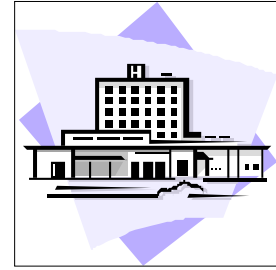


7.0 ECONOMIC DEVELOPMENT ELEMENT



Introduction

According to the Smart Growth Law, the purpose of the Economic Development Element is to promote the stabilization, retention and expansion of the economic base, and quality employment opportunities. To address this requirement, this chapter includes:

- Highlights of the labor force information from Chapter 2;
- An assessment of strengths and weaknesses with respect to attracting and retaining business and industry;
- An overview of programs that deal with environmentally contaminated sites for commercial or industrial uses; and
- A list of organizations (and contact information) providing economic development programs at the county, regional, state and federal levels.

Economic Development Vision

In 2020, non-agricultural economic activity has expanded but is still concentrated along the HWY 10 corridor, Forest Junction and downtown Brillion. Agri-business has remained strong in the rural portions of the Town. Economic development has been accomplished in harmony with the area's natural environment and its residential neighborhoods.

Labor Force and Economic Base

Chapter 2 provides a detailed analysis of the local and county economy as well as the labor force. Highlights from that chapter include:

- Calumet County has traditionally had a higher participation rate than the State of Wisconsin. The 2000 participation rate for Calumet County was 75.1%, while the state's rate was 69.0%.
- The City of Brillion's 2000 participation rate was 71.7% and the Town's participation rate was 77.5%.
- Manufacturing employment represents approximately 50 percent of total employment and over 60 percent of wages earned by Calumet County residents.
- About half of all employed Calumet County residents work outside the county.
- Fewer residents of the City and Town of Brillion have advanced degrees compared to all residents of Calumet County.
- The Town per capita income was \$21,927 and the City's was \$20,754. Both are competitive with the Calumet County per capita income figure (\$21,919).

These facts and statistics indicate that the Brillion Community has a modest economic base with opportunities for expansion.

Current Business Inventory

Historically, economic activity in the Town has been closely tied to the land. However, as additional residents have moved into the Town and as Forest Junction has developed, the importance of farming as an economic development opportunity has diminished somewhat.

The City enjoys a strong mix of manufacturing establishments; the growth and stability of the major industries have been largely responsible for Brillion's vitality and growth.

Commercial Businesses

Town of Brillion

The Town is a rural community with relatively easy access to nearby communities via USH 10. There are few businesses located in the Town. Residents generally travel to nearby communities, particularly the City of Brillion, to purchase needed goods and services.

Forest Junction offers a collection of businesses catering to local residents and passing motorists, including a post office, gas station/convenience store, auto body shop and equipment sales. An agri-business (tractor sales) is also provided in Forest Junction to support the surrounding farming areas.

Although not confirmed officially, some home occupation uses (i.e. child care, hair stylist, taxidermy, etc.) also exist without any special permits or other zoning approvals. The Town supports a resident's right to have a small business operation on his/her property or work at home, provided that the business activity or establishment does not create a nuisance for neighboring property owners by generating excessive traffic, noise, lighting, visual structural obstructions, etc.

City of Brillion

The City's commercial businesses are located in two districts: downtown Main Street, and along USH 10. According to the 2002 Market Analysis, Brillion has significantly fewer businesses compared to the 14 comparison communities studied. Conclusions made from this fact include that Brillion and its surrounding trade market area are considerably underserved. In past years, the retail/service sector has remained fairly stable.

USH 10. The USH 10 corridor stretches east-west through the northern half of the City. It is an important truck route between Manitowoc and Appleton and onward to the west.

Retail and service establishments along the corridor cater to both local residents and passing motorists. Much of the land along the corridor is occupied, but the potential exists for some infill activities and expansion on the edges of existing development.

Downtown Brillion. Downtown Brillion offers a much different economic environment. It includes a mix of small businesses that provide basic and specialized services and products with special attention to customer service. Several City facilities are also located downtown as well as Ariens Company Plant #2.

With access to USH 10 via CTH PP, downtown Brillion serves as a regional destination and point of interest for passing motorists.

Given its traditional compact design, customers can easily walk from one business to the next. Likewise, residents from adjoining neighborhoods find it convenient to walk downtown for needed goods and services. The community continually strives to make the downtown a gathering place and focal point for City activities.



Industrial Makeup

Measuring the industrial makeup is assessing the industries that make up the community's current economic base. By doing this, a community can better understand the types of companies it is likely to attract. Target industries will most likely include complementary businesses such as buyers and suppliers for existing businesses.

Town of Brillion

Due to the traditional makeup of a township, the Town of Brillion does not have any manufacturing or conventional industrial businesses. There are, however, smaller businesses industrial by nature that are located in Forest Junction.

City of Brillion

The City is home to three of Calumet County's 10 largest private sector employers.

- Ariens Company manufactures an internationally known line of yard and garden equipment.
- Brillion Iron Works has two divisions - the Foundry division and Farm Equipment division, producing both sand castings and agricultural equipment.
- Endries International processes bulk shipments of fasteners and other commodities, and offers an inventory management system.
- Professional Plating Inc. provides metal finishing, and line-ready part preparation services for the automotive, lawn and garden, and general metal fabrication and casting industries.



Regional Industry Mix

The Brillion Community is served by USH 10, and therefore in a position to serve not only greater Calumet County, but its neighboring counties as well. For this reason it is beneficial to also provide a brief overview of those counties' economic situation.¹

Brown County

Other than healthcare and hospital and medical services, Brown County shows a solid presence in the paper industry. Food products and processing are also important to the county's economy.

Calumet County

Of the top 50 private and public employers of Calumet County, machinery and small engines, and foods processing are most predominant in number of employees supported. Value-added industrial processes such as metal stamping and electroplating are also prevalent in the Calumet market.

Fond du Lac County

Although machinery and equipment manufacturing are important to this county, the most prevalent industry for Fond du Lac County seems to be food products and processing. Healthcare is also an important factor for Fond du Lac County's economic base.



Manitowoc County

Manitowoc County is highly industrial, with many of its top employers belonging to the machinery and equipment manufacturing sector. Food products and processing although overshadowed by the manufacturing industries are quite important to the economy.

Outagamie County

Outagamie County's top employers mostly belong to the service sector. However, the paper industry is probably the most important, second to the food products and processing markets. The healthcare industry also maintains a prominent presence.

Sheboygan County

Although most assume this county is predominantly machinery manufacturing, this is simply not the case. Plastics technologies seem to be the main focus of this area. Food products and processing is also important.

Winnebago County

There is little doubt that Winnebago County's economic strength depends in large part on the success of the paper industry. There is also a strong presence of commercial and specialty printing in the area. There are not as many machinery or small engine manufacturers, although the few located in the area are quite successful and hold a respectable share of their markets.

Attracting and Retaining Business and Industry

Identifying and assessing a community's competitive advantage is an important step in understanding the community's economy and its capabilities to attract and retain business.

Location Factors

Location factors contribute most in business location decisions. Generally, industries like to be located in an area that best fulfills business needs, usually within a cluster.

Local Labor Market.

Compared to Calumet County overall, the Brillion Community has fewer residents with advanced degrees. Manufacturing employment represents about 50 percent of total employment and over 60 percent of wages earned by Calumet County residents. About half of all Calumet County residents work outside the County. Per capita income for the City is \$20,754, which is below the county's per capita income of \$21,919. 7

Financial Capital Availability.

The City of Brillion has a local bank that, by the nature of its organizational structure, is not limited to the types of loans available. There are no venture capital programs locally, but equipment and real estate loans are not uncommon. The City of Brillion has also established a local revolving loan fund, which has contributed over \$1.9 million in reinvestments within the community. Calumet County has a revolving loan fund as well, available to Brillion area businesses.

Access to Markets.

USH 10 and State Highways 32/57 are the perceived lifelines for the Brillion Community. Major metropolitan areas are identified as the home to industrial suppliers and customers.

Location (Approximate Distance in miles)

Milwaukee, WI	100
Madison, WI	120
Appleton, WI	25
Green Bay, WI	30
Manitowoc, WI	30
Chicago, IL	200
St. Paul/Minneapolis, MN	300

Transportation.

Transportation provides the capacity to move materials, goods and people efficiently and cost effectively. The Brillion Community is primarily served by highways and air transportation.

Facilities/Sites

The Brillion Community has been fortunate to have a solid industrial base without the aid of a municipally owned business park. However, in recent years the community has had to turn down business location opportunities for lack of adequate/available sites or facilities.

Knowledge Resources

Brillion does not have direct access to Research & Development facilities such as universities and research parks.

Education and Training

The Brillion Community is a direct beneficiary of various training programs offered by local technical colleges and non-profit training centers.

Business Climate.

The City has experienced a limited number of closings in recent years, despite the economy's rollercoaster effect. The year 2000 experienced 3 business closings, one of which was caused by a proprietor's death. 2001 experienced 1 business closing. There were no closings reported in 2002. The 2003 report identified 4 relocations within the City, 4 business closings or relocations outside the City's corporate limits, 11 new businesses, and 8 business expansions including major renovations. There is no data available for the Town of Brillion.

Taxes/Regulations

The municipal tax rate has been a concern to existing businesses. Despite past efforts to decrease the tax rate, the City of Brillion is still considered one of the highest taxed communities in the area. Efforts to keep from increasing the local rate have been successful for over four years. With the ever increasing operational costs and declines in State shared revenue this will continue to be a concern for the Town of Brillion as well.

Quality of Life and Other Features

The Brillion Community has boasted about its high quality of life for many years. The crime rate in Brillion is the lowest in Calumet County. Brillion Public Schools have reported that Brillion's ACT scores were just 1% lower than the state average; the Brillion school district graduation rate of 98.75% surpasses the State's 91.83%.

Town of Brillion

The Town has several positive attributes to offer potential businesses. Specifically, the Town has:

- A relatively low municipal tax rate (Assessed at 91.47% of full value – Rate of 0.2197);
- Properties with USH 10 and STH 32/57 frontage;
- Land available for development;
- Municipal water and sewer service in the Forest Junction Area

While the Town certainly enjoys its share of advantages, there are several weaknesses the Town must contend with when seeking to attract new businesses and industry:

- The Town population is not large enough to provide the customer base necessary to support a large commercial endeavor.
- Town residents are very mobile and can easily drive to nearby communities to purchase services and products.

City of Brillion

Based on the economic assessment of both the City and its regional neighbors, Brillion is in a favorable position to foster and encourage new business growth.

- The Brillion primary trade area is roughly approximated by a nine-mile ring around the City, with a US Census 2000 population of 13,180. The City is a regional destination point.
- Easy access to USH 10, which connects to USH 41 and USH 43. Transportation systems provide connectivity to the paper industry and plastics markets.
- The City enjoys a central location in the region.
- The City has ample space for development within the City's corporate limits, and may not require immediate annexation.
- An extensive array of City services are available to new businesses and workers locating in the City
- Municipal sewer and water capacity available to support business development.
- Strong industries located in Brillion that require the dependability of suppliers.
- Regional initiatives designed to spark additional economic activity.

It is the opinion of the State of Wisconsin that economic growth will only be realized through the support and encouragement of new technology development. The State has further identified industry clusters throughout the region, and is making efforts to build upon the successes and growth of these industries. Based on this information, and the knowledge that Brillion is, in essence, a transition point from plastics to paper, opportunities are quite considerable.

The City also faces economic development challenges. The City has a high tax rate to pay for the quality services and amenities it offers to residents. (More information about City services is available in the Utilities and Community Facilities Element.) To attract economic development, the City continues to pursue ways to reduce its tax rate to stay competitive with other communities, while still maintaining its quality of life.

Economic Development Opportunities

Town of Brillion

The Plan Committee has indicated a preference for commercial and industrial development to occur in Forest Junction to protect the rural character and farmland in other portions of the Town. However, the committee does not envision significant commercial and industrial development within Forest Junction over the next 20 years.

While the Town would welcome some additional commercial and light industrial development to support the local tax base, it is important that any new development exist in harmony with the local environment. New industrial and commercial development should be "clean" and not produce a significant amount of waste, which could pose a hazard to the groundwater, streams, and wetlands. New development should also blend into the rural landscape and not represent a nuisance to residents. For example, new developments should include natural landscaping and attractive signage.

New development along USH 10 and STH 32/57 must not interfere with the traffic flow along these highways. Therefore, development in an industrial park development is preferred to direct access drives along these roadways.

City of Brillion

The following is a profile of the major studies completed by the City, and a description of how the results should be integrated and implemented with this plan. These studies have helped the City identify underutilized assets and find

ways to take full advantage of existing infrastructure improvements. The two districts identified by City residents include the Downtown Commercial District, and the USH 10 corridor - west of the City.

Brillion Commercial Business District Market Analysis.

A market analysis is a comprehensive study that provides details about a business district's current condition, explores changes occurring in the marketplace, verifies consumer wants, needs, and spending habits from that district, discovers what the market will support, and provides the foundation for business development strategy creation. The study was completed in October 2002.

The Market Analysis identified a 9-mile ring trade area around the City of Brillion, and includes key economic, demographic and lifestyle data for the area. The report also provides some insight on potential impact of in-commuter spending on the community.

The recommendations included in the Market Analysis report should be implemented in conjunction with this plan to ensure that the economic development opportunities desired are being realized. This will require coordination with utilities and community facilities and transportation improvements identified in previous chapters. The recommendations of the Market Analysis should be reviewed in 5 years to measure progress and identify additional objectives.

Brillion Business Park Feasibility Study

In October 2002 a Business Park Feasibility study was completed for the City of Brillion. According to the recommendations, business park development should occur within the boundaries of two parcels currently owned by the Ariens Company, adjacent to Ariens Plant 3. Among the conclusions provided, it's estimated that:

- Development in this area would provide almost 100 acres of developable property
- Over \$2.4 million in capital expenditures would be required to fully develop the property
- Tax Incremental Financing should be used to make the park financially feasible.
- Approximately \$261400 square feet of buildings will be constructed (value about \$8.6 million)
- 392 jobs will be created

Recommendations included in the report should be implemented in conjunction with this plan to ensure the economic development vision is being realized. Also, to minimize risk and still foster progressive economic development practices, the business park should be developed in phases. Marketing the business park should begin as soon as development initiatives begin.

2004 Economic Development Strategy

The City of Brillion completed its Economic Development Strategic Plan in 2004. This plan was a collaborative effort between the Community Development Committee, Brillion Chamber of Commerce and the Redevelopment Authority. This plan provides recommendations for growth based on location factors, industry clusters and land availability. The tasks identified were developed as an answer to the economic needs of the community and trade market area. The Economic Development Strategic Plan has been adopted by the Community Development Committee and the City Council to serve as an extension to this chapter of the Comprehensive Plan.

Existing Underdeveloped Industrial and Commercial Areas

Town of Brillion

Commercial and industrial uses in the Town are concentrated in Forest Junction. Development in Forest Junction is limited in scale reflecting both the rural nature of the area and strong competition from the City. The opportunity does exist for enhancement of the commercial and industrial uses in Forest Junction, particularly at the intersection of STH 57/32 and USH 10. Land is available for expansion of existing businesses or to establish new businesses along the highway corridors near the intersections in a manner consistent with the pattern illustrated on the Future Land Use Maps. Existing businesses could be improved to provide better pedestrian access to accommodate residents in the immediate vicinity, and also provide better landscaping and façade amenities to enhance the appearance of the area. This is consistent with the economic development opportunities described previously.

City of Brillion

Commercial and industrial uses in the City are concentrated within the Central Business District (Main Street) and along USH 10. Opportunities do exist for enhancement of the Main Street Corridor, which calls for façade improvements, streetscaping, and infill development.

USH 10 is considered the City's industrial corridor. While there is some land available for expansion in this area, floodways, wetlands, and flat contours make any further development challenging. If the City chooses to address the stormwater impact issue, the existing industries could be able to expand further in their area, and more land, such as the Westwind Development area could become more developable. This is consistent with the economic development opportunities described in the previous section.

Improvements to the USH 10 corridor could also improve traffic circulation and safety and help define industrial expansion options. These issues and opportunities are clearly defined on the *Future Land Use Map*, and *Natural Features Map*.

Tools to Promote Economic Development

Tax Increment Financing (TIF)

Tax Incremental Financing (TIF) can help the City of Brillion undertake a public project to stimulate beneficial development or redevelopment that would not otherwise occur. It is a mechanism for financing local economic development projects in underdeveloped and blighted areas. Taxes generated by the increased property values pay for land acquisition or needed public works.

General Procedure for Establishing a TIF

1. The municipality defines a TIF district. It may range in size from a single block to the entire Downtown area.
2. Tax assessments for the district are frozen at their current value.
3. The municipality, through its tax-increment finance authority, can acquire land and make capital improvements in the district (e.g. streets, lighting, landscaping, etc.) to make it more desirable to developers.
4. When development occurs, the value of the land in the district increases. This increased value is taxed, but for a period of time while the TIF district is in effect, the additional tax revenues go to the TIF.
5. This additional tax revenue is used to pay off the expenses incurred by the municipality in land acquisition and installation of capital improvements.

More information about establishing a TIF is available in Wis. Stats. Ch. 66.1105(5)(g).

Industrial Revenue Bond

The Department of Commerce's Industrial Revenue Bond (IRB) Program allows all Wisconsin cities, villages and towns to support industrial development through the sale of tax-exempt bonds. The proceeds from the bond sale are loaned to businesses to finance capital investment projects at, primarily, manufacturing facilities. Even though IRBs are municipal bonds, they are not general obligations of the municipality. The company or business that will use the facilities provides the interest and principal payments on the loan. The local government is in partnership with the business, lending its name, but not its credit, to the bond issue.

For more information on the Industrial Revenue Bond Program, contact the Wisconsin Department of Commerce at 608/267-0762 or get information on the internet at: www.commerce.state.wi.us.

Business Park Development

A business park (most commonly referred to as an industrial park) is a planned, coordinated development of a tract of land equipped to accommodate a community of industries by providing all necessary facilities and services in attractive surroundings among compatible neighbors. The business park administration and infrastructure is controlled by the community in which the park is located. The uses permitted are regulated by zoning and covenants. Both the City and Town have the authority to establish business parks within their community limits. Prior to establishing any business park, a feasibility study should be completed to ensure adequate demand exists. The City has conducted such a study.

As of the creation of this document, there are no industrial parks available for new business development. Over the years, City officials and staff have made every effort to direct business location inquiries to existing vacant buildings. Unfortunately, lack of quick site preparation and flexibility hindered efforts, and were not sufficient. Therefore, the community has struggled to attract new employers, losing out to neighboring communities like the Fox Cities, Manitowoc, and even smaller municipalities like Reedsville. The City has planned almost 100 acres in its north-west quadrant devoting it to industrial development. For this business park plan to come to fruition, a significant community investment is required, in terms of roads and site development, to serve this planned area.

Internet Marketing

The City markets itself on the internet by profiling significant community highlights. The City should continue to keep this site updated to take full advantage of its marketing potential.

The Town should consider developing its own website to provide similar community information for the Forest Junction Area. Ideally, this site would be maintained by the Town Clerk.

Rapid Industrial Preparation Program (RIP)

If desired, a RIP could be established by the City. A RIP consists of two parts. The first is a semiformal organization of individuals who have key roles in the process of helping a prospective new business acquire and prepare space to begin operations. In the second part, the individuals involved in step one assist interested businesses in locating and establishing operations in the community. The general steps involved in operating a RIP are as follows:

1. City or other organization (i.e. Economic Development Corporation) should retain a current list of available properties for industrial and commercial development.
2. A set of plans for a modifiable speculative building is drawn, including a set of standardized accompanying site plans.
3. A contractor ready, willing and able to construct is identified and a price estimated.
4. Each of the potential legal interactions with the City is listed and the Community Development Director is prepared to walk the prospective business through that process. This may be accomplished through the current New Developers Folder offered by the City.
5. A mechanism for financing both the plan and equipment is established. The Community Development Director is prepared to do a preliminary screening of the project and the business to determine financial feasibility.
6. Linkages are established with schools, community colleges and vocational centers to provide customized training for newly hired employees (while construction of the building is being completed).

The Town could also encourage the establishment of a less formal RIP coordinated through the Forest Junction Civic League (described later in this chapter). This RIP could complete steps 1, 4 and 6 described above to help prospective business owners understand what property is available and the steps necessary to obtain development approval from the Town and County.

Calumet County Revolving Loan Fund

Calumet County, through a partnership with the Department of Commerce, administers a Business Revolving Loan Fund Program. The program is designed to create new employment, retain and expand existing businesses by providing business loans, on a competitive basis, with other financing resources. The loan terms and conditions vary. Applications may be submitted at any time and are processed in the order received.

For more information about the **Calumet County Revolving Loan Fund** contact:
Calumet County Planning Office at 920-849-1442.

Eligible Activities include:

- Land, buildings, machinery and fixed equipment acquisition;
- Site preparation and equipment installation;
- Construction, expansion, rehab or removal of existing buildings; and
- Working capital (inventory and direct labor costs only).

To be eligible for the program, applicants must:

- Leverage a minimum of one dollar of private funds for every dollar of loan funds requested;
- Create or retain at least one full-time equivalent position for every \$20,000 of funds requested;
- Demonstrate that their project is viable and their ability to repay;
- Make at least 51% of the jobs created or retained available to persons of low to moderate income; and
- Locate all activities within Calumet County.

City of Brillion Revolving Loan Fund

The City of Brillion Revolving Loan Fund (RLF) works in much the same way as the County RLF. Also through a partnership with the Wisconsin Department of Commerce, the RLF was established to encourage the creation and retention of permanent jobs, encourage the leveraging of new private investment into the City, perpetuate a positive and proactive business climate, maintain and promote a diverse mix of employment opportunities, and encourage the development and use of modern technology and create safe work environments.

Milk Volume Production Program (MVP)

The MVP program is designed to assist dairy producers that are seeking to acquire additional cows. The program is managed by the Wisconsin Department of Commerce. The goal of the MVP program is to provide qualifying dairy producers with needed financing and to partner with local communities to increase dairy production in Wisconsin. Assistance is limited to no more than \$500 per cow added to an operation or a maximum award of \$1 million. Additional information about this program is available at www.commerce.state.wi.us.

Desired Business and Industry

Because farming is essential to the continued success of the local economy, it is critical that the plan protects agricultural areas. As a result, the economic development opportunities discussed in this chapter are encouraged in Forest Junction and in the City of Brillion only. Other areas of the Town are not encouraged for commercial or

COMMUNITY SURVEY RESULTS

When asked to identify **new commercial development** that is needed in the Brillion Community, community survey respondents indicated that:

- Restaurants (74% encourage) and childcare facilities (78% encourage) were strongly desired. [*Since the survey was completed a childcare facility opened in the City. See the Utilities and Community Facilities Element for more information.*]
- Sixty-six percent (66%) of survey respondents indicated that the community should encourage some additional small specialty or niche stores.
- Residents generally did not favor additional convenience stores, grocery stores, or shopping centers.

When asked specifically about additional **industrial development opportunities** that should be encouraged in the community, residents strongly supported:

- Additional manufacturing facilities (82%)
- Agriculture-related industries (67%)
- Warehousing distribution (62%)
- Heavy industry (56%)

Survey respondents were less favorable toward the establishment of large-scale livestock operations (15%) and mineral extraction facilities (20%).

industrial development. (Information about agricultural trends, including expansion and retention is provided in the Agricultural, Natural and Cultural Resources Element Chapter of this plan.)

The City and Town want to be sure that new development does not jeopardize the local quality of life. Therefore, businesses and industries which locate in the area should be environmentally friendly, have limited outdoor storage (if any) to control unsightliness, generate minimal traffic and noise, and require only minimal lighting and signage.

A business will typically seek a location where a cluster of its industry type is prevalent. Although encouraging the cluster of businesses within a region is a good practice, it is also important to keep a relatively diverse economic base to avoid cyclical changes in any one industry. For these reasons, target markets will be identified, but efforts to recruit a variety of business types should continue.

In an effort to improve economic vitality, the State of Wisconsin has identified seven existing clusters or regional markets. These clusters represent the state's mature industries that have been the backbone of the economy.

- Dairy
- Food Products and Processing
- Paper
- Plastics
- Printing
- Small Engine Manufacturing
- Tourism

The State has also identified three emerging clusters – those industries with high-growth potential which will strike a balance and achieve overall economic sustainability:

- Biotechnology
- Information Technology
- Medical Devices

Given these constraints and regional intentions, the City and Town would like to target the following types of development:

Agri-Businesses

- Nature-based businesses are encouraged in the Brillion Community, and include: strawberry-picking on local farms, pumpkin patches, farmers markets, and outfitters for outdoor enthusiasts.
- Agri-business ventures, particularly in Forest Junction. Given the large farm market in the Town of Brillion and surrounding towns in Calumet and Brown Counties, farm supply, equipment, and other businesses catering to agricultural needs are desired.

Commercial Businesses

- Niche development in downtown Brillion to attract motorists from USH 10 into the City.
- Service business in the City to cater to local needs. This includes additional restaurants and possibly small, locally owned retail stores.
- Home occupations of a professional nature to take advantage of the internet and other technologies, permitting people to work from the privacy of their homes.

The City has also identified 14 business expansion opportunities and 12 new service and retail industries for which the community has expressed a need. These industries are identified in the 2002 Market Analysis.

Residential Development

It is also recognized that in order to attract additional industry and business into the area, a healthy labor force must be present. The Brillion Community has identified residential growth as an economic development objective. Because of the quality school system, high quality of life and low crime rate, the community is ideal for raising a family. Furthermore, the community should market itself to appeal to Generation X which according to demographic statistics is now looking to settle down and raise a family.

Industrial Businesses

- Light industrial, commercial and office establishments along USH 10 catering to both passing motorists and the local population. These businesses should generate higher income and skilled jobs for area residents. Industries that compliment and support existing area industries are strongly encouraged.
- Opportunities for technical employment. As mentioned previously, the City has a strong manufacturing base. The Town has a strong agricultural economy. Increased opportunities for technical employment (i.e. engineering, electronics, computer technology, etc.) are desired.

In order for the community's economic base to grow and still support the State's initiative to grow, it would be counter-productive to "steal away" other businesses from neighboring communities and states. Instead, Brillion should encourage business expansion and creation to achieve its economic goals. Two subcategories have been identified as growth opportunities:

- Support industries for the existing businesses within the community, such as suppliers, and value-added processes.
- Regional support businesses, especially those that support both the plastics belt and the paper belt (Sheboygan through Winnebago Counties). These industries also include those businesses employing new technological advances which will in some way support the regional business community and create a new market for themselves.

Economic Development Assistance

Several organizations exist to encourage economic development opportunities in the Brillion Community. What follows is a description of the primary groups. Also provided is a list of federal, state, and regional organizations that can help the Brillion Community to support economic development opportunities and initiatives. These organizations provide an array of programs to support economic development opportunities.

City of Brillion

Community Development

The City of Brillion offers a collection of business development resources through its Business Development and Business Retention and Expansion (BRE) Programs, and the Brillion Public Library.

Redevelopment Authority

The Redevelopment Authority was formulated based on State Statute – to prevent and eliminate blighted areas within a municipality. Among other powers, it has the power to condemn property, buy and sell real estate, issue bonds, and enter into contracts. Since RDAs have many of the same powers as the municipality but not as many restrictions and political constraints, they can exercise greater flexibility and be involved in public-private partnerships in a different way than the municipality. The RDA then becomes a tool the community can use to come up with more creative redevelopment strategies than may be possible if only the municipal government was involved.

Brillion Chamber of Commerce

The Brillion Chamber of Commerce is an organization of local business representatives seeking to promote business activity in the City of Brillion. The chamber organizes and sponsors annual community events to promote the business community. Its members are also notified of area seminars to improve their business skills.

Forest Junction Civic League (FJCL)

Residents, business owners, and others interested in the welfare of Forest Junction are welcome to join the Forest Junction Civic League. Established in 1961, the FJCL is a volunteer organization whose main responsibility is the

upkeep and maintenance of the Freitag Memorial Park, which is privately owned by the Civic League, but held for public benefit. The FJCL also organizes an adopt-a-street program in Forest Junction to maintain the appearance of the community, and hosts an annual picnic and winter potluck. In the past, the organization has also sought to recognize and welcome new local businesses in the Forest Junction Community.

Calumet County Tourism Association (CCTA)

CCTA seeks to bring visitors to area attractions and establishments, and strives to see the tourism economy flourish to bring in additional county revenue. The CCTA publishes an annual visitor's guide, and the Nature's Retreat brochure. It also maintains a website listing attractions and Calumet County events.
www.calumetcountytourism.com.

CalumetBusiness.com

Calumet County has launched a website in 2005 that serves to provide information to enhance an existing Calumet County business, or assistant to develop a new business. It provides workforce and employment profiles, community profiles and web links, information regarding technical and financial assistance, and contact information.

UW-Extension

Through the Calumet County office of the University of Wisconsin Extension service, the Calumet County Community Resource Development Educator offers:

- small business management assistance workshops or one-on-one counseling
- revolving loan funds information and other sources of financing
- local demographic information
- networking and linkages to other business development resources

Heart of the Valley Chamber of Commerce (HVCC)

The HVCC was established more than 20 years ago to serve the business communities in Kimberly, Kaukauna, Little Chute, Combined Locks and surrounding areas, including Forest Junction, Brillion, Greenleaf and Freedom. Beyond providing an important network for local business owners, the HVCC:

- offers programs and seminars designed to improve business skills and general education about specific business sectors like agri-business.
- supports a "Government in Action" subcommittee that sponsors monthly meetings with local, state and federal representatives.
- works with local health care providers to offer its members a group health insurance plan at a discounted rate.

Regional

East Central Wisconsin Regional Planning Commission (ECWRPC)

ECWRPC is the official comprehensive planning agency for the East Central Wisconsin Counties of Calumet, Fond du Lac, Green Lake, Marquette, Menominee, Outagamie, Shawano, Waupaca, Waushara and Winnebago.

Services provided by the Commission include Comprehensive and Land Use Planning; Transportation Improvement and Corridor Planning; Open Space, Recreational and Environmental Planning; Economic Development; Demographic Information and Projections; Technical Assistance to Local Governments; Geographic Information Services and Aerial Photography Distribution. www.eastcentralrpc.org

NEWREP

Calumet County is a member of a 16-county Northeast Wisconsin Regional Economic Partnership (NEWREP) designed to bring high-paying jobs to Wisconsin through start-up and expansion of technology businesses.

- Governor Scott McCallum announced the creation of the Northeast Wisconsin technology zone on Friday June 28, 2002.
- It is one of eight zones created throughout the state, and each has \$5 million in income tax credits to provide incentives to attract high-tech companies to the area, and to help existing companies increase productivity and free up capital.
- The zones will be in effect for 10 years – until 2012.
- Projects within the region will be considered and approved based on their ability to create high-wage jobs and support the development of high-tech industries in the region.

For more information, contact the Calumet County Planners Office at 849-1442

State Agencies/Programs

- Wisconsin Department of Commerce – www.commerce.state.wi.us: the state’s primary agency for delivery of integrated services to businesses.
- Wisconsin Department of Transportation – www.dot.state.wi.us: The office of disadvantaged Business Enterprise Programs administers a range of services to increase participation of firms owned by disadvantaged individuals in all federal aid and state transportation facility contracts.
- Forward Wisconsin – www.forwardwi.com: to market outside Wisconsin to attract new businesses, jobs and increased economic activity to the state.
- Department of Workforce Development – www.dwd.state.wi.us: to build and strengthen Wisconsin’s workforce by providing job services, training and employment assistance, and helps employers find necessary workers.
- Wisconsin Small Business Development Centers – www.uwex.edu/sbdc: to help ensure the state’s economic health and stability through formative business education by counseling, technology and information transfer and instruction.

Federal Agencies/Programs:

- Department of Agriculture Rural Development Administration – www.rurdev.usda.gov
- U. S. Small Business Administration – www.sba.gov: provides financial, technical and management assistance to help Americans start, run and grow their businesses.
- US Department of Commerce – www.doc.gov
- US Department of Transportation – www.dot.gov

Potential City Economic Development Organizations

To better organize and foster economic development, the City may want to establish either a Local Economic Development Corporation and/or a Downtown Development Authority.

Local Economic Development Corporation (EDC)

Also called a Community Development Corporation/Industrial Development Corporation, an EDC is typically a semi-public local development authority designed to generate local economic development, and not realize a profit. They are created and partially financed by the public sector, and raise money by issuing notes, selling stocks and bonds, or seeking contributions. Essentially, they would serve as the economic development arm of the City. Ideally, the City’s Community Development Director would oversee this organization.

Downtown Development Authority (DDA)

A DDA is traditionally concerned with helping revitalize declining inner city and downtown areas. A DDA has a specific jurisdictional boundary and a governing board made up of people who own homes, businesses or property within the jurisdiction. They have the power to invest in business, lend to business, build and own real estate and earn a surplus from successful business venture. A DDA differs from an EDC in that the focus of the organization is more limited.

Environmentally Contaminated Sites

A Brownfield refers to an abandoned, idled, or underused industrial or commercial facility or property where expansion or redevelopment is complicated by real or perceived environmental contamination. At this time, there are no known Brownfield sites located in the Brillion Community. If this situation were to change, the City and Town could pursue organizational and financial assistance from Calumet County, the Wisconsin Department of Natural Resources and the U.S. Environmental Protection Agency. There are many grant programs available through these agencies to help communities address Brownfields, leaking underground storage tanks, and other environmental concerns. To prevent an environmentally contaminated site, the City and Town will encourage only environmentally friendly business development that is properly permitted and regulated.

The WDNR has a Brownfield program in their Bureau for Remediation and Redevelopment section that can assist in Brownfield identification and remediation. The database documents several sites in the community where spills and other incidents have occurred. Clean-up efforts are also indicated. The City and Town will use this resource to monitor any future Brownfield activity in the community.

Goals and Objectives

In 2020, the Brillion Community will have expanded its local economic activities to support the local tax base without jeopardizing the rural character of the community. The goals and programs needed to expand the economic base are provided in Chapter 11, the Implementation Chapter. The location for new business development is illustrated on the Future Land Use Maps provided in the Land Use Chapter of this Plan.

¹ City of Brillion 2004 Strategic Economic Development Plan, Adopted by the Community Development Committee August 4, 2004, p. 4.