1994-1995 Public High School Drop Out Rate	2.63%	1.68%

Housing	
1990	
Total number of housing units	12,087
Number of single-unit structures	9,141
Number of multiple-unit structures	2,124
Number of single units permitted	76
Number of multiple-units permitted	6
Percent seasonal housing	1.3%
Median value, owner-occupied	\$53,600
Median rent	\$273

Recreation		
1995 Number of:	Wisconsin	Green County
Campgrounds	1,106	7
Campsites	75,367	464
Hiking trails (In miles)	5,617	51
Mountain biking trails (In miles)	3,155	26
Cross country skiing trails (In miles)	4,154	20
Snowmobile trails (In miles)	14,896	80
Visitor expenditures	\$6,134,645,284	\$27,661,196

Income				
	1983	1985	1989	1992
Total personal income	\$364,324	\$419,137	\$520,560	\$586,754
Non-farm personal income (in thousands)	\$351,640	\$396,406	\$466,865	\$557,267
Farm income (in thousands)	\$12,684	\$22,730	\$53,695	\$29,487
Per capita income	\$12,134	\$13,998	\$17,256	\$18,816
Transfer payments	\$48,346	\$54,118	\$64,498	\$83,047
Proprietor income	\$44,561	\$62,859	\$96,358	\$75,199

Government Finance - 1996		
1992	Wisconsin	Green County
Total property taxes levied (in 1,000's)	\$2,872,811	\$17,981
Effective per capita property tax	\$601	\$597
Total expenditures (in 1,000's)	\$8,425,897	\$49,677
In dollars per capita	\$1,763	\$1,650
As percent of total		
Education	44.0%	45.1%
Health & Hospital	6.3%	3.6%
Police	9.3%	14.2%
Fire	5.5%	5.0%
Public welfare	2.7%	1.4%
Highways	6.4%	10.7%

Retail, Service, Wholesale - 1992		
1992	Wisconsin	Green County
Number of retail sales establishments	31,955	241
Sales (in 1,000's)	\$38,350,527	\$394,742
Annual payroll (in 1,000's)	\$4,349,836	\$46,759
Number of service establishments	31,965	170
Receipts (in 1,000's)	\$15,576,691	\$62,941
Annual payroll (in 1,000's)	\$6,259,117	\$27,501
Number of wholesale establishments	9,383	85
Sales (in 1,000's)	\$47,597,932	\$335,806
Annual payroll (in 1,000's)	\$3,222,625	\$16,027

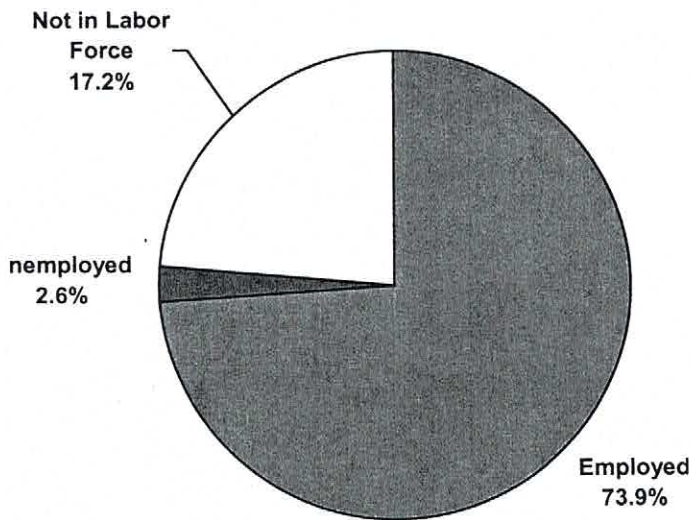
Manufacturing - 1992		
1992	Wisconsin	Green County
Number of establishments	10,087	73
Number of employees	546,000	3,200
Total payroll (in 1,000's)	\$16,087,300	\$72,800
Production workers, average number	369,400	2,500
Production worker hours (in 1,000's)	744,800	4,500
Production worker wages (in 1,000's)	\$9,178,400	\$48,500
Value added (in 1,000's)	\$41,705,900	\$305,300
Value of shipments (in 1,000's)	\$88,561,200	\$765,000

Top Employers - 1994		
Top 5 Manufacturing Firms	Number Employed	Product/Type of Business
North American Phillips Corporation	500-999	Transformers
Woodbridge Corporation	250-499	Plastic Foam Products
Monroe Truck Equipment Inc.	250-499	Truck & Bus Bodies
Knight Manufacturing Corporation	100-249	Farm Machinery & Equipment
Mid-American Dairymen, Inc.	100-249	Cheese
Top 5 Non-Manufacturing Firms	Number Employed	Product/Type of Business
Swiss Colony, Inc.	500-999	Catalog & Mail Order Houses
Saint Clare Hospital	250-499	General Hospital
County of Green	250-499	Public Administration
SC Data Center, Inc.	100-249	Data Processing & Preparation
Wal Mart Stores, Inc.	100-249	Department Stores

Employment by Industry - 1992				
	1983	1985	1989	1992
Mining	35	35	28	18
Construction	580	528	586	750
Manufacturing	2,431	2,708	3,219	2,804
Trans. & Public Utilities	498	558	507	535
Trade	4,815	5,244	5,804	5,741
Services	4,181	3,961	4,136	4,525
Government	1,647	1,707	1,780	1,892

Natural Resources - 1990		
	Wisconsin	Green County
Land Area (square miles)	54,314	584
Total Forest Land (in thousands of acres)	15,351.3	30.9
Commercial	14,759.4	30.9
Non-Commercial	591.9	0
Percent in Forests	44%	8%
Number of Lakes	14,927	5
Lakes Acreage	970,869	353

The labor force is the sum of employed and unemployed persons who are 16 years old and older. Readers should keep in mind that people who are “not working” includes people who are “unemployed” and people who are “not in the labor force”. “Unemployed” does not include all people who are “not working”, some unemployed are retirees and others are people who choose not to work. The pie chart displayed below provides estimates of employed, unemployed and



“those not in the labor force” as a percentage of the civilian non-institutional population. The sum of the employed and unemployed percentages provides us with the “labor force participation rate”, used to measure the population’s attachment to the labor market.

The participation rate in Green County, 76.5% in 1998, is higher than the state (74.4%) or the

Source: Estimated from WI Dept of Admin., Demographics Services Center. Official Population Projections: 1990 - 2020 and WI DWD, BLMICS. Local Area Unemployment Statistics program.

national level (67.1%). That represents an increase from 70.6% in 1990, generally due to employment growing faster than the labor force. The number employed as a percentage of the civilian non-institutional population aged 16 and older, expressed in the chart as “employed” is also higher in Green County than the state average. This is also referred to as the employment/population ratio, which measures the elasticity of the labor market; high percentages can lead to labor shortages and may restrict future economic growth. This situation is further exacerbated by the decline in age cohorts in which labor force participation is high. The table below displays estimates of population by age; while the age group 25-39 is among the largest, it is also declining, although the 16-24 age group is increasing. The largest increase is in the group of individuals aged 40-54, or the “baby boom” cohort, further highlighted by the increase in the median age from 31 in 1980 to 34 in 1990. This demographic shift will have a large impact on future economic trends.

Age Group	1990 Census	1998 Estimate	Percent Change
16-24	3,274	3,838	17.2%
25-39	7,326	6,394	-12.7%
40-54	5,093	7,020	37.9%
55-64	2,593	2,873	10.8%
65+	4,636	4,908	5.9%
TOTAL	22,921	25,034	9.2%

Source: Estimated from WI Dept. of Admin., Demographic Services Center. Official Population Projections 1990 - 2020.

Nonfarm wage and salary employment measures the number of jobs within the county excluding agriculture, military, and self-employed workers. This data measures the number of jobs within the county without consideration of where the job-holder lives. Thus, this information is often referred to as “place of work” data, as opposed to the civilian labor force data, which is based on residence. Employment growth over the past half-decade in Green County has been centered in the manufacturing and service industries. The largest declines in employment have come in wholesale trade. Manufacturing employment in Green County increased by about 900 during the five year time period detailed below.

	1993	1994	1995	1996	1997	1998	Percent Change	
							1 - Year	5 - Year
Total	13,500	13,900	14,400	14,100	14,400	15,000	3.7%	11.1%
Goods Producing	3,300	3,400	4,100	4,300	4,200	4,200	0.2%	27.5%
Construction & Mining	450	440	470	440	440	460	4.2%	0.9%
Manufacturing	2,900	3,000	3,600	3,800	3,800	3,800	-0.2%	31.6%
Service Producing	10,200	10,500	10,300	9,800	10,200	10,800	5.1%	5.7%
Trans., Comm. & Utilities	460	450	460	480	490	440	-9.3%	-2.7%
Total Trade	4,800	5,100	4,700	4,000	4,100	4,300	4.4%	-10.6%

Wholesale	1,150	1,220	700	680	640	620	-3.4%	-46.5%
Retail	3,700	3,900	4,000	3,400	3,500	3,700	5.8%	0.6%
Finance, Insurance & Real Estate	490	470	430	400	400	410	1.9%	-17.6%
Service	2,700	2,700	2,900	3,100	3,300	3,700	10.5%	38.4%
Government	1,700	1,800	1,800	1,800	1,900	1,900	1.6%	10.1%

Source: WI DWD, BLMICS. Current Employment Statistics program.

In Green County, as is the case in much of Wisconsin and the nation, service sector employment has been growing rapidly over the last five years. Service sector employment has added roughly 1,000 jobs in the last five years, almost 40% growth in service sector employment in Green County. In most locations business services and health services are receiving the lion's share of that growth in the service sector employment. In the first quarter of 1999, the largest employer in Green County was a provider of health care services, and the fifth largest was a provider of business services.

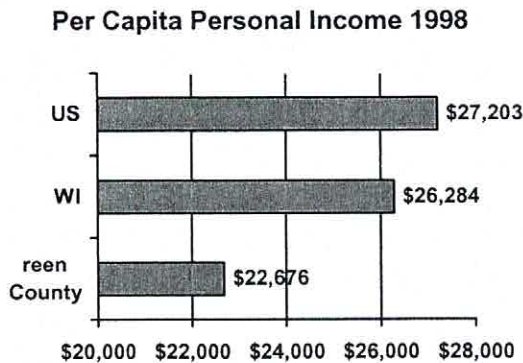
GREEN COUNTY EMPLOYMENT & WAGES 1998

	Annual Average Wage	Percent of State Average	Percent Change		Number of Workers
			1 year	5 year	
All Industries	\$22,141	81.0%	3.0%	15.4%	14,035
Ag. Forestry & Fishing	\$17,216	87.8%	4.7%	-0.2%	150
Construction	\$26,580	79.2%	5.4%	20.3%	450
Manufacturing	\$25,309	71.3%	-1.1%	23.2%	3,484
Trans. Comm & Utilities	\$21,588	69.0%	2.7%	3.6%	431
Wholesale Trade	\$27,055	78.2%	3.9%	14.8%	626
Retail Trade	\$16,735	124.0%	8.1%	20.1%	3,538
Finance, Insurance & Real Estate	\$22,234	64.9%	0.1%	16.8%	397
Services	\$21,642	93.6%	4.0%	4.8%	3,089
Government	\$25,020	82.4%	3.5%	13.4%	1,851

Source: WI DWD, BLMICS. Employment, Wages & Taxes Due Covered by Wisconsin's U.C. Law, 1993 & 1998 Tables 209 -211

Compared to the rest of Wisconsin, wages paid to workers in Green County are 81% of the statewide average. Green County gained on the statewide average in 1998, in 1997 wages paid in Green County were 78.6% of the statewide average. Green County's reasons for being below the state average include the higher than average percent of workers in the county who work in retail trade, where pay is consistently lower wage than other industries. This sector is also more likely to employ part-time workers. Retail trade workers in Green County, on average, earn higher than retail trade workers statewide. However, retail trade wages in Green County are substantially lower than the statewide average for all industries.

Despite a slight decline in 1998, the largest percentage increase in annual average wage during the five year time span 1993-1998 was found in manufacturing. The expansion of manufacturing coupled with the increasing demand for workers has led to increases in wage rates for that industry especially for higher-skilled occupations. Nevertheless, these wages are still lower than those paid throughout the state on average. For larger industries, growth in annual average wages in manufacturing has been strong in the past few years, influenced by wage inflation and labor shortages.



Per Capita income is total income divided by the total number of residents. Income includes wages earned, dividends from investments, and transfer payments from the government. Per capita income can be influenced by the number of wage earners, average family size, and the median age of residents. It can also affect housing patterns.

Green County's 1998 per capita personal income (PCIP) of \$22,676 ranked 30th of Wisconsin's 72 counties. Over the past five years, Green County per capita income has increased by 16.8%. Both measures of county income out gained inflation as measured by the Consumer Price Index, which rose only 12.8% during the five year period.

The PCIP in Green County, with its increase of just 16.8% in the last five years, lagged both national and state growth rates by more than 10 percent. The national and state growth rates were 28.2 and 27.4 percent, respectively.

Selected Occupational Wage Data

	Mean	Median
Bartender	\$6.52	\$6.30
Bookkeeper	\$9.96	\$9.79
Cashier	\$7.19	\$6.74
Food Preparation Worker	\$7.67	\$7.34
Hand Packager	\$8.98	\$8.60
Janitor/Cleaner	\$8.36	\$8.03
Laborers, Landscaping/Grounds	\$8.82	\$8.15
Licensed Practical Nurse	\$12.37	\$12.30
Nurse Aid/Orderly	\$8.78	\$8.79
Registered Nurse	\$16.82	\$16.92
Salesperson, Retail	\$8.69	\$7.55
Stock Clerk Sales Floor	\$7.59	\$7.29
Teacher Aid	\$8.21	\$8.46
Tool and Die Maker	\$22.39	\$20.18
Welder	\$12.73	\$12.83

Source: DWD, 1998 OES Wage Survey Appleton/Oshkosh/Neenah MSA.

The wages for the selected occupations in the above table are wages reported in the Occupational Employment Statistics (OES) survey for the six county Southwest Wisconsin Workforce Development Area. They do not represent responses taken only from Green County employers; Green is one of the six counties in the Southwest survey.

The mean wage is the sum of all wages divided by the number of wage earners, while the median wage is the midpoint of all reported wages. As the mean and median wages merge, pressure is placed on the employer to offer better than average wages. This often indicates a tight labor supply in an area.

Within the State of Wisconsin and Green County, many economic development programs and professionals are already at work. At the state level Forward Wisconsin, WiDOC, WHEDA, the SBA and WI Tourism work to implement many of their programs by assisting local economic development professionals, existing businesses and entrepreneurs.

Forward Wisconsin

Overview

Forward Wisconsin, Inc., (forwardWI.com) is a unique public-private state marketing and business recruitment organization. Its job is marketing outside Wisconsin to attract new businesses, jobs and increased economic activity to the state. In July 2000, Forward Wisconsin created a new division - Great Jobs Wisconsin - to recruit workers to Wisconsin from outside the state. The Great Jobs Wisconsin program can be accessed at GreatJobsWI.com

Board of Directors

Forward Wisconsin's Board of Directors reflects that public-private partnership. Governor Scott McCallum is chairman of the board. Private sector representation includes Wisconsin's utilities, banks, educational institutions, investment firms, law firms, and manufacturers. Public sector representation includes four state legislators and the Secretary of the Department of Commerce.

History

Forward Wisconsin was created in 1984 on the recommendation of a 1983 Marketing Task Force Report. It is a 501(c)(3) not-for-profit corporation.

Funding

Forward Wisconsin has an annual budget of approximately \$1 million. More than half of that funding is provided by private sector contributors, with the balance coming from the state through a contract with the Department of Commerce.

Marketing Strategy

Forward Wisconsin works to boost the state's image, to project the state's positive business climate and to attract industry and workers to Wisconsin. The group's marketing plan focuses its resources on six target industries and one primary back-up target. These industries currently thrive in the state, are compatible with the state's strengths and are projected to have strong growth potential:

- Computer & Data Processing Services
- Plastics
- Business Services
- Forest Products (Hardwood Plywood)
- Biotechnology
- Production Machinery & Equipment

Primary Back-up Target:

- Customer Service Centers

Marketing Activities

Forward Wisconsin uses a wide range of economic development marketing tools. These include:

- Direct mail campaigns and follow-up telemarketing to targeted industries and geographic areas.
- Out-of-state prospecting trips
- Trade show booth appearances at targeted industry expositions
- Print advertising campaigns directed toward geographically targeted publications and target industry journals
- Image-building campaigns
- Special event promotion
- Site selection and consultant education

Working with Companies

Forward Wisconsin provides business cost comparisons, financial information and a variety of other business consulting services to prospective expanding businesses. Forward Wisconsin services are provided on a confidential, no-cost basis.

Relationship with the Department of Commerce

Forward Wisconsin gains its primary strength from its unique status as a public-private partnership, its ability to draw upon the resources of both the public and private sectors and its capacity to coordinate these efforts. The corporation's success in implementing its mission statement depends in large part upon its close working relationship with the Wisconsin Department of Commerce. Forward Wisconsin is responsible for out-of-state marketing and business attraction, while the Department of Commerce is responsible for existing

business retention, expansion, financial programs and international development.

Financial Resources for Businesses

The Wisconsin economic development team includes many partners -- Forward Wisconsin, the Wisconsin Department of Commerce, other state agencies, local economic development officials, the state's utilities, the Wisconsin Technical College and University Systems, and other groups. Each partner brings valuable resources to helping you with your expansion project.

Listed below are selected financial programs available through the Wisconsin Department of Commerce and the Department of Transportation that are most commonly utilized by out-of-state businesses expanding to Wisconsin. This is not an all-inclusive list of the financial programs available at the state level-- many local economic development groups and utility companies also have their own programs to assist your business expansion. Please contact Forward Wisconsin if you would like more information on financial assistance and incentives. We can put you in contact with the appropriate partner to get you the specific details you require.

The Customized Labor Training Fund provides training grants to businesses that are implementing new technology or production processes. The program can provide up to 50 percent of the cost of customized training that is not available from the Wisconsin Technical College System.

The Community Development Block Grant (CDBG)-Economic Development Program, funded through the federal Small Cities CDBG Program, provides grants to communities to promote local job creation and retention. Local governments then lend the funds to businesses for start-up, retention, and expansion projects through grant funding. Funding levels depend on the number of jobs to be created or retained.

The Dairy 2020 Initiative awards grants and loans for business and feasibility planning to dairy producers and processors considering a modernization or expansion project.

The Employee Ownership Assistance Loan Program can help a group of employees purchase a business by providing individual awards up to \$25,000 for feasibility studies or professional assistance. The business under consideration must have expressed its intent to downsize or close.

The COMMERCE/DVR Job Creation Program is designed to increase employment opportunities for DVR clients by providing equipment grants, technical assistance grants, and customized assistance to companies that will hire persons with disabilities as part of a business expansion.

The **Rural Economic Development Program** makes individual awards up to \$30,000 for feasibility studies and other professional assistance to rural businesses with fewer than 25 employees. Businesses that have completed their feasibility evaluations are eligible for individual micro loans up to \$25,000 for working capital and the purchase of equipment.

The **Major Economic Development Program** offers low-interest loans for business development projects that create a significant economic impact. The **Technology Development Fund** helps businesses finance Phase I product development research. Firms completing Phase I projects can receive Phase II product-commercialization funding.

Tax Incremental Financing (TIF) helps cities in Wisconsin attract industrial and commercial growth in underdeveloped and blighted areas. A city or village can designate a specific area within its boundaries as a TIF district and develop a plan to improve its property values. Taxes generated by the increased property values pay for land acquisition or needed public works.

The **Enterprise Development Zone Program** promotes a business start-up or expansion on a particular site in any area of the state that suffers from high unemployment, declining income and property values, and other indicators of economic distress. The program offers tax credits for such activities as hiring disadvantaged workers and undertaking environmental remediation. Tax credits can be taken only on income generated by business activity in the zone. The maximum amount of tax credits per zone is \$3 million.

Industrial Revenue Bonds (IRBs) are a means of financing the constructing and equipping of manufacturing plants and a limited number of non-manufacturing facilities. The municipality is not responsible for debt service on IRBs, nor is it liable in the case of default. IRBs are also exempt from federal income tax.

The **Wisconsin Transportation Facilities Economic Assistance and Development Program** funds transportation facilities improvements (road, rail, harbor, airport) that are part of an economic development project.

The Wisconsin Housing & Economic Development Authority (WHEDA) currently operates under the following mission:

Mission

The Wisconsin Housing and Economic Development Authority serves Wisconsin residents and communities by working with others to provide creative financing resources and information to stimulate and preserve affordable housing, small business, and agribusiness.

It administers this mission through the following programs:

Agricultural Products

Giving Farm Families Credit Preserving a Proud Tradition

CROP

Your production financing resource. CROP provides guarantees for agricultural production loans. Visit our site for [Farmers](#) and [Lenders](#).

FARM

Is your operation ready for the 21st Century? FARM provides guarantees for agricultural expansion and modernization loans. Visit our site for [Farmers](#) and [Lenders](#).

Beginning Farmer Bond

Isn't it time for your own operation? Beginning Farmer Bonds offer low interest rates to beginning farmers.

Agribusiness Guarantee

The Agribusiness Guarantee helps small businesses develop new products using Wisconsin's raw commodities.

Small Business Products

You want your small business to grow... But do you have financing?

WHEDA Small Business Guarantee

The new way to grow your business. The WHEDA Small Business Guarantee helps you acquire or expand your small business.

Visit our WHEDA Small Business Guarantee (WSBG) sites for [Small Business Owners](#) or [WHEDA Small Business Guarantee Lenders](#).

Linked Deposit Loan (LiDL) Subsidy

The LiDL Subsidy helps women- and minority-owned businesses by reducing the interest rate on loans made by local lenders.

Visit our Linked Deposit Loan (LiDL) Subsidy sites for [Small Business Owners](#) or [Linked Deposit Loan \(LiDL\) Subsidy Lenders](#).

Agribusiness Guarantee

The Agribusiness Guarantee helps small businesses develop or expand production of products using Wisconsin's raw commodities.

Homeownership Products

Homeownership Made Affordable, and Easy, too.

HOME Loans

Offer a mortgage loan with a low, fixed interest rate to help low- and moderate-income individuals and families buy a home.

Visit our sites designed just for:

- [Homebuyers](#)
- [Lenders and Real Estate Professionals](#)
- [Servicing Lenders](#)

- **Home Improvement Loan Program (HILP)**
Affordable home improvement loans of up to \$15,000 are available to low-and moderate-income Wisconsin homeowners.

The Wisconsin Small Business Development Center assists Wisconsin businesses by:

About Us

- The Wisconsin Small Business Development Center (WSBDC) exists to serve the people of the State of Wisconsin. We do this by helping to ensure the state's economic health and stability through formative business education by counseling, technology and information transfer, and instruction. We have served the people of the state primarily by developing and conveying knowledge of small business activities. The Wisconsin SBDC has become well known for its national leadership in this area. Today, our organization is transforming itself to become a stronger force in the state's economic development environment. We recognize the dramatic economic, social, and technological changes that have unfolded globally and their impact on our state and our small business community. The SBDC consists of the Lead Center or State Office, which is administered by the unit of Business and Manufacturing Extension at UW-Extension, and a network of service centers located at 12 of the four-year UW institutions. We are a unique partnership between the University of Wisconsin-Extension and the business schools and departments of the UW System. Working together, we provide an array of programs, counseling, special initiatives, research and publications. Business management education programs are offered at an affordable fee. Counseling, to address individual business needs, is available without cost to the small business client. The SBDC program is funded by the U.S. Small Business Administration, the State of Wisconsin, the University of Wisconsin-Extension, economic development partners and user fees.

The Wisconsin Department of Tourism seeks to assist Wisconsin communities through the execution of its mission and strategies.

Mission

Provide leadership and guidance to Wisconsin's tourism industry to ensure that tourism is a top contributor to the state's economy and quality of life.

Vision

Make Wisconsin the top travel destination in the Midwest.

Goals

1.) Deliver creative marketing strategies that stimulate travel to and within Wisconsin.

Strategies:

A. Market Wisconsin as a premiere destination by developing a consistent brand image for the state that focuses on the state's four distinct seasons and diverse product.

B. Help maintain loyal customers, turn infrequent visitors into more frequent visitors, and lure new visitors to the state through enhanced targeted marketing efforts.

C. Expand niche marketing efforts to reach the meetings and conventions, motorcoach, international and multi-cultural audiences as well as the motion picture industry.

D. Continue researching our traveling customers to take advantage of new trends and opportunities.

2.) Utilize the latest technology to provide quality information and exceptional service to our traveling customers and industry partners.

Strategies:

A. Strengthen information technology-based partnerships and solutions with the Wisconsin tourism industry through such tools as integrated customer and product databases and the Internet.

B. Proactively recruit and maintain a talented, customer-friendly staff who possesses the knowledge and skills to plan, deliver, and evaluate services to our customers in the tourism industry.

C. Maintain an organizational structure focused on diversity, integrated teamwork, cooperation and communication.

3.) Encourage the development and growth of Wisconsin's tourism economy.

Strategies:

A. Provide technical assistance to tourism businesses and organizations related to marketing, customer service, research and product development.

B. Identify and promote additional offerings to enhance Wisconsin's tourism product.

C. Continue to provide and identify financing options designed to expand and/or enhance tourism in Wisconsin.

D. Deliver educational tools, research and training - including the Governor's Conference on Tourism - to industry partners for enhancing their competitive edge. Also, promote industry-sponsored educational conferences and opportunities.

4.) Facilitate committed partnerships with stakeholders to develop and grow Wisconsin tourism.

Strategies:

A. Strengthen existing and create new partnerships within Wisconsin's tourism industry by continuing to conduct staff familiarization tours, listening sessions and other approaches to actively seek industry input.

B. Improve and develop partnerships with other state agencies that share the same customers.

C. Create innovative methods to continuously communicate with the tourism industry and other stakeholders about existing and new programs.

D. Continue to seek the input and involvement of the Governor's Council on Tourism and its subcommittees.

E. Expand joint effort marketing programs.

5.) Represent and advocate the value of a vibrant tourism economy.

Strategies:

A. Facilitate dialog and information sharing between the tourism industry and local, state and federal government representatives.

B. Identify and communicate tourism industry interests to government decision-makers at all levels.

C. Identify and communicate pertinent legislative issues to the tourism industry.

D. Maintain a positive image of Wisconsin tourism to the general public.

E. Advocate for a stable and effective funding mechanism for the Department's promotional budget.

Specific Tourism program include:

- Heritage Tourism
- Joint effort marketing grant program
- Consultant services
- Marketing services
- Wisconsin Travel information centers
- Research

Locally, within Green County, economic development efforts have been undertaken by the Green County Development Corporation and the Green County Tourism Committee. The County Development Corporation seeks to assist newly locating and expanding businesses with a variety services and network connections. Its aim is to recruit and retain Green County businesses and industry. The County Tourism Committee seeks to market area attractions and to create "name brand" recognition. A prime example of this is the counties slogan of being "Americas Little Switzerland".

Within the Town of Albany, economic development wants to focus around three specific sub-sectors of the economy. These sub-sectors are the agricultural economy, the tourist economy and the commercial/retail economy. A local and regional framework must be applied by the town if it is to reach its desired economic development goals.

Agricultural Economy

As outlined in the Agricultural, Cultural & Natural Resource Element of this Comprehensive Plan, agriculture plays a major role in the Town of Albany. Current economic conditions within agriculture illustrate that the family farm is occupying less of the market place while larger, cooperate type, farms and smaller hobby and niche farms are gaining. With a stated goal of protecting agriculture within its community the Town of Albany desires to assist the local farm economy by recruiting and supporting agriculture and agricultural related businesses to its community. In addition efforts to support the creation of new and local farm markets will be fully endorsed by the town.

Commercial Business Economy

The Town of Albany is speckled with numerous independent “garage” type businesses. From farm equipment repair to sheet metal working these local entrepreneurs represent Americas backbone of business growth and development. While the town would like to encourage the start up and operation of new and continuing “at home” businesses, it will need to carefully monitor these operations as they develop and grow. Monitoring will be undertaken to ensure that minimal land use and other potential conflicts do not occur. In addition, monitoring will afford the town an opportunity to request that businesses re-locate to appropriate use areas when they achieve sufficient size to warrant.

In addition to home based businesses the town is also blessed with a number of onsite full-scale commercial operations. While currently somewhat scattered in their distribution the town is not at this time interested in the development of a business park. Using this approach, commercial business will be encouraged to be advised to locate in the existing business park in a neighboring community.

Tourism Business economy

With a large natural resource base in public ownership and amenities such as the Sugar River Trail and the Liberty Creek Wildlife Area, the Town of Albany is poised to capitalize on the tourists which come to utilize these facilities. Several businesses scattered throughout the community take advantage of both local expenditures and tourist expenditures. Maintaining and enhancing these

commercial retail niche operations will greatly assist the town with capitalizing on its tourism trade capture potential.

While strategies to allow for the construction and operation of retail business establishments in the town are key to the capture of tourism, tourism promotion is key to making the public aware of the amenities and facilities that the town has to offer. Local efforts to work with the Green County Tourism Committee for tourism promotion and other groups such as the Friends of the Sugar River, Trout unlimited, and the area hotel/motel industry are critical to the town's ability to recruit tourists.

Goals, Objectives & Policies

Goal #1

To provide adequate land area for commercial developments needs within the town.

Objective: Work with the Green County Zoning Department to designate commercial uses within the town and to have them re-zoned into their appropriate use district.

Goal #2

Insure that commercial businesses are located properly for their operations within the township.

Objective: Monitor at home business operations to minimize land use conflicts and to ensure relocation if warranted.

Objective: Refer larger potential commercial or industrial businesses to adjoining community business parks.

Objective: Ensure that operations are sited properly through the land divisions review process and the driveway permitting process.

Goal #3

Encourage and participate in economic development efforts.

Objective: Inventory all tourism assets within the town.

Objective: Create a tourism marketing plan and develop and distribute promotional materials.

Objective: Utilize state grant programs and resources to assist with tourism efforts.

Objective: Participate with local and regional groups and organizations in the promotion of tourism based amenities.

Objective: Work with county, state and federal agencies on property and facilities management issues.

*Malizia, Emil E. and Edward J. Feser. 1999. *Understanding Local Economic Development*. New Brunswick, NJ: Center for Urban Policy Research, Rutgers University.

