

# 6

## Economic Development



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## 6 Economic Development

### 6.1 Economic Development Plan

Economic development planning is the process by which a community organizes, analyzes, plans, and then applies its energies to the tasks of improving the economic well-being and quality of life for those in the community. Potential issues and opportunities in the Town of Hubbard related to economic development include enhancing the community's competitiveness for attracting and retaining businesses, establishing commercial and industrial development policies, encouraging long term thinking and investing, creating jobs, increasing wages, enhancing worker training, and improving overall quality of life. All of these issues affect residents of the Town of Hubbard and are addressed directly or indirectly in the comprehensive plan.

The reason to plan for economic development is straight-forward. Economic development provides income for individuals, households, farms, businesses, and units of government. It requires working together to maintain a strong economy by creating and retaining desirable jobs which provide a good standard of living for individuals. Increased personal income and wealth increases the tax base, so a community can provide the level of services residents expect. A balanced, healthy economy is essential for community well-being. Well planned economic development expenditures are a community investment. They leverage new growth and redevelopment to improve the area. Influencing and investing in the process of economic development allows community members to determine future direction and guide appropriate types of development according to their values.

Successful plans for economic development acknowledge the importance of:

- ◆ Knowing the region's economic function in the global economy
- ◆ Creating a skilled and educated workforce
- ◆ Investing in an infrastructure for innovation
- ◆ Creating a great quality of life
- ◆ Fostering an innovative business climate
- ◆ Increased use of technology and cooperation to increase government efficiency
- ◆ Taking regional governance and collaboration seriously

The Town of Hubbard' plan for economic development reflects the desire to preserve its agricultural and recreational base. The town plays a critical role in the agricultural economy by providing the land base to support efficient agricultural production and a critical mass of farms to support the array of local agricultural support businesses and institutions. These support businesses and institutions include implement dealers, feed and seed suppliers, equipment suppliers, financial institutions, livestock breeders, business consultants, milk processors, vegetable processors, trucking and rail transport, educational institutions, and many others. This combination of factors makes agriculture a basic industry in the local and regional economy, meaning that dollars produced directly by farms have a multiplier effect benefiting many other related businesses and industries. The rural nature of the Town of Hubbard has created an increase in new residents seeking to access the area's recreational opportunities and rural quality of life.

Non-farm employment, business development, and other economic opportunities are primarily provided by the surrounding urban areas. The town recognizes that almost half of its residents are employed in either manufacturing, retail trade, and education, health, or social services. While the bulk of these jobs are located outside of the town, the town can serve a critical role in providing quality, affordable places to live, which is a critical component of regional economic development.

As economic development takes place, it is the town’s desire to retain its rural character and quality of life. A primary concern in this area is that any new business development utilizes high quality building and site design that preserve the aesthetics and rural character of the town. The town’s *Economic Development* policies and recommendations provide guidance for creating a system of site and architectural design review for this purpose.

## 6.2 Economic Characteristics

### Employment by Industrial Sector

Employment by industry within an area illustrates the structure of the economy. Historically, Dodge County has had a high concentration of employment in the manufacturing and agricultural sectors of the economy. Recent state and national trends indicate a decreasing concentration of employment in the manufacturing sector while employment within the services sector is increasing. This trend is partly attributed to the aging of the population.

Table 6-1 displays the number and percent of employed persons by industry group in the Town of Hubbard and Dodge County for 2000.

Table 6-1  
Employment by Industrial Sector, Town of Hubbard and  
Dodge County, 2000

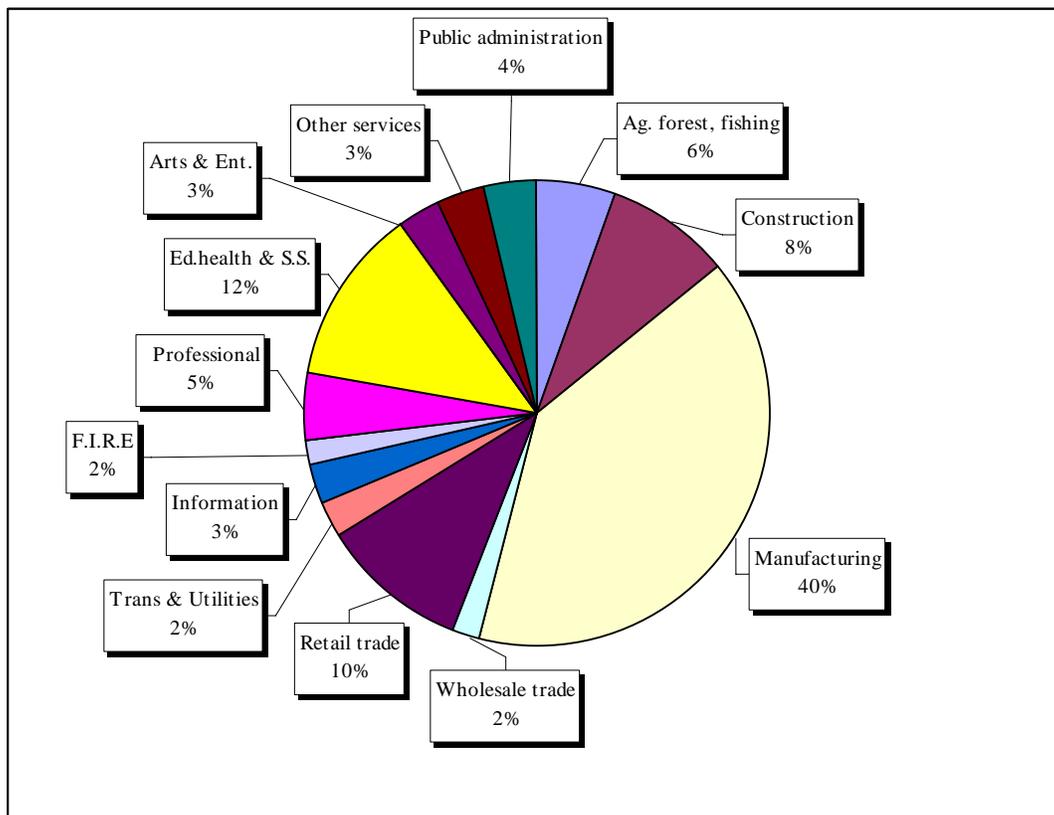
Industry	Town of Hubbard		Dodge County	
	Number	Percent of Total	Number	Percent of Total
Agriculture, Forestry, Fishing and Hunting, and mining	49	5.6%	2,148	5.0%
Construction	74	8.5%	2,840	6.6%
Manufacturing	347	39.8%	14,359	33.2%
Wholesale Trade	17	1.9%	1,142	2.6%
Retail Trade	90	10.3%	4,668	10.8%
Transportation, Warehousing, and Utilities	21	2.4%	1,584	3.7%
Information	25	2.9%	792	1.8%
Finance, Insurance, Real Estate, Rental, and Leasing	15	1.7%	1,523	3.5%
Professional, Scientific, Management, Administrative, and Waste Management Services	41	4.7%	1,691	3.9%

Industry	Town of Hubbard		Dodge County	
	Number	Percent of Total	Number	Percent of Total
Educational, Health and Social Services	105	12.0%	6,929	16.0%
Arts, Entertainment, Recreation, Accommodation and Food Services	27	3.1%	2,235	5.2%
Other Services (except Public Administration)	30	3.4%	1,555	3.6%
Public Administration	31	3.6%	1,731	4.0%
<b>Total</b>	<b>872</b>	<b>100.0%</b>	<b>43,197</b>	<b>100.0%</b>

Source: U.S. Bureau of the Census, 2000.

The manufacturing sector supplied the most jobs (39.8%) and education, health and social services provided the second most jobs (12.0%) in the Town of Hubbard. The greatest percentage of employment for the county was also in the manufacturing sector (33.2%), followed by the educational, health, and social services (16.0%). The agricultural, forestry, fishing and hunting, and mining sector provided 5.0% of the employment by industry in the county. The Town of Hubbard claimed 5.6% of employment in this sector reflecting a similar percentage as the County. Figure 6-1 also displays employment by industry for the Town of Hubbard in 2000.

Figure 6-1  
Employment by Industry, Town of Hubbard, 2000



Source: U.S. Bureau of the Census, 2000 (STF-3).

## Employment by Occupation

The previous section, Employment by Industry, described employment by the type of business, industry, or sector of commerce. What people do, or what their occupation is within those sectors, can also reveal factors that influence incomes and overall employment. Table 6-2 displays the number and percent of employed persons by occupation in the Town of Hubbard and Dodge County for 2000.

Table 6-2  
Employment by Occupation, Town of Hubbard  
and Dodge County, 2000

Occupation	Town of Hubbard		Dodge County	
	Number	Percent of Total	Number	Percent of Total
Management, Professional, and Related Occupations	231	26.5%	10,911	25.3%
Service Occupations	102	11.7%	5,979	13.8%
Sales and Office Occupations	183	21.0%	9,298	21.5%
Farming, Fishing, and Forestry Occupations	6	0.7%	660	1.5%
Construction, Extraction, and Maintenance Occupations	124	14.2%	4,158	9.6%
Production, Transportation, and Material Moving Occupations	226	25.9%	12,191	28.2%
<b>Total</b>	<b>872</b>	<b>100.0%</b>	<b>43,197</b>	<b>100.0%</b>

Source: U.S. Bureau of the Census, 2000.

Management, professional, and related occupations accounted for 26.5% of the employment by occupation in the Town of Hubbard. The occupation with the greatest percentage of employment in Dodge County was in production, transportation, and material moving occupations, accounting for 28.2% of total employment. In the Town of Hubbard, production, transportation, and material moving occupations, accounts for 25.9% of the total and contained the second greatest percentage of employment by occupation for the town. The county had approximately one-quarter of its residents employed in the management, professional, and related occupations.

## Income

Table 6-3 displays the 1999 household income and median household income for the Town of Hubbard and Dodge County as reported by the 2000 Census.

Table 6-3  
Household Income, Town of Hubbard and Dodge County, 1999

	Town of Hubbard		Dodge County	
	Number	% of Total	Number	% of Total
Less than \$10,000	16	2.6%	1,659	5.3%
\$10,000 to \$14,999	24	3.9%	1,627	5.2%
\$15,000 to \$24,999	52	8.4%	3,579	11.4%
\$25,000 to \$34,999	65	10.5%	4,434	14.1%
\$35,000 to 49,999	137	22.2%	6,420	20.4%
\$50,000 to \$74,999	165	26.7%	8,326	26.4%
\$75,000 to \$99,999	84	13.6%	3,305	10.5%
\$100,000 to \$149,999	53	8.6%	1,605	5.1%
\$150,000 or More	21	3.4%	558	1.8%
Total	617	100.0%	31,513	100.0%
Median Household Income	\$51,250		\$45,190	

Source: U.S. Bureau of the Census, 2000.

The highest percentage (26.7%) of residents in the Town of Hubbard had a household income between \$50,000 and \$74,999. The next largest percentage (22.2%) of household income was \$35,000 to \$49,999. Approximately 12% of the households in the town had a household income of \$100,000 or greater; this is slightly higher than the county's rate of 6.9%. The median household income for the Town of Hubbard was \$51,250. The median income for Dodge County was lower at \$45,190.

### **Educational Attainment**

Table 6-4 indicates the education levels for the Town of Hubbard and Dodge County.

Table 6-4

## Educational Attainment, Town of Hubbard and Dodge County, 2000

Attainment Level	Town of Hubbard		Dodge County	
	Number	Percent of Total	Number	Percent of Total
Less than 9 <sup>th</sup> Grade	102	9.1%	4,025	7.0%
9 <sup>th</sup> Grade to 12 <sup>th</sup> Grade, No Diploma	140	12.4%	6,128	10.7%
High School Graduate (includes equivalency)	475	42.2%	25,031	43.6%
Some College, No Degree	190	16.9%	10,588	18.4%
Associate Degree	86	7.6%	4,079	7.1%
Bachelor's Degree	103	9.2%	5,476	9.5%
Graduate or Professional Degree	29	2.6%	2,126	3.7%
Total Persons 25 and Over	1,125	100.0%	57,453	100.0%

Source: U.S. Bureau of the Census, 2000. Only includes persons age 25 and over.

Approximately 42.2% of Hubbard residents have attained a high school level education, comparable to the 43.6% in Dodge County with the same education level. The second largest percentage (16.9%) of education attainment in the Town of Hubbard is some college, no degree. The Town of Hubbard has 9.2% of its residents obtaining a bachelor's degree, which is similar to the County's percentage of 9.5%.

### 6.3 Employment Forecast

An important feature of determining the economic health and future of Dodge County and its communities is to determine the amounts and types of jobs currently available as well as to make predictions. Dodge County has unique economic features as well as similarities to the region in which it is located. The county not only has ties locally, but statewide and nationwide. Trends that occur in the United State or internationally affect the State of Wisconsin and eventually trickle down to local level economies.

In November of 2003, the Wisconsin Department of Workforce Development (WDWD) released a report titled *Wisconsin Projections 2000-2010: Employment in Industries and Occupations*, which examined jobs in over 70 industries and 750 occupations. Many of the projections and estimates provided in the report will affect the local and county economies.

Overall, the number of jobs in Wisconsin is expected to grow by 9.6%. While employment in Wisconsin's manufacturing sector has shrunk in the past few years, this sector is anticipated to gain back some of the jobs lost since 2000. The manufacturing industries projected to add the most jobs are lumber and wood products, furniture and fixtures, and food and kindred products. The manufacturing industries expected to lose the most jobs are industrial machinery and equipment, primary metal, and electronic and other electrical equipment.

The services sector will be the job growth leader, spurred on by the aging of Wisconsin's population, technological innovations in health services and computer services, and continued outsourcing of business functions. Over 70% of the new jobs in the services sector will be in health, business, educational, or social services. Another sector expected to add numerous jobs is retail trade. This increase is expected due to population and tourism growth, and the likelihood that people will continue to prepare fewer meals at home.

## 6.4 Strengths and Weaknesses Analysis

A determination of the strengths and weaknesses of the Town of Hubbard and its economy provide some initial direction for future economic development planning. Strengths should be promoted, and new development that fits well with these features should be encouraged. Weaknesses should be improved upon or further analyzed, and new development that would exacerbate weaknesses should be discouraged. The economic strengths and weaknesses of the town are as follows:

### **Strengths**

- ◆ Controlled development
- ◆ Rural atmosphere
- ◆ Proximity to State Highway 67, STH 33, and STH 28 corridors
- ◆ Recreational opportunities and natural resources
- ◆ Lake Sinissippi access
- ◆ Commercial development opportunities
- ◆ Good town government
- ◆ Diverse agricultural background, economically diverse
- ◆ Easy access to metropolitan areas – Madison, Milwaukee and the Fox Cities
- ◆ Railroad access within town
- ◆ Low taxes
- ◆ Cell phone and high speed internet access is available
- ◆ Strong county manufacturing industry
- ◆ Tourism industry
- ◆ Dairy industry

### **Weaknesses**

- ◆ County zoning, lack of enforcement
- ◆ Land division issues and technical issues with Dodge County
- ◆ Mandates from state and federal governments effect on town
- ◆ Residential growth pressures effects future of farm land
- ◆ Decreasing enrollment in schools increases tax burden
- ◆ Border/Annexation issues with Iron Ridge and Horicon
- ◆ Aging population, effects on land ownership, and town government
- ◆ Managing commercial development along Highway corridors
- ◆ Lack of business diversity
- ◆ Road maintenance, scheduling and funding related to decreasing revenues

- ◆ Increase in recreational demands is creating conflicts with some recreational uses
- ◆ Lack of available employment opportunities for college graduates
- ◆ Aging workforce

## 6.5 Desired Business and Industry

Similar to most communities, the Town of Hubbard would welcome most economic opportunities that do not sacrifice community character or require a disproportionate level of community services per taxes gained. The categories or particular types of new businesses and industries that are desired by the community are generally described in the goals, objectives, and policies, and more specifically with the following. Desired types of business and industry in the Town of Hubbard include, but are not necessarily limited to:

- ◆ Business and industry that retain the rural character of the community.
- ◆ Business and industry that utilize high quality and attractive building and landscape design.
- ◆ Home based businesses that blend in with residential land use and do not harm the surrounding neighborhood.
- ◆ Business and industry that fill a unique niche in the town and complement the rural nature.
- ◆ Business and industry that capitalize on community strengths.
- ◆ Business and industry that do not exacerbate community weaknesses.

## 6.6 Sites for Business and Industrial Development

Sites for business and industrial development are detailed on the Future Land Use map (Map 8-3) for the Town of Hubbard, but generally follow the main highway arterials. It is the town's desire that most future business development be directed to areas designated as Commercial or Industrial on the Future Land Use map. For further detail on the supply and demand of commercial and industrial land, refer to Section 8.3 of the *Land Use* element.

### **Environmentally Contaminated Sites for Commercial or Industrial Use**

The Environmental Protection Agency (EPA) and the Wisconsin Department of Natural Resources (WDNR) encourage the clean-up and use of environmentally contaminated sites for commercial and industrial use. The WDNR has created the Bureau for Remediation and Redevelopment Tracking System (BRRTS) which identifies environmentally contaminated sites for communities in Wisconsin.

According to the BRRTS database, there are 308 environmentally contaminated sites in Dodge County which are in need of further clean-up or where clean-up is in process. In the Town of Hubbard only one site was identified. The site is identified as not needing any action and the case is considered closed. For more information on the BRRTS database visit the WDNR website under the Remediation and Redevelopment Program.

## 6.7 Economic Development Goals and Objectives

Community goals are broad, value-based statements expressing public preferences for the long term (20 years or more). They specifically address key issues, opportunities, and problems that affect the community. Objectives are more specific than goals and are more measurable statements usually attainable through direct action and implementation of plan recommendations. The accomplishment of objectives contributes to fulfillment of the goal.

### **Goal 1. Maintain, enhance, and diversify the economy consistent with other community goals and objectives in order to provide a stable economic base.**

- 1.a. Maintain and support agriculture, tourism, and related support services as strong components of the local economy.
- 1.b. Accommodate home-based businesses that do not significantly increase noise, traffic, odors, lighting, or would otherwise negatively impact the surrounding area.
- 1.c. Encourage efforts that distinguish and promote features unique to the town.
- 1.d. Support business retention, expansion, and recruitment efforts that are consistent with the town's comprehensive plan.
- 1.e. Support local employment of area citizens.

## 6.8 Economic Development Policies and Recommendations

Policies and recommendations build on goals and objectives by providing more focused responses to the issues that the town is concerned about. Policies and recommendations become primary tools the town can use in making land use decisions. Many of the policies and recommendations cross element boundaries and work together toward overall implementation strategies. Refer to Section 9.5 for an explanation of the strategies cited as sources for many of the policies and recommendations.

Policies identify the way in which activities are conducted in order to fulfill the goals and objectives. Policies that direct action using the word "shall" are advised to be mandatory and regulatory aspects of the implementation of the comprehensive plan. In contrast, those policies that direct action using the words "will" or "should" are advisory and intended to serve as a guide. "Will" statements are considered to be strong guidelines, while "should" statements are considered loose guidelines. The town's policies are stated in the form of position statements (Town Position), directives to the town (Town Directive), or as criteria for the review of proposed development (Development Review Criteria).

Recommendations are specific actions or projects that the town should be prepared to complete. The completion of these actions and projects is consistent with the town's policies, and therefore will help the town fulfill the comprehensive plan goals and objectives.

**Policies: Town Position**

ED1 Agriculture shall be the preferred economic base of the town (Source: Strategy ANC2).

**Policies: Town Directive**

ED2 The town should pursue the development of a more detailed plan for land use, infrastructure, and economic development along the Highway 67 and 33 corridor as dictated by growth in the future (Source: Strategy T5).

**Policies: Development Review Criteria**

ED3 Large, bulky, box-like commercial structures should be avoided (Source: Strategy ED3).

ED4 New commercial and industrial development should employ site and building designs that include:

- ◆ Attractive signage and building architecture
- ◆ Shared highway access points
- ◆ Screened parking and loading areas
- ◆ Screened mechanicals
- ◆ Landscaping, including trees to break up large parking lots
- ◆ Lighting that does not spill over to adjacent properties
- ◆ Efficient traffic and pedestrian flow (Source: Strategy ED3).

**Recommendations**

- ◆ Establish requirements for site plan and design review approval of proposed commercial, industrial, and multi-family residential developments (Source: Strategy ED3).
- ◆ Create a site and architectural design review ordinance that protects and enhances the visual quality of the town and establishes the desired characteristics of building layout and architecture, parking areas, green space and landscaping, lighting, signage, grading, driveway access, and internal traffic circulation. Seek public input on the establishment of these desired characteristics (Source: Strategy ED3).

6.9 Economic Development Programs

The following programs are currently utilized by the community or are available for use by the community to implement the goals, objectives, policies, and recommendations identified.

### University of Wisconsin Extension – Dodge County

The purpose of the Community Resource Development Program (CRD), within the Dodge County UW-Extension, is to strengthen the ability of citizens, community and business leaders, and local government officials to identify and resolve crucial community needs and issues in three broad, interrelated areas--communities, natural resources, and economic development. For more information contact the Dodge County Extension office.

### Dodge County Economic Development Revolving Loan Program

The Dodge County Land Resources and Parks Department operates a revolving loan program for local businesses and industry. The Revolving Loan Fund program 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. The Fund is intended to provide financial incentive for business and industries to invest in their own growth by providing "leverage". The funds, therefore, are meant to serve an important, secondary role to the private financing available. For further information contact the Dodge County Land Resources and Parks Department.

### Dodge County Business Retention Program

The Dodge County Land Resources and Parks Department assists businesses in obtaining grant funding for business expansion and development. Activities that the grant money may be spent on include: feasibility studies, market research, attorney and accountant fees, business planning, engineering studies, developing training programs, and other required services.

### Wisconsin Agricultural Development Zone Program

An Agricultural Development Zone has been established in five south central Wisconsin counties, including Dodge County. Agricultural related businesses are eligible for tax credits that can be applied against their state income tax liability. These credits are based on the number of new jobs that you create, the wage level, and the benefit package that you offer. Businesses may also be eligible for a 3% capital investment credit for real and personal property and a credit equal to 50% of your eligible environmental remediation costs.

### Community Development Block Grant for Economic Development (CDBG-ED)

The CDBG-ED program was designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Commerce awards the funds to a general-purpose unit of government (community) which then loans the funds to a business. When the business repays the loan, the community may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the community. For more information contact the Wisconsin Department of Commerce.

### USDA, Wisconsin Rural Development Programs

The Wisconsin Rural Development Program has many services that are available to rural communities and their residents. Some programs and services available include: community development programs, business and community programs, rural housing and utilities services, and community facility programs. For more information contact Wisconsin Rural Development.

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