

## 7. ECONOMIC DEVELOPMENT

Creating opportunities for business expansion and improving income levels through quality jobs are often thought of as an integral part of economic development planning. To craft successful economic development strategies, however mutual understanding and agreement on a local government and region's existing economic base, workforce skills, educational resources, and public and private resources must be attained. This chapter analyzes the County's existing economic condition and resources available to assist in economic development and identifies goals and strategies relating to economic development.

### ECONOMIC DEVELOPMENT EXISTING CONDITIONS AND RESOURCES

#### Labor Force and Employment

Table 7.01 below shows that as of the 2000 Census, Crawford County had 8,681 residents or 64.9% of its residents age 16 and older, in the civilian labor force this was lower than the State of Wisconsin (69.1%) but higher than the Nation (63.9%). Table 7.01 also shows that in 2000 the County's unemployment rate of 3.1% was lower than both the State and Nation which had unemployment rates of 3.2% and 3.7% respectively.

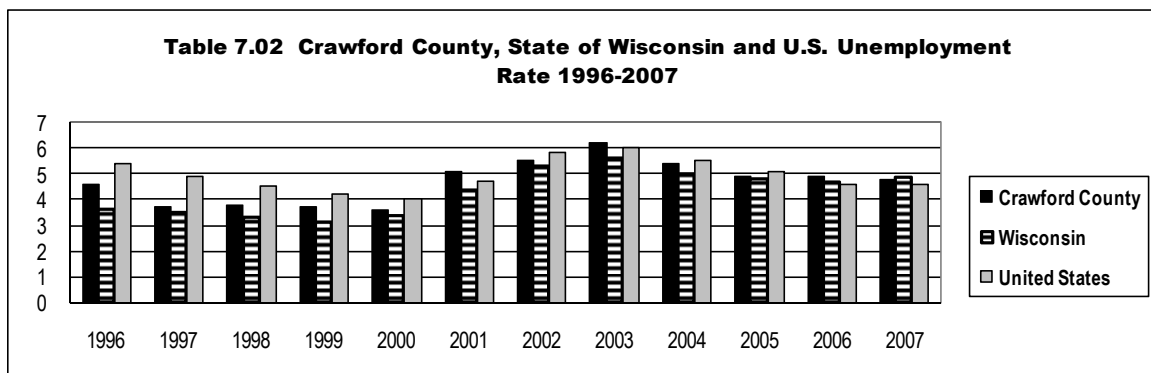
Table 7.01 Crawford County Labor Force and Employment Information, 2000 Census

	Population		Civilian						Armed		Not In		
	16 years and Over	In Labor Force	%	Labor Force	%	Employed	%	Unemployed	%	Forces	%	Labor Force	%
T. Bridgeport	655	462	70.5	462	70.5	454	69.3	8	1.2	0	0.0	193	29.5
T. Clayton	757	474	62.6	474	62.6	438	57.9	36	4.8	0	0.0	283	37.4
T. Eastman	622	443	71.2	443	71.2	421	67.7	22	3.5	0	0.0	179	28.8
T. Freeman	576	350	60.8	350	60.8	342	59.4	8	1.4	0	0.0	226	39.2
T. Haney	236	158	66.9	158	66.9	153	64.8	5	2.1	0	0.0	78	33.1
T. Marietta	349	246	70.5	241	69.1	230	65.9	11	3.2	5	1.4	103	29.5
T. Prairie du Chien	828	578	69.8	576	69.6	552	66.7	24	2.9	2	0.2	250	30.2
T. Scott	402	294	73.1	294	73.1	270	67.2	24	6.0	0	0.0	108	26.9
T. Seneca	673	452	67.2	452	67.2	431	64.0	21	3.1	0	0.0	221	32.8
T. Utica	572	394	68.9	391	68.4	370	64.7	21	3.7	3	0.5	178	31.1
T. Wauzeka	286	224	78.3	224	78.3	218	76.2	6	2.1	0	0.0	62	21.7
V. Bell Center	100	64	64.0	64	64.0	59	59.0	5	5.0	0	0.0	36	36.0
V. DeSoto (Pt)	85	58	68.2	58	68.2	54	63.5	4	4.7	0	0.0	27	31.8
V. Eastman	312	215	68.9	215	68.9	205	65.7	10	3.2	0	0.0	97	31.1
V. Ferryville	149	92	61.7	91	61.1	86	57.7	5	3.4	1	0.7	57	38.3
V. Gays Mills	470	283	60.2	283	60.2	255	54.3	28	6.0	0	0.0	187	39.8
V. Lynxville	145	78	53.8	78	53.8	74	51.0	4	2.8	0	0.0	67	46.2
V. Mt. Sterling	152	84	55.3	84	55.3	78	51.3	6	3.9	0	0.0	68	44.7
V. Soldiers Grove	502	291	58.0	291	58.0	279	55.6	12	2.4	0	0.0	211	42.0
V. Steuben	140	88	62.9	88	62.9	80	57.1	8	5.7	0	0.0	52	37.1
V. Wauzeka	543	411	75.7	411	75.7	400	73.7	11	2.0	0	0.0	132	24.3
C. Prairie du Chien	4,831	2,942	60.9	2,942	60.9	2,801	58.0	141	2.9	0	0.0	1,889	39.1
<b>Crawford County</b>	<b>13,385</b>	<b>8,681</b>	<b>64.9</b>	<b>8,670</b>	<b>64.8</b>	<b>8,250</b>	<b>61.6</b>	<b>420</b>	<b>3.1</b>	<b>11</b>	<b>0.1</b>	<b>4,704</b>	<b>35.1</b>
<b>STATE OF WIS.</b>	<b>4,157,030</b>	<b>2,872,104</b>	<b>69.1</b>	<b>2,869,236</b>	<b>69.0</b>	<b>2,734,925</b>	<b>65.8</b>	<b>134,311</b>	<b>3.2</b>	<b>2,868</b>	<b>0.1</b>	<b>1,284,926</b>	<b>30.9</b>
<b>UNITED STATES</b>	<b>217,168,077</b>	<b>138,820,935</b>	<b>63.9</b>	<b>137,668,798</b>	<b>63.4</b>	<b>129,721,512</b>	<b>59.7</b>	<b>7,947,286</b>	<b>3.7</b>	<b>1,152,137</b>	<b>0.5</b>	<b>78,347,142</b>	<b>36.1</b>

U.S. Dept. of Commerce-Bureau of the Census

### Labor Force Unemployment Rates

Table 7.02 below shows Crawford County unemployment rates over the last twelve years from 1996 –2007 have ranged from a low of 3.6 in 2000 to a high of 6.2 in 2003. The County’s unemployment rate is consistently higher than the State with the exception of 2007. During the period of 1996 through 2007 the County’s unemployment rate was below the national rate 8 of the 12 years.



### Labor Force Occupations

The largest occupation groups during the 2000 Census were Production, Transportation and Material Moving (25.5%); Management, Professional and Related Occupations (23.5%); Sales & Office Occupations (21%); and Service Occupations (18.1%).

Table 7.03 below shows the largest occupation groups in Crawford County.

**Table 7.03 Crawford County, Occupation, 2000 Census**

	Employed Civilian Population 16 Years and Over		Mgt. Professional & Related Occupations		Service Occupations		Sales & Office Occupations		Farming, Fishing & Forestry Occupations		Construction, Extraction & Maintenance Occupations		Production, Transportation, and Material Moving Occupations	
			%		%		%		%		%		%	
T. Bridgeport	454	117	25.8	66	14.5	123	27.1	5	1.1	56	12.3	87	19.2	
T. Clayton	438	110	25.1	59	13.5	74	16.9	26	5.9	49	11.2	120	27.4	
T. Eastman	421	105	24.9	44	10.5	84	20.0	18	4.3	33	7.8	137	32.5	
T. Freeman	342	109	31.9	29	8.5	87	25.4	13	3.8	23	6.7	81	23.7	
T. Haney	153	46	30.1	25	16.3	34	22.2	14	9.2	10	6.5	24	15.7	
T. Marietta	230	69	30.0	35	15.2	38	16.5	9	3.9	34	14.8	45	19.6	
T. Prairie du Chien	552	122	22.1	92	16.7	121	21.9	15	2.7	35	6.3	167	30.3	
T. Scott	270	96	35.6	34	12.6	25	9.3	9	3.3	24	8.9	82	30.4	
T. Seneca	431	116	26.9	77	17.9	73	16.9	25	5.8	44	10.2	96	22.3	
T. Utica	370	105	28.4	55	14.9	78	21.1	30	8.1	34	9.2	68	18.4	
T. Wauzeka	218	94	43.1	27	12.4	19	8.7	8	3.7	19	8.7	51	23.4	
V. Bell Center	59	18	30.5	5	8.5	5	8.5	4	6.8	8	13.6	19	32.2	
V. DeSoto (Pt.)	54	9	16.7	7	13.0	15	27.8	4	7.4	4	7.4	15	27.8	
V. Eastman	205	28	13.7	34	16.6	42	20.5	4	2.0	29	14.1	68	33.2	
V. Ferryville	86	31	36.0	14	16.3	22	25.6	0	0.0	5	5.8	14	16.3	
V. Gays Mills	255	72	28.2	43	16.9	53	20.8	2	0.8	21	8.2	64	25.1	
V. Lynxville	74	13	17.6	14	18.9	7	9.5	3	4.1	4	5.4	33	44.6	
V. Mt. Sterling	78	8	10.3	7	9.0	13	16.7	2	2.6	16	20.5	32	41.0	
V. Soldiers Grove	279	61	21.9	65	23.3	44	15.8	7	2.5	17	6.1	85	30.5	
V. Steuben	80	11	13.8	21	26.3	1	1.3	3	3.8	16	20.0	28	35.0	
V. Wauzeka	400	91	22.8	56	14.0	64	16.0	9	2.3	47	11.8	133	33.3	
C. Prairie du Chien	2,801	510	18.2	685	24.5	707	25.2	16	0.6	225	8.0	658	23.5	
<b>Crawford County</b>	<b>8,250</b>	<b>1,941</b>	<b>23.5</b>	<b>1,494</b>	<b>18.1</b>	<b>1,729</b>	<b>21.0</b>	<b>226</b>	<b>2.7</b>	<b>753</b>	<b>9.1</b>	<b>2,107</b>	<b>25.5</b>	
<b>STATE OF WIS.</b>	<b>2,734,925</b>	<b>857,205</b>	<b>31.3</b>	<b>383,619</b>	<b>14.0</b>	<b>690,360</b>	<b>25.2</b>	<b>25,725</b>	<b>0.9</b>	<b>237,086</b>	<b>8.7</b>	<b>540,930</b>	<b>19.8</b>	
<b>UNITED STATES</b>	<b>129,721,512</b>	<b>43,646,731</b>	<b>33.6</b>	<b>19,276,947</b>	<b>14.9</b>	<b>34,621,390</b>	<b>26.7</b>	<b>951,810</b>	<b>0.7</b>	<b>12,256,138</b>	<b>9.4</b>	<b>18,968,496</b>	<b>14.6</b>	

U.S. Dept. of Commerce-Bureau of the Census

**Labor Force Class of Worker**

Table 7.04 shows that private wage and salary workers made up 73% of the County's workforce in 2000 compared to 81% for the State of Wisconsin and over 78% for the Nation.

**Of interest is that 13% of the County workers are self-employed, a figure approximately twice as high as the State and Nation who reported 6.1 and 6.6% respectively.**

**Table 7.04 Crawford County, Class of Worker, 2000 Census**

Municipality	Private Wage and Salary Workers		Gov't Workers		Self-employed Workers in Own not Incorp. Business		Unpaid Family Workers	
		%		%		%		%
T. Bridgeport	366	80.6	39	8.6	49	10.8	0	0.0
T. Clayton	289	66.0	59	13.5	85	19.4	5	1.1
T. Eastman	301	71.5	34	8.1	84	20.0	2	0.5
T. Freeman	220	64.3	39	11.4	78	22.8	5	1.5
T. Haney	101	66.0	14	9.2	33	21.6	5	3.3
T. Marietta	152	66.1	22	9.6	49	21.3	7	3.0
T. Prairie du Chien	431	78.1	63	11.4	44	8.0	14	2.5
T. Scott	167	61.9	45	16.7	58	21.5	0	0.0
T. Seneca	299	69.4	45	10.4	85	19.7	2	0.5
T. Utica	248	67.0	39	10.5	74	20.0	9	2.4
T. Wauzeka	132	60.6	19	8.7	64	29.4	3	1.4
V. Bell Center	45	76.3	7	11.9	7	11.9	0	0.0
V. DeSoto (Pt.)	41	75.9	4	7.4	7	13.0	2	3.7
V. Eastman	145	70.7	32	15.6	26	12.7	2	1.0
V. Ferryville	43	50.0	22	25.6	21	24.4	0	0.0
V. Gays Mills	188	73.7	39	15.3	25	9.8	3	1.2
V. Lynxville	59	79.7	9	12.2	6	8.1	0	0.0
V. Mt. Sterling	52	66.7	13	16.7	13	16.7	0	0.0
V. Soldiers Grove	218	78.1	37	13.3	24	8.6	0	0.0
V. Steuben	68	85.0	4	5.0	8	10.0	0	0.0
V. Wauzeka	302	75.5	70	17.5	28	7.0	0	0.0
C. Prairie du Chien	2,172	77.5	418	14.9	199	7.1	12	0.4
<b>Crawford County</b>	<b>6,039</b>	<b>73.2</b>	<b>1,073</b>	<b>13.0</b>	<b>1,067</b>	<b>12.9</b>	<b>71</b>	<b>0.9</b>
<b>STATE OF WIS.</b>	<b>2,217,490</b>	<b>81.1</b>	<b>340,792</b>	<b>12.5</b>	<b>167,248</b>	<b>6.1</b>	<b>9,395</b>	<b>0.3</b>
<b>UNITED STATES</b>	<b>101,794,361</b>	<b>78.5</b>	<b>18,923,353</b>	<b>14.6</b>	<b>8,603,761</b>	<b>6.6</b>	<b>400,037</b>	<b>0.3</b>

*U.S. Dept. of Commerce-Bureau of the Census*

**Economic Base Analysis**

Table 7.05 shows the sectors of the economy residents of the County were in employed in 1999 compared to the State and Nation. The County's major employment sectors in 1999 were: Manufacturing with 1,878 employees; Arts, Entertainment, Recreation, Accommodation and Food Services with 1,580 employees; Transportation and Warehousing and Utilities with 1,029 employees; and Agriculture, Forestry, Fisheries, Hunting and Mining with 815 employees.

**Crawford County Comprehensive Plan 2009-2029, Economic Development**

**Table 7.05 Crawford County Employment by Industry, Census 2000**

Employment Sector	Crawford County		Wisconsin		United States	
	1999 # Employed	1999 % Employed	1999 # Employed	1999 % Employed	1999 # Employed	1999 % Employed
Agriculture, Forestry, Fisheries, Hunting & Mining	815	9.9	75,418	2.8	2,426,053	1.9
Construction	500	6.1	161,625	5.9	8,801,507	6.8
Manufacturing	1878	22.8	606,845	22.2	18,286,005	14.1
Wholesale Trade	164	2.0	87,979	3.2	4,666,757	3.6
Retail Trade	1029	12.5	317,881	11.6	15,221,716	11.7
Transportation & Warehousing and Utilities	354	4.3	123,657	4.5	6,740,102	5.2
Information	95	1.2	60,142	2.2	3,996,564	3.1
Finance, Insurance, Real Estate, and Rental and Leasing	184	2.2	168,060	6.1	8,934,972	6.9
Professional, Scientific, Management, Administrative and Waste Management Services	351	4.3	179,503	6.6	12,061,865	9.3
Educational, Health and Social Services	1580	19.2	548,111	20.0	25,843,029	19.9
Arts, Entertainment, Recreation, Accommodation and Food Services	650	7.9	198,528	7.3	10,210,295	7.9
Other Services (except public administration)	261	3.2	111,028	4.1	6,320,632	4.9
Public Administration	389	4.7	96,148	3.5	6,212,015	4.8
<b>Total</b>	<b>8250</b>	<b>100</b>	<b>2,734,925</b>	<b>100</b>	<b>129,721,512</b>	<b>100</b>

Source: U.S. Department of Commerce-Bureau of the Census

**Major Employers**

Table 7.06 identifies the companies in the County employing the most people by range. Cabela's is the largest employer in the County followed by 3M. The recent economic downturn has led to several businesses laying off or eliminating jobs. Miniature Precision Components and Dillman Equipment Inc. have each downsized and the number of actual employees may be less than listed.



**Cabela's - the County's largest employer**

**Table 7.06 Crawford County Major Employers**

Establishment	Product or Service	Size
Cabela's Wholesale Inc	Mail-order houses	1000+
3M Company	Abrasive product manufacturing	500-999
Miniature Precision Components	All other plastics product manufacturing	250-499
Prairie Industries Inc	Packaging & labeling services	250-499
Prairie du Chien Memorial Hospital	General medical & surgical hospitals	250-499
Wal-Mart Associates Inc.	Discount department stores	250-499
Design Homes Inc	Prefabricated wood building manufacturing	250-499
Prairie du Chien Public Schools	Elementary & secondary schools	100-249
Prairie du Chien Correctional Facility	Correctional institutions	100-249
Dillman Equipment Inc	Construction machinery manufacturing	100-249
Crawford County	Government	100-249
Wyalusing Academy	Residential mental & substance abuse care	100-249
Cabela's Retail Inc	Sporting goods stores	100-249
Sunrise Orchards	Apple Orchards	100-249
UFP Ventures II Inc	Wood preservation	100-249
Prairie Nursing Facility LLC	Nursing care facilities	100-249

Source: Wis. Dept. of Workforce Development, Bureau of Workforce Information, July 2008

**Labor Force and Employment Projections**

Table 7.07 illustrates labor force projections to the year 2030 and the projected distribution of the labor force.

Labor force projections indicate that the County's labor force will continue to decrease over the planning period from an estimated 9,380 workers in 2010 to 8,674 workers in 2030. The information demonstrates that percentage of workers in the 16-34 age group will continually decline over the planning period.

Table 7.07 Crawford County Labor Force Projections

Age Group:	16-34	35-54	55+	Total Labor Force
<b>Years</b>	<b>Labor Force</b>			
2010	3,150	3,950	2,280	9,380
2020	2,797	3,763	2,746	9,306
2030	2,494	3,966	2,214	8,674
	<b>Distribution of Labor Force</b>			
2010	33.6%	42.1%	24.3%	100.0%
2020	30.1%	40.4%	29.5%	100.0%
2030	28.7%	45.7%	25.5%	100.0%

Source: WI Dept. Workforce Dev., OEA

Tables 7.08 and 7.09 show employment projections by industry and in more detail by specific occupations. The information projects 11,230 jobs will be added to the eight county Western Wisconsin Workforce Development Area. Industry projections illustrate that education and health services followed by information/professional services will account for over half of those jobs. Specific occupations within these industries that show the largest increases in employment are health practitioners and technical occupations, healthcare support occupations, and office and administrative support occupations.

Table 7.08 Western Wisconsin Workforce Development Area Industry Employment Projections, 2006-2016  
(Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon counties)

NAICS	Industry Title	Estimated Employment <sup>(1)</sup>			
		2006	2016	Change	% Change
<b>Total, All Nonfarm Industries</b>		<b>137,380</b>	<b>148,610</b>	<b>11,230</b>	<b>8.2%</b>
1133, 21, 23	Construction/Mining/Natural Resources	5,580	6,110	530	9.5%
31-33	Manufacturing	24,630	24,840	210	0.9%
311	Food Manufacturing	3,110	3,010	-100	-3.2%
333	Machinery Manufacturing	4,610	4,480	-130	-2.8%
337	Furniture and Related Product Manufacturing	3,910	4,200	290	7.4%
42, 44-45	Trade	21,630	21,970	340	1.6%
452	General Merchandise Stores	3,830	3,970	140	3.7%
48-49, 22	Transportation and Utilities (Including US Postal)	9,570	10,640	1,070	11.2%
52-53	Financial Activities	4,840	5,360	520	10.7%
61-62	Education and Health Services (Including State and Local Government)	30,970	35,920	4,950	16.0%
611	Educational Services (Including State and Local Government)	10,230	10,670	440	4.3%
622	Hospitals (Including State and Local Government)	8,180	9,700	1,520	18.6%
71-72	Leisure and Hospitality	13,250	14,760	1,510	11.4%
51, 54-56, 81	Information/Prof. Services/Other Services <sup>(2)</sup>	14,420	16,260	1,840	12.8%
	Government (Excluding US Postal, State and Local Education and Hospitals) <sup>(3)</sup>	12,500	12,760	260	2.1%

Notes:

(1) Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment does not include jobs among self-employed, unpaid family, or railroad workers. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.

(2) An estimate of non-covered employment is included in NAICS 8131 (Religious Organizations), but not in any other industries.

(3) Government employment includes tribal owned operations, which are part of Local Government employment.

Information is derived using 2006 CES and 2006 QCEW data. Unpublished data from the US Bureau of Labor Statistics and the US Census Bureau is also used.

To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2006 to 2016. It is important to note that unanticipated events may affect the accuracy of the projections.

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, November 2008

**Crawford County Comprehensive Plan 2009-2029, Economic Development**

**Table 7.09 WDA 9 Western Occupational Projections, 2006-2016**

(Buffalo, Crawford, Jackson, Juneau, La Crosse, Monroe, Trempealeau, and Vernon counties)

SOC Code	Occupational Title	Estimated Employment(1)				Average Annual Openings			Estimated Salary and Wages		
		2006	2016	Chge	% Chge	New Jobs	Replacements(2)	Total(3)	Avg. Ann. Salary(4)	Entry Level Wage(5)	Experienced Wage(6)
<b>00-0000</b>	<b>Total, All Occupations</b>	<b>137,380</b>	<b>148,610</b>	<b>11,230</b>	<b>8.2%</b>	<b>1,120</b>	<b>3,110</b>	<b>4,230</b>	<b>\$33,139</b>	<b>\$8.30</b>	<b>\$19.75</b>
11-0000	Management Occupations	4,630	4,870	240	5.2%	20	110	130	\$74,587	\$18.11	\$44.73
13-0000	Business and Financial Operations Occupations	4,810	5,420	610	12.7%	60	80	140	\$46,943	\$13.12	\$27.29
15-0000	Computer and Mathematical Occupations	1,760	2,110	350	19.9%	40	40	80	\$54,557	\$16.63	\$31.03
17-0000	Architecture and Engineering Occupations	1,740	1,890	150	8.6%	20	40	60	\$55,181	\$16.92	\$31.33
19-0000	Life, Physical, and Social Science Occupations	1,190	1,270	80	6.7%	10	30	40	\$50,445	\$14.80	\$28.98
21-0000	Community and Social Services Occupations	1,870	2,140	270	14.4%	30	30	60	\$39,225	\$12.57	\$22.00
23-0000	Legal Occupations	510	560	50	9.8%	10	10	20	\$58,245	\$14.45	\$34.78
25-0000	Education, Training, and Library Occupations	7,240	7,700	460	6.4%	50	150	200	\$39,168	\$11.39	\$22.55
27-0000	Arts, Design, Entertainment, Sports, & Media Occupations	1,480	1,560	80	5.4%	10	40	50	\$34,430	\$9.33	\$20.17
29-0000	Healthcare Practitioners and Technical Occupations	9,250	11,170	1,920	20.8%	190	170	360	\$57,731	\$15.02	\$34.12
31-0000	Healthcare Support Occupations	4,750	5,730	980	20.6%	100	50	150	\$25,094	\$9.65	\$13.27
33-0000	Protective Service Occupations	2,660	2,850	190	7.1%	20	80	100	\$33,120	\$9.07	\$19.35
35-0000	Food Preparation and Serving Related Occupations	12,390	13,760	1,370	11.1%	140	420	560	\$17,148	\$6.44	\$9.15
37-0000	Building & Grounds Cleaning & Maintenance Occupations	4,320	4,820	500	11.6%	50	80	130	\$22,661	\$7.40	\$12.64
39-0000	Personal Care and Service Occupations	3,280	3,890	610	18.6%	60	80	140	\$20,208	\$7.09	\$11.03
41-0000	Sales and Related Occupations	13,550	13,970	420	3.1%	40	450	490	\$27,805	\$7.18	\$16.46
43-0000	Office and Administrative Support Occupations	21,710	22,680	970	4.5%	100	470	570	\$27,306	\$8.83	\$15.28
45-0000	Farming, Fishing, and Forestry Occupations	300	300	0	0.0%	<5	10	10	\$27,035	\$8.55	\$15.22
47-0000	Construction and Extraction Occupations	5,070	5,540	470	9.3%	50	90	140	\$37,101	\$11.42	\$21.05
49-0000	Installation, Maintenance, and Repair Occupations	4,830	5,200	370	7.7%	40	80	120	\$36,085	\$10.86	\$20.59
51-0000	Production Occupations	16,430	16,840	410	2.5%	40	330	370	\$29,053	\$9.30	\$16.30
53-0000	Transportation and Material Moving Occupations	13,640	14,350	710	5.2%	70	290	360	\$29,034	\$8.50	\$16.69

- 1) **Employment** is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment does not include jobs among self-employed, unpaid family workers, or railroad workers. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.
  - 2) **Replacements** are an estimate of the number of job openings expected because people have permanently left a given occupation. Permanent exits occur if someone dies, retires, or otherwise leaves the labor force. Permanent exits also include openings resulting from someone permanently changing occupations. For example, a person leaves their job as a cashier and becomes a truck driver. Openings resulting from people changing employers, but staying in the same occupation are not included.
  - 3) **Total openings** are the sum of new jobs and replacements. Total openings are an indication of how many new people are needed to enter a given occupation.
  - 4) **Average Annual Salary:** An occupation's average hourly wage is calculated by summing the wages of all employees in a given occupation and then dividing by the total number of employees in that occupation. In most cases, the annual average salary is equal to the average hourly wage multiplied by 2,080.
  - 5) **Entry Level Wage** is the average of the lower third of wages.
  - 6) **Experienced Wage** is the average of the upper two-thirds of wages.
- Information is derived using the 2006 OES Survey, 2006 QCEW and 2006 CES data. Unpublished data from the US Bureau of Labor Statistics and US Census Bureau. To the extent possible, the projections take into account anticipated changes in Wisconsin's economy from 2006 to 2016. It is important to note that unanticipated events may affect the accuracy of these projections.

**Source :** Office of Economic Advisors, Wisconsin Department of Workforce Development, November 2008

**Types of New Business and Industries Desired by the County**

The types of businesses and industries desired by the County are listed in Table 7.10. The industries identified with an asterisk are industries with a high concentration and specialty in the County, Region or in the State of Wisconsin or are targeted because of their suitability for locating in the County or Region because of existing concentration levels, location attributes and/or regional assets available to serve them.

**Table 7.10 Desired Businesses and Industries**

<p><b>Traded Industries:</b> Traded industries are industries that are not as dependent on local markets or natural resources to succeed. They export their product or service out of the County or region and import new capital into it that is shared with other sectors of the economy through deep economic multiplier effects. Examples include:</p> <ul style="list-style-type: none"> <li>• Equipment, Machinery and Metal Manufacturers*</li> <li>• Plastic and Composite Material Manufacturers*</li> <li>• Transportation and wholesaling Service Businesses*</li> <li>• Computer programming, data processing, software development*</li> <li>• Medical or dental laboratory services*</li> <li>• Research and development or testing services*</li> </ul>
<p><b>Natural Resource Based Industries:</b> Natural resource industries are dependent upon the location of a resource and employment in these industries is primarily located where these resources are found. Examples include</p> <ul style="list-style-type: none"> <li>• Agricultural and Food Processing Industry including organics*</li> <li>• Forest and Wood Product Industries*</li> <li>• Farmers Markets and Direct to Consumer Agriculture Businesses*</li> </ul>
<p><b>Local Industries:</b> These industries are present in almost every county and their employment levels are roughly proportional to their regional population. These industries provide goods and services primarily within a local market area. The number and size of local industries in a community is influenced greatly by the number and size of Traded Industries and Natural Resource Based Industries in a community. Examples include:</p> <ul style="list-style-type: none"> <li>• Retail businesses*</li> <li>• Lodging and Food Service*</li> <li>• Health Care*</li> <li>• Construction*</li> <li>• Communications</li> <li>• Public Utilities</li> <li>• Professional, Scientific and Technical Services</li> <li>• Real Estate, Rental and Leasing</li> <li>• Insurance and Finance</li> </ul>

**Strengths and Weaknesses for Fostering Economic Growth:** Table 7.11 is a listing of strengths and weaknesses relating to fostering economic development in the County.



Business located in the Gays Mills Business Park

**Table 7.11 Strengths and Weaknesses to Attract and Retain Business and Industry**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong manufacturing base</li> <li>• Industrial parks with high quality building sites (The City of Prairie du Chien has two industrial parks with available space and the villages of Gays Mills, Soldiers Grove, and Wauzeka all have industrial parks with building sites available.</li> <li>• Crawford County is designated a Wisconsin Community Development Zone which makes tax credit incentives available to new and expanding business development projects</li> <li>• There are 11 banks located in Crawford County in the City of Prairie du Chien (6), and the Villages of Ferryville (1), Gays Mills (1), Seneca (1), Soldiers Grove (1), and Wauzeka (1)) that provide business loans and personal loans and other banking services</li> <li>• Access to regional revolving loan fund</li> <li>• Access to Western Wisconsin Technology Zone tax credits</li> <li>• High quality recreation opportunities and facilities</li> <li>• High quality elementary and secondary school system</li> <li>• Close proximity to Southwest Technical College (Fennimore, WI); Western Technical College, UW-La Crosse and Viterbo University (La Crosse, WI); UW-Platteville; University of Wisconsin-Richland (Richland Center); Upper Iowa University (Fayette County, Iowa); Upper Iowa University, Prairie du Chien Center; University of Dubuque (Dubuque, Iowa); Clarke College, Emmaus Bible College, and Loras College (Dubuque County, IA); Luther College and Northeast Iowa Community College-Calmar (Winnebago County, IA)</li> <li>• Manufacturing, trucking and warehousing jobs</li> <li>• High quality transportation system, directly served by US Highway 16 and 61 and State Highways 27, 35 (Great River Road) 82, 131, 171, and 179.</li> <li>• Freight rail service</li> <li>• Port of Prairie du Chien can handle bulk cargo and has fleet capacity for 30 barges</li> <li>• Location of major truck carriers in the County</li> <li>• Low cost for housing</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Interstate access is 35 miles away from Crawford County</li> <li>• No local freight airport</li> <li>• Lower household and family incomes than State and Nation*</li> <li>• Aging population and workforce</li> <li>• Higher poverty rate than the State and Nation</li> <li>• Aging housing stock</li> <li>• Flooding of businesses and homes from the Mississippi River, Kickapoo River and their tributaries</li> </ul>



**Environmentally Contaminated Sites in Crawford County:** The Wisconsin Comprehensive Planning Law requires local units of government to evaluate and promote the use of environmentally contaminated sites. The Wisconsin Department of Natural Resources Bureau of Remediation and Redevelopment Tracking System (BRRTS) was utilized in identifying contaminated sites in Crawford County. Fifteen contaminated sites in the County were identified in the database as having an “open” status. Table 7.12 and Map 7.01 illustrate these 81 sites and their status. When these sites are appropriately closed the County can give consideration to redeveloping them as brownfields in cooperation with the landowners.

**Table 7.12 BRRTS Sites in Crawford County (Status is Open or Conditionally Closed)**

<b>Activity Name</b>	<b>Activity Type*</b>	<b>Address</b>	<b>Municipality</b>	<b>Site Status</b>
G C FARMERS COOP	ERP	HWY 131 N	GAYS MILLS	Open
QUALITY WOOD TREATING CO INC	ERP	1601 E LESSARD ST	PRAIRIE DU CHIEN	Open
GATEWAY PROJECT NORTH HALF	ERP	SW MARQUETTE RD & HAYDEN ST	PRAIRIE DU CHIEN	Open
HERREID PROPERTY	ERP	525 S MARQUETTE RD	PRAIRIE DU CHIEN	Open
JOES SERVICE STATION FORMER	ERP	300 W BLACKHAWK AVE	PRAIRIE DU CHIEN	Open
FERRYVILLE GARAGE	LUST	120 MAIN ST	FERRYVILLE	Open
G C FARMERS COOP	LUST	HWY 131 N	GAYS MILLS	Open
PARKERS IOCO	LUST	128 S BEAUMONT ST	PRAIRIE DU CHIEN	Open
BROADBENT OIL BULK PLT	LUST	PETERSON ST	SOLDIERS GROVE	Open
PAYNE PROPERTY	LUST	WATER ST & HWY 27	SENECA	Open
FALLING ROCK BAR & BAIT	LUST	RT 1	EASTMAN	Open
FAIRVIEW MARKET & SERVICE	LUST	13761 HWY 27 & BOMA RIDGE RD	FAIRVIEW	Open
KRAMERS SERVICE STATION	LUST	MAIN ST	EASTMAN	Open
FEATHERSON PROPERTY	LUST	48799 BARNUM DR	BARNUM	Open
HEISZ FARM	LUST	29545 MILL HILL RD	WAUZEKA	Open
QUALITY WOOD TREATING CO INC	VPLE	1601 E LESSARD ST	PRAIRIE DU CHIEN	Open
3M SPONGE PLT	VPLE	217 N PRAIRIE ST	PRAIRIE DU CHIEN	Cond. Closed
HWY 18 1.5 MI E OF CTH W [HISTORIC SPILL]	SPILL	HWY 18 1.5 MI E OF CTH W	UNKNOWN	Historic
HWY 34 7 MI W OF CTY [HISTORIC SPILL]	SPILL	HWY 34 7 MI W OF CTY	LANCASTER	Historic
RR TRACKS 1.5 MI FROM TN [HISTORIC SPILL]	SPILL	RR TRACKS 1.5 MI FROM TN	FERRYVILLE	Historic
HWY 35 & CTH F [HISTORIC SPILL]	SPILL	HWY 35 & CTH F	LYNXVILLE	Historic
HWY 60 .4 MI E OF HWY 131 [HISTORIC]	SPILL	HWY 60 .4 MI E OF HWY 131	WAUZEKA	Historic
BN TRACKS .5 MI N OF RUSH CREEK [HISTORIC]	SPILL	BN TRACKS .5 M N OF RUSH CREEK	UNKNOWN	Historic
CTH S & WHEATVILLE RD [HISTORIC SPILL]	SPILL	CTH S & WHEATVILLE RD	UNKNOWN	Historic
.5 MI S OF CTY [HISTORIC SPILL]	SPILL	.5 MI S OF CTY	LYNXVILLE	Historic
GARAGE @ BRIDGEPORT LF [HISTORIC SPILL]	SPILL	GARAGE AT BRIDGEPORT LF	PRAIRIE DU CHIEN	Historic
MCMANUS RD .3 MI W OF CTH C [HISTORIC]	SPILL	MCMANUS RD .3 MI W OF CTH C	SOLDIERS GROVE	Historic
STH 35 .25 MI N OF RUSH CREEK [HISTORIC]	SPILL	STH 35 .25 MI N OF RUSH CREEK	UNKNOWN	Historic
NEAR TEXACO STATION [HISTORIC SPILL]	SPILL	NEAR TEXACO STATION	FERRYVILLE	Historic
CHRISTIANSON FEED MILL [HISTORIC SPILL]	SPILL	CHRISTIANSON FEED MILL	WAUZEKA	Historic
647 RIVER MI UP RIVER TO MI 657 [HISTORIC]	SPILL	647 RIVER MI UP RIVER TO MI 657	UNKNOWN	Historic
BOAT LANDING RD - CHEESE CO [HISTORIC]	SPILL	BOAT LANDING RD - CHEESE CO	FERRYVILLE	Historic
LOCK & DAM 9 [HISTORIC SPILL]	SPILL	LOCK & DAM 9	LYNXVILLE	Historic
MISSISSIPPI RIVER - LOCK 9 [HISTORIC]	SPILL	MISSISSIPPI RIVER - LOCK 9	LYNXVILLE	Historic
PRAIRIE DU CHIEN LOCK & DAM #9 [HISTORIC]	SPILL	PRAIRIE DU CHIEN LOCK & DAM #9	UNKNOWN	Historic
HALLS BRANCH ABOVE STH S [HISTORIC SPILL]	SPILL	HALLS BRANCH ABOVE STH S	UNKNOWN	Historic
STH 60 @ CIPRA WAYSIDE [HISTORIC SPILL]	SPILL	STH 60 AT CIPRA WAYSIDE	UNKNOWN	Historic
MISSISSIPPI RIVER [HISTORIC SPILL]	SPILL	UNKNOWN	UNKNOWN	Historic
MISSISSIPPI RIVER [HISTORIC SPILL]	SPILL	UNKNOWN	UNKNOWN	Historic
MARIETTA VALLEY RD -.2 MI W USH 61	SPILL	MARIETTA VALLEY RD-.2M W USH 6	UNKNOWN	Historic
STH 35 - FERRYVILLE MANOR RD [HISTORIC]	SPILL	STH 35 - FERRYVILLE MANOR RD	UNKNOWN	Historic
STH 35 .8 MI N OF STH 82 [HISTORIC SPILL]	SPILL	STH 35 .8 MI N OF STH 82	UNKNOWN	Historic
DIRT RD PARALLEL TO LOCK & DAM [HISTORIC]	SPILL	DIRT RD PARALLEL TO LOCK & DAM	EASTMAN	Historic
BURLINGTON RR LINE - N OF HAYDEN [HISTORIC]	SPILL	BURLINGTON RR - N OF HAYDEN	UNKNOWN	Historic
.2 MI E OF BOSCOBEL BRIDGE USH 61 & 60	SPILL	.2 MI E OF BOSCOBEL BRIDGE USH	BOSCOBEL	Historic
BLACKHAWK AVE BRIDGE @ ST FRIDLE SLOUG	SPILL	BLACKHAWK AVE BRIDGE AT ST FRI	UNKNOWN	Historic
STH 27 - .6 MI S OF BOMA RIDGE RD [HISTORIC]	SPILL	STH 27 - .6 MI S OF BOMA RIDGE	UNKNOWN	Historic
MISSISSIPPI RIVER @ LANSING IA [HISTORIC]	SPILL	MISSISSIPPI RIVER AT LANSING I	UNKNOWN	Historic
FEED MILL - FRONT ST [HISTORIC SPILL]	SPILL	FRONT ST	WAUZEKA	Historic
HWY 61 & CTH S [HISTORIC SPILL]	SPILL	HWY 61 & CTH S	MT ZION	Historic
HALLS BRANCH RD TO CTH S [HISTORIC SPILL]	SPILL	HALLS BRANCH RD TO CTH S	UNKNOWN	Historic
100 YDS S OF STH 171 W & USH 61 [HISTORIC]	SPILL	100 YD S OF STH 171 W & USH 61	UNKNOWN	Historic
.75 MI S OF STH 272 OFF USH 61 [HISTORIC]	SPILL	.75 MI S OF STH 272 OFF USH 61	GAYS MILLS	Historic
HWY 35 .75 MI S OF TN [HISTORIC SPILL]	SPILL	HWY 35 .75 MI S OF TN	FERRYVILLE	Historic
SCHOOL ST [HISTORIC SPILL]	SPILL	SCHOOL ST	GAYS MILLS	Historic
CTH B N OF FERRYVILLE [HISTORIC SPILL]	SPILL	CTH B N OF FERRYVILLE	FERRYVILLE	Historic
.2 MI W OF WET POINT RD ON STH 171	SPILL	.2 MI W OF WET POINT RD ON STH	UNKNOWN	Historic
CTH E .05 MI E OF STH 35 [HISTORIC]	SPILL	.05 MI E OF STH 35 ON CTH E	LYNXVILLE	Historic
ON THE MISSISSIPPI RIVER [HISTORIC SPILL]	SPILL	MISSISSIPPI RIVER	LYNXVILLE	Historic

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**Table 7.12 BRRTS Sites in Crawford County** (Status is Open or Conditionally Closed)

Activity Name	Activity Type*	Address	Municipality	Site Status
LYSNE DUWAYNE FARM [HISTORIC SPILL]	SPILL	S 151	SENECA	Historic
KOELKA TOM FARM [HISTORIC SPILL]	SPILL	HAZEN RD	WAUZEKA	Historic
RT 1 [HISTORIC SPILL]	SPILL	RT 1	EASTMAN	Historic
MISSISSIPPI RIVER [HISTORIC SPILL]	SPILL	UNKNOWN	UNKNOWN	Historic
105 N TALBOT ST [HISTORIC SPILL]	SPILL	105 N TALBOT ST	WAUZEKA	Historic
.75 MI W OF MILL RD & CTH N [HISTORIC]	SPILL	.75 MI W OF MILL RD & CTH N	WAUZEKA	Historic
.1 MI N OF 3 <sup>RD</sup> ST W OF DITTMAN HILL RD	SPILL	.1 MI N OF 3 <sup>RD</sup> ST W OF DITTMAN	WAUZEKA	Historic
.25 MI W OF PLEASANT VIEW RD [HISTORIC]	SPILL	.25 MI W OF PLEASANT VIEW RD	MARIETRA	Historic
WAUZEKA SCHOOL YARD S OF MAIN BLDG	SPILL	WAUZEKA SCHOOL YARD S OF MAI	WAUZEKA	Historic
GROVE & REBBECA ST DITCH [HISTORIC SPILL]	SPILL	GROVE & REBBECA ST DITCH	GAY MILLS	Historic
RT 2 BOX 2530 [HISTORIC SPILL]	SPILL	RT 2 BOX 2530	SOLDIERS GROVE	Historic
PINE ST & 3 <sup>RD</sup> [HISTORIC SPILL]	SPILL	PINE ST & 3 <sup>RD</sup>	SOLDIERS GROVE	Historic
STH 35 & BOAT LANDING RD [HISTORIC SPILL]	SPILL	STH 35 & BOAT LANDING RD	FERRYVILLE	Historic
HWY 35 & HWY 171 [HISTORIC SPILL]	SPILL	HWY 35 & HWY 171	FERRYVILLE	Historic
USH 18 & VINEYARD COULEE RD [HISTORIC]	SPILL	USH 18 & VINEYARD COULEE RD	PRAIRIE DU CHIEN	Historic
FS COOP - @ LOADING DOCK [HISTORIC SPILL]	SPILL	FS COOP - AT LOADING DOCK	GAYS MILLS	Historic
MISSISSIPPI RIVER - MP 651.1 [HISTORIC]	SPILL	MISSISSIPPI RIVER - MP 651.1	UNKNOWN	Historic
DUDENBOSTEL GERD FARM [HISTORIC SPILL]	SPILL	GERD DUDENBOSTEL FARM	SENECA TN	Historic
SWISS VALLEY FARM [HISTORIC SPILL]	SPILL	S STH 60	PRAIRIE DU CHIEN	Historic
MATHY CONST [HISTORIC SPILL]	SPILL	920 10TH AVE N	SOLDIERS GROVE	Historic
JOHNSON TRUCKING [HISTORIC SPILL]	SPILL	525 S MARQUETTE RD	PRAIRIE DU CHIEN	Historic
KUJAC TRANSPORT INC [HISTORIC SPILL]	SPILL	STH 27 AND CTH C INT	PRAIRIE DU CHIEN	Historic

Source: State of Wisconsin Department of Natural Resources

\* ERP = Environmental Repair; LUST = Leaking Underground Storage Tank; SPILL = A discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare or the environment; VPLE =VPLEs are an elective process in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability for that contamination under s. 292.15, Wisconsin Statutes.

### County, Regional and State Economic Development Programs

Numerous county, regional and state economic development programs are available in the County. The following is a list of selected programs that could be beneficial to economic development in Crawford County.

#### Regional Programs

- Mississippi River Regional Planning Commission – CMV Growth Development Fund, a business loan fund
- U.S. Department of Commerce - Economic Development Administration (EDA) programs administered through the Mississippi River Regional Planning Commission Economic Development District Program. The county and local governments in the County are eligible for economic development related public facility projects and research and development technical assistance grants.
- Western Wisconsin Technology Zone Program (State tax credits for expanding business)
- Community Development Zone Program (State tax credits for expanding business)

#### State Programs

- Wisconsin Department of Transportation Local Transportation Enhancements Program (TE)
- Wisconsin Department of Transportation Local Transportation Economic Assistance Program (TEA)
- Value Added Dairy Initiative (Grow Wisconsin)
- Wisconsin Department of Commerce Enterprise Development Zone Program
- Wisconsin Department of Commerce Milk Volume Production Program
- Wisconsin Department of Commerce Dairy 2020 Planning Grant Program
- Wisconsin Department of Commerce Rural Economic Development Program
- Wisconsin Department of Commerce Entrepreneurial Training Grant
- Wisconsin Department of Commerce - Community Development Block Grant For Public Facilities (CDBG-PF)
- Wisconsin Department of Commerce - CDBG Grant Planning Grant Program (CDBG-PLNG)
- Wisconsin Business Retention and Expansion Study Program (WIBRES)
- Wisconsin Department of Commerce - Blight Elimination and Brownfield Redevelopment Program (BEBR)
- Wisconsin Department of Commerce – Agricultural Development Zone (Buffalo and Pepin Counties)
- Wisconsin Main Street Program

## GOALS, STRATEGIES, POLICIES AND ACTIONS FOR ECONOMIC DEVELOPMENT

### Economic Development Element Goals

Crawford County developed goals based on public input from surveys, public meeting participation, and committee and resident knowledge. As previously described, in the context of this plan goals are broad statements that Crawford County desires to achieve. Following each goal are definitions, policies, programs/actions, etc. that are recommended to address each goal. In addition, after selected programs/actions an implementation time period has been designated and these items have been included in the plan implementation schedule located in Chapter 9. Items that do not have a designated implementation period represent general policies or programs and should be utilized to guide policy decisions.

#### **Goal A** ▶ **Retain existing businesses in the County and enhance growth opportunities.**

1. Improve the business environment in Crawford County by enhancing the business infrastructure (communications, transportation, etc.) necessary for existing and new businesses to prosper.
  - Support programs/projects that will maintain and improve the transportation system that connects residents to employment opportunities.
  - Support programs/projects that will maintain and improve the transportation infrastructure that serves agricultural and forestry producers, and local businesses for the movement of commodities.
  - Document existing infrastructure in industrial parks and make promotional materials available to business prospects*Implementation 2010-2012*
2. Improve communication between government and the business community in order to address timely issues and address needs of existing businesses.  
*Implementation 2010-2020*
3. Work in conjunction with local and regional business organizations and associations (the Crawford-Vernon Inventors and Entrepreneurs Club, Prairie du Chien Area Chamber of Commerce, Prairie du Chien Downtown Revitalization Inc., the Prairie du Chien Industrial Development Corp., Kickapoo Valley Association, etc.) to provide businesses with necessary technical information, address workforce development and other business operational needs, promote existing businesses, and identify needs for business expansion in the County.  
*Implementation 2010-2020*
4. Develop a land use map (in coordination with towns, cities, and villages) that identifies locations for businesses to grow and expand. Input gathered during the planning process indicated that supporting existing businesses and encouraging new businesses to locate and grow in Crawford County was important to residents. Protecting existing businesses from non-compatible land uses is very important to meeting existing and future business needs.

#### **Goal B** ▶ **Create and maintain an economic environment that encourages sustainability and sustainable use of natural resources.**

1. Define "sustainability" in terms of economic development for the County.  
In general terms, sustainability is meant to ensure that the natural resources and environment that generate economic activity are protected and enhanced in order for future generations to gain the same (or increased) economic benefit. The Natural Step Framework and many communities use the following four considerations to evaluate economic and community development decisions:
  - Does it increase the amount of substances extracted from the Earth's crust?

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- Does it increase the concentration of man-made substances?
  - Does it physically degrade the natural environment?
  - Does it undermine people's capacity to meet their basic needs?<sup>1</sup>
2. Continue to promote policies and programs aimed at growing the local agricultural economy. Crawford County is rural, and agriculture and agriculture related businesses have been the backbone of the local economy. Input during the planning process indicates that residents wish for the County to remain rural and that agriculture remain a vital part of the local economy.
  3. Support various forms of agriculture including organic and conventional agriculture, orchards, vineyards, value added agriculture, and forestry etc. as a way of providing more agricultural opportunities in the local economy.

### **Goal C ► Enhance recreation and tourism opportunities throughout Crawford County.**

1. Develop strong partnerships with existing regional organizations, that currently oversee activities that promote recreation and tourism resources in the County. This includes the Mississippi River Parkway Commission (MRPC), Kickapoo Valley Association, the Prairie du Chien Area Chamber of Commerce, the Tourism Council, and local tourism boards. The MRPC is the commission that oversees activities of State Highway 35 "The Great River Road" National Scenic Byway.  
*Implementation 2010-2020*
2. Continue to maintain and update the Crawford County Outdoor Recreation Plan every five years. Updating the plan maintains eligibility for the County to apply for DNR recreational grant funding to improve parks. In addition to park grants, the County may request DNR recreational grant funding for bike/pedestrian trails in the County.  
*Implementation throughout the planning period*
3. Increase exposure through coordinated marketing of tourism and recreational opportunities available in Crawford County (Kickapoo River, biking trails, Wisconsin River, Mississippi River, Apple Orchards, etc.).  
*Implementation throughout the planning period*
4. Continue to support state and federal recreational facilities (Lower Wisconsin State Riverway, Kickapoo Wildlife Area, Rush Creek Natural Area, etc) in the County as a means to provide recreational opportunities for visitors and tourists.
5. Support local and regional festivals (Driftless Area Art Festival, Gays Mills Apple Festival, Prairie Villa Rendezvous, etc.) as a way to promote tourism throughout Crawford County.
6. Capitalize on the economic benefits from tourism destinations located adjacent to Crawford County (Potosi Brewery Museum, Effigy Mounds National Monument, etc). Getting visitors to stop and stay in Crawford County would provide more exposure to tourism and recreational businesses in the County.
7. Support efforts to increase recreation/tourism opportunities along the Lower Kickapoo River (Gays Mills to Wauzeka). Such recreation and tourism opportunities may include biking/walking trails, canoeing, camping, etc. In order to facilitate the recreational activities, the voluntary purchase of property or securing of access easements to provide increased public access to the natural resource may be needed.
8. As part of the Comprehensive planning process and future updates develop and implement a land use plan that enhances the rural landscape and preserves recreational and tourism opportunities in

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<sup>1</sup> <http://www.naturalstep.org/> Accessed March 25, 2009

the County. Passive recreation and tourism uses (fishing, sight seeing, biking, etc.) that will not detract from the rural qualities of the County have been identified as the most desired uses. It is important that the County maintain the qualities that people are attracted to (scenery, rural atmosphere, etc.) in order for such uses to flourish.

**Goal D ▶ Expand information technologies (such as broadband internet, fiber optic cables, etc.) throughout Crawford County.**

1. Identify a County Committee responsible for staying abreast of changing technologies to ensure the County is ready and able to take advantage of innovative technology improvements. An important part of information technologies is the ability to stay current and look forward to see technological advancements.  
*Implementation 2010-2012*
2. Support programs and identify funding sources to improve information technology services (broadband internet, fiber optic cables, etc.) for all residents.
3. As discussed in Chapter 5, support programs and identify funding sources to improve information technology services (broadband internet, fiber optic cables, etc.) for all residents. Work with the Public Service Commission and communication service providers to survey county businesses and residents to establish existing service areas and gaps in internet service.

**Goal E ▶ Promote and support collaborative efforts that allow a diverse range of businesses to grow and prosper in the County.**

1. Participate in and encourage local and regional collaboration between businesses, business support organizations, and local governments to identify and initiate economic development efforts.  
*Implementation 2010-2020*
2. Support programs, policies, ordinances that enhance home businesses. Home businesses such as small home offices, craft outlets, repair businesses, etc. are important to the County's rural lifestyle. Generally, these businesses are family operated, have one to five employees and have a limited visual impact on the rural landscape. These businesses are important because they provide supplemental income to existing farm operations and allow the land to remain in productive agriculture rather than being sold to competing uses (residential) that may detract from the rural atmosphere.  
*Implementation 2010-2020*
3. Maintain policies and ordinances that encourage niche businesses. In this unique area niche businesses that cater to a particular need can be vital to a local economy. They may evolve from a particular need in the community but flourish because of their uniqueness.  
*Implementation 2010-2020*
4. Encourage "green" businesses that conserve the natural environment as well as those that support green industries such as solar power manufacturing and bio-fuels, and green building.  
*Implementation 2010-2020*
5. Create the economic infrastructure and economic environment in the County that enables people and businesses to manage and produce locally (when practical) the entire means for product production from natural resource to end product.  
*Implementation throughout the planning period*

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6. Support farming as a viable business opportunity in Crawford County to include support of land based enterprises with economic potential including organic, grazing, conventional, and sustainable farms, value added production, and direct market farming.

**Goal F ► Continue to participate in local and regional economic development activities.**

1. Improve communication between incorporated and unincorporated local units of government on economic development related issues. Areas where improved communication would benefit the County and businesses include land use issues, rules/regulations, economic development tools, public infrastructure, etc.  
*Implementation 2010-2020*
2. Work with existing economic development organizations to improve systems for effectively matching new and existing business owners with technical support and financing programs.  
*Implementation throughout the planning period*
3. Focus economic development activities on the five strategic opportunities identified in the 2009 study on the Riverlands Region (comprised of 14 counties in Wisconsin, Iowa and Illinois) prepared by the Center of Regional Competitiveness. The five strategic opportunities identified are manufacturing, food and agriculture, business services, tourism, and innovation and entrepreneurship. Specific aspects of each strategic opportunity include:  
*Manufacturing* - from the regions industry clusters develop a regional manufacturing strategy to promote the most applicable industry clusters.  
*Food and Agriculture* – determine how the region and Crawford County can create new opportunities in the emerging local foods movement including specialty, organic and branded food products.  
*Business Services* – develop a strategy to support the emergence of business services as a business cluster in the region.  
*Tourism* – combine all the “tourism assets” into a strategy that will attract more tourists to the region. The region has great tourism potential due to its location near major metro areas.  
*Innovation and Entrepreneurship* – the region has strong entrepreneurial spirit and an excellent cluster of colleges and universities. A method to invest the areas wealth into a new generation of businesses and economic opportunities not fully anticipated at this time must be developed.
4. Coordinate local businesses employment needs (training, etc.) with local high schools and area technical colleges and universities. An outcome of such a program would be to create job opportunities for young workers to reduce the out migration of the County’s youth.

**Goal G ► Explore creation of a county-wide Economic Development Corporation.**

1. Create an Economic Development Committee. During the planning process, the concept of developing a Crawford County Economic Development Corporation was discussed. Many counties have established Economic Development Corporations to implement economic development including activities identified in this plan as county promotion, business retention and recruitment. Based on the discussions and input the plan recommends that the Crawford County Board of Supervisors in the short-term form an Economic Development Committee. The purpose of the Economic Development Committee would be to establish the framework for developing a permanent Crawford County Economic Development Corporation. The Economic Development Committee would identify the goals, membership (private/public), and structure of a County Economic Development Corporation along with the legal method to create such a corporation.  
*Implementation 2010-2012*

**Sites Suitable for Business and Industry Expansion**

Map 7.02 illustrates areas suitable for business and industry expansion in the County. The map includes the location of the five business/industrial parks in the County where future industrial uses are recommended to locate due to these locations being served by public sewer, water and transportation facilities. In addition to the business/industrial parks and consistent with the Land Use Element, commercial business are also recommended to utilize existing vacant business sites and parcels that are served by public facilities. Encouraging these areas to infill with development versus expanding to undeveloped areas will assist in preserving the County's rural landscape. In the future, as additional business/industry areas are identified by local units of government the map will be revised.

**Consistency with Local Comprehensive Planning Goals as described in s. 16.965(4) Wis. Stats.**

Listed below are the Comprehensive Planning Goals described in State Statute that are related to the Economic Development Element. Following each goal is a discussion how they were addressed during the planning process.

- *Protection of economically productive areas, including farmland and forests.*  
This goal is addressed throughout the plan. In the Land Use Element a land use map designates agricultural areas. Within this element various types agriculture (organic agriculture, orchards, vineyards, value added agriculture, and forestry etc.) are identified as important and needed in order for the local economy to prosper.
  
- *Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional and local levels.*  
Implementation activities in this element promote a range of business activities that are desired in Crawford County. The element also stresses the importance of cooperation between local units of government and various agencies to improve the business infrastructure, providing better opportunities for new and expanding businesses.

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