



City of Waupun, Wisconsin

Economic Development Strategic Plan and Brand Platform

June 30, 2017

Ady AdvantageTM

STRATEGY MATTERS

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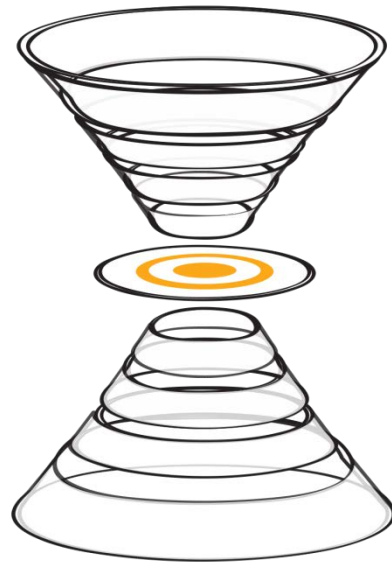
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SECTION 1: EXECUTIVE SUMMARY



Executive Summary

Ady Advantage was retained by the City of Waupun to create an economic development strategic plan, as well as a new economic development brand for the City. The following graphic shows the various elements to this project.



PHASE 1: DISCOVER

- Step 1: Project Initiation Teleconference
- Step 2: Preliminary Desk Research
- Step 3: On-Site Visit
- Step 4: Target Industry Analysis
- Step 5: Initial Report

PHASE 2: DISTILL

- Step 6: Overall Positioning for Waupun/Asset Maps
- Step 7: Positioning by Target Industry

PHASE 3: DO

- Step 8: Brand Platform Development (logos, taglines, etc.)
- Step 9: Economic Development Strategic Plan
- Step 10: Final On-Site Presentation

This process consisted of on-site qualitative research with stakeholders and employers, desk research on the Waupun economy and target industries, and the creation of positioning points for the region and for each target industry. Below is a summary of these findings.

Stakeholder and Employer Input

During our on-site visit we conducted interviews with nine companies and held a stakeholder input session with nearly 20 participants to gain input. These individuals provided input on strengths, weaknesses, opportunities and threats in the region. The following key themes emerged:

- Positive perceptions of the community include market access due to proximity to metro areas, the school systems, the small town feel and the recreational opportunities.
- Negative perceptions of the community include that there is a lack of retail and things to do, a lack of labor, and a resistance to change.
- Talent is currently one of the biggest challenges. The specific challenge related to talent seems to be the lack of people in the region, as population growth has been fairly stagnant in the city.
- Agriculture and related industries, manufacturing and distribution were consistently mentioned as the largest industries for opportunity in Waupun.

Executive Summary

Target Industry Analysis

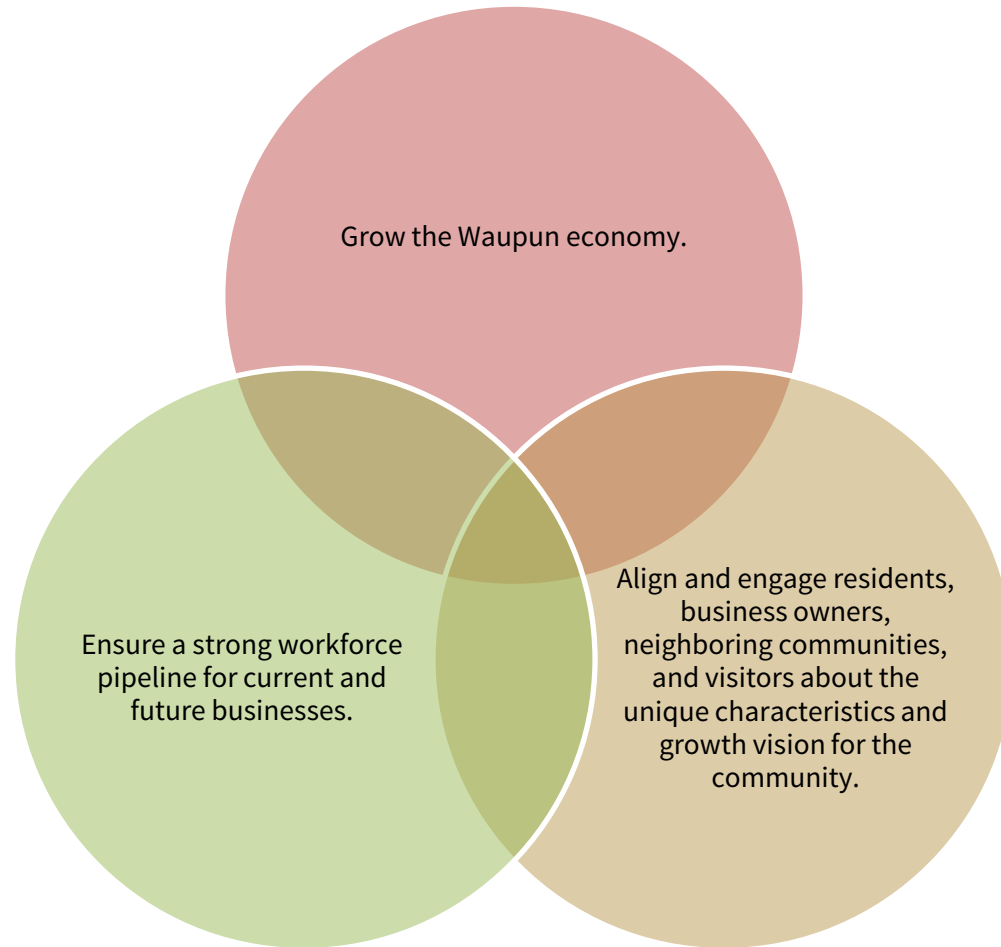
In order to determine which specific industries drive Waupun’s economy, a 6-digit NAICS code analysis was conducted on a number of industry groups. After analyzing and screening these industries, we came up with the following recommended target industries for the City of Waupun:

Target Industry	Areas of Focus	Key Competitive Advantages	Strategy
Agribusiness / Food Processing	<ul style="list-style-type: none"> Value-added agriculture Food processing that utilizes raw materials and adds value, such as yogurts, cheeses, ice cream, etc. 	<ul style="list-style-type: none"> Strong agriculture presence already existing in the region (see details in following section) Location and access to regional markets Raw materials available for food processing 	<ul style="list-style-type: none"> Attract companies that would benefit from a base to serve regional markets, such as Milwaukee, Chicago, Madison, Green Bay, etc. There is an opportunity to process perishable foods because of the closeness to these regional markets. Focus on value-added food processing that can help support farmers already here. There may be an opportunity to attract FDI, due to Waupun’s strong Dutch background.
Transportation and Distribution	<ul style="list-style-type: none"> Food distribution Other regional companies that need a distribution base 	<ul style="list-style-type: none"> Three access point to Highway 151 Class II rail access, which connects to three class I railroads in the Milwaukee area Access to regional markets 	<ul style="list-style-type: none"> Identify companies in Wisconsin or the region that may need additional distribution space.
Manufacturing	<ul style="list-style-type: none"> Current manufacturing companies Those manufacturing companies that can help support agribusiness 	<ul style="list-style-type: none"> Low labor costs Training resources available, such as Moraine Park Access to regional markets 	<ul style="list-style-type: none"> First, focus on growing the existing manufacturing base in the region. Determine the challenges of current manufacturers and address problems they may have such as talent attraction, succession planning, etc. to ensure that they are able to grow in Waupun. Then turn to business attraction.

Executive Summary

Economic Development Goals

The following goals were established for Waupun through our research, as well as input from key stakeholders.



Executive Summary

Economic Development Strategies

The following strategies were developed to help Waupun meet its three goals, as outline on the previous page. The strategies fall into the categories of alignment/regionalism, readiness and marketing. Tactics within each strategy can be found in the final section of this report – Economic Development Implementation Plan.

ALIGNMENT/REGIONALISM			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Articulate roles and responsibilities of each regional economic development partner to help avoid duplication of efforts, identify gaps, and reach consensus on project coordination protocols.	XXX		X
Communicate regularly with economic development partners and other stakeholders about economic development initiatives, business news, county-wide successes, and quality of life improvements.	XXX		X

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Executive Summary

READINESS			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Product Readiness			
Determine the next sites/buildings to develop (or redevelop) to meet the needs of the target industries (as identified in this report).			XXX
Continue to be a concierge service for businesses to assist them with specific requests, such as permitting, zoning, incentives, other business programs, etc.			XX
Re-evaluate the city and county incentive policies to ensure they align with future goals.	X	X	XXX
Talent Readiness			
Explore whether or not there is a business case for an automation training center in Waupun.		XX	XX
If there is a business case for an automation training center in Waupun, based off of the findings from the strategy above, pitch the idea to a variety of stakeholders, such as colleges, legislatures, manufacturers in Waupun, etc. to help determine funding options and the path forward.	X	XXX	XX
Existing Business Readiness			
Determine the interest and need for a value-added dairy production program.	X	X	XXX
Entrepreneurship			
Continue to support entrepreneurs in Waupun.		XXX	XX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Executive Summary

MARKETING			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
All Audiences (except visitors)			
Communicate the brand and the benefits of locating in Waupun to all audiences.	XXX		XXX
Promote positive news in the city.	XXX		XX
Increase awareness of local businesses by all audiences.	XX		XX
Visitors			
Follow tourism strategy from Waupun’s tourism partner.	XXX	X	
Regional Partners			
Market the key assets of Waupun to internal stakeholders and partners to ensure that everyone is able to be advocates for the community.	XXX		XX
Existing Businesses			
Ensure that existing businesses’ needs are met and that they are aware of the resources/programs available to them.			XXX
Stay up-to-date on news about your existing businesses, especially those that are headquartered elsewhere.			XX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Executive Summary

MARKETING			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Target Industries - Agribusiness			
Communicate the benefits of doing business in Waupun to agribusiness and food processing companies.			XXX
Identify companies in the agribusiness and food processing industry to attract to Waupun.	X		XXX
Target Industries - Transportation and Distribution			
Communicate the benefits of doing business in Waupun to distribution companies.			XXX
Identify regional companies to target for transportation and distribution.	X		XXX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

SECTION 2: INTRODUCTION



Introduction – Background

BACKGROUND

The City of Waupun is located along the 151 corridor in East Central Wisconsin. It is about 60 miles northeast of Madison and 70 miles northwest of Milwaukee. With a population of about 12,000, it also lays in two adjacent counties: Dodge and Fond du Lac Counties. The city is known for a number of disparate things, ranging from the “The Wild Goose Center of Wisconsin” to “City of Sculpture” and “Prison City.” The latter references the fact that there are three prisons in the area, employing about 1,000 people. Other large employers are primarily in the public sector, such as the hospital, school system, and nursing home. There is a manufacturing sector with a focus on metalworking and food and beverage.

City leadership has been working on an economic development strategic plan, and to that end, has already gathered significant information about area assets and stakeholder perceptions. These include:

- Training of local leaders in economic development (ED 101)
- Listening/focus sessions with senior citizens, young families and downtown business owners. You are planning to gain input from young professionals, low-to-moderate income families/individuals next.
- Input from First Impressions on downtown area
- Several programs in place or on the docket: Connect Community, BID and CDA for downtown redevelopment, IGNITE! Resource Networking, BRE visits, working on expanding technical education with the K-12 schools
- Tourism

Introduction – Background

BACKGROUND (CONT'D)

The city's focus is multidimensional, including the following aspects:

- Community development – downtown, retail, etc.
- Tourism – providing a more focused strategy
- Business Retention & Expansion – BRE visits, trying to engage existing business
- Business Attraction – wishing to diversify the economic base; option on rail-served property bordering 151
- Entrepreneurialism – participating in FCEDC's IGNITE! Program

Some of the themes/challenges you have identified so far include a lack of engagement by area employers; an attitude that hard work will get you ahead more than education; a lack of diversification in the economy; a relatively high percentage of poverty; some empty stores downtown; and, store fronts being used more for services than retail.

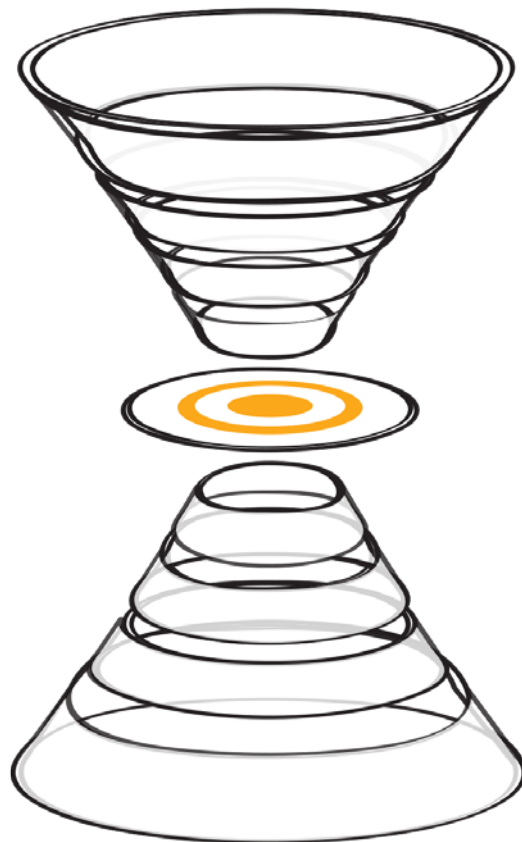
OBJECTIVES

The City of Waupun wants to end up with a unified brand platform that speaks to all of these audiences to help communicate not only what Waupun is now, but where it intends to be in the future. This will likely be several “flavors” of one theme in order to be relevant for the various audiences.

Introduction – Our Approach

ADY ADVANTAGE APPROACH

Our approach is practical and leverages our knowledge of how businesses make decisions. Our experience working with both EDOs and private companies gives us insight into how the City of Waupun can first inventory its economic assets and then craft a vision unique to Waupun.



PHASE 1: DISCOVER

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PHASE 2: DISTILL

- Overall Positioning for Waupun/Asset Maps
- Positioning by Target Industry

PHASE 3: DO

- Brand Platform Development (logos, taglines, etc.)
- Economic Development Strategic Plan
- Final Presentation

SECTION 3: THE WAUPUN REGIONAL ECONOMY



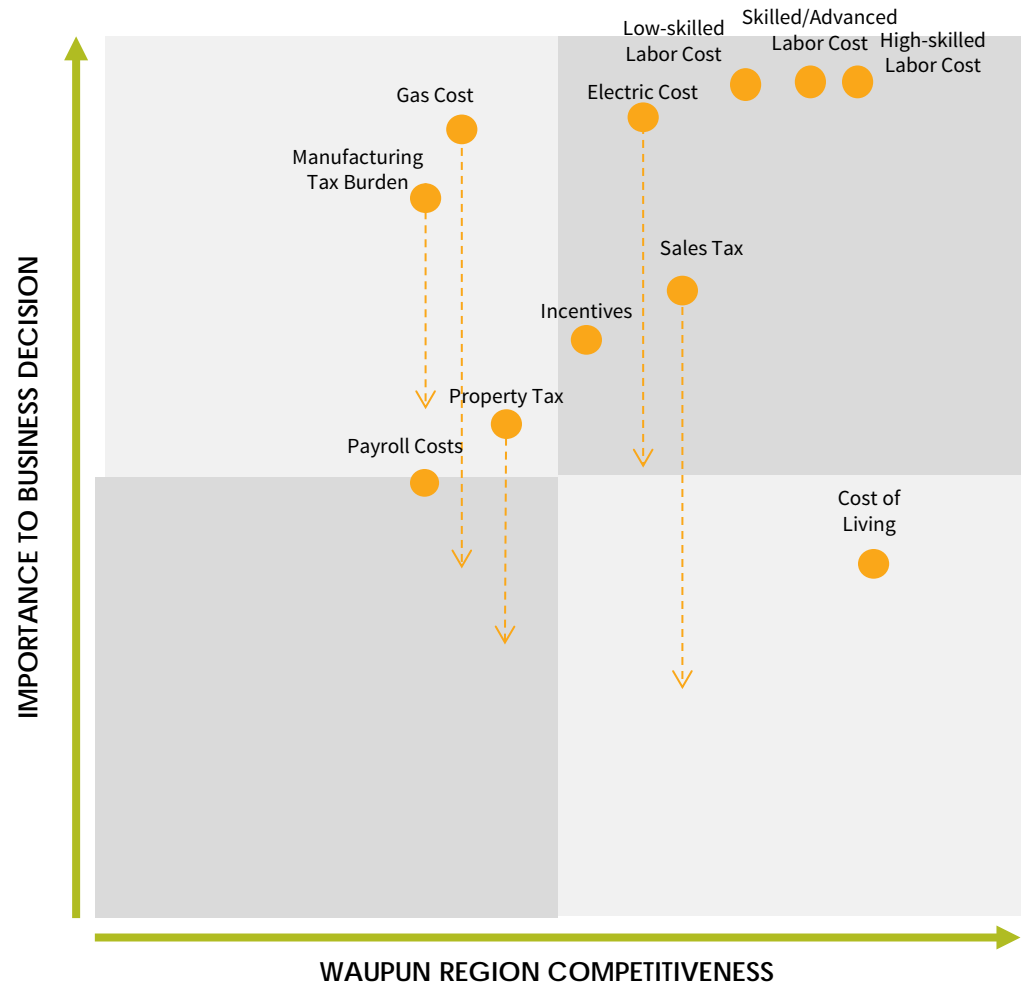
Core Economic Assets

GENERAL BUSINESS COSTS ASSET MAP COMMENTS

The asset map to the right depicts Waupun’s and the Fond Du Lac MSA region’s competitiveness compared to the state of Wisconsin, surrounding states, as well as the United States as a whole. Where the local data is unavailable, the Fond Du Lac MSA or Wisconsin as a whole is compared to the other states.

- Labor costs in the Fond Du Lac MSA are below the average for low-skilled or production-type professions, as well as for technical and skilled professions. These lower wages can give the region a competitive advantage in labor costs.
- Out of all the surrounding states, Wisconsin ranks the best for the tax burden for new labor intensive manufacturing (17th). Wisconsin ranks in the middle on new capital intensive manufacturing (33), and ranks poorly on mature labor intensive manufacturing (42nd) and mature capital intensive manufacturing (46th).
- Wisconsin has the lowest sales tax (5%) of the surrounding region, and the second lowest corporate income tax (7.9%) in the region, after Michigan (6%).
- Industrial electricity costs in Wisconsin are higher than surrounding states, and above the national average. Industrial gas costs are above average as well; however both Michigan and Illinois had higher gas costs, while Minnesota and Iowa had lower. Waupun’s electric prices are competitive compared to Wisconsin’s average.
- Wisconsin has a fairly high unemployment tax rate (3.05%-4.55% depending on income bracket). Wisconsin also had the second highest workers compensation costs, second to Illinois.
- The cost of living in Wisconsin is 4% lower than the national average, and the cost of living in Waupun is 10% lower than the state average. Wisconsin’s cost of living is on par with Illinois, lower than Minnesota, but higher than Iowa and Michigan.

GENERAL BUSINESS COSTS ASSET MAP



Core Economic Assets (continued)

Table 4.3: Select Supporting Data for Business Costs Asset Map	City of Waupun	Wisconsin	Minnesota	Iowa	Michigan	Illinois	United States
Avg. Low-Skilled Labor Costs ¹	\$34,850*	\$36,450	\$36,990	\$34,300	\$36,720	\$36,370	\$36,220
Avg. Skilled/Advanced Labor Costs ¹	\$78,165*	\$84,455	\$94,900	\$78,840	\$93,430	\$93,745	\$99,000
Avg. Professional Technical Labor Cost ¹	\$62,515*	\$76,685	\$88,985	\$71,720	\$81,140	\$88,580	\$90,630
Tax Burden Ranking – Mature Labor Intensive Manufacturing ²		42	17	16	10	48	
Tax Burden Ranking – New Labor Intensive Manufacturing ²		17	27	25	20	29	
Tax Burden Ranking – Mature Capital Intensive Manufacturing ²		46	2	1	15	38	
Tax Burden Ranking – New Capital Intensive Manufacturing ²		33	9	36	41	14	
Sales Tax ²		5.00%	6.88%	6.00%	6.00%	6.00%	
Individual Income Tax ²		7.65%	9.85%	8.98%	4.25%	5.00%	
Corporate Income Tax ²		7.9%	9.80%	12.00%	6.00%	9.50%	
Payroll Costs – Unemployment Tax ³ (New Employer Base Payroll Base)		3.05-4.55% \$14,000	1.44% \$32,000	1.0% \$29,300	2.7% \$9,000	3.45% \$12,960	
Payroll Costs – Workers Comp. ⁴ (State Rank Avg. Rate per \$100 of payroll)		12 \$2.06	22 \$1.91	24 1.86	34 1.57	8 2.23	
Cost of Living ⁵	86	96	104	89	88	96	100
Average Industrial Electric Costs (Cents per Kilowatt-hour) ⁶	7.50	7.59	7.17	5.20	7.15	6.34	6.64
Average Industrial Gas Costs (Dollars per Thousand Cubic Feet) ⁶		4.63	4.20	4.51	5.62	5.76	3.87

Sources:

1. Bureau of Labor Statistics, May 2015, Fond du Lac MSA
2. Location Matters: A Comparative Analysis of State Tax Costs on Business. The Tax Foundation with KPMG, 2015
3. ADP 2017 Payroll Tax Rates by State, 2017
4. Oregon Workers' Compensation Premium Rate Ranking Summary, 2016 (ranked from 1=highest to 51=lowest)
5. Sperling's Best Places, 2016
6. EIA.gov, November 2016

* BLS does not have city or county level wages, so the Fond Du Lac MSA was used.

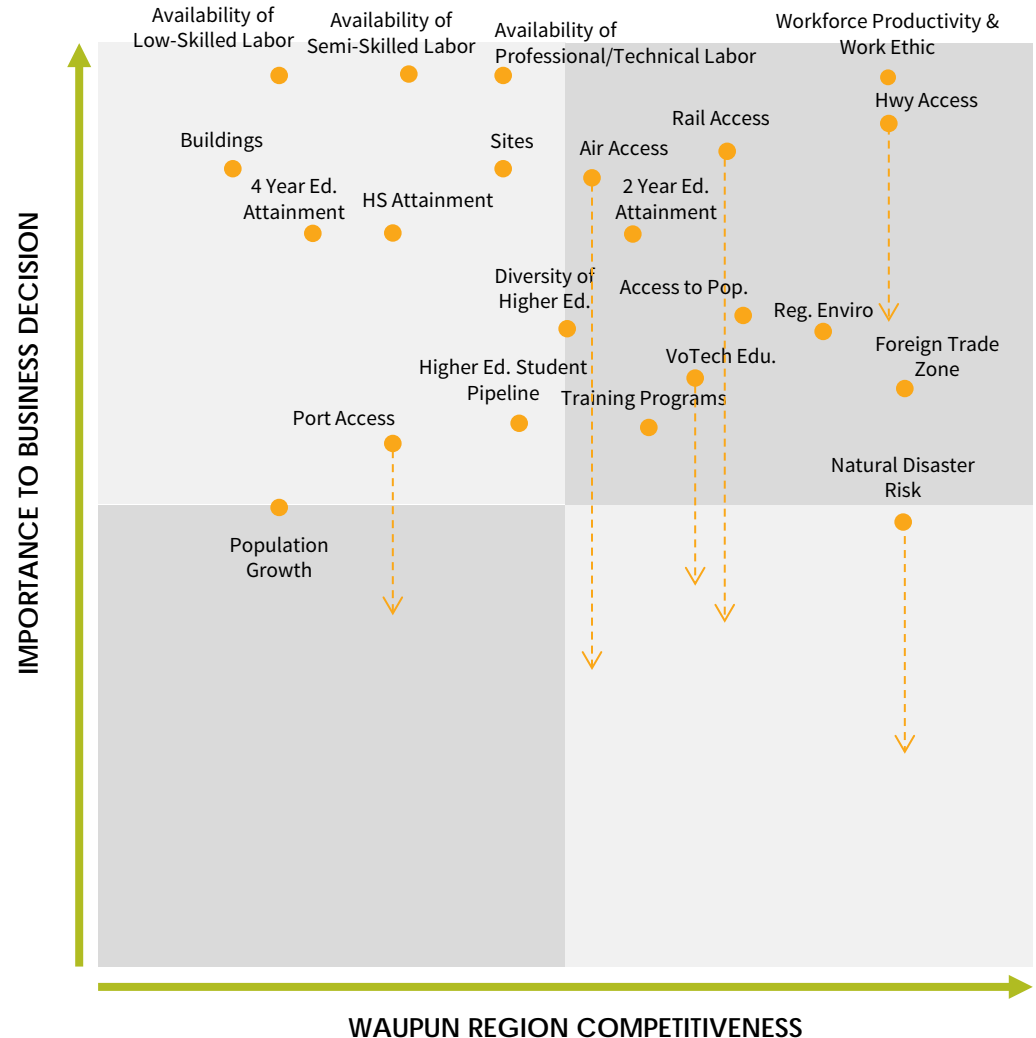
Core Economic Assets (continued)

GENERAL BUSINESS CONDITIONS ASSET MAP COMMENTS

The asset map to the right depicts Waupun’s and the Fond Du Lac MSA region’s competitiveness compared to the state of Wisconsin, surrounding states, as well as the United States as a whole.

- The population growth in the region has been very slow, growing by 0.30% in Fond Du Lac County and actually decreasing by -0.20% in Dodge County. In contrast, Wisconsin as a whole has grown by 3.50%.
- Waupun’s location, positioned as a “tweener community” as one employer put it, between the larger metro areas of Madison, Fond Du Lac and Beaver Dam, was frequently cited by employers as a competitive asset for transportation and distribution. Many noted Waupun’s position along Highway 151.
- Waupun’s average educational attainment rates are lower at all levels than state averages. When looking at Waupun’s educational attainment levels without the prison population included, educational attainment goes up slightly; however, it is still significantly lower than the state and U.S. averages, especially for four-year degrees and graduate degrees.
- Availability of labor was noted as a primary challenge by nearly all employers. The labor force growth data supports this. Fond Du Lac County’s labor force grew by 1.40% and Dodge County’s grew by only 0.40% in the past five years.
- Although the availability of labor is low for certain employers and certain positions, there did not seem to be consistency on the positions hardest to fill. Some had troubles recruiting highly skilled talent, and some struggled with low-level labor. Positions that require a lot of travel were deemed the most difficult to recruit and retain.
- A few employers mentioned training programs that they have worked with local educational institutions on, with many citing Moraine Park.
- The Midwest small-town work ethic was mentioned by many employers; however many also said that with the increase of Millennials in the workforce there have been some challenges.
- Employers agreed that utilities were reasonable, and that the costs of doing business in the region were low-to-competitive.

GENERAL CONDITIONS ASSET MAP



Core Economic Assets (continued)

Table 4.4: Select Supporting Data for Business Conditions Asset Map	City of Waupun	Wisconsin	Minnesota	Iowa	Michigan	Illinois	United States
Population ¹ (county-level)	11,355	5,771,337	5,489,594	3,123,899	9,928,300	12,859,995	321,418,820
Labor Availability ¹ (county-level)	4,848	3,135,033	3,024,000	1,711,370	4,887,215	6,660,355	
Population Growth (<i>Since 2010</i>) ¹	1.1%	3.50%	3.40%	2.55%	0.51%	0.23%	3.90%
Labor Force Growth (2010-2015) ¹ (county-level)	1.40% 0.40% Fond du Lac Dodge						
Access to Population ¹ (<i>Population within 500 Miles of Waupun</i>)	72,330,243						
Population with High School Degree ²	81.3%	90.8%	92.3%	92.1%	89.3%	88.2%	86.3%
Population with 2-Year Degree ²	8.1%	9.9%	10.5%	11.3%	8.8%	7.8%	7.9%
Population with 4-Year Degree ²	10.7%	27.4%	33.2%	18.6%	26.4%	20.1%	29.3%
Population with Graduate Degree ²	2.2%	6.7%	7.6%	9.0%	7.5%	12.7%	7.8%

Sources:

1. Stats America, United States Census Bureau
2. Sperling's Best Places, 2016

Business Environment

LABOR AND TALENT

Availability of Low-Skilled Labor



Waupun is facing a severe shortage of low-skilled labor, and just about every employer mentioned this as the major challenge in the region. Much of the industry in the region requires low-skilled to average-skilled labor and there is not enough available in the region. Many employers agreed that they have “tapped out” of employees in the region.

Availability of Semi-Skilled/Skilled Labor



Similarly to low skilled labor, Waupun is experiencing a shortage of semi-skilled/skilled labor, though to a lesser degree. This is due to the fact that there is not as high of demand for this type of labor in the region.

Availability of Professional/Technical Labor



As with semi-skilled/skilled labor, there is less demand for this type of labor; however there is still a shortage in the region. Depending on the industry, some companies did specify this type of labor as the hardest to recruit for in a rural region.

Training Programs

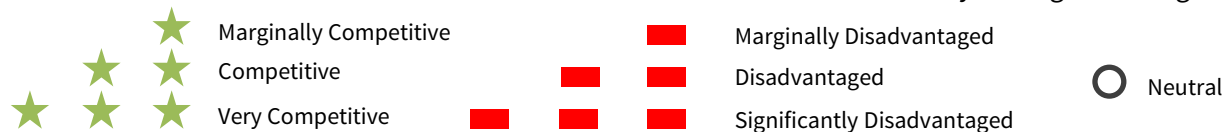


Moraine Park Technical College was noted as an asset to this region. Moraine Park offers customized training for businesses, as well as a variety of workshops and seminars relevant to industry. The Waupun Area School District is also implementing some unique programs to train students and get them on career paths at a younger age. The Pathways and Partnerships program is a great concept; however, it does not seem that many local employers are engaged.

Education



Waupun’s average educational attainment rates are lower at all levels than state averages. When looking at Waupun’s educational attainment levels without the prison population included, educational attainment goes up slightly; however, it is still significantly lower than the state and U.S. averages, especially for four-year degrees and graduate degrees.



Business Environment

LABOR AND TALENT

The tables below show the educational institutions in the region, as well as major, relevant programs to industry and number of degrees conferred.

Moraine Park Technical College	
Program	# of Awards Conferred 2015-2016 (all certificates and degrees)
Welding Technology/Welder	66
Business Administration and Management, General	51
Accounting	46
Corrections	31
Computer Systems Networking and Telecommunications	25
Accounting Technology/Technician and Bookkeeping	22
Computer Support Specialist	20
Mechanical Drafting and Mechanical Drafting CAD/CADD	24
Machine Tool Technology/Machinist	10

Ripon College	
Program	# of Awards Conferred 2015-2016 (all certificates and degrees)
Biology/Biological Sciences, General	22
Business/Commerce, General	21
Chemistry	11
Computer Science	4

University of Wisconsin - Oshkosh	
Program	# of Awards Conferred 2015-2016 (all certificates and degrees)
Finance, General	81
Marketing/Marketing Management, General	70
Operations Management and Supervision	55
Management Information Systems, General	15
Computer and Information Sciences, General	28

Business Environment (continued)

INFRASTRUCTURE

Highway



Waupun sits on U.S. Highway 151, which runs through the states of Iowa and Wisconsin and passes through the cities of Cedar Rapids, Dubuque, Madison and Fond Du Lac. In the city alone, there are three access points to 151. Waupun also has access to State Highways 26, 49 and 68. Waupun's location within an hour's distance from Madison, Milwaukee and Fond du Lac was noted by many stakeholders a strong asset for distribution and transportation in the region.

Rail



The Waupun Business Park has access to a Class II railroad, Wisconsin & Southern Railroad Co. (WSOR). WSOR has the ability to connect with three Class I railroads: Union Pacific, Canadian National, and Canadian Pacific in the Milwaukee area.

Air



Waupun has a few small airport options available locally, with a private airport with 3,200 ft. paved two-runway system and the nearby small aircraft Dodge County Airport and charter and freight services at the Fond du Lac County Airport. Waupun is located within an hour of the following commercial airports: Wittman Regional Airport in Oshkosh, General Mitchell International Airport in Milwaukee, and the Dane County Regional Airport in Madison.

Port

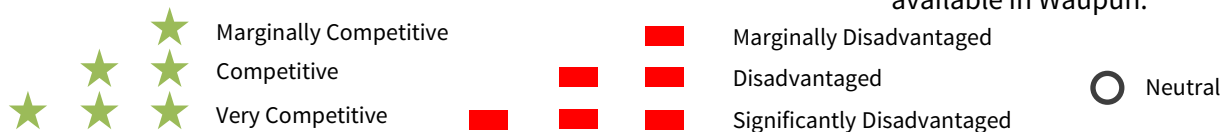


Waupun has no port access in its immediate vicinity; however there are two ports within an hour and a half drive distance, the Port of Green Bay and the Port of Milwaukee.

Utilities



Waupun's utility prices seem to be low-to-competitive. Employers within the city noted no issues with reliability or capacity, and a number of employers located outside the city noted they have other utilities available to them which they deemed reasonable and adequate. Charter high speed internet and fiber services are available in Waupun.



Business Environment (continued)

REGULATION AND INCENTIVES

State Regulatory and Permitting



Wisconsin is not specifically known as a favorable business environment from a regulatory perspective; however the current Republican legislature and governor have made ensuring the state is business friendly a top priority. According to Forbes' 2016 Best States for Business, Wisconsin ranks 27th out of all 50 states for its regulatory environment. We heard very little from employers about state regulatory issues.

Local Regulatory and Permitting



For the most part, local regulatory and permitting seemed to be easy to work with. Most employers interviewed praised the ease in working with the local government, and said their relationship was an asset to them.

State Incentives

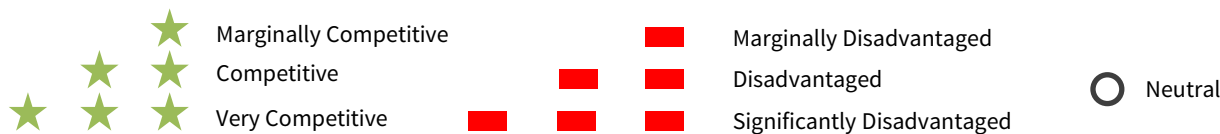


The State of Wisconsin offers some incentives (found on the following page) for specific target industries, such as the Manufacturing and Agriculture Credit; however, relative to other states it offers comparatively few.

Local Incentives



There are a variety of county and local incentives available, including revolving loan funds, block grants, and tax exemptions. Employers were not highly aware of the incentives offered by the city or county economic development groups; however, some noted use of these programs in the past.



Business Environment (continued)

KEY STATEWIDE INCENTIVES (from the Wisconsin Economic Development Corporation)

- **Manufacturing and Agriculture Credit:** Available to individuals and entities for taxable years that begin on or after January 1, 2013, for manufacturing and agricultural activities in Wisconsin. The tax credit is available for income derived from manufacturing or agricultural property located in Wisconsin and will offset a significant share of Wisconsin income taxes.
- **Business Development Tax Credit:** A business located in, or relocating to, Wisconsin may be eligible for Business Development Tax Credits if the business's net employment in the state increases each year for which the business claims tax credits. Tax credits are subject to retention requirements.
- **Certified in Wisconsin:** Standardized the process of identifying development-ready sites to help expedite business expansion, saving time, money and potential risk.
- **Training Grants:** Assists businesses in workforce retention and expansion into new markets and technology. The program provides grant funds to businesses to upgrade or improve the job-related skills of their full-time employees. Any business making a firm commitment to locate a new facility in Wisconsin or expand an existing facility within the state and is upgrading a product, process or service that requires training in new technology and industrial skills is eligible for a Training Grant.

Business Environment (continued)

KEY COUNTY INCENTIVES (from the Fond Du Lac County Economic Development Corp. and Dodge County)

- **Fond du Lac County Revolving Loan Fund:** The Fond du Lac County Revolving Loan Fund (RLF) program, which is administered by FCEDC, was established to create employment opportunities, encourage private investment, and provide a financing alternative for new business start-ups or expanding existing businesses in the county. The RLF program includes interest rates and loan maturities that are designed to encourage business development, while providing for recapitalization on and growth of the RLF.
- **Small Business Revolving Loan Fund:** The Fond du Lac County Small Business Revolving Loan Fund (SBRLF) program, which is administered by FCEDC, was established to create employment opportunities, encourage private investment, and provide a financing alternative for new business start-ups or expanding existing businesses in the county. The SBRLF program includes interest rates and loan maturities that are designed to encourage business development, while providing for recapitalization and growth of the SBRLF.
- **ADVOCAP:** ADVOCAP administers a Business Development Loan Fund which provides loans to start-up and existing eligible businesses. ADVOCAP is designated as a lender by the U.S. Small Business Administration (SBA) and by the U.S. Department of Agriculture (USDA) for the Micro Loan Program.
- **Revolving Loan Fund:** Dodge County offers a revolving loan program for local businesses and industry. It provides low-interest loans for proposed projects that will create new jobs, help businesses maintain or expand existing operations, and advance the county's economic development goals and objectives.

KEY LOCAL INCENTIVES

- Community Development Block Grants
- SBA Guaranteed Loans
- Job Training Assistance
- Commercial Lending Institutions
- Revolving Loan Fund

SECTION 4: STAKEHOLDER AND EMPLOYER INPUT AND ANALYSIS



Section 4: Stakeholder and Employer Input and Analysis

Employer Interviews	28
Stakeholder Input Sessions	50
Agribusiness Focus Group	60

Employer Interviews



Employer Interviews

Ady Advantage interviewed the following nine individuals from nine companies in Waupun that are important to the region's economy. All participants were very forth coming and willing to participate in these interviews. These interviews were conducted during our on-site visit to Waupun February 14-15.

Company	Name	Title	Industry	Total Employees
SIA Insurance Services	John Theune	Partner	Financial Services	12
Dodge Correctional	William Pollard	Warden	Correctional Facility	650
Homan Auto	Mark Homan	President	Automotive Dealership	34
Central Cable	Dale Jansen	Owner	Cable Installation Contractor	160
Saputo	John Hoffner	Plant Manager	Food Manufacturing	383
Gysbers Jewelry	Kate Bresser	Owner	Retail	5
National Bank of Waupun	Jerry O'Connor	President and CEO	Financial Services	32
Guth's End of the Trail Candy Shoppe	Steve Guth	Owner	Retail	29
Municipal Well and Pump	Scott De Young	Treasurer/CFO	Well and Pump Construction	30

Employer Interviews

How long has your company had operations here? Where else do you have locations?

On average, the companies that we interviewed have been located in Waupun for over 60 years. Just about every company has been in the region since the 1970's, and about half of them have been here since before the 1930's.

- This company has been in Waupun since 1927 and in this location, specifically since the mid 1970's. This is the only location. We have been around for about 60 years. This is the main facility, but we are starting to add more non-traditional clinics, more like wellness facilities.
- My father started selling used cars here in 1974. There are three locations in Waupun - two that sell new cars and one that sells used. There is also a location in Ripon, WI.
- In 1912 this was a mental hospital, then in 1982 it became an adult correctional facility and in 1995 became the intake facility for the entire state.
- This company was founded in 1874 and is currently on the 4th generation. Another location opened recently in Green Lake and is being run by my daughter.
- Founded in 1885, in 1957 it was moved to its present location. The building was remodeled just last year. We have branches in Rosendale, Fairwater, etc.
- My farther started the business in 1921. This location has always been here, and we did open a second location in Green Lake which is run by my daughter.
- The company was founded in 1916 in Waukesha but relocated here. We expanded in 2000, and bought out a labeling company too. We have an outlet in Dubuque IA, and we're drifting south into IL.
- We were founded in 1974, 3 miles outside of town by my father-in-law.
- We've had operations here since the early 50's.

Employer Interviews

How did you choose to locate here? / Why are you located here? If a legacy site: Have you or would you consider leaving?

The most common reason that these companies located in Waupun was due to legacy status, they are family run businesses and they have always been located here. A few companies relocated here, with one specifying the work ethic of the region and that the location complimented its other business.

- We are a family-owned company, so we have always been here.
- My father lived here, so that's where he wanted to open his company.
- We are a family-owned company, it was relocated once way back in the beginning but has been here for almost its entire history.
- It's a family run business and we've always been here.
- We were originally located in Waukesha, but we relocated here. We did so for convenience, and the work ethic here is better. Locating here also complimented drill business.
- My father in law was from Waupun. We would not consider leaving because your employees are your greatest asset.
- When we originally located here it was to service farmers in the region.

Employer Interviews

What is your biggest opportunity in your business right now?

A majority of these companies are looking at expanding into new markets and further penetrate existing markets. This includes markets from both a product standpoint and from a geographic location standpoint.

- Our biggest areas of growth are probably in the property and casualty product lines. We're working on matching up our services to the needs of the community.
- Our industry is strong – the new generation wants more and more. Increasing bandwidth is in demand.
- We opened a Green Lake location. Also, coffee has been an opportunity, and we opened up a drive thru to increase business in that product.
- Business is doing very well and we plan to hire more people in the next year.
- We have opportunities in residential loans, commercial/industrial loans and agriculture loans.
- Struggling competitors is one of our biggest opportunities, and we have bought out some of them. We had two and a half crews in 2000 and now we have eight or nine. We also have two crews at our Dubuque outlet. We have many opportunities in Iowa and further south as we expand.
- We have the opportunity to stay on top of the technology to continue servicing newer cars.
- We expanded just recently with the Green Lake location opening. Some other opportunities we would like to pursue is to grow the bridal market, and increase targeting using social media.

Employer Interviews

What is your biggest challenge in your business right now or what do you think is the #1 thing that is holding you back? Why?

The major challenges for Waupun companies revolved around the workforce, with just about every employer citing this as the primary challenge. Regarding the workforce, the biggest concerns include a tapped out work pool, and finding people with the right skills and flexibility.

Workforce

- We are strong enough financially, but finding employees is a challenge.
- The fact that we're outgrowing the local work pool.
- There is no growth – Waupun is what I call a “tweener community”. It sits in-between the larger communities of Beaver Dam, Fond Du Lac and Madison and it's difficult to attract and market to Waupun specifically. Everything is regional now.
- Production positions are hard to fill, and we need older people for them. These people need to have spouses with insurance, we can't afford to do a group plan.
- Hiring people is a challenge – we need good quality, good work ethic candidates with a clean driving record. The clean driving records is the hardest factor. No drug problems here but we do have some of those in Iowa. Finding people okay with the amount of travel is the other issue, an issue all contractors have.

Other

- Our biggest challenge/opportunity is matching our services with what the community needs. We also have a challenge in getting our name out there. There are still people in town that don't know what we do.
- Consumers today are very different. Because of the Internet, they can shop around more for a car and some are willing to drive some hours to get the car. It used to be that you just bought from the local car dealer.
- The community has been very good to us, but there's just not enough retail to draw people in. People need to leave town to get things and as a result our traffic is decreased.

Employer Interviews

Is your company's primary market: local, regional, national or international?

The companies that we interviewed mostly worked on a regional level, although a few were only local. The companies that were regional all focused on the Midwest region – Wisconsin Iowa and Illinois forming the core but some also covering Indiana, Minnesota and Michigan. A couple of the local companies cited Green Lake as their first area of expansion outside the immediate Waupun region.

- We work regionally. We do business in Wisconsin, Minnesota, Iowa, Illinois, Indiana and Michigan.
- Local in the Waupun area, also the Green lake area now.
- We cover the Waupun local region – the surrounding communities of Rosendale, Fairwater, etc.
- Local on the retail side. Our main store is here, but we have opened a retail location in Green Lake as well. Regional as a supplier. We supply to stores in Wisconsin, Indiana, Illinois and Iowa. Much of this is only seasonal supply however.
- Regional on the state level. We cover Wisconsin, Iowa, Illinois and are moving slowly southward.

Employer Interviews

Employee Profile

We were able to interview companies of all sizes from 5 to 650 employees, the majority being small businesses of 50 or less, but also three large employers. The average size of our interview sample was 150 employees. Of only the employers with 50 employees or less, the average employment was 24 people.

Union

None of the companies interviewed had a union presence or indicated a strong general union presence in the region.

Average Commuting Distance

A portion of employees do come from the immediate area; however, a majority of employees that work at these Waupun companies are commuting from outside the Waupun city and within the greater regional area of Fond Du Lac and Dodge county. Very few employees commute from outside a 20-30 mile radius.

- A couple of our employees are in town and some of them come from a little further out, such as Beaver Dam and Fox Lake.
- I would say about 20-25% live within the community and the rest are dispersed throughout the region – Beaver Dam, Oshkosh, etc.
- The average is probably five miles. A couple are coming from Fond Du Lac.
- There are some in different regions, but about 85% of them are local within about a 20-30 mile radius.
- About 1/3 are from Alto in the Waupun area. Another 2/3 are from Fond Du Lac and Beaver Dam (about 20-30 miles out)
- Word of mouth has brought in most of my employees, and they mostly come from right here in the city.

Employer Interviews

Average Educational Level

For most companies that we interviewed, the average educational level is a high school degree. Certain positions that require some sort of higher education include nurses, clinical workers, social workers, electricians, management and office positions, maintenance and technicians, etc.

- High school or two year degree for our technicians.
- The average is high school. Some positions that require a higher degree of certificate include nurses, clinical workers, social workers, electricians, etc.
- A minimum of a two-year degree.
- It's a blue collar industry with some technical positions. For the office, 2 to 4 years. For the field (about 90% of our employees), just high school and we train them in house.
- High school for the plant. Positions in management, the lab and maintenance have additional training.
- Bachelors at the office level. High school equivalent for all other positions, although some do have bachelors.
- There is a 50/50 split between the retail and back end in total employment. At night, it's mostly part time high schoolers.
- High school for field employees. Some 2 year or tech school. At the office level – 2 to 4 year, and most have 4 year degrees.

Employer Interviews

How would you rate the availability of workers in this area, on a scale from 1 to 5, with 5 being the best?

Nearly all the employers interviewed cited the difficulty of recruiting and keeping employees. Many used the term “tapped out” to describe present status of the labor pool.

Difficulty

- 3 – We have a hard time finding anyone qualified. It is a big challenge for us.
- 2.5 – We have to try pretty hard to find anything.
- Less than 2. It’s very difficult. We look an hour radius outwards. Affirmative action requirements are also hard to meet in this region, we lack the diversity.
- We are tapped out in this region
- Poor – technicians are getting hard to find, so we have had to increase our wages to keep up. It’s getting to the point where employers in town are stealing employees from each other.
- We have tapped out, we’re outgrowing the local pool.
- At the officer level, it’s not too hard. But at the senior level, it’s difficult for all bank employers. We have seven competitors in the area who we can recruit talent from when they mistreat their employees leading them to look for other options.

Not a major challenge

- I wouldn’t say we are tapped out in this area, at least not for our business.
- It has not been a big issue, most people have been here a long time, over 5 years.

Employer Interviews

What are the hardest jobs for you to fill? Which positions will you need even more of in the future?

The hardest positions to fill depends on the employer. Depending on the company, some find the most senior-level or skilled positions to be the hardest to fill. Many other employers cited that low-level labor or travel intense positions to be the most difficult.

- Our business is primarily agents and customer service, and we struggle to find both.
- The hardest positions for us to recruit are correctional officers and food production. For the nursing positions we are doing okay.
- Skilled positions are not that hard to find employees for. It's the introductory level labor that we struggle – the field staff do hard work, 4 days week with 12 hour days.
- Production positions – we employ about 30-35 of those per year. We're a seven-day full week operation, we need shift work and weekend work which is difficult to fill.
- Bench jewelers. I had to recruit from Beaver Dam to fill this position.
- Senior positions. We've had to recruit from outside the area for those sometimes, like recently from Delavan.
- The positions that are travel heavy – Millennials don't want to move or travel. Also, affirmative action requirements are hard to meet in this region, we lack the diversity.

Employer Interviews

Describe your recruitment process. How easy is it to recruit employees from outside the region? Why? How do you recruit from outside of the region?

About half the employers interviewed were small businesses and relied on word of mouth and local means for recruitment. Strategies for the larger employers and for management positions included head hunting, working with the local schools (such as Moraine Park), job fairs, and the use of ZipRecruiter, Monster, CareerBuilder, etc.

- We have done some head hunting for middle management in the past but it didn't work out - it didn't work with our culture. We find it easier to grow on our own.
- We do recruitment promotion for management positions on the our website. Otherwise, we advertise on a WI recruitment site. We have started a program with Moraine Park for apprenticeships.
- Most workers have been here a long time, over 5 years. We haven't had to do too much recruiting, and word of mouth has mostly sufficed to fill any labor needs. I do have to be careful who I hire because of the merchandise value.
- We are able to recruit unsatisfied talent from our 7 competitors in the area, and we also have an active talent network because of the economic development chair I sit on. It is difficult to recruit senior level talent, and we use one executive search firm.
- It's not as big of an issue as it was back in 2008, but we're not hiring as much now though. Millennials are hard to recruit, they need to be convinced the work will make a difference. Money isn't as important to them. But they have no drive. We use ZipRecruiter, newspapers, Monster, CareerBuilder, Moraine Park and 2 year colleges, job fairs and local radio. Affirmative action requirements are also hard to meet in this region, we lack diversity.

Employer Interviews

How would you rate the productivity of your employees, on a scale from 1 to 5, with 5 being the best?

On average, the employers rated the productivity of their employees quite highly, with 4 being the most frequent rating.

- On our core group a rating of 5. For employees who have been around 1 to 5 years somewhere in the 3 to 4 range.
- Some are 5 and some are like 2 or 3. Those ones are the talkers.
- 4-5, we have very good hard workers. A good core group. They work 50.4 work hours on average, and are gone 50% of the time.
- 4 - It can always be better.
- Medical and clinical staff - 4, we are constantly busy in this area. Correctional staff – 3
- 4 - Looking at how many cars sold or how many cars serviced.
- About a 4.
- 3 to 4 on average.

How would you rate the work ethic of your employees, on a scale from 1 to 5, with 5 being the best?

Nearly all employers rated the work ethic of their employees between a 4 and a 5. Many stakeholders that we talked to pointed out the strong work ethic in this area. Employers frequently cited the changing work trends as the Millennial generation becomes a dominant work force, and the difficulty and perception that they are less motivated or at the very least have different motivations that are being unmet.

- Some are 5 and some are like 2 or 3. Same reasoning as before, those ones are the talkers.
- 4.5 across all offices. Work ethic is changing with millennials. It's not the same.
- 4-5, very good.
- 4-5, for the same reasons as before, a good core group.
- 4 - You will always have a couple people that are not at the five level.
- 4 - It's hard to get 5's.
- 3 to 4 - It depends on the job. It is higher with non-uniform staff.
- The younger the employee often the worse the work ethic. Kids now don't want to work, their parents for them now. They're "coddled". They're good when supervised though. The older the employee the better work ethic.

Employer Interviews

How would you rate the stability of your employees, on a scale from 1 to 5, with 5 being the best? Do you have any issues with turnover, absenteeism rates?

Overall, the employers that we interviewed do not have major issues with the stability of their employees. Some particular companies that hire travel related positions, as well as the correctional institutions, have experienced difficulties with turnover, but they were the exception.

- We have very little turnover here, a lot of tenure in our employees.
- On a statewide-level we have had ongoing issues with turnover in corrections. Wages in the industry have been stagnant.
- We have not had too many issues. Our main concern is retirements. We have a number of employees that have been with us for over 30 years and they are going to be hard to replace.
- There is a churn in our industry. A young guy starts and is fine, but then once he establishes a family he may not want to travel anymore or work 12 hour days.
- There is some absenteeism, on night and weekend shifts in particular.
- Most employees have been here a very long time, over 5 years.
- We don't have many issues. Mostly just retirements. Our average tenure is about 8 years currently, and some people have been here over 40 years which brings that number up quite a bit.
- Very good - freshman stay with us to graduation. They often come back during the Christmas season too to work part time. Our employees are loyal, and we reward them with Christmas parties and bonuses. The pay is very good, \$10.50 in this region to attract talent.
- We were doing very well until December, when we lost 4 guys. Most turnover issues due to how much travel the job demands. It physically demanding too. We've had 3 guys leave and come back though, and we always welcome people to return if the reason they left was to try to pursue career goals.

Employer Interviews

Do you currently work with any local educational institutions on training programs or do you primarily train in-house?

Some employers currently do their own training in-house, and many mentioned having tried to promote themselves in local schools through career fairs. While many employers stated throughout the interview that they have problems with the available labor pool, it does not appear to be due to local training options available.

- We have a training center in our central office in Madison and they either bring the training here or we send people there to get trained. We also train the inmates on maintenance, so that they can do certain jobs within the prison.
- We actually held a job fair here just this past week - for high schoolers. We invited all the schools in the area.
- We have been involved in career fairs in high schools, we usually set up a few applicants. We used to do tours but now security and food safety is such a big issue, we're no longer sure how to do tours.
- Mostly in-house training and some online training. Banking is highly regulated.

Do you have current training needs that are unavailable locally?

None of the employers interviewed specified any training needs that the region was not able to provide, with many highlighting the good work Moraine Park does. However, employers did note that general community engagement and support of existing schools and businesses would help strengthen the talent available in the region.

Employer Interviews

Below is a word cloud depicting the positive perceptions of the community, as identified by employers. The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

The positive perceptions most frequently noted include the small town feel of the city and its sense of community, its market access and proximity to larger metro areas, and its school system, church services, and local government. Also highly noted were the family values, low crime and recreation available.

POSITIVE PERCEPTIONS OF THE COMMUNITY



Employer Interviews

Below is a word clouds depicting the negative perceptions of the community, as identified by employers. The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

Some of the negative perceptions that were most frequently mentioned included lack of retail, too small of a town, labor shortages, negative perceptions of the community by the community and an unengaged community. Also noted was the perception of the city as being only a prison city.

NEGATIVE PERCEPTIONS OF THE COMMUNITY:



Employer Interviews

Costs of Doing Business in the Region

In general, costs in Waupun seem to be low-to-competitive. Costs of labor were noted to be low, as were utilities. Taxes were seen as positive as well, with employers noting that not only were the taxes competitive in the region, but they also paid for an outstanding fire and police department. Most employers agreed that the region was a very good place to do business from a costs standpoint.

Labor

- Average for the region.
- Wages in our industry have been stagnant.
- Wages here are similar to our other location.
- On the lower side.
- We pay much higher than minimum wage in this region, \$10.50. I really hope there is no federal increase on minimum wage or it will hurt us a lot.

Utilities

- We have our own utilities here.
- Utilities are more expensive at our other location.
- We have our own well here and treatment facility.
- Electricity and water are sort of expensive.
- We're pretty competitive.

Taxes

- Reasonable.
- Taxes are very favorable here.
- Our taxes pay for a great police and fire department.
- Not bad compared to Randolph, Beaver Dam. Pretty good here.
- Average
- Taxes are higher at our other location.

Occupancy

- No issues.

Distribution

- The costs are high due to the remote location - but we do have a distribution center in Mayville.

General

- Cost of living is much lower.
- It's typically economical to exist here as a business.
- We have a good working relationship with DNR. WI is a good place for business in agriculture.
- The basics are all good here.
- Costs here compared to Green Lake location are fairly comparable. Obviously the closer you get to the lake the higher there. This location is larger and still costs about the same.
- Costs are very good overall, we have good leadership, with a full time mayor now which is a thankless job.

Employer Interviews

Have you had any regulatory or permitting issues at the state-level?

Most employers had no complaints about state-level regulatory issues, and the ones who did only mentioned small issues. One employer noted that Wisconsin's overall business climate is better than Illinois' currently.

- There are many banking industry regulations, but most of them are on the federal level. There are some delays specific to state regulations.
- Only some issues relating to the buildings, state building codes.
- Easier since prevailing wage. We would much rather be doing business here in Wisconsin than in Illinois.

Have you had any regulatory or permitting issues at the local-level?

Only one of the employers interviewed noted an issue with local-level regulations, and noted that it was a singular issue. In fact, most of the employers offered nothing but praise when it came to the local-level, and believed the ease of business with local government to be an asset to them.

- Local regulations are fairly easy, because everyone on this level has the same goal.
- Local level is very good because of the personal relationships I've developed. It's all about personal relationships.
- We are in Dodge County - they fought us on some expansion. Since then, they have re-zoned the land around us. That has been our only issue.

Employer Interviews

Do you know of or have you taken advantage of any state incentives?

Companies were aware generally unaware of any state incentives, or had decided that none of them applied to their business. One mentioned pursuing energy incentives for its corporate goals.

- We focus on the energy program - generators. We have a corporate energy goal.
- We looked into credits for hiring, but it didn't end up applying to what we were doing. We've taken advantage of federal incentives, but not really state.

Do you know of or have you taken advantage of any local incentives?

Similarly, companies seemed unaware of any incentives that may be available at the county and local level. One had taken advantage of an incentive in the past, but could not remember any of the specifics about it. There was not a high awareness of these programs.

- We don't know of any, not within the city limits. Tax benefits would be good, like tax abatements.
- At some point yes, a long time ago. Some program where I borrowed half and paid half up front.

Employer Interviews

What industry, types of businesses or specific companies do you think would be a good fit for the region? Why?

Manufacturing and transportation/distribution were the two of the most frequently mentioned industries that could be a good fit for Waupun, with many employers mentioning the location of the region between the larger metro areas of Madison, Beaver Dam and Fond Du Lac and its rail access as a competitive advantage. Nearly every employer mentioned their desire for more retail options in the region, with particular note for the need of restaurants and grocery stores in the city. Many made specific mention to the potential for businesses at the industrial park. Tourism opportunities came up frequently as well.

A word cloud of industry and business types mentioned by employers. The words are arranged in a roughly rectangular shape, with 'industrial-park' being the largest and most prominent word. Other large words include 'restaurants', 'retail', 'manufacturing', 'grocery', 'distribution', 'tourism', and 'transportation'. Smaller words include 'work-release', 'material-goods', and 'hospitality'. The colors of the words vary, including shades of purple, orange, red, green, and brown.

manufacturing grocery
tourism distribution restaurants
transportation industrial-park
work-release material-goods
hospitality retail

Employer Interviews

If the city could do one thing different to help existing businesses, what would it be?

Employers had a number of suggestions to help existing businesses in the community. One of the most frequent things mentioned by employers was to encourage the community to buy and shop locally. This came up in a number of the questions during our interviews; local businesses don't feel supported by the community. It seems that many locals, including city government shop outside of town, which takes money out of the local economy. Helping attract and recruit talent to the region was another frequent suggestion. Employers largely agreed that the local area was great to work with, but they could always do more.

- Promote doing business locally and supplying locally.
- Try to support their own by buying locally and staying in town as much as they can to keep the money here.
- We would like to see more incentives. It seems like they are more willing to help the new guy in town than the ones that have been here all along.
- Partner with us. Help educate us owners on talent attraction - how to bring in people, and how to reach younger generations.
- People don't realize our plant is here and how big it is. Build a better relationship and get our name in to the community.
- The people living in an around here need to support local businesses more, shop more locally. Any time the community needs business participating they come to us, it would be nice if they would return the favor by supporting and shopping here in return. It's a give and take.
- Mostly just don't create roadblocks. Don't hinder us.
- My needs have always been met, the community has been very good to me. But we could always use more funding to put in new stores. I pay my dues to the Chamber and they never help with anything. At economic development meetings they know this but they're inactive.
- You have to cross highway to get to the industrial park, which creates delivery issues. Creating a connection would help.
- Help us find employees, and promote within schools.

Stakeholder Input



Stakeholder Input Session

Overview

Ady Advantage held a stakeholder session on February 15, 2017. The purpose of this stakeholder meeting was to discuss the project process with the community, as well as gain their input on a number of topics related to living and working in Waupun and the region. Each stakeholder filled out a sheet containing the following seven questions, of which the responses are analyzed on the following pages:

1. Imagine you are a company executive from outside of the region, looking to relocate or expand your current business. What would you want to know about Waupun? (Note: Responses to this question are not reported, as the purpose of the question was to get stakeholders thinking about business environment).
2. How does Waupun compare relative to the greater region in which it is located?
3. How has the Waupun evolved in the last decade?
4. What are Waupun's greatest economic assets? Why?
5. What are the biggest opportunities for growth in Waupun?
6. What are the biggest challenges currently facing Waupun?
7. What industries or clusters do you think Waupun is, or could be competitive in?

Stakeholder Input Session

Attendees

Contact	Organization	Role
Andrew Anderson	AmericInn Hotel	General Manager
Charlene Becker	Waupun Area Chamber of Commerce	Director
Kim Bresser	City of Waupun	Connect Communities Coordinator
Tonya Gubin	Waupun Area School District	Superintendent
Sue Haefemeyer	Waupun Fine Arts / Waupun Festivals	Board Member
Steve Jenkins	FCEDC	President
Pete Kaczmarski	City of Waupun	Aldersperson
Michelle Kast	City of Waupun	Executive Assistant
Mike Matoushek	City of Waupun	Aldersperson
Craig Molitor	Fond du Lac Area Convention & Visitor's Bureau	President
Ryan Mulder	WARP (Waupun Area Recreation Project)	President
Julie Nickel	City of Waupun	Mayor
Mary Parodo	SAGE Marketing	Owner
Lisa Pauly	Fond du Lac Area Convention & Visitor's Bureau	Director of Operations
Kathy Schlieve	City of Waupun	City Administrator/Economic Development

Stakeholder Input Session

How does Waupun compare relative to the greater region in which it is located?

Stakeholders had much to say about what they think sets Waupun apart from the greater region, with the most of the factors being positive. The small town feel, low crime, strong values were cited as strengths. The healthcare system, school system and fire and police departments were mentioned as major assets. The city's economic clout, as well as proximity and ease of travel to larger metro areas and amenities were also cited as positives. Some negative comparisons to the greater region included the perception of the community as too conservative and resistant to change or grow, with very little diversity. A large concern was the young and talented seeing no opportunity or reason to stay in the city. The city was also seen as far too dependent on the prisons, with not enough diversification in the economy, as well as having a struggling retail industry with little shopping available.

Positive	Negative
<p>Perception</p> <ul style="list-style-type: none"> • Heading in the right direction • Small town feel • Strong cultural religious values • Safe, quiet and low crime <p>Economic</p> <ul style="list-style-type: none"> • Regional economic hub • Close enough to have large city amenities • Ease of access in travel • Utilities are affordable <p>Community</p> <ul style="list-style-type: none"> • Responsive city government • Great healthcare • Great school system • Great public services, fire and police departments 	<p>Perception</p> <ul style="list-style-type: none"> • Internal perception in community is negative • Small and doesn't have anything to offer • Ultra conservative • Reluctance to grow, resists change • Less diversity here • Youth wants to be elsewhere, see no opportunity here <p>Economic</p> <ul style="list-style-type: none"> • Economy is too dependent on prisons, no diversification • Little retail to offer, no shopping available

Stakeholder Input Session

How has Waupun evolved in the last decade?

Stakeholders identified a number of areas that they've seen positive change in their region, while also acknowledging a number of areas they have seen no growth or a negative change. Stakeholders largely agreed the city has made slow but steady progress, both economically and socially. The city of Waupun is viewed as a regional economic hub, and the sports and recreation industry is growing. The community also has seen more diversity and improving relationships between its communities. Stakeholders frequently mentioned the pioneering school initiatives and businesses being open on Sundays as great changes. However, stakeholders almost unanimously cited the continuing perception challenges the city faces, saying it is still seen as conservative, resistant to change, and as a prison only city. Loss of young talent was also a major concern, and the reality that many people come to Waupun to work, but not to live. Some economic challenges cited include the threat from mega-farms to small local farmers, the substantial loss of retail options, and the lack of customer loyalty to the businesses that do remain.

Positive Change	Negative Change
<p>Economic</p> <ul style="list-style-type: none"> • While slow, there has been noticeable steady growth. • City has retained its edge as an economic hub of the greater region. • Sports and recreation industry is growing, baseball complex a great tourism draw. <p>Perception & Other</p> <ul style="list-style-type: none"> • Slowly becoming more progressive, business open on Sundays now. • School initiatives and increased collaboration. • More diversity and a growing Hispanic population. • Public and religious school relationships have improved. 	<p>Economic</p> <ul style="list-style-type: none"> • Increasing threat from mega-farms • Substantial loss of retail, especially on the west end. No grocery stores or restaurants • Few shopping options and little customer loyalty. People leave to Fond Du Lac or Beaver Dam to shop. • Local control is not here. <p>Perception & Other</p> <ul style="list-style-type: none"> • Still seen as only a prison city. • Conservative image, community that resists change. • Loss of young talent, graduates leaving the area. • Internal negative perception within community of itself. • People will commute to the city for work but not live there

Stakeholder Input Session

What are the biggest opportunities for growth in Waupun?

Stakeholders see the biggest opportunity for the region as being in the agriculture industry, with citing similar opportunities within this industry, such as farm-to-table, value-added, niche crops and agri-tourism. However, stakeholders clearly recognized the need for more than just agriculture, as one of the other most cited words was “diversifying”. Some prominent opportunities seen by stakeholders include tourism, manufacturing, healthcare, downtown developments, niche business and restaurants.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

Stakeholder Input Session

What are the biggest challenges currently facing Waupun?

The biggest challenges for the city right now seem to be talent retention, community engagement and perception of the city. Talent retention showed up in retaining graduates, kids leaving, and also succession plans, in that the children are not staying to inherit the business of the parents. Perception came up in many ways, with stakeholders most prominently citing it being seen as a prison city, but also in other qualities such as resists change, no identity, and no direction. Stakeholders also frequently cited a lack of official communication, and that there was a lack of community engagement which could be a result of this.



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

Stakeholder Input Session

What industries or clusters do you think Waupun is, or could be competitive in?

Stakeholders mentioned similar industries to Question 4 related to Waupun's greatest economic assets, with agri-business, agriculture and agri-technology high-tech agriculture showing up prominently. Manufacturing and tourism also came up very frequently and had been cited in Question 4. There was agreement among stakeholders that distribution could be an industry in which the city could be competitive. Some industries were more focused on tourism and recreation, such as art and baseball.



Agribusiness Focus Group



Agribusiness Focus Group

Overview

Ady Advantage held an agribusiness focus group on February 15, 2017, following the stakeholder input session. The purpose of this focus group was to gain insight from the people who work in the agribusiness industry as to the assets and advantages in the region, as well as the challenges and how best to address them to help the industry succeed. The following pages focus on the highlights of the discussion.

Attendees

Contact	Organization	Role
Bill Bruins	Homeland Dairy	Owner
Frank Klapper	Ballweg Implement	Manager
Greg Kast	Waupun Equipment	Sales Manager, Dealer Principal
Al Martens	Waupun Veterinary Service	Owner
Anila Martens	Marten's Farm & Home	Owner
Mike Martens	Marten's Farm & Home	Owner
Jerome Meyer	East Central Select Sires	General Manager
Miley VandeZande	Insight FS	Former Owner/GM

Agribusiness Focus Group

Waupun's assets to support agribusiness

Tight-knit local network

Focus group attendees unanimously agreed that the tight local network in the region was an asset to the agribusiness. As one participant put it: "You can go a couple of miles and get everything you need. Nutrition, feedstocks, etc. All the way from inputs to processing. Everything is here."

Waupun's location

The region's location was seen as an asset as well. Many attendees also noted the crucial highway structure, allowing them to leverage their location and have cost advantages of transportation. For example, higher profits can be made on dairy products due to the proximity to the plants.

People

The people within the community seem to have a small farm attitude and a Midwest work ethic, both of which were seen as positive.

Natural resources

Many participants specifically mentioned the rich farm land, going so far as to say the region had the best soil, as well as saying that there was plenty of ground water available. Some mentioned how they could irrigate if they need to, but that the climate here allows them to not have to do so.

Agribusiness Focus Group

Opportunities to grow agribusiness in Waupun

A number of opportunities were discussed by the focus group attendees. Value-added dairy products were seen as a prime opportunity: cheese, bottled milk, as well as more niche products like ice cream, bleu cheese and Greek yogurt.

Many attendees also saw the need to diversify the livestock and agriculture crops in the region, and the opportunities that lay within doing so. It was mentioned that a bean processing plant had been looking at the region for business, and the region's strong soybean presence.

Some attendees also saw room for growth in machinery manufacturing.

Challenges to growing agribusiness in Waupun

Focus group attendees recognized the dependency on dairy and beef farms to be a threat to agribusiness in the region. The region may struggle as these dairy companies continue to consolidate and change. The rapid disappearance of small, family-run farms was seen as perhaps the biggest threat to agribusiness in Waupun. This threat seems to be stemming from two factors, one internal and one external. Internally, the new generation is not interested in running a small farm any longer. You are "married" to the farm and you can't have a family life, and young people today just don't want a life like that. Externally, there is growing threat from mega-farms moving further in to the region and putting small family run farms out of business.

Succession planning was seen as a serious and always looming issue for sustaining family run farms and businesses.

There was also a recognition that even though the economy and health of the region is sustained by the agriculture industry, the people of Waupun have not embraced the industry. There is a perception that people who work or study agriculture are "the dumb kids." The community needs to better support this industry.

SECTION 5: TARGET INDUSTRY ANALYSIS



SECTION 5: TARGET INDUSTRY ANALYSIS

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Economic Base Analysis



Economic Base Analysis

Methodology and Purpose

To identify the region's economic drivers, data on industry concentration and historic growth were gathered for several specific industry clusters; the data covered two regions. The region referred to as the Core Region includes Fond du Lac County and Dodge County. The region referred to as the Greater Region includes Fond du Lac County and Dodge County, but also Green Lake, Washington and Winnebago counties.

The clusters are defined by the North American Industry Classification System (NAICS) and the data for this analysis was licensed from Economic Modeling Systems Inc. (EMSI). Note that while EMSI provides information on industries and their impact on the local economy, it does not include identities of specific firms. Additional information about EMSI's data and how its used for economic development are provided below.

- EMSI Information on Data Descriptions and Sources: <http://www.economicmodeling.com/data/usa-data/>
- EMSI for Economic Development: <http://www.economicmodeling.com/our-clients/emsi-for-economic-developers/>

Our methodology focuses on industry size (measured by number of employees), industry growth or contraction (measured by historic change in employment from 2012 to 2016), industry concentration, as well as wages by industry. We used the most recent five-year period for the historical analysis.

Industry concentration is measured using a location quotient methodology. A location quotient measures the presence of industry employment within a specific region compared to national averages. For example, if a region has a location quotient of 1.25 this means the industry's share of regional employment is 25% higher than would be expected based on the industry's share of national employment.

Economic Base Analysis

Results Presented on Graphs

The various bubble charts, shown on the following pages, graphically show this first-level industry analysis for both the core region and the greater region (five-county region). The same analytical and graphical approach is used throughout this target industry analysis to help visually show the various industries at increasingly granular levels of analysis (e.g., from a 2-digit level up to and including a 6-digit analysis).

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

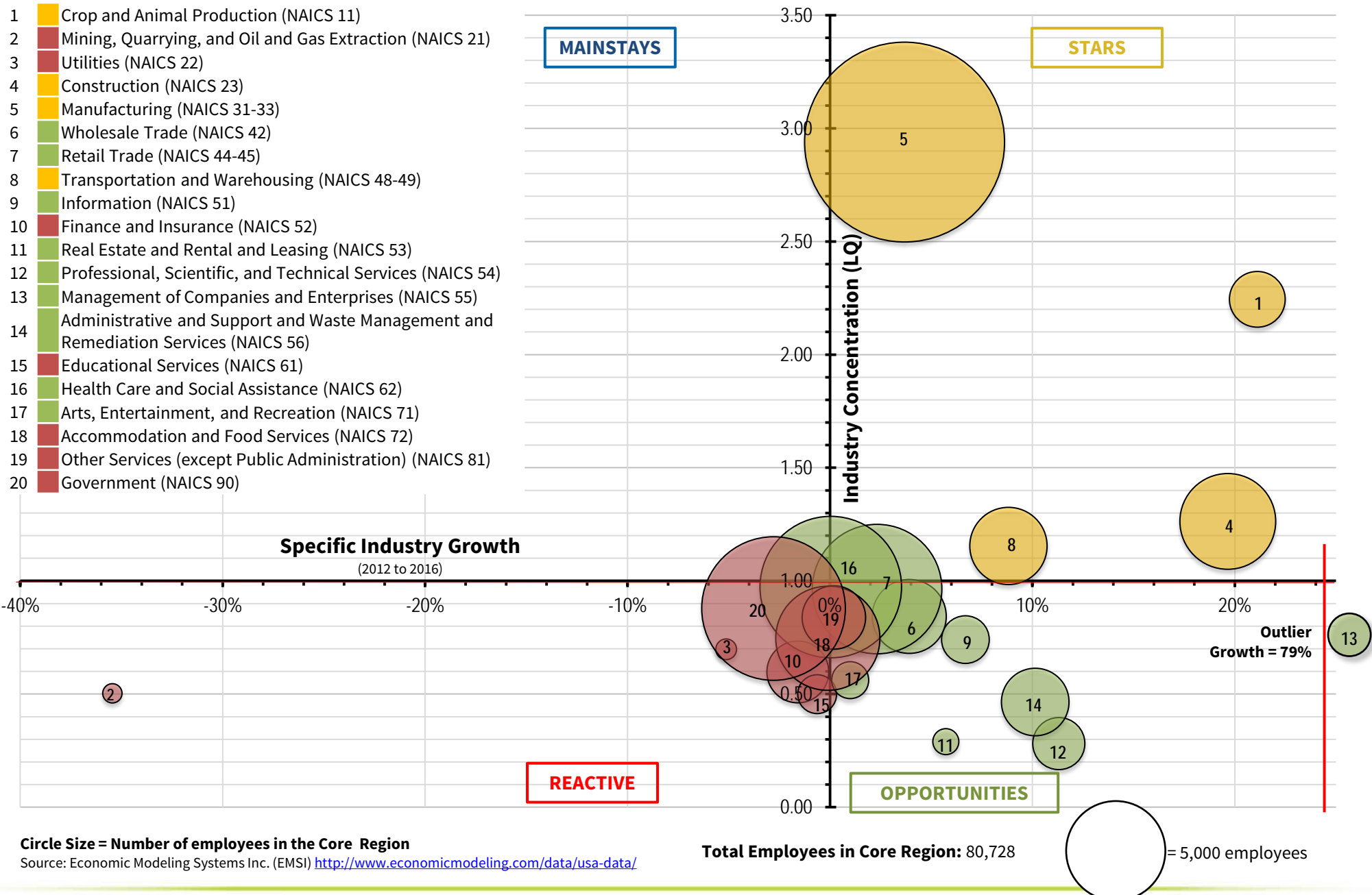
The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

- *Stars (Gold)*: Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- *Mainstays (Blue)*: Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- *Opportunities (Green)*: Positive Growth / Below Average Concentration: These industries have been growing, but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- *Reactive (Red)*: Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.

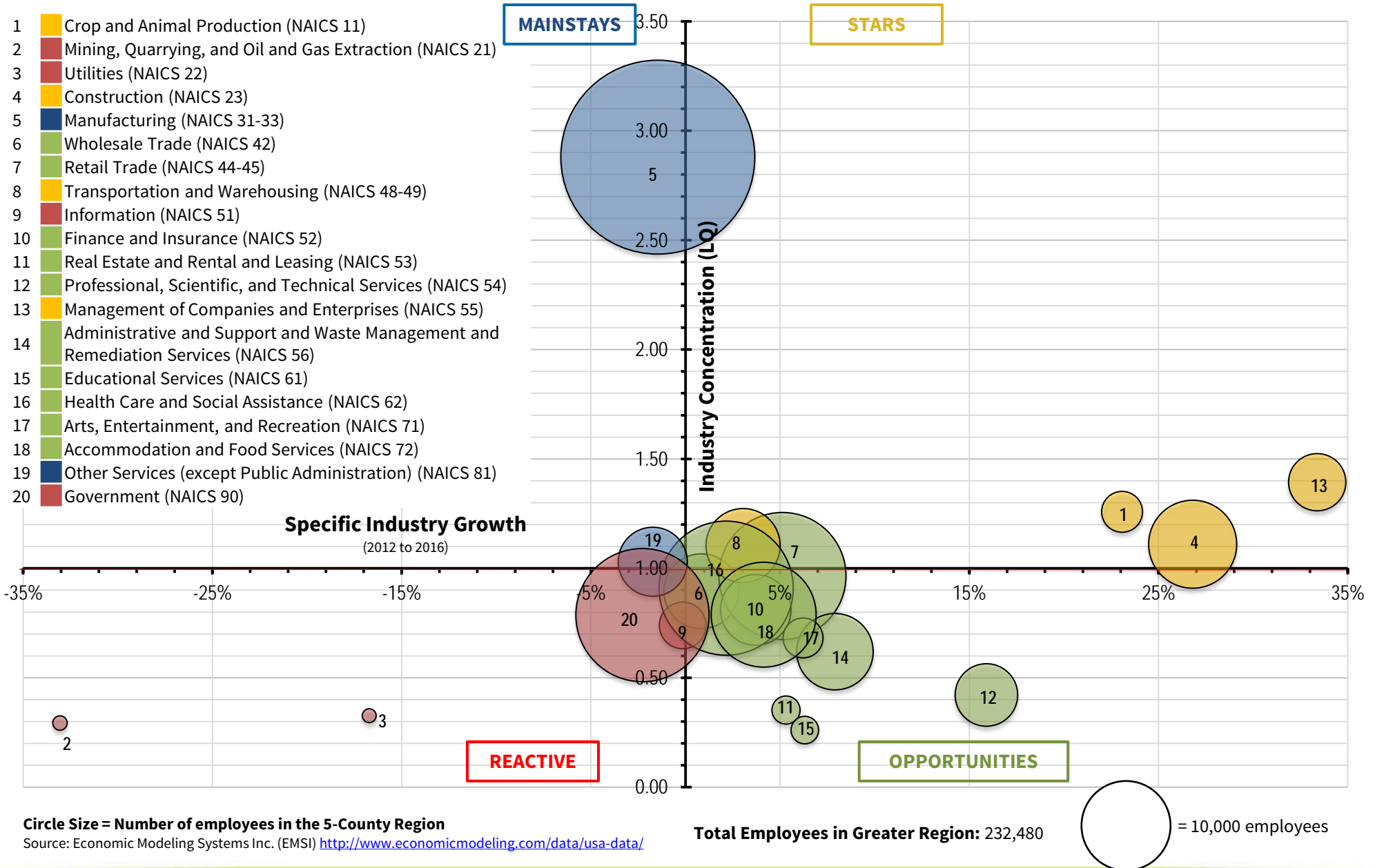
Economic Base Analysis: Regional

Graph 5.1: Core Region Industry Analysis: Fond du Lac County and Dodge County



Economic Base Analysis: Regional

Graph 5.2: Greater Region Industry Analysis: Fond du Lac County, Dodge County, Green Lake County, Washington County, and Winnebago County



Economic Base Analysis: Comparisons

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Total All Industries	80,728	232,480	-	-
Crop and Animal Production (NAICS 11)	1,612	2,603	2.24	1.26
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	193	324	0.50	0.29
Utilities (NAICS 22)	222	299	0.70	0.33
Construction (NAICS 23)	4,761	12,054	1.26	1.11
Manufacturing (NAICS 31-33)	20,737	58,501	2.94	2.88
Wholesale Trade (NAICS 42)	2,839	8,684	0.84	0.90
Retail Trade (NAICS 44-45)	8,707	25,108	0.96	0.97
Transportation and Warehousing (NAICS 48-49)	3,098	8,534	1.15	1.10
Information (NAICS 51)	1,180	3,391	0.74	0.74
Finance and Insurance (NAICS 52)	1,982	7,738	0.60	0.81
Real Estate and Rental and Leasing (NAICS 53)	351	1,229	0.29	0.35
Professional, Scientific, and Technical Services (NAICS 54)	1,408	6,078	0.28	0.42
Management of Companies and Enterprises (NAICS 55)	964	5,094	0.76	1.39
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	2,368	9,083	0.46	0.62
Educational Services (NAICS 61)	785	1,180	0.50	0.26
Health Care and Social Assistance (NAICS 62)	10,392	27,978	0.97	0.91
Arts, Entertainment, and Recreation (NAICS 71)	708	2,479	0.56	0.68
Accommodation and Food Services (NAICS 72)	5,628	17,115	0.75	0.79
Other Services (except Public Administration) (NAICS 81)	2,090	7,398	0.84	1.03
Government (NAICS 90)	10,705	27,610	0.88	0.79

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region LQ > than Greater Region (by ≥ 0.2)

Core Region LQ < than Greater Region (by ≥ 0.2)

Core Region LQ and Greater Region LQ are not significantly different

Economic Base Analysis : Comparisons

Comparison of Industry Concentration

There are some marked differences in concentration between the core region and the greater region. It is instructive to examine these differences because it helps indicate how Waupun may fit within the larger region. Note: clusters where the core region is more highly concentrated are highlighted in green.

Manufacturing (NAICS 31-33) has the highest location quotient (LQ) of all the industries in the core region (at a 2-digit NAICS code level) with an LQ of 2.94. The greater region is also significantly concentrated in this industry. The other industries in which the core region is significantly more concentrated than the U.S. average (> 1.2) are Crop and Animal Production (NAICS 11) and Construction (NAICS 23).

It should be noted that the five county region has a significantly higher concentration than the core region in the following industries:

- Finance and Insurance (NAICS 52)
- Management of Companies and Enterprises (NAICS 55)
- Other Services (except Public Administration) (NAICS 81)

Economic Base Analysis: Comparisons

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Total Industry (Average Wage)	\$42,314	\$45,163	\$45,590	\$53,129
Crop and Animal Production (NAICS 11)	\$33,329	\$32,285	\$33,433	\$32,654
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	\$58,395	\$65,094	\$57,594	\$101,848
Utilities (NAICS 22)	\$85,603	\$89,614	\$95,907	\$101,734
Construction (NAICS 23)	\$63,141	\$59,595	\$58,197	\$57,820
Manufacturing (NAICS 31-33)	\$52,224	\$56,451	\$55,294	\$64,386
Wholesale Trade (NAICS 42)	\$49,766	\$54,499	\$62,761	\$73,327
Retail Trade (NAICS 44-45)	\$24,993	\$24,599	\$25,771	\$30,079
Transportation and Warehousing (NAICS 48-49)	\$42,329	\$43,426	\$41,196	\$50,188
Information (NAICS 51)	\$39,760	\$50,629	\$68,462	\$96,924
Finance and Insurance (NAICS 52)	\$50,896	\$62,144	\$71,578	\$100,063
Real Estate and Rental and Leasing (NAICS 53)	\$28,670	\$31,864	\$39,161	\$54,224
Professional, Scientific, and Technical Services (NAICS 54)	\$54,963	\$61,668	\$68,839	\$90,010
Management of Companies and Enterprises (NAICS 55)	\$85,163	\$114,772	\$94,864	\$115,285
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	\$28,102	\$35,087	\$28,933	\$37,574
Educational Services (NAICS 61)	\$39,281	\$31,277	\$48,197	\$48,257
Health Care and Social Assistance (NAICS 62)	\$44,499	\$45,005	\$45,670	\$47,562
Arts, Entertainment, and Recreation (NAICS 71)	\$14,080	\$16,264	\$26,767	\$36,261
Accommodation and Food Services (NAICS 72)	\$12,096	\$12,604	\$14,444	\$19,683
Other Services (except Public Administration) (NAICS 81)	\$24,112	\$23,502	\$27,609	\$35,464
Government (NAICS 90)	\$42,298	\$43,077	\$46,310	\$53,590

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only

Economic Base Analysis: Comparisons

Comparison of Industry Wages

For a majority of industries, the core region's wages are lower when compared to the greater region, the Wisconsin average and the national average (*highlighted in red*).

The only one industry in which the core region's wages are higher than the five-county region, Wisconsin and U.S. wages is Construction (NAICS 23)

When we compare only the core region against the greater region, there are three industries in which the core region has higher wages (*highlighted in yellow*):

- Retail Trade (NAICS 44-45)
- Educational Services (NAICS 61)
- Other Services (except Public Administration) (NAICS 81)

There also may be opportunities in those industries in which the core region is on par or has lower wages in comparison. Lower wages can be used to attract new businesses, which in theory creates more demand for those workers resulting in increased wages over time.

Economic Base Analysis: Comparisons

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Total All Industries	4%	3%	3%	3%	7%	6%
Crop and Animal Production (NAICS 11)	21%	14%	23%	14%	5%	4%
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)	(35%)	(26%)	(33%)	(12%)	(16%)	6%
Utilities (NAICS 22)	(5%)	5%	(17%)	(0%)	1%	6%
Construction (NAICS 23)	20%	7%	27%	9%	18%	5%
Manufacturing (NAICS 31-33)	4%	3%	(1%)	0%	3%	3%
Wholesale Trade (NAICS 42)	4%	5%	1%	4%	4%	4%
Retail Trade (NAICS 44-45)	2%	1%	5%	4%	6%	4%
Transportation and Warehousing (NAICS 48-49)	9%	6%	3%	2%	13%	7%
Information (NAICS 51)	7%	3%	(0%)	2%	4%	2%
Finance and Insurance (NAICS 52)	(2%)	0%	4%	4%	4%	4%
Real Estate and Rental and Leasing (NAICS 53)	6%	3%	5%	4%	9%	5%
Professional, Scientific, and Technical Services (NAICS 54)	11%	5%	16%	9%	11%	9%
Management of Companies and Enterprises (NAICS 55)	79%	19%	33%	12%	11%	8%
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	10%	9%	8%	7%	11%	8%
Educational Services (NAICS 61)	(1%)	2%	6%	6%	5%	8%
Health Care and Social Assistance (NAICS 62)	0%	5%	2%	5%	11%	10%
Arts, Entertainment, and Recreation (NAICS 71)	1%	(2%)	6%	3%	11%	8%
Accommodation and Food Services (NAICS 72)	(0%)	(2%)	4%	1%	12%	7%
Other Services (except Public Administration) (NAICS 81)	0%	1%	(2%)	0%	(4%)	4%
Government (NAICS 90)	(3%)	(1%)	(2%)	(1%)	1%	1%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Industry growth greater than or equal to five percent in the respective region and time frame.
 Industry growth is less than or equal to negative five percent in the respective region and time frame.

Economic Base Analysis: Comparisons

Comparison of Industry Growth

Looking at growth by industry cluster provides some indication of potential strengths of an industry in the region, at the state level, as well as at the national level. Growth was examined by looking at both the previous five-year period (2012-2016), as well as the projected five-year growth (2016-2020). In order to see where the growth is happening, the cells of the table were highlighted green where growth was greater than or equal to five percent in the respective period and was highlighted red where growth was less than or equal to negative five percent.

Those industries that have experienced and will experience growth of over five percent in all regions include (*whole row highlighted green*):

- Construction (NAICS 23)
- Professional, Scientific, and Technical Services (NAICS 54)
- Management of Companies and Enterprises (NAICS 55)
- Administrative and Support and Waste Management and Remediation Services (NAICS 56)

There were only two industries that experienced a significant decline in both the core region and the greater region in the past five years.

- Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)
- Utilities (NAICS 22)

While Mining, Quarrying, and Oil and Gas Extraction (NAICS 21) is expected to continue to decline in the region, utilities are expected to grow significantly in the region in the next five years.

Economic Base Analysis: Comparisons

In order to narrow down the list of industries for further analysis at the two-digit level, we created a screening process. This process takes into account the growth and concentration (chart quadrant), the stakeholder input from the on-site visit. The industries highlighted in green will be explored further in the following section.

Industry	Core Region Chart Quadrant	Greater Region Chart Quadrant	Stakeholder Input	Include in further analysis? Comments
Crop and Animal Production (NAICS 11)	Star	Star	Yes	Yes. This industry may present additional raw material, value-added opportunities in Waupun.
Mining, Quarrying, and Oil and Gas Extraction (NAICS 21)*	Reactive	Reactive	No	No. This is declining industry in both the core and greater region.
Utilities (NAICS 22)	Reactive	Reactive	No	No. This is not an industry to recruit.
Construction (NAICS 23)	Star	Star	No	No. This industry tends to lag/follow the economy.
Manufacturing (NAICS 31-33)	Star	Mainstay	Yes	Yes. Manufacturing has a large presence and history in the region. This industry can provide jobs and investment.
Wholesale Trade (NAICS 42)	Opportunity	Opportunity	No	Yes. This will be examined to determine if there are distribution and/or manufacturing opportunities in the region.
Retail Trade (NAICS 44-45)	Opportunity	Opportunity	Yes	No. This industry is not a focus of our research; however, we can provide this data to the FCVCB for their tourism research.
Transportation and Warehousing (NAICS 48-49)	Star	Star	Yes	Yes. This industry is growing in both the core and greater regions and was mentioned frequently by stakeholders as a potential opportunity.
Information (NAICS 51)	Opportunity	Reactive	No	No. Growth in the region is only attributed to two subsectors, which tend to follow/lag the economy (Motion Picture Theaters and Wired Telecommunications Carriers)

Economic Base Analysis: Comparisons

Industry	Core Region Chart Quadrant	Greater Region Chart Quadrant	Stakeholder Input	Include in further analysis? Comments
Finance and Insurance (NAICS 52)	Reactive	Opportunity	No	No. This industry tends to lag/follow the economy and the market in Waupun may be over-saturated according to stakeholders.
Real Estate and Rental and Leasing (NAICS 53)	Opportunity	Opportunity	No	No. This industry tends to lag/follow the economy.
Professional, Scientific, and Technical Services (NAICS 54)	Opportunity	Opportunity	Yes	Yes. This is a growing industry in both the core and greater regions. Stakeholder suggested that a number of services are currently lacking in Waupun.
Management of Companies and Enterprises (NAICS 55)	Opportunity	Star	No	No. This industry tends to lag/follow the economy.
Administrative and Support and Waste Management and Remediation Services (NAICS 56)	Opportunity	Opportunity	No	No. The growth in this industry is coming from two main subsectors, both of which tend to lag/follow the economy.
Educational Services (NAICS 61)	Reactive	Opportunity	No	No. This is not an industry to recruit.
Health Care and Social Assistance (NAICS 62)	Opportunity	Opportunity	No	No. This industry tends to lag/follow the economy.
Arts, Entertainment, and Recreation (NAICS 71)	Opportunity	Opportunity	Yes	No. This industry is majorly consumer-driven and is not a focus of this research; however, we can provide this data to the FCVCB for their tourism research.
Accommodation and Food Services (NAICS 72)	Reactive	Opportunity	Yes	No. This industry is majorly consumer-driven and is not a focus of this research; however, we can provide this data to the FCVCB for their tourism research.
Other Services (except Public Administration) (NAICS 81)	Reactive	Mainstay	No	No. The types of services in this category will be driven by the population.
Government (NAICS 90)	Reactive	Reactive	No	No. This is not an industry to recruit.

Target Industry Identification Analysis



Target Industry Analysis - Overview

Overview

The following target industry analysis follows the same format as the analysis in the previous section. However, this section focuses on the industries identified in the screening of the 2-digit NAICS code industry analysis. In order to determine which specific industries drive the region's economy, a 4-to-6-digit NAICS code analysis was conducted on the following industries.

- Crop and Animal Production (NAICS 11)
- Manufacturing (NAICS 31-33)
- Wholesale (NAICS 42)
- Transportation and Warehousing (NAICS 48-49)
- Professional, Scientific and Technical Services (NAICS 54)

As stated above, this analysis will show, for example, which sub-industries within manufacturing are driving the overall industry, which are growing opportunities, and which are declining. This exercise helps provide a deeper understanding of the region and identify possible niche markets, allowing us to more accurately recommend the industries that are the best fit for the City of Waupun.

Target Industry Analysis - Methodology

Methodology and Purpose

To identify the region's economic drivers, data on industry concentration and historic growth were gathered for several specific industry clusters; the data covered two regions. The region referred to as the Core Region includes Fond du Lac County and Dodge County. The region referred to as the Greater Region includes Fond du Lac County and Dodge County, but also Green Lake, Washington and Winnebago counties.

The clusters are defined by the North American Industry Classification System (NAICS) and the data for this analysis was licensed from Economic Modeling Systems Inc. (EMSI). Note that while EMSI provides information on industries and their impact on the local economy, it does not include identities of specific firms. Additional information about EMSI's data and how its used for economic development are provided below.

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Our methodology focuses on industry size (measured by number of employees), industry growth or contraction (measured by historic change in employment from 2012 to 2016), industry concentration, as well as wages by industry. We used the most recent five-year period for the historical analysis.

Industry concentration is measured using a location quotient methodology. A location quotient measures the presence of industry employment within a specific region compared to national averages. For example, if a region has a location quotient of 1.25 this means the industry's share of regional employment is 25% higher than would be expected based on the industry's share of national employment.

Target Industry Analysis - Methodology

Results Presented on Graphs

The various bubble charts, shown on the following pages, graphically show this first-level industry analysis for both the core region and the greater region (five-county region). The same analytical and graphical approach is used throughout this target industry analysis to help visually show the various industries at increasingly granular levels of analysis (e.g., from a 2-digit level up to and including a 6-digit analysis).

In each graph, the X-axis is the historic growth or contraction by industry over time; the Y-axis identifies the industry location quotient, and the size of the industry cluster circle represents the number of employees in the region.

The graph breaks into four quadrants, split by industries above and below 0% growth, and those above and below average concentration (LQ = 1.0). The four quadrants reflect four general approaches to the industries, which we use as a starting point and then adjust based on the specific dynamics within a client's region as well as our experience in conducting similar analyses in many diverse regions.

The general approaches to each of the four quadrants are as follows:

- Stars (Gold): Positive Growth / Above Average Concentration: Industries that currently drive the economy. They have been positive contributors to economic growth and there is a high-level of existing specialization and economic infrastructure; therefore, the region is likely competitive in those industries. These industries are often ideal targets for growing existing industry and attracting new industry.
- Mainstays (Blue): Negative Growth / Above Average Concentration: These industries represent a very important part of the economy, but they have not been contributing to growth, and may in fact be contributing to job loss. It is important that these industries be aggressively supported through retention efforts to ensure they can continue to play a significant role in the economy.
- Opportunities (Green): Positive Growth / Below Average Concentration: These industries have been growing, but are not currently well represented in the regional economy. If the regional economic infrastructure is able to support the operational requirements of these businesses, there is the opportunity to develop future stars. To foster such opportunities, economic development organizations need to develop needed infrastructure and be engaged in attraction.
- Reactive (Red): Negative Growth / Below Average Concentration: These industries are not well represented in the region and have not been growing. As such, they should only be targeted in reaction to some need or opportunity, as such need or opportunity arises.

Crop and Animal Production (NAICS 11)



Target Industry Analysis – Crop and Animal Production (NAICS 11)

SUMMARY OF CROP AND ANIMAL PRODUCTION

This industry employs over 1,600 people in Fond du Lac and Dodge County, with the largest subsector being Animal Production and Aquaculture. This subsector alone employs about 75% of people in the crop and animal production industry. The core region has a significantly higher concentration than the greater six-county region in the following subsectors:

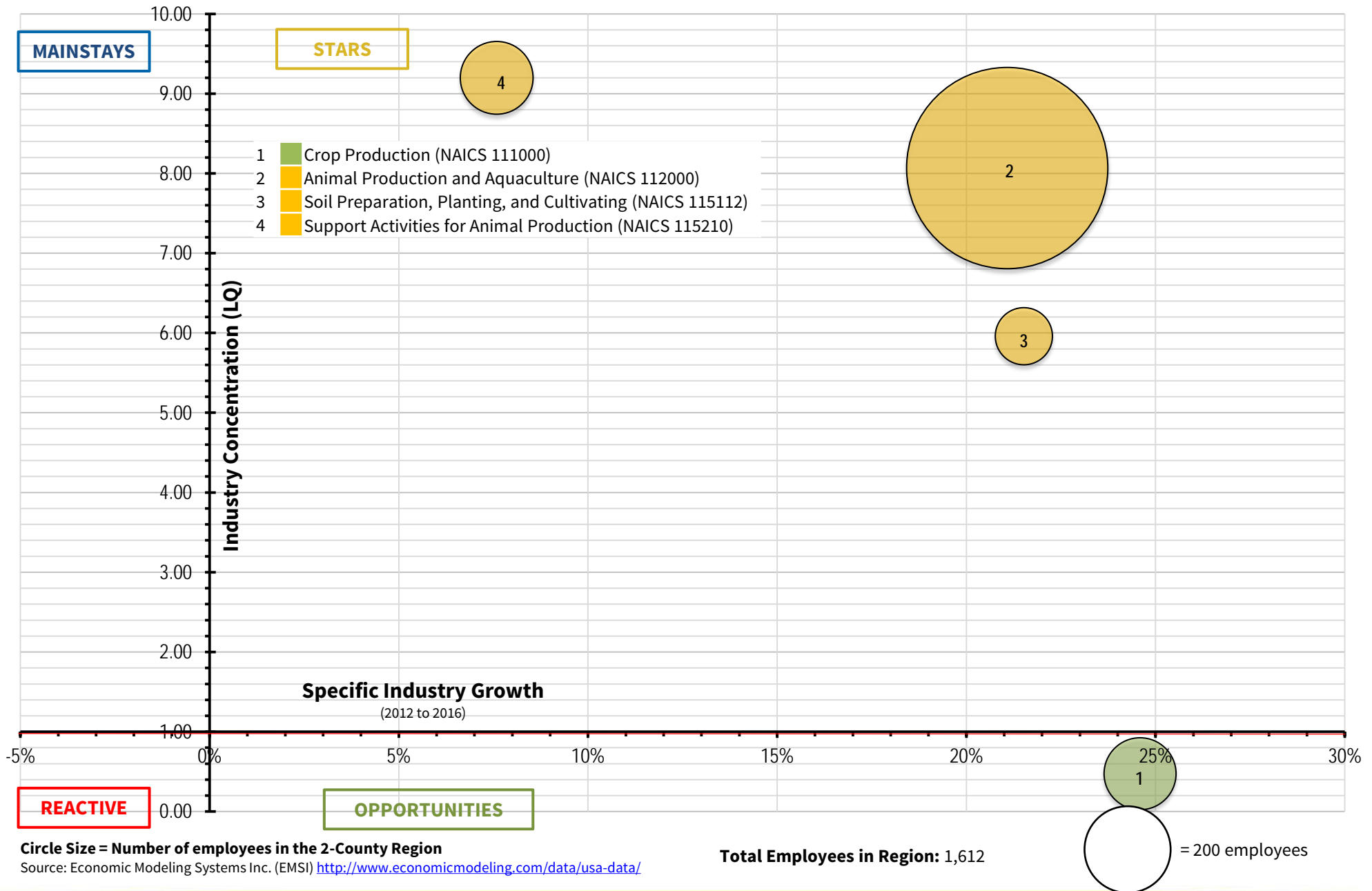
- Animal Production and Aquaculture
- Soil Preparation, Planting, and Cultivating
- Support Activities for Animal Production

While Crop Production has lower wages in the core region than the greater region, the state and the U.S. averages, Soil Preparation, Planting, and Cultivating, and Support Activities for Animal Production has higher wages in the core region.

All subsectors within this industry have experienced positive growth over the last five years in the core region, greater region and the U.S., and all subsectors are expected to continue to grow. Soil Preparation, Planting, and Cultivating will experience the highest five-year growth in all three regions.

Target Industry Analysis – Crop and Animal Production (NAICS 11)

Graph 5.2: Core Region-Crop and Animal Production



Target Industry Analysis – Crop and Animal Production (NAICS 11)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Crop Production (NAICS 111000)	152	400	0.47	0.43
Animal Production and Aquaculture (NAICS 112000)	1,189	1,786	8.07	4.21
Soil Preparation, Planting, and Cultivating (NAICS 115112)	96	100	5.96	2.15
Support Activities for Animal Production (NAICS 115210)	156	295	9.20	6.05

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region LQ > than Greater Region (by ≥ 1.0)	
Core Region LQ < than Greater Region (by ≥ 1.0)	
Core Region LQ and Greater Region LQ are not significantly different	

Target Industry Analysis – Crop and Animal Production (NAICS 11)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Crop Production (NAICS 111000)	\$20,525	\$21,486	\$32,945	\$30,856
Animal Production and Aquaculture (NAICS 112000)	\$31,914	\$31,635	\$31,533	\$36,048
Soil Preparation, Planting, and Cultivating (NAICS 115112)	\$44,002	\$43,697	\$38,579	\$38,833
Support Activities for Animal Production (NAICS 115210)	\$48,822	\$46,238	\$48,329	\$35,247

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only

Target Industry Analysis – Crop and Animal Production (NAICS 11)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Crop Production (NAICS 111000)	25%	13%	9%	3%	3%	1%
Animal Production and Aquaculture (NAICS 112000)	21%	14%	21%	15%	9%	6%
Soil Preparation, Planting, and Cultivating (NAICS 115112)	22%	22%	25%	23%	16%	14%
Support Activities for Animal Production (NAICS 115210)	8%	3%	57%	21%	9%	9%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Industry growth greater than or equal to 10 percent in the respective region and time frame.

Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Crop and Animal Production (NAICS 11)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
1	Animal Production and Aquaculture	1,189 (1)	21%	8.07
2	Support Activities for Animal Production	156	8%	9.20 (1)
3	Crop Production	152	25% (1)	0.47
4	Soil Preparation, Planting, and Cultivating	96	22%	5.96

Source: Economic Modeling Systems Inc. (EMS) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top one (1) in each (# Jobs, Growth, LQ)

Manufacturing (NAICS 31-33)



Target Industry Analysis – Manufacturing (NAICS 31-33)

SUMMARY OF MANUFACTURING

Manufacturing employs the most people out of all other industries in both the core region and the greater region, employing over 20,600 people in the core region alone. The diversity of the manufacturing industry is notable, with over 42 subsectors in the core region. The largest subsectors are Fruit and Vegetable Preserving and Specialty Food Manufacturing, Dairy Product Manufacturing, Agriculture, Construction, and Mining Machinery Manufacturing, Commercial and Service Industry Machinery Manufacturing and Engine, Turbine, and Power Transmission Equipment Manufacturing. These subsectors compromise nearly half of the total people employed in this industry sector. Importantly, these industries in the core region all have significantly higher concentration than the greater six-region area as well.

The following subsectors have significantly higher concentration than the greater six-county region:

- Fruit and Vegetable Preserving and Specialty Food Manufacturing
- Dairy Product Manufacturing
- Agriculture, Construction, and Mining Machinery Manufacturing
- Commercial and Service Industry Machinery Manufacturing and Engine, Turbine, and Power Transmission Equipment Manufacturing
- Engine, Turbine, and Power Transmission Equipment Manufacturing
- Animal Food Manufacturing
- Veneer, Plywood, and Engineered Wood Product Manufacturing
- Lime and Gypsum Product Manufacturing
- Alumina and Aluminum Production and Processing
- Boiler, Tank, and Shipping Container Manufacturing
- Industrial Machinery Manufacturing
- Electric Lighting Equipment Manufacturing
- Other Textile Product Mills

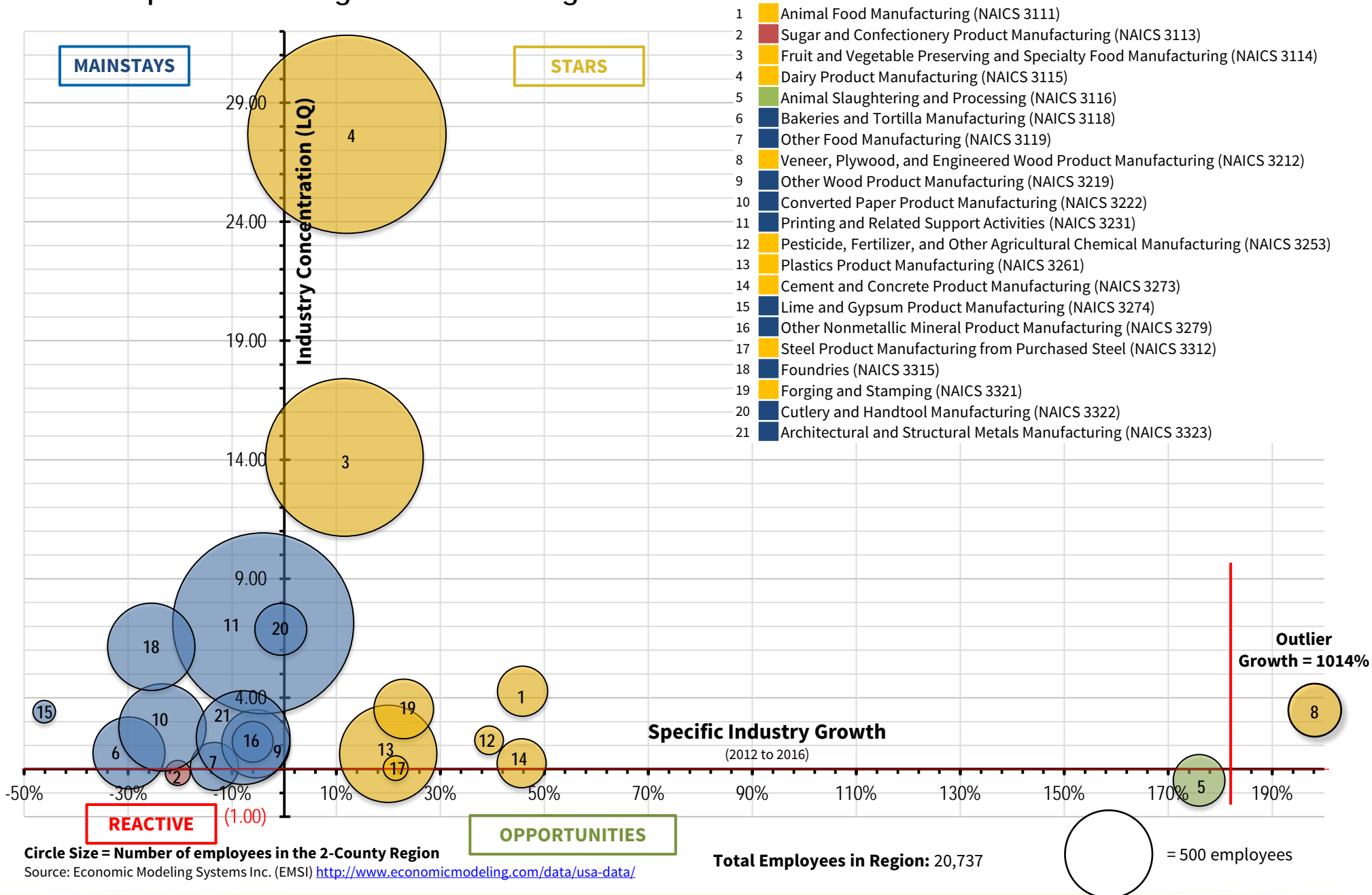
Nearly every subsector in this industry has lower wages than the national average, and the core region has a further lower wage competitive edge than the greater region on over half of these subsectors.

Over half of the subsectors within this industry have experienced positive growth the past 5 years, including the 5 highest subsectors that contribute the most to the core regions employment, with the exception of Agriculture, Construction, and Mining Machinery Manufacturing. This subsector, and nearly all the others, is a mainstay that is still highly concentrated in the region and contributes beneficially to it's overall economy.

With over 42 subsectors in the manufacturing industry, the data on the following pages needed to be broken up for clarity. The subsectors are in order of NAICS code and the key for the bubble charts is consistent to be sure that these charts are easily comparable.

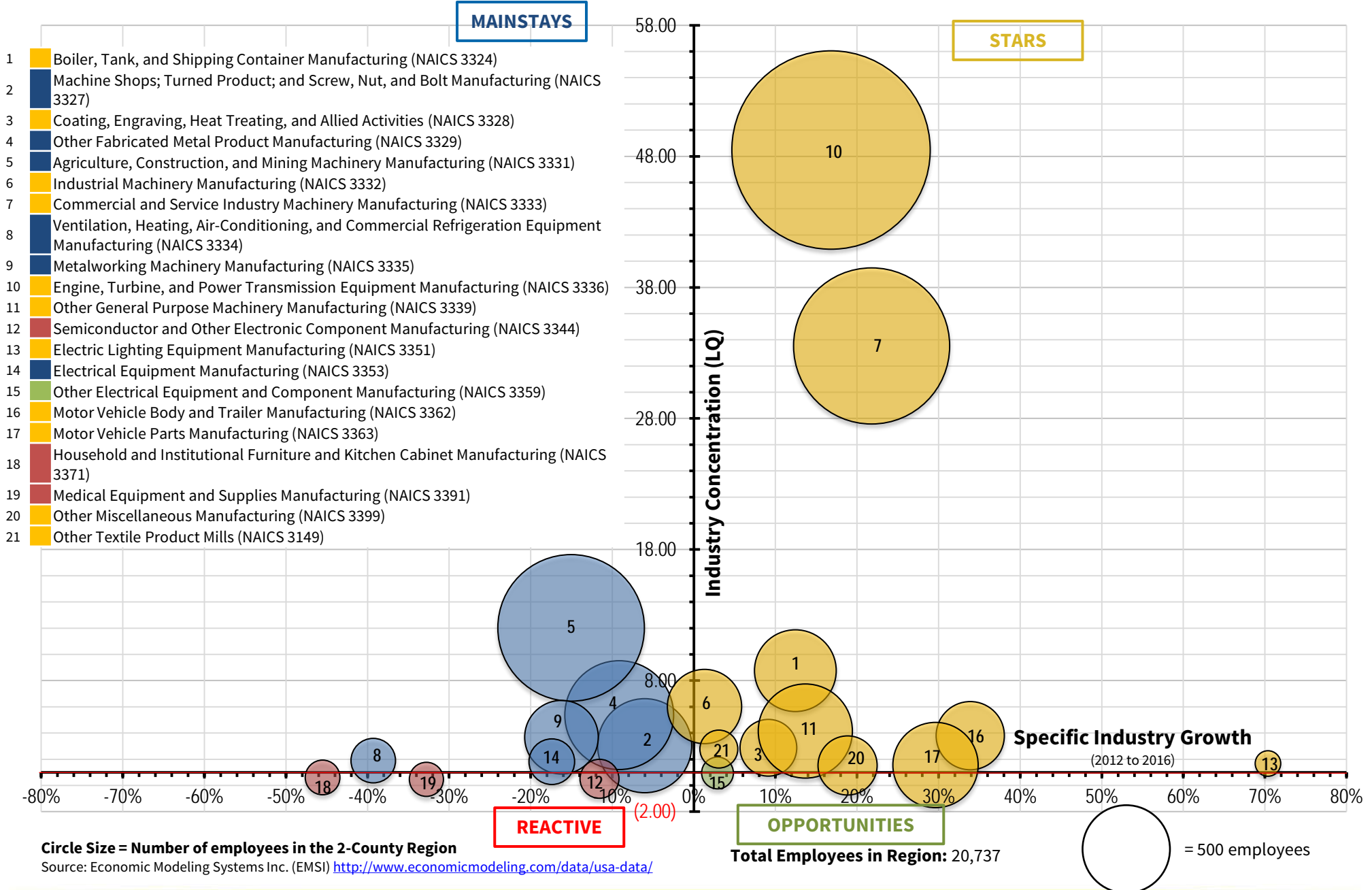
Target Industry Analysis – Manufacturing (NAICS 31-33)

Graph 5.3: Core Region-Manufacturing 1



Target Industry Analysis – Manufacturing (NAICS 31-33)

Graph 5.3: Core Region-Manufacturing 2



Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Animal Food Manufacturing (NAICS 3111)	140	143	4.27	1.51
Sugar and Confectionery Product Manufacturing (NAICS 3113)	35	88	0.84	0.73
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	1,388	1,558	14.10	5.50
Dairy Product Manufacturing (NAICS 3115)	2,194	2,561	27.67	11.22
Animal Slaughtering and Processing (NAICS 3116)	149	234	0.53	0.29
Bakeries and Tortilla Manufacturing (NAICS 3118)	289	377	1.68	0.76
Other Food Manufacturing (NAICS 3119)	129	820	1.12	2.47
Sawmills and Wood Preservation (NAICS 3211)*	49	49	0.93	0.32
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	156	156	3.61	1.26
Other Wood Product Manufacturing (NAICS 3219)	260	804	2.07	2.22
Converted Paper Product Manufacturing (NAICS 3222)	425	4,937	2.75	11.09
Printing and Related Support Activities (NAICS 3231)	1,829	5,890	7.13	7.97
Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing (NAICS 3253)	46	170	2.21	2.85
Plastics Product Manufacturing (NAICS 3261)	528	4,060	1.64	4.39
Glass and Glass Product Manufacturing (NAICS 3272)*	31	34	0.64	0.24
Cement and Concrete Product Manufacturing (NAICS 3273)	134	379	1.25	1.23
Lime and Gypsum Product Manufacturing (NAICS 3274)	28	47	3.41	1.97
Other Nonmetallic Mineral Product Manufacturing (NAICS 3279)	93	148	2.15	1.19
Steel Product Manufacturing from Purchased Steel (NAICS 3312)	34	126	1.04	1.34
Alumina and Aluminum Production and Processing (NAICS 3313)*	66	66	1.94	0.67
Foundries (NAICS 3315)	425	2,428	6.14	12.16
Forging and Stamping (NAICS 3321)	198	700	3.53	4.32
Cutlery and Handtool Manufacturing (NAICS 3322)	150	593	6.87	9.44
Architectural and Structural Metals Manufacturing (NAICS 3323)	490	1,322	2.32	2.18

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in bubble chart due to insufficient data

Core Region LQ > than Greater Region (by ≥ 1.0)

Core Region LQ < than Greater Region (by ≥ 1.0)

Core Region LQ and Greater Region LQ are not significantly different

Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	470	812	8.76	5.25
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	623	1,935	3.03	3.27
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	227	979	2.87	4.31
Other Fabricated Metal Product Manufacturing (NAICS 3329)	834	2,125	5.36	4.74
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	1,513	1,816	12.02	5.01
Industrial Machinery Manufacturing (NAICS 3332)	389	925	6.02	4.98
Commercial and Service Industry Machinery Manufacturing (NAICS 3333)	1,716	1,892	33.53	12.83
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	139	237	1.89	1.12
Metalworking Machinery Manufacturing (NAICS 3335)	382	1,737	3.68	5.81
Engine, Turbine, and Power Transmission Equipment Manufacturing (NAICS 3336)	2,772	3,202	48.48	19.45
Other General Purpose Machinery Manufacturing (NAICS 3339)	624	1,389	4.15	3.21
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	107	1,176	0.51	1.94
Electric Lighting Equipment Manufacturing (NAICS 3351)	46	46	1.67	0.58
Electrical Equipment Manufacturing (NAICS 3353)	147	568	1.81	2.44
Other Electrical Equipment and Component Manufacturing (NAICS 3359)	71	113	0.95	0.52
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	328	2,206	3.80	8.87
Motor Vehicle Parts Manufacturing (NAICS 3363)	512	1,107	1.56	1.17
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	85	210	0.61	0.52
Medical Equipment and Supplies Manufacturing (NAICS 3391)	82	326	0.47	0.64
Other Miscellaneous Manufacturing (NAICS 3399)	246	520	1.52	1.12
Other Textile Product Mills (NAICS 3149)	101	168	2.78	1.60

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region LQ > than Greater Region (by ≥ 1.0)

Core Region LQ < than Greater Region (by ≥ 1.0)

Core Region LQ and Greater Region LQ are not significantly different

Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Animal Food Manufacturing (NAICS 3111)	\$55,928	\$56,265	\$53,059	\$59,894
Sugar and Confectionery Product Manufacturing (NAICS 3113)	\$39,711	\$35,234	\$48,830	\$49,454
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	\$41,494	\$41,948	\$47,767	\$47,050
Dairy Product Manufacturing (NAICS 3115)	\$54,812	\$56,056	\$52,918	\$57,384
Animal Slaughtering and Processing (NAICS 3116)	\$37,194	\$47,233	\$47,115	\$37,593
Bakeries and Tortilla Manufacturing (NAICS 3118)	\$41,085	\$39,566	\$31,765	\$38,089
Other Food Manufacturing (NAICS 3119)	\$50,402	\$62,122	\$49,134	\$54,735
Sawmills and Wood Preservation (NAICS 3211)*	\$22,725	\$22,725	\$36,543	\$43,950
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	\$41,481	\$41,481	\$41,399	\$45,867
Other Wood Product Manufacturing (NAICS 3219)	\$36,647	\$39,906	\$37,172	\$39,757
Converted Paper Product Manufacturing (NAICS 3222)	\$59,380	\$69,691	\$60,882	\$59,509
Printing and Related Support Activities (NAICS 3231)	\$42,112	\$47,201	\$47,700	\$47,670
Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing (NAICS 3253)	\$52,399	\$44,287	\$59,472	\$81,177
Plastics Product Manufacturing (NAICS 3261)	\$40,401	\$55,508	\$48,817	\$50,158
Glass and Glass Product Manufacturing (NAICS 3272)*	\$69,498	\$66,091	\$53,220	\$55,949
Cement and Concrete Product Manufacturing (NAICS 3273)	\$48,381	\$49,102	\$50,778	\$55,531
Lime and Gypsum Product Manufacturing (NAICS 3274)	\$48,771	\$42,697	\$62,429	\$64,987
Other Nonmetallic Mineral Product Manufacturing (NAICS 3279)	\$37,546	\$38,725	\$50,168	\$53,779
Steel Product Manufacturing from Purchased Steel (NAICS 3312)	\$60,040	\$75,593	\$63,653	\$63,230
Alumina and Aluminum Production and Processing (NAICS 3313)*	\$57,972	\$57,972	\$47,193	\$64,057
Foundries (NAICS 3315)	\$54,660	\$54,217	\$55,010	\$54,750
Forging and Stamping (NAICS 3321)	\$47,068	\$45,790	\$50,028	\$55,265
Cutlery and Handtool Manufacturing (NAICS 3322)	\$47,070	\$51,886	\$64,290	\$57,000
Architectural and Structural Metals Manufacturing (NAICS 3323)	\$50,585	\$46,319	\$51,881	\$51,707

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in bubble chart due to insufficient data

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only

Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	\$54,254	\$53,472	\$56,221	\$61,831
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	\$45,891	\$45,410	\$46,984	\$52,498
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	\$42,484	\$39,079	\$40,836	\$47,268
Other Fabricated Metal Product Manufacturing (NAICS 3329)	\$49,126	\$49,460	\$54,404	\$59,964
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	\$57,107	\$55,909	\$61,165	\$71,210
Industrial Machinery Manufacturing (NAICS 3332)	\$35,623	\$55,129	\$66,054	\$78,859
Commercial and Service Industry Machinery Manufacturing (NAICS 3333)	\$60,408	\$59,601	\$59,444	\$70,316
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	\$59,271	\$72,195	\$59,271	\$54,723
Metalworking Machinery Manufacturing (NAICS 3335)	\$62,289	\$66,652	\$58,995	\$58,601
Engine, Turbine, and Power Transmission Equipment Manufacturing (NAICS 3336)	\$68,020	\$66,682	\$68,888	\$75,050
Other General Purpose Machinery Manufacturing (NAICS 3339)	\$56,455	\$59,867	\$60,617	\$66,765
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	\$43,242	\$46,132	\$46,372	\$102,123
Electric Lighting Equipment Manufacturing (NAICS 3351)	\$60,138	\$60,138	\$47,650	\$61,852
Electrical Equipment Manufacturing (NAICS 3353)	\$53,505	\$54,051	\$75,794	\$67,830
Other Electrical Equipment and Component Manufacturing (NAICS 3359)	\$25,733	\$33,838	\$51,217	\$63,493
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	\$37,266	\$66,943	\$51,987	\$49,320
Motor Vehicle Parts Manufacturing (NAICS 3363)	\$55,375	\$52,331	\$53,553	\$57,698
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	\$40,309	\$47,086	\$43,159	\$39,356
Medical Equipment and Supplies Manufacturing (NAICS 3391)	\$57,069	\$48,870	\$50,953	\$71,476
Other Miscellaneous Manufacturing (NAICS 3399)	\$31,457	\$36,360	\$46,737	\$51,084
Other Textile Product Mills (NAICS 3149)	\$38,826	\$37,301	\$38,121	\$38,354

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only

Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Animal Food Manufacturing (NAICS 3111)	46%	17%	49%	17%	9%	10%
Sugar and Confectionery Product Manufacturing (NAICS 3113)	(20%)	17%	(6%)	10%	7%	4%
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	12%	6%	13%	7%	1%	3%
Dairy Product Manufacturing (NAICS 3115)	12%	5%	11%	6%	4%	6%
Animal Slaughtering and Processing (NAICS 3116)	176%	39%	66%	21%	1%	3%
Bakeries and Tortilla Manufacturing (NAICS 3118)	(30%)	(19%)	(22%)	(14%)	6%	6%
Other Food Manufacturing (NAICS 3119)	(13%)	(2%)	14%	18%	16%	12%
Sawmills and Wood Preservation (NAICS 3211)*	**	55%	**	55%	9%	2%
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	1014%	54%	1014%	54%	20%	6%
Other Wood Product Manufacturing (NAICS 3219)	(5%)	(8%)	(17%)	(20%)	14%	4%
Converted Paper Product Manufacturing (NAICS 3222)	(23%)	(17%)	(6%)	(5%)	(1%)	(0%)
Printing and Related Support Activities (NAICS 3231)	(4%)	(8%)	1%	(5%)	(3%)	(9%)
Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing (NAICS 3253)	39%	7%	27%	23%	(1%)	5%
Plastics Product Manufacturing (NAICS 3261)	20%	9%	14%	10%	9%	3%
Glass and Glass Product Manufacturing (NAICS 3272)*	**	52%	**	50%	6%	(0%)
Cement and Concrete Product Manufacturing (NAICS 3273)	46%	13%	23%	5%	14%	3%
Lime and Gypsum Product Manufacturing (NAICS 3274)	(46%)	(36%)	(16%)	(11%)	2%	1%
Other Nonmetallic Mineral Product Manufacturing (NAICS 3279)	(6%)	4%	13%	9%	11%	8%
Steel Product Manufacturing from Purchased Steel (NAICS 3312)	21%	18%	(12%)	17%	(3%)	6%
Alumina and Aluminum Production and Processing (NAICS 3313)*	**	(24%)	**	(24%)	2%	4%
Foundries (NAICS 3315)	(26%)	(7%)	(8%)	(0%)	(6%)	(2%)
Forging and Stamping (NAICS 3321)	23%	(31%)	28%	(10%)	(0%)	2%
Cutlery and Handtool Manufacturing (NAICS 3322)	(1%)	5%	(6%)	3%	(3%)	(3%)
Architectural and Structural Metals Manufacturing (NAICS 3323)	(8%)	(8%)	4%	8%	8%	5%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in bubble chart due to insufficient data

**Insufficient data

Industry growth greater than or equal to 10 percent in the respective region and time frame.
 Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Manufacturing (NAICS 31-33)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	12%	22%	(9%)	12%	(2%)	6%
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing (NAICS 3327)	(6%)	(10%)	(3%)	(3%)	(1%)	4%
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	9%	27%	(3%)	9%	1%	3%
Other Fabricated Metal Product Manufacturing (NAICS 3329)	(9%)	(2%)	(9%)	0%	1%	6%
Agriculture, Construction, and Mining Machinery Manufacturing (NAICS 3331)	(15%)	6%	(11%)	4%	(11%)	4%
Industrial Machinery Manufacturing (NAICS 3332)	1%	12%	(4%)	2%	8%	4%
Commercial and Service Industry Machinery Manufacturing (NAICS 3333)	22%	19%	21%	18%	(0%)	(2%)
Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing (NAICS 3334)	(39%)	(18%)	(38%)	(13%)	2%	2%
Metalworking Machinery Manufacturing (NAICS 3335)	(16%)	(31%)	(1%)	(5%)	2%	2%
Engine, Turbine, and Power Transmission Equipment Manufacturing (NAICS 3336)	17%	(1%)	17%	1%	(2%)	6%
Other General Purpose Machinery Manufacturing (NAICS 3339)	14%	16%	4%	7%	4%	7%
Semiconductor and Other Electronic Component Manufacturing (NAICS 3344)	(12%)	(5%)	(28%)	(19%)	(4%)	(2%)
Electric Lighting Equipment Manufacturing (NAICS 3351)	70%	35%	70%	35%	4%	3%
Electrical Equipment Manufacturing (NAICS 3353)	(17%)	(14%)	8%	(1%)	(1%)	3%
Other Electrical Equipment and Component Manufacturing (NAICS 3359)	3%	(4%)	(12%)	(4%)	3%	6%
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	34%	16%	6%	4%	19%	10%
Motor Vehicle Parts Manufacturing (NAICS 3363)	30%	22%	21%	9%	19%	8%
Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371)	(46%)	(24%)	(22%)	(7%)	11%	(0%)
Medical Equipment and Supplies Manufacturing (NAICS 3391)	(33%)	16%	15%	8%	(0%)	4%
Other Miscellaneous Manufacturing (NAICS 3399)	19%	12%	(3%)	6%	4%	(1%)
Other Textile Product Mills (NAICS 3149)	3%	(26%)	(5%)	(23%)	0%	0%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Industry growth greater than or equal to 10 percent in the respective region and time frame.

Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Manufacturing (NAICS 31-33)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
1	Engine, Turbine, and Power Transmission Equipment Manufacturing	2,772 (1)	17%	48.48 (1)
2	Dairy Product Manufacturing	2,194 (2)	12%	27.67 (3)
3	Printing and Related Support Activities	1,829 (3)	(4%)	7.13 (7)
4	Commercial and Service Industry Machinery Manufacturing	1,716 (4)	22% (10)	33.53 (2)
5	Agriculture, Construction, and Mining Machinery Manufacturing	1,513 (5)	(15%)	12.02 (5)
6	Fruit and Vegetable Preserving and Specialty Food Manufacturing	1,388 (6)	12%	14.10 (4)
7	Other Fabricated Metal Product Manufacturing	834 (7)	(9%)	5.36
8	Other General Purpose Machinery Manufacturing	624 (8)	14%	4.15
9	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	623 (9)	(6%)	3.03
10	Plastics Product Manufacturing	528 (10)	20%	1.64
11	Motor Vehicle Parts Manufacturing	512	30% (8)	1.56
12	Architectural and Structural Metals Manufacturing	490	(8%)	2.32
13	Boiler, Tank, and Shipping Container Manufacturing	470	12%	8.76 (6)
14	Foundries	425	(26%)	6.14 (9)
15	Converted Paper Product Manufacturing	425	(23%)	2.75
16	Industrial Machinery Manufacturing	389	1%	6.02 (10)
17	Metalworking Machinery Manufacturing	382	(16%)	3.68
18	Motor Vehicle Body and Trailer Manufacturing	328	34% (7)	3.80
19	Bakeries and Tortilla Manufacturing	289	(30%)	1.68
20	Other Wood Product Manufacturing	260	(5%)	2.07
21	Other Miscellaneous Manufacturing	246	19%	1.52
22	Coating, Engraving, Heat Treating, and Allied Activities	227	9%	2.87

Source: Economic Modeling Systems Inc. (EMS) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top ten (10) in each (# Jobs, Growth, LQ)

Target Industry Analysis – Manufacturing (NAICS 31-33)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
23	Forging and Stamping	198	23% (9)	3.53
24	Veneer, Plywood, and Engineered Wood Product Manufacturing	156	1014% (1)	3.61
25	Cutlery and Handtool Manufacturing	150	(1%)	6.87 (8)
26	Animal Slaughtering and Processing	149	176% (2)	0.53
27	Electrical Equipment Manufacturing	147	(17%)	1.81
28	Animal Food Manufacturing	140	46% (4)	4.27
29	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	139	(39%)	1.89
30	Cement and Concrete Product Manufacturing	134	46% (4)	1.25
31	Other Food Manufacturing	129	(13%)	1.12
32	Semiconductor and Other Electronic Component Manufacturing	107	(12%)	0.51
33	Other Textile Product Mills	101	3%	2.78
34	Other Nonmetallic Mineral Product Manufacturing	93	(6%)	2.15
35	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	85	(46%)	0.61
36	Medical Equipment and Supplies Manufacturing	82	(33%)	0.47
37	Other Electrical Equipment and Component Manufacturing	71	3%	0.95
38	Alumina and Aluminum Production and Processing	66	**	1.94
39	Sawmills and Wood Preservation	49	**	0.93
40	Electric Lighting Equipment Manufacturing	46	70% (3)	1.67
41	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	46	39% (6)	2.21
42	Sugar and Confectionery Product Manufacturing	35	(20%)	0.84
43	Steel Product Manufacturing from Purchased Steel	34	21%	1.04
44	Glass and Glass Product Manufacturing	31	**	0.64
45	Lime and Gypsum Product Manufacturing	28	(46%)	3.41

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top ten (10) in each (# Jobs, Growth, LQ)

Wholesale (NAICS 42)



Target Industry Analysis – Wholesale (NAICS 42)

SUMMARY OF WHOLESALER

This industry employs over 2,600 people in Fond du Lac and Dodge County, with employment spread fairly evenly across the subsectors. The core region has a significantly higher concentration than the greater six-county region in the following subsectors:

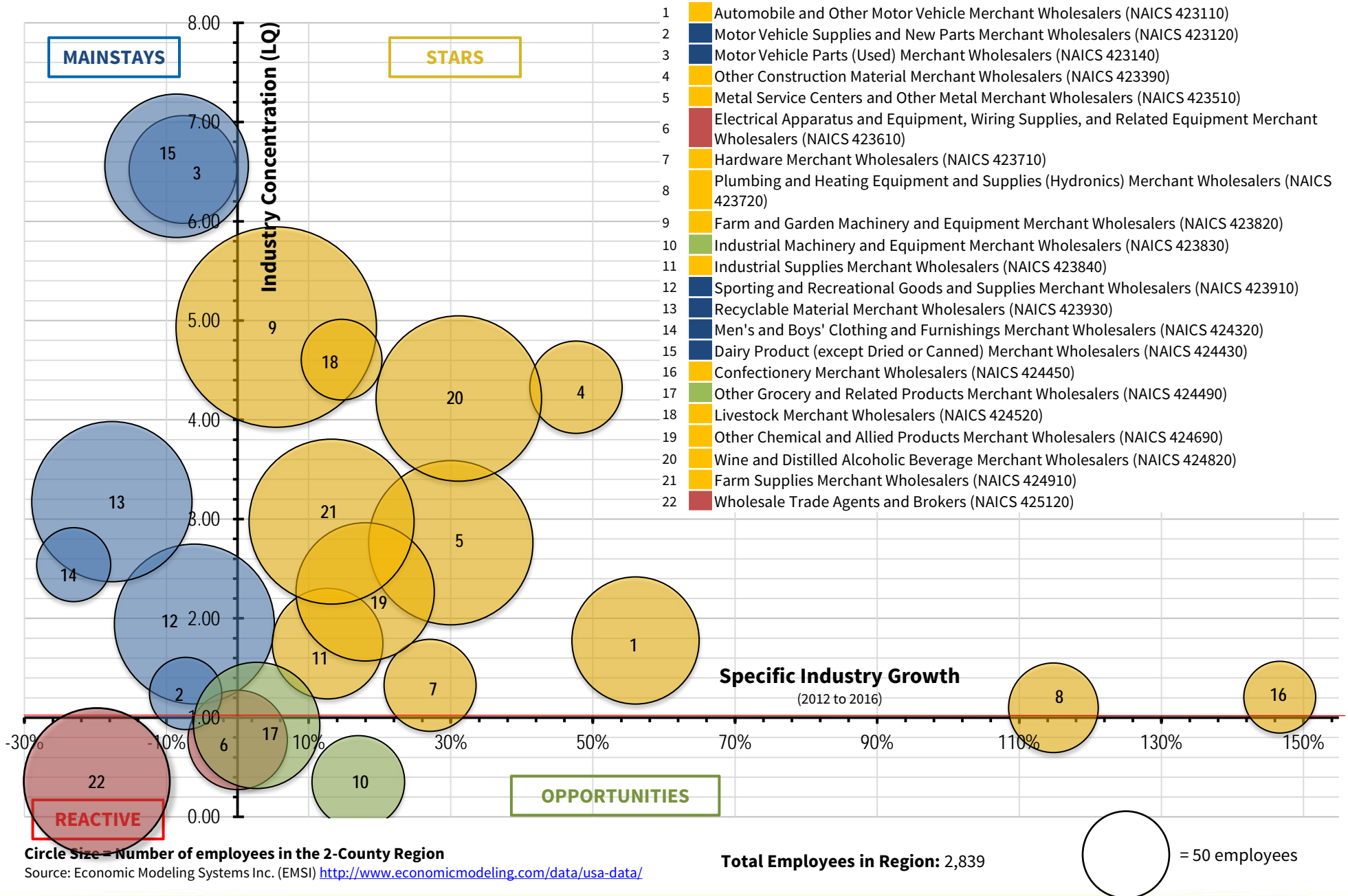
- Motor Vehicle Supplies and New Parts Merchant Wholesalers
- Motor Vehicle Parts (Used) Merchant Wholesalers
- Farm and Garden Machinery and Equipment Merchant Wholesalers
- Recyclable Material Merchant Wholesalers
- Dairy Product (except Dried or Canned) Merchant Wholesalers
- Livestock Merchant Wholesalers
- Wine and Distilled Alcoholic Beverage Merchant Wholesalers
- Farm Supplies Merchant Wholesalers

Wages are very competitive in the core region and greater region vs the national average in half of the Wholesale subsectors, and furthermore the core region had lower wages than the greater region on all these subsectors except Other Chemical and Allied Products Merchant Wholesalers.

Most of the subsectors within this industry experienced positive growth over the past 5 years. Some notable standouts are Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers, Confectionery Merchant Wholesalers, which both experienced extremely large degrees of growth. Some positive growth opportunities for the region are in the subsectors Industrial Machinery and Equipment Merchant Wholesalers and Other Grocery and Related Products Merchant Wholesalers .

Target Industry Analysis – Wholesale (NAICS 42)

Graph 5.4: Core Region-Wholesale



Target Industry Analysis – Wholesale (NAICS 42)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Automobile and Other Motor Vehicle Merchant Wholesalers (NAICS 423110)	117	182	1.78	0.96
Motor Vehicle Supplies and New Parts Merchant Wholesalers (NAICS 423120)	185	223	1.94	0.81
Motor Vehicle Parts (Used) Merchant Wholesalers (NAICS 423140)	84	110	6.52	2.96
Other Construction Material Merchant Wholesalers (NAICS 423390)	62	197	4.33	4.79
Metal Service Centers and Other Metal Merchant Wholesalers (NAICS 423510)	195	531	2.76	2.60
Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers (NAICS 423610)	72	484	0.78	1.82
Hardware Merchant Wholesalers (NAICS 423710)	61	188	1.33	1.41
Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers (NAICS 423720)	58	104	1.10	0.68
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	291	417	4.93	2.46
Industrial Machinery and Equipment Merchant Wholesalers (NAICS 423830)	62	494	0.35	0.97
Industrial Supplies Merchant Wholesalers (NAICS 423840)	89	175	1.75	1.20
Sporting and Recreational Goods and Supplies Merchant Wholesalers (NAICS 423910)	38	118	1.24	1.35
Recyclable Material Merchant Wholesalers (NAICS 423930)	186	329	3.18	1.95
Men's and Boys' Clothing and Furnishings Merchant Wholesalers (NAICS 424320)	40	86	2.54	1.92
Dairy Product (except Dried or Canned) Merchant Wholesalers (NAICS 424430)	149	219	6.56	3.34
Confectionery Merchant Wholesalers (NAICS 424450)	37	114	1.21	1.28
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	115	302	0.92	0.84
Livestock Merchant Wholesalers (NAICS 424520)	47	49	4.61	1.67
Other Chemical and Allied Products Merchant Wholesalers (NAICS 424690)	138	596	2.27	3.39
Wine and Distilled Alcoholic Beverage Merchant Wholesalers (NAICS 424820)	198	367	4.21	2.71
Farm Supplies Merchant Wholesalers (NAICS 424910)	197	370	2.97	1.94
Wholesale Trade Agents and Brokers (NAICS 425120)	180	403	0.36	0.28

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region LQ > than Greater Region (by ≥ 1.0)

Core Region LQ < than Greater Region (by ≥ 1.0)

Core Region LQ and Greater Region LQ are not significantly different

Target Industry Analysis – Wholesale (NAICS 42)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Automobile and Other Motor Vehicle Merchant Wholesalers (NAICS 423110)	\$39,658	\$40,341	\$51,019	\$62,595
Motor Vehicle Supplies and New Parts Merchant Wholesalers (NAICS 423120)	\$27,913	\$29,443	\$54,465	\$53,145
Motor Vehicle Parts (Used) Merchant Wholesalers (NAICS 423140)	\$49,964	\$45,596	\$41,833	\$39,363
Other Construction Material Merchant Wholesalers (NAICS 423390)	\$42,474	\$48,574	\$54,873	\$58,330
Metal Service Centers and Other Metal Merchant Wholesalers (NAICS 423510)	\$58,418	\$55,771	\$53,978	\$64,416
Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers (NAICS 423610)	\$62,069	\$64,043	\$63,315	\$76,238
Hardware Merchant Wholesalers (NAICS 423710)	\$39,778	\$41,719	\$48,649	\$59,761
Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers (NAICS 423720)	\$62,120	\$56,709	\$59,218	\$63,686
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	\$44,606	\$46,621	\$51,270	\$54,394
Industrial Machinery and Equipment Merchant Wholesalers (NAICS 423830)	\$48,597	\$67,559	\$70,900	\$72,159
Industrial Supplies Merchant Wholesalers (NAICS 423840)	\$46,302	\$65,904	\$67,096	\$68,071
Sporting and Recreational Goods and Supplies Merchant Wholesalers (NAICS 423910)	\$40,766	\$50,702	\$58,612	\$58,186
Recyclable Material Merchant Wholesalers (NAICS 423930)	\$55,409	\$50,279	\$42,442	\$46,740
Men's and Boys' Clothing and Furnishings Merchant Wholesalers (NAICS 424320)	\$66,836	\$53,292	\$50,620	\$60,413
Dairy Product (except Dried or Canned) Merchant Wholesalers (NAICS 424430)	\$49,591	\$59,601	\$44,441	\$52,660
Confectionery Merchant Wholesalers (NAICS 424450)	\$86,823	\$63,727	\$46,212	\$57,506
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	\$38,140	\$44,568	\$49,377	\$55,612
Livestock Merchant Wholesalers (NAICS 424520)	\$26,735	\$26,286	\$24,044	\$22,413
Other Chemical and Allied Products Merchant Wholesalers (NAICS 424690)	\$65,531	\$60,859	\$69,638	\$82,950
Wine and Distilled Alcoholic Beverage Merchant Wholesalers (NAICS 424820)	\$76,760	\$61,846	\$58,982	\$80,609
Farm Supplies Merchant Wholesalers (NAICS 424910)	\$44,213	\$51,241	\$50,374	\$58,014
Wholesale Trade Agents and Brokers (NAICS 425120)	\$35,170	\$67,287	\$92,318	\$96,687

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only

Target Industry Analysis – Wholesale (NAICS 42)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Automobile and Other Motor Vehicle Merchant Wholesalers (NAICS 423110)	56%	17%	44%	13%	4%	3%
Motor Vehicle Supplies and New Parts Merchant Wholesalers (NAICS 423120)	(6%)	2%	(21%)	(3%)	4%	3%
Motor Vehicle Parts (Used) Merchant Wholesalers (NAICS 423140)	(8%)	(14%)	(9%)	(14%)	(7%)	3%
Other Construction Material Merchant Wholesalers (NAICS 423390)	48%	35%	18%	29%	11%	8%
Metal Service Centers and Other Metal Merchant Wholesalers (NAICS 423510)	30%	20%	(5%)	5%	4%	3%
Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers (NAICS 423610)	0%	(1%)	9%	2%	12%	6%
Hardware Merchant Wholesalers (NAICS 423710)	27%	23%	2%	(1%)	10%	4%
Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers (NAICS 423720)	115%	33%	86%	24%	13%	3%
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	5%	3%	7%	3%	4%	4%
Industrial Machinery and Equipment Merchant Wholesalers (NAICS 423830)	17%	(13%)	(11%)	(5%)	3%	1%
Industrial Supplies Merchant Wholesalers (NAICS 423840)	13%	17%	(9%)	6%	10%	9%
Sporting and Recreational Goods and Supplies Merchant Wholesalers (NAICS 423910)	(7%)	(13%)	(11%)	1%	11%	11%
Recyclable Material Merchant Wholesalers (NAICS 423930)	(18%)	(6%)	(11%)	0%	(16%)	(0%)
Men's and Boys' Clothing and Furnishings Merchant Wholesalers (NAICS 424320)	(23%)	18%	(4%)	21%	8%	4%
Dairy Product (except Dried or Canned) Merchant Wholesalers (NAICS 424430)	(9%)	5%	(7%)	5%	(4%)	4%
Confectionery Merchant Wholesalers (NAICS 424450)	147%	30%	36%	10%	5%	8%
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	3%	(3%)	0%	2%	2%	3%
Livestock Merchant Wholesalers (NAICS 424520)	15%	11%	14%	8%	(3%)	4%
Other Chemical and Allied Products Merchant Wholesalers (NAICS 424690)	18%	14%	16%	11%	2%	3%
Wine and Distilled Alcoholic Beverage Merchant Wholesalers (NAICS 424820)	31%	3%	5%	(1%)	12%	11%
Farm Supplies Merchant Wholesalers (NAICS 424910)	13%	2%	12%	2%	5%	4%
Wholesale Trade Agents and Brokers (NAICS 425120)	(22%)	(5%)	(1%)	6%	4%	10%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Industry growth greater than or equal to 10 percent in the respective region and time frame.

Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Wholesale (NAICS 42)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
1	Farm and Garden Machinery and Equipment Merchant Wholesalers	291 (1)	5%	4.93 (3)
2	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	198 (2)	31% (5)	4.21
3	Farm Supplies Merchant Wholesalers	197 (3)	13%	2.97
4	Metal Service Centers and Other Metal Merchant Wholesalers	195 (4)	30%	2.76
5	Recyclable Material Merchant Wholesalers	186 (5)	(18%)	3.18
6	Motor Vehicle Supplies and New Parts Merchant Wholesalers	185	(6%)	1.94
7	Wholesale Trade Agents and Brokers	180	(22%)	0.36
8	Dairy Product (except Dried or Canned) Merchant Wholesalers	149	(9%)	6.56 (1)
9	Other Chemical and Allied Products Merchant Wholesalers	138	18%	2.27
10	Automobile and Other Motor Vehicle Merchant Wholesalers	117	56% (3)	1.78
11	Other Grocery and Related Products Merchant Wholesalers	115	3%	0.92
12	Industrial Supplies Merchant Wholesalers	89	13%	1.75
13	Motor Vehicle Parts (Used) Merchant Wholesalers	84	(8%)	6.52 (2)
14	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	72	0%	0.78
15	Industrial Machinery and Equipment Merchant Wholesalers	62	17%	0.35
16	Other Construction Material Merchant Wholesalers	62	48% (4)	4.33 (5)
17	Hardware Merchant Wholesalers	61	27%	1.33
18	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	58	115% (2)	1.10
19	Livestock Merchant Wholesalers	47	15%	4.61 (4)
20	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	40	(23%)	2.54
21	Sporting and Recreational Goods and Supplies Merchant Wholesalers	38	(7%)	1.24
22	Confectionery Merchant Wholesalers	37	147% (1)	1.21

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top five (5) in each (# Jobs, Growth, LQ)

Transportation and Warehousing (NAICS 48-49)



Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

SUMMARY OF TRANSPORTATION AND WAREHOUSING

This industry employs over 3,000 people in Fond du Lac and Dodge County, with the largest subsectors being General Warehousing and Storage and General Freight Trucking, Long-Distance, Truckload. These two subsectors comprise about half the employment in this industry. The core region has a significantly higher concentration than the greater six-county region in the following subsectors:

- Taxi Service
- Scenic and Sightseeing Transportation, Other
- Refrigerated Warehousing and Storage

Wages across most the subsectors are lower than the national average, and the core region has lower wages than both the national average and the greater region in half of all the subsectors.

Most of the subsectors have experienced positive growth over the past 5 years, although Refrigerated Warehousing and Storage has experienced a significant decline in that time frame. General Warehousing and Storage employs the most people in the region, and it is one of the subsectors experiencing the most growth. Other Support Activities for Air Transportation and Freight Transportation Arrangement both present opportunities for the region to expand in these subsectors.

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

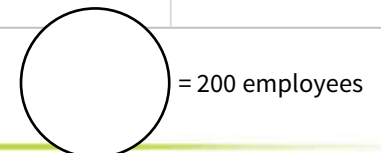
Graph 5.5: Core Region-Transportation and Warehousing



Circle Size = Number of employees in the 2-County Region

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Total Employees in Region: 3,098



Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
General Freight Trucking, Local (NAICS 484110)	181	525	1.29	1.30
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	618	2,110	2.14	2.53
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	372	1,452	2.62	3.56
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	355	881	2.86	2.46
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	112	151	1.45	0.68
Taxi Service (NAICS 485310)	59	101	2.84	1.69
School and Employee Bus Transportation (NAICS 485410)	264	959	2.36	2.97
Special Needs Transportation (NAICS 485991)	30	54	0.76	0.48
Scenic and Sightseeing Transportation, Other (NAICS 487990)*	<10	<10	2.57	0.89
Other Support Activities for Air Transportation (NAICS 488190)	34	63	0.56	0.37
Freight Transportation Arrangement (NAICS 488510)	34	97	0.28	0.28
General Warehousing and Storage (NAICS 493110)	857	1,288	1.96	1.02
Refrigerated Warehousing and Storage (NAICS 493120)	105	111	3.23	1.19

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data

Core Region LQ > than Greater Region (by ≥ 1.0)	
Core Region LQ < than Greater Region (by ≥ 1.0)	
Core Region LQ and Greater Region LQ are not significantly different	

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
General Freight Trucking, Local (NAICS 484110)	\$37,453	\$37,168	\$45,097	\$45,705
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	\$45,684	\$46,165	\$46,411	\$46,798
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	\$51,534	\$48,740	\$50,855	\$55,335
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	\$42,831	\$44,645	\$45,986	\$48,510
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	\$40,132	\$39,068	\$50,744	\$54,086
Taxi Service (NAICS 485310)	\$16,294	\$16,671	\$17,403	\$31,489
School and Employee Bus Transportation (NAICS 485410)	\$16,653	\$19,876	\$19,586	\$23,631
Special Needs Transportation (NAICS 485991)	\$38,826	\$33,124	\$22,103	\$28,377
Scenic and Sightseeing Transportation, Other (NAICS 487990)*	**	**	**	\$41,629
Other Support Activities for Air Transportation (NAICS 488190)	\$34,743	\$36,009	\$46,690	\$59,131
Freight Transportation Arrangement (NAICS 488510)	\$34,832	\$51,033	\$55,843	\$61,801
General Warehousing and Storage (NAICS 493110)	\$42,221	\$51,508	\$39,753	\$41,968
Refrigerated Warehousing and Storage (NAICS 493120)	\$89,510	\$89,352	\$44,267	\$47,282

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only



Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
General Freight Trucking, Local (NAICS 484110)	31%	6%	(1%)	(5%)	12%	6%
General Freight Trucking, Long-Distance, Truckload (NAICS 484121)	(1%)	2%	(7%)	(3%)	3%	1%
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	7%	5%	11%	7%	15%	9%
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	1%	0%	9%	4%	3%	5%
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	47%	19%	50%	18%	14%	11%
Taxi Service (NAICS 485310)	(20%)	(7%)	(6%)	(7%)	7%	4%
School and Employee Bus Transportation (NAICS 485410)	12%	(2%)	(8%)	(1%)	7%	6%
Special Needs Transportation (NAICS 485991)	(32%)	(3%)	(19%)	(4%)	13%	17%
Scenic and Sightseeing Transportation, Other (NAICS 487990)*	**	**	**	**	18%	14%
Other Support Activities for Air Transportation (NAICS 488190)	70%	35%	37%	30%	9%	9%
Freight Transportation Arrangement (NAICS 488510)	36%	38%	(23%)	0%	13%	8%
General Warehousing and Storage (NAICS 493110)	45%	18%	32%	5%	33%	14%
Refrigerated Warehousing and Storage (NAICS 493120)	(55%)	(45%)	(55%)	(44%)	12%	10%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data

Industry growth greater than or equal to 10 percent in the respective region and time frame.

Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Transportation and Warehousing (NAICS 48-49)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
1	General Warehousing and Storage	857 (1)	45% (3)	1.96
2	General Freight Trucking, Long-Distance, Truckload	618 (2)	(1%)	2.14
3	General Freight Trucking, Long-Distance, Less Than Truckload	372 (3)	7%	2.62 (4)
4	Specialized Freight (except Used Goods) Trucking, Local	355 (4)	1%	2.86 (2)
5	School and Employee Bus Transportation	264 (5)	12%	2.36
6	General Freight Trucking, Local	181	31% (5)	1.29
7	Specialized Freight (except Used Goods) Trucking, Long-Distance	112	47% (2)	1.45
8	Refrigerated Warehousing and Storage	105	(55%)	3.23 (1)
9	Taxi Service	59	(20%)	2.84 (3)
10	Freight Transportation Arrangement	34	36% (4)	0.28
11	Other Support Activities for Air Transportation	34	70% (1)	0.56
12	Special Needs Transportation	30	(32%)	0.76
13	Scenic and Sightseeing Transportation, Other	<10	**	2.57 (5)

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top five (5) in each (# Jobs, Growth, LQ)

Professional, Scientific and Technical Services (NAICS 54)



Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

SUMMARY OF PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES

This industry employs over 1,200 people in Fond du Lac and Dodge County, with the largest subsectors being Engineering Services and Veterinary Services. The core region has a significantly higher concentration than the greater six-county region in the following subsectors:

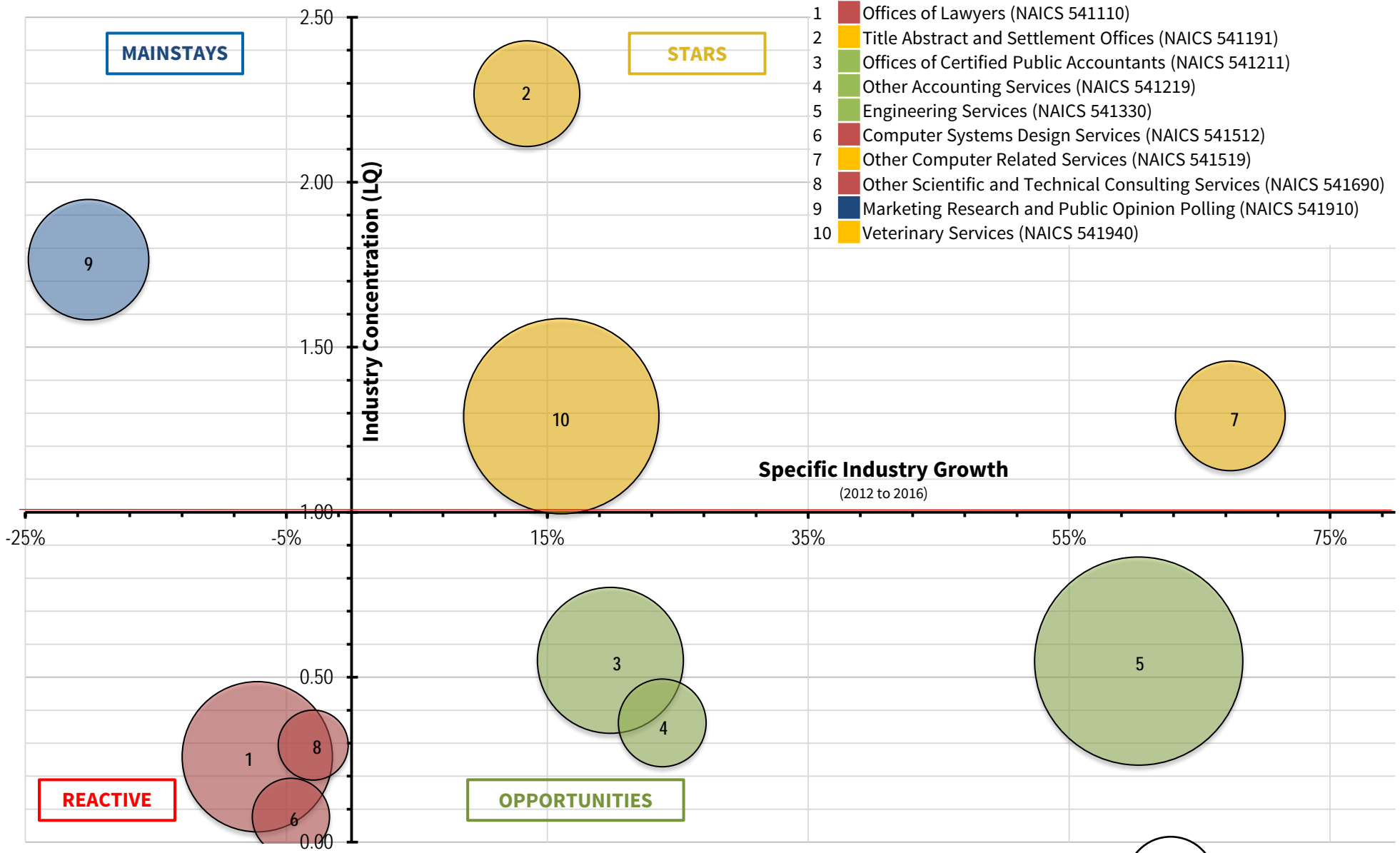
- Marketing Research and Public Opinion Polling
- Commercial Photography

The wages are generally lower across most of these subsectors compared to the national average, and there is not a single subsector in this industry where either the core region or the greater region had higher wages.

More than half the subsectors in this industry experienced positive growth over the past 5 years in the region, with Other Computer Related Services and Engineering Services experiencing the highest degree of growth. Some subsectors of opportunity for the region to grow in are Engineering Services, Offices of Certified Public Accountants and Other Accounting Services. Engineering services in particular would be a good subsector to promote, as it has experienced some of the most growth and it already employs so many people in the region.

Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

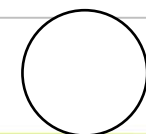
Graph 5.6: Core Region – Professional, Scientific and Technical Services



Circle Size = Number of employees in the 2-County Region

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

Total Employees in Region: 1,408

 = 50 employees

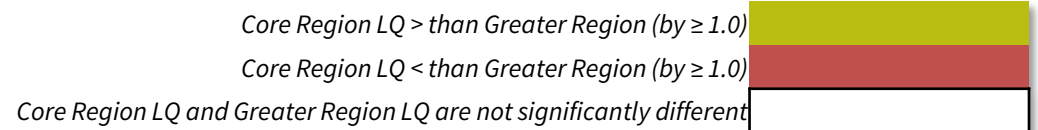
Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

Table 5.1.A: Existing Industry Concentration Comparison	Core Region Total Employment	Greater Region Total Employment	Core Region Location Quotient	Greater Region Location Quotient
Offices of Lawyers (NAICS 541110)	154	559	0.26	0.33
Title Abstract and Settlement Offices (NAICS 541191)	76	127	2.27	1.32
Offices of Certified Public Accountants (NAICS 541211)	145	310	0.55	0.41
Other Accounting Services (NAICS 541219)	52	137	0.36	0.33
Engineering Services (NAICS 541330)	295	1,033	0.55	0.67
Computer Systems Design Services (NAICS 541512)	41	224	0.08	0.15
Other Computer Related Services (NAICS 541519)	82	91	1.29	0.50
Other Scientific and Technical Consulting Services (NAICS 541690)	33	49	0.29	0.15
Marketing Research and Public Opinion Polling (NAICS 541910)	99	117	1.77	0.73
Commercial Photography (NAICS 541922)	<10	<10	1.58	0.55
Veterinary Services (NAICS 541940)	260	634	1.29	1.09

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data



Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

Table 5.1.B: Existing Industry Wage Comparison	Core Region Average Cluster Wage (Annual)	Greater Region Average Cluster Wage (Annual)	Wisconsin Average Cluster Wage (Annual)	U.S. Average Cluster Wage (Annual)
Offices of Lawyers (NAICS 541110)	\$48,771	\$53,591	\$85,553	\$94,900
Title Abstract and Settlement Offices (NAICS 541191)	\$43,077	\$42,509	\$45,055	\$56,684
Offices of Certified Public Accountants (NAICS 541211)	\$66,484	\$62,393	\$68,993	\$85,200
Other Accounting Services (NAICS 541219)	\$29,322	\$35,123	\$47,356	\$56,538
Engineering Services (NAICS 541330)	\$77,086	\$75,625	\$77,129	\$92,892
Computer Systems Design Services (NAICS 541512)	\$74,413	\$75,858	\$81,897	\$105,811
Other Computer Related Services (NAICS 541519)	\$98,942	\$99,057	\$76,607	\$106,980
Other Scientific and Technical Consulting Services (NAICS 541690)	\$53,075	\$54,431	\$65,949	\$85,425
Marketing Research and Public Opinion Polling (NAICS 541910)	\$37,586	\$37,932	\$35,716	\$73,684
Commercial Photography (NAICS 541922)	**	**	\$54,286	\$53,480
Veterinary Services (NAICS 541940)	\$31,072	\$31,213	\$35,046	\$36,935

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data

Core Region wages > Greater Region, Wisconsin and U.S. wages

Core Region wages < Greater Region, Wisconsin and U.S. wages

Core Region wages > Greater Region Wages only



Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

Table 5.1.C: Existing Industry Growth Comparison	Core Region 5-year Growth (2012 - 2016)	Core Region 5-year Projected Growth (2016 - 2020)	Greater Region 5-year Growth (2012 - 2016)	Greater Region 5-year Projected Growth (2016 - 2020)	U.S. 5-year Growth (2012 - 2016)	U.S. 5-year Projected Growth (2016 - 2020)
Offices of Lawyers (NAICS 541110)	(7%)	(11%)	4%	1%	(1%)	(1%)
Title Abstract and Settlement Offices (NAICS 541191)	13%	11%	20%	9%	11%	4%
Offices of Certified Public Accountants (NAICS 541211)	20%	4%	7%	(2%)	12%	6%
Other Accounting Services (NAICS 541219)	24%	17%	(7%)	(1%)	6%	4%
Engineering Services (NAICS 541330)	60%	21%	60%	21%	5%	5%
Computer Systems Design Services (NAICS 541512)	(5%)	(2%)	14%	3%	21%	16%
Other Computer Related Services (NAICS 541519)	67%	37%	69%	33%	3%	6%
Other Scientific and Technical Consulting Services (NAICS 541690)	(3%)	6%	7%	4%	3%	16%
Marketing Research and Public Opinion Polling (NAICS 541910)	(20%)	(36%)	(24%)	(34%)	(9%)	(1%)
Commercial Photography (NAICS 541922)	**	**	**	**	12%	5%
Veterinary Services (NAICS 541940)	16%	8%	13%	5%	14%	9%

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*Not included in previous bubble chart due to insufficient data

**Insufficient data

Industry growth greater than or equal to 10 percent in the respective region and time frame.

Industry growth is less than or equal to negative 10 percent in the respective region and time frame.

Target Industry Analysis – Professional, Scientific and Technical Services (NAICS 54)

Rank	Table 5.2.D Ranked by Number of Jobs, 5-Year Growth and Cluster Concentration	Regional Number of Jobs (2016)	Regional 5-year Growth	Regional Cluster Concentration (LQ)
1	Engineering Services	295 (1)	60% (2)	0.55
2	Veterinary Services	260 (2)	16%	1.29
3	Offices of Lawyers	154 (3)	(7%)	0.26
4	Offices of Certified Public Accountants	145	20%	0.55
5	Marketing Research and Public Opinion Polling	99	(20%)	1.77 (2)
6	Other Computer Related Services	82	67% (1)	1.29
7	Title Abstract and Settlement Offices	76	13%	2.27 (1)
8	Other Accounting Services	52	24% (3)	0.36
9	Computer Systems Design Services	41	(5%)	0.08
10	Other Scientific and Technical Consulting Services	33	(3%)	0.29
11	Commercial Photography	<10	**	1.58 (3)

Source: Economic Modeling Systems Inc. (EMSI) <http://www.economicmodeling.com/data/usa-data/>

*These industries are not included in the previous Bubble Plot due to insufficient data.

**Insufficient data

Top three (3) in each (# Jobs, Growth, LQ)

Target Industry Screening



Target Industry Analysis Screening

To determine the specific industries that the City of Waupun should focus on, we narrowed down the industry groups by regional growth over the past five years, regional concentration, expected future U.S. growth and stakeholder input. These factors, along with the target industry analysis in the previous section, have helped determine the target industries.

INDUSTRY	STAR OR OPPORTUNITY	EXPECTED U.S. GROWTH	STAKEHOLDER INPUT	INCLUDE AS A TARGET INDUSTRY? COMMENTS
CROP AND ANIMAL PRODUCTION				
Crop Production (NAICS 111000)	Opportunity	Low	Yes	Agribusiness - Yes, agribusiness is a strong industry in the region and is growing. Fond du Lac County ranks #2 out of all Wisconsin counties for the total value of agricultural products sold (USDA, 2012). Focus should be on value-added agriculture.
Animal Production and Aquaculture (NAICS 112000)	Star	Medium		
Soil Preparation, Planting, and Cultivating (NAICS 115112)	Star	High		
Support Activities for Animal Production (NAICS 115210)	Star	Medium		
MANUFACTURING				
Animal Food Manufacturing (NAICS 3111)	Star	High	Yes (manufacturing in general)	Food Manufacturing - Yes, the raw materials available in the region can help support a variety of food manufacturing. Because of Waupun's proximity to raw materials, as well as quick access to regional markets, there could be an opportunity for perishable foods.
Fruit and Vegetable Preserving and Specialty Food Manufacturing (NAICS 3114)	Star	Low		
Dairy Product Manufacturing (NAICS 3115)	Star	Medium		
Animal Slaughtering and Processing (NAICS 3116)	Opportunity	Low		

Growth Key	
High	10%+
Medium	5-9%
Low	0-4%
Negative	<0%

Target Industry Analysis Screening

INDUSTRY	STAR OR OPPORTUNITY	EXPECTED U.S. GROWTH	STAKEHOLDER INPUT	INCLUDE AS A TARGET INDUSTRY? COMMENTS	
MANUFACTURING (CONT'D)					
Veneer, Plywood, and Engineered Wood Product Manufacturing (NAICS 3212)	Star	Medium	Yes (manufacturing in general)	Wood Manufacturing – No. Waupun is not located near the raw materials. The industry is very small.	
Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing (NAICS 3253)	Star	Medium		Yes (manufacturing in general)	Chemicals, Plastics and Metal Manufacturing – For BRE. There is already a variety of this type of manufacturing in the region. We do not recommend recruiting for this industry, but instead placing an emphasis on retaining, expanding and helping these businesses grow. In the competitive marketplace it would benefit Waupun and the region to help some of the more traditional manufacturers transition to value-added manufacturing.
Plastics Product Manufacturing (NAICS 3261)	Star	Low			
Cement and Concrete Product Manufacturing (NAICS 3273)	Star	Low			
Steel Product Manufacturing from Purchased Steel (NAICS 3312)	Star	Medium			
Forging and Stamping (NAICS 3321)	Star	Low			
Boiler, Tank, and Shipping Container Manufacturing (NAICS 3324)	Star	Medium			
Coating, Engraving, Heat Treating, and Allied Activities (NAICS 3328)	Star	Low			
Industrial Machinery Manufacturing (NAICS 3332)	Star	Low			
Commercial and Service Industry Machinery Manufacturing (NAICS 3333)	Star	Negative			Machinery Manufacturing – Maybe. There may be opportunities for agriculture related machinery, as that will help support the agribusiness industry. Although Agriculture, Construction, and Mining Machinery Manufacturing has not seen growth in the region and therefore did not show up in this screen, this industry would be a good fit for the community.
Engine, Turbine, and Power Transmission Equipment Manufacturing (NAICS 3336)	Star	Medium			
Other General Purpose Machinery Manufacturing (NAICS 3339)	Star	Medium			

Growth Key	
High	10%+
Medium	5-9%
Low	0-4%
Negative	<0%

Target Industry Analysis Screening

INDUSTRY	STAR OR OPPORTUNITY	EXPECTED U.S. GROWTH	STAKEHOLDER INPUT	INCLUDE AS A TARGET INDUSTRY? COMMENTS
MANUFACTURING (CONT'D)				
Electric Lighting Equipment Manufacturing (NAICS 3351)	Star	Low	Yes (manufacturing in general)	Electrical Equipment Manufacturing – No. Waupun does not have many competitive advantages that would specifically benefit this industry.
Other Electrical Equipment and Component Manufacturing (NAICS 3359)	Opportunity	Medium		
Motor Vehicle Body and Trailer Manufacturing (NAICS 3362)	Star	High		Transportation Equipment Manufacturing – No. These types of companies typically require many employees.
Motor Vehicle Parts Manufacturing (NAICS 3363)	Star	Medium		
Other Miscellaneous Manufacturing (NAICS 3399)	Star	Negative		
Other Textile Product Mills (NAICS 3149)	Star	Low		
WHOLESALE				
Automobile and Other Motor Vehicle Merchant Wholesalers (NAICS 423110)	Star	Low	No	Wholesale – Yes. There is already a variety of wholesale and distribution in the region. Although the job multiplier is fairly low for these types of companies, Waupun is uniquely positioned to access regional markets and could support this industry.
Other Construction Material Merchant Wholesalers (NAICS 423390)	Star	Medium		
Metal Service Centers and Other Metal Merchant Wholesalers (NAICS 423510)	Star	Low		
Hardware Merchant Wholesalers (NAICS 423710)	Star	Low		
Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers (NAICS 423720)	Star	Low		

Growth Key	
High	10%+
Medium	5-9%
Low	0-4%
Negative	<0%

Target Industry Analysis Screening

INDUSTRY	STAR OR OPPORTUNITY	EXPECTED U.S. GROWTH	STAKEHOLDER INPUT	INCLUDE AS A TARGET INDUSTRY? COMMENTS
WHOLESALE (CONT'D)				
Farm and Garden Machinery and Equipment Merchant Wholesalers (NAICS 423820)	Star	Low	No	Wholesale – Yes. There is already a variety of wholesale and distribution in the region. Although the job multiplier is fairly low for these types of companies, Waupun is uniquely positioned to access regional markets and could support this industry.
Industrial Machinery and Equipment Merchant Wholesalers (NAICS 423830)	Opportunity	Low		
Industrial Supplies Merchant Wholesalers (NAICS 423840)	Star	Medium		
Confectionery Merchant Wholesalers (NAICS 424450)	Star	Medium		
Other Grocery and Related Products Merchant Wholesalers (NAICS 424490)	Opportunity	Low		
Livestock Merchant Wholesalers (NAICS 424520)	Star	Low		
Other Chemical and Allied Products Merchant Wholesalers (NAICS 424690)	Star	Low		
Wine and Distilled Alcoholic Beverage Merchant Wholesalers (NAICS 424820)	Star	High		
Farm Supplies Merchant Wholesalers (NAICS 424910)	Star	Low		

Growth Key	
High	10%+
Medium	5-9%
Low	0-4%
Negative	<0%

Target Industry Analysis Screening

INDUSTRY	STAR OR OPPORTUNITY	EXPECTED U.S. GROWTH	STAKEHOLDER INPUT	INCLUDE AS A TARGET INDUSTRY? COMMENTS
TRANSPORTATION AND WAREHOUSING				
General Freight Trucking, Local (NAICS 484110)	Star	Medium	Yes	Transportation - Yes, Waupun can easily serve regional markets, such as Green Bay, Madison, Oshkosh, Chicago, etc. within just a few hours. Transportation infrastructure is an asset, including rail access at the business park.
General Freight Trucking, Long-Distance, Less Than Truckload (NAICS 484122)	Star	Medium		
Specialized Freight (except Used Goods) Trucking, Local (NAICS 484220)	Star	Medium		
Specialized Freight (except Used Goods) Trucking, Long-Distance (NAICS 484230)	Star	High		
School and Employee Bus Transportation (NAICS 485410)	Star	Medium		
Other Support Activities for Air Transportation (NAICS 488190)	Opportunity	Medium		
Freight Transportation Arrangement (NAICS 488510)	Opportunity	Medium		
General Warehousing and Storage (NAICS 493110)	Star	High		
PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES				
Title Abstract and Settlement Offices (NAICS 541191)	Star	Low	Yes (services in general)	Professional, Scientific and Technical Services – No. Many of these industries lag the economy. Also, based on the degrees conferred from regional educational institutions, this region does not have a unique strength in these types of industries.
Offices of Certified Public Accountants (NAICS 541211)	Opportunity	Medium		
Other Accounting Services (NAICS 541219)	Opportunity	Low		
Engineering Services (NAICS 541330)	Opportunity	Medium		
Other Computer Related Services (NAICS 541519)	Star	Medium		
Veterinary Services (NAICS 541940)	Star	Medium		

Growth Key	
High	10%+
Medium	5-9%
Low	0-4%
Negative	<0%

Recommended Target Industries

Based on the analysis in this section, we recommend the following industries as targets for the City of Waupun. Each target industry will have a specific strategy, as well as a set of key competitive advantages of the region. Positioning for each target industry can be found in the following section of this report.

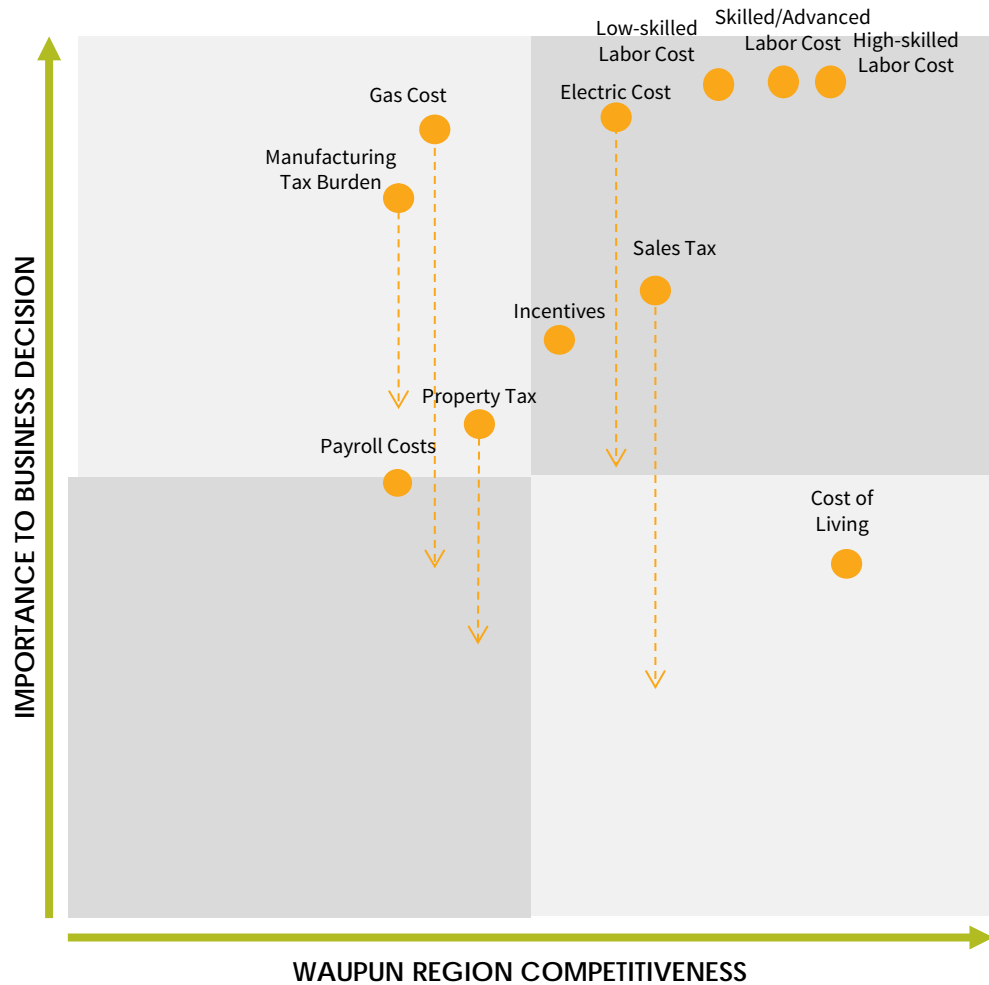
Target Industry	Areas of Focus	Key Competitive Advantages	Strategy
Agribusiness / Food Processing	<ul style="list-style-type: none"> Value-added agriculture Food processing that utilizes raw materials and adds value, such as yogurts, cheeses, ice cream, etc. 	<ul style="list-style-type: none"> Strong agriculture presence already existing in the region (see details in following section) Location and access to regional markets Raw materials available for food processing 	<ul style="list-style-type: none"> Attract companies that would benefit from a base to serve regional markets, such as Milwaukee, Chicago, Madison, Green Bay, etc. There is an opportunity to process perishable foods because of the closeness to these regional markets. Focus on value-added food processing that can help support farmers already here. There may be an opportunity to attract FDI, due to Waupun's strong Dutch background.
Transportation and Distribution	<ul style="list-style-type: none"> Food distribution Other regional companies that need a distribution base 	<ul style="list-style-type: none"> Three access point to Highway 151 Class II rail access, which connects to three class I railroads in the Milwaukee area Access to regional markets 	<ul style="list-style-type: none"> Identify companies in Wisconsin or the region that may need additional distribution space.
Manufacturing	<ul style="list-style-type: none"> Current manufacturing companies Those manufacturing companies that can help support agribusiness 	<ul style="list-style-type: none"> Low labor costs Training resources available, such as Moraine Park Access to regional markets 	<ul style="list-style-type: none"> First, focus on growing the existing manufacturing base in the region. Determine the challenges of current manufacturers and address problems they may have such as talent attraction, succession planning, etc. to ensure that they are able to grow in Waupun. Then turn to business attraction.

SECTION 7: REGIONAL AND TARGET INDUSTRY POSITIONING

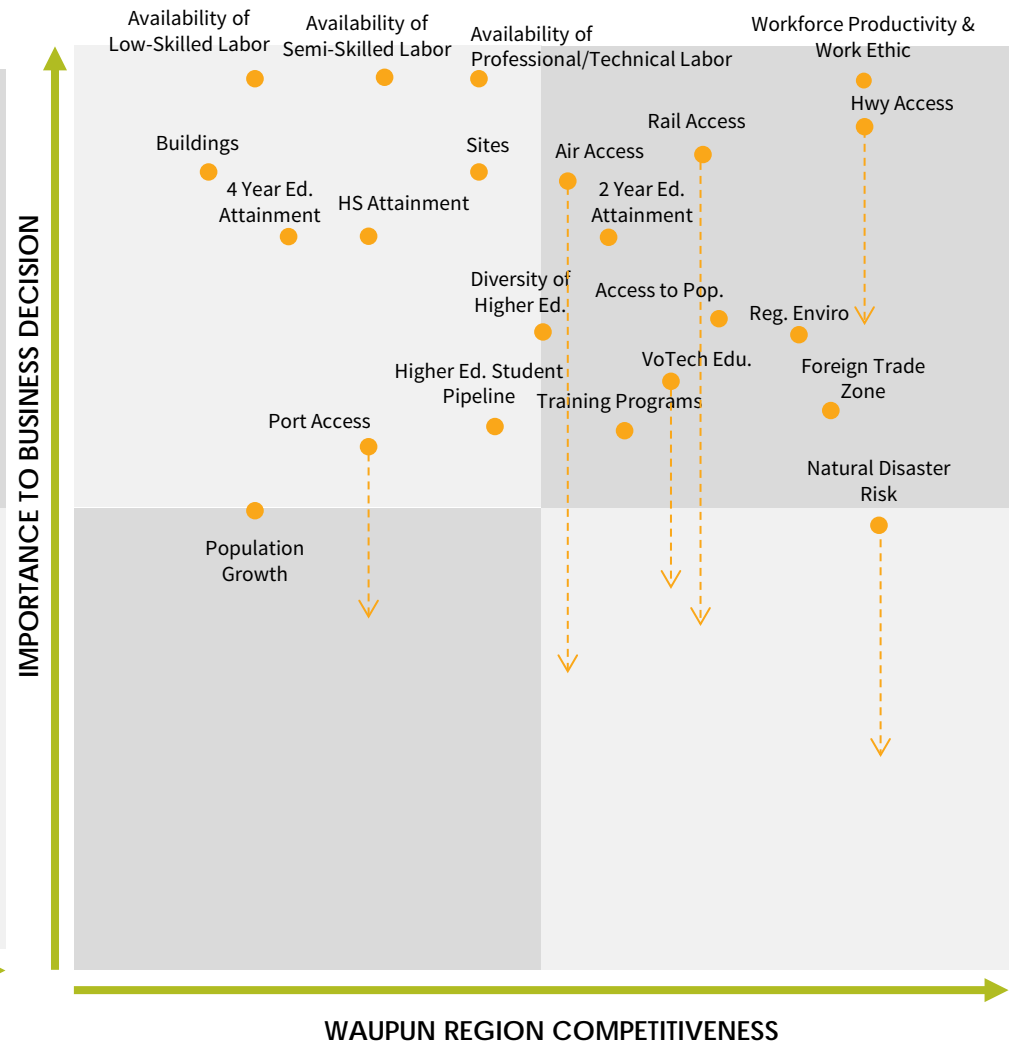


Regional Positioning

GENERAL BUSINESS COSTS ASSET MAP



GENERAL CONDITIONS ASSET MAP



Regional Positioning

Waupun offers the following competitive advantages:

- **Access to regional markets:**

- Within a day's drive, companies in Waupun can reach over 72 million people in the U.S. alone, including the following major regional markets:
 - Chicago, IL
 - Minneapolis, MN
 - Milwaukee, WI
 - Madison, WI
 - Detroit, MI
 - Des Moines, IA
 - Cedar Rapids, IA
 - Omaha, NE
 - St. Louis, MO
 - Indianapolis, IN
 - Cincinnati, OH

- **Transportation infrastructure**

- **Highway:** Waupun sits on Highway 151, which runs through the states of Iowa and Wisconsin and passes through the cities of Cedar Rapids, Dubuque, Madison and Fond Du Lac. There are 3 access points to 151 in Waupun. Waupun also has access to State Highways 26, 49 and 68. Also, I-41 is about 15 miles east of the City. Waupun has access to State Highways 26, 49 and 68.
- **Rail:** The Waupun Business Park has access to a Class II railroad, Wisconsin & Southern Co. (WSOR). WSOR has the ability to connect with three Class I railroads: Union Pacific, Canadian National, and Canadian Pacific in the Milwaukee area.
- **Port:** Waupun has no port access in its immediate vicinity; however there are two ports within an hour and a half drive distance, the Port of Green Bay and the Port of Milwaukee.
- **Foreign Trade Zone:** Fond du Lac and Dodge counties are both serviced by the Port of Milwaukee's Foreign Trade Zone #41.
- **Airport:** Waupun has a few small airports available locally, with a private airport with 3,200 ft. paved two-runway system and the nearby small aircraft Dodge County Airport and charter and freight services at the Fond Du Lac County Airport. Within an hour drive are the commercial airports of Wittman Regional Airport in Oshkosh, General Mitchell International Airport in Milwaukee, and the Dane County Regional Airport in Madison.

Regional Positioning

Waupun offers the following competitive advantages:

- **Workforce training and education opportunities at the high school level**

- **Career Pathway “Academies”** - Waupun School District

- Three primary academies, subdivided into more than 30 career pathways.
- Academies:
 - Communications, Arts & Business (CAB)
 - Health Science & Human Services (HS)²
 - Science, Technology, Engineering, Agriculture, Math and Manufacturing (STEAMM)
- STEAMM Career Pathways:
 - Agriculture
 - Architecture
 - Construction
 - Engineering and Mathematics
 - Food and Natural Resources
 - Manufacturing
 - Science and Technology
 - Transportation, Distribution and Logistics

- **Youth Apprenticeship (YA):** Integrates school-based and work-based learning to instruct students in employability and occupational skills defined by Wisconsin industries.

- **Warrior Fabrication:** A business being run by students within Waupun Jr/Sr High School, modeled after successful for-profit business collaboration called Cardinal Manufacturing. This program helps students build professional, problem-solving and career skills, while learning about the world of manufacturing. Participates in Manufacturing Business Alliance (MBA) of Dodge County.

Regional Positioning

Waupun offers the following competitive advantages:

- **Workforce training and education opportunities at the technical college level**

- **Moraine Park**

- Offers customized training for employers
 - Enrollment of 6,300 students and offers over 100 certificates and Associate’s degree programs. Relevant programs are listed right

- **Fox Valley Technical College**

- Offers high-tech occupational training
 - Enrollment of 10,900 students and offers over 200 certificates and Associate’s degree programs. Relevant programs are listed left

Relevant Programs Fox Valley Technical College	Total Annual Completions
Agribusiness/Agricultural Business Operations	30
Agricultural Mechanics and Equipment/Machine Technology	19
Agricultural Mechanization, General	10
Agricultural Production Operations, General	13
Agricultural/Farm Supplies Retailing and Wholesaling	26
Agronomy and Crop Science	21
Applied Horticulture/Horticulture Operations, General	20
Dairy Husbandry and Production	10
Farm/Farm and Ranch Management	4
Automation Engineer Technology/Technician	13
Electromechanical Technology/Electromechanical Engineering Technology	15
Autobody/Collision and Repair Technology/Technician	6
Automobile/Automotive Mechanics Technology/Technician	35
Diesel Mechanics Technology/Technician	116
Metal Fabricator	49
Machine Shop Technology/Assistant	21
Welding Technology/Welder	92

Relevant Programs Moraine Park	Total Annual Completions
Welding Technology/Welder	66
Mechanical Drafting and Mechanical Drafting CAD/CADD	24
Automobile/Automotive Mechanics Technology/Technician	21
Applied Horticulture/Horticultural Business Services, Other	11
Machine Tool Technology/Machinist	10
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	9
Dairy Husbandry and Production	9
Mechanical Engineering/Mechanical Technology/Technician	8
Metal Fabricator	5
Electromechanical Technology/Electromechanical Engineering Technology	4
Small Engine Mechanics and Repair Technology/Technician	3

Source: National Center for Education Statistics, 2016

Regional Positioning

Waupun offers the following competitive advantages:

- **Quality of life**

- **Low cost of living**

- Lower than that of the region, the state, the national average, and all of the surrounding states
 - Cost of housing is especially low: 41% lower than national average.

Cost of Living Category	City of Waupun	Fond du Lac County	Dodge County	Wisconsin
Cost of Living: Overall	86	88	89	96
COL: Groceries	93.2	93.3	93.2	97.9
COL: Health	104	105	104	109
COL: Housing	59	66	71	85
COL: Utilities	99	98	99	105
COL: Transportation	101	100	101	102
COL: Misc.	97	98	97	100

- **Strong healthcare system:** Waupun Memorial Hospital (Agnesian Healthcare)

- Provides a full range of inpatient and outpatient services to Waupun and surrounding rural areas
 - 25-bed, 11 pre/postoperative patient rooms, four post anesthesia recovery rooms, three high tech operating rooms
 - Provides services in the areas of laboratory, cardiopulmonary, rehabilitation, radiology, ultrasound, MRI, surgical, emergency, outpatient dialysis, medical/surgical services, intensive care and obstetrics.

- **Recreation Activities**

- City of Sculpture
 - End of the Trail statue, a Wisconsin landmark and listed on the National Register of Historic Sites. The statue represents the plight of Native Americans who were displaced over the country during the 18th and 19th centuries
 - Horicon Marsh and Marsh Haven Nature Center
 - Non-profit and volunteer-supported, features displays and exhibits that depict the history and wildlife of Horicon Marsh
 - Also features an art gallery, outdoor amphitheater, bunkhouse/lodging, boardwalk and an observation tower
 - Sports
 - Baseball complex
 - Disc golf course

Regional Positioning

Waupun Positioning Statement:

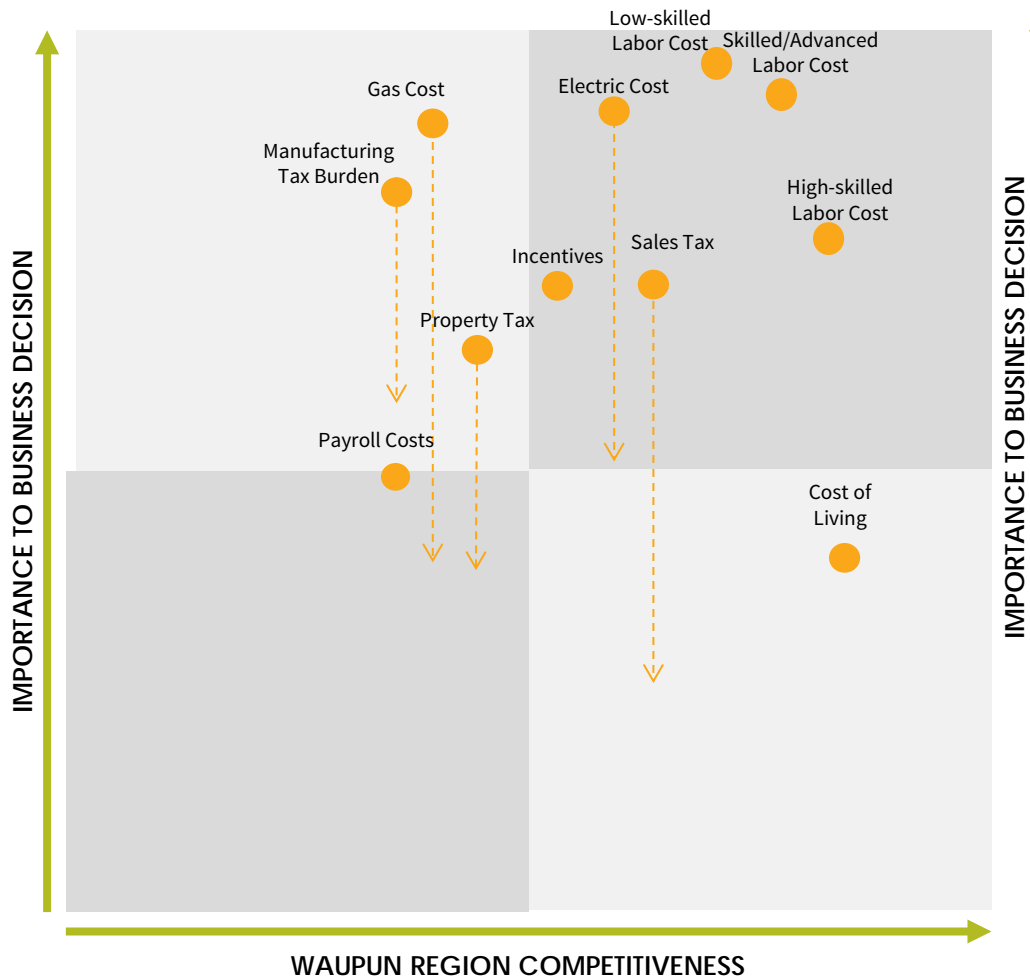
The City of Waupun, Wisconsin is a regional hub for agribusiness and manufacturing. With three interchanges to U.S. Highway 151 and nearby access to I-41, and State Highways 26, 49 and 68, companies located in Waupun can easily reach major regional markets in Wisconsin, Illinois, Minnesota, Iowa, Michigan, Indiana and Ohio. For companies requiring rail access, the Waupun Business Park has rail-served parcels available.

Agribusiness has long been a core industry of this region. The original settlers, many of whom were from the Netherlands, chose the area because of its rich, fertile soils, water, and hospitable climate. Many families have strong roots in the area today. Fond du Lac County ranks highly for the production of a variety of agricultural outputs, including wheat for grain (1st in state), milk from cows (2nd in state, 20th in U.S.), and corn for silage (4th in state, 15th in U.S.). With its rich agricultural history, a strong work ethic is engrained in the workforce of Waupun. As workforce demographics change and the manufacturing industry shifts to more high-tech, regional educational institutions are well-equipped to provide the future skills needed. Moraine Park Technical College offers over 100 certificates and Associate's degree programs, as well as customized training services for employers.

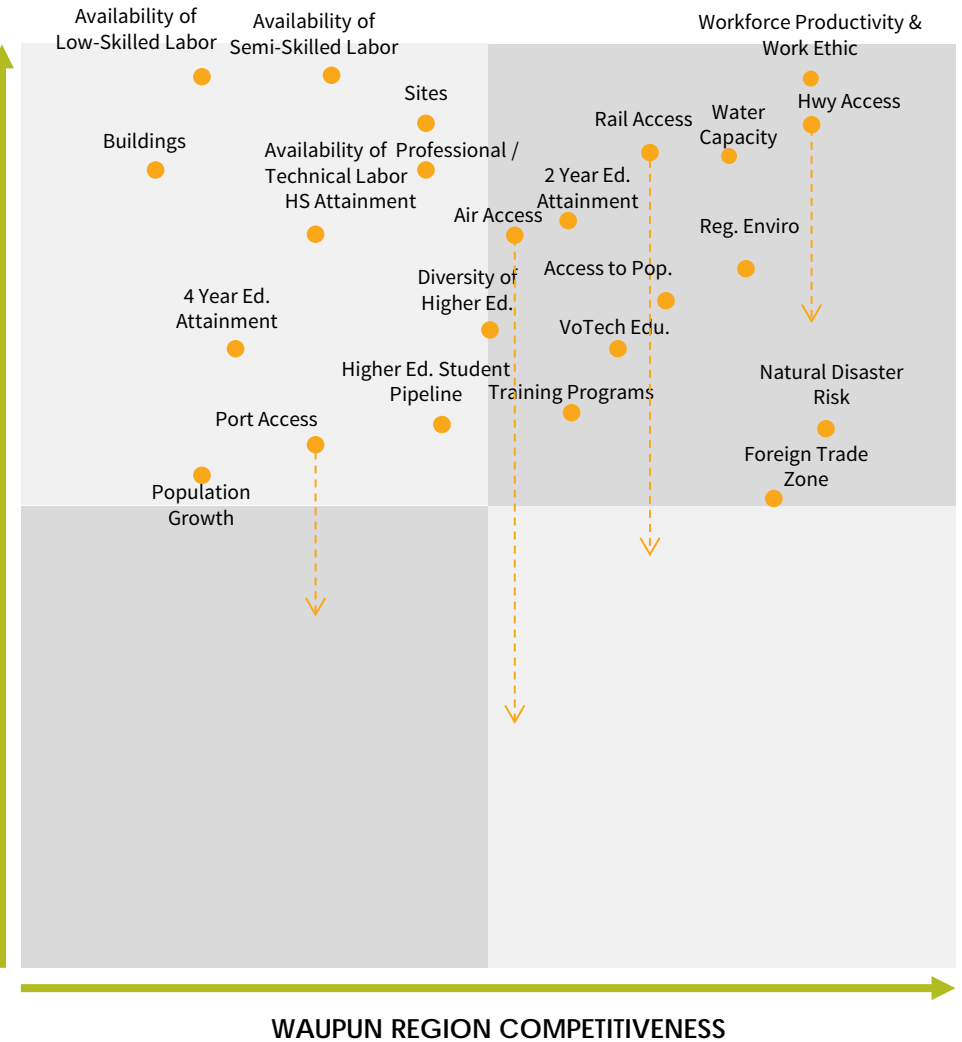
Waupun, known as the "City of Sculptures" offers a small-town feel (and small-town costs of living), but has access to the biggest cities in Wisconsin within just an hour and a half drive. For amenities closer to home, Waupun is located 20 minutes from both Beaver Dam and Fond du Lac. The city features a number of activities for residents and visitors including hiking at the Horicon Marsh, visiting the eight bronze sculptures, or exploring one of Waupun's many parks. The city also has a baseball complex and disc golf course for sports enthusiasts.

Agribusiness / Food Processing Positioning

GENERAL BUSINESS COSTS ASSET MAP



GENERAL CONDITIONS ASSET MAP



Agribusiness / Food Processing Positioning

Waupun offers the following competitive advantages for the agribusiness and food processing industry:

- **Location and access to regional markets**

- Within a day's drive, Waupun companies can reach regional markets, such as Milwaukee, Green Bay, Chicago, Detroit, Minneapolis, St. Louis, Indianapolis and many more.
- **Highway:** Waupun sits on Highway 151, which runs through the states of Iowa and Wisconsin and passes through the cities of Cedar Rapids, Dubuque, Madison and Fond Du Lac. There are three access points to 151 in Waupun. Waupun also has access to State Highways 26, 49 and 68.
- **Rail:** The Waupun Business Park has access to a Class II railroad, Wisconsin & Southern Co. (WSOR). WSOR has the ability to connect with three Class I railroads: Union Pacific, Canadian National, and Canadian Pacific in the Milwaukee area.

- **Existing companies located in the region (within 50 miles of Waupun):**

Company	Number of Employees
Bonduelle USA	300-325
Grande Cheese	200-225
J M Smucker Co	200-225
Saputo Cheese USA	150-175
Baker Cheese Factory	100-125
Seneca Foods Corp	100-125

- | Industry | Number of Companies in Fond du Lac County & Dodge County |
|---|--|
| Animal Production and Aquaculture | 100 |
| Specialized Freight (except Used Goods) Trucking, Local | 64 |
| General Freight Trucking, Long-Distance, Truckload | 46 |
| General Automotive Repair | 45 |
| Farm and Garden Machinery and Equipment, Merchant Wholesalers | 26 |
| Veterinary Services | 24 |
| Machine Shops | 22 |
| General Freight Trucking, Local | 22 |
| Farm Supplies Merchant Wholesalers | 19 |
| Crop Production | 19 |
| Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance | 18 |
| General Freight Trucking, Long-Distance, Less than Truckload | 17 |
| Motor Vehicle Supplies and New Parts Merchant Wholesalers | 16 |
| Specialized Freight (except Used Goods) Trucking, Long-Distance | 16 |
| Automotive Parts and Accessories Store | 15 |
| Fruit and Vegetable Canning | 12 |
| General Warehousing and Storage | 10 |

Agribusiness / Food Processing Positioning

Waupun offers the following competitive advantages for the agribusiness and food processing industry:

- **Workforce**

- The Waupun School District has the largest FFA chapter in Wisconsin with 490 active AET (agriculture experiences tracker) student accounts.
- Moraine Park Technical offers several applicable programs:
 - Agribusiness Science and Technology
 - Basic Industrial Maintenance
 - Advanced Industrial Maintenance
 - Automotive Technician
 - Automotive Technology

- **Water capacity**

- Waupun currently has the water capacity in its distribution system to meet nearly any demand. In fact, it was noted in the agribusiness focus group that the region has the ability to irrigate if they need to, but that the climate and soil makes it so that they don't have to.

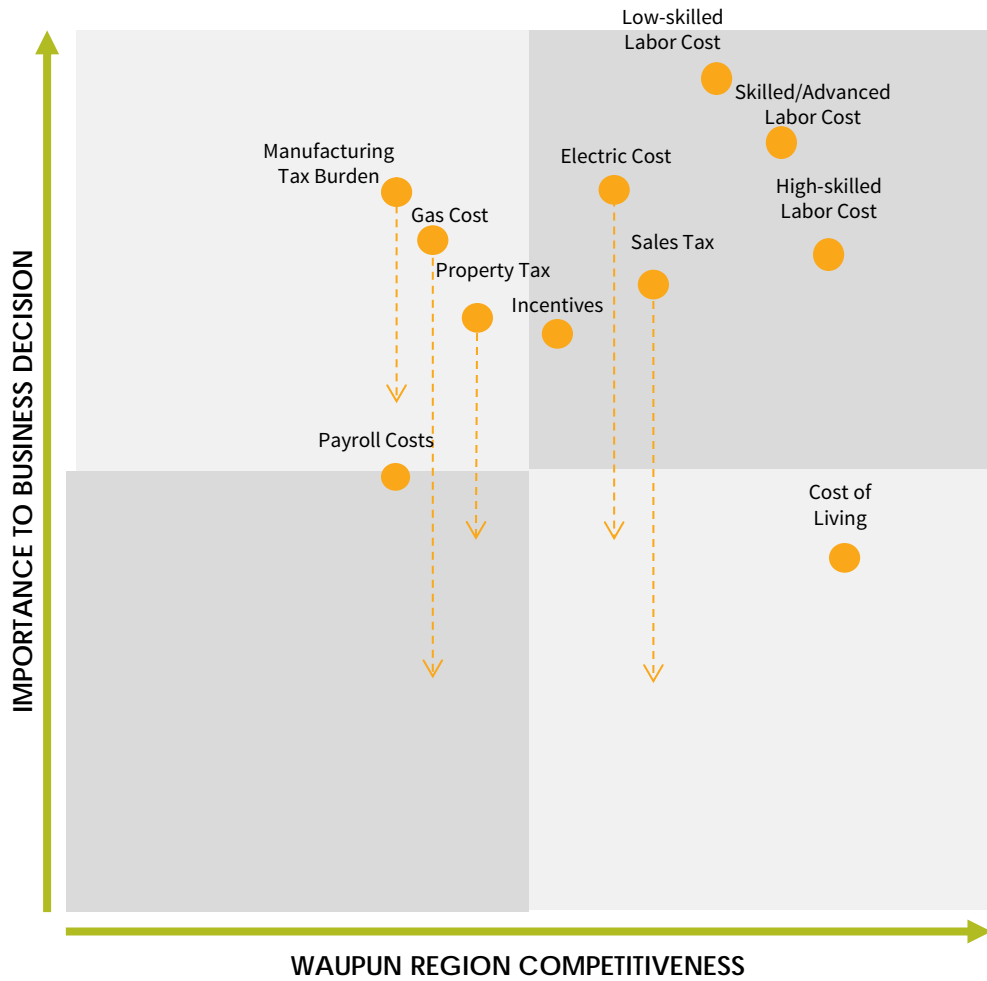
- **Agricultural products in the county (USDA Census of Agriculture, 2012)**

- Fond Du Lac County ranks in the top Wisconsin counties for the following agriculture items:
 - Wheat for grain, all (1st in Wisconsin)
 - Milk from cows (2nd in Wisconsin, 20th in the U.S.)
 - Cattle and calves (7th)
 - Grains, oilseeds, dry beans, and pea pods (9th)
 - Vegetables, melons, potatoes, and sweet potatoes (10th)
 - Soybeans for beans (13th)
 - Corn for silage (4th in Wisconsin, 15th in the U.S.)

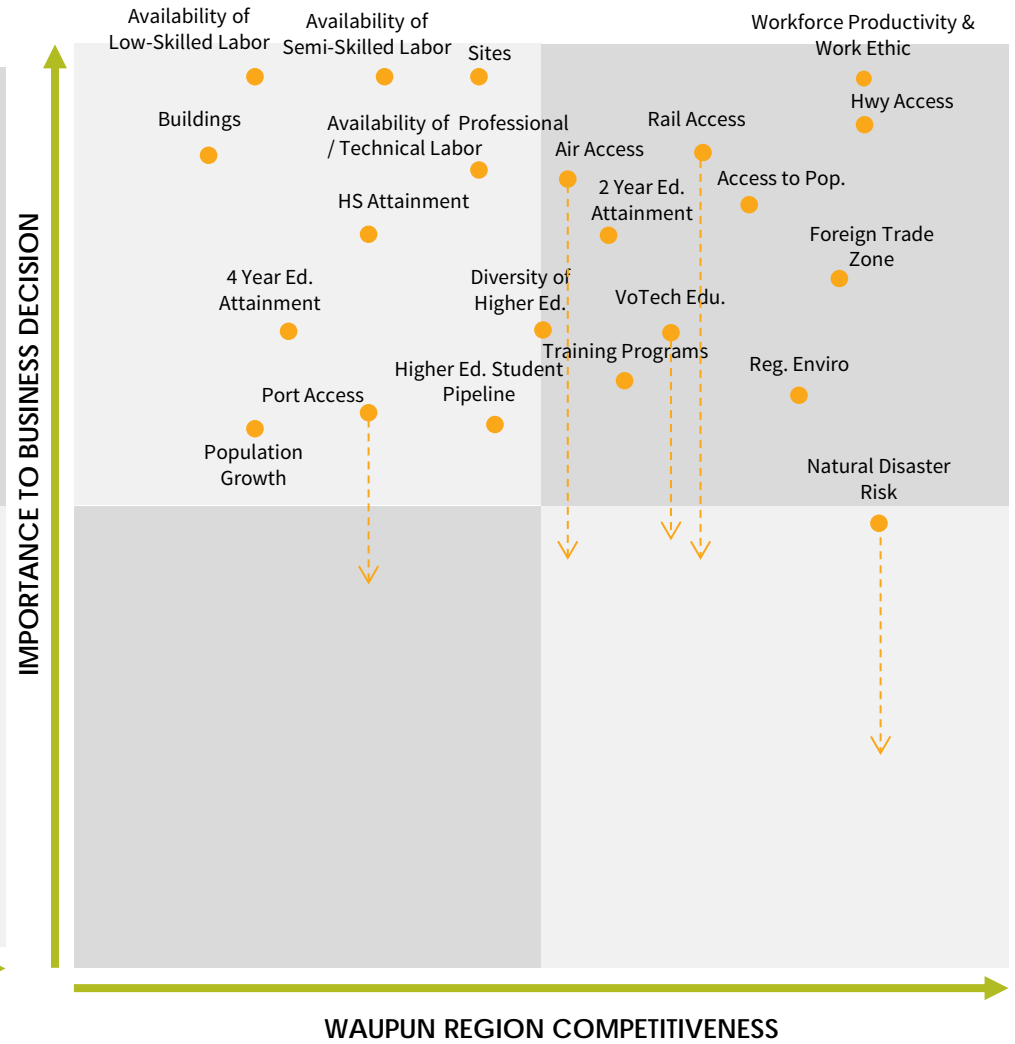
- **Manufacturing and Agriculture Credit:** Available to individuals and entities for taxable years that begin on or after January 1, 2013, for manufacturing and agricultural activities in Wisconsin. The tax credit is available for income derived from manufacturing or agricultural property located in Wisconsin and will offset a significant share of Wisconsin income taxes.

Transportation and Distribution Positioning

GENERAL BUSINESS COSTS ASSET MAP



GENERAL CONDITIONS ASSET MAP



Transportation and Distribution Positioning

Waupun offers the following competitive advantages for the transportation and distribution industry:

- **Transportation infrastructure**

- **Highway:**

- U.S. 151: Waupun sits on Highway 151, which runs through the states of Iowa and Wisconsin and passes through the cities of Cedar Rapids, Dubuque, Madison and Fond Du Lac. There are three access points to 151 in Waupun.
- I-41 is about 15 miles east of the City.
- Access to State Highways 26, 49 and 68.

- **Rail:** The Waupun Business Park has access to a Class II railroad, Wisconsin & Southern Co. (WSOR). WSOR has the ability to connect with three Class I railroads: Union Pacific, Canadian National, and Canadian Pacific in the Milwaukee area.

- **Port:** There are two ports within an hour and a half drive distance from Waupun, the Port of Green Bay and the Port of Milwaukee. Fond du Lac and Dodge counties are both serviced by the Port of Milwaukee's **Foreign Trade Zone #41**.

- **Airports:**

- Several small, regional airports, including:
 - Waupun Airport: Private airport with 3,200 ft. paved two-runway system
 - Dodge County Airport: Small aircraft airport
 - Fond Du Lac County Airport: Charter and freight services
- Within an hour drive are the commercial airports of Wittman Regional Airport in Oshkosh, General Mitchell International Airport in Milwaukee, and the Dane County Regional Airport in Madison.

Transportation and Distribution Positioning

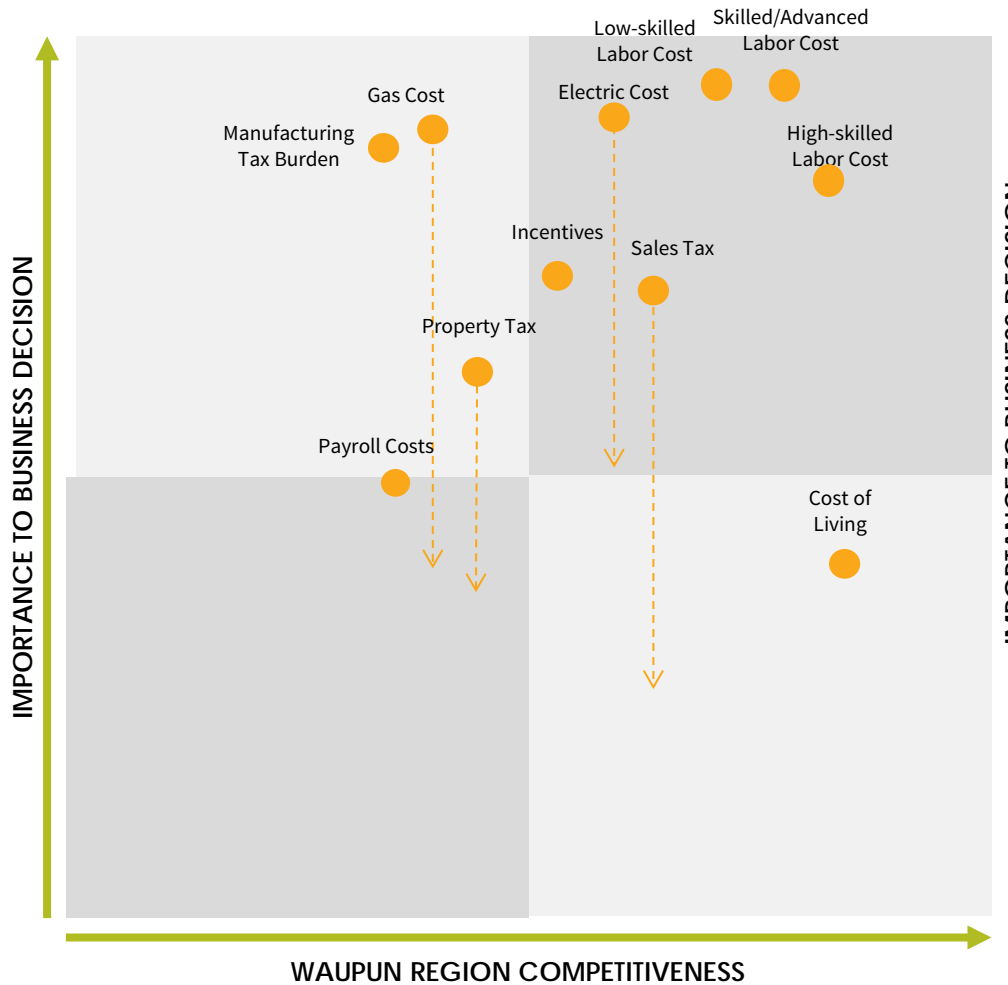
Waupun offers the following competitive advantages for the transportation and distribution industry:

- **Access to markets**
 - **Within a day's drive, companies in Waupun can reach the following major regional markets:**
 - Chicago, IL
 - Minneapolis, MN
 - Milwaukee, WI
 - Madison, WI
 - Detroit, MI
 - Des Moines, IA
 - Cedar Rapids, IA
 - Omaha, NE
 - St. Louis, MO
 - Indianapolis, IN
 - Cincinnati, OH

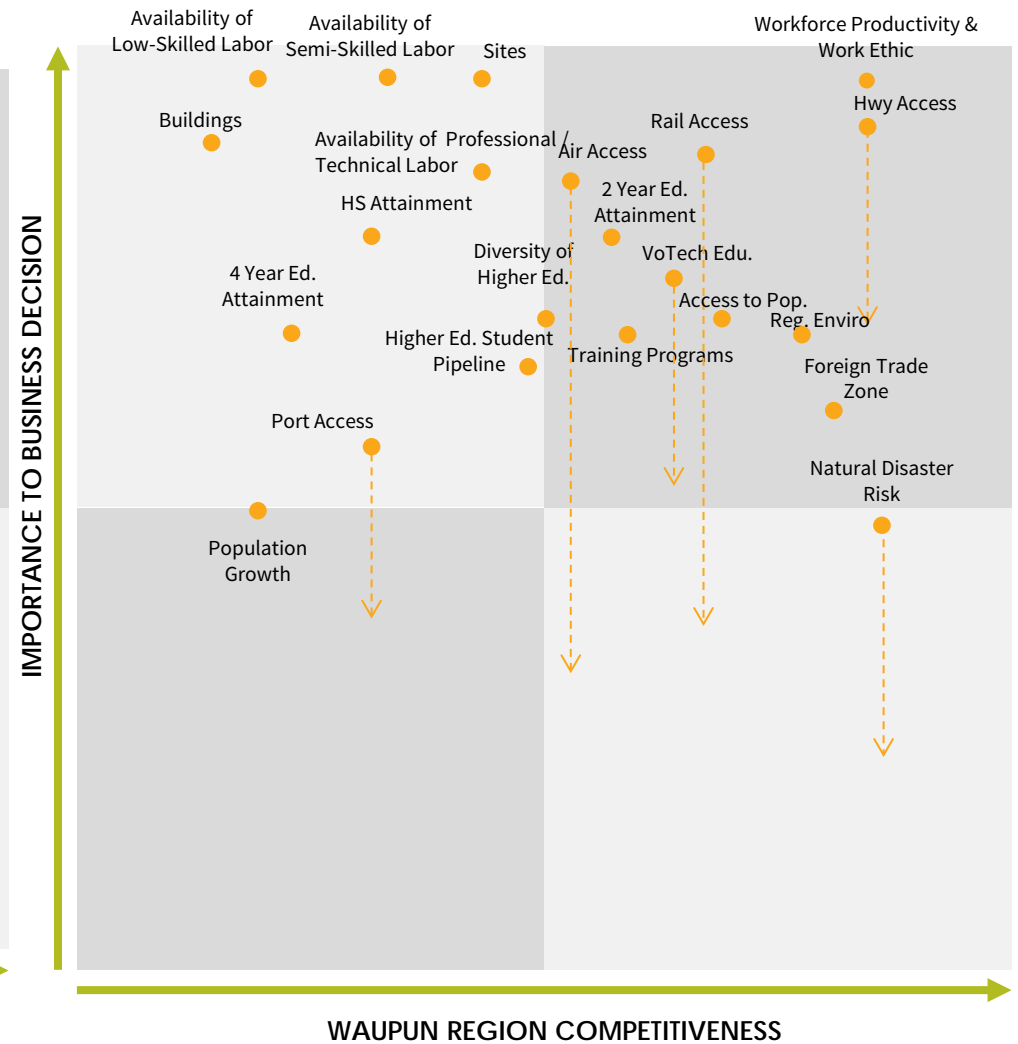
- **Waupun Business Park**
 - Offers 92 acres of industrial parcels, one lot consisting of 78.1 acres.
 - Lot sizes range from 1.12 to 78.1 acres.
 - Access to Highways 26 and 151.
 - Access to Wisconsin & Southern Railroad running on the entire west side of the park.

Manufacturing Positioning

GENERAL BUSINESS COSTS ASSET MAP



GENERAL CONDITIONS ASSET MAP



Manufacturing Positioning

Waupun offers the following competitive advantages for the manufacturing industry:

- **Location and access to markets**

- **Highway:** Waupun sits on Highway 151, which runs through the states of Iowa and Wisconsin and passes through the cities of Cedar Rapids, Dubuque, Madison and Fond Du Lac. Waupun also has access to State Highways 26, 49 and 68. I-41 is about 15 miles east of the City.
- **Rail:** The Waupun Business Park has access to a Class II railroad, Wisconsin & Southern Co. (WSOR). WSOR has the ability to connect with three Class I railroads: Union Pacific, Canadian National, and Canadian Pacific in the Milwaukee area.
- **Port:** There are two ports within an hour and a half drive distance from Waupun, the Port of Green Bay and the Port of Milwaukee. Fond du Lac and Dodge counties are both serviced by the Port of Milwaukee's Foreign Trade Zone #41.

- **OEMs in the region**

- Companies in this industry will have access to several large buyers in the region, such as:
 - Mercury Marine
 - Brenner Tank
 - Poly One Corp
 - Basic American Metal Products
 - Mid-States Aluminum Corp
 - National Rivet & Manufacturing Co
 - Federal-Mogul

- **Waupun Business Park**

- Offers 92 acres of industrial parcels, one lot consisting of 78.1 acres.
- Lot sizes range from 1.12 to 78.1 acres.
- Access to Highways 26 and 151.
- Access to Wisconsin & Southern Railroad running the entire west side of the park.

- **Talent pool**

- Work ethic was consistently noted by employers.
- Relevant training programs at Moraine Park Technical College (see chart right)

Program Moraine Park	Total Annual Regional Completions
Electromechanical Technology/Electromechanical Engineering Technology	4
Mechanical Drafting and Mechanical Drafting CAD/CADD	24
Mechanical Engineering/Mechanical Technology/Technician	8
Automobile/Automotive Mechanics Technology/Technician	21
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	9
Small Engine Mechanics and Repair Technology/Technician	3
Machine Tool Technology/Machinist	10
Metal Fabricator	5
Welding Technology/Welder	66
Program Fox Valley Technical College	Total Annual Regional Completions
Automation Engineer Technology/Technician	13
Electromechanical Technology/Electromechanical Engineering Technology	15
Autobody/Collision and Repair Technology/Technician	6
Automobile/Automotive Mechanics Technology/Technician	35
Diesel Mechanics Technology/Technician	116
Metal Fabricator	49
Machine Shop Technology/Assistant	21
Welding Technology/Welder	92
Automation Engineer Technology/Technician	13

Manufacturing Positioning

Waupun offers the following competitive advantages for the manufacturing industry:

Competitive wages in this industry

Occupation	Waupun	WI	US
51-2092 Team Assemblers	\$11.07	\$14.38	\$14.45
51-4041 Machinists	\$22.24	\$20.04	\$20.05
51-1011 First-Line Supervisors of Production and Operating Workers	\$29.21	\$27.13	\$27.78
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers	\$14.14	\$18.02	\$17.68
11-1021 General and Operations Managers	\$39.72	\$45.66	\$47.74
17-2112 Industrial Engineers	\$34.08	\$35.39	\$40.53
53-7062 Laborers and Freight, Stock, and Material Movers, Hand	\$12.95	\$14.43	\$12.49
43-5071 Shipping, Receiving, and Traffic Clerks	\$15.11	\$16.22	\$14.99
49-9041 Industrial Machinery Mechanics	\$23.74	\$23.57	\$24.06
51-9198 Helpers - Production Workers	\$13.24	\$13.38	\$11.94
49-9071 Maintenance and Repair Workers, General	\$16.60	\$18.40	\$17.76
11-3051 Industrial Production Managers	\$48.34	\$47.02	\$46.70
51-4121 Welders, Cutters, Solderers, and Brazers	\$19.36	\$19.62	\$18.94
51-4031 Cutting, Punching, and Press Machine, Setters, Operators, and Tenders, Metal and Plastic	\$17.92	\$17.32	\$15.56
47-2111 Electricians	\$27.56	\$28.03	\$25.35
53-3032 Heavy and Tractor-Trailer Truck Drivers	\$20.27	\$19.50	\$19.87
53-7051 Industrial Truck and Tractor Operators	\$15.39	\$16.69	\$15.61
53-7064 Packers and Packagers, Hand	\$12.51	\$12.30	\$10.64

(Source: EMSI, 2016)

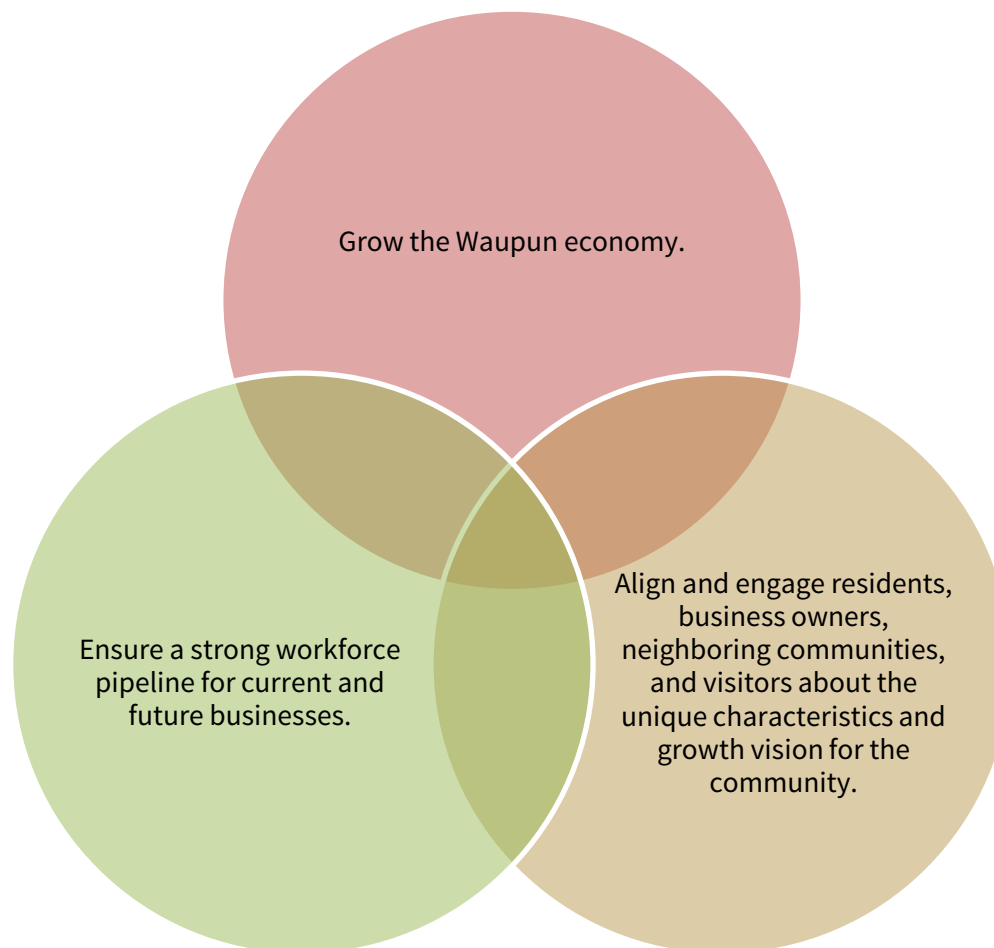
SECTION 8: GOALS FOR THE FUTURE



Goals for the Future

A key outcome of the strategic planning process is to identify assets (where we're at) and then elicit goals for the community (where we want to go). The following three goals were determined based on our desk research, field research, and input from numerous stakeholders. These goals will be discussed further on the following pages and will serve as a basis for the Economic Development Strategic Plan.

The goals are in no particular order. All are considered equally high in importance.



Goals for the Future

The Goal

Grow the Waupun economy.

Discussion

- The current manufacturing industry in Waupun is aging. Many of the companies that are there have been there for a long time. Stakeholders noted that many of these companies either do not have succession plans in place or do not have local control. Both of these are risks to the growth of the manufacturing industry in Waupun.
Waupun is heavily dependent on the prisons, as a major source of employment. Diversification of industries will be important to ensure future success for the City.
- Start with the current employers in the community and help them grow. Current employers will be the most knowledgeable on the current business climate in the region and can provide suggestions regarding workforce/training needs, infrastructure improvements, etc.
- Using the target industries identified in this report, attraction activities can be more focused and targeted, using limited resources to attract those industries that have the strongest business case for locating here.

Goals for the Future

The Goal

Ensure a strong workforce pipeline for current and future businesses.

Discussion

- Some of the main talent issues as noted by existing employers include troubles hiring the best students from Waupun, as well as recruiting employees to live in Waupun.
- Moraine Park Technical College and the high school are both already engaged with some businesses in the area, but not necessarily those based in the City.
- Career readiness programs are already in place for some occupations.
- The prisons employ a lot of people – they are the biggest employer in the City – which greatly impacts workforce availability and housing.

Goals for the Future

The Goal

Align and engage residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.

Discussion

- Stakeholders noted that there are few communication channels. Communication channels need to be strengthened and expanded.
- It seems that residents don't know what businesses are doing and businesses don't know what other businesses down the road are doing.
- Located between two bigger cities – Fond du Lac and Beaver Dam – the personality of Waupun often gets overshadowed.
- Some of the perceptions of the community are just that – perceptions. The City of Waupun will benefit from ensuring that these perceptions are supported by facts.

SECTION 9: ECONOMIC DEVELOPMENT STRATEGIC PLAN



SECTION 5: TARGET INDUSTRY ANALYSIS

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Economic Development Strategies

Introduction

Within this section are the main strategies for the City of Waupun. Strategies are defined as items necessary to fulfill one or several of the three goals (determined in Section 8). They are more detailed than goals but not as detailed as specific tasks.

As you will see on the following pages, each of the strategies has a specific effect on one or multiple goals; however the effect the strategy has on the particular goal varies from primary effect to direct effect to indirect effect.

Also of note, the marketing strategies are broken down by various audiences. Those audiences and details about each are listed below:

- All audiences: There will be a number of marketing tactics that will be applicable for all audiences.
- Visitors: This includes anyone who visits Waupun, whether it is for business, tourism, etc.
- Regional Partners: Key partners of Waupun include Fond du Lac County EDC, Dodge County, MadREP, New North, Moraine Park Technical College, and other similar stakeholders.
- Existing businesses: This group includes all existing companies in Waupun from retail to industry to agriculture.
- Target industries:
 - Agribusiness/food processing: Waupun has a strong agricultural industry which lends itself well to agribusiness and food processing companies. Because of Waupun's strong Dutch background as well, foreign direct investment will be a key component for attracting this audience.
 - Transportation and distribution: Waupun is able to easily access regional markets in the Midwest, which makes it a good location for distribution.

Economic Development Strategies

Key Performance Indicators

Key performance indicators are specific criteria identified that are designed to measure the success or progress of the economic development growth plan. Therefore these indicators are measurable, based off of the goals determined by the City of Waupun, and can be realistically improved upon over time based on specific actions outlined within the strategic plan. These are divided into those over which the City of Waupun has direct control, and those outcomes in the City that its efforts are intended to ameliorate.

The City of Waupun's key performance indicators include:

- Number of BRE interviews conducted annually
- Sites available for investment and competitive for desired uses
- Success of specific programs in which the City played a pertinent support role (education, training, capital, etc.)
- Time required and business-friendliness to get through public approvals for incentives provided to companies investing in Waupun
- Positive environmental regulatory certainty for business retention, expansion, and recruitment
- Number of existing companies, jobs, and/or investment that was retained or grown due to the involvement of the City of Waupun
- Number of projects for which the City provided project support or oversight (BRE or attraction)
- Number of RFI/RFPs received, number responded to, percent that result in a site visit, number of project wins

Success indicators in the Waupun economy:

- Awareness and positive perception of Waupun among stakeholders, residents, visitors and existing businesses
- Awareness and positive perception of Waupun among decision makers and influencers
- Alignment among groups involved in the region's economic development – degree of coordination, information sharing, clarity of roles, etc.
- Level and percent increase in average wages
- Diversity and growth of employer base
- Employment retention/growth relative to index (i.e., whether Waupun is maintaining or growing market share in a specific target industry at a level equal or above the national average)

Economic Development Strategies

ALIGNMENT/REGIONALISM			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Articulate roles and responsibilities of each regional economic development partner to help avoid duplication of efforts, identify gaps, and reach consensus on project coordination protocols.	XXX		X
Communicate regularly with economic development partners and other stakeholders about economic development initiatives, business news, county-wide successes, and quality of life improvements.	XXX		X

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategies

READINESS			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Product Readiness			
Determine the next sites/buildings to develop (or redevelop) to meet the needs of the target industries (as identified in this report).			XXX
Continue to be a concierge service for businesses to assist them with specific requests, such as permitting, zoning, incentives, other business programs, etc.			XX
Re-evaluate the city and county incentive policies to ensure they align with future goals.	X	X	XXX
Talent Readiness			
Explore whether or not there is a business case for an automation training center in Waupun.		XX	XX
If there is a business case for an automation training center in Waupun, based off of the findings from the strategy above, pitch the idea to a variety of stakeholders, such as colleges, legislatures, manufacturers in Waupun, etc. to help determine funding options and the path forward.	X	XXX	XX
Existing Business Readiness			
Determine the interest and need for a value-added dairy production program.	X	X	XXX
Entrepreneurship			
Continue to support entrepreneurs in Waupun.		XXX	XX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategies

MARKETING			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
All Audiences (except visitors)			
Communicate the brand and the benefits of locating in Waupun to all audiences.	XXX		XXX
Promote positive news in the city.	XXX		XX
Increase awareness of local businesses by all audiences.	XX		XX
Visitors			
Follow tourism strategy from Waupun’s tourism partner.	XXX	X	
Regional Partners			
Market the key assets of Waupun to internal stakeholders and partners to ensure that everyone is able to be advocates for the community.	XXX		XX
Existing Businesses			
Ensure that existing businesses’ needs are met and that they are aware of the resources/programs available to them.			XXX
Stay up-to-date on news about your existing businesses, especially those that are headquartered elsewhere.			XX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Strategies

MARKETING			
	Goal #1: Align and engage all residents, business owners, neighboring communities, and visitors about the unique characteristics and growth vision for the community.	Goal #2: Ensure a strong workforce pipeline for current and future businesses.	Goal #3: Grow the Waupun economy.
Target Industries - Agribusiness			
Communicate the benefits of doing business in Waupun to agribusiness and food processing companies.			XXX
Identify companies in the agribusiness and food processing industry to attract to Waupun.	X		XXX
Target Industries - Transportation and Distribution			
Communicate the benefits of doing business in Waupun to distribution companies.			XXX
Identify regional companies to target for transportation and distribution.	X		XXX

XXX: Primary effect on goal

XX: Direct effect on goal

X: Indirect effect on goal

Economic Development Implementation Plan

Introduction

The implementation plan builds off of the same strategies found on the previous pages by including additional tasks identified to accomplish each strategy. Again, these strategies are key to achieving the City of Waupun's goals. The following pages outline the detailed plan to achieve Waupun's goals. The strategies from the previous section are highlighted in gray in each of the tables, and then broken down further into actionable tactics.

Through various discussions and experience, we have determined the following for each task:

- Responsible party
- Priority
- Timeline
- Budget Estimate

These criteria will help determine which of these tasks should be accomplished first and who should be responsible for the completion of each.

Economic Development Implementation Plan

Areas of Focus
Strategies
Tactics

ALIGNMENT/REGIONALISM				
Alignment/Regionalism	Responsible Party	Priority	Timeline	Budget Estimate
Articulate roles and responsibilities of each regional economic development partner to help avoid duplication of efforts, identify gaps, and reach consensus on project coordination protocols.				
Host a facilitated work session. Bring together all economic development partners (regional groups, counties, community college, etc.) to review Waupun’s economic development plan and to clarify the roles and responsibilities of each organization. Topics should include incentives, marketing activities, lead coordination, talent strategies, positioning of the city within the region, BRE coordination, etc.	City of Waupun	High	Q3 2017	Low
Explore options to create a separate economic development arm. This may provide some clarity on the economic development role within the city, as well as provide the ability to keep prospective projects confidential.	City of Waupun	Medium	Q4 2017	TBD
Communicate regularly with economic development partners and other stakeholders about economic development initiatives, business news, county-wide successes, and quality of life improvements.				
Determine the communication channels in which the City of Waupun can communicate with stakeholders on a regular basis. Communication channels may include an economic development-focused website, an economic development page in the local newspaper, a section in an existing free newsletter, a Facebook page dedicated to City of Waupun economic development, etc.	City of Waupun	High	Q3 2017	Low
Implement outbound communications at least quarterly to partners and stakeholders.	City of Waupun	High	Ongoing Quarterly	Low

Economic Development Implementation Plan

READINESS				
Product Readiness	Responsible Party	Priority	Timeline	Budget Estimate
Determine the next sites/buildings to develop (or redevelop) to meet the needs of the target industries (as identified in this report).				
Identify all potential sites and buildings in Waupun , regardless of their state of readiness, that could be developed/marketed in the future. Consider brownfield and redevelopment opportunities as well.	City of Waupun Dodge County Fond du Lac County	High	Q3-Q4 2017	Low
Push to get sites and buildings towards their greatest state of readiness: Determine which site should be developed after the Waupun Industrial Park and conduct the necessary activities to ensure that property is as "ready" as possible for development. If infrastructure needs exist, proactively engage necessary stakeholders.	City of Waupun Dodge County Fond du Lac County Other stakeholders	High	Q3-Q4 2017	TBD
Keep information about Waupun sites and buildings up-to-date on S&B databases , such as "Locate in Wisconsin."	City of Waupun	Ongoing	Ongoing	Low
Continue to be a concierge service for businesses to assist them with specific requests, such as permitting, zoning, incentives, other business programs, etc.				
Formalize relationships with partners to help provide necessary services to businesses.	City of Waupun	Medium	Ongoing	Low
Re-evaluate the city and county incentive policies to ensure they align with future goals.				
Conduct an incentives policy workshop to determine what the city/county would incent. To align with the automation strategy, incentives should focus on investment, technology and productivity, rather than just traditional job creation.	City of Waupun Dodge County Fond du Lac County Potential third party	High	Q3 2017	TBD

Economic Development Implementation Plan

READINESS				
Talent Readiness	Responsible Party	Priority	Timeline	Budget Estimate
Explore whether or not there is a business case for an automation training center in Waupun.				
Research other automation centers and best practices focused on how they got started, including how they determined the need, how it was funded, etc.	Ady Advantage	High	Q3-Q4 2017	\$5,500-\$7,000
Conduct a BRE survey of robots to determine if there is a critical mass in the region, as well as if there is a need or future demand for automation. Survey should include where (zip code) and in which industries (NAICS code) the most automation is found/needed. Consider incorporating this into current ongoing BRE surveys. If more time sensitive, create a separate survey.	City of Waupun FCEDC Ady Advantage	Medium	Q4 2017	TBD based on level of involvement required.
Look at industry sectors in which Waupun is strong, such as prisons and agribusiness, and conduct research to see what types of automation is going on industry-wide.	Ady Advantage	Medium	Q4 2017	\$6,500-\$8,000
If there is a business case for an automation training center in Waupun, based off of the findings from the strategy above, pitch the idea to a variety of stakeholders, such as colleges, legislatures, manufacturers in Waupun, etc. to help determine funding options and the path forward.				
Create a pitch packet and presentation for automation in Waupun. This will include findings from the research above, as well the positioning points from the target industry analysis.	Ady Advantage	TBD	TBD	TBD based on scope.
Identify a few manufacturers in the region that are heavily automated. Reach out to these businesses and invite them to speak at a manufacturing event about how automation has helped their companies.	City of Waupun	TBD	TBD	TBD
Work with local educational institutions to create automation programs for students in Waupun. This could be at the high school and/or college level.	City of Waupun	TBD	TBD	TBD
Entrepreneurship	Responsible Party	Priority	Timeline	Budget Estimate
Continue to support entrepreneurs in Waupun.				
Create an agribusiness-focused entrepreneurship program. Consider working with FFA to determine ways to incorporate entrepreneurship into their program, or having an entrepreneurship class taught at the local high school.	City of Waupun Potential education partner	Medium	2018	TBD

Economic Development Implementation Plan

READINESS				
Existing Business Readiness	Responsible Party	Priority	Timeline	Budget Estimate
Determine the interest and need for a value-added dairy production program.				
Create a steering group. Gather key players, such as Jim Gage, former GM of the Wisconsin Dairy Business Innovation Center, and other agriculture partners.	City of Waupun Jim Gage Janet Ady Other Partners	Medium	Q4 2017	Low
Develop a mission statement and goals for the program. Ensure that steering group is aligned on these items.	Steering Group	Medium	Q1 2018	Low
Conduct a search for funding sources and partners to help implement the program.	Steering Group	Medium	Q1 2018	Low

Economic Development Implementation Plan

MARKETING				
All Audiences (except visitors)	Responsible Party	Priority	Timeline	Budget Estimate
Communicate the brand and the benefits of locating in Waupun to all audiences.				
Develop a new economic development brand for the city, including new logo, tagline, and brand standards, using the positioning developed in this research.	Ady Advantage	High	In progress	Included
Create a regional profile that can be used to position the city among residents, existing businesses, prospective businesses, etc.	Ady Advantage	High	Q3 2017	\$6,000
Create an economic development website that is separate from the current city website. This website should include positioning and target industries as identified in this report, the new brand, a news section to push out positive economic development news, etc.	Ady Advantage	Medium	2018	TBD based on scope
Promote positive news in the city.				
Push out positive news through the chosen media channels on a regular basis. Topics could include economic development "wins", existing business news, quality of life improvements, etc.	City of Waupun	Ongoing	Ongoing	Low
Increase awareness of local businesses by all audiences.				
Regularly highlight or profile existing businesses in Waupun on official communication channels.	City of Waupun	Ongoing	Ongoing	Low
Visitors	Responsible Party	Priority	Timeline	Budget Estimate
Follow tourism strategy from Waupun's tourism partner.				
Conduct tactics as outlined in the tourism plan. Determine where there might be opportunities for programs that benefit both tourism and economic development.	TBD	TBD	TBD	TBD

Economic Development Implementation Plan

MARKETING				
Regional Partners (see Alignment strategy for additional tactics)	Responsible Party	Priority	Timeline	Budget Estimate
Market the key assets of Waupun to partners to ensure that everyone is able to be advocates for the community.				
Arm regional partners with marketing materials. Provide marketing materials, so that regional partners are able to promote Waupun when talking to prospective businesses.	City of Waupun	Medium	Q4 2017	Low
Encourage partners to include a link to Waupun’s economic development website on their own website, and push out Waupun’s positive economic development news on their own social media channels.	City of Waupun	Medium	Q3-Q4 2017	Low
Existing Businesses	Responsible Party	Priority	Timeline	Budget Estimate
Ensure that existing businesses’ needs are met and that they are aware of the resources/programs available to them.				
Formalize the BRE program in Waupun. Ensure coordination with regional partners where applicable. If Waupun is unable to attend BRE visits with regional partners, be sure to request notes from the meeting.	City of Waupun and regional partners	High	Q3 2017	Low
Conduct a quarterly business summit: To educate local businesses on growth strategies and resources available to them. An important component of this tactic will be gaining buy-in from these companies on the importance of automation, market diversification, succession planning, etc. Consider bringing in speakers such as WMEP, Moraine Park Technical College, MadREP, etc. to talk about resources and services for manufacturers. This can also be used as an opportunity for businesses to get together and share issues related to talent, infrastructure, etc. Consider holding one per quarter for retail-focused companies and one for manufacturers/agribusiness companies.	City of Waupun	Medium	Q3 and Quarterly	TBD
Stay up-to-date on news about your existing businesses, especially those that are headquartered elsewhere.				
Create Google alerts to capture key words related to the companies in Waupun. Ady Advantage can help set up Google alerts and educate Waupun team on how to continually monitor.	City of Waupun Ady Advantage	High	Q3 2017	\$1,000 for set up and training
Continually monitor Google alerts and use this as a tool to proactively reach out to your companies. This will be especially important for those companies that have little local control.	City of Waupun	Ongoing	Ongoing	Low

Economic Development Implementation Plan

MARKETING				
Target Industry - Agribusiness	Responsible Party	Priority	Timeline	Budget Estimate
Communicate the benefits of doing business in Waupun to agribusiness and food processing companies.				
Create a target industry profile for the agribusiness and food processing industry that can be used with prospective companies, as well as economic development partners.	Ady Advantage	High	Q2-Q3 2017	\$3,500
Success stories. Create case studies from successful agribusiness and food processing companies in the region. These case studies can be used as printed collateral, press releases, social media and newsletters. Cost includes interview of company, writing content for success story, and layout/design of the story for print and/or web distribution.	Ady Advantage	Medium	2018	\$2,000
Invitational letter in Dutch. In order to support the strategy of attracting agribusiness companies from the Netherlands, create a brief invitational letter to include with marketing materials for prospective companies. This letter should be signed by the Mayor of Waupun , and potentially the Governor or Secretary of Agriculture for Wisconsin.	Ady Advantage	High	Q2-Q3 2017	TBD
Identify companies in the agribusiness and food processing industry to attract to Waupun.				
Lead generation of Netherland companies. Identify prospective agribusiness companies from the Netherlands. Send an expert consultant to the Netherlands to visit with companies, with the goal of communicating the benefits of Waupun and gauging interest in opening a location in Waupun. The focus of this will be on agribusiness companies. This cost does not include the marketing materials that will be required for the pitch, including Regional Profile and a Target Industry Profile for Agribusiness.	TBD	High	Q2-Q3 2017	\$21,000 Does not include out of pocket costs related to travel – NTE \$5,000.
Track prospective companies via Google Alerts. Set up Google alerts to capture key words and phrases related to the agribusiness and food processing industry and companies in the industry that are growing. Ady Advantage can set up and teach the Waupun team how to continue to monitor Google alerts.	City of Waupun	Medium	Q4 2017	Included in Google Alerts set up on previous page.
Partner with regional economic development groups to have a presence at tradeshow, site selector events, etc. that are related to the agribusiness/food processing industry, whether that is by attending the event, sending marketing materials with your regional partner, sponsoring part of a booth, etc.	City of Waupun	Ongoing	Ongoing	TBD

Economic Development Implementation Plan

MARKETING				
Target Industry – Transportation and Distribution	Responsible Party	Priority	Timeline	Budget Estimate
Communicate the benefits of doing business in Waupun to distribution companies.				
Create a target industry profile for the transportation and distribution industry that can be used with prospective companies, as well as economic development partners.	Ady Advantage	High	Q3 2017	\$3,500
Identify regional companies to target for transportation and distribution.				
Use BRE visits to identify companies in Waupun that may need additional space for distribution.	City of Waupun	Ongoing	Ongoing	Low
Identify commercial real estate brokers that work on these types of projects in both the MadREP and New North regions.	City of Waupun	High	Q3-Q4 2017	TBD
Host a “fam tour” for the identified commercial real estate brokers to show them what Waupun has to offer for distribution companies. The fam tour should include both a tour of the community, an educational component and a fun event. Ady Advantage can assist with the planning of a fam tour if Waupun so chooses.	City of Waupun	Medium	2018	TBD

About Ady Advantage

Published by Ady Advantage, a comprehensive and integrated economic development market research, site selection, and marketing consulting firm. Our experience on both sides of the economic development equation is unique. It gives us important insight into the perspectives, challenges, and sensitivities of both manufacturers and economic development organizations, bringing added value to both. And we're the only such firm that not only makes marketing recommendations, but also helps you build your website, market to prospective businesses, and use social media as a competitive advantage. Our corporate services focus on helping manufacturers, utilities and other sectors grow their businesses through an integrated solution set that includes research, competitive positioning, marketing strategy, integrated communications, and facility expansion.

Contact us today for more information or if you have any questions on this report.

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