
Introduction

Economic development involves anticipating change, diversifying industries, and redefining opportunities and challenges. It refers to the sustained actions of elected and appointed officials, generally in partnership with the private sector, intended to promote the standard of living and economic health of a community. Such actions involve multiple areas of the local economy including development of human capital (through higher education and job training), critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, tax base preservation and expansion, and health and safety, among others.



Courtesy Bayland Buildings

The keys to implementing a successful economic development plan include:

- A detailed analysis of the local economy.
- A common vision based upon what residents and businesses value in the community.
- Strong collaboration between the public and private sectors oriented around agreed-upon goals.
- Diversity in the types of businesses and industries.
- Resilience, or the ability of the community to adapt quickly to change based on regional, national, and global economic conditions.
- Cooperation, not competition, between neighboring municipalities in an effort to strengthen the regional economy.

A vibrant economy is essential for community wellbeing since it effects so many aspects of community life, including the ability to earn a living, develop skills and access training, attract new residents and businesses, and to access services. Economic development expenditures are a community investment. Influencing and investing in the process of economic development allows a

community to determine its future direction and guide appropriate types of development according to its own values.¹

The purpose of this chapter of the comprehensive plan is to describe the current economy of the Village, identify opportunities to enhance and diversify its economic base, and prepare a plan to achieve future economic development goals.

Comprehensive Planning Law

Wisconsin's Comprehensive Planning Law (Section 66.1001(2)(f), Wis. Stats.) requires that the economic development element of a comprehensive plan contain all of the following:

- A compilation of objectives, policies, goals, maps, and programs to promote the stabilization, retention, or expansion of the economic base and quality employment opportunities.
- An analysis of the local labor force and economic base.
- An assessment of the categories or particular types of new businesses and industries desired.
- An assessment of strengths and weaknesses with respect to attracting and retaining businesses and industries, and the designation of an adequate number of sites for such businesses and industries.
- The evaluation and promotion of the use of environmentally contaminated sites for commercial or industrial uses.
- The identification of applicable county, regional, and state economic development programs.

Beyond the requirements identified above, the planning law recommends that all communities address fourteen planning goals when preparing a comprehensive plan. Those related to economic development include:

- Encouragement of coordination and cooperation among nearby units of government.

¹ Excerpted from 'A Guide to Preparing the Economic Development Element of a Comprehensive Plan;' Wisconsin Economic Development Institute, August 2003.

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- Building of community identity by revitalizing main streets and enforcing design standards.
 - Providing adequate infrastructure and public services, and an adequate supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.
 - Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local levels.
 - Balancing individual property rights with community interests and goals.

Economic Development Vision

The Village of Hobart will maintain a proactive approach to economic development by strongly supporting existing local businesses while actively engaging new start-ups. Our goal is to encourage economic diversity through quality commercial, manufacturing, high-tech, and healthcare industries that provide sustainable living wages for the current and future residents of our community.

Current Economy

The Village of Hobart is a rapidly growing community with an increasingly diverse economic base. Commercial and industrial uses are scattered throughout the Village with concentrated areas along highways 29 and 172 and south of Austin Straubel International Airport. Opportunities for additional economic development are prevalent, particularly at the Centennial Centre at Hobart development and within the Southeast Hobart Business Park.

Retail activity is somewhat limited in the Village. This is partially attributable to the abundant options available in nearby communities (see *Reilly's Law of Retail Gravitation*). However, opportunities exist to create niche (or destination) retail development within Centennial Centre.

Reilly's Law of Retail Gravitation²

Close proximity to a larger municipality equates to greater competition for the day-to-day goods and services desired by residents. 'Reilly's Law of Retail Gravitation' states that larger communities will have spheres of influence much broader than smaller ones, meaning that consumers will travel farther to reach a larger city. Two communities of equal size tend to have a trade area boundary midway between the two. When communities are of unequal size, the boundary lies closer to the smaller city, giving the larger one a more expansive trade area. For a small community on the periphery of a metropolitan region, an economic development strategy aimed at providing basic goods and services through conventional retail operations will find it difficult to overcome Reilly's Law.

Types of Municipal Economies

Five general categories are used to describe the economies of small communities: *resource-based, industrial, metropolitanizing, dependent, and lifestyle.*³

- **Resource-Based.** This type of economy is characterized by geographic isolation. They are typically far away from larger cities/metro areas and have limited interstate access. These communities often have an aging population base and lack of opportunities for higher education and local employment.
- **Industrial Economy.** The industrial economy is characterized by dependence on yesterday's economic base. Often a community of this type has a single manufacturing or industrial operation that sustains the vast majority of residents.
- **Metropolitanizing Economy.** These communities are experiencing a high amount of residential development which causes concern about decreasing land supplies, loss of community identity, maintaining small town character, and avoiding becoming a "bedroom community."
- **Dependent Economy.** Usually an unincorporated area outside of the suburban ring of development. The economic vitality of this community depends on the economic success of the larger adjacent/nearby

² Excerpted from Reilly's Law of Retail Gravitation, Matt Rosenberg, 2009.

³ Randall Gross, Embracing Change in Small Communities, APA National Conference, March 2005.

community. The primary challenge is handling local residential development pressure.

- **Lifestyle Economy.** These communities tend to include university towns, small communities with military bases, and tourist destinations. Residents enjoy their small community setting and quality of living, but are concerned about their long-term dependency on a single economic source.

The Village of Hobart can best be described as ‘metropolitanizing’ with aspects of a ‘dependent’ economy. As one of the youngest incorporated municipalities in Brown County, it competes with more established communities for economic development opportunities. Among Hobart’s strengths are its proximity to Austin Straubel International Airport, access to Interstate 41 and State Highway 29, a local government committed to growing the economy, and the largest undeveloped land base of any village in northeast Wisconsin.

Labor Force and Economic Base

Detailed demographic data related to the Village’s labor force and economic base are provided in the Economic Profile section of *Chapter 1: Issues & Opportunities*, beginning on page 1-19. Highlights from that section include:

- Median household income as of 2013 is \$85,338, the highest in Brown County and \$33,871 more than the state average.
- Fewer than 3% of Hobart’s families and individuals have incomes falling below the US Department of Health & Human Services poverty threshold.
- As of 2012, the unemployment rate in the Village was 7.2%. The high percentage results from the aftermath of the Great Recession; the 2015 figure is unavailable but undoubtedly lower.
- Top industry sectors for employment include: educational services, health care, and social assistance (807 residents, 24.8% of employed population); manufacturing (425, 13.1%); professional, scientific, and management (340, 10.5%); and, public administration (297, 9.1%).

Current Business Inventory

The Village of Hobart is home to approximately 150 businesses. Due to the fluid nature of most commercial and industrial operations, it is of questionable benefit to present a complete listing of each business by name within the comprehensive plan. However, there is some merit in providing a general description of the types of businesses currently operating in Hobart. The partial list below offers a snapshot of the local business environment segregated by various commercial and industrial sectors.

- Manufacturing/Industrial – machine shops, warehousing and storage, food products and vendors, high-tech assembly, trucking and logistics, recyclers, distributors.
- Contractors & Consultants – landscaping, engineering, electrical, design-build, residential construction, utilities, HVAC, business planning.
- Repair Shops – automotive, motorcycle, boat and motor, machinery, video machines.
- Services – financial planning, insurance, healthcare, dance studios, photography, video production, printing and laminating, daycare, animal boarding/grooming/training, equestrian services.
- Sales/Rentals – general retail, nurseries, business and greeting cards, pressure washing equipment, garage doors.

Centennial Centre at Hobart

As described in earlier chapters, Centennial Centre at Hobart is a planned development located in the northern portion of the Village near the intersections of highways 29 and 32. The development is intended to function as Hobart’s “downtown” and, when completed, will include a number of districts oriented around a mixed-use “Market Place District.” In addition to a large park, community trails, and a variety of residential living options, the land use plan for Centennial Centre calls for a diverse array of



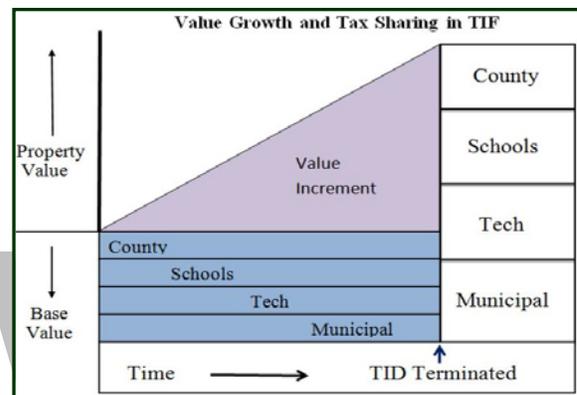
Courtesy Centennial Centre at Hobart

commercial limited manufacturing uses including retail, hospitality, dining, entertainment, high-tech, professional offices, medical facilities, and a business incubator, among others.

The plan for Centennial Centre was developed under TID #1, a Tax Increment Financing (TIF) District established in 2009. Additional information related to TIF districts is presented below.

Tax Increment Financing⁴

Tax Increment Financing is an economic development tool that allows municipalities to invest in infrastructure and other improvements intended to facilitate private development. When a Tax Increment District (TID) is created, it establishes the current (or base) value of the taxable property within its boundaries. The base value represents the pre-TID tax base and is reflected by the blue rows in the chart at right. Once the TID is underway, taxes collected from the base value are allocated to the local government, county, schools, and technical colleges (taxing jurisdictions) as they were prior to the TID's creation.



Courtesy Wisconsin Department of Revenue

Over the life of the TID, the taxing jurisdictions collect taxes from the property in the TID base. Meanwhile, new construction and investment increases the value of the property within the TID. All of the taxes collected on the growth in value of the property (the value increment in purple on the chart) are turned over to the municipality as "tax increment" revenue. The municipality then uses this additional revenue stream to pay off bonds used to develop the infrastructure and property acquisition and possible development incentives within the district per the approved project plan.

At the end of the maximum life period, or as soon as tax increments are collected in excess of total approved project costs, the TID must be terminated. The entire value of the property is returned to the tax rolls of the overlying taxing jurisdictions (the column at right in the chart). This represents the additional property value subject to taxes. While the TID exists, the tax

⁴ Excerpted from Tax Increment Financing Manual, Wisconsin Department of Revenue, July 2014.

collections for each overlying jurisdiction are limited to the base value of the TID parcels. After termination, the overlying taxing jurisdictions share in a much larger tax base. Partnering to facilitate development spreads the risk of development and increases the tax base for each of the jurisdictions.

TID #1: Centennial Centre at Hobart⁵

The Village of Hobart established Tax Increment District (TID) #1 in 2009. TID #1 was used to develop a master plan for the Village's first downtown central business district, Centennial Centre at Hobart. The project includes mixed-use business, retail, residential, and commercial development along STH 29/32 corridor.

As of January 2015, TID #1 had more than \$73 million in new assessed value increment. It is one of the most financially successful TIDs in Wisconsin.

TID #2: Southeast Hobart Business Park⁶

TID #2 was established in 2011 and amended in 2012. The district funded infrastructure and improvements necessary for the Packerland/Orland Industrial Park located on Packerland Drive south of Austin Straubel International Airport.

As of January 2015, TID #2 had more than \$31 million in new assessed value increment.

Environmentally Contaminated Sites

Environmentally contaminated sites, also known as brownfields, serve as a potential land base for economic development. Brownfields are defined as abandoned or underutilized commercial and industrial properties where redevelopment is hindered by real or perceived contamination. The Wisconsin Departments of Natural Resources (WDNR) Remediation and Redevelopment (RRP) Program oversees the investigation and cleanup of environmental contamination and the redevelopment of contaminated properties. WDNR defines brownfields as abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived

⁵ Excerpted from Tax Incremental District #1: Centennial Centre at Hobart.

⁶ Excerpted from Tax Increment District #2: Packerland/Orland Industrial Park.

contamination. Properties listed in the DNR database are self-reported and do not represent a comprehensive listing of possible brownfields in a community.

Consult WDNR for a list of active brownfield sites.

Economic Development Plan

The remainder of the chapter focuses on strategies to secure the types of commercial and industrial development desired within the community and describes the various tools that may aid in achieving Hobart’s economic development goals.

Attracting from Outside

Production Sector

Although attracting manufacturing firms from outside has been a development strategy frequently used by municipalities across the country, it is a zero-sum game; the receiving community wins, the other community loses. Production industries, particularly assembly and manufacturing firms, are not dependent on a local market for their products. Instead, they seek areas that provide the labor market, utilities, and transportation infrastructure necessary for production. Hobart’s educated workforce, local tax rate, abundance of developable land, and proximity to I-41, STH 29, and the airport provide it with the ability to compete with larger, more centrally-located communities for production sector development.

Non-Production Sector

When outside business development occurs in a community it typically follows extensive analyses aimed at determining the available market for its given product or service. This is true for most non-production sectors including retail, wholesale trade, hospitality, healthcare, and finance, among others. Local governments possess a limited ability to attract such businesses without some form of market justification. In other words, unless a viable market exists for the product or service in question, even the most effective economic development strategies are unlikely to succeed in attracting the desired business.

Due to concentrated populations and more diverse economies, the Cities of Green Bay and De Pere, and the Village of Ashwaubenon will tend to outcompete the Village of Hobart for certain types of commercial development (big box retail, consumer electronics stores, supermarkets, etc.). However, opportunities exist for smaller niche categories and specialty retailers not otherwise represented in the market. These types of businesses tend to cater to people willing to travel a greater distance for a unique shopping opportunity. They are not dependent upon a readily accessible market. A Market Trade Analysis (see section later in this chapter) is a tool used by local governments to identify business categories underrepresented in the marketplace.

Growing from Within

Local ownership of businesses tends to maintain economic diversity because it builds on the loyalty shared between customers, owners, and their community. Local businesses offer connections to place through everyday transactions. They keep money circulating in the community, thereby stimulating the economy and creating new economic niches. Businesses that begin in a community tend to stay in that community. The most effective way to ensure a healthy local economy over time is to offer assistance for those interested in starting their own business and provide the means to relocate within the community when growth merits such a move.

Economic Gardening

Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a community in the form of jobs, tax revenues, per capita income, and a vibrant local business sector. Economic gardening seeks to focus on growing and nurturing local businesses rather than focusing on business relocation as a development strategy.

The focus of economic gardening is on providing accurate, timely, and relevant information to local entrepreneurs regarding key areas such as competition, customer base, and industry trends, among others. Armed with this information, a small business owner is better able to make strategic decisions, avoid costly mistakes, and successfully grow his or her enterprise. Economic gardening strategies help local small businesses discover how to reach markets outside the region. In turn, these exporting growth-oriented companies can spur the formation of local business suppliers and service firms to support

them. More and better-paid workers also increase the demand for local goods and services, recirculating wealth throughout the local and regional economy.⁷

The basic elements of economic gardening include:⁸

- Providing critical information needed by businesses to survive and thrive.
- Developing and cultivating ‘community infrastructure’ that prioritizes a high quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
- Developing connections between businesses and the people and organizations that can help take them to the next level, including business associations, universities, roundtable groups, service providers and more.

Business Incubator

The primary goal of a business incubator is to produce successful businesses that are able to operate independently, are financially viable, and provide new jobs and tax revenue within the community. Many entrepreneurs do not possess the capital necessary to acquire adequate facilities for their growing businesses. Finding space can be financially overwhelming and energy draining at a time when resources are most needed for development of the business itself. Business incubators are designed to help start-up firms by providing:



Courtesy Ashland Area Enterprise Center

- Flexible space and leases, usually at below market rates.
- Fee-based business support services, such as telephone answering, bookkeeping, secretarial, fax and copy machine access, libraries, and meeting rooms.
- Group rates for health, life, and other insurance plans.

⁷ Excerpted from “Economic Gardening,” Growing Local Economies, 2011.

⁸ Excerpted from “Second Stage Entrepreneurs: Economic Gardening,” PEERspectives, 2011.

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- Business and technical assistance either on site or through a community referral system.
 - Assistance in obtaining funding.
 - Networking with other entrepreneurs.

A business incubator is an anticipated component of the proposed development at Centennial Centre.

Business Retention

The key to a successful business retention strategy is building trust between business owners and local officials. Communities must identify the specific gaps and niches their economies can fill, and promote a diversified range of specialized industry clusters drawing on local advantages to serve local, regional, and international markets. Local government, business groups, educators, and the public must work together to create a vibrant local economy, through a long-term investment strategy that:⁹

- Encourages local enterprise.
- Serves the needs of residents, workers, and businesses.
- Promotes stable employment and revenues by building on local competitive advantages.
- Protects the natural environment.
- Increases social equity.
- Is capable of succeeding in the global marketplace.

Local businesses provide employment for a wide array of supporting services. They hire architects, designers, cabinet shops, sign makers, and contractors for construction. Opportunities grow for local accountants, insurance brokers, computer consultants, advertising agencies, etc. Local retailers and

⁹ Excerpted from Ahwahnee Principles for Economic Development, Economic Development for the 21st Century, 2015.

distributors are more likely to carry locally made goods, thereby creating additional jobs for local producers.

Some of the ways in which municipalities can increase the level of local business retention include:

- Utilizing municipal websites and social media to raise awareness of local businesses.
- Assisting businesses that have outgrown current facilities or sites with identifying new locations within the community.
- Supporting local chambers of commerce, business associations, business improvement districts, and similar organizations.
- Providing clearly understandable processes for construction and economic development within local ordinances.

Business Association

Business associations bring together business owners and provide its members with opportunities to network and share information and resources. While some members of an association may be competitors, they still share certain needs and preferences. Association members can help one another directly with referrals for services such as accounting, building maintenance, recruiting staff and marketing.

Marketing and Place Branding

Marketing

To attract business, industry, new residents, or visitors, a community must market itself beyond its geographic boundaries. A marketing plan is a comprehensive blueprint that outlines the community's overall marketing efforts. It may include advertising in printed publications, the use of conventional and social media, public relations, promotions etc. Elements commonly addressed within a marketing plan include: business attraction, revitalization, streetscaping, pedestrian and bicycle facilities, tax/utility rates, available land and infrastructure, tax incentives, and branding initiatives, among others.

Place Branding

In the world of consumer goods, a brand is the sum of all experiences related to a given product or service. Brand perceptions are shaped by opinions related to quality, reliability, etc., as well as emotional experiences associated with the product. Place Branding is no different. Every resident has a perception of his/her community. Through actions and beliefs about their community they express that brand; one created over time and through experience.

Municipal brands evolve. This is particularly true for rural communities located close to metropolitan regions. Hobart's brand has changed during the past generation. Once known an agricultural community on Green Bay's periphery, it is now recognized for its high-quality golf courses, well-designed subdivisions, and relative affluence of its residents. Yet, it's the recent economic growth in the community that provides opportunities for rebranding (or brand modification). Centennial Centre at Hobart and the Southeast Hobart Business Park provide opportunities to market the Village as a great place to start and grow a business.

Building Resilience

Resilience is a measure of the capacity of a community to utilize available resources to respond to, withstand, and recover from adverse situations. It is the ability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of dramatic changes to economic conditions.¹⁰

Resilient communities are able to minimize the effects of financial crises, natural disasters, and other major disruptors of economic growth when they have the ability to quickly return citizens to work, reopen businesses, and restore other essential services needed for a full and timely economic recovery. They can do so by actively influencing and preparing for economic, social and environmental change. When times are bad they can call upon the resources that make them a healthy community. A high level of social capital means that they have access to good information and communication networks in times of difficulty, and can call upon a wide range of resources.¹¹

¹⁰ Excerpted from Community Resilience, Rand Corporation, March 2012.

¹¹ Excerpted from Healthy and Resilient Communities: Living the Future Now, January 2014.

The factors most important in building resilience into the local economy include:¹²

- **People.** Elected and appointed officials must be representative of an engaged public, be visionary, be willing to share power, and be capable of working towards solutions through consensus.
- **Organizations.** Resilient communities possess a variety of economic development organizations. These organizations serve the needs of the community through working partnerships that lead to ongoing collaborative efforts to sustain the local economy.
- **Resources.** Access to resources plays an enormous role in community resilience. Employment is the most prominent of all resources in this regard. It is essential that employment is diversified beyond a single large employer and that as many major employers as possible be locally-owned. Diversity is key to weathering shifts in the larger environment.
- **Community Process.** Requires the creation of a local economic development plan that serves as a guide for current and future endeavors. Citizens and organizations must be involved in the creation and implementation of the plan, including a vision for the community, and the goals and procedures necessary to realize that vision.

Market Trade Analysis

A Market Trade Analysis (MTA) is a comprehensive study undertaken to better understand the local economy and to identify the ways in which it can more effectively compete in the regional marketplace. It is intended to provide a framework for long-term economic sustainability. The MTA provides elected officials, current and future business owners, and residents with a fundamental description of the industry sectors that are prospering, struggling, or lacking within a community. Once completed, it serves as a roadmap for targeting market-based opportunities for development.

The local marketplace is divided into the elements of supply and demand. Opportunities for business creation or expansion arise when there is a mismatch between the products and services consumers are demanding and

¹² Excerpted from What is Community Resilience, Canadian Center for Community Renewal, 2013.

those that suppliers are providing. The MTA provides a tool to evaluate existing industry sectors and identify surplus and supply gaps.

The regional market provides competition for goods and services beyond municipal boundaries. When a product or service is unavailable locally, or at a lower cost or higher quality in a nearby community, consumers will travel outside the local market to transact business. In order to effectively evaluate the economic environment of a community, and identify opportunities for future economic development, the MTA incorporates a number of *cohort communities* into the analysis. Cohorts are communities of similar size, demographic composition, economic diversity, and/or geographic location that serve as bases of comparison for the community at the center of the MTA.

The Village, with assistance from Vierbicher Associates, completed an analysis similar to an MTA during the planning phases of the Centennial Centre at Hobart development.

Winter-city Design

Winter-city design is a development strategy that allows communities in cold-weather climates to create pedestrian-friendly environments that are utilized throughout the year. Within such a design scheme, buildings, sidewalks, parking areas, and landscaping are constructed in a way as to minimize the affect of wind and maximize the available sunlight during winter months. Raised sidewalks and crosswalks, sheltered parking, and evergreen windbreaks are key components of a community design for the winter climate. Buildings on the north side of a ‘downtown’ street are taller to provide wind blocks, while those on the south side are shorter to allow for maximum sunlight exposure. Decks and terraces located on the second floor of multi-story structures aid in reducing the affect of wind and snow on pedestrians.

Adopting a winter-city approach to future commercial development within Hobart offers the potential to create business and marketing opportunities for those dealing in products, services, or technologies associated with living in winter climate zones. Residents, businesses, and tourists benefit from reduced inconveniences associated with winter weather. The result is an economically vibrant and socially dynamic quality of life, an improved sense of place, and an opportunity to market Hobart as an innovative community exhibiting and embracing the characteristics unique to winter locations.

Social Media

Americans of all ages and backgrounds are increasing their use of social media tools as a way to connect to each other and the issues they care about. Local governments are also increasing their use of these tools to reach residents. Although there is clear benefit to be gained by using social media to augment traditional communication methods, its use presents opportunity and risk to municipal government. Prior to implementing a social media strategy it is important to develop an agreed-upon policy for its use.

Some of the ways in which local governments utilize social media include:¹³

- **Activities and Registration.** Parks and recreation departments use social media to remind the community of upcoming activities and provide a means of registering for local events.
- **Community-Building.** Local governments work better when they have buy-in from the community. One way to improve the relationship between municipality and citizens is to build a sense of community pride by recognizing local business, sharing photos and stories about the community, and marketing local events.
- **Crime Prevention and Police Assistance.** Police departments are posting crime prevention tips, time-sensitive information such as Amber alerts, and using social media channels to seek information on wanted criminals.
- **Economic Development.** Many companies use social media to scope out communities as they look to build or relocate their business. Economic developers use social media to attract those businesses to the area and build relationships with current ones. This is arguably the most important reason for local government to maintain an active social media presence.
- **Emergency Alerts and Severe Weather Updates.** Social media channels provide the fastest means by which municipalities can communicate important safety information to affected areas.

¹³ Excerpted from 10 Ways Local Government Can Use Social Media, 2015.

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- **Governmental Meetings.** Posting schedules, agendas, and minutes for public review.
 - **Increase Traffic on Municipal Website.** Social media posts help direct residents and business owners to important information posted on local governmental websites, including economic development related website at www.buildinhobart.com.
 - **Job Applications.** With many municipal websites offering online job application, one or two posts on social media can increase the number of applications submitted.
 - **Public Service Announcements.** Examples of public service announcements on social media include general health and safety tips, road construction schedules, and other important local information.

Economic Development Programs

The following pages describe the current federal, state, and regional economic development programs and organizations that may aid the Village in implementing its economic development plan.

Federal and State Programs

US Department of Agriculture – Rural Development Grant¹⁴

The United States Department of Agriculture’s Rural Development Grant (RDG) provides loans, grants and loan guarantees to support essential services such as housing, economic development, health care, first responder services and equipment, and water, electric and communications infrastructure. The RDG promotes economic development by supporting loans to businesses through banks, credit unions and community-managed lending pools.

US Environmental Protection Agency – Revolving Loan Fund¹⁵

The Revolving Loan Fund provides funding for grant recipients to carry out cleanup activities at brownfield sites. Through these grants, the Environmental

¹⁴ Excerpted from United States Department of Agriculture website, 2015.

¹⁵ Excerpted from United States Environmental Protection Agency website, 2015.

Protection Agency seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields. When loans are repaid, the loan amount is returned into the fund and re-lent to other borrowers, providing an ongoing source of capital within a community.

Wisconsin Economic Development Corporation¹⁶

The Wisconsin Economic Development Corporation's (WEDC's) Community Development Investment Grant (CDIG) program helps transform communities by supporting local development unique to Wisconsin's communities in Wisconsin. The CDIG supports urban, small city and rural community redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. Grants up to \$50,000 are available for planning efforts, and grants up to \$500,000 are available for implementation projects. The program operates through a competitive process that occurs two to three times per fiscal year. Grant recipients must demonstrate significant, measurable benefits in job opportunities, property values and/or leveraged investment by local and private partners.

Regional and County Programs

Green Bay Area Chamber of Commerce - Advance¹⁷

Advance, the economic development department of the Greater Green Bay Chamber, provides assistance to municipalities and businesses to improve and diversify the local economy. The department offers confidential site selection assistance and in-depth statistical and demographic with a focus on business retention and expansion. Advance operates the Business & Manufacturing Center Incubator, providing start-up businesses a chance to grow and succeed.

NEW North¹⁸

New North, Inc. is a 501(c)3 nonprofit, regional marketing and economic development organization fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin, known as

¹⁶ Excerpted from Wisconsin Economic Development Corporation website, 2015.

¹⁷ Excerpted from Green Bay Area Chamber of Commerce website, 2015.

¹⁸ Excerpted from NEW North website, 2015.

the New North region. New North is a regional partner to the Wisconsin Economic Development Corporation (WEDC) and the State of Wisconsin, as well as local economic development partners, and represents more than 100 private investors.

The New North brand unites the region both internally and externally around talent development, brand promotion and business development, signifying the collective economic power behind our 18 counties. The counties include Outagamie, Winnebago, Calumet, Waupaca, Brown, Shawano, Oconto, Marinette, Door, Kewaunee, Sheboygan, Manitowoc, Fond du Lac, Green Lake, Marquette, Florence, Menominee and Waushara.

The key initiatives of NEW North are to:

- Attract, develop and retain diverse talent.
- Foster targeted industry clusters and new markets.
- Support an entrepreneurial climate and small business.
- Encourage educational attainment.
- Elevate sustainability as an economic driver.
- Promote the regional brand.

Bay Lake Regional Planning Association¹⁹

The Bay-Lake Regional Planning Commission annually creates a Comprehensive Economic Development Strategy (CEDS) report, which evaluates local and regional population and economic activity. The purpose of the CEDS is to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional EDA assistance. A section within the CEDS identifies other economic development initiatives at the state, regional, sub-regional, and local levels. The CEDS analyzes local and regional economies and serves as a guide for promoting regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

¹⁹ Excerpted from Bay Lake Regional Planning Commission website, 2015.

Brown County Planning Commission²⁰

The economic development program is designed to encourage and assist the private sector in growing, creating jobs, and contributing to Brown County's overall economy and quality of life. The Brown County Planning Commission (BCPC) currently administers two programs to grow our local economy: the Brown County Revolving Loan Fund (RLF) and the Turning Brown County Green Brownfield Assessment Grant Fund.

The RLF assists businesses seeking reduced interest loans for a business start up or expansion that will result in job creation or retention opportunities in Brown County. The loan program typically funds qualified equipment purchases, working capital needs, land/building purchases or other non-construction related expenditures.

Implementation Plan

The goals, objectives, and policies related to economic development are presented in *Chapter 9: Implementation*.

²⁰ Excerpted from Brown County Planning Department website, 2015.