

Resolution No. 1-0905

IOWA COUNTY BOARD OF SUPERVISORS
**Resolution Concurring with the Annual Comprehensive Economic Development Strategy
and Supporting the Regional Planning Commission's EDA Application
for Economic Development Planning Funds**

WHEREAS, the southwestern Wisconsin region, comprised of the counties of Grant, Green, Iowa, Lafayette, and Richland, is an Economic Development District as designated by the U.S. Department of Commerce; and

WHEREAS, this designation qualifies the counties and area communities for grant and aid assistance available through the Economic Development Administration (EDA) provided that a Comprehensive Economic Development Strategy (CEDS) report has been prepared and approved on an annual basis; and

WHEREAS, the staff of the Southwestern Wisconsin Regional Planning Commission have prepared an annual CEDS report for 2005-2006 which outlines an economic development strategy for southwestern Wisconsin for the coming year; and

WHEREAS, the commission staff have worked extensively with local government officials in Green County to identify the most pressing economic development needs of the county and to seek solutions for meeting those needs; and

WHEREAS, the regional planning commission has adopted the CEDS as its guide for economic development planning and promotion of southwestern Wisconsin; and

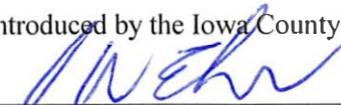
WHEREAS, the Iowa County Board supports and participates in the economic development district activities of the regional planning commission;

NOW THEREFORE BE IT RESOLVED, that the Iowa County Board hereby concurs with the 2005-2006 Comprehensive Economic Development Strategy report prepared by the commission; and

BE IT FURTHER RESOLVED, that the Iowa County Board supports the commission's application for EDA economic development planning funds for the coming year.

Dated this 17th day of August, 2005.

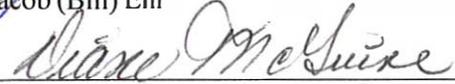
Introduced by the Iowa County Planning and Zoning Committee



Jacob (Bill) Ehr



Curt Peterson



Diane McGuire



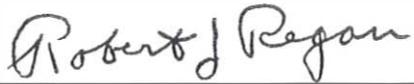
Dale Theobald



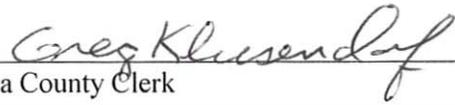
John Lind

ATTEST:

We, the following county officials, do hereby certify that the above is a true copy of the original adopted by the Iowa County Board of Supervisors at a meeting held on the 20th day of September 2005.

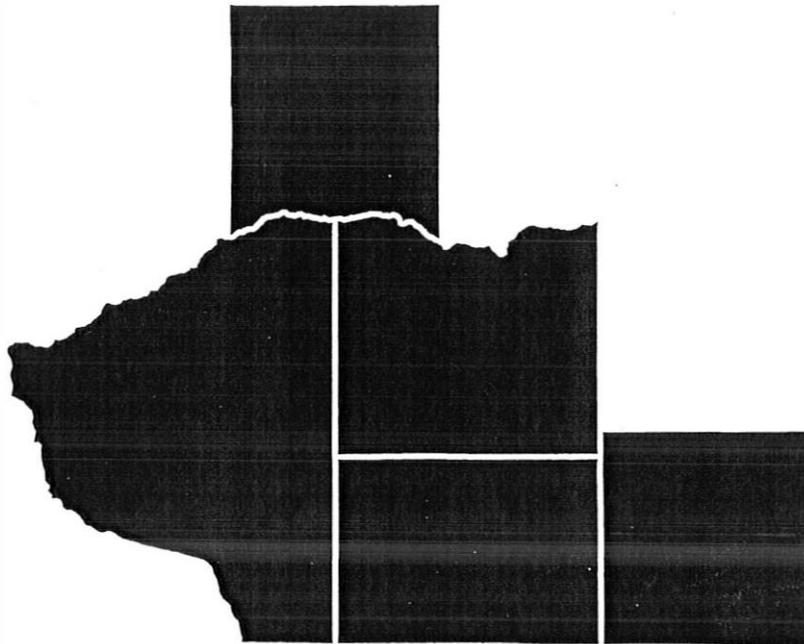


Iowa County Board Chair



Iowa County Clerk

**COMPREHENSIVE
ECONOMIC DEVELOPMENT
STRATEGY
2005-2006**



**SOUTHWESTERN WISCONSIN
ECONOMIC DEVELOPMENT DISTRICT**

JULY 2005

SOUTHWESTERN WISCONSIN REGIONAL PLANNING COMMISSION

COMMISSION MEMBERS

Ann Greenheck, Richland County, SWWRPC Chairperson
Tom Daly, Green County, SWWRPC Vice-Chairperson
Coletta Wegmann, Grant County, Secretary/Treasurer

Eugene Bartels, Grant County
Lawrence Cherrey, Lafayette County
Gerald Cook, Richland County
Ron Dentinger, Iowa County
Donna Douglas, Green County
Richard Gorder, Iowa County
Nathan Klassy, Green County
Timothy McGettigan, Lafayette County
Eileen Nickels, Grant County
Robert Regan, Iowa County
Jack Sauer, Lafayette County
Robert Smith, Richland County

COMMISSION STAFF

Lawrence T. Ward, Executive Director
Amy Knox, Project Manager *
Ron Niemann, Project Manager
Joni Herren Graves, Transportation Planner
Mary Jenkins Penn, Assistant Planner
Andrew Bremer, Assistant Planner/GIS Manager
Darlene Wilson, Cartographer
Glenda Dye, Office Manager
Jeni Ginter-Lyght, Administrative Assistant

*Author of this report.

2005-2006

**Comprehensive Economic Development
Strategy Report**

**SOUTHWESTERN WISCONSIN
ECONOMIC DEVELOPMENT DISTRICT**

Prepared For:

**County Board Supervisors of Grant, Green,
Iowa, Lafayette, and Richland Counties**

Prepared By:

**Southwestern Wisconsin Regional Planning Commission
719 Pioneer Tower
One University Plaza
Platteville, WI 53818**

**The preparation of this report was financed in part by a grant from the
Economic Development Administration, U.S. Department of Commerce.**

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CHAPTER 1 – INTRODUCTION AND ADMINISTRATIVE ORGANIZATION

WHAT IS CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a locally initiated planning process designated to create employment opportunities, foster more stable and diversified local economies, improve local conditions, and provide a mechanism for guiding and coordinating the efforts of local individuals and organizations concerned with the economic development of the region.

This Comprehensive Economic Development Strategy was prepared by the Southwestern Wisconsin Regional Planning Commission (SWWRPC) under the direction of Executive Director Larry Ward. SWWRPC is an area-wide planning and development agency serving the five counties of Grant, Green, Iowa, Lafayette and Richland.

The 2005-2006 CEDS of the counties of Grant, Green, Iowa, Lafayette and Richland is structured into three chapters:

- **Introduction and Administrative Organization**
- **Demographic and Statistical Changes within the Region**
- **SWWRPC Mission, Goals and Work Program**

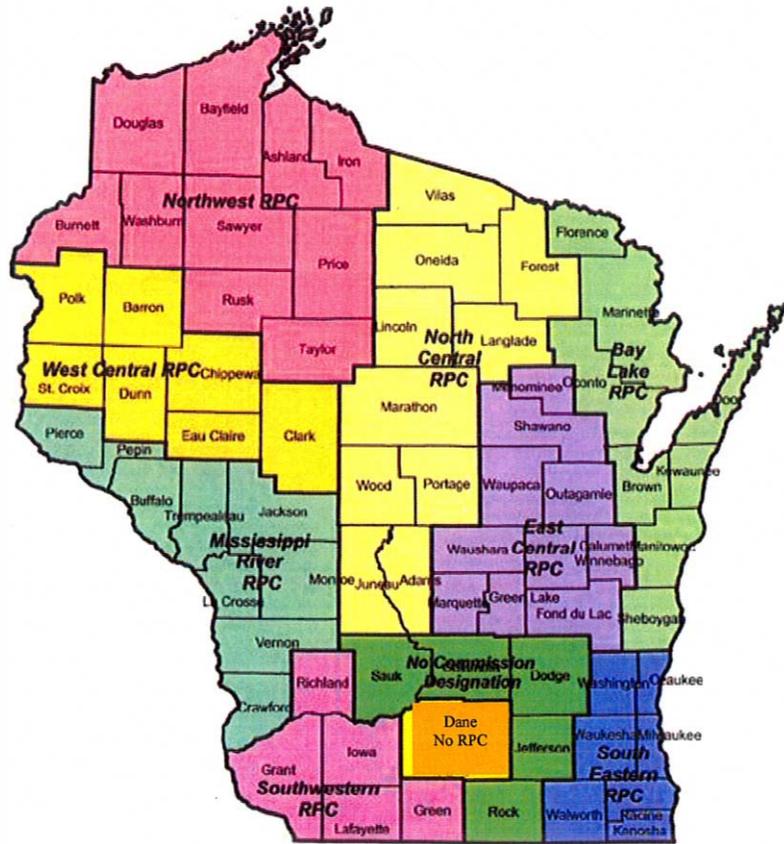
The 2005-2006 CEDS has been completely revamped from previous years. The new format is intended to make the document more user friendly.

CREATION OF SWWRPC

SWWRPC was created in May 1970 by executive order of the Governor of Wisconsin in response to petitions received from Grant, Green, Iowa, Lafayette and Richland counties. Authority for the Commission is provided in Wisconsin State Statutes, Section 66.945. The map on the following page depicts the Regional Planning Commissions in the State of Wisconsin.



WISCONSIN REGIONAL PLANNING COMMISSIONS

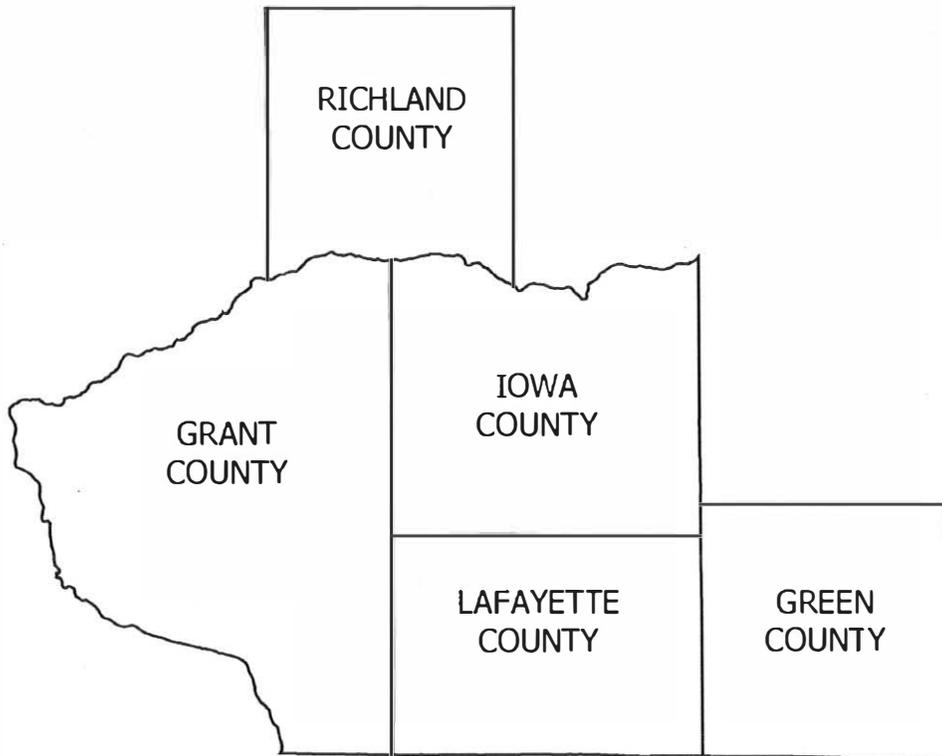


REPRESENTATION

Formal representation on the Commission consists of three commissioners from each of the five counties within the region. A listing of all present commissioners is included at the beginning of this document.

SWWRPC PURPOSE

The Southwestern Wisconsin Regional Planning Commission as a whole serves as the district's Comprehensive Economic Development Strategy (CEDS) Committee. In addition, the Commission has utilized advisory committees that deal with various functional areas of program development. Much of the coordination and implementation of specific work activities dealing with economic development is handled by the Southwest Wisconsin Regional Economic Development Coalition (SWREDC). The steering committee, called the Strategic Administrative Team (SAT), meets monthly and currently consists of persons interested in serving in the capacity of helping to coordinate economic development initiatives within the region.





CHAPTER 2 – DEMOGRAPHIC AND STATISTICAL CHANGES WITHIN THE REGION

POPULATION

The population table (Table 3.1 below) compares the five counties, Grant, Green, Iowa, Lafayette and Richland Counties all within the SWWRPC Region. Four of the five counties have seen an increase in population over the past 30+ years. The exception is Lafayette County, which has seen a slight decline. Overall the Region has seen an increase of 11 percent while the State has seen growth of 25 percent.

TABLE 3.1 POPULATION	Grant County	Green County	Iowa County	Lafayette County	Richland County	SWWRPC Region	State of WI
Population; 1970	48,398	26,714	19,802	17,456	17,079	129,449	4,417,731
Population; 1980	51,736	30,012	19,802	17,412	17,476	136,438	4,705,767
Population; 1990	49,264	30,339	20,150	16,076	17,521	133,350	4,891,769
Population; 2000	49,597	33,647	22,780	16,137	17,924	140,085	5,472,299
Population; 2004	50,552	35,163	23,639	16,311	18,098	143,763	5,532,955

Source: United State Census Bureau and Wisconsin Department of Administration

Table 3.2 indicates the age breakdown for each of the counties and compares it to the State of Wisconsin. The Region’s population is well dispersed across all ages. All counties except Grant have a median age exceeding the State average. Over a third of the population in each of the counties falls between 25 and 54 years old. Another third of the population ranges in age from 0 – 24 years of age. A key component of the regional economic development strategy is retaining these young people in the region to keep our area viable and growing.

TABLE 3.2 AGE DISTRIBUTION	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
Ages 0 - 9 Yrs	11.6%	13.7%	14.0%	13.1%	12.2%	13.2%
Ages 10 - 19 Yrs	17.1%	15.0%	15.4%	16.8%	16.2%	14.8%
Ages 20 -24 Yrs	9.7%	4.4%	4.3%	4.8%	5.2%	6.5%
Ages 25 - 34 Yrs	10.5%	12.1%	12.7%	10.5%	10.5%	12.9%
Ages 35 - 44 Yrs	14.3%	17.1%	17.8%	16.8%	15.0%	16.0%
Ages 45 - 54 Yrs	12.6%	14.2%	14.4%	13.0%	14.1%	13.4%
Ages 55 - 64 Yrs	8.9%	8.7%	8.8%	9.1%	9.6%	8.4%
Ages 65 - 74 Yrs	7.6%	7.0%	6.9%	8.3%	8.4%	6.5%
Ages 75 - 84 Yrs	5.4%	5.5%	4.8%	5.4%	6.3%	4.6%
Ages 85 Yrs Plus	2.3%	2.2%	1.6%	2.1%	2.5%	1.7%
Median Age	35.9	37.9	37.1	38.1	39.2	36.0

Source: United States Census Bureau



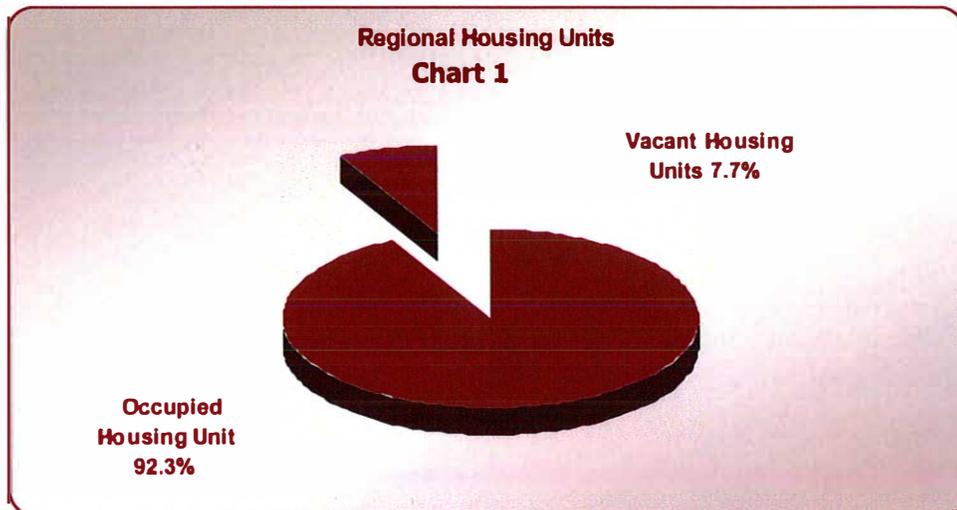
HOUSING

Table 3.3 compares the number of housing units in each of the SWWRPC Counties over the past thirty years. It is logical that as the population has increased so have the number of housing units. The average number of persons per household in 2000 is very similar across the SWWRPC Region and the State of Wisconsin, at approximately 2.5 persons per household.

Table 3.3 and Chart 1 indicate the number of occupied and vacant housing units within the region. Overall, within the region 92.3 percent of the housing units are occupied leaving a vacancy rate of 7.7 percent, lower than the State vacancy rate of 10.2 percent. This higher occupancy rate may signal an area for possible investment while still allowing housing opportunities for people to migrate to the region.

TABLE 3.3 HOUSING UNITS	Grant County	Green County	Iowa County	Lafayette County	Richland County	SWWRPC Region	State of WI
1970 Total Housing Units	14,323	8,863	6,086	5,341	5,920	40,533	1,328,804
1980 Total Housing Units	17,625	11,260	7,328	6,234	6,746	49,193	1,652,261
1990 Total Housing Units	18,450	12,087	8,220	6,313	6,593	51,663	1,822,118
2000 Total Housing Units	19,940	13,878	9,579	6,674	8,164	58,235	2,321,144
Occupied Housing Units (2000)	18,465	13,212	8,764	6,211	7,118	53,770	2,084,544
Vacant Housing Units (2000)	1,475	666	815	463	1,046	4,465	236,600
Average Household Size - # of Persons (2000)	2.51	2.51	2.56	2.57	2.48		2.5

Source: United State Census Bureau, 2000



Source: United State Census Bureau, 2000



EDUCATION

Table 3.4 indicates the educational attainment of individuals 25 years of age and older for each of the five counties in the SWWRPC Region. The SWWRPC Region is similar to the State of Wisconsin in the percent of individuals with educational attainment of a high school diploma or higher. However, the Region lags behind the State in the percent of individuals who have attained a bachelor's degree or more advanced degree.

TABLE 3.4 EDUCATIONAL ATTAINMENT (25 YEARS AND OLDER)	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
Less than 9 th Grade	7.7%	6.7%	4.2%	6.0%	7.6%	5.4%
9 th to 12 th Grade No Diploma	8.9%	9.2%	7.4%	8.5%	10.4%	9.6%
High School Graduate (Includes Equivalency)	40.0%	40.3%	41.8%	46.6%	40.8%	34.6%
Some college, no degree	19.0%	19.5%	19.9%	18.8%	21.5%	20.6%
Associate Degree	7.3%	7.6%	8.3%	6.8%	5.7%	7.5%
Bachelor's Degree	10.9%	11.2%	13.2%	9.4%	9.6%	15.3%
Graduate or Professional Degree	6.3%	5.5%	5.3%	4.0%	4.5%	7.2%
Percent High School Graduate or Higher	83.5%	84.1%	88.5%	85.5%	82.1%	85.1%
Percent Bachelor's Degree or Higher	17.2%	16.7%	18.5%	13.3%	14.1%	22.4%

Source: United State Census Bureau, 2000

EMPLOYMENT

The next several tables take an in-depth look at employment statistics in the SWWRPC Region. Table 3.5 indicates personal per capita income for each of the five counties and the state. There is a significant difference amongst the five SWWRPC counties in per capita income. Each county percentage of state per capita personal income in 2003 is: Grant (78.59%), Green (93.02%), Iowa (88.99%), Lafayette (71.64%), and Richland (77.66%). This illustrates that wages in the SWWRPC region are significantly lower than other parts of the State of Wisconsin, and specifically that Grant, Lafayette, and Richland Counties wages are almost 25 percent below the state average.

TABLE 3.5 PER CAPITA INCOME	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
2003 Per Capita Income	\$24,116	\$28,542	\$27,308	\$21,983	\$23,829	\$30,685
2000 Per Capita Income	\$22,291	\$26,915	\$25,452	\$20,742	\$20,917	\$28,573
1990 Per Capita Income	\$14,550	\$18,127	\$14,638	\$15,088	\$12,795	\$18,072
1980 Per Capita Income	\$8,884	\$10,791	\$8,429	\$9,169	\$7,922	\$10,107
1970 Per Capita Income	\$3,663	\$4,480	\$3,281	\$3,602	\$3,129	\$3,979

Source: United State Census Bureau, 2000

Source: Department of Workforce Development, Office of Economic Advisors

2005-2006 Comprehensive Economic Development Strategy



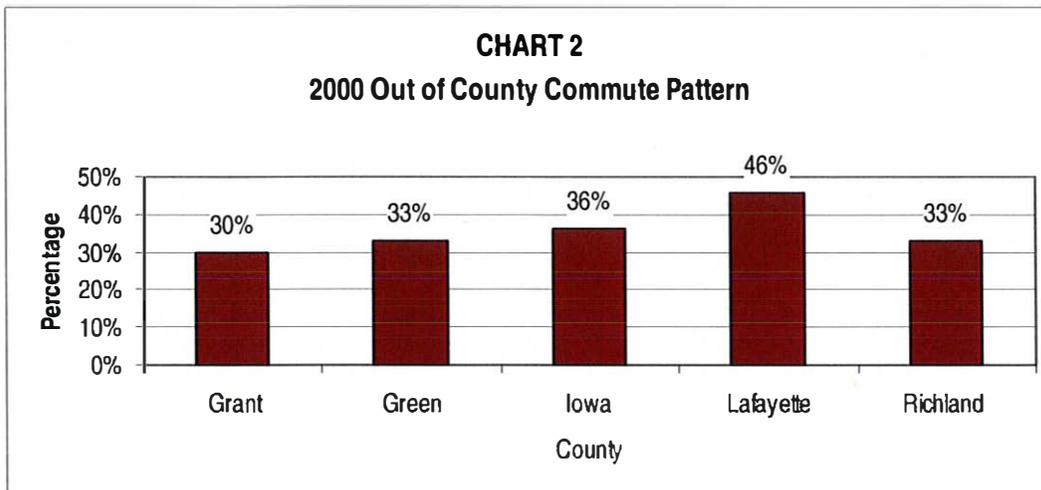
Table 3.6 highlights the amount of commute time people need to get to work. A greater percentage of people in southwest Wisconsin either work at home or within 19 minutes of work than the State average. It is of note that the percentage of southwest Wisconsin workers who travel more than 40 minutes to work is also greater than the State average.

TABLE 3.6 TRAVEL TIME TO WORK	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
Worked 0 to 9 Minutes From Home	32%	31%	26%	29%	23%	21%
Worked 10 to 19 Minutes From Home	26%	26%	25%	21%	30%	35%
Worked 20 to 29 Minutes From Home	17%	13%	15%	19%	18%	21%
Worked 30 to 39 Minutes From Home	12%	12%	12%	14%	11%	12%
Worked 40 to 59 Minutes From Home	8%	12%	13%	11%	8%	7%
Worked 60 or More Minutes From Home	5%	6%	9%	7%	9%	4%

Source: United State Census Bureau, 2000

Source: Department of Workforce Development, Office of Economic Advisors

Chart 2 shows the approximate number of workers that are leaving their county of residence and commuting to another county for employment. Grant County has the lowest percentage of workers leaving the County for employment at approximately 30% of the workforce. Lafayette County has the highest number of workers leaving the county for employment at approximately 46% of the workforce. The state average for out of county commutes is approximately 25%. All counties in the SWWRPC Region exceed that limit. This suggests that there are a significant number of workers available for business and industry to locate in the SWWRPC Region.



Source: 2004 Department of Workforce Development Profiles

2005-2006 Comprehensive Economic Development Strategy

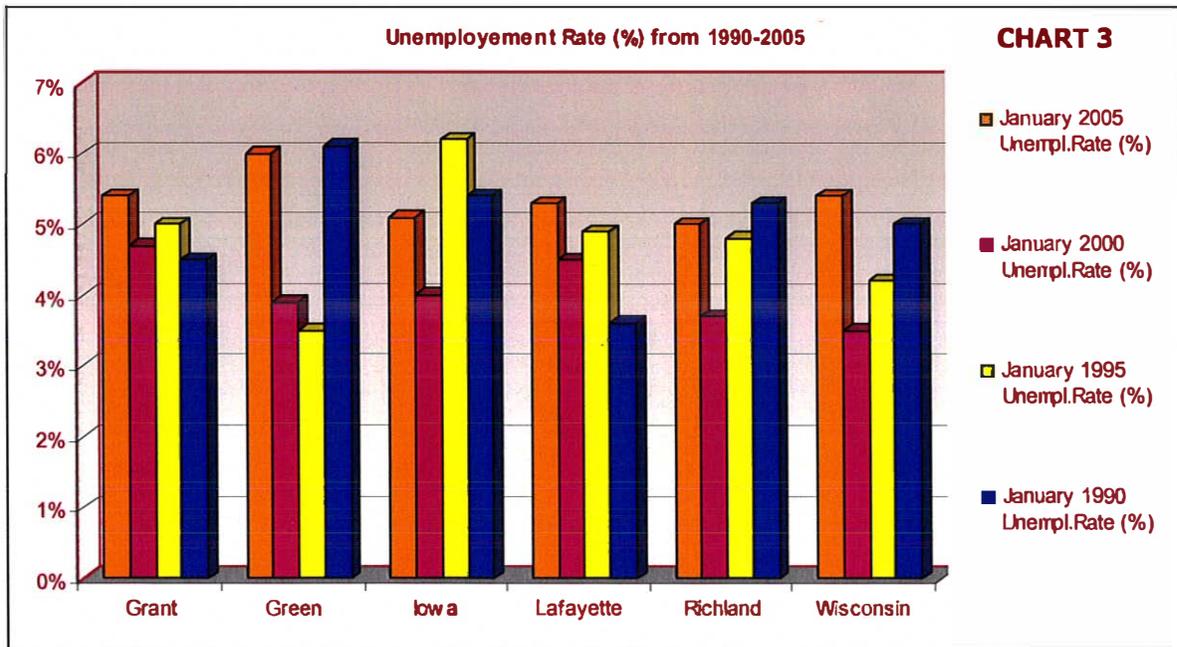


Table 3.7 shows the labor force participation rate for each of the counties and the State of Wisconsin. As indicated, the percentages of those unemployed in the SWWRPC Region remains close to the state average. The large percentage of people not participating in the labor market is not surprising, as many of the rural areas of our counties serve as retirement retreats.

TABLE 3.7 LABOR FORCE PARTICIPATION RATE	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
Employed	62%	66%	78%	55%	59%	69%
Unemployed	4%	4%	4%	4%	3%	4%
Do Not Participate	34%	30%	18%	41%	38%	27%

Source: Wisconsin Workforce Development Board

Chart 3 compares unemployment rates over the past fifteen years. Two counties, Grant and Lafayette presently have the highest unemployment rate, similar to the trend across Wisconsin. The entire State as well as the SWWRPC Region has seen an increase in unemployment over the past five years. Presently Green County has the highest (5.9 percent) and Richland County the lowest (4.8 percent) unemployment rates.



Source: United State Census Bureau, 2000

MAJOREMPLOYERS IN SOUTHWEST WISCONSIN

Listed below are the top five employers in each of the five counties in the SWWRPC Region as well as the top five employers in the State of Wisconsin as of fourth quarter 2004.

**TABLE 3.8
TOP FIVE EMPLOYERS
IN SWWRPC COUNTIES
AND STATE OF WISCONSIN**

<p>GRANT COUNTY</p> <ul style="list-style-type: none"> • UW-Platteville • Grant County • Brodbeck Enterprises Inc (Dick's Supermarkets) • Philips Electronics North America (Advance Transformer) • Southwest Health Center Inc 	<p>LAFAYETTE COUNTY</p> <ul style="list-style-type: none"> • Lafayette County • Darlington Public Schools • Lactalis Inc • School District of Blackhawk • Merkle-Korff Industries Inc
<p>GREEN COUNTY</p> <ul style="list-style-type: none"> • Swiss Colony Inc • SC Data Center Inc • Monroe Clinic Inc • School District of Monroe • Monroe Truck Equipment Inc 	<p>RICHLAND COUNTY</p> <ul style="list-style-type: none"> • Rockwell Automation Inc • Richland County • S & S Cycle Inc • Wal-Mart Associates Inc • Richland School District
<p>IOWA COUNTY</p> <ul style="list-style-type: none"> • Lands' End Inc • Upland Hills Health, Inc • Iowa County • Fleet Guard Inc • Dodgeville School District 	<p>STATE OF WISCONSIN</p> <ul style="list-style-type: none"> • Wal-Mart Associates Inc • UW- Madison • Milwaukee Public Schools • Department of Corrections • Menard, Inc



AGRICULTURE

As indicated in Table 3.9, there has been some changes between 1992 and 2002 in the number of acres in farmland. Three counties (Grant, Lafayette and Richland) have had a decrease in the numbers of acres identified as agricultural land.

Iowa County has seen a slight increase of about 6,000 acres and Green County a significant increase of nearly 14,000 acres in farmland. Agriculture continues to be a mainstay of the economy in Southwest Wisconsin as well as the entire State.

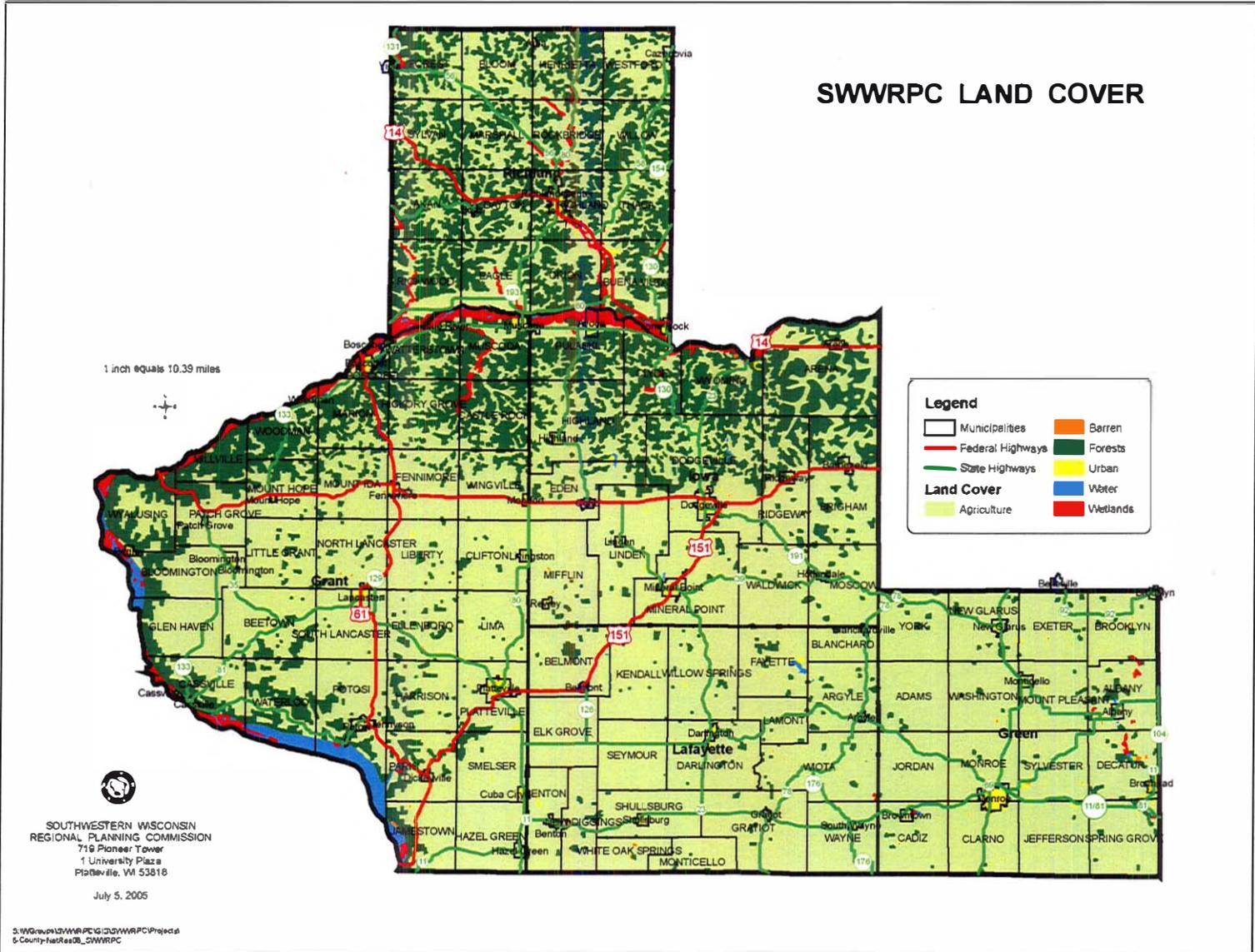
TABLE 3.9 AGRICULTURAL LAND	Grant County	Green County	Iowa County	Lafayette County	Richland County	State of WI
2002 Land in Farms (acres)	605,636	306,946	367,373	342,800	257,807	15,741,552
1992 Land in Farms (acres)	620,951	293,134	361,918	356,651	270,930	15,463,551
10 Year Difference in Acres	-15,115	+13,812	+5,455	-13,851	-13,123	+278,001

LAND USE

The map on the following page shows the overall land cover of the five county area. As indicated by the map, the southern half of the region is mainly agriculture land cover while the northern half is a combination of forest lands and agriculture. There are urbanized areas scattered throughout the five county area. The major population center for each county is indicated below.

TABLE 3.10 SWWRPC POPULATION CENTERS		
COUNTY	CITY	POPULATION
Grant	Platteville	9,989
Green	Monroe	10,843
Iowa	Dodgeville	4,220
Lafayette	Darlington	2,418
Richland	Richland Center	5,114

2005-2006 Comprehensive Economic Development Strategy



CHAPTER 3 – SWWRPC MISSION, GOALS, & WORK PROGRAM

COMMISSION MISSION STATEMENT

The Mission of the Southwestern Wisconsin Regional Planning Commission is to serve the needs of the people of our five-county region in the areas of community development planning, economic development and transportation.

COMMISSION GOALS AND OBJECTIVES

The Southwestern Wisconsin Regional Planning Commission has had goals and objectives to guide the development of southwestern Wisconsin since its beginning in the early 1970's. General goal statements were developed with the intention of providing a simple description toward which land use and economic development activities could be directed. These goal statements were as follows:

- LAND USE GOAL: A quality environment based on a balance of open space with residential, commercial, industrial, recreational, and agricultural developments.
- NATURAL RESOURCES GOAL: Conservation and management of the region's full range of natural resources—air, water, and land resources—to maintain the ecological balance and to enhance the health, safety, recreation, education and aesthetic enjoyment for citizens of the region.
- COMMUNITY FACILITIES GOAL: Community facilities that are well-planned and conveniently located so as to adequately provide the full range of community services to citizens of the region.
- RECREATION GOAL: Recreational areas, facilities, and activities commensurate with present and future needs of the region for its citizens and visitors.
- SEWER AND WATER GOAL: Sewer and water service, public or private, for all habitable buildings in the region, designed to meet recognized health standards.
- ECONOMIC DEVELOPMENT GOAL: A healthy and growing regional economy and the economic well-being of the present and future inhabitants of the region.
- HOUSING GOAL: An adequate supply of housing in price ranges affordable to area residents and reasonable choices in housing location and type.
- TRANSPORTATION GOAL: Development and proper expansion of transportation and communication facilities to accommodate movement of people and goods conveniently, efficiently, and safely both within and outside the region.

OVERALL GOALS FOR ECONOMIC DEVELOPMENT IN THE SWWRPC REGION

- Retain present employers
- Attract new employers
- Diversify the employer base
- Improve and increase the quality and quantity of jobs
- Increase per capita wages
- Maintain or increase the population base
- Retain young adult population

LOCAL PROJECTS

In June of 2005 SWWRPC sent out an annual survey to all local units of government within the region to identify upcoming proposed public works, recreation and economic development projects in 2005, 2006, and 2007. The projects that were identified are listed in Appendix A and include the Project Title, Project Cost, and Funding Sources. Additional projects will be added to this list in the future.

REGIONAL STRATEGY

The goals of an economic development plan are basic statements of the general direction a region or community wishes to take, while the development strategy states the policy of implementing those goals. The economic development strategy contained in this CEDS document was prepared over recent years at meetings of the Southwest Wisconsin Regional Economic Development Coalition. This chapter identifies the need for a regional competitive strategy to link the economic goals of the region to specific policies and actions. The goals of the district are a product of the economic analysis of the region and an analysis of strengths, weaknesses, opportunities and threats. The bottom line is that the region needs to develop, implement, and sustain a regional competitive strategy that will meet the long-term outcomes within Southwest Wisconsin.

The regional economic development work team outlined the steps for developing a regional competitive strategy as:

1. Conduct preliminary analysis to determine possible economic strategies.
2. Conduct secondary analysis to narrow possible economic strategies for the region, including, but not limited to the following:
 - Shift share Analysis
 - Strengths, Weaknesses, Opportunities, Threats
 - Incorporate Comprehensive Economic Development Strategy with Coalition
 - Evaluate Industry Structure
 - Identify Key Business Trends
3. Identify key focus areas for economic strategies based upon secondary analysis results (ex. agricultural tourism)
4. Draft concept papers for each possible strategy identified in step #3
5. Hold a reaction forum consisting of key individuals and experts related to the economic strategies outlined in the concept papers
6. Revise concept papers based upon reaction forum (at this point one or more strategies may be eliminated, added or revised).
7. Revise strategies based upon community input.
8. Conduct a full analysis of key strategies in order to facilitate their implementation.
9. Organize coalition activities around key strategies.
10. Implement key regional competitive strategies.

The proposed process will require a large resource commitment. The work team proposes the following next steps:

1. Discuss concept and process at a meeting of the SAT membership.
2. Hold a broad meeting to solicit individuals with skills and background to lead process.
3. Identify a process management team and a process resource team.

Finally, the work team discussed that while the above process should be a key focus of the coalition, it is important to continue working on the programmatic and process outcomes previously identified by the SAT membership.

MAJOR ECONOMIC DEVELOPMENT PROGRAM ELEMENTS:

The planning grant work program includes three items which form a broad-based framework under which the Commission carries out its economic development activities. These are

- 1) Maintenance and updating of the region's Comprehensive Economic Development Strategy (CEDS), to include an analysis of the Districts' economy; and
- 2) Refinement of linkages between the District's economic planning strategy and developmental process and the area's real economic development potentials; and
- 3) Assessment of follow-through capabilities and capacities to insure the implementation of economic development investments and capacity building efforts for the purpose of continuing and/or increasing economic benefits for local areas.

At SWWRPC, staff continues to work on many regional projects and initiatives. Over the past year, a great deal of energy has been spent on comprehensive planning for individual towns, cities, and villages. SWWRPC has worked actively with three counties and their participating jurisdictions to develop **65+ Comprehensive Plans** that meet Wisconsin State Statute 66.1001. Some of the other major projects are indicated below.

- **Comprehensive Economic Development Strategy (CEDS)**
- **Southwest Wisconsin Regional Economic Development Coalition (REDC)**
- **Southwestern Wisconsin Regional Revolving Loan Fund (RLF)**
- **Iowa County Revolving Loan Fund**
- **Rail Transit Commissions – PRTC, WRRTC, SCWRTC**
- **Transportation – Hwy 18/151 Corridor Study, Bennett Road Study**
- **Business Resource Database**
- **Wireless Broadband Feasibility Analysis**

IDENTIFIED REGION-WIDE PRIORITY DEVELOPMENT PROJECTS

- Work in cooperation with economic development interests within the Iowa-Illinois-Wisconsin Tri-State region.
- Work with and support the Small Business Development Center (SBDC).
- Create a Business Development Team that would enhance the capability of the region to work with selected entrepreneurs that have projects of significant impact, and that request and require management assistance above and beyond the capacity of the SBDC and Area Business Management Agent. This includes the retention of the existing business management assistance capabilities within the region through the University of Wisconsin Extension.
- Investigate the feasibility and desirability to apply for a national demonstration grant to bring "Enterprise Facilitation" to Southwest Wisconsin for a three-year period through assistance from the National Association of Regional Councils, the Economic Development Administration, and the Sirolli Institute, Inc. This program may be more directed to persons of lower income or to areas of the region with higher poverty or other distress characteristics.
- Continue activities of the Dairy Modernization Team (DMT) to bring together producers, service providers, lenders, and other key players to address the educational and financial needs of the dairy industry. Included in this activity are the conducting of educational forums and farm tours for community education, environmental and regulatory awareness, and the development of strategies and direct assistance for meeting the underwriting criteria of area lenders who help finance the growth and modernization of the agricultural industry.
- Co-sponsor a business lunch information series on topics of interest to the business community at three locations within the region on a quarterly basis with luncheon sites rotating each month. The luncheon sites will be in Monroe (Green Co. Job Center), Platteville (Business Incubator) and Richland Center (Ramada Inn/White House) to allow for general coverage of the region.
- Sponsor a regional trip to the capitol in Madison in the Spring of 2006 and annually thereafter to meet with legislators and state officials about economic development needs and priorities in Southwest Wisconsin, and to thank them for their past assistance.
- Support the local Retired Executive Advisory Group and the Young Business Persons Group.

THE COMMISSION'S WORK PROGRAM

The regional planning commission will work closely with existing organizations, or help to develop new organizations that may be needed, to carry out the various work program activities identified. The commission has and will continue to take a leadership role in addressing many of the major problems faced by the area and will be at the forefront in identifying potential sources of funding that are needed and in finding appropriate organizational mechanisms for carrying out various activities.

In other activities, the staff will play a supporting role if there is an identified and appropriate leadership in place to carry out the needed activities. With respect to general technical assistance of a routine nature or of short duration, the commission will provide free technical assistance upon a verbal or written request from governing bodies, local organizations, etc., such as in finding suitable sources of finances to carry out a project or in developing statistical profiles for a certain purpose.

In implementing some activities requiring substantial time commitment, the commission may contract with appropriate parties to carry out the desired work. Examples of this include writing grant applications and administering local grants. A general and a detailed scope of work follows.

Scope of Work

The following work program elements outline the issues and the associated activities that the Commission is addressing in its 2005-2006 EDA planning grant year.

1. Continue to provide technical assistance to general-purpose units of local government to facilitate the building of local capacity to undertake economic development.

The Commission staff will continue to devote a substantial amount of time to meet with elected officials to discuss development opportunities and problem areas in order to help seek viable solutions to meet community development needs, especially the enhancement and retention of jobs. The Commission is currently working with numerous local jurisdictions to undertake comprehensive planning under Wisconsin's "smart growth" legislation. The commission will work with counties, towns and incorporated places to discuss and implement a strategy of fulfilling requirements of the law to have in place such plans by January 1, 2010 for any jurisdiction that regulates land use. It is worth noting that one requirement is a local economic development element.

2. Provide technical assistance and resource information to businesses and individuals that are interested in new business opportunities in southwestern Wisconsin.

Assistance will be provided to all individuals and businesses which request assistance in the areas of data needs for marketing and feasibility studies, financing alternatives for business expansion, and other related matters. This includes assisting businesses in their expansion plans through contractual arrangements in writing Community Development Block Grant applications. The Commission will also provide technical assistance to county revolving loan funds, where they exist, and will work with them through a contract to package loan applications for county businesses that are seeking assistance.

3. Administer a regional revolving loan fund in its revolving stage.

The Commission will continue to work with the Southwestern Wisconsin Business Development Fund in administering the regional RLF. This fund had a total of \$161,500 available for loans and SWWBDF is actively looking for prospects. The fund has an active portfolio of five loans and is expecting two applications in the coming months. The fund will continue to concentrate its efforts on making loans that will provide substantial economic impact for the area, assist businesses in industries which are of particular importance to the area, or which meet a special financing need in a community.

4. Provide a continuing function in serving as a public forum for discussion of economic development needs in southwestern Wisconsin.

The Southwestern Wisconsin Regional Planning Commission regularly serves as a public forum for the discussion of major issues (both constraints and opportunities) affecting economic development in southwestern Wisconsin. Experts on a wide range of topics such as transportation, environmental concerns, health care, public liability, agriculture, job training, industrial development and marketing, historic preservation, recreation and tourism, public and private financing, and many more, are invited to speak at regular monthly Commission meetings and other Commission-sponsored events. Staff also makes speaking presentations on these and other subjects at the request of local, regional, or state organizations.

5. Provide for continued coordination with area organizations on matters of economic development in southwestern Wisconsin, working with a Southwestern Wisconsin Regional Economic Development Coalition.

The Commission actively participates with other essential organizations such as the University of Wisconsin – Platteville, UW Richland Center – Richland Center, and Southwest Wisconsin and Blackhawk Technical Colleges, county and local economic development organizations, elected officials and representatives of banks and other businesses. The Commission staff works with many organizations to coordinate efforts and cooperates whenever possible.

6. Actively promote downtown improvement programs, historic preservation, and tourism development as viable economic development tools in southwestern Wisconsin.

The Commission has actively promoted the need for more active involvement of the community citizenry in generating new ideas and support for improvements in central business districts and other commercial areas, as well as in facilitating a greater awareness of historic and tourism/recreation resources available to the community. The Commission has worked closely with many communities on these topics and provided needed technical assistance, especially with the Main Street Program, under which several area communities have been designated. The Commission can be a catalyst for greater community involvement in improving the local small business climate.

7. Work with area rural communities and the Dubuque Chamber of Commerce and other America's River Corporation partners to develop a marketing plan for Southwest Wisconsin.

In 2003, a \$188 million development, called America's River Project, opened in Dubuque, Iowa. This multi-purpose development, along with other related activities along the Mississippi River corridor, may draw an additional 500,000 visitors to the Tri-State area annually in the future. In April 2005, the SWWRPC held its meeting in Dubuque and invited key elected officials and staff from Blackhawk Hills Economic Development District and the Dubuque area to discuss regionalism and how we can work together for the benefit of our residents. It is important that southwest Wisconsin work closely with the Dubuque area partnership for the mutual benefit of the three-state area.

9. Notify EDA of plant closings in southwestern Wisconsin.

The Commission will notify the EDA of significant industrial plant closings, and known impending plant closings in a timely manner.

10. Develop an update of the *Comprehensive Economic Development Strategy (CEDS)* for Southwestern Wisconsin for 2005-06.

The Commission will provide continuing information to EDA on the status of programs, projects, major changes in economic conditions or program focus and economic problems in the region.

Performance Measures

The Southwestern Wisconsin Regional Planning Commission will comply with all requirements of the Government Performance and Results Act (GPRA) of 1993 which requires the Economic Development Administration to report outputs and outcomes of projects. Implementation of performance measures will give consideration to compatibility with national goals. Performance measures will be developed using program core indicators required by the Act.

The program core indicators will include the following:

1. The review of accomplishments on an annual basis by the commission's board of directors to make sure the project goals are being implemented in a timely manner;
2. An analysis of local contacts that have been made which are leading toward the implementation of specific community economic development goals or projects identified in the regional Comprehensive Economic Development Strategy and this Section 203 planning grant application; and
3. An estimate of the number of new jobs that have been created as result of project activities being carried out under the Section 203 planning program. It must be kept in mind, however, that much of the work activity under this grant involves planning and community development work that is difficult to quantify in terms of new jobs created, etc.

Environmental Considerations

The Southwestern Wisconsin Regional Planning Commission accepts responsibility to give proper consideration to the environment. The Commission has a proven track record of environmental concern regarding its own actions, and through its Planning Agency Review of Proposed Federally-Funded Projects (Executive Order 12372), has enhanced the environmental awareness of other agencies and individuals in southwestern Wisconsin. The Commission has incorporated environmental concerns in its prior plans. Moreover, the Overall Economic Development Program for Southwestern Wisconsin, June 1993 (Planning Report No. 97), identifies in the environmentally sensitive areas, known endangered species, historic and cultural resources, and other areas and issues of environmental importance. This information is incorporated herein by reference. Data sources are currently available from Internet web sites that enable an update of this information when needed.

If due to the program there are actions that may adversely affect the environment, the Commission is capable of documenting such actions and stands ready to work with appropriate local, state, and federal authorities to mitigate negative environmental impacts to the fullest extent possible. Careful and proper consideration and account of relevant environmental factors will be taken, including the consideration of alternatives. The Commission will utilize existing plans of the region, as well as newly-developed plans, especially "Smart Growth" comprehensive plans being prepared this decade by all county and municipal governments in the region that wish to regulate land use, to ensure compliance with the spirit of the National Environmental Protection Act (NEPA) and subsequent environmental laws. While the CEDS is sensitive to the subject of the environment, the provision of new residential, commercial and industrial structures will generate unavoidable impacts typically associated with new urban and rural development. Such development, if accomplished in accordance with local and regional plans and policies, and if properly designed, should have minimal impacts on the overall quality of the environment.