

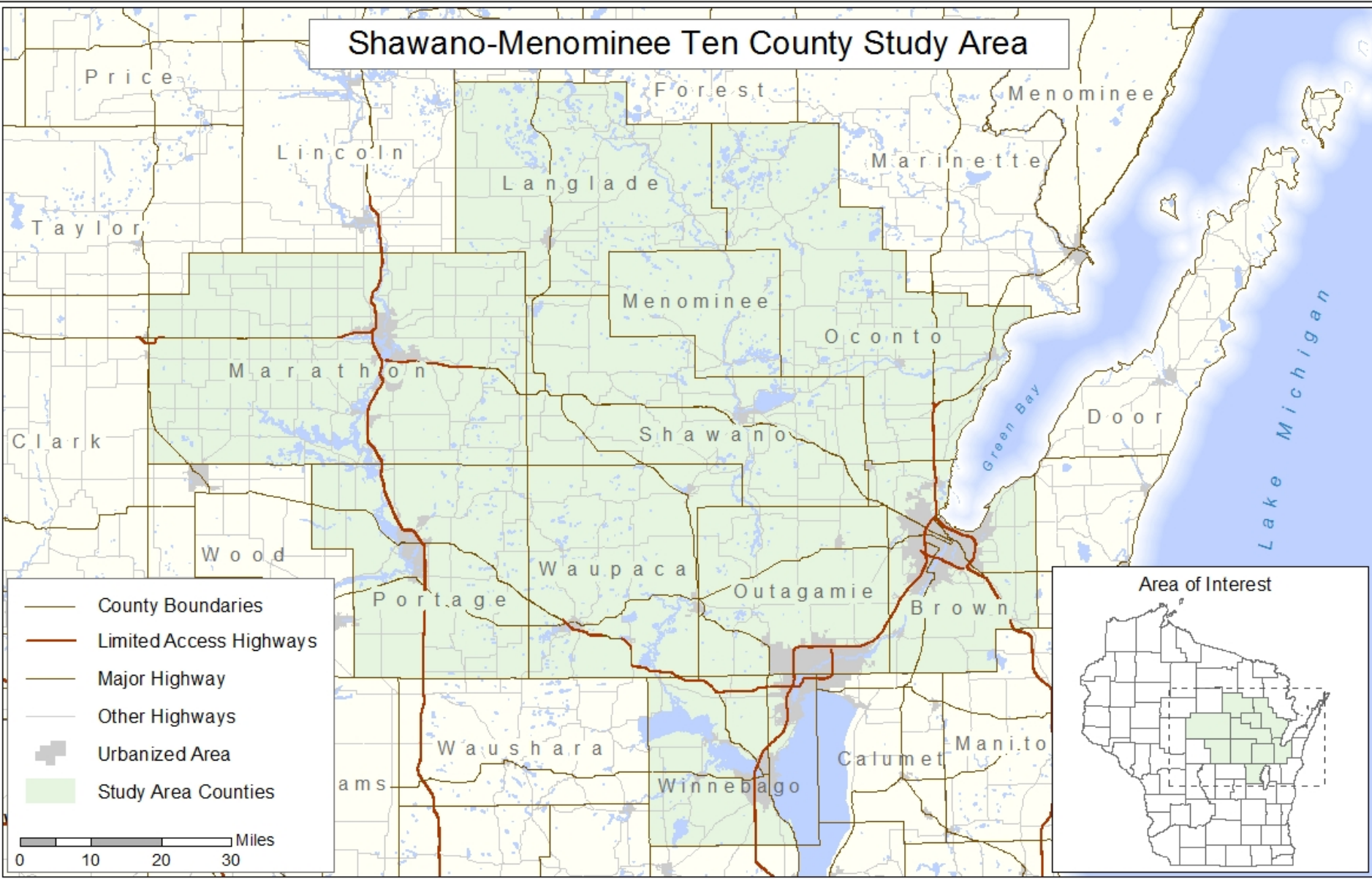
Potential Directions for Economic Development in Shawano County

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University of Wisconsin-Extension

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Shawano-Menominee Ten County Study Area



Worker Flow for Shawano County and Menominee County/Nation

County of Residence - Employees Working in Shawano County and Menominee County/Nation

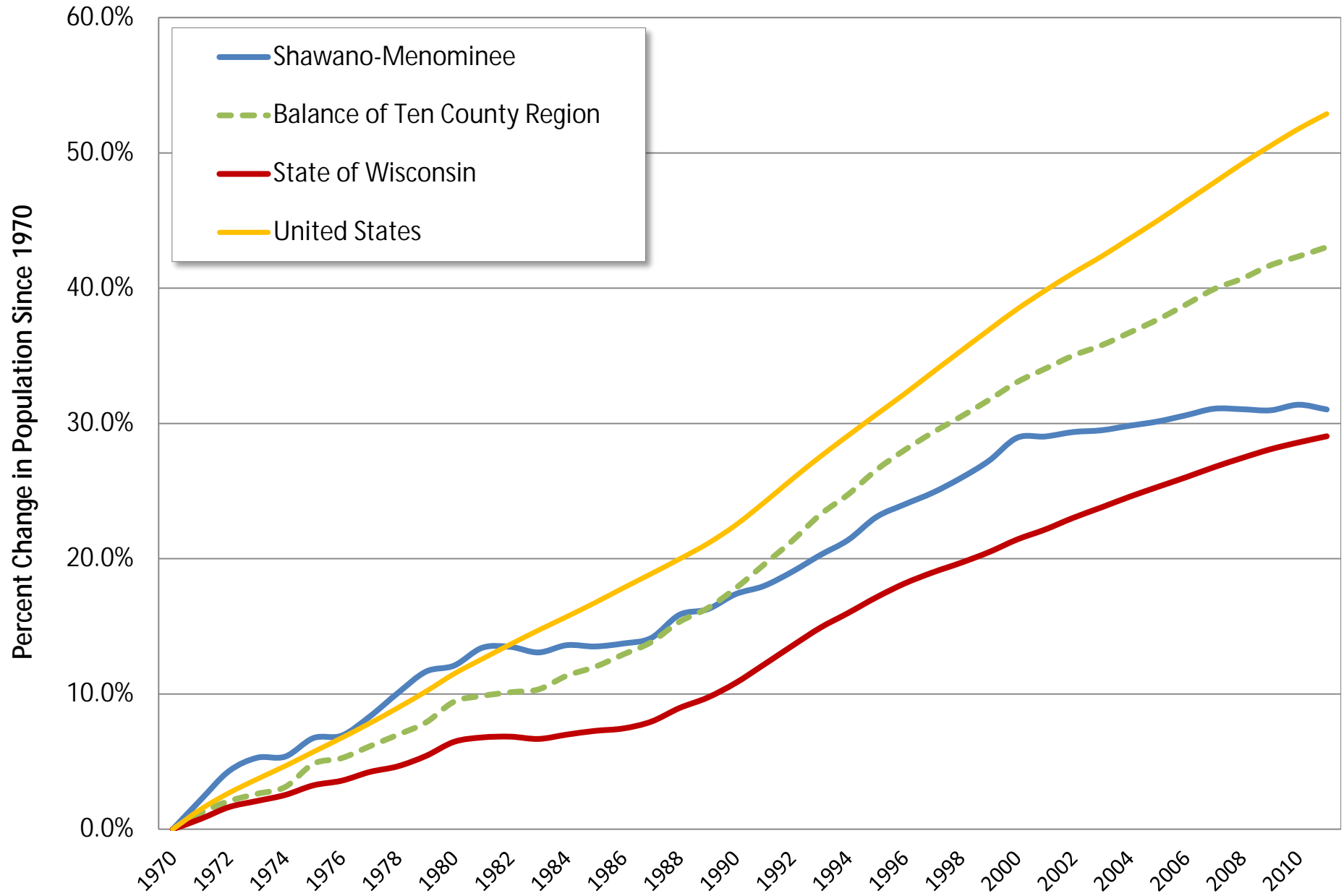
County of Residence	Number	Percent of Total
Shawano County	6,673	48.7%
Brown County	1,016	7.4%
Menominee County/Nation	996	7.3%
Oconto County	823	6.0%
Marathon County	552	4.0%
Waupaca County	524	3.8%
Outagamie County	310	2.3%
Langlade County	307	2.2%
Marinette County	190	1.4%
Winnebago County	189	1.4%
All Other Locations	2,111	15.4%

County of Employment - Workers Residing in Shawano County and Menominee County/Nation

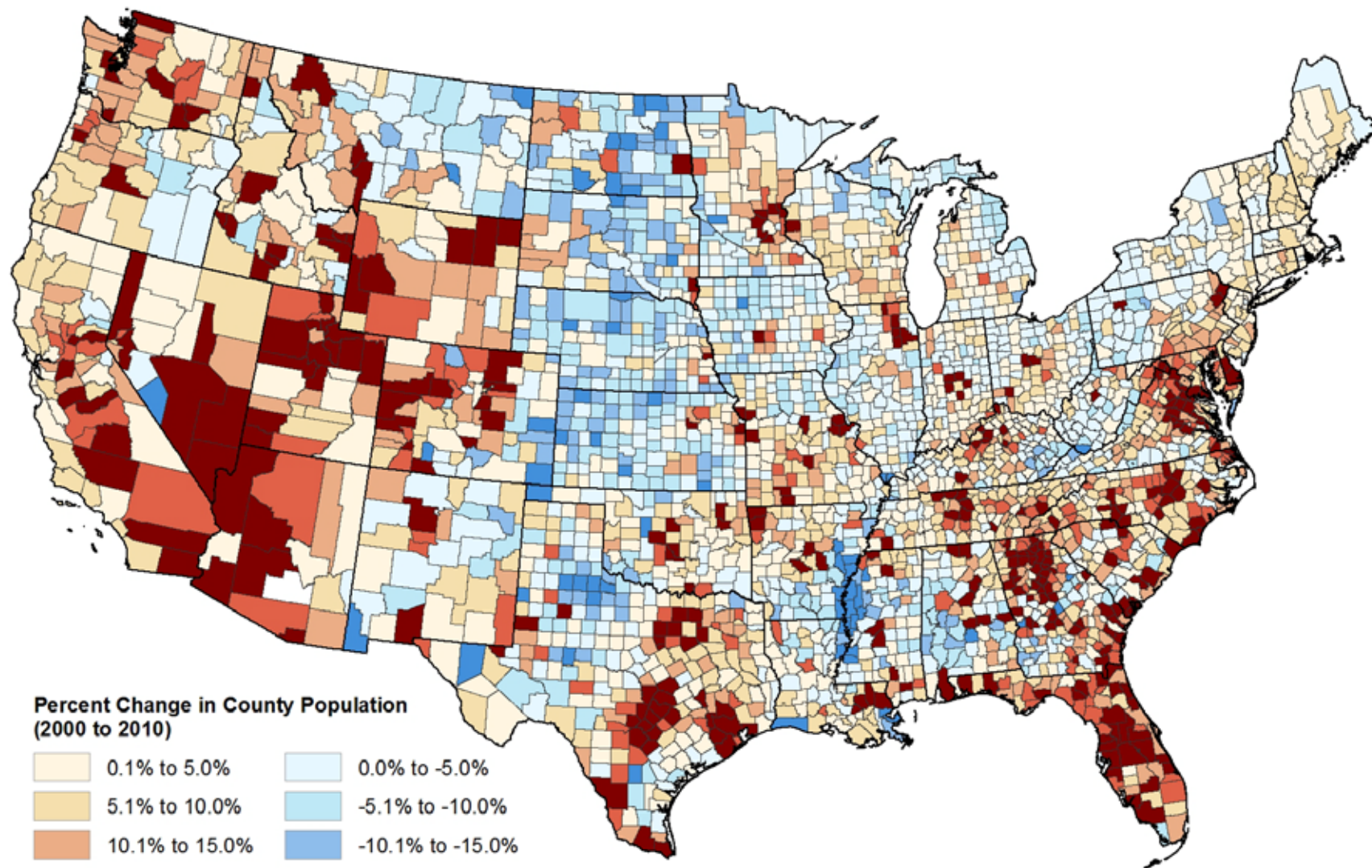
County of Employment	Number	Percent of Total
Shawano County	6,365	33.5%
Brown County	3,099	16.3%
Outagamie County	1,472	7.7%
Waupaca County	1,366	7.2%
Menominee County/Nation	1,304	6.9%
Marathon County	1,094	5.8%
Winnebago County	653	3.4%
Dane County	548	2.9%
Oconto County	502	2.6%
Waukesha County	311	1.6%
All Other Locations	2,300	12.1%

Population Change 1970 to 2012

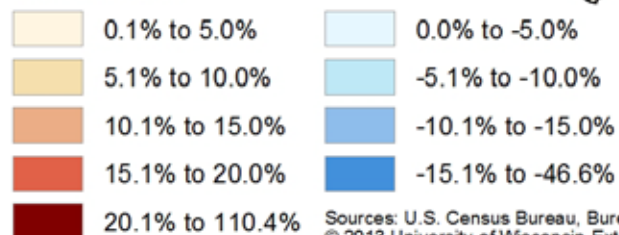
Percent Change in Population since 1970



Percent Change in Population by County - 2000 to 2010



**Percent Change in County Population
(2000 to 2010)**



Sources: U.S. Census Bureau, Bureau of Economic Analysis and UW-Extension
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Role of Urban Structure

Understanding Rural-Urban Continuum Codes (RUCC)

Code	Description
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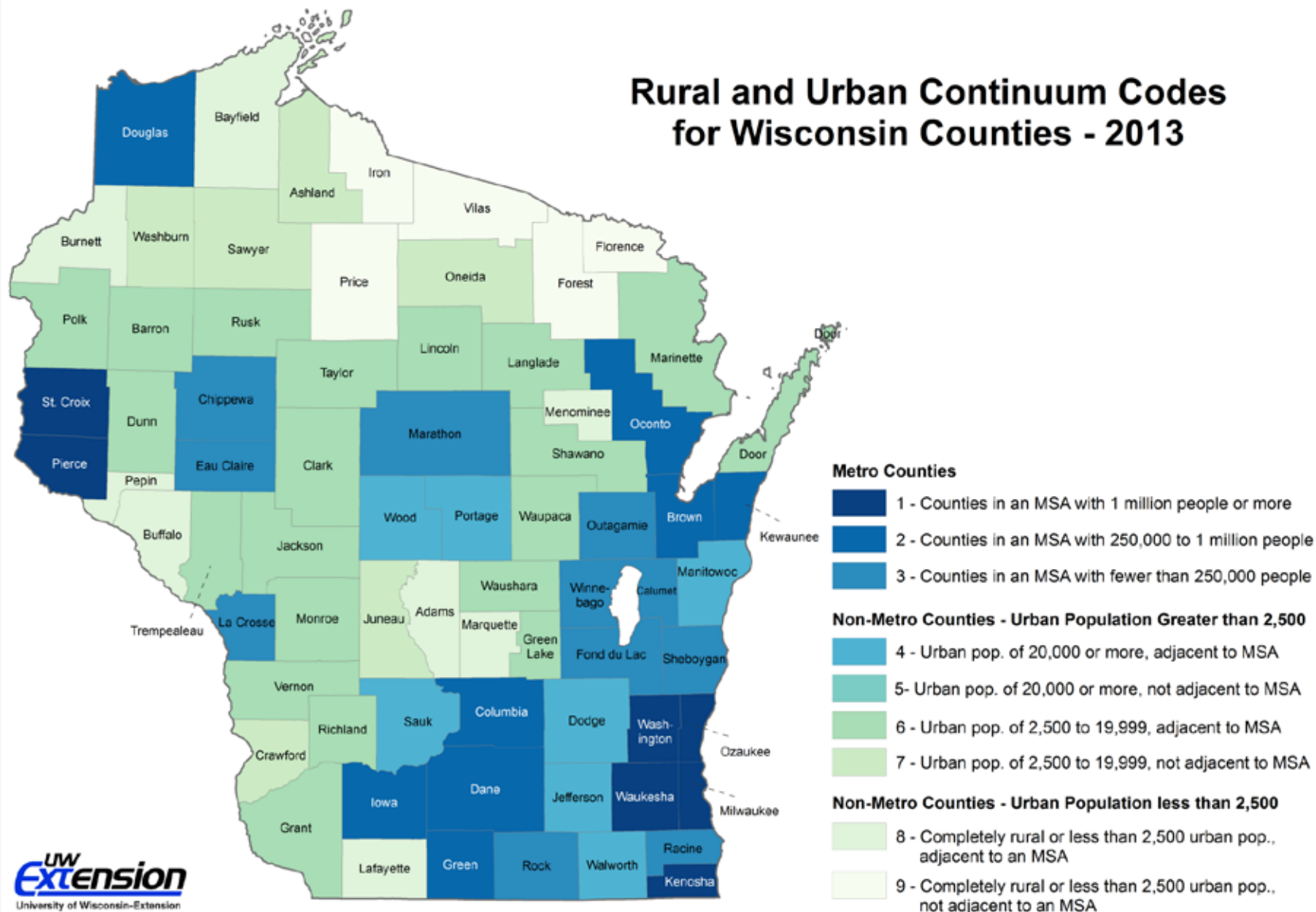
Metro Counties

- | | |
|---|--|
| 1 | Counties in metro areas of 1 million population or more |
| 2 | Counties in metro areas of 250,000 to 1 million population |
| 3 | Counties in metro areas of fewer than 250,000 population |

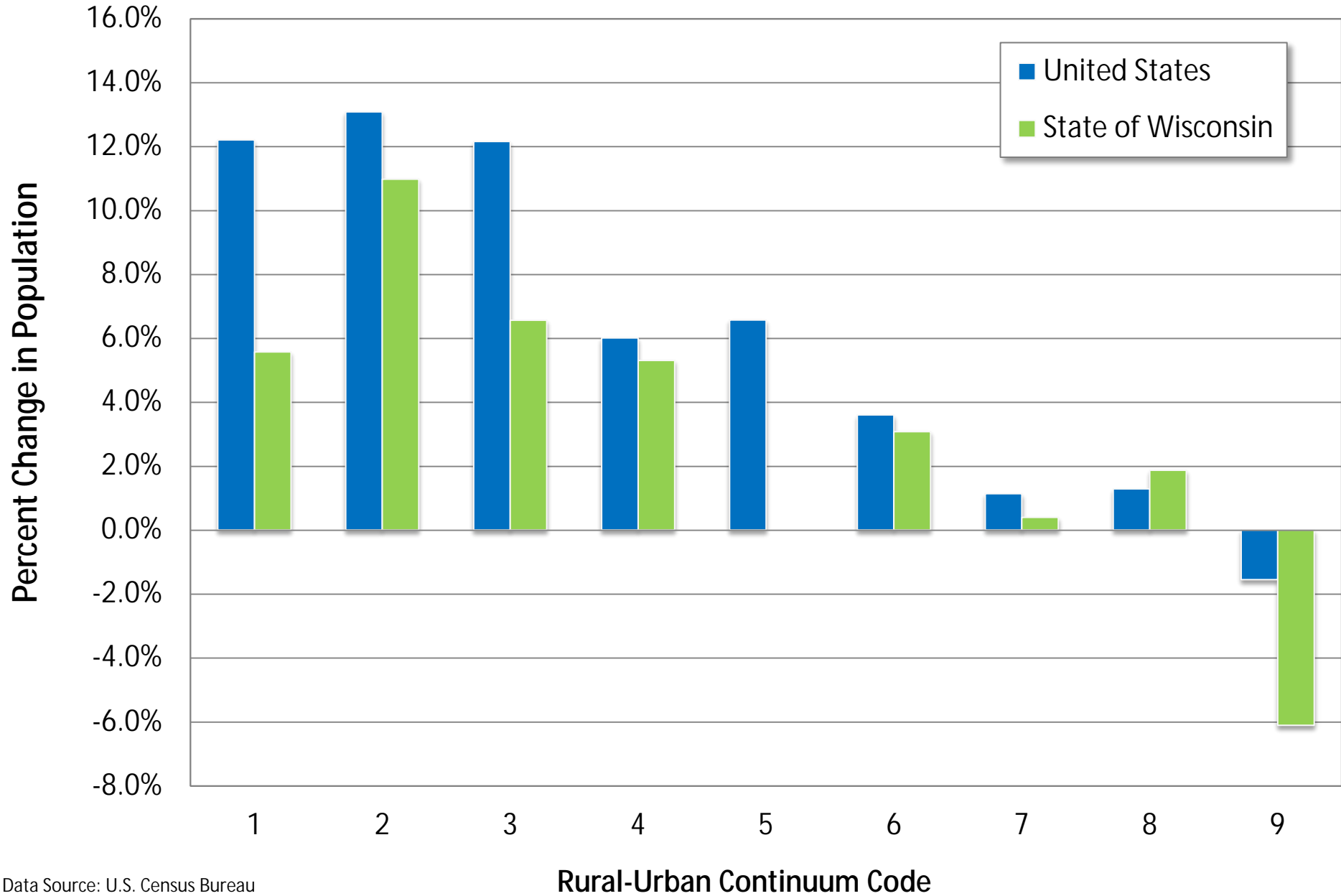
Non-Metro Counties

- | | |
|---|--|
| 4 | Urban population of 20,000 or more, adjacent to a metro area |
| 5 | Urban population of 20,000 or more, not adjacent to a metro area |
| 6 | Urban population of 2,500 to 19,999, adjacent to a metro area |
| 7 | Urban population of 2,500 to 19,999, not adjacent to a metro area |
| 8 | Completely rural or less than 2,500 urban pop., adjacent to a metro area |
| 9 | Completely rural or less than 2,500 urban pop., not adjacent to a metro area |

Rural and Urban Continuum Codes for Wisconsin Counties - 2013

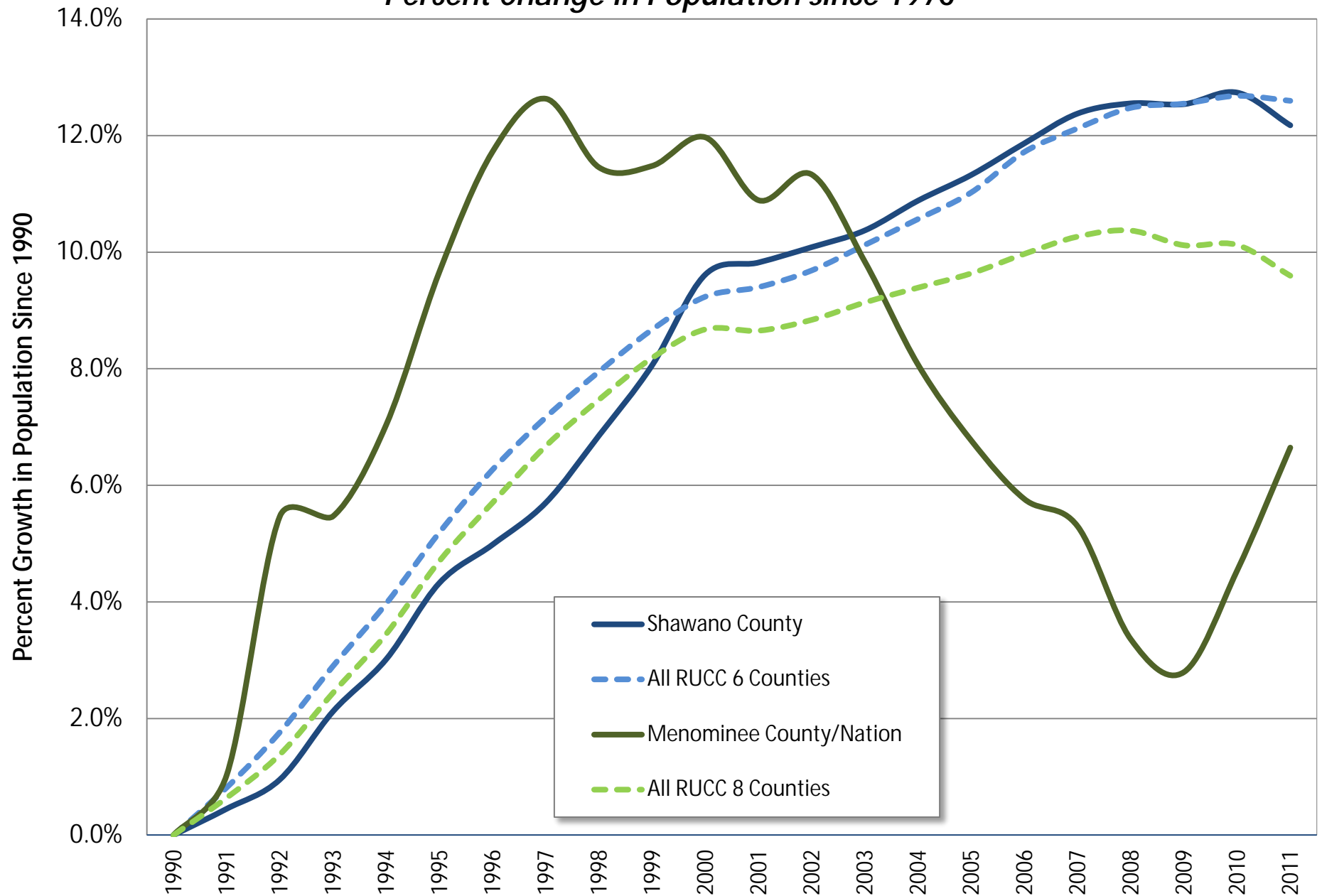


Percent Change in Population 2000 to 2010 By Rural-Urban Continuum Code



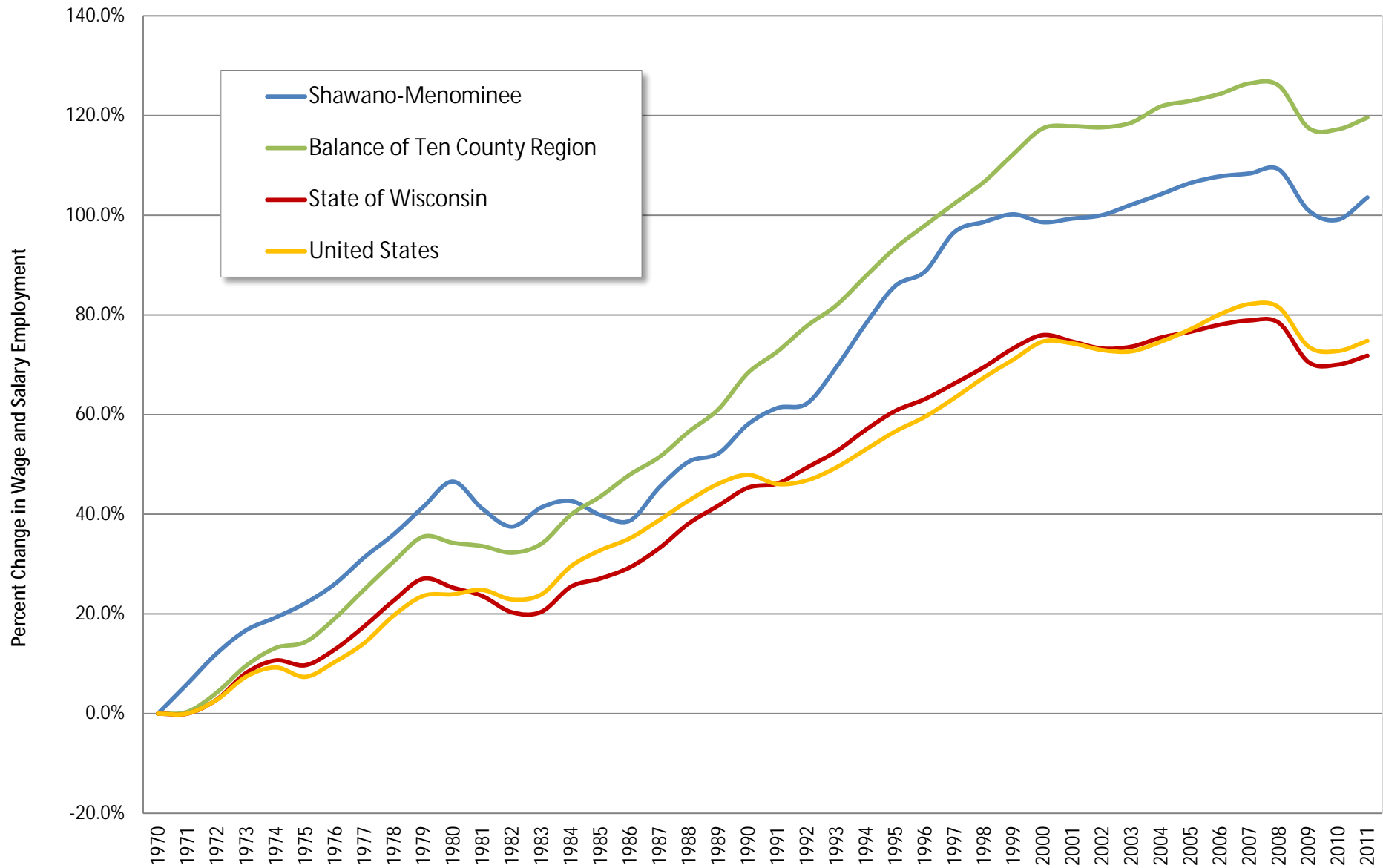
Population Change 1970 to 2012 for Similar RUCC Counties

Percent Change in Population since 1970

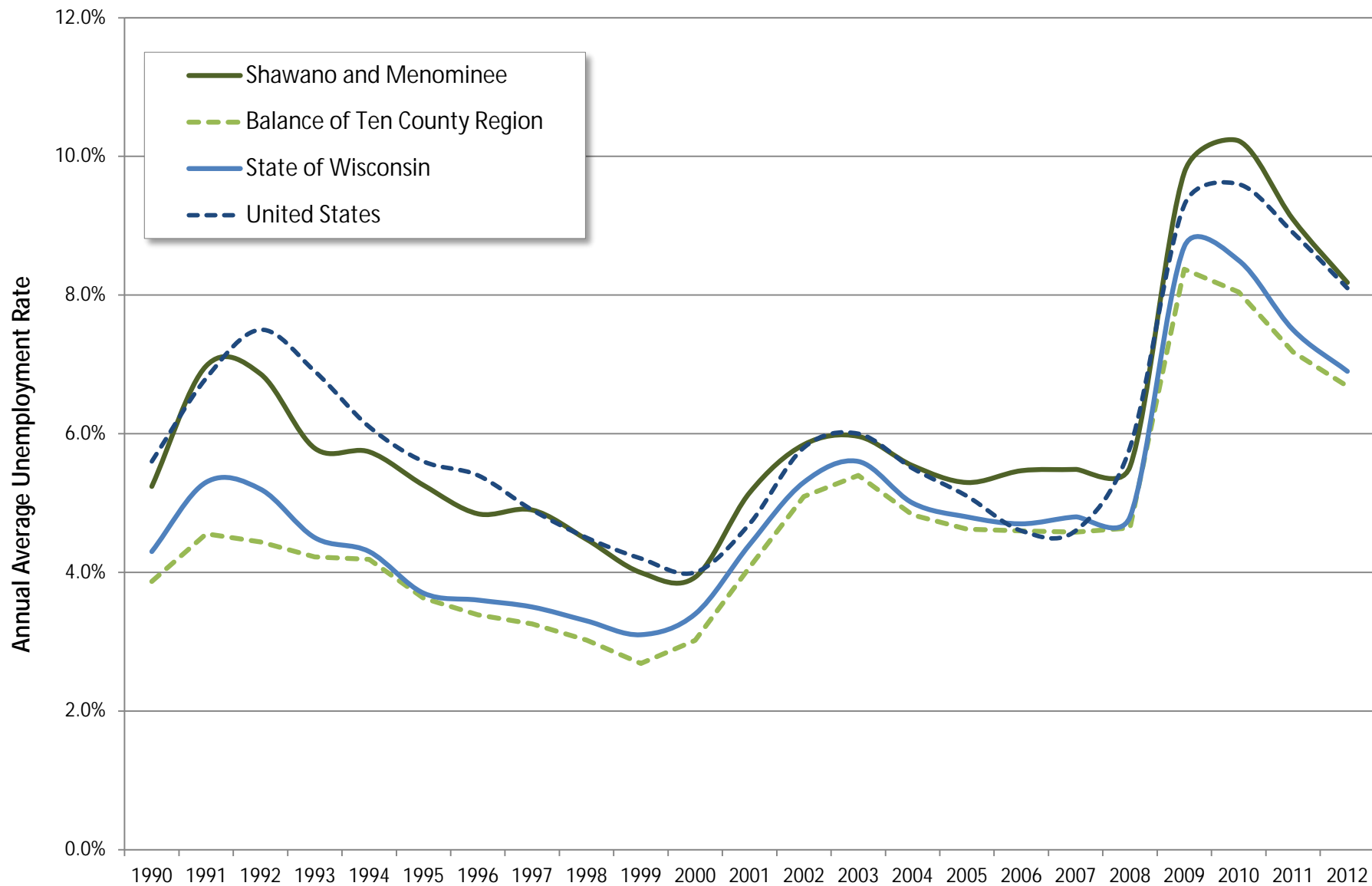


Change in Wage and Salary Employment - 1970 to 2011

Percent Change Since 1970



Annual Average Unemployment Rate



Shawano-Menominee Change in Employment from Prior Quarter and New Hires (Q1 2000 to Q2 2014)



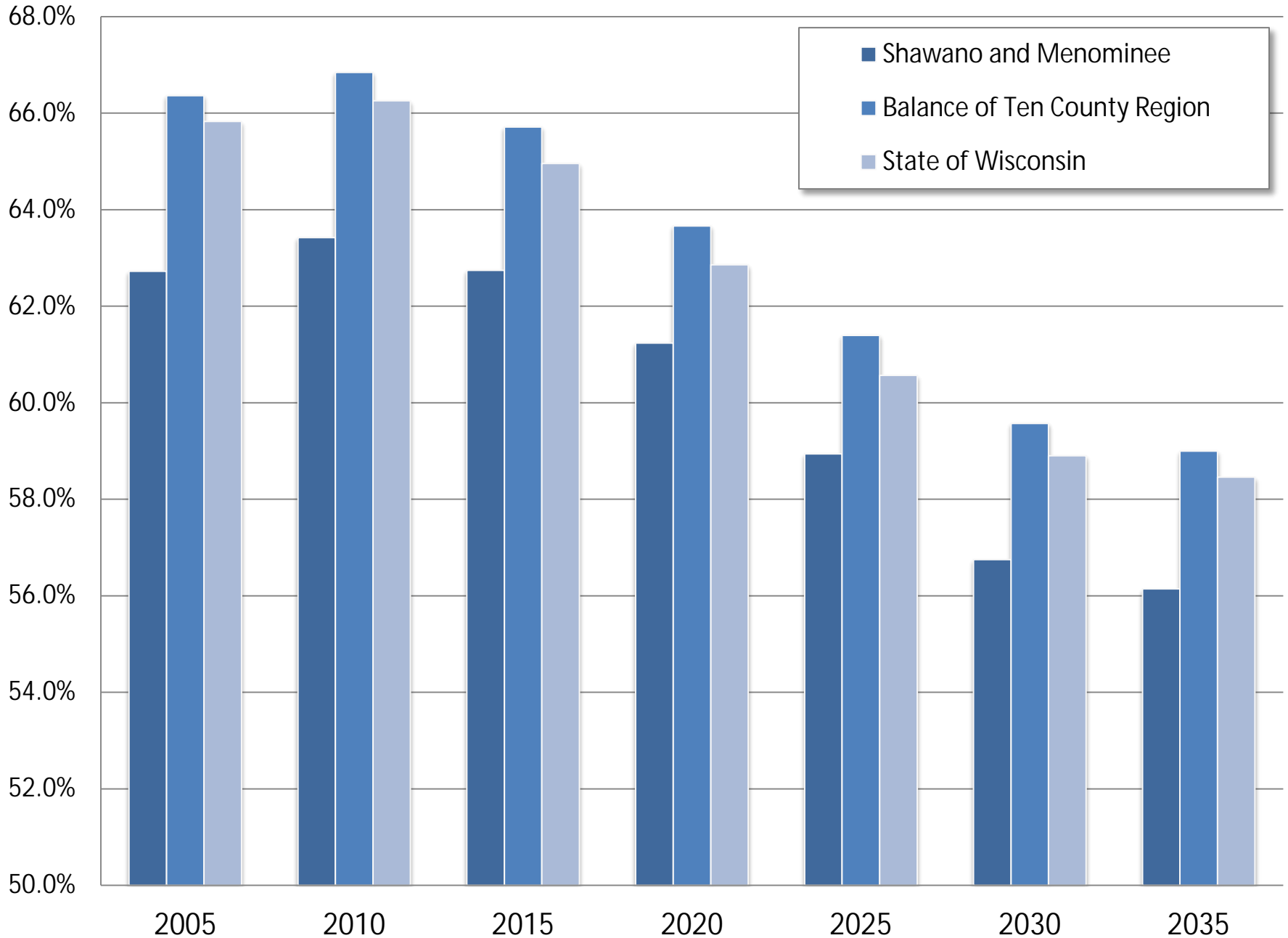
Data Source: U.S. Census Bureau LED

Age Distribution (2012)

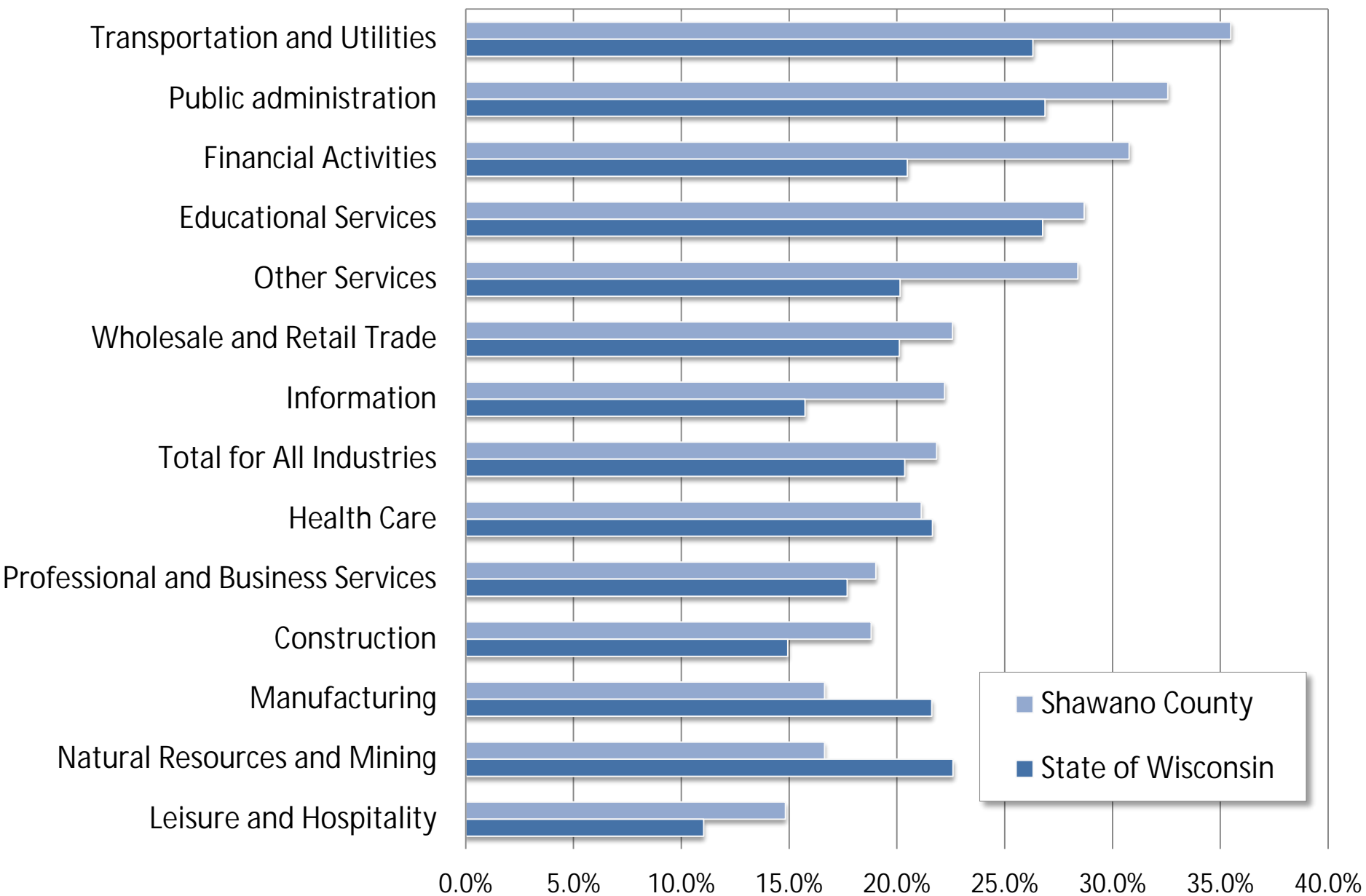
Age	Shawano and Menominee	Balance of Ten County Region	State of Wisconsin	United States
Total Population	45,947	915,029	5,726,398	313,914,040
Under Age 16	20.2%	20.5%	20.4%	20.8%
Age 16 to 19	5.0%	5.5%	5.5%	5.5%
Age 20 to 24	5.2%	6.8%	6.8%	7.2%
Age 25 to 34	10.4%	13.0%	12.8%	13.5%
Age 35 to 44	11.7%	12.4%	12.2%	12.9%
Age 45 to 54	15.5%	15.2%	14.9%	14.1%
Age 55 to 64	13.4%	12.7%	13.0%	12.3%
Age 65 and Over	18.6%	13.9%	14.4%	13.7%
Age 25 to 54	37.5%	40.6%	39.9%	40.5%
Age 16 to 64	61.2%	65.7%	65.2%	65.5%

Source: U.S. Census Bureau 2012 Estimates. Calculations by UW-Extension Center for Community and Economic Development

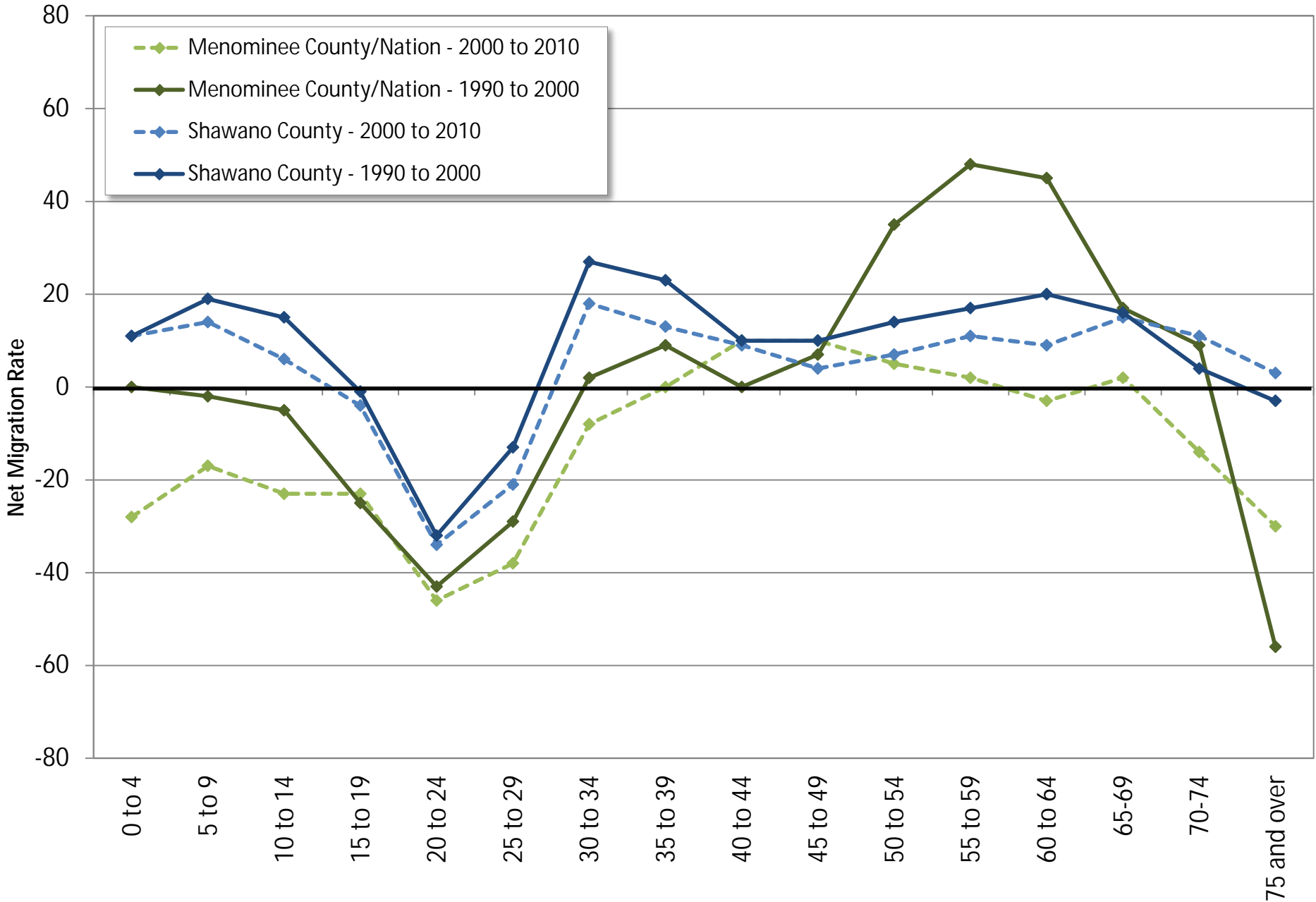
Population Age 16 to 64 as a Share of Total Population



Share of Workers Age 55 and Over by Industry Sector



Net Migration Rates by Age Group



What do Millennials Want? - *Some Resources to Consider*

- ***Mind the gaps: The 2015 Deloitte Millennial survey***
www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html
- ***Millennials: Breaking the Myths (Nielsen)***
www.nielsen.com/us/en/insights/reports/2014/millennials-breaking-the-myths.html
- ***Millennials in Adulthood Detached from Institutions, Networked with Friends (Pew Research Center)***
www.pewsocialtrends.org/2014/03/07/millennials-in-adulthood/

Examples of Regional Economic Development Activities

- Industry Cluster Development
- Government Affairs
- Marketing/Information Dissemination
- Supply Chain Development
- Export Assistance
- Infrastructure Development
- Workforce Development
- Entrepreneurial Development
- Networking/Social Capital Development

Which activities are most realistic given time commitments, budget considerations, and staff or volunteer capacities?

Are there initiatives that can be accomplished through partnerships with other organizations and agencies?

Potential Area of Emphasis #1 – Developing and Leveraging Human Capital

- **Communicate labor force statistics at the regional level** – *Recognizes commuting patterns and leverages a greater workforce availability;*
- **Work with businesses and workforce development organizations to address an aging labor force:**
 - Find means for transferring tacit knowledge from retiring workers to incoming employees;
 - Explore flexible work schedules; phased retirement programs; telecommuting and/or job sharing options;
 - Identify succession planning resources in the region and connect them to business owners approaching retirement;
 - Determine capital investments that could increase productivity within facilities;
- **Leverage unique regional assets to attract and retain talent** - Assets that bring new, young residents to communities may be overlooked or considered detriments to long-term community members (e.g. snow);
- **Ensure that economic development and workforce development efforts are seamless...**

Traditional Disconnect Between Workforce Development (WD) and Economic Development (ED)

WD and ED organizations often have different funding sources, use different metrics for measuring success, and are housed in separate agencies.

ED and WD often have different missions and perceptions of each other as well:

Workforce Development

- Focus on labor supply;
- Deal with social issues related to employability;
- Diverse clientele, but often a focus on workers who are dislocated, less educated and lower-skilled.

Economic Development

- Focus on labor demand;
- Less concerned with social issues;
- Often focus on demand for highly-skilled and educated workers (competitiveness perspective).

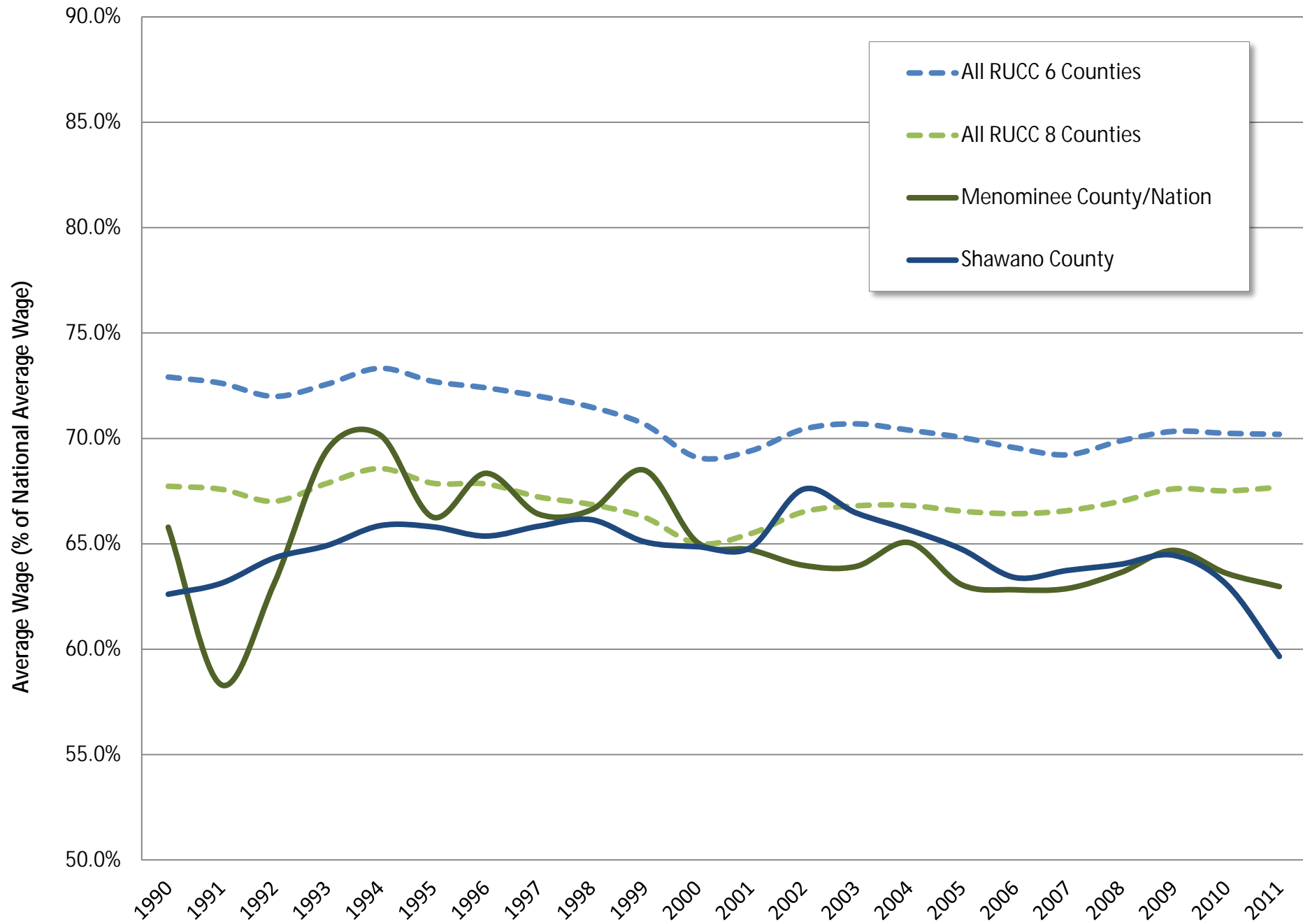
Building Partnerships among Workforce Development Organizations and Stakeholders

- ED professionals need to develop partnerships with the network of WD organizations and understand their respective roles;
- Economic development professionals have an opportunity to serve as intermediaries and entry points to the WD system;
- Need leadership, a shared vision, flexibility and common metrics;
- Partners are likely regional – labor force and firms do not adhere to administrative boundaries;

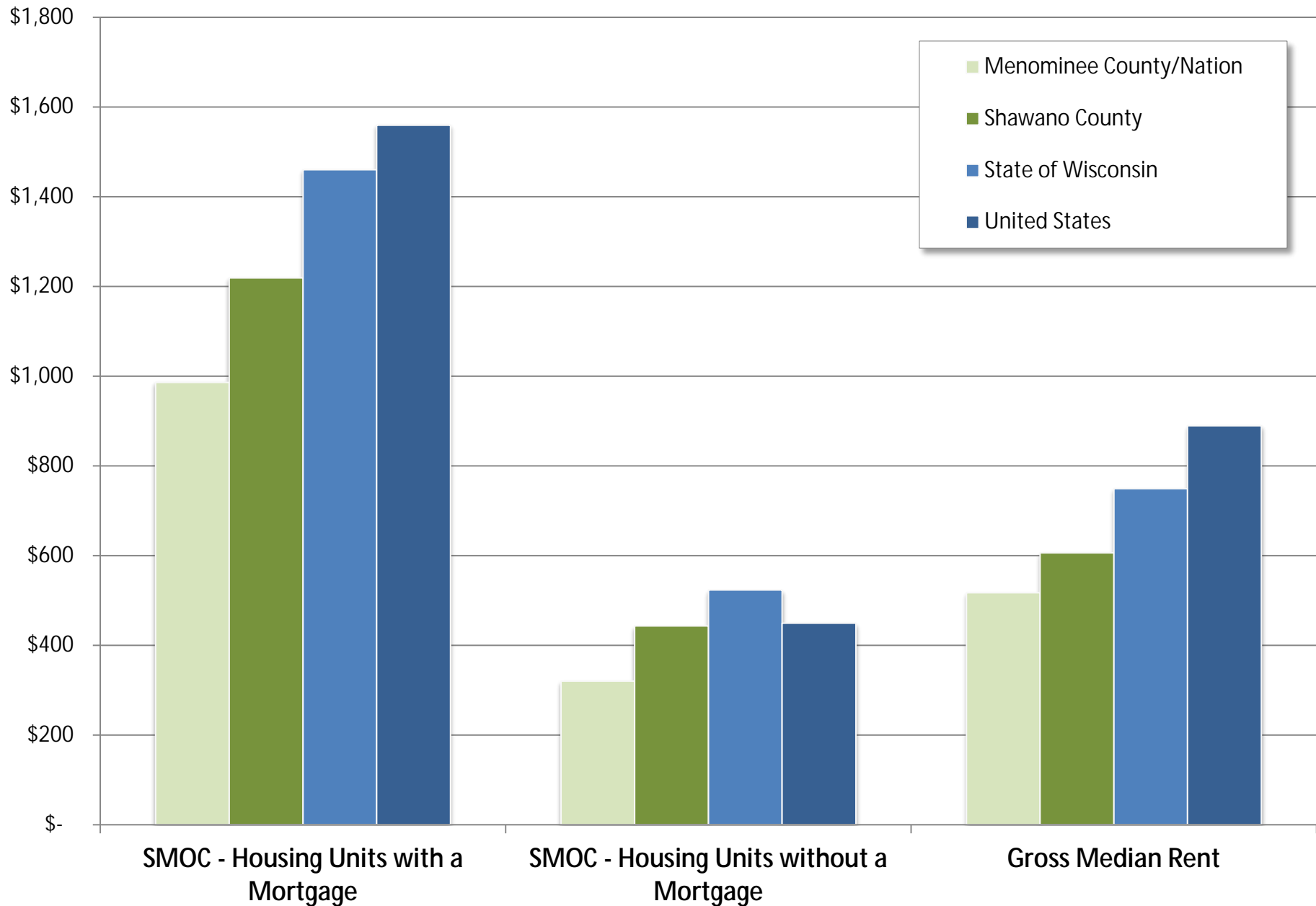
Examples of WD Organizations and Stakeholders

- Community Colleges and Technical Schools
- K-12 System
- Universities
- Community and Faith-Based Organizations
- Social Service Agencies
- Economic Development and Workforce Development Organizations
- Employers
- Labor Organizations

Reconciling Average Wages with Costs of Living



Reconciling Average Wages with Costs of Living

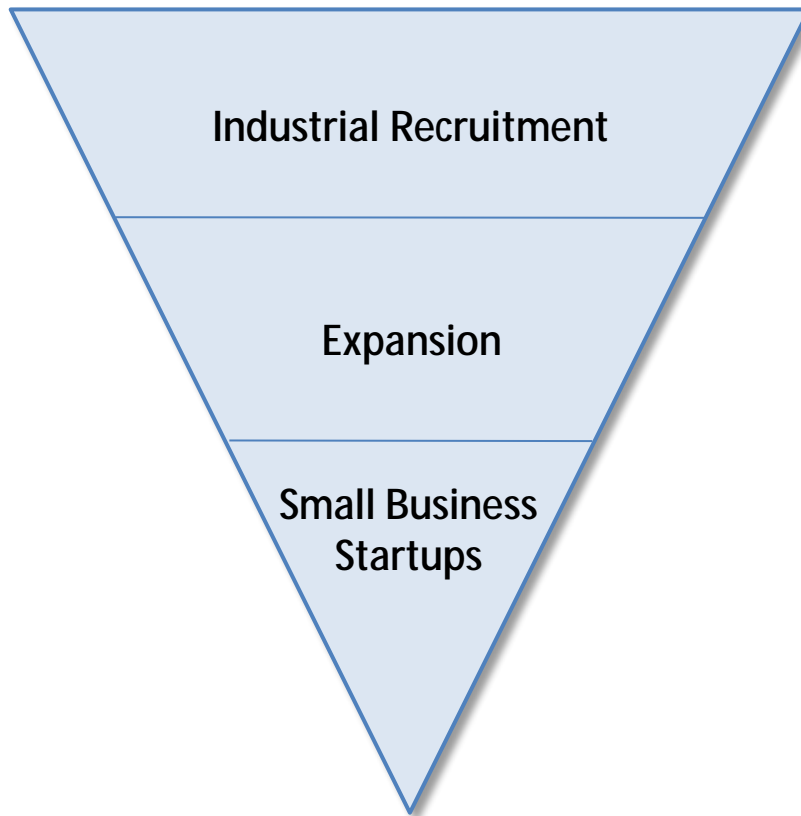


Potential Area of Emphasis #1 – Developing and Leveraging Human Capital (Continued)

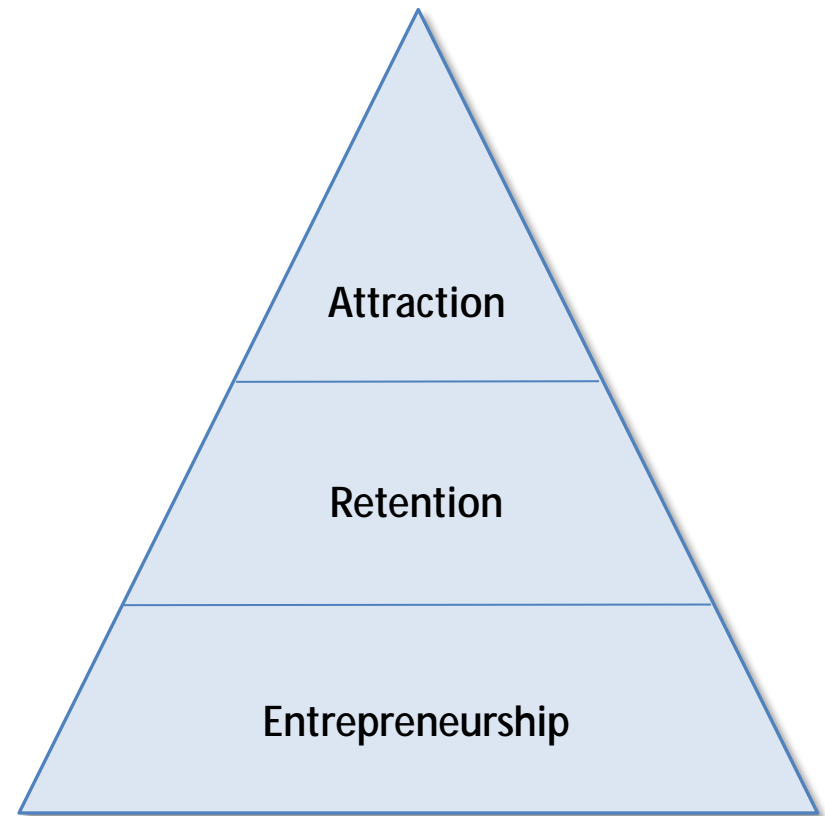
- ***Engage youth***
 - Expose young residents to future career opportunities through field trips, class presentations, job shadowing opportunities, or other means;
 - Provide internships or mentoring opportunities at local firms;
 - Ask high school students about their thoughts on the region. Addressing these opinions may help to build a community that students want to remain in or return to someday;
 - Provide entrepreneurship education at the K-12 level;
- ***Consider developing a retiree attraction strategy*** – Retirees can provide assets and opportunities such as a larger retail and property tax base; an increase in a community's bank deposits; greater demand for local goods and services; and a source of volunteers and community leadership.

Potential Area of Emphasis #2 – Determine an Appropriate Balance of Business Retention, Start-up, Expansion and Attraction Activities

Traditional Model

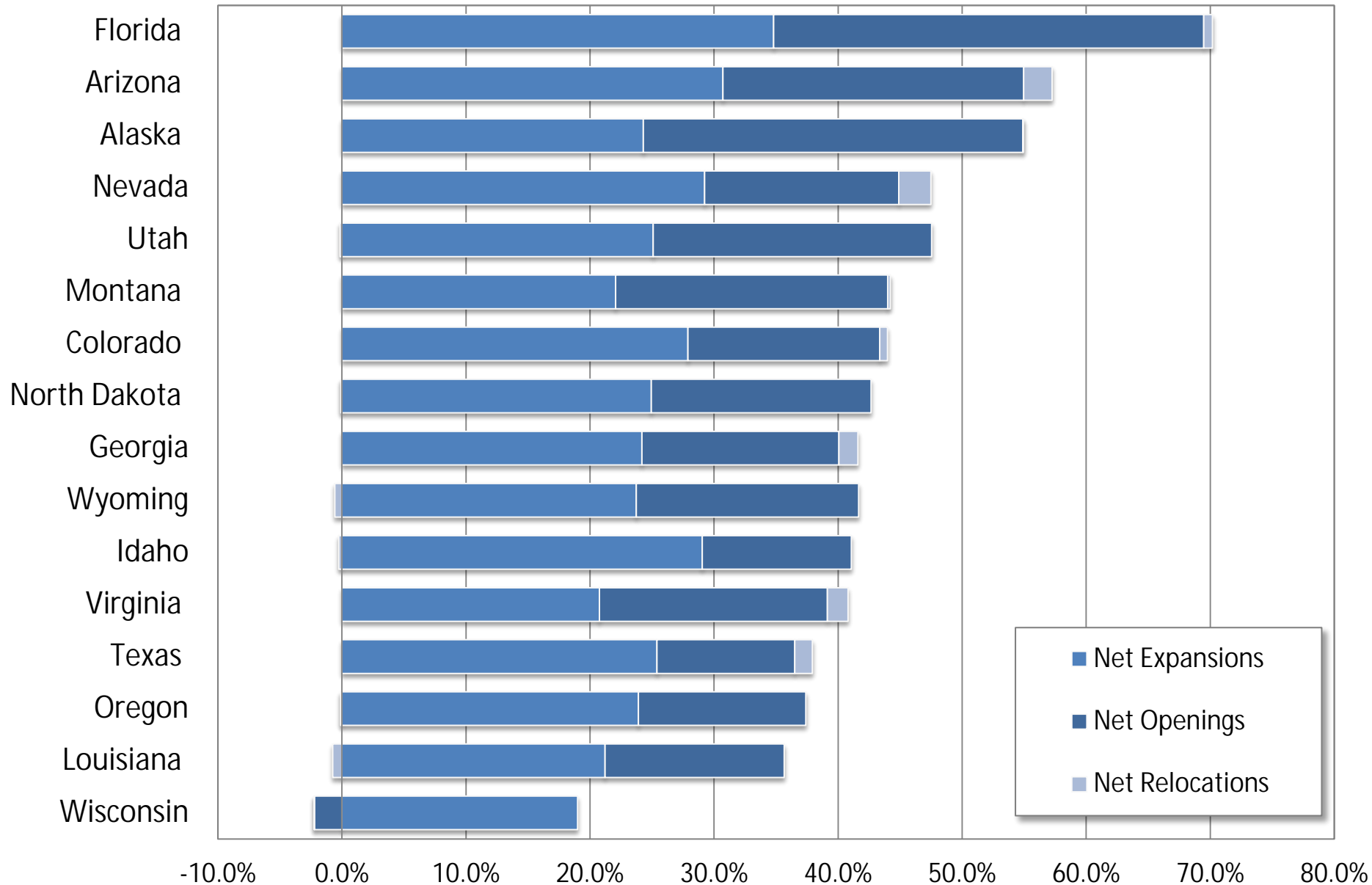


New Model



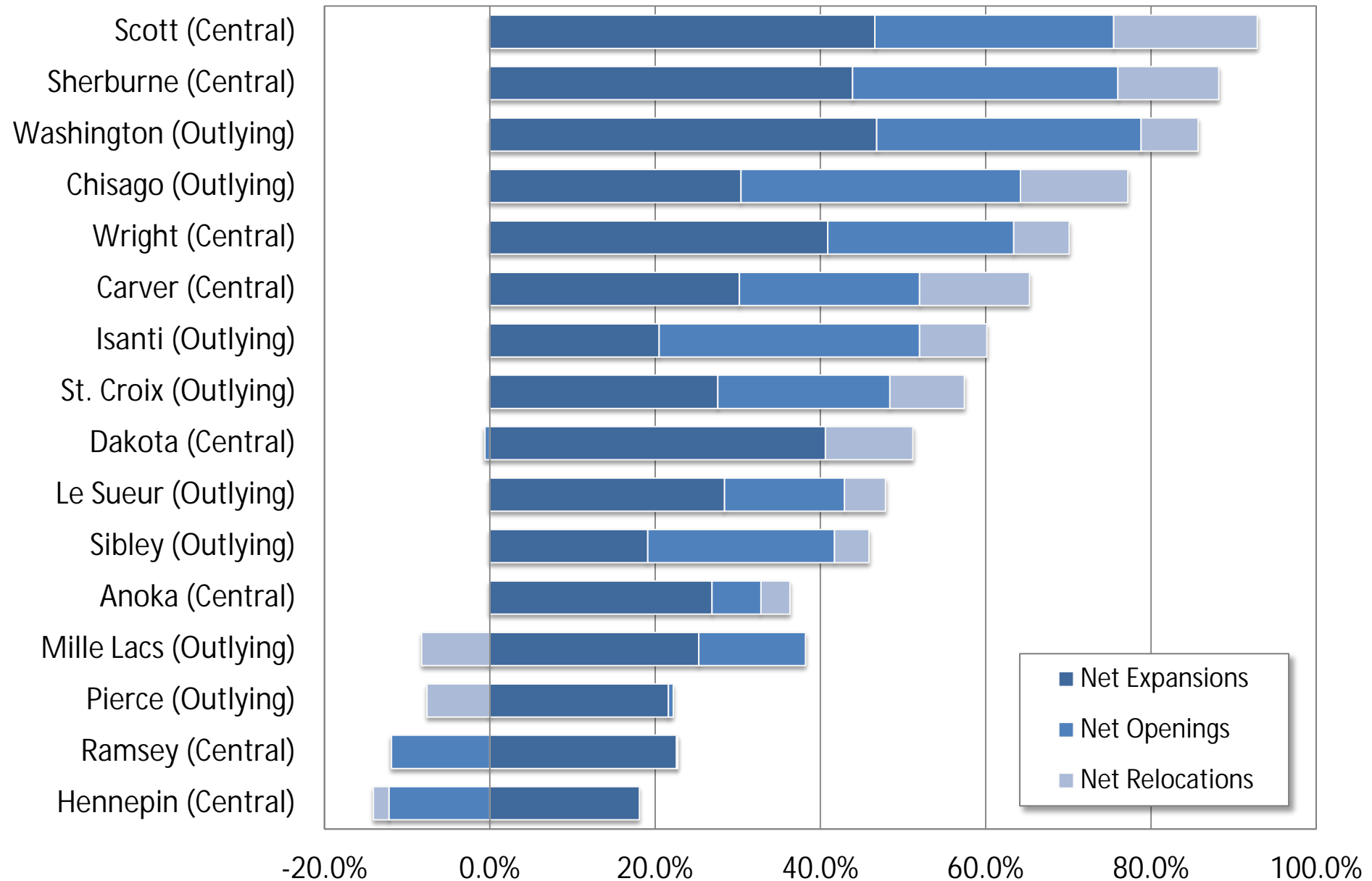
Components of Job Growth

15 States with the Greatest Employment Growth Rates (1995 to 2012)



Components of Job Growth (1995 to 2013)

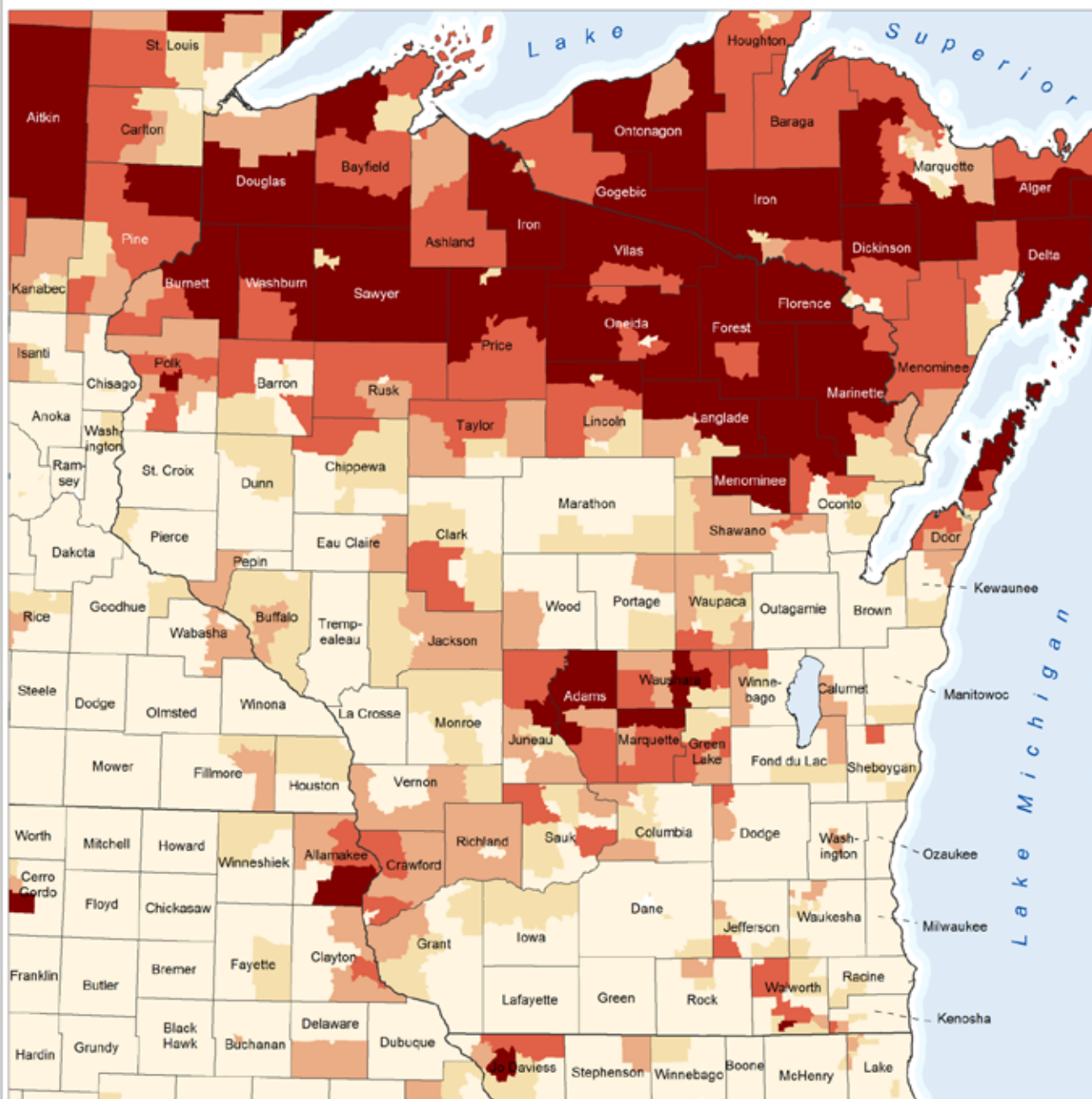
16 Counties in the Minneapolis-St. Paul-Bloomington MSA



Fostering Entrepreneurial Support in the Community

- **Ensuring websites have a dedicated section for potential start-ups** - Local economic development websites should include information that targets new business operators. Information should include links to:
 - Entrepreneur support organizations (ESOs);
 - Business plan competitions; entrepreneur networks;
 - Sources of legal advice;
 - Financial resources;
 - Licensing information;
 - Access to technical services;
 - Other relevant information;
- **Connecting with existing entrepreneurship programs at regional higher educational institutions** – Many colleges and universities in the region including UW Green Bay, UW Stevens Point, and College of Menominee Nation offer various entrepreneur programs to students and the broader community;
- **Leverage local natural amenities to lifestyle entrepreneurs** – Some entrepreneurs base their operations and location on personal lifestyle choices. These lifestyles could include work/life balance, access to cultural or natural amenities, or other considerations.

Seasonal and Recreational Housing Units - Percentage of all Units (2008-2012 5-Year Estimates)



Seasonal and Recreational Housing Units (Percentage of all Housing Units by Census Tract)

- 4.9% or Less*
- 5.0% to 9.9%**
- 10.0% to 19.9%
- 20.0% to 39.9%
- 40.0% or More

County Border

State Border

* National rate is 3.8% (+/- 0.1%)

** State of Wisconsin rate is 6.7% (+/- 0.1%)

0 50 100
Miles

Seasonal and Recreational Housing Units as a Percent of all Units for Price and Neighboring Counties:

Price County	30.0% (+/- 2.4%)
Ashland County	23.8% (+/- 1.5%)
Iron County	44.8% (+/- 1.1%)
Oneida County	39.4% (+/- 1.2%)
Sawyer County	46.3% (+/- 1.0%)
Lincoln County	18.8% (+/- 1.1%)
Taylor County	11.7% (+/- 0.8%)
Rusk County	20.3% (+/- 1.3%)
Vilas County	50.3% (+/- 0.9%)

Data Source: U.S. Census Bureau, 2008-2012 American Community Survey. Figures are subject to error. Areas on the map may not be statistically different.

Fostering Entrepreneurial Support in the Community

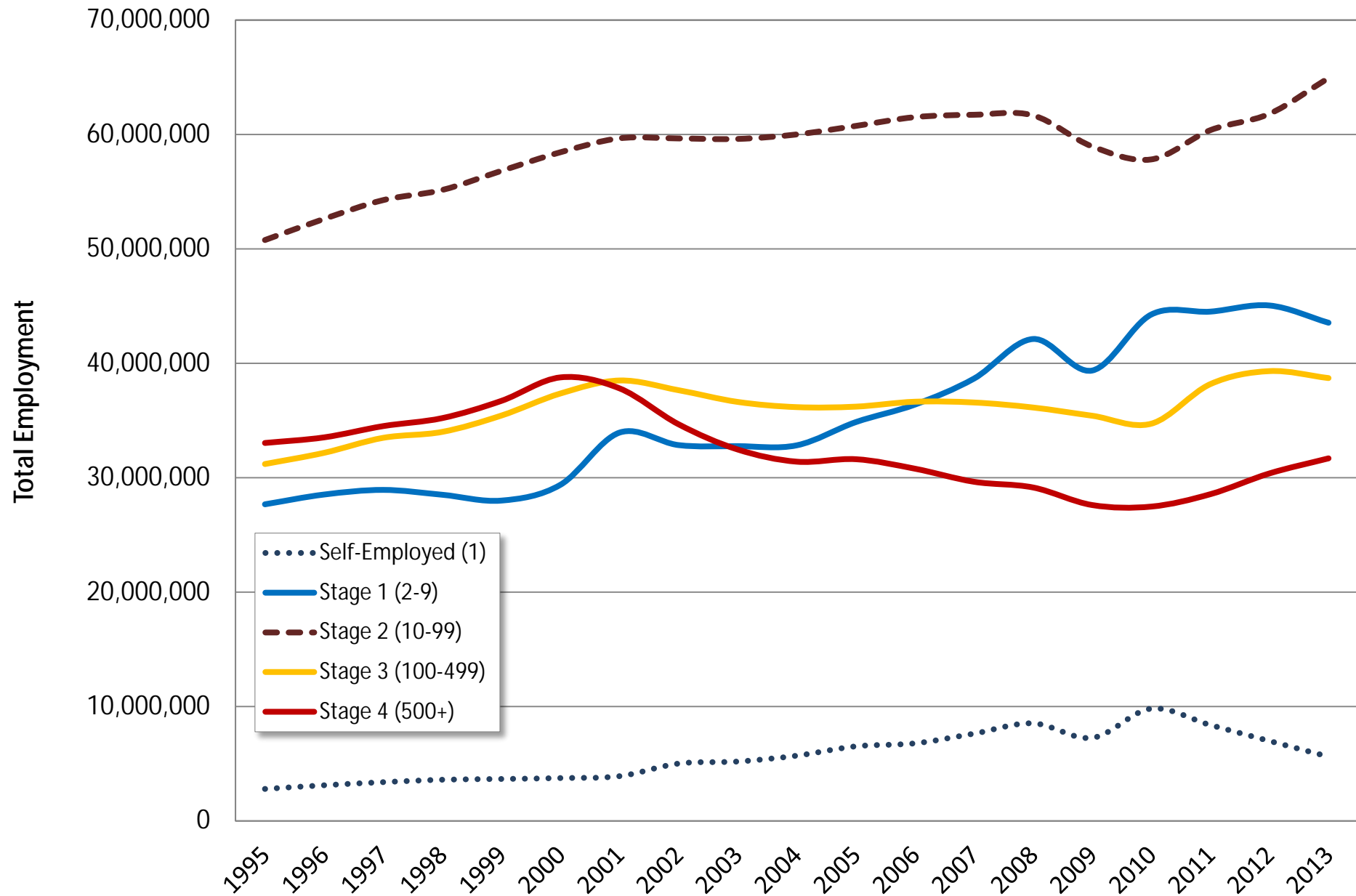
- **Remain current with current rural entrepreneurship trends and best practices** – Center for Rural Entrepreneurship is one good resource for learning about rural entrepreneurship (www.energizingentrepreneurs.org);
- **Build entrepreneurship into local K-12 education systems** - One of the greatest opportunities for building an entrepreneurial culture lies with the region's youth;
- **Highlight existing entrepreneurs in the community** – Recognize existing entrepreneurs in the media and ask why an entrepreneur chose the Shawano-Menominee region for his or her enterprise can raise awareness of the region as a business location. Doing so also may uncover additional community assets;
- **Help current or prospective entrepreneurs network** – Economic development organizations provide an opportunity to develop entrepreneurial networks, roundtables, and other networking opportunities. Allows entrepreneurs to share common challenges and learn about resources;

Business Stages

- **Self-Employed (1 employee)** - Small-scale business activity that can be conducted in homes as well as sole proprietorships;
- **Stage 1 (2-9 employees)** – Includes partnerships, lifestyle businesses and startups. Often focused on defining a market, developing a product or service, obtaining capital and finding customers;
- **Stage 2 (10-99 employees)** – A company typically has a proven product, and survival is less of a daily concern. Companies begin to develop infrastructure and standardize operational systems. Leaders delegate more and wear fewer hats;
- **Stage 3 (100-499 employees)** - Expansion is a hallmark as companies broaden their geographic reach, add new products and pursue new markets. Stage 3 companies introduce formal processes and procedures, and the founder is less involved in daily operations and more concerned with managing culture and change;
- **Stage 4 (500 or more employees)** – By Stage 4, an organization is typically dominant in its industry and is focused on maintaining and defending its market position. Key objectives focus on tasks such as controlling expenses, raising productivity, increasing market penetration and managing market niches.

United States Employment 1995 to 2013

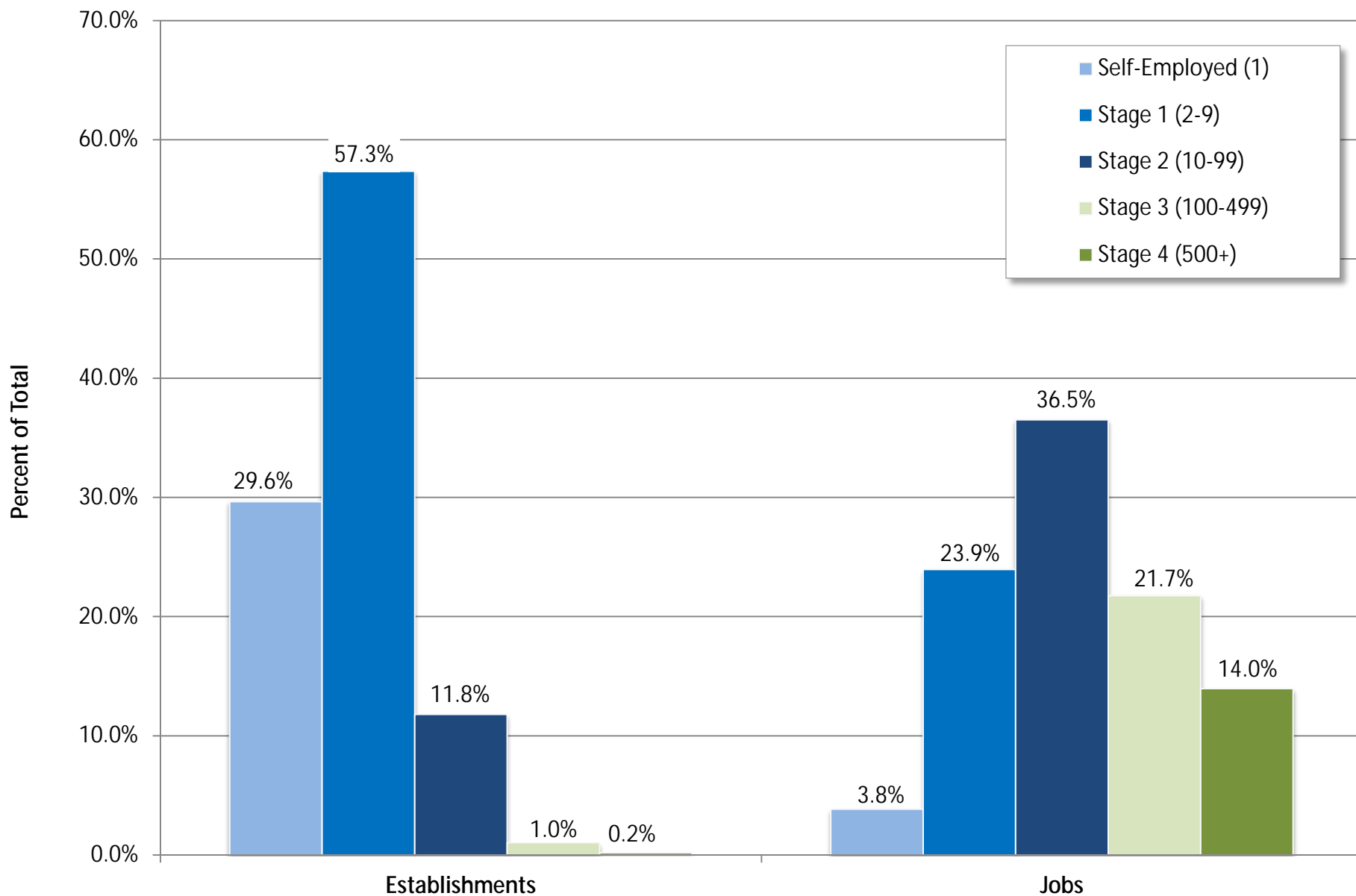
Total Employment by Establishment Stage



Data Source: National Establishment Time Series Database extracted from YourEconomy.org

Supporting Small to Medium Enterprises

Employment and Establishments by Stage in Shawano-Menominee (2013)



Potential Area of Emphasis #2 – Determine an Appropriate Balance of Business Retention, Start-up, Expansion and Attraction Activities (Continued)

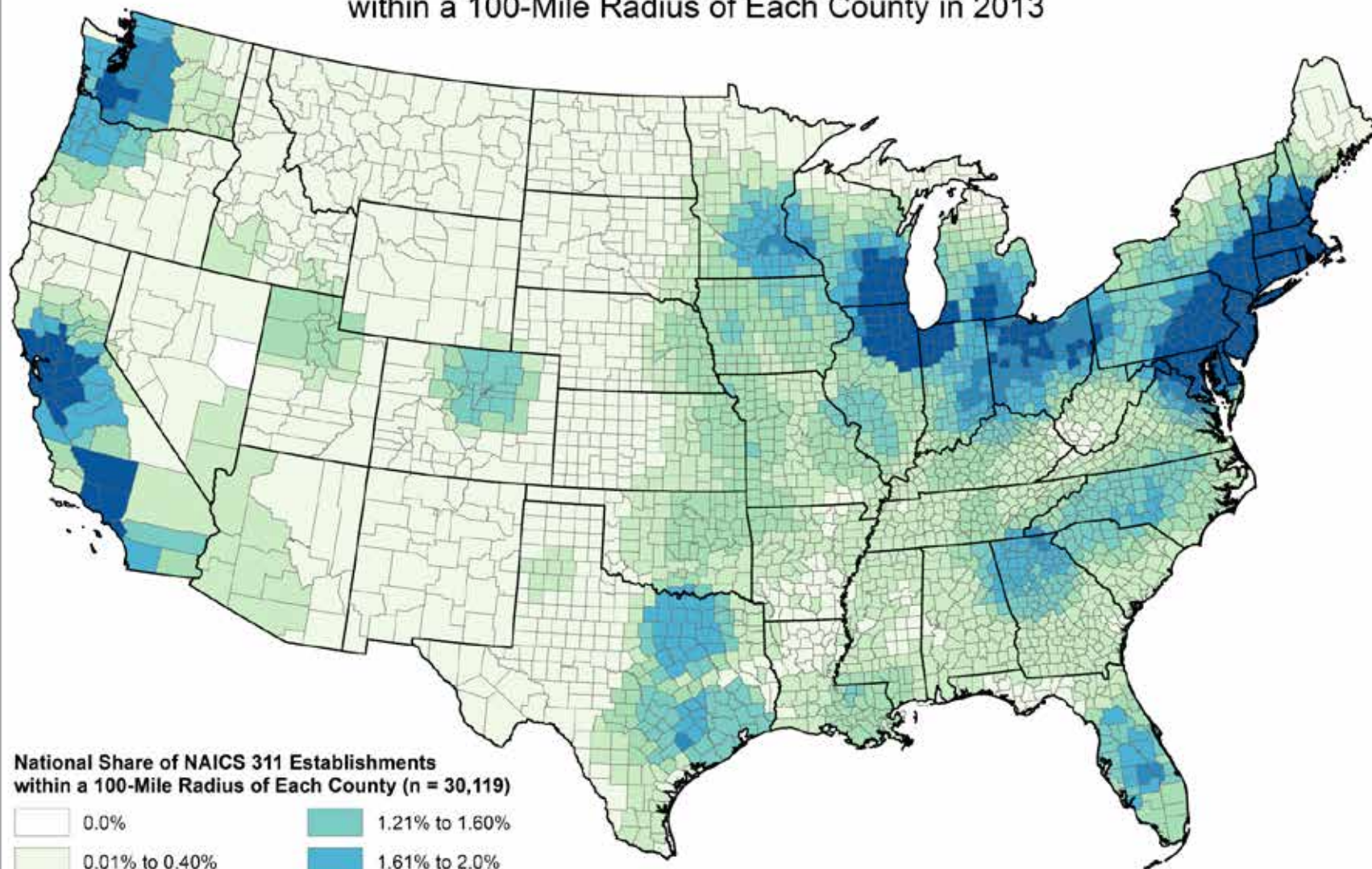
Pursue attraction and expansion activities through a sector-based strategy

- Develop a working knowledge of each target industry ;
- Devote a prominent section of local economic development websites to target industries;
- Partner with WEDC, New North or other regional economic development agencies to market the area;
- Have information prepared for RFIs.

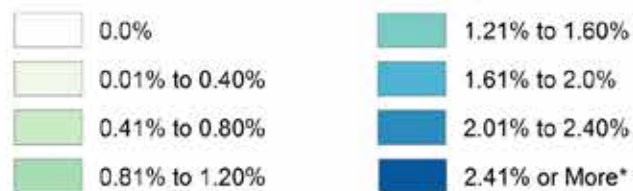
Potential Target Industries with Regional Strengths:

- Agriculture/food manufacturing
- Wood product and furniture manufacturing
- Plastics manufacturing
- Primary and fabricated metal manufacturing
- Transportation equipment manufacturing
- Machinery manufacturing
- Non-store retailers
- Tourism-related industries

Food Manufacturing (NAICS 311) - National Share of Establishments within a 100-Mile Radius of Each County in 2013



**National Share of NAICS 311 Establishments
within a 100-Mile Radius of Each County (n = 30,119)**

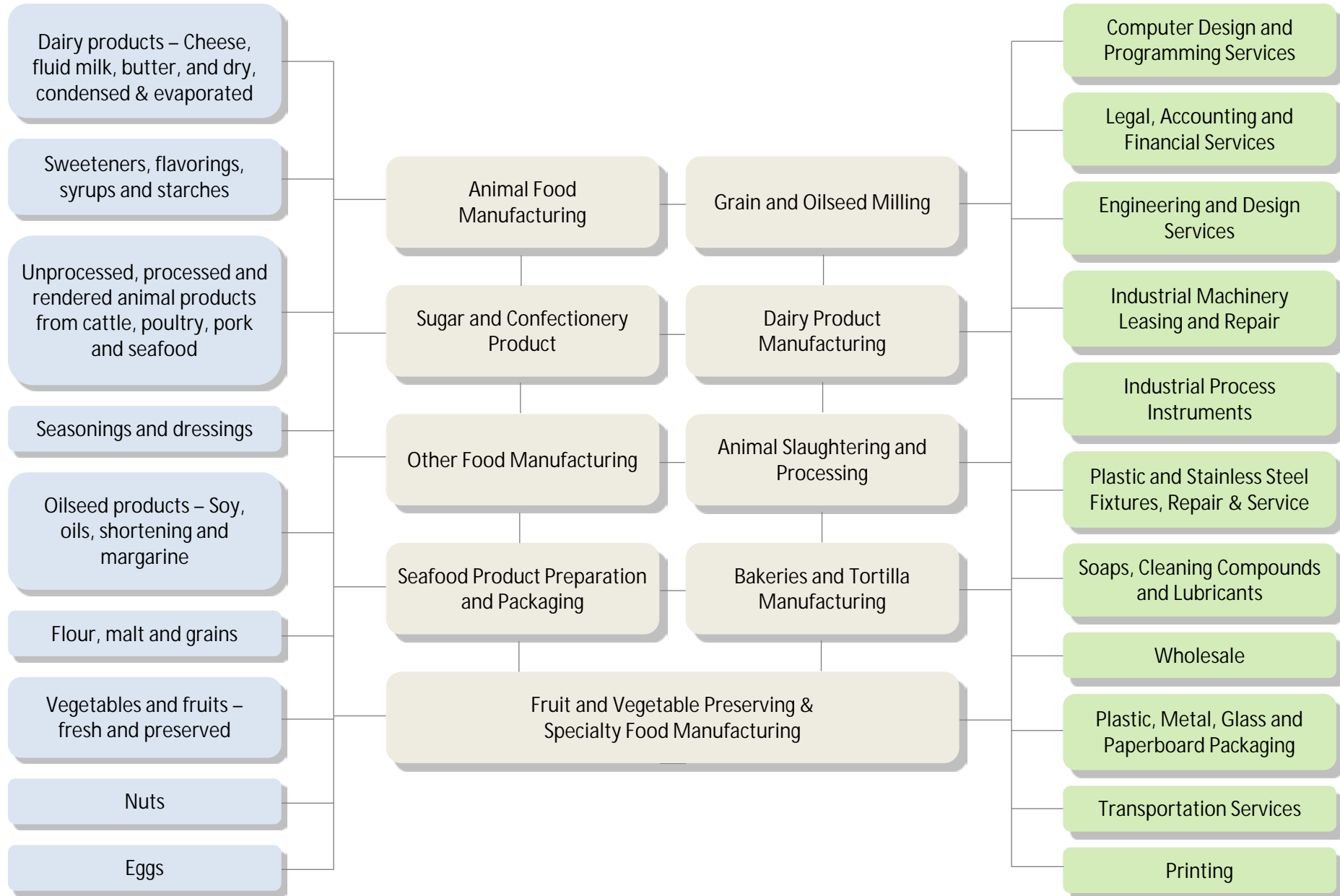


*11.50% is Max. Value

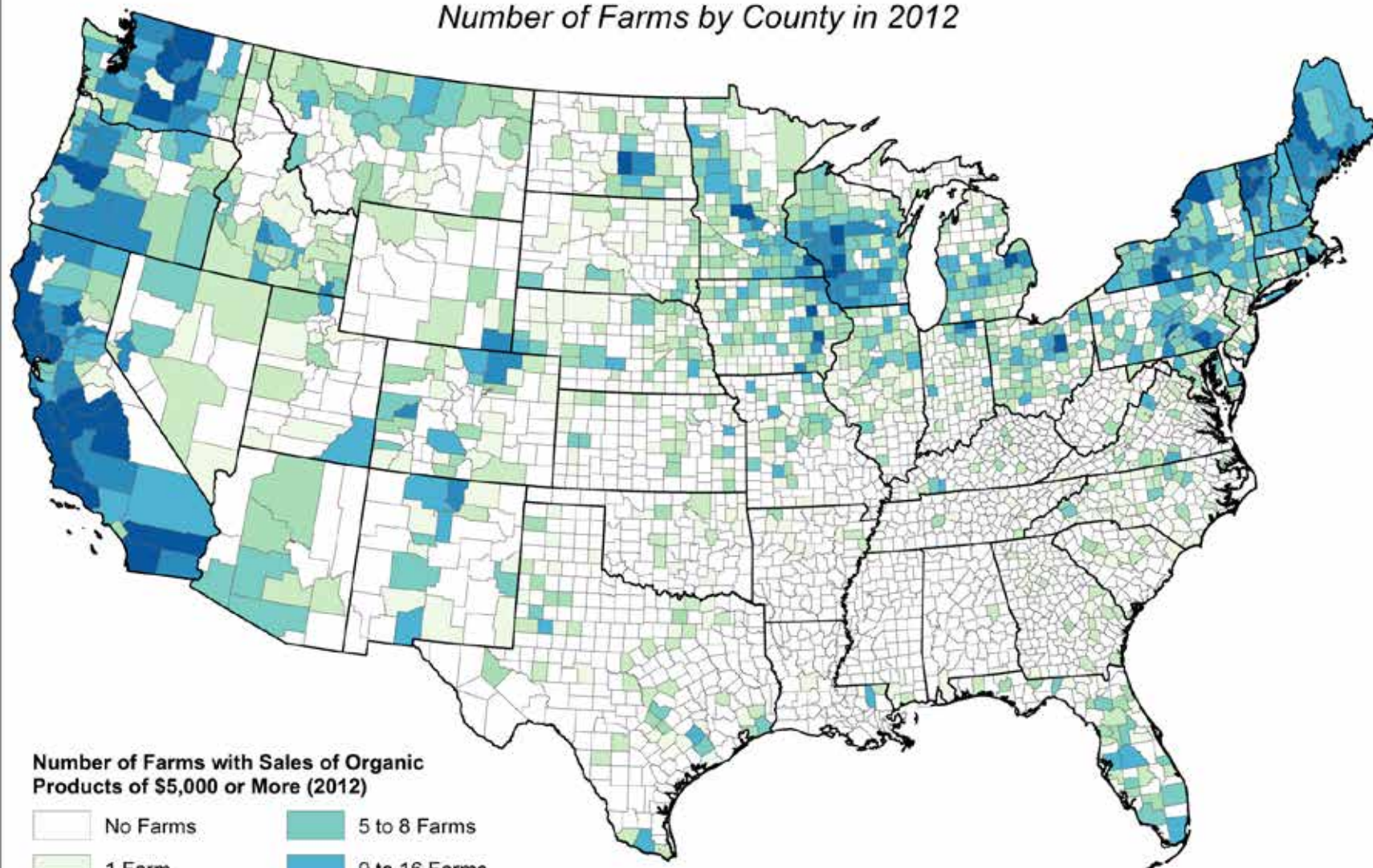
UW
Extension
Cooperative Extension

Source: Bureau of Labor Statistics Quarterly Census
of Employment and Wages - 2013 Annual Average
Establishments. Calculations and production by
University of Wisconsin-Extension Center for
Community and Economic Development
Color scheme from Color Brewer

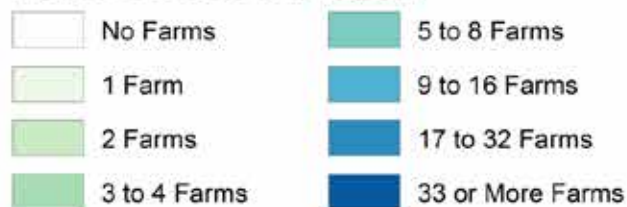
Shawano-Menominee as a Part of Regional Supply Chains



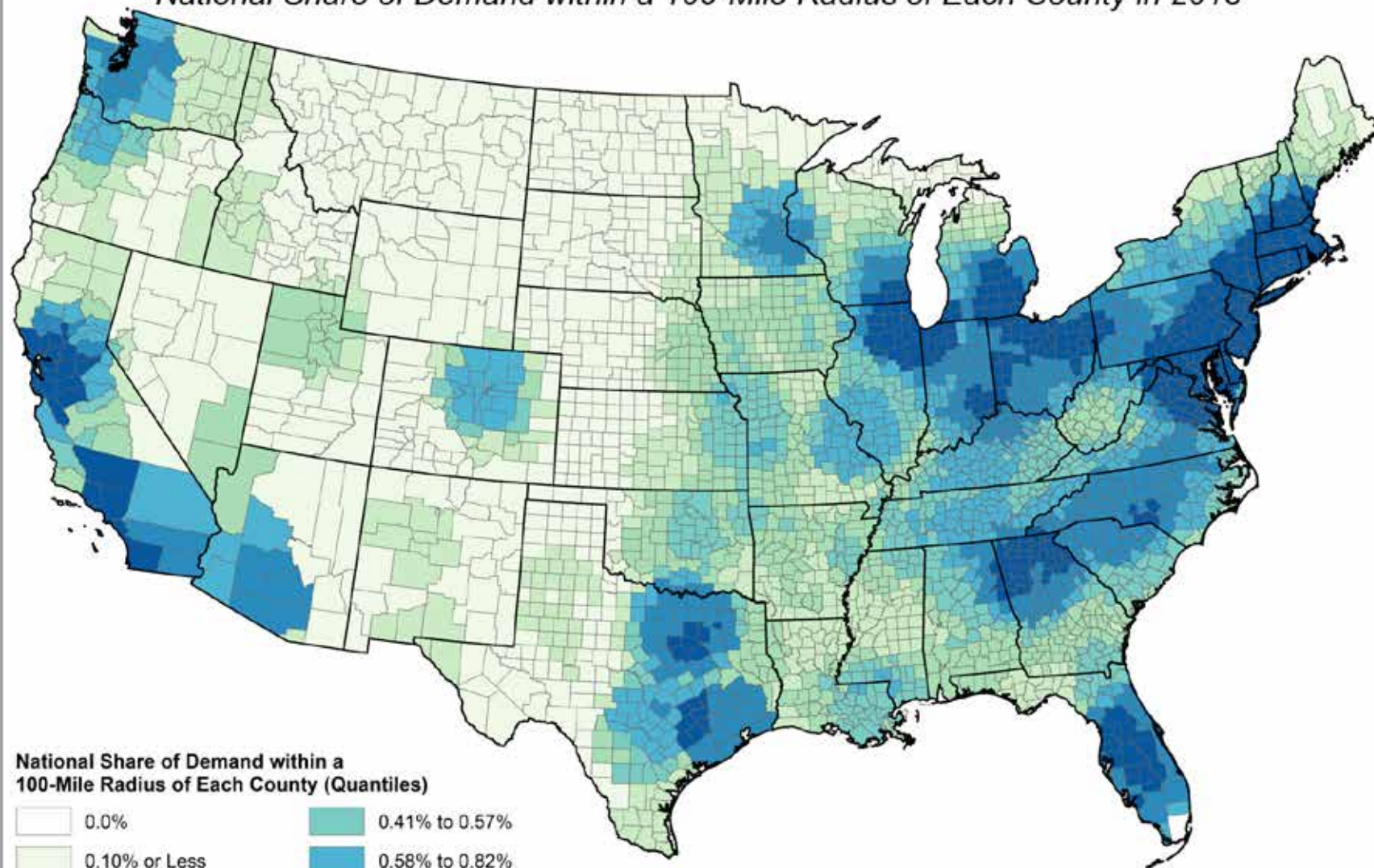
Farms with Sales of Organic Products of \$5,000 or More
Number of Farms by County in 2012



Number of Farms with Sales of Organic Products of \$5,000 or More (2012)



Total Share of Household Demand for Food at Home and Food Away from Home National Share of Demand within a 100-Mile Radius of Each County in 2013



National Share of Demand within a 100-Mile Radius of Each County (Quantiles)

0.0%	0.41% to 0.57%
0.10% or Less	0.58% to 0.82%
0.11% to 0.26%	0.83% to 1.28%
0.27% to 0.4%	1.29% to 5.57%

Potential Area of Emphasis #3 – External and Internal Communications

Internet presence will be your primary exposure to potential residents and companies. It is imperative to have an Internet presence with relevant, up-to-date information.

- **Fixing or removing broken or outdated links** – Remove links to defunct resources or organizations;
- **Providing current information on available sites and buildings** – This information could be added to LocateInWisconsin (www.locateinwisconsin.com) and embedded on the website;
- **Regional labor force information** – Commuting patterns, wages, occupations, educational attainment, age distribution, unemployment and labor participation rates;
- **Natural resource information** – Information on agricultural and forest resources;
- **Comprehensive listing of incentive sources organized by application** – All state and local incentives listed by use and eligibility. Portions of the Shawano-Menominee region qualify for Federal programs such as the EB-5 Visa Program, New Market Tax Credits and Low Income Housing Tax Credits.

Potential Area of Emphasis #3 – External and Internal Communications

Other website information to include:

- **Transportation access** – Listing of major highways and traffic counts; railway operators; airports and other modes of transportation. Should include regional facilities such as Austin Straubel International Airport, Central Wisconsin Airport and the Port of Green Bay
- **Utilities, including broadband** – Utility providers and up-to-date rate information should be listed. Utility information should also include broadband providers, speed (upload and download) and a coverage map;
- **Tax Rates** – Local and state information on property taxes, income taxes, corporate taxes and sales taxes;
- **Other quality of life information** – Listing of cultural and natural amenities in the region (including Green Bay, Wausau, Stevens Point and Fox Valley communities), school information (graduation rates, teacher-to-student ratios, etc.), health care system figures, air quality, etc.

Potential Area of Emphasis #3 – Communications

Other website considerations:

- **Benchmark information against the United States, State of Wisconsin and comparable areas** – Benchmark information may help businesses quickly compare local economic and workforce characteristics;
- **Convey the geographic location of the region relative to the state and nation** – Maps showing the location of the Shawano-Menominee region from state and national perspectives are needed. The Shawano-Menominee region should visually highlight its location relative to Green Bay, Wausau, Madison and Milwaukee. The region should also note that it is equidistant between the Chicago and Twin Cities markets;
- **Include information specific to target industries** – As previously noted above;
- **Organize information around specific needs of businesses seeking information on relocation, expansion, or start-up activities** – Prospective businesses should not need to hunt for information related to their specific interest. Two websites that could serve as models for *structuring information delivery* include Economic Development Washington County and New York City's Small Business Solutions;
- **Consider search engine optimization tools and social media to improve site visitation** – Many free or low-cost analytical tools and consultants can analyze site traffic and access. May help identify keywords; improve search rankings and site visits; and connect the region through an effective social media strategy.

Potential Area of Emphasis #3 – External and Internal Communications

Internal communications are also important. Economic development relies on an interconnected network of community members, small business operators, large corporations, non-profit organizations, and government agencies

- Successful initiatives require teamwork among all of these stakeholder groups,
- As resources are often limited in smaller communities, the need to build collaborations; marshal volunteers; and approach economic development from a strategic perspective is vital.
- Continue education and outreach efforts. The broader community needs to understand opportunities and challenges. Economic development organizations should consistently communicate with frequent collaborators and the greater community at large.
- Outreach efforts could include local newspaper articles, blogs, presences on social media, presentations to community groups, and regular meetings with elected officials.
- Some outcomes of communication and education efforts could include: developing community champions; soliciting additional ideas for addressing challenges; and identifying additional assets in the community.

For More Information

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