

Mississippi River Regional Planning Commission

2017-2022 Comprehensive Economic Development Strategy



*"A society grows great when old men
plant trees whose shade they know
they shall never sit in"*

Greek Proverb

ABSTRACT

- Title:** 2017-2022 Mississippi River Regional Planning Commission Comprehensive Economic Development Strategy
- Author:** Mississippi River Regional Planning Commission
- Subject:** This report covers the economic development conditions, needs, trends, and strategies for the nine county Mississippi River Region in western Wisconsin.
- Date:** April 2017
- Purpose:** Since 1976 the County Board of Supervisors of Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau and Vernon have cooperated annually to develop this report through the Mississippi River Regional Planning Commission (MRRPC) for the purpose of fostering regional economic development. The report documents our Region's history, current conditions, economic challenges and action we can take to improve our region's environment, economy and quality of life. By preparing and member communities participating in the development of this report, the nine county Mississippi River Region maintains its Economic Development District designation conferred upon it by the U.S. Department of Commerce-Economic Development Administration (EDA). This district designation qualifies the region's counties, communities, institutions and businesses to be eligible for EDA assistance under its public works and economic development facilities program, technical (research) assistance programs, loan programs, and planning programs. Throughout the years millions of dollars in Federal EDA grants have funded industrial parks, economic research studies, public facility projects and business loans through this partnership.

Copies of the report are available at:
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RESOLUTION
No. 04.12.2017

Resolution wherein the Mississippi River Regional Planning Commission adopts the 2017-2022 Comprehensive Economic Development Strategy (CEDS) Report.

WHEREAS, the Mississippi River Regional Planning Commission, comprised of the counties of Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau, and Vernon was designated as an Economic Development District by the U.S. Department of Commerce – Economic Development Administration in 1977; and

WHEREAS, this designation in conjunction with preparation of this Comprehensive Economic Development Strategy Report qualifies our region's counties, communities, institutions and businesses to be eligible for funding from the U.S. Department of Commerce – Economic Development Administration for public works grants, business loans, and research and technical assistance grants that lead to business expansion and job creation in the region.

WHEREAS, through community economic development organization input, commissioner participation and review and recommendation of the Comprehensive Economic Development Strategy (CEDS) Committee the 2017-2022 CEDS Report has been prepared that describes the region's economic development conditions, needs, trends and strategies.

WHEREAS, the 2017-2022 CEDS Report also serves as an economic development database to assist in basing all development decisions in our region on sound information and analysis.

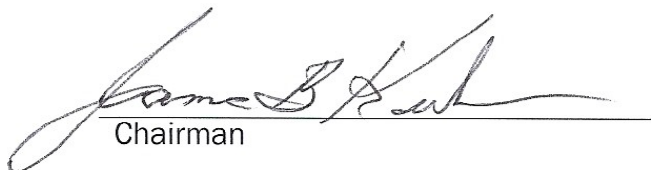
NOW, THEREFORE BE IT RESOLVED, that the Mississippi River Regional Planning Commission hereby adopt the 2017-2022 CEDS Report.

BE IT FURTHER RESOLVED, that copies of this resolution be transmitted to our nine member counties encouraging their support and concurrence that the CEDS serve as a valuable resource and guide to foster economic development.

Dated this 12th day of April, 2017.

This is to certify that the foregoing is a true and correct copy of Resolution 04.12.2017 duly and legally adopted by the Mississippi River Regional Planning Commission on the 12th day of April, 2017.

Attest:


Chairman


Secretary Treasurer

Purpose of the Comprehensive Economic Development Strategy (CEDS)

Since 1976 the County Board of Supervisors of Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau and Vernon have cooperated annually to develop the CEDS through the Mississippi River Regional Planning Commission (MRRPC) for the purpose of fostering regional economic development. The CEDS documents the Region's conditions, economic challenges and strategies to improve our Region's environment, economy, and quality of life. By preparing and member counties participating in the development of this report, the nine county Mississippi River Region maintains its Economic Development District designation conferred upon it by the U.S. Department of Commerce-Economic Development Administration (EDA). This district designation qualifies the Region's counties, communities, institutions and businesses to be eligible for EDA assistance under its public works and economic development facilities program, technical (research) assistance programs, loan programs, and planning programs. Throughout the years, millions of dollars in Federal EDA grants have funded industrial parks, economic research studies, public facility projects and business loans through this partnership. This document is the 2017-2022 Comprehensive Economic Development Strategy that provides an in-depth physical, economic, and social analysis of the Region. The CEDS can be downloaded from the MRRPC website. Copies of the report are available at: Mississippi River Regional Planning Commission, 1707 Main Street, Suite 435, La Crosse, WI 54601, Phone: 608-785-9396, Fax: 608-785-9394, Email: plan@mrrpc.com, Web Site – www.mrrpc.com



*The Mississippi River Regional Planning Commission has three representatives from each of the nine counties it serves in Western Wisconsin and meets bimonthly.
Photo: MRRPC*

About the Mississippi River Regional Planning Commission

The Mississippi River Regional Planning Commission is a multi-county planning agency serving county and local governments in the Western Wisconsin counties of Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau and Vernon. The Commission provides regional planning and economic development services. The Commission was created in 1964 and derives its authority from Wisconsin Statute 66.0309. The Commission's governing body consists of three representatives from each county: one representative is appointed by the County; one representative is appointed by the Governor of Wisconsin, and one representative is a joint County Board/Governor appointee. The joint appointment is made by the Governor from a list of two or more persons nominated by the County Board. The Mississippi River Regional Planning Commission serves as the governing board and planning organization for the nine-county Economic Development District. The Commission Members, as shown in Table 1 on the following page, represent a broad variety of economic interests, including farmers and business owners, labor and education, and public officials.

What is Economic Development?

Economic Development creates the conditions for economic growth and improved quality of life by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services. Economic Development requires effective, collaborative institutions focused on advancing mutual gain for the public and the private sector.

Source: U.S. Department of Commerce—Economic Development Administration

Table 1: Mississippi River Regional Planning Commission Commissioner Roster

County Representing and Commissioner Name	County Board, County Board & Governor or Governor Appointment Category	Six Year Term Expiration Date
Buffalo County		
Mary Anne McMillan Urell	County Board	07/15/2020
Del Twidt	County Board and Governor	07/15/2016
John Schlesselman	Governor	07/15/2018
Crawford County		
Greg Russell	County Board	06/15/2016
Gerald Krachey	Governor	07/15/2014
Ron Leys	County Board and Governor	07/15/2018
Jackson County		
Ron Carney	County Board	07/15/2016
Todd Stittleburg	Governor	07/15/2019
Max Hart	County Board and Governor	07/15/2017
La Crosse County		
Vicki Burke	County Board	07/15/2022
Jim Ehram	County Board and Governor	07/15/2014
Shelly Miller	Governor	07/15/2018
Monroe County		
Sharon Folcey	County Board and Governor	07/15/2018
James Kuhn	County Board	07/15/2016
Cedric Schnitzler	Governor	07/15/2020
Pepin County		
Bruce Peterson	County Board and Governor	07/15/2020
Gerald Bauer	County Board	07/15/2018
James Kraft	Governor	07/15/2022
Pierce County		
Richard E. Purdy	Governor	07/15/2016
William Schroeder	County Board	07/15/2020
James Ross	County Board and Governor	07/15/2018
Trempealeau County		
Margaret M. Baecker	County Board and Governor	07/15/2022
Ernest H. Vold	County Board	07/15/2018
Phillip Borreson	Governor	07/15/2020
Vernon County		
Herb Cornell	Governor	07/15/2017
Jo Ann Nickelatti	County Board	07/15/2021
Nancy Jaekel	County Board and Governor	07/15/2019

The Mississippi River Regional Planning Commission CEDS Committee members

Name	Organization	Economic Interests
Mary Anne McMillan Urell Buffalo County Representative	Buffalo County Board of Supervisors	Public Official
Gerald Krachey Crawford County Representative	Crawford County Board of Supervisors and Gerald Krachey Inc.	Business Services
Todd Stittleburg Jackson County Representative	Antler King Trophy Products	Manufacturing
Shelly Miller La Crosse County Representative	Village of Bangor	Public Official
James Kuhn Monroe County Representative	Farmer	Agriculture
James Kraft Pepin County Representative	Pepin County Board of Supervisors	Utilities
William Schroeder Pierce County Representative	Pierce County Board of Supervisors and Hagar City Trucking	Transportation
Phillip Borreson Trempealeau County Representative	Private Individual	Health Care
Nancy Jaekel Vernon County Representative	Anything Doughs Inc.	Manufacturing
Greg Flogstad Regional Representative	Mississippi River Regional Planning Commission	Western Wisconsin Workforce Development, Board Member

Regional History and Characteristics

The Mississippi River Regional Planning Commission (MRRPC) serves nine counties in Western Wisconsin. Seven of the counties border the Mississippi River (Buffalo, Crawford, La Crosse, Pepin, Pierce, Vernon, and Trempealeau), and two others are inland from it (Jackson and Monroe). The MRRPC service area is within an area of Wisconsin, Minnesota, and Iowa known as the Driftless Area, so named because it was not covered by glaciers in the last Ice Age, and lacks glacial drift (rocks and other debris left behind by retreating glaciers). This unique situation left the area with a more rugged topography, characterized by hills, valleys, bluffs, and rivers prone to flooding that time and time again has led to personal and economic losses to individuals and businesses.

The first human settlement of the Region occurred about 11,000 years ago, as the glaciers in surrounding regions retreated. Different peoples migrated to and from this Region over the millennia, often trading with other cultures throughout North America (artifacts have been found in this Region that came from as far away as the Rocky Mountains). By the time Native peoples made first contact with Europeans, they had developed agriculture, extensive trade networks, and burial earthworks. The major tribes in this Region in the 17th and 18th centuries were the Iowa, Sauk, Fox, Illini, and Huron. French explorers and fur traders established trading posts along the Mississippi River and its tributaries, leaving behind many French place-names today (e.g., Pepin and Trempealeau Counties, the City of Prairie du Chien, etc.). Permanent white settlement in the Mississippi River Region began in the late 18th century, and centered first around fur trading. By the middle of the 19th century, the area was being developed for its timber. Railroad connections grew up in the last third of the 19th century to serve the timber industry and the growing agricultural economy in the Region. By the 20th century, agriculture was a major part of the economy, as timber was giving way as the forests diminished. In the first half of the 20th century, manufacturing of many kinds developed, especially in the City of La Crosse, where several internationally known companies were headquartered. In the last third of the 20th century, both agriculture and manufacturing suffered a decline, and this nation-wide trend affected those industries in the Mississippi River Region. By the beginning of the 21st century, the Region was shifting to more service-oriented industries, just like much of the United States, while agriculture and manufacturing remained the major drivers of the Regional economy.

Today, the Mississippi River Region's top five employment classifications are government; manufacturing; retail trade; health care and social assistance; and farming. While these are the classifications with the most employees, they are not all the classifications with the highest earnings. The top five classifications grouped by earnings per employee are utilities; management of

companies and enterprises; transportation and warehousing; wholesale trade; and manufacturing. The economic challenge for the Mississippi River Region in the coming generation is how to grow more businesses in those industry classifications that tend to pay higher, family-supporting wages, through high-knowledge, value-added products and services. The MRRPC has identified several economic driver industries that should be encouraged to expand in this Region: manufacturing; tourism; agribusiness and food processing; wood and forest products and biofuels. These are industries that already exist at some level in the Region, but which could be expanded due to a competitive advantage that can help build high-knowledge, value-added industries and jobs.

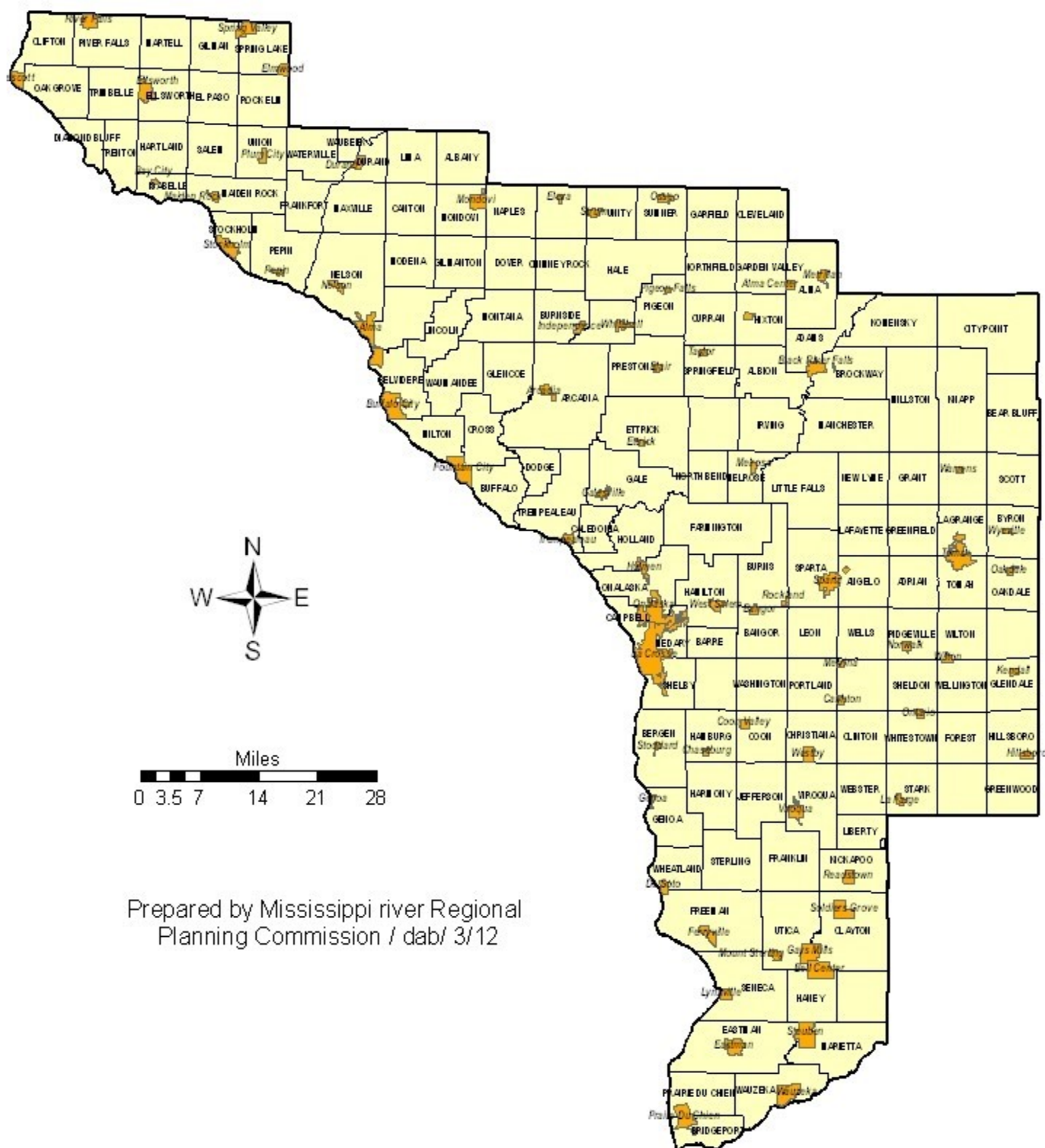
POLITICAL GEOGRAPHY

In Wisconsin, there are three types of sub-county full service local government units: towns, which are unincorporated; and villages and cities, which are incorporated. Within the nine counties of the Mississippi River Region, there are 146 towns, 50 villages, and 22 cities. By population, the smallest town in the Region is Scott, in Monroe County, with 104 people, and the largest is the Town of Onalaska, in La Crosse County, with 5,699 people, according to the 2015 American Community Survey 5 year estimates. Of the 50 villages, Stockholm, in Pepin County is the smallest, with a population of 78. The Village of Holmen, in La Crosse County, is the largest village with a 2015 population of 9,432. The cities range in size from La Crosse, in La Crosse County, with 51,993 people, to Alma, in Buffalo County, with 678 (see Map 1.01, page 11).



The Region's rich natural resource base and recreation opportunities including trout streams are often cited as a reason for people deciding to visit and live here.

Map 1.01. Mississippi River Regional Planning Commission Local Governmental Units



GEOGRAPHY AND CLIMATE

The nine-county Mississippi River Region covers most of Wisconsin's Mississippi River shoreline, a linear highway distance of approximately 178 miles from Prairie du Chien to north of the City of Prescott on the St. Croix River, or 180 river miles from the confluence of the St. Croix and Mississippi Rivers to the confluence of the Wisconsin and Mississippi Rivers. Jackson and Monroe County are inland, as far as 84 miles from the Mississippi River, into the Central Wisconsin Sand Plains and drainage system. It is not unusual that the overall climate across this large a geographic region will vary somewhat. There are state maps which show "isobars" or lines which represent a line of similar temperature, rainfall, snowfall, or other meteorological occurrences. These maps show a climatic differentiation in the state and region which, not too surprisingly, matches lines delineating major soil and vegetation changes. These climatic isobars also follow major geologic regions as well. Average January minimum temperatures range from between 6 to 8 degrees Fahrenheit in the southwestern part of Crawford County to 0 to 2 degrees in the extreme northern portion of Pierce County. Average maximum July temperatures are less varied, with the southern part of the region being between 84 and 86 degrees, while the northern part being at 82 to 84 degrees. Related to average annual temperature, but also dependent on the duration of daily highs is a measurement of "growing season", or the number of days available from last spring killing frost to first fall killing frost to raise a typical above-ground fruit or vegetable crop. The isobar maps show that the immediate Mississippi Valley is a "garden spot" of Wisconsin, with a typical growing season being between 161 to 180 days. East of this rather narrow western portion of the River counties, the average growing season in most of the region is between 141 to 160 days. The eastern part of Jackson and northeastern third of Monroe counties lie in an even colder regime, with 121 to 140 day growing seasons. Thus, Prairie du Chien has as many as 40 more days of growing season than Black River Falls. Crawford County and the southern part of Vernon County are also different climatically from the rest of the Region, in that they lie in a more southerly belt that receives 32.1 to 34.5 inches of precipitation annually; the rest of the region is slightly drier with an annual average between 29.6 and 32.0 inches. This gradually decreases in a northerly direction.

The Mississippi River Region lies within three ecological landscapes of Wisconsin: the Western Prairie, the Western Coulee and Ridges (or "Driftless Area"), and the Central Sand Plain. Most of the region is in the Driftless Area. The Driftless Area is characterized by highly erodible non-glaciated topography. Valley walls are heavily forested and often managed for hardwood production. Farming is typically confined to valley floors and ridge tops. Meandering rivers are also a characteristic of this landscape. Most of the Region was not covered by the continental glaciers that pushed through much of northern North America as recently as 11,000 years ago. The ice sheets never advanced in a broad front, but as lobes or tongues, flattening and gouging the land, and reaching thicknesses of two miles in some places. These massive glaciers covered large swaths of the Great Plains and the Upper Midwest, even carving out and filling the Great Lakes, but they avoided the area that today extends for about 100

miles on either side of the Mississippi River, centered on the boundaries of Iowa, Minnesota, and Wisconsin. During the last Ice Age, this Region would have seemed like a huge island in a sea of ice. As the glaciers melted, they deposited the crushed rocks known as "glacial drift". Since this Region was not covered by the glaciers, no glacial drift was deposited here – hence the name "Driftless Area."

The dominant natural feature of the Mississippi River Region is the Mississippi River, which forms the western boundary of the Region. Over the millennia, the River created a broad valley and steep bluffs of sandstone with dolomite raps. The elevations may rise 600 hundred feet above the river. Its tributaries widen the river's channels and contribute to the sediment buildup within the main channel. The bluffs and the wide river valley is a majestic site that attracts tourists from around the world.

Mining and Mineral Resources - The Mississippi River Region mines and quarries yield various types of crushed rock, sand, and gravel. Historically low grade iron ore was mined at various locations within the Mississippi River Region. Silica sand, which is high quality material used for oil extraction and for industrial purposes is mined in Monroe, Trempealeau, and Jackson Counties. A similar operation is in Maiden Rock, Pierce County. Over the past several years, private landowners in La Crosse, Trempealeau, Monroe, and Jackson County have signed mineral exploratory leases with mining companies. Since the beginning of the 2010s, there has been great interest in exploring for and excavating frac sand from the farmlands in the MRRPC Region. Frac sand is used in the process of fracturing, or "fracking," in oil and gas drilling. The MRRPC Region is home to some of the highest quality frac sand in the world, and landowners are understandably interested in the windfalls possible from mining companies wishing to excavate the sand from their lands. Others in the Region, though, are concerned that large-scale, decades-long mining operations could harm groundwater and surface waters and the Region's tourist-attracting environment and rural character.

Agriculture - Statistics from the U.S. Census of Agriculture showed there were 11,086 farms in the region in 2012. One of the Mississippi River Region's greatest resources is its agricultural products. Oil seed/grain farms lead the way followed by other crop farming, then beef cattle, and then dairy farming and milk production. There are 34 dairy plants and 36 meat establishment operations located in the Mississippi River Region because of the strong dairy farming base.

Forests - The nine counties of the Mississippi River Region have 1,669,700 acres of forest land (2,609 square miles) that makes up 10.4% of the total forestland in the state, and over 98% of the region's forestland is considered to be timberland. The forest products industry in the Mississippi River Region is often overlooked as an economic asset because it doesn't have as high visi-

bility as the forest products industry in Northern Wisconsin. But as an economic sector, it is growing in importance because of the forests' potential as a sustainable source for alternative fuels (biofuels), as well as other value-added products such as: posts, utility poles, lumber, plywood, particle board and thermally modified wood. Forests also provide watershed protection, hunting, outdoor recreation, and natural scenic beauty.

Source: USDA Resource Bulletin NRS-24 Wisconsin Forests 2004.

The region's forests can play a much greater role in providing home-grown heat. The region's over stocked, underutilized and mostly unmanaged forests can sustainably provide cost savings to homes and businesses that switch from higher priced fossil fuels to wood pellets for heat. A 2013 study conducted by the MRRPC estimated that if only 20% of the 51,000 occupied homes in the region switched from LP gas, fuel oil or electricity to wood pellets over \$8 million in household savings would occur annually, wood pellet sales would increase by \$7.2 million, over 80 jobs would be created, an additional \$2.5 million in earnings would be generated and the region's carbon footprint would be greatly reduced.



If more homes and businesses switched from more costly fossil fuels such as propane, fuel oil, and electricity to wood pellets for heat, more homegrown jobs would be created and the region's carbon footprint would be greatly reduced.

Land Legacy Places

In Wisconsin, the demand for outdoor recreation continues to increase. As the population continues to urbanize, more and more people seek out public lands to provide a wide variety of recreation opportunities. This increasing pressure on public lands has led to a growing number of conflicts and overcrowding, as well as impacts to resources. The uneven distribution of lands available for public recreation across the state is a long-standing concern. The Wisconsin Department of Natural Resources recognized this concern and produced a report in 2006 titled "Wisconsin Land Legacy Report". The purpose of the Land Legacy Report is to identify the places most important in meeting Wisconsin's conservation and recreation needs over the next 50 years.

To identify these places the DNR needed to answer the following: which lands and waters will be critical in conserving our native plants and animals and their habitats? Which places will most effectively provide satisfying outdoor recreation? What do we want our land-

scape to look like in the year 2050, and what role should protected lands play in reaching this goal? Which special places will our children and grandchildren wish we had protected? In answering these questions the DNR identified 229 Legacy Places within the State, these 229 named places cover a broad range of resource types and recreation needs.

The Legacy Places are arranged in the report by Ecological Landscapes –regions of the state that are ecologically distinct based on topography, soils, aquatic features, current and past vegetation, and other factors. The State is divided into 16 Ecological Landscapes. The Mississippi River Region is covered by three of these landscapes. The largest landscape is the Western Coulee and Ridges, which covers all of Crawford, Vernon, La Crosse, Trempealeau, Buffalo and Pepin Counties. In addition, it also covers the eastern portion of Jackson County and the eastern and southern portion of Monroe and the southern half of Pierce County. The other two landscapes found in the MRRPC region are the Central Sand Plain, which covers the eastern half of Jackson County and the northeastern portion of Monroe County. The last landscape is the Western Prairie, which can be found in the northern half of Pierce County.

The Land Legacy Report named 28 places in the MRRPC region (see Map 1.02, page 18). Sites have been identified in all nine of the Mississippi River Region counties. These identified places range from rivers and forests, which can be found in more than one county to specific sites like the North Prairie du Chien Savanna which is only in Crawford County.

Criteria used to identify Legacy Places:

A) Protect and Maintain the Pearls

- 1) Lands and their adjacent waters supporting high quality natural areas, important populations of rare species, or regionally significant biological or geological resources.
- 2) Lands containing unique or exceptional natural scenic beauty or lands that provide outstanding scenic views.

B) Maintain Functioning Ecosystems – Keep Common Species Common

- 3) Lands in each ecologically distinct part of the state that support and sustain the area's representative species, habitats, and ecological systems.

C) Maintain Accessibility and Usability of Public Lands and Waters

- 4) Lands and adjacent waters near population centers that support, or could reasonably be restored to support, native plants and animals and their habitats.
- 5) Lands that ensure that public lands and waters can support their desired recreational uses and biological components over time.
- 6) Lands that improve access to, or use of, existing public lands and waters where recreational demands warrant.

D) Ensure Abundant Recreation Opportunities

- 7) Lands that address high priority gaps or unfulfilled needs in

outdoor recreation.

- 8) Lands that provide significant opportunities for fishing, hunting and other outdoor activities.

E) Think Big

- 9) Lands that allow the protection of large, minimally-fragmented, ecologically functional landscapes.

F) Connect the Dots – Create a Network of Corridors

- 10) Lands that complete a statewide network of land and water-based recreational trails and provide linkages to population centers.
- 11) Lands that establish an interconnected network of corridors (incorporating existing conservation lands and a variety of landscape features) that maximize ecological benefits.

G) Protect Water Resources

- 12) Lands that most effectively contribute to the protection and improvement of the quality of water used by municipal drinking water systems.
- 13) Lands that most significantly contribute to the quality and quantity of surface waters.

The Mississippi River Region's 28 land legacy places:

1) Bear Bluff - BF

Bear Bluff is an area that is made up of wetlands interspersed with low, sandy upland ridges supporting stands of pine, aspen, pine barrens, oak barrens, and dry oak forest. Due to its remoteness, size, variety of habitat types, and proximity to large blocks of public land, this area harbors a high concentration of rare species. The Bear Bluff area also contains the largest remaining wetlands in southern Wisconsin.

2) Baraboo River - BO

Scenic sandstone cliffs occur along the upper reaches of the Baraboo River and support hemlock and pine relicts, forested seeps, and many rare plants and animals. These stands of hemlock and pine are found in deep, moist ravines or on cool, north or east-facing slopes. Until recently, the lower stretch of the river had been impacted by a series of dams that warmed and slowed the flow. The last of the dams was removed in 2001 and the aquatic diversity of the river system is expected to recover in the years to come. At almost 120 miles from its headwaters near Hillsboro in Vernon County to its confluence with the Wisconsin River, the Baraboo River is now considered the longest free-flowing river east of the Mississippi River.

3) Black River - BR

The Black River originates in the northern forests of central Taylor County and meanders south for more than 100 miles to its confluence with the Mississippi River. Biological diversity along the corridor is high due to its north-south orientation, association with four ecological landscapes, and the presence of pronounced, intact, wet-to-dry environ-

mental gradients along the length of the river. Due to its relatively undeveloped and outstanding scenic qualities, the lower stretch of the Black River was once considered for national Wild and Scenic River status. It presently offers "wilderness-like" canoeing opportunities. The river corridor provides important nesting and migratory habitat for a variety of songbirds and waterfowl, and serves as an important north-south dispersal corridor for bear, wolves and fishes.

4) Battle Bluff Prairie - BT

Battle Bluff Prairie is a south-facing dry prairie on a steep slope. The diverse prairie flora is interspersed with limestone boulders, sandstone outcrops, and a few stunted trees. More than 80 species of native prairie plants have been identified at the state natural area here. The wind-eroded sandstone outcrops and limestone boulders contain a number of unusual plants. The bluff rises some 480 feet, providing clear views to the south across the Mississippi River.

5) Buffalo River - BU

This corridor, running from Jackson County to the Mississippi River, contains a diverse mixture of high quality habitats ranging from broad wetlands to large forest blocks to oak savanna. The lower end of the Buffalo River provides valuable nesting and migratory habitat for many species of birds in the Mississippi River Valley and serves as an important staging area for migrating tundra swans. The flat, meandering floodplain lies in stark contrast to the adjacent steep bluffs. Narrow, sharp-crested ridges and broad valleys characterize the upper watershed.

6) Bad Axe River - BX

The upper tributaries of the two main forks harbor good trout populations, with a significant amount of the hillsides wooded with oak and other hardwoods. Downstream from the confluence of the north and south forks, the water temperature gradually rises to the point where the lower reach of the river supports a warm water fishery. The floodplain also widens in the lower reaches and harbors numerous oxbow ponds and associated wetland communities that provide high quality wildlife habitat for waterfowl, cranes, songbirds and a variety of reptiles, amphibians and mammals. Almost 20% of the wetlands found in Vernon County are located within the Bad Axe River system.

7) Coulee Experimental Forest - CE

The DNR's Coulee Experimental Forest contains approximately 3,000 acres of upland oak forests, experimental tree plantings, ridgetop open fields, rock outcroppings and a few small "goat" prairies on steep topography. It provides a unique opportunity to study the combination of wood production and an ecosystem approach to land management on private and public lands. Records on past land use and management practices are available to evaluate the current status of plant and animal communities on the property.

8) Central Wisconsin Forests - CF

The Black River State Forest and the Jackson, Wood, and Clark County Forests together provide a block of more than 330,000 acres of publicly-owned land. Located in the central part of the state, these properties have a “north woods” feel to them and support numerous species more commonly found in northern environs, including timber wolf, black bear, and fisher. Diverse recreation opportunities are provided by these properties, including hunting, fishing, camping, hiking, cross-country skiing, and motorized recreational vehicle use (snowmobile, ATV) on designated trails.

9) Coulee Coldwater Riparian Resources - CO

The Coulee Region of southwestern Wisconsin is renowned for its abundance of springs and the resulting high quality trout streams. These trout waters draw anglers from throughout the Midwest. Some of the most popular streams include Timber Coulee, Rullands Coulee, Coon Creek, upper reaches of the Bad Axe River, and the numerous creeks that feed the Kickapoo River. Substantial protection and restoration efforts in Monroe, La Crosse, Vernon and Crawford Counties have resulted in many miles of high quality coldwater streams and their associated trout fisheries.

10) Cochrane City Bluffs - CY

The Cochrane City Bluffs harbor good quality prairie and oak savanna complexes. A number of rare prairie species are present and the diversity of plant species here is high.

11) Copper Creek to Lynxville Hollows - CZ

This area encompasses a series of small hollows that extend up from the Mississippi River Valley only a short distance, but harbor a wide range of high quality forest to dry prairie habitats. In the bottom of these narrow hollows are blocks of forest comprised of oak, maple, basswood, hickory, and black walnut. Moving upslope, more open oak woodlands dominate and near the tops of the ridges, they grade into oak savanna. Along the ridge tops some dry prairie remnants occur. Several rare, threatened, and endangered species exist in this area. The bluffs provide spectacular views of the Mississippi River Valley below.

12) Fort McCoy - FM

This U.S. Army training and support installation encompasses approximately 60,000 acres in north central Monroe County. Numerous coldwater streams, which form the headwaters of the La Crosse River, are found within the Fort. Vegetation within the Fort consists of oak woodland, oak savanna, pine-oak barrens, sand prairie, sedge meadow, shrub carr and scattered pockets of red maple swamp. Grasslands, maintained primarily for training exercises, support diverse, important populations of grassland birds. The mosaic of habitats also supports rich reptile and insect communities. Recreation activities such as hunting (by permit) and fishing are allowed in designated areas.

13) Kinnickinnic River - KN

The Kinnickinnic flows southwesterly through River Falls to the St.

Croix River. The upper and middle reaches of the Kinnickinnic support a quality trout fishery. Below River Falls, the river valley deepens and narrows and is heavily forested. The south-facing slopes harbor scattered dry prairies; the north-facing slopes are blanketed with sugar maple, basswood and white pine. The steep sides of the valley support numerous species of rare, cliff-dwelling plants. Near its confluence with the St. Croix River, the deeply incised channel gives rise to scenic bluffs surrounded by large tracts of deciduous forest. Recognized as one of the best trout fisheries in the Upper Midwest, the “Kinni” draws many anglers every year.

14) Kickapoo River - KR

The Kickapoo River originates in Monroe County, and flows south for about 60 miles to its confluence with the Wisconsin River near Wauzeka. The Kickapoo is the largest waterbody that originates in the Driftless Area and drains parts of four counties. The main stem of the Kickapoo is a low gradient, meandering, warmwater river with many associated wetlands, primarily old river oxbows and meanders. Wet meadow, marsh, and lowland hardwood forest occur in the Kickapoo River floodplain. The headwater streams are highly productive, cold, spring-fed waters that provide abundant fishing opportunities. The West Fork of the Kickapoo supports some of the state's best trout waters and draws anglers from throughout the Midwest. Stretches of the upper river and its tributaries pass through sandstone cliffs, which provide habitat for numerous rare plants and animals, including globally rare species. In addition to its ecological value, the valley is also extraordinarily scenic, harbors many very significant archaeological, cultural and historical sites, and provides a wide variety of recreation opportunities. Canoeing, birdwatching, hiking, biking, cross-country skiing, snowmobiling, camping, horseback riding, fishing, hunting, and sightseeing are popular and draw visitors from throughout Wisconsin and surrounding states.

15) Lower Chippewa River and Prairies - LC

The area along the Chippewa River, downstream from Eau Claire, and along the Red Cedar River, downstream from Menomonie, contains one of the largest floodplain forests in the upper Midwest. It also harbors the largest and highest quality floodplain savanna in the state. Along with the rugged hills to the southeast, this area harbors more rare species (125) and more native prairie (25% of the state total) than any area of comparable size in Wisconsin. Seventy-five percent of Wisconsin's nesting bird species occur in the area, as do 50% of Wisconsin's plant species. Exceptional occurrences of dry sand savanna occur on some of the river terraces.

16) Lower St. Croix River - LT

The Lower St. Croix National Scenic Riverway extends 52 miles along the border of Minnesota and Wisconsin, from the dam at St. Croix Falls to its confluence with the Mississippi River. The last 25 miles of river are wide, gently flowing, and bordered by heavily wooded bluffs. The Riverway is very popular with enthusiasts that enjoy boating, canoeing, fishing, rock climbing and hiking along its scenic shoreline. Many rare species are associated with the St. Croix and the corridor is highly significant to migratory birds.

17) Lower Wisconsin River - LW

The lower Wisconsin River, from Sauk Prairie to the Mississippi River, retains much of its natural, wild character and in many ways, probably closely resembles the landscape seen hundreds of years ago. Very few roads, and only occasional houses and villages, can be seen from the river. The valley sides are dominated by mesic to dry forests of oak, maple, and red cedar. Bluff prairies are scattered along the south-facing slopes and harbor many rare species. Although not visible from the river, many large sand prairies occur throughout the floodplain. The Lower Wisconsin State Riverway was established in 1989 to protect and preserve the scenic beauty and natural character of the valley. The Riverway encompasses more than 79,000 acres of bluffs, bottomlands, islands and sandbars along the lower 92 miles of the Wisconsin River. With its scenic bluffs, islands, and sand bars, the river is an extremely popular canoeing destination. Public land within the Riverway supports a variety of recreation activities including, hunting, fishing, trapping, and hiking.

18) La Crosse River - LX

Running from Ft. McCoy west to the Mississippi River, the fertile floodplain of the La Crosse River contains several high quality wetland areas. The adjacent upland woods on the north and south slopes are predominantly wooded. The valley bottoms and ridgetops are often devoted to production agriculture.

19) North Prairie du Chien Savanna - NP

Running from the bluffs overlooking the Mississippi River back several miles, this area contains many high quality remnants of oak savanna and oak woodland within a working agricultural landscape. Some rare, threatened, and endangered species are present. Given the quality of the existing remnants and the potential to restore some additional lands, this area represents one of the state's better opportunities to establish a large oak savanna and oak woodland complex.

20) Robinson Creek Barrens - RN

This area is predominantly sandy, nutrient-poor soil within the Robinson Creek watershed includes extensive pine barrens. Numerous pine plantations are also found throughout the area.

21) Rush River - RR

Located in the heavily wooded valleys of Pierce County, the Rush River system supports a regionally significant trout fishery that draws anglers from throughout the area. The river's delta, a combination of lowland hardwood forest and rich emergent wetland, spills out into the floodplain of the Mississippi River. The delta supports a myriad of wetland species and is heavily used by waterfowl and wading birds. Morgan Coulee State Natural Area, a complex of high quality oak woods and dry hillside prairies, is also located within the watershed.

22) Rush Creek - RU

Atop the southwestern facing bluffs of the Rush Creek State Natural Area is one of the state's most spectacular views of the Mississippi River valley. From the bluffs, visitors can get a glimpse of what the

valley must have looked like centuries ago. The prairie complex at this location is the largest and most extensive series of goat prairies left in the state. In addition, the large blocks of forested land provide habitat for forest interior species as well as common game species such as wild turkey and deer. Many rare species are found throughout the Rush Creek area. The existing State Natural Area is extensively used for hunting (deer, turkey, and squirrel), fishing, and non-intensive recreational activities such as bird watching and hiking.

23) Sandhill-Meadow Valley-Wood County State Wildlife Areas - SM

Covering more than 80,000 acres, these state-managed wildlife areas support diverse habitats, including oak forest, emergent marsh, sedge meadow, pine and oak barrens, and extensive flowages. Wildlife is abundant. Notable species include sandhill crane, timber wolf, trumpeter swan, sharp-tailed grouse, woodcock, and the federally-endangered Karner blue butterfly. These properties provide excellent opportunities for hunting, berry picking and wildlife observation.

24) Trimbelle River - TB

The Trimbelle River originates in the rolling, open landscape of northern Pierce County. As the river flows south, it enters the heavily forested, unglaciated area of western Wisconsin. Rich deciduous woodlands supporting numerous species, including a high diversity of songbirds, are found throughout the lower watershed. The Trimbelle River supports one of the best trout fisheries in western Wisconsin. Due to its proximity to Minnesota's Twin Cities, the river corridor is heavily used by trout anglers.

25) Trempealeau River Delta - TD

This area which is situated between the Trempealeau National Wildlife Refuge and Perrot State Park and adjacent to the Trempealeau River provides an excellent opportunity to establish a conservation corridor linking both properties with the Great River State Recreation Trail. Habitat conservation benefits, including protection of sand dunes, pothole ponds, remnant prairie and wooded uplands on the sandy river terrace, would be substantial. This corridor could also provide opportunities for expanded recreational use, as all three properties are heavily used for a variety of recreational purposes.

26) Trempealeau River - TR

The Trempealeau River arises from coldwater trout streams located in deeply incised valleys. As it flows southwest, the river gradually becomes larger and warmer and in its lower reach supports a good quality warm water fishery. Abundant nutrients and frequent flooding in the lower stretch nourish extensive high quality wetlands that provide significant habitat for reptiles, amphibians, waterfowl, wading birds, and mammals.

27) Thompson Valley Savanna - TV

Due to its size, the structure and composition of the tree species present, and the presence of savanna species in the understory, this area represents one of the best opportunities in the state to restore a large oak savanna. This largely rural area presently consists of a

mosaic of farms and large wooded tracts.

28) Upper Mississippi River National Fish and Wildlife Refuge - UM

Extending 284 miles from Wabasha, Minnesota to Rock Island, Illinois, this 194,000-acre refuge encompasses most of the floodplain associated with the Mississippi River. Numerous side channels, backwater

sloughs, marshes, and extensive tracts of floodplain forest, contribute to the outstanding fish and wildlife habitat provided by the refuge. The refuge also plays host to significant waterfowl migrations, including some of the continent's largest concentrations of migrating tundra swans and canvasback ducks. Boating, fishing and waterfowl hunting are popular recreation pursuits.



The scenic Mississippi River Valley offers beauty and a productive fish and wildlife habitat unmatched in the heart of America. It is known for spectacular fall colors and migrating waterfowl. Tundra swans are spectacular in mid-November. Bald eagles have over 200 nests in the Upper Mississippi River Wildlife and Fish Refuge and number over 3,000 during the spring migration in March. Camping, canoeing, boating, hunting, fishing and wildlife observation are popular pursuits.



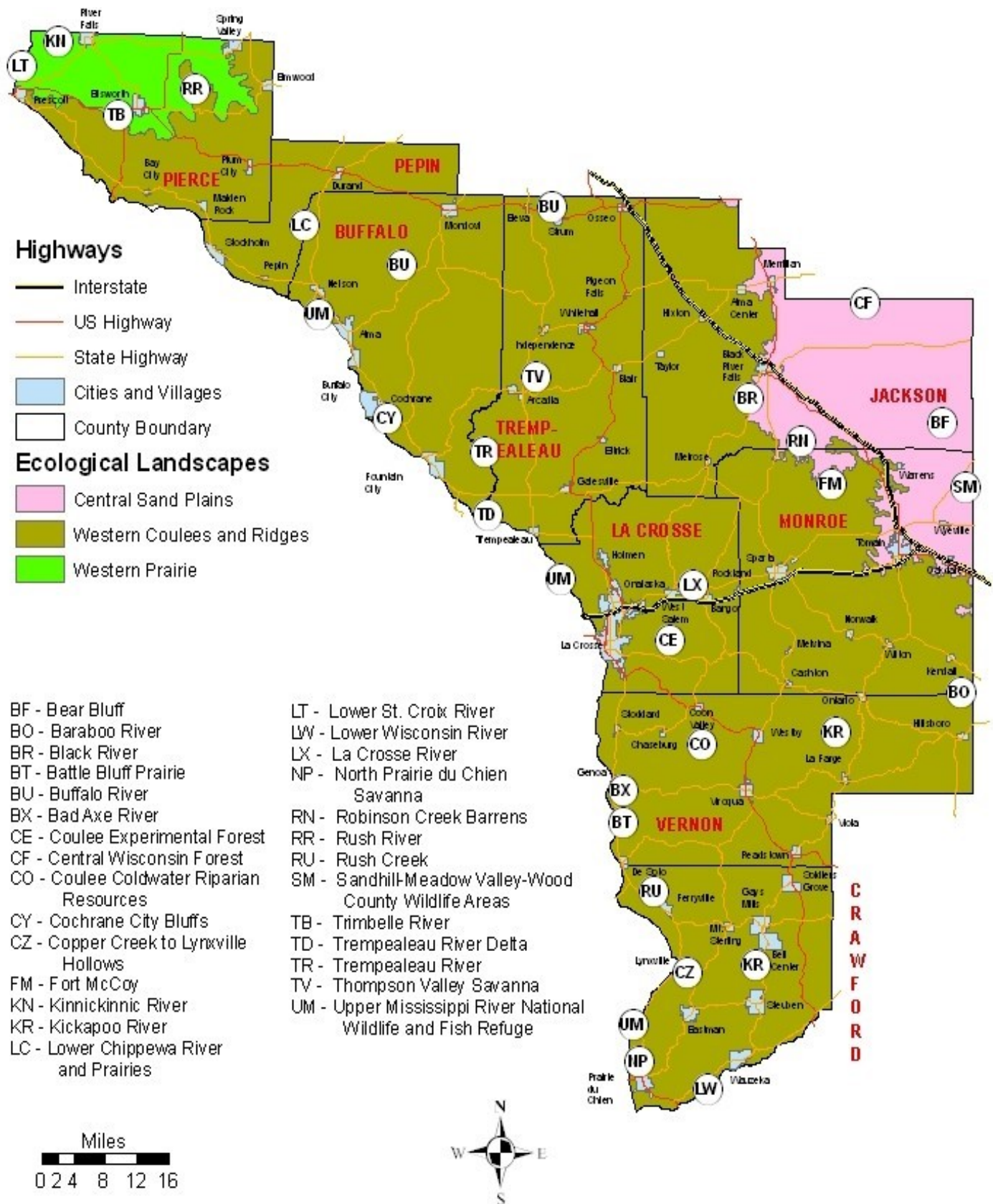
The nine county Mississippi River Region is in the heart of the 16,240 square mile Driftless Area that is home to the highest concentration of trout streams in the Midwest. A 2017 study commissioned by Trout Unlimited estimated that trout fishing generates \$1.6 billion in economic activity annually in the Driftless Area. Source: Wisconsin DNR and Trout Unlimited



The Upper Mississippi River Wildlife and Fish Refuge comprises the Region's western border. The refuge covers just over 375 square miles.



More than \$1 billion in annual spending is attributed to deer hunting in Wisconsin and many of the Mississippi River Region's counties are the most prized areas for hunting trophy bucks.

Map 1.02. Legacy Places and Ecological Landscapes in the Mississippi River Region

LAND USE

The nine-county Mississippi River Region has a total of 3,856,209 acres which is larger than the states of Rhode Island and Connecticut combined. The Region's 2015 Real Estate Equalized Value was \$22,160,847,900, an increase of 7.56% from the Region's 2010 Real Estate Equalized Value of \$20,603,596,200 (see Table 1.01). This land use analysis of the Mississippi River Region uses Real Estate Equalized Values and acreage data from the Wisconsin Department of Revenue. The eight statutory classifications for real property are: (1) Residential, (2) Commercial, (3) Manufacturing, (4) Agriculture, (5) Undeveloped, (6) Agricultural Forest, (7) Forest, and (8) Other. The acreages and values presented in these categories include all land in the region which is on the property tax rolls. See Map 1.03 on page 20.

The Real Property Equalized Value of Residential land in the Mississippi River Region totaled \$14,420,798,800 in 2015 (see Table 1.02). The total value of Commercial property was \$3,793,535,600; Manufacturing land, \$709,635,600; Agricultural land, \$239,459,000; Undeveloped land \$159,660,500; Agricultural Forest land, \$688,170,700; Forest land, \$685,333,000; and Other land, \$1,464,254,700.

**Table 1.01: Mississippi River Region Counties
Real Estate Equalized Values**

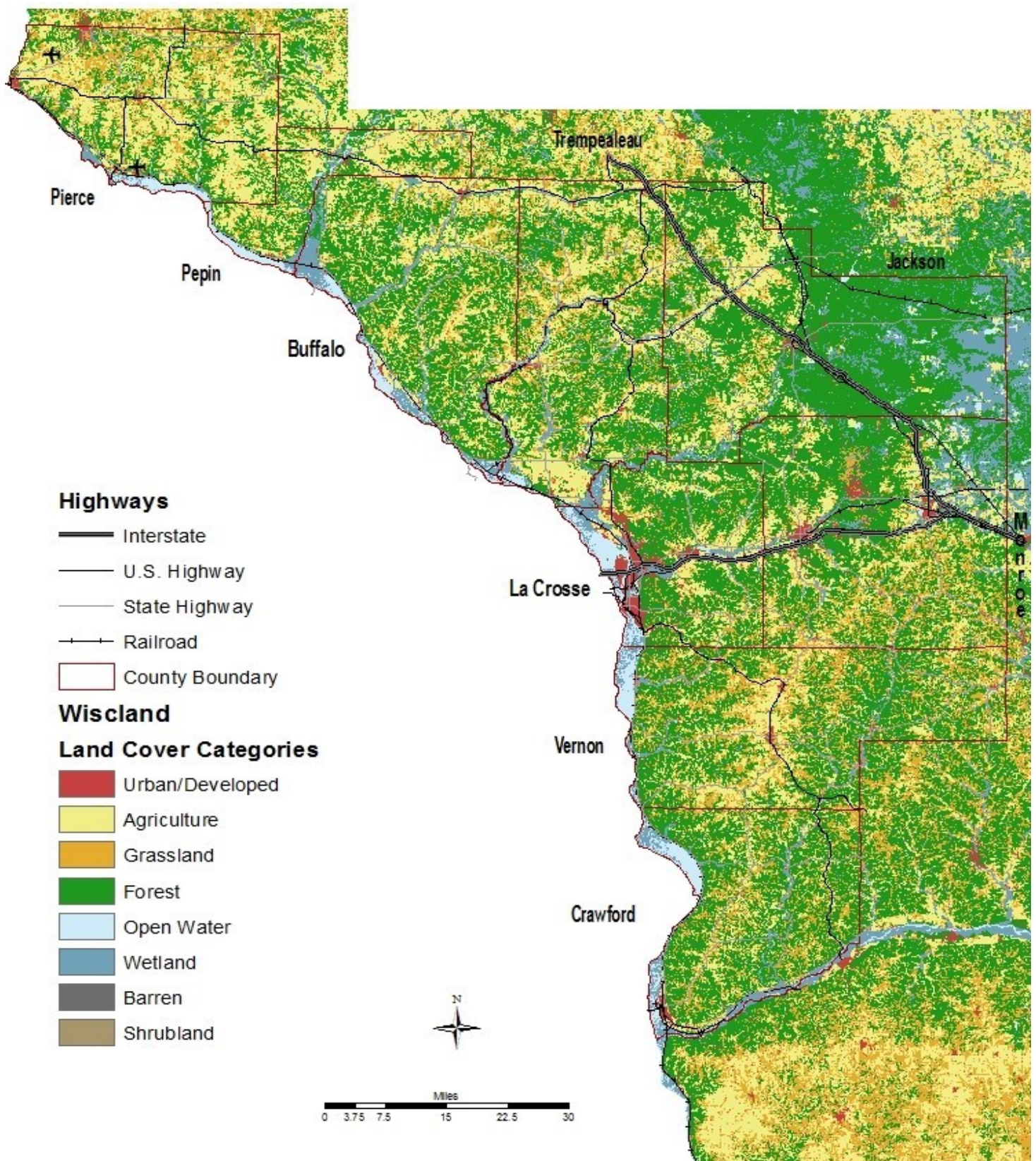
	2010	2015	% Change 2010- 2015
Buffalo	\$1,001,754,700	\$1,069,884,100	6.80
Crawford	\$1,066,165,900	\$1,091,549,900	2.38
Jackson	\$1,384,291,100	\$1,485,724,900	7.33
La Crosse	\$7,641,024,000	\$8,382,509,000	9.70
Monroe	\$2,562,041,600	\$2,913,214,800	13.71
Pepin	\$532,175,500	\$554,484,100	4.19
Pierce	\$2,907,417,200	\$2,941,336,200	1.17
Trempealeau	\$1,750,895,300	\$1,920,966,900	9.71
Vernon	\$1,757,830,900	\$1,801,178,000	2.47
MRRPC Region	\$20,603,596,200	\$22,160,847,900	7.56
Wisconsin	\$495,904,192,300	\$478,301,463,950	-3.55

Source: Wisconsin Department of Revenue

Table 1.02: Mississippi River Region Equalized Value by Land Use, 2015 (in Millions of Dollars)

	Residential	Commercial	Manufacturing	Agriculture	Undeveloped	Ag Forest	Forest	Other	Total
Buffalo	574.2	74.8	9.3	27.3	14.7	121.2	77.3	171.0	1069.8
Crawford	600.9	173.9	29.4	28.6	12.7	46.2	38.2	161.6	1091.5
Jackson	820.1	134.2	94.7	21.1	20.3	81.8	184.1	129.5	1485.8
La Crosse	5708.2	2205.6	182.6	14.6	10.3	67.1	69.0	125.2	8382.6
Monroe	1752.9	469.3	215.6	28.2	22.8	87.1	115.6	221.0	2912.5
Pepin	365.9	56.2	4.2	11.1	4.3	30.9	21.2	60.8	554.6
Pierce	2303.8	309.4	42.5	33.0	14.2	67.8	49.7	120.9	2941.3
Trempealeau	1204.0	186.1	110.4	31.9	22.9	112.0	67.0	186.5	1920.8
Vernon	1090.7	183.9	21.0	43.1	37.4	74.1	63.3	287.6	1801.1
MRRPC Region	14,420.7	3793.4	709.7	238.9	159.6	688.2	685.4	1464.1	22,160.0
Wisconsin	344,556.3	94,149.6	13,720.8	2051.7	1976.5	2902.5	7414.2	11,529.9	47,8301.5

Source: Wisconsin Department of Revenue

Map 1.03. Mississippi River Region Land Use

The Mississippi River Region's Economy

Population Trends

The Region's population is growing slower and is older than the Nation.

The population of the MRRPC Region was 322,133, according to the 2015 American Community Survey. That was an increase of 1.6% from the 2010 Census figure of 317,068 (see Table 2.02). While this was a faster rate of increase than the state's (1.5%), it was smaller than the national rate (4.1%). No counties within the MRRPC Region grew at a rate faster than the national rate. Buffalo, Crawford, Pepin, and Pierce Counties lost population during this period, at rates of 2.9% and 1.5%, 2.4%, and 0.3% respectively. La Crosse County remained the largest, with 118,212 people, and Pepin remained the smallest, with 7,290 people.

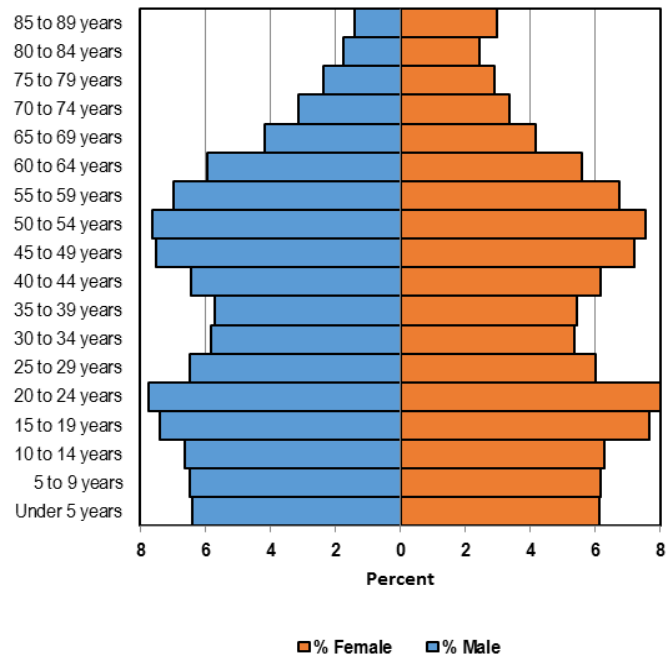
According to the 2015 American Community Survey, the median age for the region (41.8 years) is higher than the state (39.2 years) and nation (37.8 years) (see Table 2.03). The 2015 American Community Survey shows that 17.9% of the region's population was over the age 65 while 15.6% of state residents and 14.9% of the nation's residents were over age 65. The Region (22.5%) and the state (22.4%) have lower proportions of the population under age 18 than the nation (22.9%).

Aging in Place Resources Need to be Further Developed

Having adequate elder care resources for the region's growing elderly population will be a major challenge particularly in rural areas. To take on this challenge "Aging in Place" principles and programs need to be further developed. The focus of aging in place is to help seniors ensure they can live where they choose and get any help they need for as long as they can. The goal of an elderly person (or anyone) wanting to age in place should be to maintain and/or improve their quality of life. To do this a senior must have a good plan that focuses on quality of life and covers their home, finances, care and other items. This plan should be

created as early as possible and maintained over time as an elderly person's needs change. Cost shared elder worker and resources as discussed in Strategy 4b on Page 92 is a concept that needs to be initiated to help the region's growing elderly population Age in Place. For further information on Aging in Place concepts go to: www.aarp.org/content/dam/aarp/livable-communities/plan/planning/. The population graphic below depicts how the various age groups are distributed within the Mississippi River Region.

Table 2.01 MRRPC Region Population by Age & Sex



Source: U.S. Census, 2011-2015 American Community Survey 5 year estimates

Table 2.02: Mississippi River Region Population

	2010	Rank in MRRPC Region (2010)	2015	Rank in MRRPC Region (2015)	% Change
Buffalo	13,587	8	13,192	8	-2.9
Crawford	16,644	7	16,391	7	-1.5
Jackson	20,449	6	20,554	6	0.5
La Crosse	114,638	1	118,212	1	3.1
Monroe	44,673	2	45,549	2	2.0
Pepin	7,469	9	7,290	9	-2.4
Pierce	41,019	3	40,889	3	-0.3
Trempealeau	28,816	5	29,550	5	2.5
Vernon	29,773	4	30,506	4	2.5
Region	317,068		322,133		1.6
State of Wis.	5,686,986		5,771,337		1.5
Nation	308,745,538		321,418,820		4.1

Source: U.S. Census, 2011-2015 American Community Survey 5 year Estimates

Table 2.03: Mississippi River Region Median Age of Population and Percentage of Children and Senior Citizens, 2015

	Median Age	% Population Under 18 years	% Population 65 years and older
Buffalo	45.8	21	20.5
Crawford	46	20.7	21.3
Jackson	42.2	22.1	18
La Crosse	35.6	20.2	15.2
Monroe	39.5	25.4	16.1
Pepin	46.3	21.4	21.2
Pierce	36.6	21	13.1
Trempealeau	41.3	24.5	17
Vernon	42.5	25.9	18.8
Region	41.8	22.5	17.9
State of Wis.	39.2	22.4	15.6
Nation	37.8	22.9	14.9

Source: U.S. Census, 2011-2015 American Community Survey 5 year Estimates

Population Trends Continued

Most of the Region's population growth from 2010 to 2015 came from natural increase (i.e., births minus deaths), but net migration (in-migrants minus out-migrants) was negative for the Mississippi River Region (see Table 2.04). Similarly, the state during the same period, saw positive natural increase in population, but negative net migration. The Region's net migration should be addressed because the Mississippi River Region is an attractive place to live.

Individual counties within the Mississippi River Region had their own experiences. La Crosse and Trempealeau County had positive net migration, but only La Crosse County had higher in-migration rates than natural increase rates. Buffalo, Crawford, Pepin, and Pierce Counties lost population from 2010 to 2015, and that was due to high levels of out-migration. Crawford County was the only Mississippi River Region county that did not have more births than deaths, giving it a negative natural increase rate. Monroe, Vernon, and Trempealeau Counties had the highest natural increase rates, while Buffalo, Jackson, and La Crosse Counties had the lowest. Maps 2.01 and 2.02 on pages 23-24 show the distribution of the population across the Region.

Table 2.03: Mississippi River Region Median Age of Population and Percentage of Children and Senior Citizens, 2015

	Median Age	% Population Under 18 years	% Population 65 years and older
Buffalo	45.8	21	20.5
Crawford	46	20.7	21.3
Jackson	42.2	22.1	18
La Crosse	35.6	20.2	15.2
Monroe	39.5	25.4	16.1
Pepin	46.3	21.4	21.2
Pierce	36.6	21	13.1
Trempealeau	41.3	24.5	17
Vernon	42.5	25.9	18.8
MRRPC Region	41.8	22.5	17.9
State of Wis.	39.2	22.4	15.6
Nation	37.8	22.9	14.9

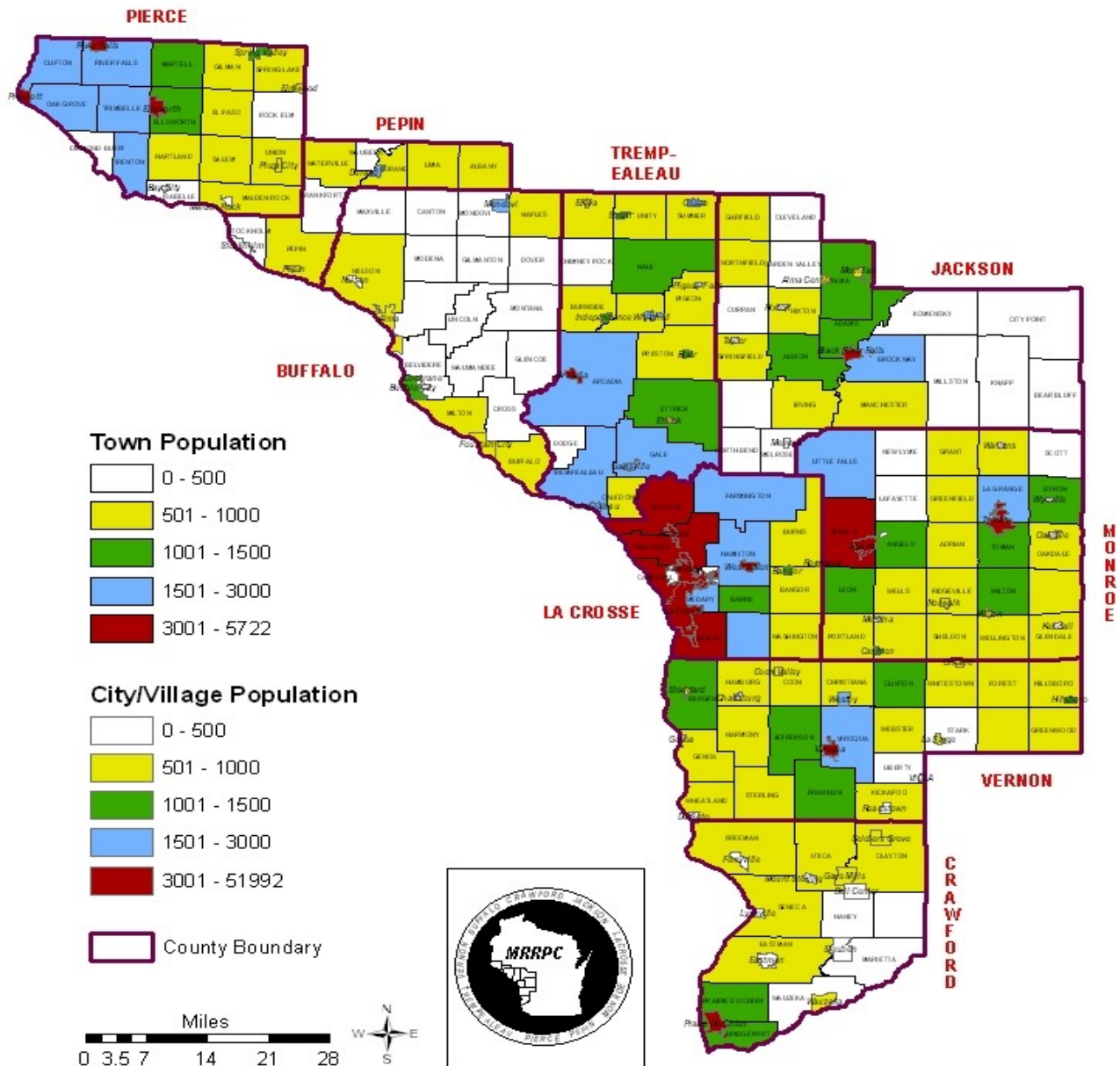
Source: U.S. Census, 2011-2015 American Community Survey

Table 2.04: Mississippi River Region Population Change by Natural Increase and Net Migration, 2010-2015

			4/1/2010 – 7/1/2015		Numeric Change 4/1/2010-7/1/2015			Percent Change, 4/1/2010-7/1/2015		
County Name	April 2010 Census	July 2015 Census	Est. Births	Est. Deaths	Natural Increase	Net Migration	Total Change	Natural Increase	Net Migration	Total % Change
Buffalo	13,587	13,192	731	691	40	-423	-395	0.3%	-3.1%	-2.9%
Crawford	16,444	16,391	870	913	-43	-207	-253	-0.3%	-1.2%	-1.5%
Jackson	20,449	20,554	1,282	1,023	259	-119	105	1.3%	-0.6%	0.5%
La Crosse	114,638	118,212	6,641	5,038	1,603	1,882	3,574	1.4%	1.6%	3.1%
Monroe	44,673	45,549	3,231	2,137	1,094	-231	876	2.4%	-0.5%	2.0%
Pepin	7,469	7,290	409	386	-14	-223	-179	-0.2%	-3.0%	-2.4%
Pierce	41,019	40,889	2,038	1,312	726	-867	-130	1.8%	-2.1%	-0.3%
Trempealeau	28,816	29,550	2,069	1,412	657	130	734	2.3%	0.5%	2.5%
Vernon	29,773	30,506	2,197	1,524	673	-18	733	2.3%	-0.1%	2.5%
MRRPC Region	317,068	322,133	19,468	14,436	4,995	-76	5,065	1.6%	0.0%	1.6%
Wisconsin	5,686,986	5,771,337	353,372	254,683	18,875	-6,999	84,351	0.3%	-0.1%	1.5%

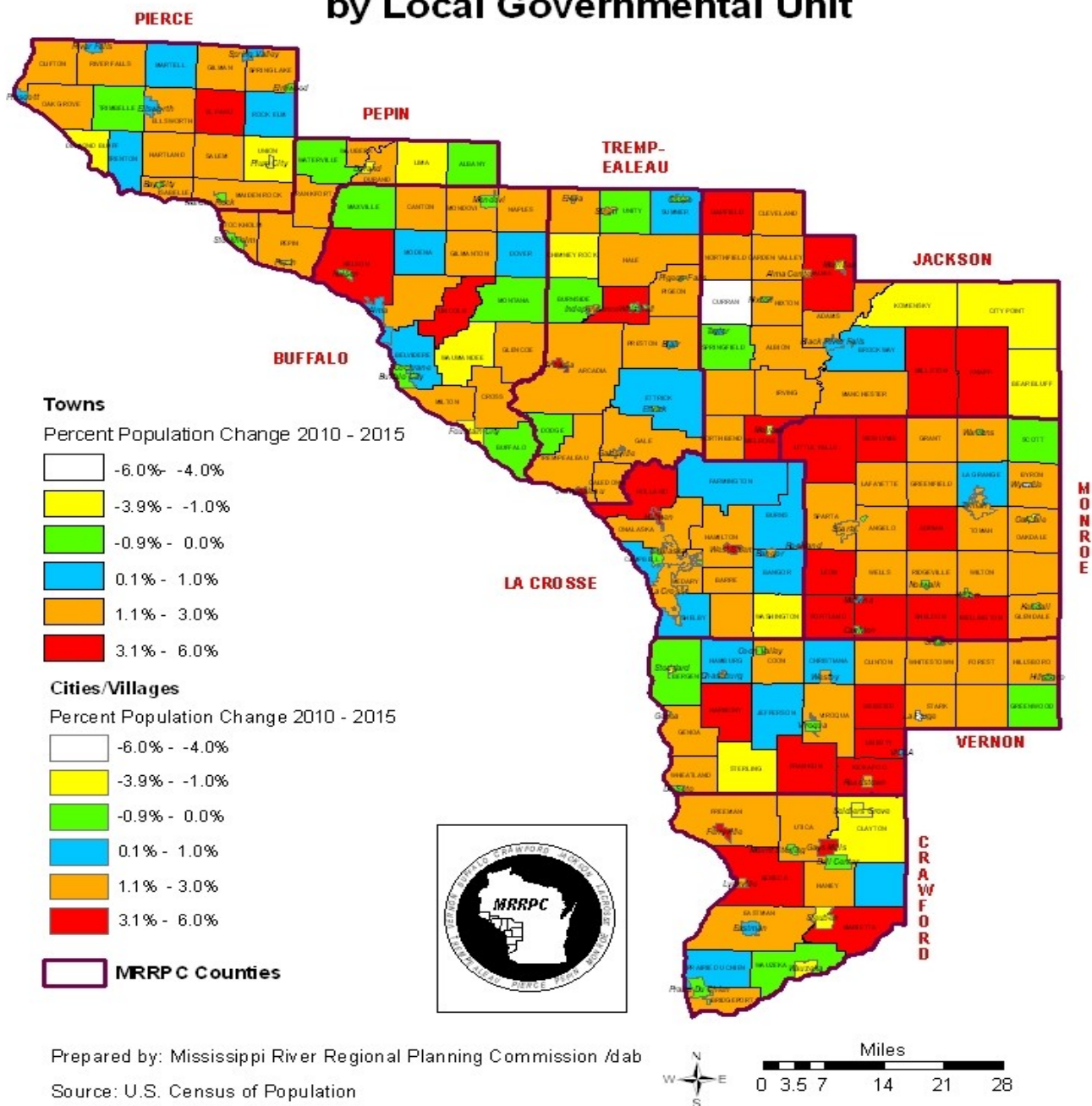
Source: U.S. Census, 2011-2015 American Community Survey

Map 2.01
Mississippi River Region
2015 Population by Local Governmental Unit



Prepared by: Mississippi River Regional Planning Commission /dab
 Source: U.S. Census of Population

Map 2.02
Mississippi River Region 2010 - 2015
Percent Population Change
by Local Governmental Unit



HOUSING UNITS AND PROJECTIONS

From 1970 to 2010, according to the US Census, the number of housing units nationwide nearly doubled, with a 91.7% increase (see Table 2.05). The state of Wisconsin saw a more modest increase of 78.2% in that time, and the Mississippi River Region was only slightly ahead of the state's rate, at 79.6%. Pierce County had the highest rate of housing increase (106.1%) during that period, and Buffalo County had the lowest (45.0%). These patterns are roughly the same during the 20-year periods of 1970-1990 and 1990-2010, with Buffalo County having the lowest county rate of housing increase, the national rate being higher than the State and Region, and the State and Regional rates being fairly similar to each other. However, La Crosse County had the highest rate of increase (50.3%) from 1970 to 1990; and between 1990 and 2010, the housing growth rate for the nation (28.8%) had decreased to be comparable to the state's (27.7%) and the Mississippi River Region's (28.2%).

In the coming decades housing increases in the State, Region and Nation are projected to be more moderate than in the period from

1970 to 2010 (see Table 2.05). The Region is expected to see an increase rate of only 10.8% between 2010 and 2020, and the State is expected to increase its housing at a rate of only 10.6% during that same decade. This is a result of the intertwined housing and financial crises of the late-2000s, which precipitated the Great Recession, and whose long-term effects are still being felt in real-estate markets and commercial and residential lending. During the period from 2010 to 2020, Pierce County is expected to continue its highest rate of growth (17.3%) in the Region. However, several counties in the Region are expected to see increases in single digits during this period; Crawford County (5%) and Vernon County (7%).

Overall, the growth in housing from 2010 to 2034 is expected to be at lower rates than it was in the last decades of the 20th century. The State is expected to have a housing growth rate of 25.5% during that period, and the Mississippi River Region is expected to see a 26% growth rate. Pierce County is expected to have the highest growth rate (41%) from 2010 to 2034, followed by Monroe County (27%), Jackson County (26.8%) and Trempealeau County (25.8%) while Crawford County is expected to see only a 12% growth rate.

Table 2.05: Mississippi River Region Housing Trends and Projections 1970 - 2034

Housing Units ⁽¹⁾							Housing Projections					
	1970	1980	1990	2000	2010	2014*	% Chg 70-00	% Chg 00-10	2020 ⁽²⁾	2030 ⁽²⁾	2034 ⁽²⁾	% Chg 10-34
Buffalo	4,597	5,478	5,586	6,098	6,664	6,690	32.7	9.3	7,334	8,004	8,272	24.1
Crawford	5,207	6,770	7,315	8,480	8,802	8,804	62.9	3.8	9,272	9,742	9,930	12.8
Jackson	5,649	6,975	7,627	8,029	9,727	9,764	42.1	21.2	10,815	11,902	12,337	26.8
La Crosse	25,433	33,277	38,227	43,480	48,402	48,840	71.0	11.3	53,547	58,692	60,750	25.5
Monroe	10,168	12,741	14,135	16,672	19,204	19,428	64.0	15.2	21,365	23,526	24,390	27.0
Pepin	2,357	2,881	2,919	3,036	3,579	3,604	28.8	17.9	3,934	4,289	4,431	23.8
Pierce	7,826	10,354	11,536	13,493	16,132	16,213	72.4	19.6	18,918	21,704	22,818	41.5
Trempealeau	7,639	9,744	10,097	11,482	12,619	12,684	50.3	9.9	13,972	15,324	15,865	25.7
Vernon	8,448	10,141	10,830	12,416	13,720	13,766	47.0	10.5	14,748	15,777	16,188	18.0
Region	77,324	98,361	108,272	123,186	138,849	139,793	59.3	12.7	153,904	168,959	174,981	26.0
Wisconsin	1,472,332	1,863,897	2,055,676	2,321,144	2,624,358	2,635,602	57.7	13.1	2,903,228	3,182,098	3,293,646	25.5
Nation	68,704,315	88,410,627	102,263,678	115,904,641	131,704,730	132,741,033	68.7	13.6	146,600,728	161,496,725	167,455,124	27.1

*Estimate from 2010-2014 American Community Survey 5-Year estimates

(1) U.S. Dept of Commerce-Bureau of the Census; (2) Calculated Using Housing Building Permit Trends U.S. Census Bureau - prepared by MRRPC

HOUSING BUILDING PERMIT TRENDS BY COUNTY 2000 – 2015

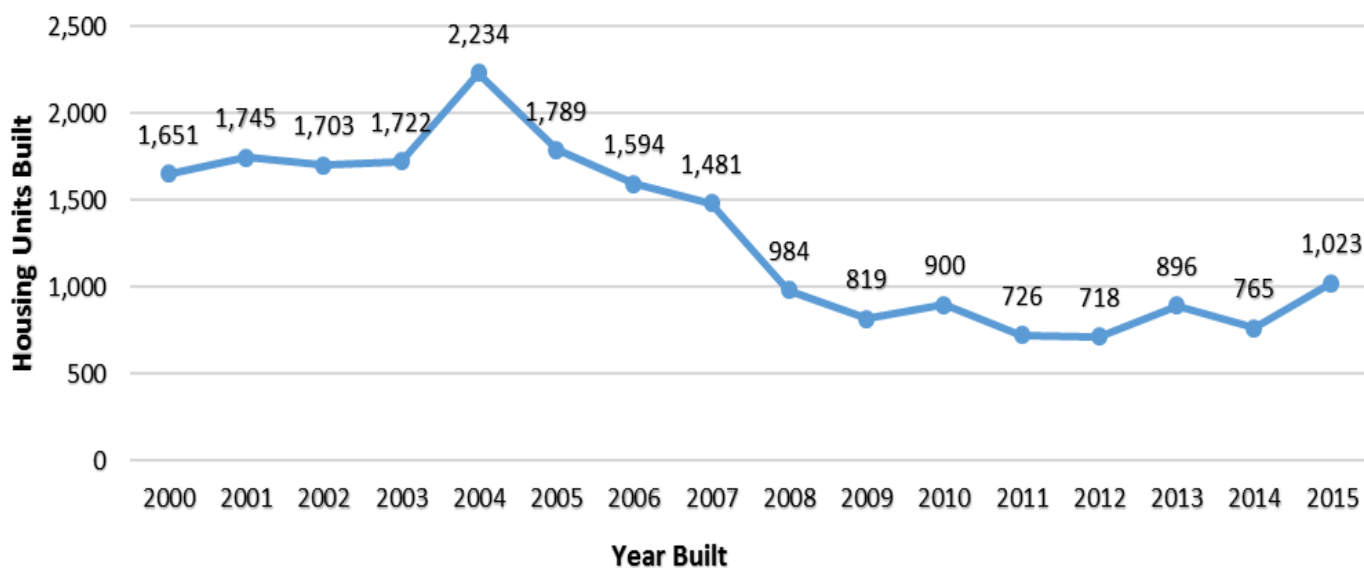
In the years between 2000 and 2015, permit activity for housing peaked in the Region in 2004, when there were 1,864 buildings constructed, and 2,234 units (see Table 2.06). The number of buildings and units declined steadily each year after that, with the number of units slightly increasing from 2009 to 2010 and then declining again in 2011 and 2012. In 2015, 1,023 units were constructed in the Region the most since 2005.

In the peak year of 2004, La Crosse County had the highest number of building permits (500 for buildings, 727 for units), and Pepin County had the smallest (48 building and 53 unit). By 2015, those two counties were ranked the same, but both had declined by more than half: La Crosse had 233 building and 454 unit permits, while Pepin had 16 building and 17 unit permits. Housing construction is mostly dependent on success of people becoming home buyers through income earned in other sectors of the economy. With manufacturing, agriculture, and health care industries being major drivers of the regional economy, construction also benefits and is also one of the top employment sectors in the region driven largely by housing.



New housing unit construction permits peaked in 2004 with 2,234 permits issued. Construction activity bottomed out in 2012 with 718 units constructed and has slowly increased since to 1,023 units constructed in 2015.

Table 2.06 Housing Building Permit Trends MRRPC Region 2000-2015



Source: U.S. Census Bureau, Building Permits 2000-2015

Table 2.07: Mississippi River Region Housing Building Permit Trends 2000-2015 (Estimates with Imputation) ⁽¹⁾

	2000		2001		2002		2003		2004		2005		2006	
	Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation	
	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units
Buffalo	75	81	82	91	92	100	100	122	91	104	58	61	56	56
Crawford	54	57	46	47	48	48	44	44	60	60	49	49	41	41
Jackson	86	89	99	103	110	111	129	130	171	171	149	149	118	118
La Crosse	452	571	473	578	454	545	483	584	500	727	469	521	413	558
Monroe	191	235	200	233	169	196	173	199	228	262	226	262	193	226
Pepin	44	46	32	64	41	43	38	42	48	53	39	41	40	42
Pierce	294	309	334	373	363	446	366	377	454	500	394	401	267	312
Trempealeau	147	153	126	140	136	140	122	128	167	177	172	172	121	124
Vernon	96	110	78	116	67	74	78	96	145	180	100	133	114	117
Region	1,439	1,651	1,470	1,745	1,480	1,703	1,533	1,722	1,864	2,234	1,656	1,789	1,363	1,594
Wisconsin	26,015	34,154	27,395	37,773	28,016	38,208	30,654	40,884	31,602	39,992	27,553	35,334	20,839	27,329

Table 2.08: Mississippi River Region Housing Building Permit Trends 2000-2015 (Estimates with Imputation) ⁽¹⁾ -Continued

	2007		2008		2009		2010		2011		2012	
	Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Estimates with Imputation	
	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units
Buffalo	39	43	42	42	27	27	25	25	18	18	32	34
Crawford	40	40	32	32	26	26	40	48	31	31	36	41
Jackson	126	126	96	96	55	55	58	58	52	52	47	47
La Crosse	402	569	272	332	234	321	223	287	240	278	255	303
Monroe	168	202	134	211	208	141	97	174	116	157	90	95
Pepin	18	19	8	8	18	19	17	18	15	15	16	16
Pierce	190	193	88	111	75	75	87	121	40	66	57	59
Trempealeau	119	172	95	102	75	89	76	92	51	64	54	70
Vernon	87	117	50	50	61	66	63	77	44	45	52	53
Region	1,189	1,481	817	984	779	819	686	900	607	726	639	718
Wisconsin	17,158	21,837	10,728	15,509	8,315	10,780	8,031	10,864	6,869	9,939	8,133	12,041

Table 2.09: Mississippi River Region Housing Building Permit Trends 2000-2015 (Estimates with Imputation) ⁽¹⁾ -Continued

	2013		2014		2015		2000-2015	2000-2015
	Estimates with Imputation		Estimates with Imputation		Estimates with Imputation		Total of Est. Construct. Bldgs.	Total of Est. Construct. Units
	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units	Bldgs.	Units
Buffalo	28	28	32	33	34	41	831	906
Crawford	28	29	25	27	37	37	637	657
Jackson	35	35	36	36	40	40	1,407	1,416
La Crosse	278	456	219	254	233	454	5,600	7,338
Monroe	101	106	93	96	103	108	2,490	2,903
Pepin	13	13	18	18	16	17	421	474
Pierce	105	106	105	105	123	123	3,342	3,677
Trempealeau	65	69	67	134	77	122	1,670	1,948
Vernon	50	54	62	62	81	81	1,228	1,431
Region	703	896	657	765	744	1,023	17,626	20,750
Wisconsin	10,249	13,869	10,104	14,622	11,335	16,793	31,688	379,928

Source: U.S. Census Bureau, Building Permits 2000-2015

⁽¹⁾ Estimates with Imputation - includes reported data for monthly and annual respondents and imputed data for monthly and annual nonrespondents

VALUE OF HOUSING, MEDIAN VALUE OF OWNER OCCUPIED UNITS

Housing values in the Mississippi River Region increased between 2000 and 2014 at a higher rate (68.3%) than the State (47.9%) and the Nation (46.9%); (see Table 2.6). Vernon County saw the highest increase in housing values during that time (90.5%), and Pierce County saw the lowest increase (52.2%). These increases occurred during a decade that saw a severe crisis nationwide in home values and foreclosures. The median value of a home in the Region was \$141,633 in 2014, compared to \$165,900 in the State and \$175,700 in the Nation. Pierce County had the highest median home value in 2011 (\$187,400) and Crawford County had the lowest (\$120,100) (Table 2.10).



The median value of a home in the region is less than the state or nation but the value increase on a percentage basis exceeds the state and the nation from 2000 through 2014.

Table 2.10: Mississippi River Region Value of Housing, Median Value of Owner Occupied Units

	1960	1970	1980	1990	2000	2014*	% Chg 60-70	% Chg 70-80	% Chg 80-90	% Chg 90-00	% Chg 00-14
Buffalo	7,100	9,800	33,600	43,000	78,600	142,300	38.0	242.9	28.0	82.8	81.0
Crawford	6,700	9,600	32,800	42,900	75,100	120,100	43.3	241.7	30.8	75.1	59.9
Jackson	6,300	9,800	31,600	39,600	76,800	124,800	55.6	222.4	25.3	93.9	62.5
La Crosse	11,200	16,700	47,800	58,400	96,900	154,500	49.1	186.2	22.2	65.9	59.4
Monroe	7,800	11,600	36,800	48,600	77,500	135,600	48.7	217.2	32.1	59.5	75.0
Pepin	6,500	10,700	34,600	40,700	79,200	133,000	64.6	223.4	17.6	94.6	67.9
Pierce	8,600	14,500	47,900	65,500	123,100	187,400	68.6	230.3	36.7	87.9	52.2
Trempealeau	7,300	10,800	35,400	40,900	77,000	137,200	47.9	227.8	15.5	88.3	78.2
Vernon	7,600	10,300	34,700	43,600	73,400	139,800	35.5	236.9	25.6	68.3	90.5
Region**	7,678	11,533	37,244	47,022	84,178	141,633	50.2	222.9	26.3	79.0	68.3
State of Wis.	12,600	17,300	48,600	62,500	112,200	165,900	37.3	180.9	28.6	79.5	47.9
United States	11,900	17,130	47,300	79,100	119,600	175,700	43.9	176.1	67.2	51.2	46.9

** Average (mean) of the Mississippi River Region's 9 counties

Source: U.S. Department of Commerce-Bureau of the Census, *American Community Survey 5-year estimates, 2010-2014

**Table 2.11: Mississippi River Region
Housing Units Sold and Median Sales Price 2010-2015**

Jurisdiction	Annual Average of Housing Units Sold	Annual Average Median Housing Sales Price
Buffalo	100	\$106,692
Crawford	141	\$95,861
Jackson	171	\$103,502
La Crosse	1,242	\$147,540
Monroe	408	\$117,225
Pepin	98	\$94,425
Pierce	458	\$150,268
Trempealeau	216	\$113,744
Vernon	181	\$113,077
Region	3,015	\$115,815
State of Wis.	66,003	\$140,669

Source: Wisconsin Realtors Association

HOUSING UNITS SOLD AND MEDIAN SALES PRICE

Based on a Wisconsin Realtors Association report the average number of houses sold annually in the Region from 2010 through 2015 totaled 3,015 with an average median sales price of \$115,815, Table 2.11.

INCOME SPENT ON A HOUSING MORTGAGE

The number of households in each county that spent 30% or more of their income on a housing mortgage varied from 25.5% of all households in La Crosse County to 38.5% in Crawford County. Most counties were in the 30% to 35% range. The State and Nation as a whole had 31% and 34.2% respectively of households paying more than 30% or more of their income on a housing mortgage, Table 2.12.

INCOME SPENT ON RENTAL HOUSING

The number of households in each county that spent 30% or more of their income on rent varied from 35.3% in Trempealeau County to 49.4% in Pierce County. Six or the majority of counties were in the 39% to 47% range. The State and Nation as a whole had 48.2% and 52.3% respectively of households paying more than 30% or more of their income on rent, Table 2.13

Table 2.12: Mississippi River Region Income Spent on Housing Mortgage

Jurisdiction	Housing Units with a Mortgage	Less than 20%	20.0 to 24.9%	25.0 to 29.9%	30.0% or More
Buffalo	2,233	36.6%	16.0%	12.5%	34.9%
Crawford	2,533	38.5%	19.7%	13.3%	38.5%
Jackson	3,513	37.0%	14.0%	12.9%	36.1%
La Crosse	19,486	44.7%	16.6%	13.2%	25.5%
Monroe	7,163	40.3%	17.3%	11.7%	30.7%
Pepin	1,380	34.5%	18.8%	15.7%	31.1%
Pierce	7,789	36.1%	20.1%	13.9%	29.9%
Trempealeau	5,248	40.2%	17.9%	12.4%	29.6%
Vernon	5,053	36.9%	18.1%	10.0%	35.0%
Wisconsin	1,026,242	38.3%	18.1%	12.6%	31.0%
United States	48786,530	38.0%	16.1%	11.7%	34.2%

Source: Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Table 2.13: Mississippi River Region Income Spent on Rental Housing

Jurisdiction	Total Occupied Rental Units	Less than 15.0%	15.0 to 19.9%	20.0 to 24.9%	25.0 to 29.9%	30.0% or More
Buffalo	1,178	15.2%	13.8%	12.8%	16.2%	42.1%
Crawford	1,444	16.3%	16.6%	8.7%	11.3%	47.2%
Jackson	1,820	22.2%	12.5%	12.4%	8.1%	44.8%
La Crosse	15,307	11.3%	15.4%	13.1%	11.9%	48.4%
Monroe	5,203	19.2%	15.4%	14.3%	12.1%	39.0%
Pepin	493	17.6%	6.5%	16.6%	15.2%	44.0%
Pierce	3,757	10.6%	9.8%	14.0%	16.1%	49.4%
Trempealeau	2,882	17.62%	14.4%	16.7%	16.0%	35.3%
Vernon	2,195	15.6%	15.8%	12.6%	13.3%	42.7%
Wisconsin	697,732	12.9%	13.7%	13.2%	11.9%	48.2%
United States	38,273,765	11.7%	12.1%	12.5%	11.5%	52.3%

Source: Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

HOUSING LACKING COMPLETE PLUMBING AND/OR KITCHEN FACILITIES

Analyzing the region's housing condition based on lack of kitchen and plumbing facilities shows that on a percentage basis the region's households lacking complete plumbing and or kitchen facilities varied from a low of 0.3% of all households in Pierce County to 8.2% of all households in Pepin County. Regionally 3.9% of all households in the region lacked complete plumbing and/or kitchen facilities, which was 2.5% higher than the state and nation that reported 1.4% each, Table 2.14.

The data on plumbing facilities was obtained from the American Community Survey. Complete plumbing facilities include: (a) hot and cold running water, (b) a flush toilet, and (c) a bathtub or shower. All three facilities must be located inside the house, apartment, or mobile home, but not necessarily in the same room. Housing units are classified as lacking complete plumbing facilities when any of the three facilities is not present. Plumbing facilities provide an indication of living standards and assess the quality of household facilities within the housing inventory. The data provides assistance in the assess-

ment of water resources and to serve as an aid to identify possible areas of ground water contamination. The data is also used to forecast the need for additional water and sewage facilities, aid in the development of policies based on fair market rent, and to identify areas in need of rehabilitation loans or grants.

A unit has complete kitchen facilities when it has all three of the following facilities: (a) a sink with a faucet, (b) a stove or range, and (c) a refrigerator. All kitchen facilities must be located in the house, apartment, or mobile home, but they need not be in the same room. A housing unit having only a microwave or portable heating equipment such as a hot plate or camping stove should not be considered as having complete kitchen facilities. An icebox is not considered to be a refrigerator. Kitchen facilities provide an indication of living standards and assess the quality of household facilities within the housing inventory. These data help in determining areas that are eligible for programs and funding, such as Meals on Wheels. The data also serves to aid in the development of policies based on fair market rent, and to identify areas in need of rehabilitation loans or grants.

Table 2.14: Mississippi River Region Occupied Housing Units Lacking Complete Plumbing/Kitchen Facilities

Jurisdiction	Total No. of Occupied Housing Units	Housing Units Lacking Complete Plumbing Facilities	Housing Units Lacking Complete Kitchen Facilities	Total	%
Buffalo	5,783	40	96	136	2.4
Crawford	6,607	83	96	179	2.8
Jackson	8,038	176	190	366	4.6
La Crosse	45,704	100	307	407	0.9
Monroe	17,302	423	455	878	5.1
Pepin	3,069	147	104	251	8.2
Pierce	14,960	30	19	49	0.3
Trempealeau	11,513	161	203	364	3.2
Vernon	11,831	400	452	852	7.2
Region	124,807	1,560	1,835	3,395	3.9
State	2,293,250	10,716	21,050	31,766	1.4
Nation	116,211,092	537,459	1,014,759	1,552,218	1.4

Source: Census Bureau, 2010-2014 American Community Survey 5-Yr Est.

REGIONAL JOB BASE

Table 2.15 shows the industry strength of each county and the region by the number of jobs in each of the 21 economic sectors listed on the far-left column. The far-right columns show the total number of jobs in each sector and regional ranking. Analyzing this far-right total column you see that in 2015 Government, Manufacturing, Health Care and Social Assistance, Retail Trade, and Accommodation and Food Ser-

vice were the top five industries with the most jobs in the region. Each individual county can be analyzed this way as well to see each county's economic strengths and weaknesses. For example in Trempealeau County the top five sectors with the most jobs were Manufacturing, Government, Crop and Animal Production, Retail Trade, and Health Care and Social Assistance. Table 2.16 on the following page involves a similar analysis to this except annual average earnings per worker is analyzed.

Table 2.15: 2015 Mississippi River Region Number of Jobs by Economic Sector

Economic Sector	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	Total Jobs	Regional Rank
Crop and Animal Production	1,398	1,299	1,152	874	2,211	579	1,486	1,802	2,397	13,198	6
Transportation and Warehousing	1,063	221	1,174	2,746	2,282	95	598	842	670	9,691	8
Government	838	1,210	2,678	9,297	5,212	502	3,373	2,459	1,899	27,468	1
Retail Trade	645	2,031	1,131	9,685	2,617	365	1,489	1,325	1,510	20,798	4
Construction	587	459	1,114	3,564	1,352	280	1,048	633	749	9,786	7
Accommodation and Food Services	475	818	692	6,963	1,733	258	1,321	745	850	13,855	5
Health Care and Social Assistance	412	1,042	1,168	14,811	2,013	326	1,078	1,263	1,867	23,980	3
Admin, Support, Waste Mgmt & Remed Serv	369	427	226	3,173	786	60	408	360	218	6,027	11
Other Services (except Public Administration)	353	458	389	4,551	988	122	906	677	612	9,056	8
Manufacturing	346	1,693	937	7,981	4,070	180	1,630	6,399	964	24,200	2
Finance and Insurance	339	305	287	4,238	738	127	687	416	490	7,627	9
Real Estate and Rental and Leasing	316	293	208	2,327	534	55	657	254	241	4,885	13
Professional, Scientific, and Technical Serv's	287	220	215	2,742	521	97	667	317	399	5,465	12
Wholesale Trade	250	149	224	3,678	569	241	451	433	802	6,797	10
Arts, Entertainment, and Recreation	175	132	126	1,630	220	42	455	170	176	3,126	14
Utilities	93	18	34	442	74	0	44	39	148	892	19
Mining, Quarrying, and Oil and Gas Extraction	78	10	426	115	465	1	200	90	21	1,406	18
Information	62	100	72	1,081	141	25	92	96	171	1,840	17
Educational Services	38	71	28	2,006	106	28	159	33	156	2,625	15
Management of Companies and Enterprises	17	51	25	1,699	42	65	24	26	109	2,058	16
Unclassified Industry	0	0	0	0	0	0	0	0	0	0	20
Regional Total	8,139	11,007	12,306	83,603	26,674	3,448	16,773	18,379	14,449	194,778	NA

Source: Economic Modeling Specialists International - EMSI Quarter 4, 2016 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

REGIONAL EARNINGS BY ECONOMIC SECTOR

Table 2.16 shows the industry strength of each county and the region by earnings per worker in each of the 21 economic sectors listed on the far-left column. The far-right columns shows the average wage by sector and the regional ranking. Analyzing this far-right total column you see that in 2015 Utilities, Management of Companies and Enter-

prises, Government, Manufacturing and Wholesale Trade were the top five industries with the highest earnings per worker in the region. Each individual county can be analyzed this way as well to see each county's economic strengths and weaknesses. Of significance is the fact that manufacturing was the only private sector industry to rank in the top five 5 for job creation in both jobs in Table 2.15 and earnings per worker in Table 2.16. These rankings show the importance manufacturing is to the regional economy and why it is a key driver of our regional economy.

Table 2.16: 2015 Mississippi River Region Average Annual Earnings Per Worker by Economic Sector

Economic Sector	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	Average Annual Wage by Sector	Regional Rank
Crop and Animal Production	27,415	22,081	39,658	27,462	35,570	26,839	30,333	30,585	26,039	29,554	13
Transportation and Warehousing	51,448	35,594	43,480	57,730	51,085	39,067	46,148	60,609	29,464	46,069	8
Government	54,603	56,930	55,612	60,912	66,261	45,502	54,275	46,623	43,414	53,792	3
Retail Trade	19,622	26,991	22,304	26,287	24,131	30,834	20,092	25,090	25,664	24,557	15
Construction	30,043	28,717	73,139	53,578	49,794	48,296	34,890	36,433	29,827	42,746	11
Accommodation and Food Services	17,935	16,757	16,164	15,774	15,615	14,264	15,135	13,911	12,305	15,318	19
Health Care and Social Assistance	28,448	46,182	48,902	62,113	46,279	42,699	31,089	36,866	42,643	42,802	10
Admin, Support, Waste Mngmnt, Remed Serv	28,926	29,159	17,644	28,541	28,076	21,840	18,565	24,024	25,164	24,660	14
Other Services (except Public Administration)	19,469	19,075	18,027	22,965	23,498	22,522	19,176	24,957	15,994	20,631	17
Manufacturing	41,443	55,414	56,795	57,180	51,727	43,971	55,819	55,736	47,652	51,749	4
Finance and Insurance	43,411	56,417	34,807	52,340	46,275	40,488	32,335	42,265	51,082	44,380	9
Real Estate and Rental and Leasing	17,965	18,185	25,235	30,461	21,214	22,808	22,652	34,742	15,358	23,180	16
Professional, Scientific, and Technical Services	16,734	19,078	21,637	47,124	41,542	37,933	29,897	29,605	33,868	30,824	12
Wholesale Trade	\$48,529	44,552	46,817	61,905	51,522	57,893	42,108	48,439	49,602	50,152	5
Arts, Entertainment, and Recreation	\$9,837	11,262	10,794	15,065	10,552	12,331	10,855	9,637	10,714	11,227	20
Utilities	\$110,943	122,511	200,323	105,663	108,225	0	97,477	66,956	107,719	102,202	1
Mining, Quarrying, and Oil and Gas Extraction	\$38,811	76,186	50,801	38,933	63,834	41,203	55,632	53,008	31,947	50,039	6
Information	\$48,891	30,695	41,699	63,745	31,867	70,148	28,109	56,628	49,770	46,839	7
Educational Services	\$17,542	25,847	7,831	28,255	22,639	9,854	7,839	13,198	11,845	16,094	18
Management of Companies and Enterprises	\$56,685	38,603	134,736	83,620	123,775	83,322	58,709	70,827	65,696	79,553	2
Unclassified Industry	\$0	0	0	0	0	0	0		0	0	21
Regional Total	728,699	780,236	966,405	939,653	913,481	711,814	711,135	780,139	725,767		

Source: Economic Modeling Specialists International - EMSI Quarter 4, 2016 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

GROSS COUNTY AND REGIONAL PRODUCT

The Gross County, Regional Product are subsets of the nation's Gross Domestic Product. GDP measures the final market value of all goods and services produced in a county, region, state, or the nation. As shown in Table 2.17A below, the percentage change in the Gross County, Regional, or National Product (GDP) from 2013-2015 for the Mississippi River Region, the State of Wisconsin, and the U.S. all hovers around 3.50%. Specifically, the percentage change in GDP for the MRRPC region in the two-year span was 3.6%, with the state of Wisconsin being 3.2%, and finally the U.S. being 3.8%.

In examining all the respective counties within the Mississippi River Region, one can see that there are wide variations between the coun-

ties. For example, the percentage change in GDP from 2013-2015 for Buffalo County was -4.30%, while its neighboring county, Trempealeau County, experienced an 8.9% increase in GDP. In summary, the counties of Jackson, La Crosse, Monroe, Pepin, Pierce, and Trempealeau all experienced increases in their respective GDP's, ranging from 3%-9%. Crawford County experienced a minimal increase in GDP over the two-year span, while the counties of Buffalo and Vernon in the same time period experienced a decrease in GDP.

All jurisdictions experienced an increase in their respective GDP's from 2013-2014. However, from 2014-2015, all jurisdictions, except for Pepin and Trempealeau County, experienced a decrease in GDP.

Table 2.17A: Mississippi River Region Gross County, Regional, State and National Domestic Product Trends 2013—2015

Jurisdiction	2013	2014	2015	2013-2014 % Change	2014-2015 % Change	2013-2015 % Change
Buffalo	517,734,659	521,611,708	495,640,620	.75%	-4.9%	-4.3%
Crawford	694,808,190	721,497,733	695,042,032	3.8%	-3.7%	.03%
Jackson	787,032,651	854,210,937	846,090,302	8.5%	-1.0%	7.5%
La Crosse	5,729,965,080	5,958,661,023	5,935,451,135	4.0%	-0.4%	3.6%
Monroe	1,824,916,653	1,897,205,974	1,891,029,686	4.0%	-0.3%	3.6%
Pepin	219,591,890	226,458,733	234,393,924	3.1%	3.5%	6.7%
Pierce	996,062,434	1,045,219,175	1,029,871,736	4.9%	-1.5%	3.4%
Trempealeau	1,179,358,076	1,229,128,861	1,284,156,664	4.2%	4.5%	8.9%
Vernon	888,693,384	890,209,691	884,009,672	0.2%	-0.7%	-0.5%
Region	12,838,163,016	13,344,203,835	13,295,685,771	3.9%	-0.4%	3.6%
State	271,545,403,308	280,906,552,008	280,162,424,730	3.4%	-0.3%	3.2%
U.S.	16,118,032,442,467	16,751,927,728,210	16,725,284,197,751	3.9%	-0.2%	3.8%

Source: Economic Modeling Specialists International (EMSI) data based primarily on data from the U.S. Bureau of Economic Analysis (USBEA) and the quarterly census of employment and wages (QCEW) from the Bureau of Labor Statistics

GROSS REGIONAL, STATE AND NATIONAL PRODUCT

Table 2.17B: 2015 Gross Regional State and National Domestic Product Comparison

Industry	Mississippi River Region	%	Wisconsin	%	United States	%
Crop and Animal Production	779,340,401	6%	6,466,175,348	2%	170,937,796,404	1%
Mining, Quarrying, and Oil and Gas Extraction	209,203,268	2%	1,242,333,654	0%	372,692,059,976	2%
Utilities	315,980,551	2%	4,683,494,166	2%	263,345,977,776	2%
Construction	603,076,460	5%	11,975,829,660	4%	683,769,180,746	4%
Manufacturing	2,086,444,663	16%	54,383,755,841	19%	1,924,612,878,172	12%
Wholesale Trade	830,126,360	6%	18,285,175,141	7%	1,002,021,811,442	6%
Retail Trade	782,085,073	6%	15,635,502,253	6%	893,131,333,264	5%
Transportation and Warehousing	616,716,930	5%	6,960,765,870	2%	470,756,641,297	3%
Information	220,425,156	2%	8,939,733,083	3%	737,909,491,201	4%
Finance and Insurance	641,088,205	5%	21,743,992,406	8%	1,332,984,216,126	8%
Real Estate and Rental and Leasing	354,619,909	3%	6,731,410,617	2%	630,436,418,131	4%
Professional, Scientific, and Technical Services	250,471,218	2%	11,473,368,630	4%	1,172,824,607,131	7%
Management of Companies and Enterprises	194,793,663	1%	7,993,712,724	3%	347,443,174,754	2%
Administrative and Support and Waste Management and Remediation Services	210,360,969	2%	6,993,680,690	2%	527,414,534,332	3%
Educational Services	81,069,119	1%	2,813,047,904	1%	207,679,196,235	1%
Health Care and Social Assistance	1,383,800,210	10%	23,816,223,421	9%	1,237,446,468,647	7%
Arts, Entertainment, and Recreation	54,251,216	0%	2,106,342,398	1%	172,763,183,171	1%
Accommodation and Food Services	296,707,492	2%	6,225,036,808	2%	448,359,620,993	3%
Other Services (except Public Administration)	219,961,070	2%	4,887,743,027	2%	316,663,453,622	2%
Government	1,782,049,047	13%	29,500,999,891	11%	2,086,420,531,075	12%
Other Non-Industries	1,383,114,790	10%	27,304,101,198	10%	1,725,671,623,260	10%
Total	13,295,685,771	100%	280,162,424,730	100%	16,725,284,197,754	100%

Source: EMSI Quarter 4, 2016 Data Set

As shown in Table 2.17B above, the sum of the industries encompasses the percentage share of their respective GDP within the Mississippi River Region, the State of Wisconsin, and the U.S. Looking closely at the data, one can see that the following industries have a 9% or greater overall share of GDP in the Mississippi River Region: manufacturing, government, other non-industries, construction and animal production, wholesale trade, and retail trade. In contrast, industries in the Mississippi River Region that fall between 0% and 2% of the GDP are the following industries: arts and entertainment, management, mining for oil and gas extraction, utilities, information services, professional services, administration, and other services. Within the state of Wisconsin, the following industries that hold a 9% or greater overall share of GDP in the state are the following: manufacturing, government, other non-industries, health care and social assistance, and finance and insurance. Meanwhile, the industries that fall between 0% and 2% of the GDP in the state are mining for oil and gas production, educational services, arts and entertainment, agriculture, utilities, transportation,

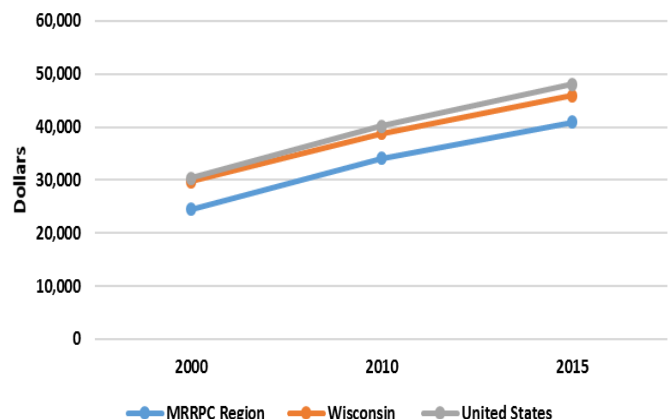
real estate, administration, food services, and other services. Lastly, the United States has similar industries that rank on the high-end and low-end of the GDP. Industries that have a 9% or greater overall share of GDP in the U.S. are manufacturing, government, other non-industries, and finance and insurance. On the other side of the spectrum, industries that rank between 0% and 2% of the GDP for the nation include agriculture, educational services, arts and entertainment, mining for oil and gas extraction, utilities, management, and other services. For more detailed information regarding how the various sectors of the economy contribute to is see Tables 2.23A-2.23K that depict the top twenty-five business specializations in their respective region. Information included in the tables include the total number and change in jobs from 2010 to 2015, the current earnings for the respective specializations, the 2015 location quotient, and the 2016 payrolled business locations.

PER CAPITA PERSONAL INCOME

Personal income is the income received by, or on behalf of, all persons from all sources: from participation as laborers in production, from owning a home or business, from the ownership of financial assets, and from government and business in the form of transfers. It includes income from domestic sources as well as the rest of the world. It does not include realized or unrealized capital gains or losses. Per capita Personal Income is the total Personal Income generated in a jurisdiction's population.

The region's per capita personal income levels are consistently lower than the State and Nation (see Tables 2.18 and 2.19). Monroe, Crawford, and Vernon Counties had the lowest per capita personal income levels in the Region in 2000, while Pierce, Buffalo, and La Crosse counties had the highest per capita personal income levels. In 2015 Monroe, Crawford, and Vernon Counties still had the lowest per capita personal income levels in the Region while Pepin, Pierce, and La Crosse counties had the highest per capita personal income levels. Pepin County showed the largest percentage increase in per capita personal income from 2000-2015 at 88.0% while Buffalo County had the lowest percentage increase between 2000-2015 at 44.2%. The rate of increase in per capita personal income between 2010 and 2015 in the Mississippi River Region has been higher than both the state and the nation. This signals that the Mississippi River Region, in the aggregate, has improved its earning power faster than the state and the nation.

Table 2.19 Per Capita Personal Income, in Dollars, 2000-2015



Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

Table 2.18: Mississippi River Region Per Capita Personal Income, in Dollars, 2000-2015

	2000	2010	2015	Rank in State in 2015	% Chge 2010-2015	% Chge 2000-2015
Buffalo	29,167	39,334	42,066	39	6.9	44.2
Crawford	21,379	32,176	37,161	62	15.5	73.8
Jackson	24,546	33,485	40,316	49	20.4	64.2
La Crosse	27,346	37,528	44,577	18	18.8	63.0
Monroe	22,641	33,125	37,678	59	13.7	66.4
Pepin	23,669	34,477	44,487	19	29.0	88.0
Pierce	26,667	33,023	42,855	30	29.8	60.7
Trempealeau	24,659	34,175	42,272	37	23.7	71.4
Vernon	20,087	29,703	37,057	63	24.8	84.5
MRRPC Region	24,462	34,114	40,941	N/A	20.0	67.4
Wisconsin	29,682	38,755	45,914	N/A	18.5	54.7
United States	30,302	40,163	48,112	N/A	19.8	58.8

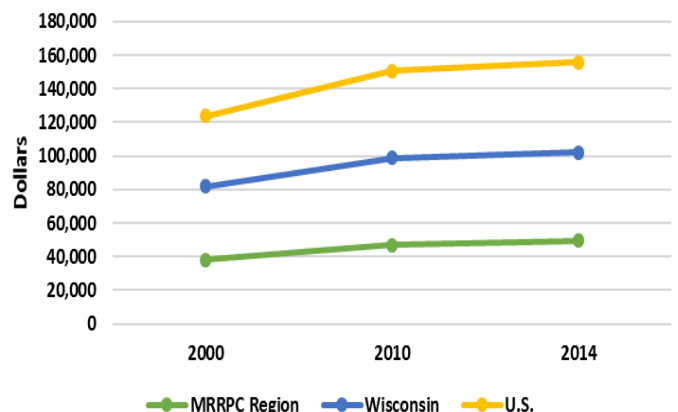
Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

MEDIAN HOUSEHOLD INCOME

While per capita personal income is the amount of total income divided by the total population, median household income often gives a more useful description of economic reality. This is for two major reasons. First, since per capita personal income is simply the mean of all income divided by total population, it can be skewed by outliers. That is, a few people with very large incomes would bring up the per capita income figure, but that would not accurately reflect the income situation for most people. Since the median represents the data point exactly in the middle of the data set, with half of all data points above it and half below, it can give a more representative description of the characteristics of people at the center of the population. In terms of household income, measuring the median gives us a look at how much income a household has that is exactly at the middle of the income spectrum – one way to think of the “typical” household. The second reason that per capita income can be misleading is that it distributes the earnings of working-age people across the entire population, which includes many people who are not earning an income (especially children, but also some retirees and others). Since the median income figure is measured by households (families, groups of roommates, etc.), it better captures the economic realities in which most people operate.

In the Mississippi River Region, median household income increased by 5.1% from 2010 to 2014 (see Table 2.20). This was higher than the state's rate of 2.2% and the national rate of 3.0%. Crawford County had the highest increase with 10.5%, while Pepin County had the lowest increase at 1.8%. From 2000 to 2014, the median house-

Table 2.21 Median Household Income, in Dollars, 2000-2014



Sources: U.S. Census 2000, 2006-2010, American Community Survey 5-Year Estimates, 2010-2014 American Community Survey 5-Year Estimates

hold in Jackson County saw the lowest increase, at 20.8%, and the median household in Vernon County saw the largest increase at 41.9%. Across the Region, the median household income rose by 29.6% from 2000 to 2014, a higher rate than the state (20.4%) and the nation (27.4%). All these dollar figures are absolute, however, meaning that they are not adjusted for inflation.

Table 2.20: Mississippi River Region Median Household Income, in Dollars, 2000-2014

	2000	2010	2014	% Change 2010-2014	% Change 2000-2014
Buffalo County	37,200	45,302	48,585	7.2	30.6
Crawford County	34,135	39,486	43,638	10.5	27.8
Jackson County	37,015	43,191	44,699	3.5	20.8
La Crosse County	39,472	49,328	50,769	2.9	28.6
Monroe County	37,170	47,333	49,752	5.1	33.8
Pepin County	37,609	48,446	49,321	1.8	31.1
Pierce County	49,551	60,181	61,613	2.4	24.3
Trempealeau County	37,889	46,582	49,493	6.2	30.6
Vernon County	33,178	43,632	47,075	7.9	41.9
Region	38,135	47,053	49,438	5.1	29.6
Wisconsin	43,791	51,598	52,738	2.2	20.4
U.S.	41,994	51,914	53,482	3.0	27.4

Sources: U.S. Census 2000, 2006-2010 American Community Survey 5-Year Estimates, 2010-2014 American Community Survey 5-Year Estimates

POVERTY

The amount of income and family size determine whether a person is in poverty. In 2017 the threshold for one person is \$12,060, for a four person family the threshold is \$24,600, and for a family of eight the threshold is \$41,320 or less. For every additional family member over eight, increase the poverty level by \$4,180. The poverty definition uses money income before taxes and does not include capital gains or noncash benefits such as public housing, Medicaid, and food stamps.

Poverty has increased in the Mississippi River Region since 2000, having grown steadily in the middle of the 2000s, and then rapidly during the years of the Great Recession (see Table 2.22). The growth in poverty has been apparent across all ages, but has been much higher for children. The poverty rate among people under the age of

18 has consistently been between 25% and 40% higher than the poverty rate across all ages. The state and nation have seen similar growth in poverty since 2000, and have even higher disparities between the poverty rate for children versus the poverty rate for all ages. Poverty in the Mississippi River Region has typically been slightly above the state average, but well below the national average. In 2000, Vernon County was the only county in the Region with poverty rates above the national average. In 2014, Jackson and Vernon Counties had poverty rates above the national average, but Monroe County's childhood poverty rate had also risen above the national average. The only county in 2000 with an all-ages poverty rate lower than the state's was Pierce; in 2014, Buffalo, Crawford, and Trempealeau Counties joined Pierce County on that list.

Table 2.22: Mississippi River Region Poverty Rates, 2000-2014

	2000		2005		2010		2011		2012		2013		2014	
	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %	All Ages in poverty %	Ages 0-17 in poverty %
Buffalo	8.5	11.5	8.8	12.0	12.0	16.8	12.2	17.6	12.4	18.1	12.0	14.5	12.2	15.0
Crawford	10.5	15.0	11.4	16.2	14.3	21.2	13.4	19.8	13.6	20.4	12.6	16.0	12.3	15.4
Jackson	10.2	13.6	10.1	14.7	18.2	27.4	14.8	22.3	14.8	22.4	16.9	27.9	17.3	30.1
La Crosse	8.7	10.1	12.6	12.8	12.9	14.2	14.7	15.4	14.6	15.4	14.0	13.2	14.1	11.9
Monroe	10.4	16.2	11.0	17.3	15.4	24.1	15.7	25.4	15.7	25.6	14.4	22.3	15.4	24.9
Pepin	8.8	14.3	9.0	14.8	12.3	20.7	12.2	21.6	12.2	22.0	12.5	18.7	13.4	20.6
Pierce	6.0	6.2	7.3	6.3	10.8	11.1	9.7	9.3	9.7	9.4	12.4	11.9	12.8	12.7
Trempealeau	8.2	10.6	9.4	12.7	13.6	19.4	11.8	17.9	11.7	17.5	11.9	19.2	12.1	18.5
Vernon	12.3	22.2	15.8	25.5	14.7	26.4	16.3	25.9	16.1	25.9	14.5	21.3	15.9	24.9
MRRPC Region	9.1	12.6	11.2	14.3	13.6	18.6	13.9	18.5	13.8	18.6	13.5	18.3	13.9	19.3
Wisconsin	8.1	11.0	10.2	14.0	13.2	19.0	13.1	18.4	13.1	18.5	13.0	18.1	13.3	18.5
U.S.	11.3	16.2	13.3	18.5	15.3	21.6	15.9	22.5	15.8	22.6	15.4	21.6	15.6	21.9

Source: American Community Survey 5-year Estimates Table DP03

INDUSTRY STRENGTH ANALYSIS BY LOCATION QUOTIENT

Tables 2.23A through 2.23K identify the top 25 industries by location quotient for each county, the Mississippi River Region and the State of Wisconsin. These industries are classified or identified using the North American Industry Classification Code down to the four digit level. Location quotient in these tables measure jobs in a given industry on a percentage basis against the nation's percentage. Location quotients can help identify what a county or region's industry strengths and weaknesses are. Generally, high LQ industries with significant jobs like manufacturing in the Mississippi River Region are critical mainstays of the economy because they tend to generate income from exporting their product to other regions. A location quotient of one or greater is generally accepted as an argument of industry strength in a region. A location quotient of one means that the level of employment in a given industry in a county is on a percentage basis equal to the same percentage that industry makes up within the nation. Thus an industry having a location quotient of three would mean the percentage of its employment in that industry would be three times the national percentage of employment for that industry. A high location quotient for an industry can mean that there is a unique knowledge or skill set in the region from which economic development initiatives could be built around in an attempt to make this industry even stronger and a greater contributor to the regional economy.

Table 2.24 again shows the Industry location quotients for each county, the Mississippi River Region and the State of Wisconsin. Table 2.24 however categorizes all industries that make up the economy into the basic 21 sectors of the North American Industry Classification Code (two digit level). The purpose of providing this location quotient data in conjunction with the location quotient data in **Tables 2.23A– 2.23K** is to help identify in a more general way industry commonalities and differences between the region's counties, the region and the state of Wisconsin. From this you can see that the industries with the highest location quotients in the region are: Crop and Animal Production—3.56, Manufacturing—1.78, Utilities—1.47, Transportation and Warehousing—1.43, and Health Care and Social Assistance—1.09. Six of the nine Mississippi River Region counties recorded a location quotient of one or more in the Manufacturing sector. Six of the nine Mississippi River Region counties also recorded a location quotient of one or more in the Transportation and Warehousing sector. These three sectors were the only sectors where a majority of the nine counties had location quotients of one or greater. All the rest with the exception of Government have location quotients less than 1.00 and are therefore considered less of a regional industry strength.

Tables 2.23A through 2.23K and Table 2.24 will prove to be useful in developing industry cluster initiatives as explained on pages 56 and 57.

Below are the five industries that have the highest location quotients in the region



**Crop and
Animal
Production**



Manufacturing



**Transportation
and Warehousing**



**Health Care and
Social Assistance**



Utilities

BUSINESS SPECIALIZATION

Table 2.23A Buffalo County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3112	Grain and Oilseed Milling	80	146	83%	55.91	\$50,872	2
1120	Animal Production and Aquaculture	1,124	1,109	(1%)	22.23	\$27,026	17
1142	Hunting and Trapping	13	13	0%	15.22	\$15,404	0
1153	Support Activities for Forestry	22	18	(18%)	12.34	\$24,864	0
4885	Freight Transportation Arrangement	<10	140	Insf. Data	11.94	\$85,785	2
4841	General Freight Trucking	1,394	698	(50%)	10.12	\$49,171	9
1133	Logging	46	56	22%	9.75	\$15,351	0
3211	Sawmills and Wood Preservation	18	43	139%	9.43	\$36,483	2
4884	Support Activities for Road Transportation	0	54	Insf. Data	9.22	\$39,181	1
7224	Drinking Places (Alcoholic Beverages)	152	167	10%	8.93	\$16,352	21
3111	Animal Food Mfg.	108	21	(81%)	8.24	\$29,760	2
1152	Support Activities for Animal Production	45	34	(24%)	8.22	\$88,184	0
7213	Rooming and Boarding Houses	<10	18	Insf. Data	7.11	\$21,112	0
3161	Leather and Hide Tanning and Finishing	<10	<10	Insf. Data	6.29	Insf. Data	0
4233	Lumber and Other Construction Materials Merchant Whlsrs.	32	55	72%	5.85	\$55,156	2
7212	RV (Recreational Veh.) Parks and Recreational Camps	<10	20	Insf. Data	5.55	\$32,323	0
2211	Electric Power Generation, Transmission and Distribution	278	93	(67%)	5.24	\$110,943	2
3332	Industrial Machinery Mfg.	<10	27	Insf. Data	5.07	\$19,136	1
1151	Support Activities for Crop Production	68	117	72%	4.91	\$22,485	3
1132	Forest Nurseries and Gathering of Forest Products	<10	<10	Insf. Data	4.86	Insf. Data	0
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	68	74	9%	4.08	\$30,922	5
7112	Spectator Sports	62	60	(3%)	3.79	\$11,935	1
2379	Other Heavy and Civil Engineering Construction	21	25	19%	3.54	\$43,276	0
1141	Fishing	20	12	(40%)	3.11	\$12,610	0
5611	Office Administrative Svcs.	62	105	69%	2.95	\$56,914	1

Table 2.23B Crawford County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3279	Other Nonmetallic Mineral Product Mfg.	694	669	(4%)	141.48	\$67,741	1
4541	Electronic Shopping and Mail-Order Houses	785	747	(5%)	23.07	\$32,730	2
3219	Other Wood Product Mfg.	232	291	25%	18.89	\$39,119	2
1133	Logging	40	106	165%	13.54	\$18,866	2
1142	Hunting and Trapping	<10	11	Insf. Data	9.90	\$14,923	0
5619	Other Support Svcs.	304	258	(15%)	9.68	\$33,994	3
3345	Navigational, Measuring, Electromed., and Control Instruments Mfg.	113	198	75%	8.35	\$52,924	1
1110	Crop Production	992	690	(30%)	7.90	\$18,541	8
1152	Support Activities for Animal Production	34	40	18%	7.20	\$31,307	0
7224	Drinking Places (Alcoholic Beverages)	119	173	45%	6.86	\$22,640	15
3211	Sawmills and Wood Preservation	116	41	(65%)	6.73	\$60,428	1
3331	Agriculture, Construction, and Mining Machinery Mfg.	44	81	84%	5.68	\$53,294	1
1120	Animal Production and Aquaculture	202	347	72%	5.14	\$27,810	4
4855	Charter Bus Industry	<10	<10	Insf. Data	4.93	Insf. Data	1
3261	Plastics Product Mfg.	106	156	47%	4.66	\$53,167	2
4233	Lumber and Other Construction Materials Merchant Whlsrs.	43	58	35%	4.51	\$45,689	2
3329	Other Fabricated Metal Product Mfg.	14	68	386%	4.09	\$53,249	1
4511	Sporting Goods, Hobby, and Musical Instrument Stores	222	152	(32%)	3.94	\$23,548	3
5622	Waste Treatment and Disposal	0	18	Insf. Data	3.20	\$66,420	1
1132	Forest Nurseries and Gathering of Forest Products	<10	<10	Insf. Data	2.93	Insf. Data	0
1151	Support Activities for Crop Production	55	89	62%	2.76	\$24,116	2
3115	Dairy Product Mfg.	19	21	11%	2.64	\$32,361	1
3273	Cement and Concrete Product Mfg.	<10	29	Insf. Data	2.63	\$49,789	2
1141	Fishing	18	14	(22%)	2.54	\$26,801	0
4529	Other General Merchandise Stores	56	276	393%	2.53	\$31,244	3

Sources listed for table information on page 44.

BUSINESS SPECIALIZATION CONTINUED

Table 2.23C Jackson County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
2373	Highway, Street, and Bridge Construction	373	694	86%	31.38	\$91,279	2
2123	Nonmetallic Mineral Mining and Quarrying	78	208	167%	22.75	\$61,214	6
3353	Electrical Equip. Mfg.	216	163	(25%)	16.34	\$74,057	1
4245	Farm Product Raw Material Merchant Whlsrs.	82	68	(17%)	12.62	\$50,617	2
3271	Clay Product and Refractory Mfg.	<10	39	Insf. Data	12.12	\$55,801	1
1133	Logging	61	93	52%	10.62	\$30,939	6
4841	General Freight Trucking	1,100	1,079	(2%)	10.35	\$43,509	13
3259	Other Chemical Product and Preparation Mfg.	24	42	75%	7.17	\$44,935	2
1142	Hunting and Trapping	16	<10	Insf. Data	7.12	\$6,386	1
1110	Crop Production	804	654	(19%)	6.70	\$41,295	29
3363	Motor Veh. Parts Mfg.	145	247	70%	6.63	\$60,836	1
7224	Drinking Places (Alcoholic Beverages)	136	139	2%	4.93	\$17,434	19
3339	Other General Purpose Machinery Mfg.	160	88	(45%)	4.82	\$23,677	1
1120	Animal Production and Aquaculture	284	317	12%	4.20	\$39,879	9
9039	Local Government, Excluding Education and Hospitals	1,431	1,462	2%	4.02	\$51,923	36
3273	Cement and Concrete Product Mfg.	<10	47	Insf. Data	3.81	\$89,464	1
4471	Gasoline Stations	241	232	(4%)	3.79	\$22,696	18
9029	State Government, Excluding Education and Hospitals	412	512	24%	3.44	\$80,181	6
2111	Oil and Gas Extraction	31	217	600%	3.40	\$40,797	0
1152	Support Activities for Animal Production	27	20	(26%)	3.17	\$57,948	0
3219	Other Wood Product Mfg.	50	52	4%	3.03	\$37,453	1
2213	Water, Sewage and Other Systems	<10	12	Insf. Data	2.94	\$53,632	0
1153	Support Activities for Forestry	<10	<10	Insf. Data	2.85	Insf. Data	0
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	54	75	39%	2.72	\$51,207	7
3211	Sawmills and Wood Preservation	24	17	(29%)	2.53	\$48,320	2
4412	Other Motor Veh. Dealers	33	28	(15%)	2.49	\$41,181	3

Table 2.23D La Crosse County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3334	Ventilation, Heating, Air-Cond., and Comm. Refrig. Equip. Mfg.	2,047	1,322	(35%)	22.47	\$85,032	5
3324	Boiler, Tank, and Shipping Container Mfg.	313	567	81%	13.16	\$68,167	2
3115	Dairy Product Mfg.	518	672	30%	10.87	\$61,588	6
3231	Printing and Related Support Activities	1,322	1,462	11%	6.31	\$47,042	26
3121	Beverage Mfg.	503	618	23%	5.92	\$49,612	5
3162	Footwear Mfg.	25	29	16%	4.70	\$71,559	1
8134	Civic and Social Organizations	708	824	16%	4.44	\$10,587	17
6243	Vocational Rehabilitation Svcs.	592	668	13%	4.14	\$33,637	4
4237	Hardware, Plumb. and Heat Equip. and Supplies Merchant Whlsrs.	266	455	71%	4.12	\$68,690	18
3329	Other Fabricated Metal Product Mfg.	385	452	17%	3.59	\$56,652	4
4821	Rail Transportation	265	388	46%	3.50	\$77,465	0
6242	Comm. Food and Hsng. and Emerg and Other Relief Svcs	37	266	619%	3.47	\$33,870	4
7224	Drinking Places (Alcoholic Beverages)	728	664	(9%)	3.46	\$12,533	86
6221	General Medical and Surgical Hospitals	7,667	6,654	(13%)	3.33	\$88,847	2
4233	Lumber and Other Construction Materials Merchant Whlsrs.	306	317	4%	3.25	\$55,446	14
3118	Bakeries and Tortilla Mfg.	347	439	27%	2.95	\$42,579	4
3371	Household and Institutional Furniture and Kitchen Cabinet Mfg.	332	361	9%	2.94	\$43,508	9
5242	Agencies, Brokerages, and Other Insurance Related Activities	1,720	1,958	14%	2.48	\$52,353	80
2379	Other Heavy and Civil Engineering Construction	112	181	62%	2.47	\$87,432	1
2211	Electric Power Generation, Transmission and Distribution	389	441	13%	2.43	\$105,717	6
4247	Petroleum and Petroleum Products Merchant Whlsrs.	68	109	60%	2.41	\$108,435	3
3212	Veneer, Plywood, and Engineered Wood Product Mfg.	62	83	34%	2.40	\$63,673	1
3211	Sawmills and Wood Preservation	74	106	43%	2.28	\$43,694	2
3141	Textile Furnishings Mills	91	51	(44%)	2.08	\$40,482	3
4412	Other Motor Veh. Dealers	142	151	6%	2.00	\$48,198	11

Sources listed for table information on page 44.

BUSINESS SPECIALIZATION CONTINUED

Table 2.23E Monroe County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3272	Glass and Glass Product Mfg.	625	660	6%	49.33	\$55,526	2
3115	Dairy Product Mfg.	373	449	20%	22.77	\$49,863	6
2123	Nonmetallic Mineral Mining and Quarrying	38	404	963%	20.42	\$62,391	7
3331	Agriculture, Construction, and Mining Machinery Mfg.	522	613	17%	17.73	\$53,550	3
3114	Fruit and Vegetable Preserving and Specialty Food Mfg.	296	288	(3%)	11.28	\$57,973	2
3334	Ventilation, Heating, Air-Cond., and Comm. Refrig. Equip. Mfg.	121	191	58%	10.19	\$63,857	1
4931	Warehousing and Storage	979	1,117	14%	8.15	\$47,111	5
3152	Cut and Sew Apparel Mfg.	147	186	27%	7.87	\$29,634	1
3399	Other Miscellaneous Mfg.	375	427	14%	7.56	\$64,925	5
1120	Animal Production and Aquaculture	931	1,209	30%	7.40	\$29,336	18
2122	Metal Ore Mining	21	54	157%	6.28	\$75,818	0
9011	Federal Government, Civilian	2,629	2,484	(6%)	6.17	\$83,193	32
5612	Fclts. Support Svcs.	441	128	(71%)	5.15	\$48,442	7
3219	Other Wood Product Mfg.	222	180	(19%)	4.81	\$57,519	6
3111	Animal Food Mfg.	30	36	20%	4.27	\$64,229	1
1133	Logging	44	76	73%	4.01	\$31,987	4
4471	Gasoline Stations	411	502	22%	3.79	\$23,882	29
1152	Support Activities for Animal Production	50	49	(2%)	3.68	\$30,681	2
1110	Crop Production	1,174	771	(34%)	3.64	\$48,218	31
3363	Motor Veh. Parts Mfg.	177	288	63%	3.57	\$29,660	1
4841	General Freight Trucking	926	799	(14%)	3.54	\$60,070	29
3161	Leather and Hide Tanning and Finishing	<10	<10	Insf. Data	3.44	Insf. Data	0
3328	Coating, Engraving, Heat Treating, and Allied Activities	21	67	219%	3.29	\$44,023	1
7224	Drinking Places (Alcoholic Beverages)	194	200	3%	3.26	\$15,872	28
3333	Comm. and Service Industry Machinery Mfg.	65	42	(35%)	3.12	\$59,594	2

Table 2.23F Pepin County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
1120	Animal Production and Aquaculture	424	538	27%	25.43	\$27,287	13
3115	Dairy Product Mfg.	48	58	21%	22.71	\$56,994	2
3262	Rubber Product Mfg.	16	36	125%	14.30	\$33,570	1
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	78	102	31%	13.21	\$51,352	5
4855	Charter Bus Industry	10	<10	Insf. Data	9.19	Insf. Data	1
1133	Logging	14	19	36%	7.65	\$20,973	0
7224	Drinking Places (Alcoholic Beverages)	70	58	(17%)	7.34	\$13,103	13
4238	Machinery, Equip., and Supplies Merchant Whlsrs.	66	93	41%	7.23	\$70,572	4
4412	Other Motor Veh. Dealers	23	22	(4%)	7.04	\$68,323	1
2379	Other Heavy and Civil Engineering Construction	15	20	33%	6.61	\$91,868	2
4531	Florists	<10	15	Insf. Data	6.21	\$16,005	1
4854	School and Employee Bus Transportation	33	23	(30%)	6.21	\$13,662	1
3331	Agriculture, Construction, and Mining Machinery Mfg.	24	19	(21%)	4.15	\$53,005	1
2362	NonRes. Building Construction	47	54	15%	3.47	\$55,551	3
4471	Gasoline Stations	70	59	(16%)	3.47	\$26,473	6
4453	Beer, Wine, and Liquor Stores	<10	<10	Insf. Data	3.17	\$18,468	1
1142	Hunting and Trapping	0	<10	Insf. Data	3.13	Insf. Data	0
4452	Specialty Food Stores	13	16	23%	2.78	\$18,733	3
4413	Automotive Parts, Accessories, and Tire Stores	36	29	(19%)	2.66	\$41,807	3
4231	Motor Veh. and Motor Veh. Parts and Supplies Merchant Whlsrs.	18	17	(6%)	2.64	\$37,773	1
4247	Petroleum and Petroleum Products Merchant Whlsrs.	<10	<10	Insf. Data	2.63	Insf. Data	1
6231	Nursing Care Fclts. (Skilled Nursing Fclts.)	66	74	12%	2.44	\$31,863	1
9039	Local Government, Excluding Education and Hospitals	240	225	(6%)	2.21	\$39,450	27
4543	Direct Selling Establishments	67	48	(28%)	2.21	\$29,026	2
4821	Rail Transportation	11	<10	Insf. Data	2.07	Insf. Data	0

Sources listed for table information on page 44.

BUSINESS SPECIALIZATION CONTINUED

Table 2.23G Pierce County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3343	Audio and Video Equip. Mfg.	32	83	159%	43.84	\$52,984	1
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Mfg.	75	92	23%	26.49	\$79,746	2
3111	Animal Food Mfg.	51	82	61%	15.30	\$66,291	1
2123	Nonmetallic Mineral Mining and Quarrying	97	161	66%	12.92	\$63,286	4
3115	Dairy Product Mfg.	45	149	231%	11.99	\$50,088	3
1120	Animal Production and Aquaculture	1,053	1,068	1%	10.39	\$33,250	15
3344	Semiconductor and Other Electronic Component Mfg.	260	299	15%	9.02	\$61,595	2
7224	Drinking Places (Alcoholic Beverages)	271	275	1%	7.13	\$16,344	41
4882	Support Activities for Rail Transportation	<10	19	Insf. Data	5.77	\$77,607	2
3312	Steel Product Mfg. from Purchased Steel	18	29	61%	5.50	\$76,486	2
3391	Medical Equip. and Supplies Mfg.	64	140	119%	4.95	\$51,079	3
1152	Support Activities for Animal Production	33	39	18%	4.66	\$42,732	1
3273	Cement and Concrete Product Mfg.	71	70	(1%)	4.11	\$53,995	1
3321	Forging and Stamping	27	34	26%	3.79	\$50,125	2
4842	Specialized Freight Trucking	108	154	43%	3.41	\$50,837	22
1133	Logging	24	40	67%	3.32	\$10,898	1
3333	Comm. and Service Industry Machinery Mfg.	13	27	108%	3.25	\$82,545	1
9026	Education and Hospitals (State Government)	902	859	(5%)	3.24	\$65,909	1
3272	Glass and Glass Product Mfg.	<10	27	Insf. Data	3.24	\$127,266	1
4239	Miscellaneous Durable Goods Merchant Whlsrs.	131	131	0%	3.21	\$21,574	4
3271	Clay Product and Refractory Mfg.	<10	12	Insf. Data	2.67	\$20,461	0
6242	Comm. Food and Housing, and Emergency and Other Relief Svcs.	<10	41	Insf. Data	2.67	\$24,005	3
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	78	98	26%	2.61	\$34,265	10
3219	Other Wood Product Mfg.	<10	60	Insf. Data	2.58	\$41,674	3
4543	Direct Selling Establishments	270	268	(1%)	2.52	\$7,453	4

Table 2.23H Trempealeau County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3371	Household and Institutional Furniture and Kitchen Cabinet Mfg.	3,520	4,055	15%	150.24	\$53,640	4
3115	Dairy Product Mfg.	232	275	19%	20.22	\$62,300	3
5331	Lessors of Nonfinancial Intangible Assets (not Copyrighted Works)	60	48	(20%)	16.78	\$113,225	1
3323	Architectural and Structural Metals Mfg.	253	456	80%	12.29	\$63,491	4
3116	Animal Slaughtering and Processing	474	513	8%	10.70	\$52,185	2
1120	Animal Production and Aquaculture	1,291	1,137	(12%)	10.10	\$30,610	19
3339	Other General Purpose Machinery Mfg.	199	251	26%	9.21	\$72,750	2
1153	Support Activities for Forestry	<10	24	Insf. Data	7.48	\$64,778	1
3211	Sawmills and Wood Preservation	64	73	14%	7.16	\$42,359	4
2123	Nonmetallic Mineral Mining and Quarrying	<10	90	Insf. Data	6.60	\$53,008	4
1152	Support Activities for Animal Production	20	54	170%	5.79	\$60,394	4
3212	Veneer, Plywood, and Engineered Wood Product Mfg.	<10	36	Insf. Data	4.79	\$49,638	1
3161	Leather and Hide Tanning and Finishing	<10	<10	Insf. Data	4.68	Insf. Data	0
4471	Gasoline Stations	321	370	15%	4.05	\$22,390	23
4841	General Freight Trucking	522	577	11%	3.71	\$66,825	17
4245	Farm Product Raw Material Merchant Whlsrs.	75	29	(61%)	3.64	\$32,006	2
7224	Drinking Places (Alcoholic Beverages)	157	134	(15%)	3.18	\$14,676	28
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	126	130	3%	3.17	\$52,576	16
1110	Crop Production	328	454	38%	3.11	\$22,718	8
3219	Other Wood Product Mfg.	77	80	4%	3.10	\$39,564	2
3231	Printing and Related Support Activities	96	155	61%	3.04	\$64,458	1
3222	Converted Paper Product Mfg.	54	76	41%	2.86	\$77,977	1
1133	Logging	36	34	(6%)	2.63	\$37,309	2
3261	Plastics Product Mfg.	121	143	18%	2.56	\$48,351	4
4842	Specialized Freight Trucking	80	121	51%	2.45	\$50,053	18

Sources listed for table information on page 44.

BUSINESS SPECIALIZATION CONTINUED

Table 2.23I Vernon County Top 25 Business Specializations By Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3115	Dairy Product Mfg.	217	288	33%	26.98	\$38,786	5
1120	Animal Production and Aquaculture	1,831	1,837	0%	20.75	\$27,061	17
3339	Other General Purpose Machinery Mfg.	158	250	58%	11.66	\$53,745	1
4853	Taxi and Limousine Service	141	314	123%	10.19	\$22,604	1
4244	Grocery and Related Product Merchant Whlsrs.	276	480	74%	7.99	\$54,860	4
1152	Support Activities for Animal Production	35	54	54%	7.36	\$31,728	3
1153	Support Activities for Forestry	<10	19	Insf. Data	7.24	\$25,988	1
1133	Logging	33	66	100%	6.48	\$25,048	0
3219	Other Wood Product Mfg.	77	101	31%	4.99	\$63,341	1
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	167	155	(7%)	4.78	\$37,624	9
2211	Electric Power Generation, Transmission and Distribution	104	141	36%	4.50	\$107,424	4
1142	Hunting and Trapping	<10	<10	Insf. Data	4.33	Insf. Data	0
4245	Farm Product Raw Material Merchant Whlsrs.	29	27	(7%)	4.28	\$44,363	3
4854	School and Employee Bus Transportation	49	56	14%	3.61	\$35,440	2
3113	Sugar and Confectionery Product Mfg.	<10	21	Insf. Data	3.52	\$57,437	0
6243	Vocational Rehabilitation Svcs.	177	97	(45%)	3.46	\$21,054	3
4442	Lawn and Garden Equip. and Supplies Stores	49	42	(14%)	3.27	\$43,068	3
1110	Crop Production	472	322	(32%)	2.81	\$18,912	5
4471	Gasoline Stations	174	201	16%	2.81	\$23,916	12
6232	Res. Intl and Dmpmntl. Dsblty., Mental Hlth., and Sbstnce. Abuse Fclts.	93	136	46%	2.67	\$24,679	3
7224	Drinking Places (Alcoholic Beverages)	92	85	(8%)	2.56	\$15,996	15
3371	Household and Institutional Furniture and Kitchen Cabinet Mfg.	27	51	89%	2.41	\$25,575	0
3112	Grain and Oilseed Milling	<10	11	Insf. Data	2.39	\$22,083	1
7213	Rooming and Boarding Houses	<10	10	Insf. Data	2.34	Insf. Data	0
3211	Sawmills and Wood Preservation	22	19	(14%)	2.30	\$54,931	0

Table 2.23J Mississippi River Nine County Region Top 30 Business Specializations by Location Quotient

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3371	Household and Institutional Furniture and Kitchen Cabinet Mfg.	3,967	4,617	16%	16.14	\$51,864	20
3115	Dairy Product Mfg.	1,556	1,913	23%	13.29	\$54,191	28
3334	Ventilation, Heating, Air-Cond., and Comm. Refrig. Equip. Mfg.	2,175	1,513	(30%)	11.04	\$82,276	6
3279	Other Nonmetallic Mineral Product Mfg.	708	687	(3%)	8.21	\$67,095	5
3272	Glass and Glass Product Mfg.	696	723	4%	7.40	\$58,390	7
1120	Animal Production and Aquaculture	7,844	8,198	5%	6.87	\$29,421	118
2123	Nonmetallic Mineral Mining and Quarrying	241	910	278%	6.30	\$59,382	25
3324	Boiler, Tank, and Shipping Container Mfg.	341	579	70%	5.77	\$68,063	3
7224	Drinking Places (Alcoholic Beverages)	1,921	1,895	(1%)	4.24	\$15,386	264
1133	Logging	318	536	69%	3.88	\$23,280	16
3343	Audio and Video Equip. Mfg.	32	83	159%	3.78	\$52,984	1
3219	Other Wood Product Mfg.	861	1,016	18%	3.73	\$45,745	21
3231	Printing and Related Support Activities	1,597	1,879	18%	3.48	\$48,129	46
1152	Support Activities for Animal Production	266	306	15%	3.12	\$46,784	12
3331	Agriculture, Construction, and Mining Machinery Mfg.	635	765	20%	3.03	\$54,689	8
3211	Sawmills and Wood Preservation	358	326	(9%)	3.00	\$48,850	11
1142	Hunting and Trapping	62	60	(3%)	2.98	\$9,490	1
4841	General Freight Trucking	5,324	4,583	(14%)	2.78	\$53,981	142
3121	Beverage Mfg.	518	675	30%	2.77	\$48,485	12
6243	Vocational Rehabilitation Svcs.	979	983	0%	2.61	\$29,845	17
4471	Gasoline Stations	2,149	2,434	13%	2.52	\$23,147	159
3112	Grain and Oilseed Milling	81	158	95%	2.51	\$48,981	3
1153	Support Activities for Forestry	78	87	12%	2.51	\$33,725	3
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Mfg.	84	101	20%	2.50	\$79,845	3
4821	Rail Transportation	477	626	31%	2.42	\$77,462	0
2373	Highway, Street, and Bridge Construction	442	840	90%	2.40	\$95,114	7
4233	Lumber and Other Construction Materials Merchant Whlsrs.	499	539	8%	2.37	\$53,173	27
3111	Animal Food Mfg.	230	147	(36%)	2.37	\$63,318	6
4249	Miscellaneous Nondurable Goods Merchant Whlsrs.	888	1,009	14%	2.32	\$44,651	75
3329	Other Fabricated Metal Product Mfg.	503	654	30%	2.23	\$56,428	13

Sources listed for table information on page 44.

BUSINESS SPECIALIZATION CONTINUED

NAICS	Description	2010 Jobs	2015 Jobs	2010 - 2015 % Change	2015 Location Quotient	Current Total Earnings	2016 Payrolled Business Locations
3115	Dairy Product Mfg.	16,665	17,918	8%	6.79	\$66,677	222
3369	Other Transportation Equip. Mfg.	5,072	4,575	(10%)	6.32	\$111,104	31
3221	Pulp, Paper, and Paperboard Mills	13,201	11,576	(12%)	5.99	\$85,797	46
3315	Foundries	13,085	13,976	7%	5.84	\$69,850	104
3353	Electrical Equip. Mfg.	13,187	14,655	11%	5.05	\$103,041	119
3336	Engine, Turbine, and Power Transmission Equip. Mfg.	8,224	9,461	15%	4.87	\$84,761	65
3161	Leather and Hide Tanning and Finishing	454	437	(4%)	4.08	\$54,982	13
3329	Other Fabricated Metal Product Mfg.	18,095	20,935	16%	3.89	\$66,696	358
3332	Industrial Machinery Mfg.	8,193	8,850	8%	3.84	\$80,463	176
3222	Converted Paper Product Mfg.	18,771	18,963	1%	3.70	\$74,833	204
3322	Cutlery and Handtool Mfg.	2,395	2,711	13%	3.57	\$78,767	37
3114	Fruit and Vegetable Preserving and Specialty Food Mfg.	10,284	11,131	8%	3.26	\$59,408	107
3324	Boiler, Tank, and Shipping Container Mfg.	4,857	5,932	22%	3.22	\$68,222	74
3325	Hardware Mfg.	1,330	1,534	15%	3.22	\$74,433	21
3321	Forging and Stamping	5,277	6,118	16%	3.18	\$61,312	105
3231	Printing and Related Support Activities	29,846	31,052	4%	3.14	\$56,547	772
7224	Drinking Places (Alcoholic Beverages)	27,004	25,721	(5%)	3.14	\$16,601	3,045
3162	Footwear Mfg.	599	820	37%	3.10	\$50,125	7
3352	Household Appliance Mfg.	3,014	3,681	22%	3.08	\$79,628	14
3339	Other General Purpose Machinery Mfg.	13,041	15,657	20%	2.95	\$74,468	283
3333	Comm. and Service Industry Machinery Mfg.	3,985	5,294	33%	2.94	\$72,555	96
3219	Other Wood Product Mfg.	13,568	14,456	7%	2.90	\$46,170	367
3331	Agriculture, Construction, and Mining Machinery Mfg.	11,799	13,399	14%	2.90	\$75,859	117
1120	Animal Production and Aquaculture	59,126	62,058	5%	2.84	\$31,998	1,299
3334	Ventilation, Heating, Air-Cond., and Comm. Refrig. Equip. Mfg.	7,078	7,002	(1%)	2.79	\$72,646	58
3261	Plastics Product Mfg.	26,034	29,823	15%	2.75	\$60,369	433
3351	Electric Lighting Equip. Mfg.	1,758	2,741	56%	2.72	\$64,898	22
3335	Metalworking Machinery Mfg.	7,734	9,220	19%	2.44	\$71,425	390
3328	Coating, Engraving, Heat Treating, and Allied Activities	5,708	6,548	15%	2.39	\$49,986	230
4854	School and Employee Bus Transportation	9,194	9,007	(2%)	2.36	\$24,197	271

SOURCES: Cost of Living Data – Economic Modeling Specialists International (EMSI) cost of living data is based on the Cost of Living Index published quarterly by the Council for Comm. and Economic Research (C2ER). **Industry Data** - EMSI industry data have various sources depending on the class of worker. (1) For Quarterly Employees, EMSI primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns and Current Employment Statistics. (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Comm. Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Comm. Survey, Non-employer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states. **State Data Sources** - This report uses state data from the following agencies: Wisconsin Department of Workforce Development, Bureau of Workforce Information. **Data Compiled by MRRPC.**



The Equipment and Metal Manufacturing Association industry cluster organization recently reorganized as The Upper Mississippi Manufacturing Alliance with a primary purpose of improving the region's manufacturing workforce.



Forest and wood products are a key driver of the regional economy and the region's over stocked forests can sustainably provide the biomass needed to create an economy changing biofuel industry.

Table 2.24: Mississippi River Region Industry Strength Analysis by Location Quotient

Economic Sector	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	Region	Wisconsin
Crop and Animal Production	9.01	6.19	5.52	0.55	4.35	8.80	4.65	5.15	8.71	3.56	1.52
Mining, Quarrying, and Oil and Gas Extraction	1.08	0.10	2.11	0.16	1.97	0.02	1.35	0.55	0.16	0.81	0.26
Utilities	3.66	0.53	0.72	1.70	0.89	0.00	0.84	0.68	3.28	1.47	0.98
Construction	1.36	0.79	1.28	0.81	0.96	1.54	1.18	0.65	0.98	0.95	0.92
Manufacturing	0.61	2.21	1.62	1.37	2.19	0.75	1.39	4.99	0.96	1.78	1.95
Wholesale Trade	0.90	0.40	0.47	1.29	0.62	2.05	0.79	0.69	1.62	1.02	1.08
Retail Trade	0.79	1.84	1.35	1.16	0.98	1.06	0.89	0.72	1.04	1.06	1.04
Transportation & Warehousing	3.75	0.58	1.72	0.94	2.46	0.79	1.03	1.32	1.33	1.43	0.95
Information	0.42	0.51	0.41	0.72	0.29	0.41	0.31	0.29	0.66	0.53	0.89
Finance & Ins	0.80	0.53	0.49	0.97	0.53	0.71	0.79	0.43	0.65	0.75	0.97
Real Estate & Rental & Leasing	0.89	0.61	0.49	0.64	0.46	0.36	0.89	0.32	0.38	0.57	0.65
Professional, Scientific, and Technical Services	0.51	0.29	0.27	0.47	0.28	0.41	0.57	0.25	0.40	0.40	0.67
Management of Companies and Enterprises	0.16	0.36	0.25	1.61	0.12	1.48	0.11	0.11	0.60	0.83	1.41
Administrative and Support and Waste Management and Remediation Services	0.72	0.61	0.44	0.60	0.47	0.27	0.38	0.31	0.24	0.49	0.80
Educational Services	0.19	0.26	0.17	0.95	0.16	0.33	0.38	0.07	0.43	0.54	0.80
Health Care and Social Assistance	0.45	0.84	0.84	1.57	0.67	0.84	0.57	0.61	1.15	1.09	1.04
Arts, Entertainment, and Recreation	0.96	0.54	0.50	0.87	0.37	0.55	1.21	0.41	0.54	0.72	0.89
Accommodation and Food Services	0.80	1.02	0.88	1.14	0.89	1.02	1.08	0.55	0.80	0.97	0.96
Other Services (except Public Administration)	0.79	0.75	0.66	0.99	0.67	0.64	0.98	0.67	0.77	0.84	0.94
Government	0.80	0.86	1.30	0.87	1.52	1.14	1.57	1.04	1.03	1.10	0.90
Unclassified Industry	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.27

Source: Economic Modeling Specialists International - EMSI Quarter 4, 2016 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information

REGIONAL ECONOMIC COMPETITIVENESS COMPARISON

Table 2.25 on page 48 shows how 18 Wisconsin counties, 8 Minnesota counties, 3 Iowa counties, the states of Iowa, Minnesota and Wisconsin and the nation compare to each other using six competitiveness factors developed by the Harvard Business School's Institute for Strategy and Competitiveness. See the following page for the specific sources used to compile Table 2.25 and conduct the analysis below.

Regions in this table are identified by the following abbreviations: **MR** - the nine county Mississippi River Region that are members of the Mississippi River Regional Planning Commission, **W**—the seven counties of the Western Wisconsin Workforce Development Area designated by the State of Wisconsin, **L**—the six counties of the La Crosse Economic Area designated by Harvard's U.S. Cluster Mapping Project, **7**—the 11 counties that the Seven Rivers Alliance includes in their economic development activities, **L**—the six counties of the La Crosse Economic Area designated by Harvard's U.S. Cluster Mapping Project, **MA**—The Madison Economic Area designated by Harvard's U.S. Cluster Mapping Project, **MLA**—Milwaukee Economic Area designated by Harvard's U.S. Cluster Mapping Project, and **MN**—Minneapolis Economic Area designated by Harvard's U.S. Cluster Mapping Project. Several counties belong to or are part of more than one region. For example, Jackson County is a member of the Mississippi River Region, is in the Western Wisconsin Workforce Development Area, is included in the La Crosse Economic Area and is also part of the 7 Rivers Region.

The following is an analysis of the six competitiveness factors applied against the counties in the Mississippi River Region, the state and nation. Each of the 18 counties and the five other regions listed can also use this table to conduct their own competitive comparative analysis.

Regional Jobs Created. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows that 7,411 jobs were created in this nine county region from 2009—2014. La Crosse County created the most jobs during this period with 4,728 jobs. Conversely Buffalo county had the lowest job growth with -1,537 jobs lost during this period. The median number of jobs created among the nine counties was 244 and the mean was 844. The top three counties producing 86% of the 8,948 jobs created (before subtracting out the -1,537 job loss in Buffalo County) were La Crosse—4,728 jobs, Trempealeau—1,918 jobs and Monroe—1,109 jobs. The states of Wisconsin, Minnesota and Iowa recorded job growth during this period of 94,375 jobs, 148,192 jobs, and 32,678 jobs respectively.

Regional Annual Wage Growth. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows that the regional annual wage growth of 2.55% from 2009-2014 was below the states of Wisconsin, Minnesota and Iowa that recorded 2.81%, 3.07% and 3.18% respectively. Monroe County experienced the highest rate of wage growth in the Mississippi River Region with a wage growth of

4.79%. Conversely Crawford County recorded the lowest annual wage growth of .05%. The median wage growth rate for the region was 2.66% and the nine-county regional mean of each county wage rate percentage was 2.54%.

Regional Business Growth. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows the regional business growth rate or change in the number of business establishments declined by -0.12% from 2009-2014. This rate was above the state of Wisconsin's rate of -0.38% but below Minnesota's and Iowa's rate that recorded 0.14% and -0.13% respectively. Crawford County experienced the highest business growth rate in the Mississippi River Region with growth of 1.17% in the number of business establishments. Conversely Vernon County recorded the lowest business growth rate of -0.69%. The median business growth rate for the region was 2.6% and the nine-county regional mean of each county's business growth rate percentage was 0.14%.

Regional Prosperity. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows that the Regional Prosperity or Gross Domestic Product Per Capita for the region was \$33,050. This was below the prosperity figures of the states of Wisconsin, Minnesota and Iowa that recorded prosperity amounts of \$39,821, \$47,969 and \$42,571 respectively. La Crosse County experienced the highest prosperity amount in the Mississippi River Region with the amount of \$45,792. Conversely Pierce County recorded the lowest prosperity amount with \$17,021. The median prosperity amount for the region was \$33,484 and the mean prosperity figure for the nine-county region was \$33,049.

Regional Employment Growth Rate. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows the regional employment growth rate of .35% from 2009-2014 was below the states of Wisconsin, Minnesota and Iowa that recorded 0.79%, 1.20% and 0.50% respectively. Trempealeau County experienced the highest rate of employment growth in the Mississippi River Region with employment growth of 3.23%. Conversely Crawford County recorded the lowest employment growth of -8.34%. The median employment growth rate for the region was 1.51% and the nine-county regional mean of each county employment growth rate percentage was 3.13%.

Regional Patent Growth Rate. When analyzing Table 2.25 from the perspective of the Mississippi River Region it shows that Buffalo County had the highest patent growth rate with 24.84% from 2009-2013. Trempealeau County had the lowest patent growth rate during this period with a -34.40% decline in its patents from 2009-2013. The states of Wisconsin, Minnesota and Iowa had patent growth rates from 2009-2014 of 2.72%, 10.19% and 7.13% respectively. The median patent growth rate for the region was 8.47% and the nine-county regional mean of each county patent growth rate percentage was 0.93%. It should be noted that patent growth rates for Crawford, Monroe and Pepin were not available.

Regional Economic Competitiveness Data Sources and Definitions

The following is a description of the data and the data sources used in Table 2.25 and in the narrative analysis on the previous page.

Annual Wage Growth Rate: Average payroll divided by total employment. Paid employment consists of private, non-agricultural employment by full- and part-time employees, including salaried officers and executives of corporations, who are on the payroll. Included are employees on paid sick leave, holidays, and vacations. Not included are proprietors and partners of unincorporated businesses in a particular year. Average payroll includes all forms of compensation, such as salaries, wages, reported tips, commissions, bonuses, vacation allowances, sick-leave pay, employee contributions to qualified pension plans, and the value of taxable fringe benefits. For corporations, it includes amounts paid to officers and executives; for unincorporated businesses, it does not include profit or other compensation of proprietors or partners. Payroll is reported before deductions for social security, income tax, insurance, union dues, etc. Average payroll and total employment can be restricted to a certain cluster and region to determine the Annual Wage for a cluster in a region. Source of Data: U.S. Census Bureau's County Business Patterns.

Economic Area: An economic area is an economically defined geographic unit of analysis by the U.S. Bureau of Economic Analysis (BEA). Economic areas are made up of counties and encompass all rural and urban U.S. counties. They define the relevant regional markets surrounding metropolitan or micropolitan statistical areas. There are a total of 179 economic areas and many cross state borders. The two major factors that were used in the aggregation process were commuting patterns and economic and geographic size. Each economic area is a region of sufficient size to support regional statistical analyses and each economic area is a labor market that is independent of other labor markets. To limit labor market interdependence, the maximum rate of total out-commuting for an economic area was set at 8 percent, and the maximum rate of commuting from one economic area to any other economic area was set at 4 percent.

Employment Growth Rate: Paid employment consists of private, non-agricultural employment by full- and part-time employees, including salaried officers and executives of corporations, who are on the payroll. Included are employees on paid sick leave, holidays, and vacations. Not included are proprietors and partners of unincorporated businesses. Source of Data: U.S. Census Bureau's County Business Patterns.

Establishment Growth Rate: An establishment is a single physical location at which business is conducted or services or industrial operations are performed. It is not necessarily identical with a company or enterprise, which may consist of one or more establishments. When two or more activities are carried on at a single location under a single ownership, all activities generally are grouped together as a single establishment. The entire establishment is classified on the basis of its major activity, and all data are included in that classification. Source of Data: U.S. Census Bureau's County Business Patterns.

Job Creation: Absolute number of private jobs generated. Source of Data: U.S. Census Bureau's County Business Patterns.

Patent Growth Rate: A patent grants to the owner an exclusive right to make, use, or sell (including license) the invention embodied by the patent, and is issued by the United States Patent and Trademark Office. Generally, the term of a new patent is 20 years from the date on which the application for the patent was filed in the United States or, in special cases, from the date an earlier related application was filed, subject to the payment of maintenance fees. U.S. patent grants are effective only within the United States, U.S. territories, and U.S. possessions. Under certain circumstances, patent term extensions or adjustments may be available. The patent data provided on this website are for utility patents only. Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, article of manufacture, or compositions of matters, or any new useful improvement thereof. Source of Data: U.S. Census Bureau.

Prosperity: Gross domestic product (GDP) per capita for all industries. Source of Data: [Moody's Economy.com](http://moodyseconomy.com). Gross domestic product (GDP), expenditure on final goods and services minus imports, per capita for all industries. Per capita includes persons 16 years of age and older residing in the 50 states and the District of Columbia, who are not inmates of institutions (e.g., penal and mental facilities, homes for the aged), and who are not on active duty in the Armed Forces).

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce - Economic Development Administration. Data compiled by Mississippi River Regional Planning Commission, September 2016.



The region's high quality surface and groundwater supply in Monroe and Jackson Counties has made cranberry production and processing the leading specialty crop in the region. The region's abundant water resources are also creating new business ventures in the hydroponics, aquaponics, and aquaculture industries. These water based industries provide import substitution opportunities for winter fruit and vegetables as well as for fresh water fish and seafood.

Table 2.25: Regional Economic Competitiveness Comparison

Wisconsin Counties	Jobs Created 2009-2014	Annual Wage Growth 2009- 2014	Business Growth 2009-2014 Establishments	Prosperity 2013 GDP Per Capita	Employment Growth Rate 2009-2014	Patent Growth Rate 2009-2013
Buffalo (MR, W, 7, MN)	-1,537	0.05%	-0.50%	28,793	-8.34%	24.84%
Crawford (MR, W, MA)	80	3.73%	1.17%	38,842	0.27%	N/A
Jackson (MR, W, L, 7)	244	3.87%	0.47%	33,484	0.78%	9.1%
La Crosse (MR, W, L, 7)	4,728	2.66%	0.26%	45,792	1.62%	7.85%
Monroe (MR, W, L, 7)	1,109	4.79%	0.36%	39,454	1.51%	N/A
Pepin (MR, MN)	152	1.86%	0.46%	27,125	1.82%	N/A
Pierce (MR, MN)	586	3.06%	0.10%	17,021	1.85%	14.11%
Trempealeau (MR, W, L, 7)	1,918	1.98%	-0.33%	41,989	3.23%	-34.40%
Vernon (MR, W, L, 7)	131	0.91%	-0.69%	24,946	0.39%	-15.91%
Juneau (W, 7, MA)	236	2.65%	-0.36%	26,293	0.76%	1.12%
St. Croix (MN)	4,035	2.86%	0.86%	26,542	3.10%	5.62%
Eau Claire (MN)	2,895	1.46%	0.47%	45,554	1.20%	N/A
Dunn (MN)	1,378	3.25%	-0.22%	29,612	2.13%	N/A
Marathon	-924	2.86%	-1.09%	40,169	-0.29%	12.91%
Brown	7,366	1.39%	-0.31%	51,481	1.08%	-4.30%
Richland (MA)	89	2.52%	-0.99%	32,619	0.38%	-8.07%
Dane (MA)	20,364	3.81%	0.49%	56,044	1.59%	6.97%
Milwaukee	5,890	2.56%	-0.90%	42,947	-0.26%	5.99%
Mississippi River Region (MR)	7,411	2.55%	-0.12%	33,050	0.35%	N/A
Western WI Workforce Dev Area (W)	6,909	2.58%	-0.25%	34,949	0.03%	N/A
La Crosse WI Economic Area (L)	8,472	3.17%	0.0%	39,357	1.45%	0.40%
7 Rivers Region (7)	568	2.31%	-0.33%	35,227	-0.01%	N/A
Madison Economic Area (MA)	29,316	3.56%	0.0%	43,867	1.09%	7.17%
Milwaukee Economic Area	10,663	2.34%	-0.66%	40,881	0.19%	-2.94%
Minnesota Counties						
Washington (MN)	6,699	2.44%	0.73%	27,331	1.91%	9.08%
Dakota (MN)	14,287	2.90%	0.80%	44,502	1.68%	10.41%
Goodhue (MN)	-686	4.64%	-0.43%	43,633	-0.65%	13.98%
Wabasha (MN)	265	3.32%	-0.59%	27,938	0.89%	18.92%
Winona (7, MN)	-287	3.30%	-0.98%	49,440	-0.26%	4.66%
Houston (7, L)	-191	2.79%	-1.55%	24,488	-0.92%	-6.94%
Olmsted (MN)	6,779	3.25%	0.85%	52,161	1.70%	7.30%
Hennepin (MN)	51,576	2.59%	0.20%	79,386	1.22%	10.90%
Minneapolis Economic Area (MN)	134,506	3.05%	0.16%	47,520	1.03%	10.10%
Iowa Counties						
Allamakee (7)	101	3.08%	-0.55%	36,487	0.49%	N/A
Clayton	-301	4.72%	-0.08%	32,832	-1.18%	-24.02%
Winneshiak (7)	-99	1.96%	0.23%	36,333	-0.20%	-15.91%
States						
Wisconsin	94,375	2.81%	-0.38%	39,821	0.79%	2.72%
Minnesota	148,192	3.07%	0.14%	47,969	1.20%	10.19%
Iowa	32,678	3.18%	-0.13%	42,571	0.50%	7.13%

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce - Economic Development Administration. Data compiled by Mississippi River Regional Planning Commission, September 2016.

COUNTY, REGIONAL, AND STATE SHIFT SHARE ANALYSIS

Shift share is an economic analysis method that quantifies how much regional job growth comes because of national trends and specific regional factors. In addition, shift share can help explain why employment in a specific industry, region, or occupation is increasing or decreasing. According to EMSI, shift share analysis is conducted by utilizing three different variables. The first variable is using an industrial mix effect. This effect explains how much of the regional industry growth or decline is explained by the growth of the specific industry cluster at the national level. The second variable is the national growth effect. This effect explains how much of the regional industry growth or decline is explained by the overall growth of the national economy. The third variable is the regional competitive effect. This effect explains how much of the change is due to some unique competitive advantage that the region possesses. The following includes a two-digit shift share analysis conducted for each of the nine counties in the Mississippi River Region from 2010-2015. Additionally, a regional and state shift share analysis is also provided at the end for comparison purposes.

For **Buffalo County**, a net total of 975 jobs were lost from 2010-2015. Specifically, decreases of over 100 jobs occurred in the industries of health care and social assistance, utilities, and transportation and warehousing. Although Buffalo County incurred a 20% job loss from 2010-2015, industries that experienced an increase in jobs were management, finance and insurance, accommodation and food services, wholesale trade, crop and animal production, and retail trade. Overall, Buffalo County experienced an industry mix effect of 36 versus a national growth effect of 421. Additionally, a competitive effect was observed at -1,432. Overall, the main reason why Buffalo County experienced job losses from 2010-2015 was due to a large competitive effect, such as in the industries of transportation and health care, and a low national growth effect, such as in the industries of mining for oil and gas extraction and educational services.

Table 2.25a: Buffalo County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	2	19	21	(6)	223	238	15	7%	6.45
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	5	0	<10	Insf Data	Insf. Data	0.24
22	Utilities	(23)	24	1	(187)	278	93	(185)	(67%)	6.31
23	Construction	8	10	18	(21)	117	115	(2)	(2%)	0.65
31	Manufacturing	(6)	29	23	(116)	331	239	(92)	(28%)	0.73
42	Wholesale Trade	(2)	17	15	(3)	193	205	12	6%	1.32
44	Retail Trade	(2)	20	18	9	228	256	28	12%	0.62
48	Transportation and Warehousing	103	117	220	(743)	1,344	821	(523)	(39%)	6.39
51	Information	(2)	3	1	(5)	36	32	(4)	(11%)	0.44
52	Finance and Insurance	(5)	12	7	1	134	142	8	6%	0.92
53	Real Estate and Rental and Leasing	0	2	2	(6)	23	19	(4)	(17%)	0.34
54	Professional, Scientific, and Technical Services	5	6	11	(32)	73	52	(21)	(29%)	0.23
55	Management of Companies and Enterprises	1	1	2	(0)	14	17	3	21%	0.28
56	Administrative and Support and Waste Management and Remediation Services	19	16	35	(94)	187	128	(59)	(32%)	0.55
61	Educational Services	0	0	0	3	<10	<10	Insf Data	Insf. Data	0.05
62	Health Care and Social Assistance	14	30	44	(148)	340	236	(104)	(31%)	0.48
71	Arts, Entertainment, and Recreation	2	3	5	(8)	32	28	(4)	(13%)	0.49
72	Accommodation and Food Services	25	27	52	(42)	314	323	9	3%	0.94
81	Other Services (except Public Administration)	(9)	8	(1)	(21)	97	76	(21)	(22%)	0.49
90	Government	(94)	76	(18)	(18)	872	836	(36)	(4%)	1.31
99	Unclassified Industry	0	0	0	(0)	0	0	0	0%	0.00
		36	421	457	(1,432)	4,841	3,866	(975)	(20%)	

Sources for Tables 2.25a-2.25k. Economic Modeling Specialists International – EMSI, Quarter 4 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

For **Crawford County**, a net total of 37 jobs were lost from 2010-2015. Specifically, decreases of over 25 jobs occurred in the industries of educational services, wholesale trade, accommodation and food services, and health care and social assistance. Although Crawford County incurred a 0% job change from 2010-2015, industries that experienced a growth of over 25 jobs were in crop and animal production, other services, government, and manufacturing. Overall, Crawford

County experienced an industry mix effect of -21 versus a national growth effect of 667. Additionally, a competitive effect was observed at -683. Overall, the main reason why Crawford County experienced job losses from 2010-2015 was due to a large competitive effect such as in retail trade and health care, and a low industry mix effect, such as in government.

Table 2.25b: Crawford County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	2	14	16	21	163	199	36	22%	2.73
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	<10	<10	Insf Data	Insf Data	0.13
22	Utilities	(2)	2	0	(8)	26	18	(8)	(31%)	0.62
23	Construction	9	11	20	(4)	130	146	16	12%	0.42
31	Manufacturing	(25)	128	103	33	1,471	1,608	137	9%	2.49
42	Wholesale Trade	(2)	15	13	(62)	172	123	(49)	(28%)	0.40
44	Retail Trade	(12)	160	148	(277)	1,847	1,717	(130)	(7%)	2.09
48	Transportation and Warehousing	9	11	20	(24)	122	118	(4)	(3%)	0.46
51	Information	(5)	6	1	10	69	80	11	16%	0.56
52	Finance and Insurance	(6)	13	7	(9)	147	145	(2)	(1%)	0.48
53	Real Estate and Rental and Leasing	0	2	2	(18)	23	<10	Insf Data	Insf Data	0.07
54	Professional, Scientific, and Technical Services	4	6	10	(17)	65	59	(6)	(9%)	0.13
55	Management of Companies and Enterprises	2	2	4	18	25	48	23	92%	0.41
56	Administrative and Support and Waste Management and Remediation Services	34	29	63	(86)	336	313	(23)	(7%)	0.68
61	Educational Services	1	6	7	(35)	73	46	(27)	(37%)	0.23
62	Health Care and Social Assistance	43	88	131	(237)	1,019	913	(106)	(10%)	0.94
71	Arts, Entertainment, and Recreation	1	2	3	16	27	46	19	70%	0.40
72	Accommodation and Food Services	56	62	118	(180)	713	651	(62)	(9%)	0.96
81	Other Services (except Public Administration)	(14)	13	(1)	46	148	192	44	30%	0.63
90	Government	(119)	96	(23)	131	1,101	1,209	108	10%	0.96
99	Unclassified Industry	0	0	0	(1)	<10	0	Insf Data	Insf Data	0.00
		(21)	667	646	(683)	7,681	7,644	(37)	(0%)	

For **Jackson County**, a net total of 675 jobs were gained from 2010-2015. Specifically, increases of over 100 jobs occurred in the industries of manufacturing, health care and social assistance, and construction. Although Jackson County incurred an 8% job growth from 2010-2015, industries that experienced a decline of over 20 jobs occurred in arts and entertainment, professional services, crop and animal production, and accommodation and food services. Overall, Jack-

son County experienced an industry mix effect of -105 versus a national growth effect of 730. Additionally, a competitive effect was observed at 49. Overall, the main reason why Jackson County experienced job growth from 2010-2015 was due to an above average competitive effect versus other counties in the region, specifically in the industries of construction and government, and a high national growth effect, such as government.

Table 2.25c: Jackson County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	4	34	38	(93)	387	331	(56)	(14%)	3.82
21	Mining, Quarrying, and Oil and Gas Extraction	5	7	12	103	78	192	114	146%	4.10
22	Utilities	(3)	3	0	(11)	32	21	(11)	(34%)	0.62
23	Construction	37	44	81	246	507	833	326	64%	2.02
31	Manufacturing	(13)	65	52	54	746	852	106	14%	1.11
42	Wholesale Trade	(2)	15	13	(18)	174	169	(5)	(3%)	0.46
44	Retail Trade	(5)	66	61	1	756	817	61	8%	0.84
48	Transportation and Warehousing	79	89	168	(172)	1,029	1,025	(4)	(0%)	3.40
51	Information	(3)	3	0	5	40	45	5	13%	0.26
52	Finance and Insurance	(7)	16	9	(5)	189	194	5	3%	0.53
53	Real Estate and Rental and Leasing	0	2	2	(8)	23	17	(6)	(26%)	0.13
54	Professional, Scientific, and Technical Services	6	8	14	(38)	90	66	(24)	(27%)	0.12
55	Management of Companies and Enterprises	1	1	2	12	10	24	14	140%	0.18
56	Administrative and Support and Waste Management and Remediation Services	1	1	2	12	12	27	15	125%	0.05
61	Educational Services	0	0	0	1	0	<10	Insf Data	Insf Data	0.00
62	Health Care and Social Assistance	37	75	112	33	866	1,011	145	17%	0.88
71	Arts, Entertainment, and Recreation	2	4	6	(28)	50	28	(22)	(44%)	0.21
72	Accommodation and Food Services	51	56	107	(172)	650	585	(65)	(10%)	0.73
81	Other Services (except Public Administration)	(18)	16	(2)	(16)	184	166	(18)	(10%)	0.46
90	Government	(279)	224	(55)	147	2,583	2,675	92	4%	1.78
99	Unclassified Industry	0	0	0	(1)	<10	0	Insf Data	Insf Data	0.00
		(105)	730	625	49	8,407	9,082	675	8%	

For **La Crosse County**, a net total of 2,967 jobs were gained from 2010-2015. Specifically, increases of over 250 jobs occurred in the industries of other services, construction, transportation and warehousing, health care and social assistance, wholesale trade, and accommodation and food services. Although La Crosse County incurred a 4% job growth from 2010-2015, industries that experienced a decline in over 100 jobs were in government, professional services, and finance and insurance. Overall, La Crosse County experienced an

industry mix effect of 198 versus a national growth effect of 5,935. Additionally, a competitive effect was observed at -3,166. Overall, the main reason why La Crosse County experienced job growth from 2010-2015 was due to a very high national growth effect in key industries, such as health care and social assistance and retail trade, which in turn helped offset a large competitive effect for most industries in La Crosse County.

Table 2.25d: La Crosse County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	1	6	7	5	70	82	12	17%	0.12
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	3	<10	<10	Insf. Data	Insf. Data	0.01
22	Utilities	(32)	34	2	49	386	437	51	13%	1.62
23	Construction	165	198	363	(85)	2,275	2,553	278	12%	0.79
31	Manufacturing	(132)	678	546	(639)	7,809	7,716	(93)	(1%)	1.28
42	Wholesale Trade	(33)	234	201	583	2,690	3,474	784	29%	1.21
44	Retail Trade	(55)	710	655	(651)	8,169	8,172	3	0%	1.07
48	Transportation and Warehousing	145	164	309	195	1,891	2,395	504	27%	1.01
51	Information	(64)	81	17	(42)	931	907	(24)	(3%)	0.67
52	Finance and Insurance	(121)	278	157	(327)	3,196	3,025	(171)	(5%)	1.06
53	Real Estate and Rental and Leasing	0	59	59	(59)	680	680	0	0%	0.66
54	Professional, Scientific, and Technical Services	120	154	274	(395)	1,772	1,651	(121)	(7%)	0.39
55	Management of Companies and Enterprises	150	133	283	(113)	1,529	1,699	170	11%	1.58
56	Administrative and Support and Waste Management and Remediation Services	259	223	482	(526)	2,572	2,529	(43)	(2%)	0.59
61	Educational Services	26	137	163	(74)	1,578	1,667	89	6%	0.92
62	Health Care and Social Assistance	569	1,167	1,736	(1,220)	13,439	13,955	516	4%	1.54
71	Arts, Entertainment, and Recreation	43	78	121	(101)	899	920	21	2%	0.87
72	Accommodation and Food Services	466	515	981	(139)	5,930	6,771	841	14%	1.07
81	Other Services (except Public Administration)	(292)	266	(26)	283	3,067	3,324	257	8%	1.17
90	Government	(1,019)	820	(199)	91	9,436	9,328	(108)	(1%)	0.79
99	Unclassified Industry	1	0	1	(4)	<10	<10	Insf. Data	Insf. Data	0.00
		198	5,935	6,133	(3,166)	68,323	71,290	2,967	4%	

For **Monroe County**, a net total of 488 jobs were gained from 2010-2015. Specifically, increases of over 100 jobs occurred in the industries of retail trade, health care and social assistance, construction, mining for oil and gas extraction, and manufacturing. Although Monroe County incurred a 2% job growth from 2010-2015, industries that experienced a decline in over 100 jobs were in professional services, accommoda-

tion and food services, and administration. Overall, Monroe County experienced an industry mix effect of -209 versus a national growth effect of 1,758. Additionally, a competitive effect was observed at -1,061. Overall, the main reason why Monroe County experienced job growth from 2010-2015 was due to an above average national growth effect, resulting in a net rating of 1,758.

Table 2.25e: Monroe County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	4	34	38	(2)	392	428	36	9%	2.16
21	Mining, Quarrying, and Oil and Gas Extraction	1	1	2	329	17	349	332	1953%	3.26
22	Utilities	(7)	7	0	(10)	79	69	(10)	(13%)	0.88
23	Construction	42	50	92	137	579	808	229	40%	0.86
31	Manufacturing	(57)	295	238	188	3,400	3,826	426	13%	2.19
42	Wholesale Trade	(7)	48	41	(95)	552	498	(54)	(10%)	0.60
44	Retail Trade	(13)	164	151	(43)	1,887	1,994	107	6%	0.90
48	Transportation and Warehousing	151	171	322	(275)	1,971	2,018	47	2%	2.93
51	Information	(8)	10	2	(24)	120	99	(21)	(18%)	0.25
52	Finance and Insurance	(16)	37	21	(34)	424	411	(13)	(3%)	0.50
53	Real Estate and Rental and Leasing	0	9	9	(49)	99	59	(40)	(40%)	0.19
54	Professional, Scientific, and Technical Services	30	38	68	(220)	442	290	(152)	(34%)	0.24
55	Management of Companies and Enterprises	1	1	2	22	15	40	25	167%	0.13
56	Administrative and Support and Waste Management and Remediation Services	87	75	162	(527)	861	495	(366)	(43%)	0.40
61	Educational Services	1	6	7	(16)	74	65	(9)	(12%)	0.12
62	Health Care and Social Assistance	68	139	207	(44)	1,603	1,766	163	10%	0.67
71	Arts, Entertainment, and Recreation	4	8	12	(24)	89	77	(12)	(13%)	0.25
72	Accommodation and Food Services	137	151	288	(483)	1,738	1,542	(196)	(11%)	0.84
81	Other Services (except Public Administration)	(60)	55	(5)	19	633	646	13	2%	0.78
90	Government	(569)	457	(112)	94	5,266	5,249	(17)	(0%)	1.53
99	Unclassified Industry	1	0	1	(3)	<10	0	Insf. Data	Insf. Data	0.00
		(209)	1,758	1,549	(1,061)	20,240	20,728	488	2%	

For **Pepin County**, a net total of 9 jobs were lost from 2010-2015. Specifically, increases of over 25 jobs occurred in the industries of manufacturing, construction, and wholesale trade. Although Pepin County experienced 0% job growth from 2010-2015, industries that experienced a decrease of over 25 jobs occurred in health care and social assistance, and government. Overall, Pepin County experienced

an industry mix effect of -21 versus a national growth effect of 205. Additionally, a competitive effect was observed at -193. Overall, the main reason why Pepin County experienced job losses from 2010-2015 was due to a relative high competitive effect, specifically in the industries of construction, manufacturing, and wholesale trade, and a low national growth effect, resulting in a cumulative tally of 205.

Table 2.25f: Pepin County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	1	9	10	(2)	107	115	8	7%	5.13
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0	0	0	0%	0.00
22	Utilities	0	0	0	0	0	0	0	0%	0.00
23	Construction	9	11	20	16	131	168	37	28%	1.58
31	Manufacturing	(2)	11	9	17	129	155	26	20%	0.78
42	Wholesale Trade	(2)	17	15	26	196	236	40	20%	2.50
44	Retail Trade	(2)	24	22	(16)	280	286	6	2%	1.14
48	Transportation and Warehousing	6	7	13	(29)	79	63	(16)	(20%)	0.81
51	Information	(1)	2	1	(0)	21	21	0	0%	0.48
52	Finance and Insurance	(3)	7	4	(6)	76	74	(2)	(3%)	0.79
53	Real Estate and Rental and Leasing	0	1	1	2	<10	<10	Insf Data	Insf Data	0.26
54	Professional, Scientific, and Technical Services	3	3	6	(1)	40	45	5	13%	0.32
55	Management of Companies and Enterprises	5	4	9	9	46	64	18	39%	1.81
56	Administrative and Support and Waste Management and Remediation Services	1	1	2	8	<10	19	Insf Data	Insf Data	0.14
61	Educational Services	1	3	4	(12)	34	25	(9)	(26%)	0.42
62	Health Care and Social Assistance	12	25	37	(67)	293	264	(29)	(10%)	0.89
71	Arts, Entertainment, and Recreation	0	1	1	(1)	<10	<10	Insf Data	Insf Data	0.24
72	Accommodation and Food Services	20	23	43	(61)	260	242	(18)	(7%)	1.16
81	Other Services (except Public Administration)	(4)	4	0	4	47	50	3	6%	0.54
90	Government	(64)	51	(13)	(79)	593	501	(92)	(16%)	1.29
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		(21)	205	184	(193)	2,354	2,345	(9)	(0%)	

For **Pierce County**, a net total of 432 jobs were created from 2010-2015. Specifically, increases of over 75 jobs occurred in the industries of construction, wholesale trade, accommodation and food services, and manufacturing. Although Pierce County incurred a 4% job growth from 2010-2015, industries that experienced a decrease of over 80 jobs occurred in professional services, government, health care and social assistance, and administration. Overall, Pierce County experienced an industry mix effect of -232 versus a national growth effect of 881. Additionally,

a competitive effect was observed at -218. Overall, the main reason why Pierce County experienced job increases from 2010-2015 was due to a very high national growth effect, specifically in the industries of government and manufacturing. Additionally, a low competitive effect in industries, such as manufacturing, helped make the national growth effect have a great effect on the overall job growth in the county.

Table 2.25g: Pierce County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	2	20	22	42	229	293	64	28%	2.90
21	Mining, Quarrying, and Oil and Gas Extraction	6	8	14	49	97	160	63	65%	2.93
22	Utilities	(4)	4	0	(8)	51	44	(7)	(14%)	1.09
23	Construction	23	27	50	38	313	401	88	28%	0.84
31	Manufacturing	(18)	93	75	329	1,065	1,469	404	38%	1.65
42	Wholesale Trade	(3)	20	17	108	227	352	125	55%	0.83
44	Retail Trade	(6)	77	71	(45)	891	918	27	3%	0.81
48	Transportation and Warehousing	24	27	51	(22)	317	346	29	9%	0.99
51	Information	(4)	5	1	(20)	55	37	(18)	(33%)	0.18
52	Finance and Insurance	(10)	22	12	(20)	259	252	(7)	(3%)	0.59
53	Real Estate and Rental and Leasing	0	3	3	10	39	52	13	33%	0.34
54	Professional, Scientific, and Technical Services	19	24	43	(124)	276	194	(82)	(30%)	0.31
55	Management of Companies and Enterprises	1	1	2	10	10	22	12	120%	0.14
56	Administrative and Support and Waste Management and Remediation Services	32	27	59	(277)	315	97	(218)	(69%)	0.15
61	Educational Services	1	5	6	(19)	61	48	(13)	(21%)	0.18
62	Health Care and Social Assistance	41	83	124	(315)	957	766	(191)	(20%)	0.57
71	Arts, Entertainment, and Recreation	5	8	13	42	96	151	55	57%	0.96
72	Accommodation and Food Services	76	84	160	35	973	1,168	195	20%	1.24
81	Other Services (except Public Administration)	(39)	36	(3)	14	414	424	10	2%	1.01
90	Government	(378)	304	(74)	(43)	3,500	3,383	(117)	(3%)	1.94
99	Unclassified Industry	1	0	1	(2)	<10	0	Insf Data	Insf Data	0.00
		(232)	881	649	(218)	10,146	10,578	432	4%	

For **Trempealeau County**, a net total of 1,260 jobs were created from 2010-2015. Specifically, increases of over 50 jobs occurred in the industries of administration, retail trade, other services, transportation and warehousing, and manufacturing. Although Trempealeau County incurred a 9% job growth from 2010-2015, industries that experienced a decrease of over 25 jobs occurred in wholesale trade, educational services, information, and healthcare and social assistance. Overall, Trempealeau County experienced an industry mix effect of -200 versus

a national growth effect of 1,188. Additionally, a competitive effect was observed at 272. Overall, the main reason why Trempealeau County experienced job increases from 2010-2015 was due to a high national growth effect, specifically in the industries of health care, government, and manufacturing. In combination with a high competitive effect for manufacturing jobs as well, Trempealeau County observed a steady increase in jobs over the five-year span.

Table 2.25h: Trempealeau County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	3	29	32	123	337	493	156	46%	3.45
21	Mining, Quarrying, and Oil and Gas Extraction	0	1	1	81	<10	88	Insf. Data	Insf. Data	1.14
22	Utilities	(3)	3	0	(4)	39	35	(4)	(10%)	0.62
23	Construction	20	24	44	6	280	330	50	18%	0.49
31	Manufacturing	(90)	464	374	619	5,346	6,339	993	19%	5.03
42	Wholesale Trade	(5)	36	31	(58)	418	391	(27)	(6%)	0.65
44	Retail Trade	(6)	82	76	(5)	943	1,013	70	7%	0.63
48	Transportation and Warehousing	43	48	91	79	555	725	170	31%	1.46
51	Information	(9)	11	2	(39)	125	88	(37)	(30%)	0.31
52	Finance and Insurance	(12)	29	17	(37)	329	308	(21)	(6%)	0.52
53	Real Estate and Rental and Leasing	0	7	7	(21)	83	70	(13)	(16%)	0.32
54	Professional, Scientific, and Technical Services	10	13	23	(11)	150	162	12	8%	0.18
55	Management of Companies and Enterprises	3	2	5	(7)	28	26	(2)	(7%)	0.11
56	Administrative and Support and Waste Management and Remediation Services	16	14	30	22	156	207	51	33%	0.23
61	Educational Services	1	4	5	(33)	45	16	(29)	(64%)	0.04
62	Health Care and Social Assistance	59	121	180	(484)	1,389	1,085	(304)	(22%)	0.57
71	Arts, Entertainment, and Recreation	4	6	10	(1)	73	82	9	12%	0.37
72	Accommodation and Food Services	53	58	111	(121)	673	663	(10)	(1%)	0.50
81	Other Services (except Public Administration)	(33)	30	(3)	79	344	420	76	22%	0.70
90	Government	(254)	204	(50)	91	2,351	2,392	41	2%	0.97
99	Unclassified Industry	1	0	1	(5)	<10	0	Insf. Data	Insf. Data	0.00
		(200)	1,188	988	272	13,673	14,933	1,260	9%	

For **Vernon County**, a net total of 565 jobs were created from 2010-2015. Specifically, increases of over 75 jobs occurred in the industries of retail trade, manufacturing, and transportation and warehousing. Although Vernon County incurred a 7% job growth from 2010-2015, industries that experienced a decrease in jobs were information, professional services, arts and entertainment, administration, and government. Overall, Vernon County experienced an industry mix effect of -95

versus a national growth effect of 749. Additionally, a competitive effect was observed at -88. Overall, the main reason why Vernon County experienced job increases from 2010-2015 was due to an above average national growth effect and a lower competitive effect in specific industries, such as in government and health care.

Table 2.25i: Vernon County Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Natl Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	2	19	21	33	217	271	54	25%	3.09
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	1	0	<10	Insf. Data	Insf. Data	0.02
22	Utilities	(9)	9	0	21	107	128	21	20%	3.67
23	Construction	18	21	39	(25)	247	262	15	6%	0.63
31	Manufacturing	(10)	51	41	84	592	717	125	21%	0.93
42	Wholesale Trade	(9)	62	53	(5)	717	765	48	7%	2.07
44	Retail Trade	(7)	87	80	(4)	1,003	1,080	77	8%	1.10
48	Transportation and Warehousing	23	27	50	142	305	498	193	63%	1.63
51	Information	(9)	12	3	(5)	135	133	(2)	(1%)	0.77
52	Finance and Insurance	(10)	24	14	4	275	292	17	6%	0.80
53	Real Estate and Rental and Leasing	0	3	3	(2)	34	34	0	0%	0.26
54	Professional, Scientific, and Technical Services	10	12	22	(26)	143	139	(4)	(3%)	0.25
55	Management of Companies and Enterprises	6	5	11	37	58	106	48	83%	0.77
56	Administrative and Support and Waste Management and Remediation Services	15	13	28	(82)	145	90	(55)	(38%)	0.16
61	Educational Services	1	7	8	4	80	92	12	15%	0.40
62	Health Care and Social Assistance	69	142	211	(163)	1,639	1,687	48	3%	1.45
71	Arts, Entertainment, and Recreation	2	3	5	(13)	40	33	(7)	(18%)	0.24
72	Accommodation and Food Services	50	56	106	(39)	642	710	68	11%	0.87
81	Other Services (except Public Administration)	(26)	23	(3)	2	269	269	0	0%	0.73
90	Government	(213)	171	(42)	(50)	1,969	1,878	(91)	(5%)	1.24
99	Unclassified Industry	1	0	1	(2)	<10	0	Insf. Data	Insf. Data	0.00
		(95)	749	654	(88)	8,619	9,184	565	7%	

For the **Mississippi River Region**, a net total of 5,364 jobs were created from 2010-2015. Specifically, increases of over 400 jobs occurred in the industries of mining for oil and gas extraction, accommodation and food services, wholesale trade, construction, and manufacturing. Although the Mississippi River Region incurred a 4% job growth from 2010-2015, industries that experienced a decrease in over 100 jobs occurred in the industries of utilities, finance and insurance, government, professional services, and administration. Overall, the Mississippi River Region experienced an industry mix effect of -648 versus a national growth effect of 12,533. Additionally, a competitive effect was

observed at -6,520. Overall, the main reason why the Mississippi River Region experienced job increases from 2010-2015 was due to a high national growth effect, specifically in government, health care, and manufacturing. In addition, a regional competitive effect of over 500 had the greatest impact in increasing the number of citizens employed, specifically in the industries of manufacturing and mining for oil and gas extraction.

Table 2.25j: MRRPC Region Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	22	185	207	119	2,126	2,451	325	15%	1.71
21	Mining, Quarrying, and Oil and Gas Extraction	14	18	32	570	202	803	601	298%	1.04
22	Utilities	(82)	87	5	(158)	1,000	846	(154)	(15%)	1.49
23	Construction	332	398	730	308	4,579	5,616	1,037	23%	0.83
31	Manufacturing	(352)	1,815	1,463	568	20,890	22,920	2,030	10%	1.82
42	Wholesale Trade	(65)	464	399	476	5,338	6,212	874	16%	1.03
44	Retail Trade	(107)	1,390	1,283	(1,033)	16,004	16,254	250	2%	1.01
48	Transportation and Warehousing	583	661	1,244	(849)	7,614	8,009	395	5%	1.61
51	Information	(105)	133	28	(120)	1,533	1,442	(91)	(6%)	0.51
52	Finance and Insurance	(191)	437	246	(431)	5,030	4,844	(186)	(4%)	0.81
53	Real Estate and Rental and Leasing	1	88	89	(151)	1,010	948	(62)	(6%)	0.44
54	Professional, Scientific, and Technical Services	207	265	472	(864)	3,050	2,658	(392)	(13%)	0.30
55	Management of Companies and Enterprises	170	151	321	(12)	1,736	2,045	309	18%	0.91
56	Administrative and Support and Waste Management and Remediation Services	463	399	862	(1,548)	4,592	3,906	(686)	(15%)	0.43
61	Educational Services	31	169	200	(182)	1,946	1,965	19	1%	0.52
62	Health Care and Social Assistance	912	1,872	2,784	(2,646)	21,546	21,683	137	1%	1.14
71	Arts, Entertainment, and Recreation	63	114	177	(118)	1,313	1,373	60	5%	0.62
72	Accommodation and Food Services	934	1,033	1,967	(1,204)	11,891	12,654	763	6%	0.95
81	Other Services (except Public Administration)	(496)	452	(44)	408	5,203	5,566	363	7%	0.93
90	Government	(2,988)	2,404	(584)	364	27,672	27,451	(221)	(1%)	1.11
99	Unclassified Industry	6	1	7	(18)	12	<10	Insf Data	Insf. Data	0.00
		(648)	12,533	11,885	(6,520)	144,285	149,649	5,364	4%	

For the **State of Wisconsin**, a net total of 156,273 jobs were created from 2010-2015. Specifically, job increases of over 15,000 occurred in the industries of management, accommodation and food services, administration, health care and social assistance, and manufacturing. Although the state of Wisconsin incurred a 6% job growth from 2010-2015, industries that experienced a decrease in jobs were utilities, other services, finance and insurance, and government. Overall, the State of Wisconsin experienced an industry mix effect of -591 versus a national growth effect of 238,348. Additionally, a competitive effect was observed at -81,484. Overall, the main reason why the state of Wisconsin experienced job increases from 2010-2015 was due to a relatively high national growth effect in industries, specifically in the industries of government and manufacturing. Due to a high national growth effect, many industries were able to offset their large negative competitive effect to experience job growth in their respective industries.

Overall, using shift share better analyzes the changes in regional job growth in specific industries, and helps explain what factors contribute to job gains or losses. By observing the Mississippi River Region, one could observe that major gains in employment came in the areas of construction, manufacturing, and trade. One factor that resulted in these job gains is that sharp increase in mining for oil and gas production. With newer, innovative ways to acquire oil, such as fracking, and the overall increase in demand for oil and gas, these industries have resulted in the Mississippi River Region having a higher competitive effect. Furthermore, the use of shift share has accurately allowed for better forecasting in key industries, ultimately resulting in the enhancement of better economic development strategies in the future.

Table 2.25k: State of Wisconsin Shift Share Analysis

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	249	2,109	2,358	2,463	24,280	29,100	4,820	20%	1.05
21	Mining, Quarrying, and Oil and Gas Extraction	149	193	342	875	2,221	3,437	1,216	55%	0.23
22	Utilities	(907)	954	47	(547)	10,988	10,489	(499)	(5%)	0.95
23	Construction	7,098	8,515	15,613	(1,291)	98,034	112,357	14,323	15%	0.85
31	Manufacturing	(7,237)	37,290	30,053	6,157	429,302	465,512	36,210	8%	1.90
42	Wholesale Trade	(1,379)	9,771	8,392	935	112,491	121,818	9,327	8%	1.04
44	Retail Trade	(1,964)	25,441	23,477	(12,446)	292,892	303,923	11,031	4%	0.98
48	Transportation and Warehousing	6,740	7,643	14,383	(7,209)	87,985	95,160	7,175	8%	0.99
51	Information	(3,181)	4,046	865	1,306	46,580	48,751	2,171	5%	0.89
52	Finance and Insurance	(4,836)	11,061	6,225	(10,196)	127,342	123,371	(3,971)	(3%)	1.06
53	Real Estate and Rental and Leasing	14	2,178	2,192	(2,087)	25,069	25,173	104	0%	0.60
54	Professional, Scientific, and Technical Services	6,368	8,132	14,500	(3,405)	93,620	104,715	11,095	12%	0.61
55	Management of Companies and Enterprises	4,605	4,081	8,686	6,453	46,988	62,127	15,139	32%	1.42
56	Administrative and Support and Waste Management and Remediation Services	13,053	11,243	24,296	(8,158)	129,439	145,579	16,140	12%	0.83
61	Educational Services	885	4,754	5,639	(3,376)	54,729	56,992	2,263	4%	0.77
62	Health Care and Social Assistance	15,162	31,111	46,273	(23,149)	358,165	381,289	23,124	6%	1.03
71	Arts, Entertainment, and Recreation	1,661	2,990	4,651	(1,368)	34,423	37,707	3,284	10%	0.88
72	Accommodation and Food Services	16,980	18,770	35,750	(19,879)	216,086	231,957	15,871	7%	0.90
81	Other Services (except Public Administration)	(11,831)	10,777	(1,054)	(2,823)	124,067	120,189	(3,878)	(3%)	1.04
90	Government	(45,599)	36,686	(8,913)	(3,164)	422,352	410,276	(12,076)	(3%)	0.86
99	Unclassified Industry	3,377	603	3,980	(576)	6,940	10,344	3,404	49%	2.16
		(591)	238,348	237,757	(81,484)	2,743,993	2,900,266	156,273	6%	

INDUSTRY CLUSTER BASED ECONOMIC DEVELOPMENT CONCEPTS FOR THE REGION

Industry clusters typically include firms within the same geographic area that produce similar goods and services, their suppliers and distributors, other firms that employ related skills and technologies, and organizations that train workers for and conduct research in these fields. These companies, organizations, and institutions are interrelated and share interests with regard to their access to raw materials, supplies, workforce, and markets. Industry clusters exist in a Region because the businesses and support institutions have naturally grown in that place and have market-based reasons for being there; industry clusters cannot be artificially created in a Region with no heritage or existing presence in a particular industry. While clusters can include organizations that are in direct competition with each other, they are ultimately characterized by the gathering of various organizations that complement one another's operations. Cluster developments thrive and innovate with input from many companies within the industry, regional educational institutions, and even public-sector support. When companies, organizations, and institutions gather in a cluster because of shared interest or experience in a particular industry, they begin to exchange knowledge, capacity, and workers. This encourages innovation and productivity, with the cluster acting as a catalyst. Successful businesses within the cluster spawn new businesses, and regional infrastructure can be harnessed to maximize the cluster's potential. As the region grows and develops a critical mass of innovative companies, industry workers move to the region from elsewhere, either to accept new jobs at regional companies or to launch entrepreneurial ventures.

Industry clusters are organized to better position their members and their regions in the competitive global marketplace. Clusters with a formal organization can implement any number of programs to accomplish this goal. In order to meaningfully increase overall regional prosperity, innovative capacity must be built in many clusters. Strong leadership committed to regional economic development is needed to ensure that companies, educational institutions, governments, and economic development organizations contribute their full potential to cluster-based initiatives. An overarching organizational structure for economic development is needed to help coordinate and implement cluster initiatives. No single cluster strategy will work for all regions; each region must craft a distinctive approach based on its unique assets. The programs that follow are examples of cooperation, cost-sharing, and resource-pooling among members of the cluster:

- Jointly acquiring raw materials (inputs) for quantity discounts
- Development of supply-chain management efficiencies for inputs and products produced
- Developing plant and office production efficiencies (Lean Manufacturing, Lean Office, Six Sigma)
- Providing education and training assistance for technicians, engineers, scientists, analysts, assemblers, welders and fabricators or other commonly shared production or supervisory positions
- Enterprise Resource Planning (ERP) system training

- Developing mutually beneficial industry cluster contracts between industries and public economic development organizations to maximize each industry's production capacity in terms of:
 - Floor space
 - Laboratories
 - Research and development resources
 - Technology
 - Machinery and equipment
 - Material and product testing services
 - Transportation and warehousing services
- Increase industrial park land and building inventory through public-private ventures
- Assist in expanding educational opportunities in the scientific, technological, engineering, and mathematics professions
- Initiatives to improve the image of manufacturing occupations as a career choice
- Health-care insurance pooling and administration initiatives
- Energy assistance
- Marketing assistance
- Pursuing federal, state, and private grants to assist in funding any of the above private, market-driven initiatives

While the Mississippi River Region typically has lower unemployment rates than the state and the nation, the income levels are also typically lower in the Mississippi River Region, indicating that many of the jobs available are not high-paying, family-supporting jobs. Building and growing industry clusters is an economic development strategy that aims at improving the economic competitiveness of companies in key economic sectors, which should stimulate growth in jobs in those industries. As the number of well-paying jobs increases, more talented workers would stay in the Region, and others would be attracted from outside the Region. Furthermore, as the industry cluster grows, new companies would start up, led by people in the Region with experience, knowledge, and new, innovative ideas. More companies in that industry would locate in the Region, identifying it as a center for talented workers, suppliers, customers, etc.

Businesses that sell their products or services well beyond the area in which they are headquartered are known as traded companies. These companies essentially import capital by selling goods and services outside their Region (exporting). Since traded companies are not merely recirculating an unchanging amount of money within a Region, they stimulate an economic multiplier effect: as they import capital into the Region, they spend it buying from suppliers, paying workers, and maintaining their physical plant; their suppliers and workers, in turn, spend money in the Region for business and personal needs, creating greater demand and even stimulating business expansion to meet it; the businesses they buy from also spend the money they receive; and this process repeats. Due to the realities of a more service- and information-oriented economy in the early 21st century (as opposed to the

product-oriented economy of the 19th and 20th centuries), traded companies are less likely to be dependent on a natural resource for their production, and are more likely to value the skills, creativity, and adaptability of their workforce. In seeking employees who would best fit their operations, traded industries tend to locate in areas where they find the workforce to be well educated, or in areas where they expect they can attract such a workforce from outside the area.

The MRRPC's 2017-2022 Comprehensive Economic Development Strategy calls for the encouragement of industry-cluster-based economic development, with an emphasis on the Region's existing traded company strengths. These are agriculture and food processing; equipment, machinery, and metal products; forest and wood products; software design, information, technology and composite industries; and health care. The industry clusters which have a manufacturing component have organized The Upper Mississippi Manufacturing Alliance (TUMMA). TUMMA member companies work to build relationships through networking, seek joint ventures, explore opportunities for cost-sharing, and generally seek to improve the economic climate in the Region and their competitiveness in the global marketplace.

The forest and wood products industry cluster exists, in the sense that many businesses involved in this industry are present in the Region; but there is no formal organization dedicated to serving that cluster's interests. A study of the Kickapoo Valley forests was completed in January 2014, which examined the feasibility of operating a pellet or wood-chip manufacturing facility in the Valley, stated that it is economically viable and should be encouraged for a smaller less than 10,000 ton a year plant co-located with an existing wood processor that utilizes dry residues as feedstock.

The software design, information, technology and composite cluster is nascent, and represented by only a few companies. However, these are emerging industries that have great potential for exporting products and services while importing capital to the Region, so there is value in nurturing the growth of these industries. If they are able to grow naturally here, they could be a source of new traded companies, providing a much-needed economic boost to the Region in years to come.

The health care cluster is represented by two regional medical centers in La Crosse, the educational institutions that train many of the medical support staff, and the supporting industries that these hospitals and clinics rely on. While not an exporting industry in the traditional sense, medical care is one of the fastest-growing fields in terms of employment and wages, and medical work does attract highly skilled, well-educated, and high-earning personnel to the Region, which has the potential to stimulate the regional economy in ways similar to high technology industries. A formal organization to serve the health care cluster does not exist but it would be prudent to investigate what industry cluster opportunities exist that will help the health care-related businesses and institutions in the Region operate even more successfully.

A key regional economic concern and the source for much of the region's economic problems in recent decades, is the lack of traded com-

panies. An increase in the number of, or an expansion of existing, traded companies would result in more importation of capital from outside the Region; the creation of higher-wage jobs; and the recruitment of a younger and higher knowledge workforce that would be more attainable and contribute to an increase in income levels and help stem the Region's brain drain.

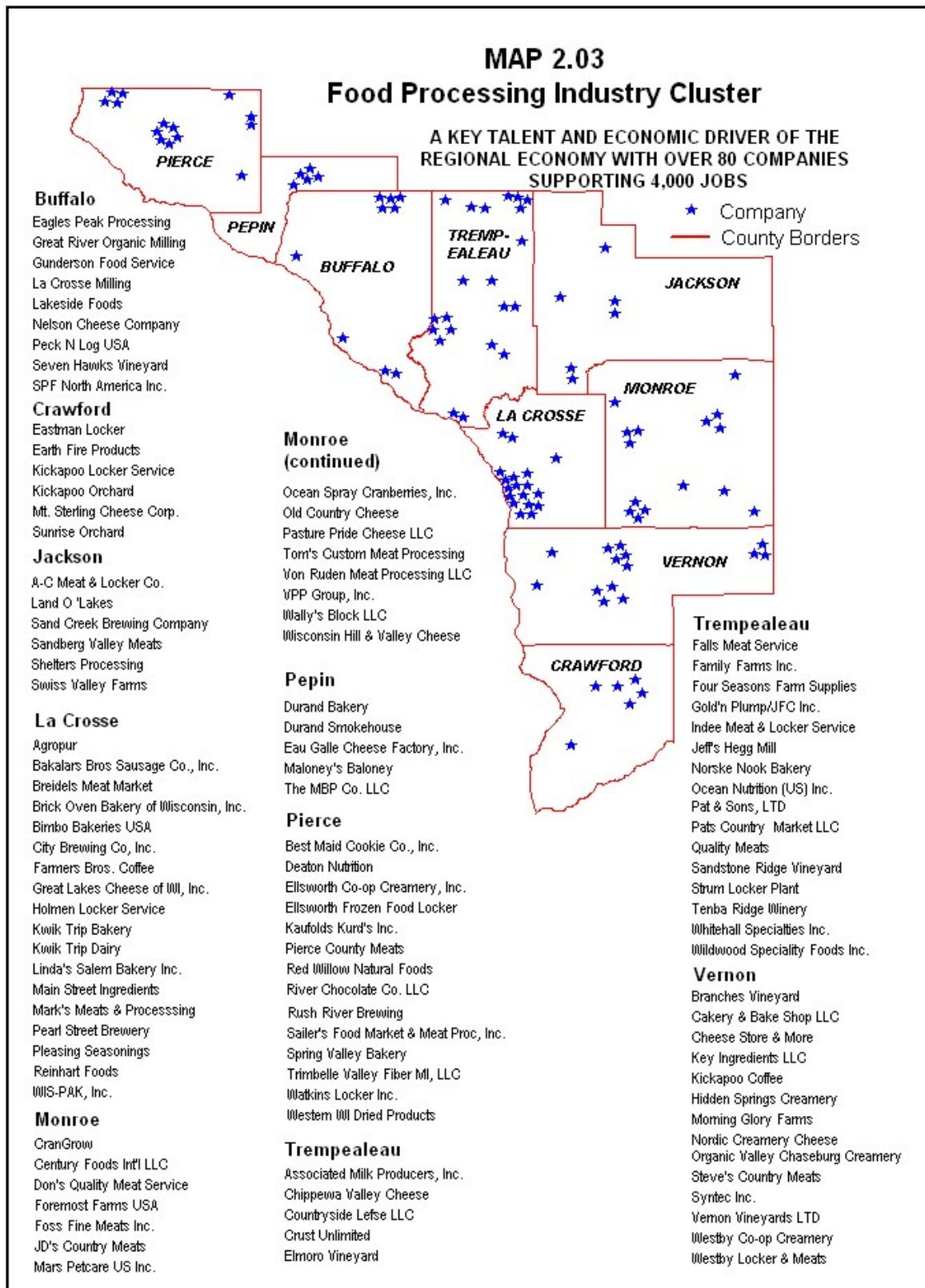
Clusters concentrate local talent, technology, resources, and information, which can all then be exchanged. Participants of a cluster formally and informally network and inform one another about new developments, and as each of them learns about advances in their industry, they improve their understanding of their marketplace, and can better position themselves to succeed in it. If members of a cluster operated in isolation, they would not likely learn about these advances from each other or from their suppliers and customers. But this type of information exchange happens naturally when companies interact with each other in close proximity. A cluster organization is an attempt to formalize, focus, and efficiently direct this process of information exchange in a way that is more effective and targeted than would be the case where it happened informally and randomly. By gathering many companies, organizations, and institutions that are related by industry, clusters encourage dynamism. When one cluster member tries something, innovative and succeeds, other members are likely to imitate those efforts and improve their own operations. After all, while companies are cooperating on a joint-venture within a cluster organization, they are still competing against one another in other areas of business (financing, workforce, etc.) The dynamism stimulated by cluster development feeds a cycle of more innovation, which leads to businesses seeing the need for more improvements to their equipment and workforce, which results in more hiring in higher-paying jobs that require more in-demand skills.

Regional Industry Cluster Maps

Maps 2.03 through 2.05 on pages 58-60 show the approximate locations and names of the region's industries that fall into the region's three key economic driver industry clusters of food processing, equipment and metal, and wood products. These industries have strong supply chain needs that benefit other sectors of the economy such as healthcare, retailing, business services, transportation, food service, and lodging. These maps are not intended to list all industries. They are provided to give an appreciation of the concentration of these industries from which industry cluster initiatives can be developed from.

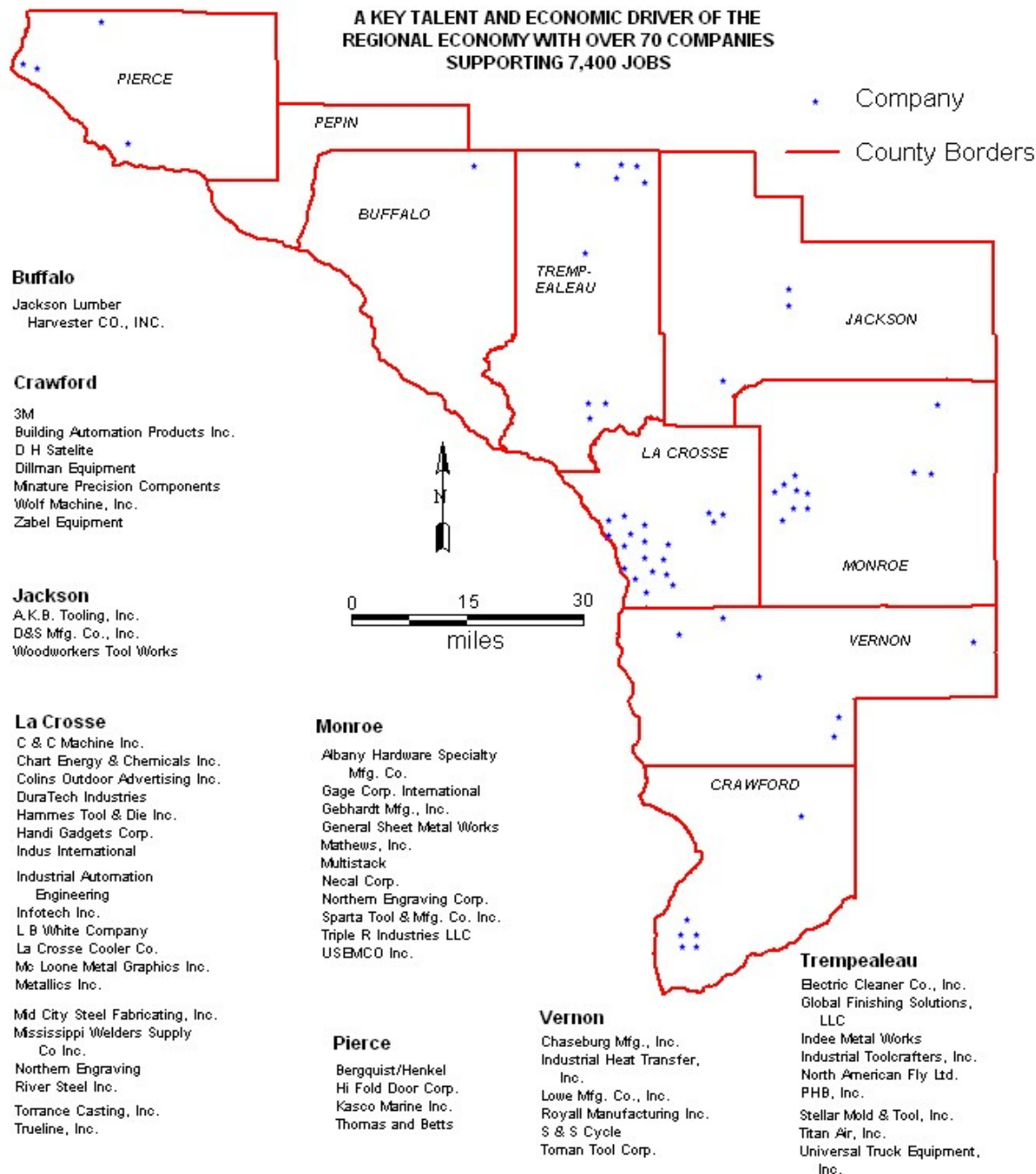
Environmentally Contaminated Sites Map 2.06

Map 2.06 on page 61 shows the location of contaminated sites that have now been approved for redevelopment activity by the Wisconsin DNR and local governments. The MRRPC's comprehensive plan encourages the reuse of these existing sites if practical prior to new green field sites being developed.

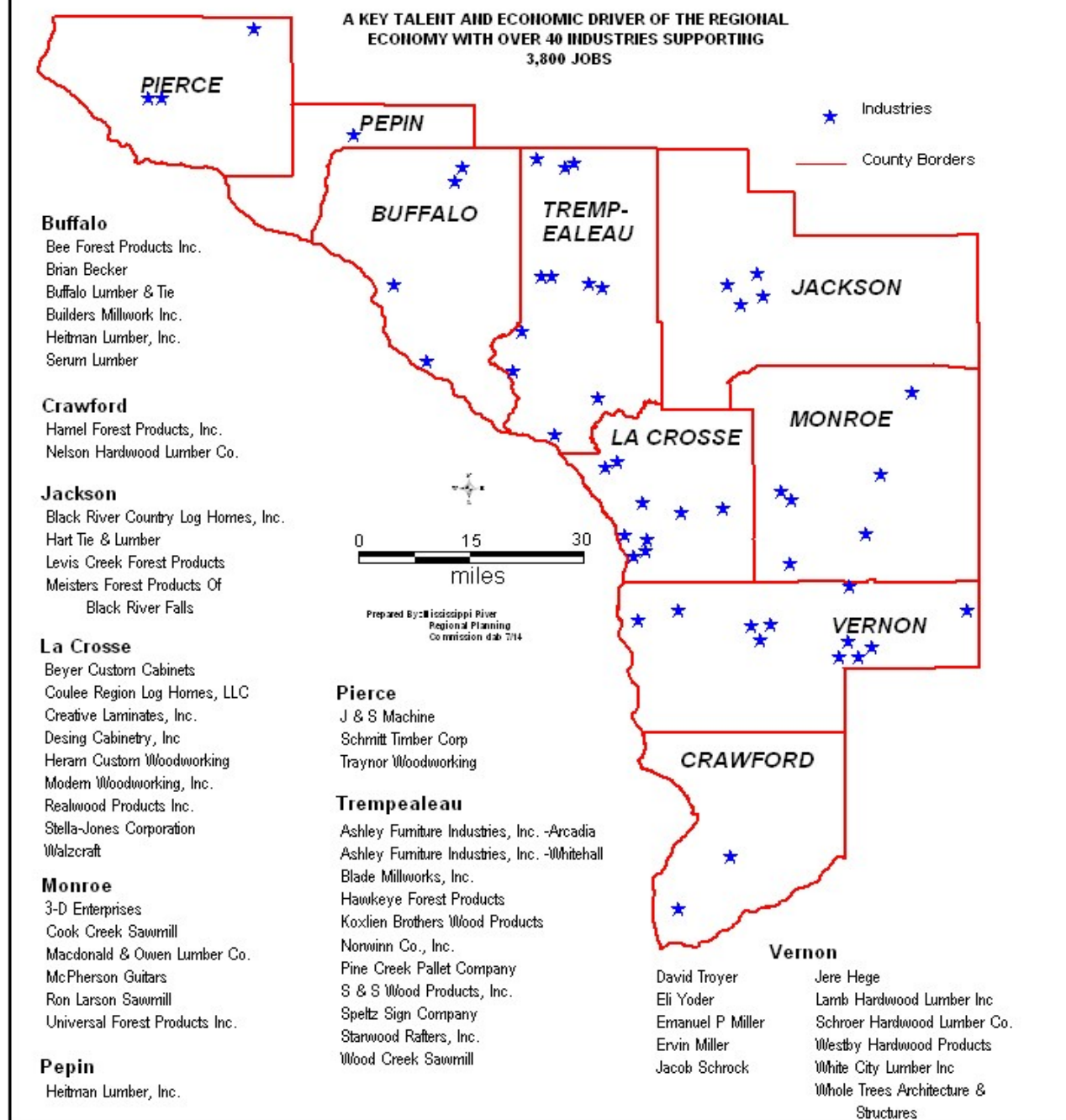


MAP 2.04 Equipment, Machinery, and Metal Product Industries Cluster

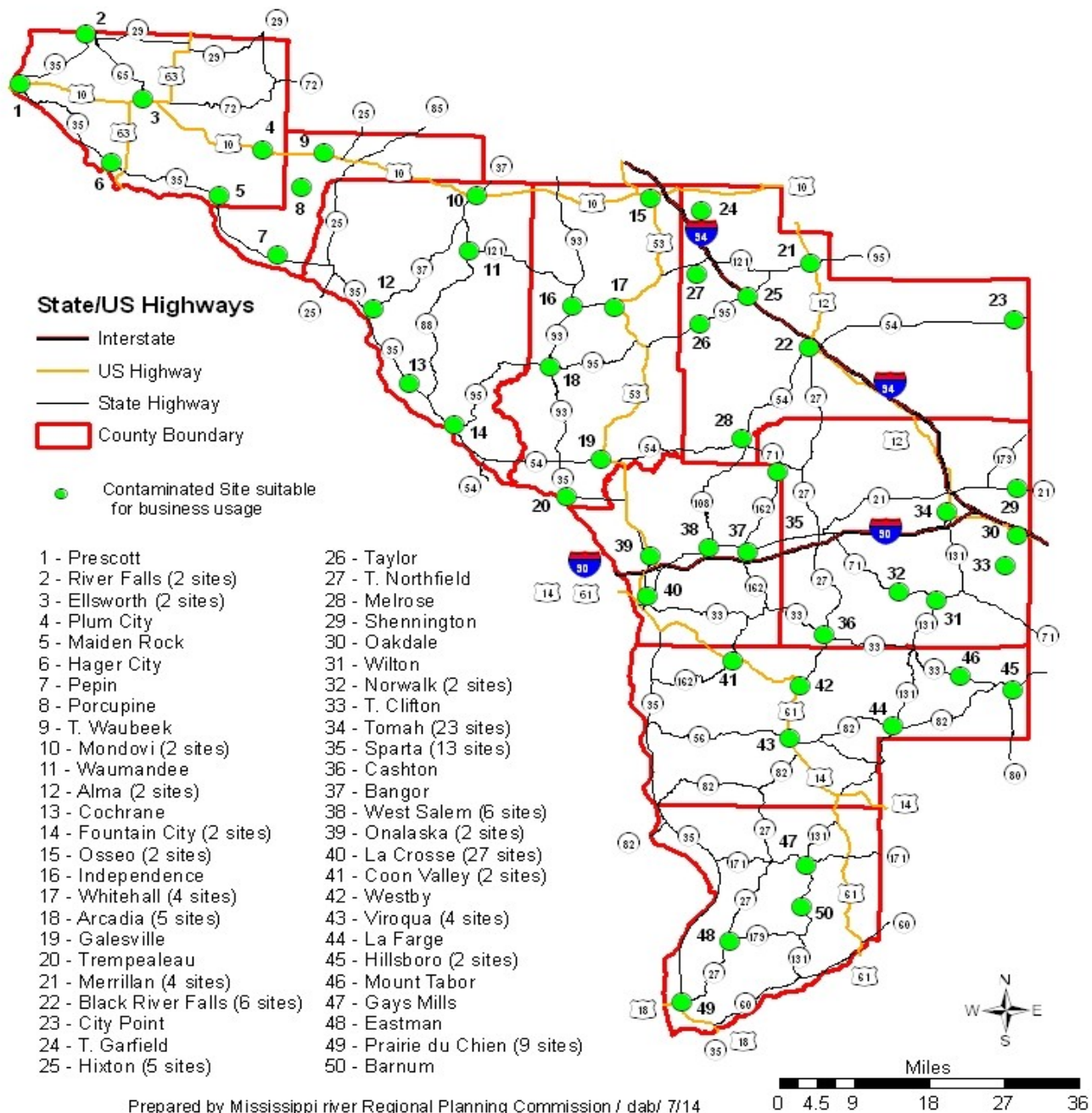
A KEY TALENT AND ECONOMIC DRIVER OF THE
REGIONAL ECONOMY WITH OVER 70 COMPANIES
SUPPORTING 7,400 JOBS



MAP 2.05 WOOD AND FOREST PRODUCTS INDUSTRY CLUSTER



Map 2.06
Environmentally Contaminated Sites
Suitable for Business Use



THE MISSISSIPPI RIVER REGION'S WORKFORCE

Labor Force and Unemployment Trends

From 2010 to 2015 the Region's Labor Force grew at a slower rate than the state and nation. Trempealeau, Jackson, Vernon, and Pierce Counties recorded the highest percentage increases in labor force at 4.0%, 2.3%, 1.9%, and 1.8%, respectively (see Table 3.01 on the following page). During the 2010-2015 period, Buffalo County recorded the largest decrease in labor force at 9.4%. Overall, the Region's labor force increased at a rate of 0.9% during the same period, while the State of Wisconsin saw an increase of 0.4%, and the U.S. recorded labor force increase of 2.1%. The labor force is comprised of people who are working (either full- or part-time) and those who are unemployed but are actively looking for work. A troubling feature of the Great Recession that began in December 2007 was that unemployment rates began to decrease starting in 2010, but usually they were accompanied by a decrease in the number of people in the labor force along with a decrease in the number of unemployed. That is, people were not all leaving the ranks of the unemployed because they were joining the ranks of the employed; instead, many were merely leaving the labor force, and were thus no longer counted as unemployed because they were not actively looking for work. These trends have been observable nationwide, but they have been especially pronounced in the Mississippi River Region.

Overall, the unemployment rate has decreased to 4.5% in 2015 for the Region. This percentage is an encouraging sign because it is similar to percentages before the Great Recession of 2008 took place. However, the number of people in the labor force has not returned to pre-Great Recession conditions. From 2010 to 2015, Crawford, Vernon, and Trempealeau Counties led the Region with the largest decreases in the percentage of people unemployed: 46.6%, 46.2%, and 45.3%, respectively. The percentage of people unemployed in the Region, State of Wisconsin, and the U.S. decreased by 43%, 46.6% and 44.0%, respectively. La Crosse County had the lowest decrease in the percentage of people unemployed between 2010 and 2015 at 40.3%. Unemployment rates dropped by at least 2.7 percentage points in all of the Mississippi River Region counties from 2010 to 2015, with the largest drop of 3.7 percentage points in Monroe County.

The Mississippi River Region has been affected by this extended recession, but not at as badly as the state or the nation. The years since 2009 have been the worst period for employment and economic growth since the Great Depression of the 1930s; however, recovery is occurring. The unemployment rate for the Mississippi River Region was 7.9% in 2010 and gradually declined to 4.5% in 2015. The state's unemployment rate started at 8.7% in 2010, which also happens to be the peak year, and declined to 4.6% in 2012. The national unemployment rate was 9.6% in 2010, and was 5.3% in 2012. The Mississippi River Region, state, and national unemployment rates all peaked in 2010. An encouraging sign is that the number of people employed in the Region, state, and nation increased from 2010 to 2012. The national rate of increase for the number of people employed between 2010 and 2012 was 2.4%; it was lower in the Mississippi River Region (1.6%) and the

State of Wisconsin (1.5%). The number of people employed increased in seven of the Region's nine counties between 2010 and 2012. However, fewer people were employed in the Region, the state, and the nation in 2012 than in 2008. Employment figures began to rise in 2011. Proof that full recovery from the Great Recession takes time.



Manufacturing is a key driver of the regional economy and welding, a high demand "Gold Collar Career" occupation, provides an average hourly wage of over \$19.00.



Western Technical College's new Integrated Technology Center opened in the fall of 2016 and is playing a key role in developing the region's manufacturing workforce.



Mathews Inc., a manufacturer of bows and McPherson Guitar, both start up companies in Sparta, are examples of an entrepreneurial manufacturing culture the MRRPC is promoting to grow the region's strong manufacturing base that benefits many other sectors of the economy.

Table 3.01: Labor Force and Employment Trends by County, Region, State and Nation, 2010-2015

	2010	2011	2012	2013	2014	2015	No. Chg 2010-2012	% Chg 2010-2012	No. Chg 2010-2015	% Chg 2010-2015
Buffalo										
Labor	7,197	6,953	6,639	6,562	6,471	6,518	-558	-7.8	-679	-9.4
Unemp	558	480	416	431	365	325	-142	-25.4	-233	-41.8
Unemp	7.8	6.9	6.3	6.6	5.6	5.0	-1.5	-19.2	-2.8	-35.9
Emp	6,639	6,473	6,223	6,131	6,106	6,193	-416	-6.3	-446	-6.7
Crawford										
Labor	8,367	8,456	8,300	8,135	7,998	7,951	-67	-0.8	-416	-5.0
Unemp	878	782	701	666	566	469	-177	-20.2	-409	-46.6
Unemp	10.5	9.2	8.4	8.2	7.1	5.9	-2.1	-20.0	-4.6	-43.8
Emp	7,489	7,674	7,599	7,469	7,432	7,482	100	1.5	-7.0	-0.1
Jackson										
Labor	10,123	10,225	10,316	10,163	10,221	10,355	193	1.9	232	2.3
Unemp	885	817	753	717	601	504	-132	-14.9	-381	-43.1
Unemp	8.7	8.0	7.3	7.1	5.9	4.9	-1.4	-16.1	-3.8	-43.7
Emp	9,238	9,408	9,563	9,446	9,620	9,851	325	3.5	613	6.6
La Crosse										
Labor	66,593	65,557	66,419	66,867	66,786	66,728	826	1.3	1,135	1.7
Unemp	4,356	3,920	3,612	3,544	2,917	2,600	-744	-17.1	-1,756	-40.3
Unemp	6.6	6.0	5.4	5.3	4.4	3.9	-1.2	-18.2	-2.7	-40.9
Emp	61,237	61,637	62,807	63,323	63,869	64,128	1,570	2.6	2,891	4.7
Monroe										
Labor	23,123	23,183	22,788	22,796	22,578	23,088	-335	-1.4	-35	-0.2
Unemp	1,841	1,704	1,660	1,569	1,221	1,031	-181	-9.8	-810	-44.0
Unemp	8.0	7.4	7.3	6.9	5.4	4.5	-0.7	-8.8	-3.5	-43.8
Emp	21,282	21,479	21,128	21,227	21,357	22,057	-154	-0.7	775	3.6
Pepin										
Labor	4,095	4,100	4,076	4,037	4,037	4,113	-19	-0.5	18	0.4
Unemp	305	261	232	229	193	175	-73	-23.9	-130	-42.6
Unemp	7.4	6.4	5.7	5.7	4.8	4.3	-1.7	-23.0	-3.1	-41.9
Emp	3,790	3,839	3,844	3,808	3,844	3,938	54	1.4	148	3.9

Source: Wisconsin Department of Workforce Development, Wisconsin Worknet; Local Area Unemployment Statistics, Not Seasonally Adjusted

Table 3.01: Labor Force and Employment Trends by County, Region, State and Nation, 2010-2015, Continued

	2010	2011	2012	2013	2014	2015	No. Chge 2010-2012	% Chg 2010-2012	No. Chg 2010-2015	% Chge 2010-2015
Pierce										
Labor	23,984	23,999	23,897	24,033	24,051	24,426	-87	-0.4	442	1.8
Unemp	1,667	1,450	1,319	1,267	1,067	963	-348	-20.9	-704	-42.2
Unemp	7.0	6.0	5.5	5.3	4.4	3.9	-1.5	-21.4	-3.1	-44.3
Emp	22,317	22,549	22,578	22,766	22,984	23,463	261	1.2	1,146	5.1
Trempealeau										
Labor	15,984	16,198	16,367	16,440	16,550	16,621	383	2.4	637	4.0
Unemp	1,207	1,075	933	919	756	660	-274	-22.7	-547	-45.3
Unemp	7.6	6.6	5.7	5.6	4.6	4.0	-1.9	-25.0	-3.6	-47.4
Emp	14,777	15,123	15,434	15,521	15,794	15,961	657	4.4	1,184	8.0
Vernon										
Labor	15,161	15,178	15,046	15,159	15,065	15,449	-115	-0.8	288	1.9
Unemp	1,196	1,057	961	905	731	643	-235	-19.6	-553	-46.2
Unemp	7.9	7.0	6.4	6.0	4.9	4.2	-1.5	-19.0	-3.7	-46.8
Emp	13,965	14,121	14,085	14,254	14,334	14,806	120	0.9	841	6.0
MRRPC Region										
Labor	173,627	173,849	173,848	174,192	173,757	175,249	221	0.13	1,622	0.9
Unemp	12,893	11,546	10,587	10,247	8,417	7,370	-2,306	-17.9	-5,523	-42.8
Unemp	7.4	7.1	6.4	6.3	5.2	4.5	-1.0	-13.5	-2.9	-39.2
Emp	160,734	162,303	163,261	163,945	165,340	167,879	2,527	1.6	7,145	4.4
Wisconsin										
Labor	3,081,512	3,079,759	3,074,339	3,083,790	3,086,365	3,095,376	-7,173	-0.2	13,864	0.4
Unemp	267,119	238,763	216,666	207,753	167,399	142,579	-50,453	-18.9	-124,540	-46.6
Unemp	8.7	7.8	7.0	6.7	5.4	4.6	-1.7	-19.5	-4.1	-47.1
Emp	2,814,393	2,840,966	2,857,673	2,876,037	2,918,966	2,952,797	43,280	1.5	138,404	4.9
U.S.										
Labor	153,889,000	153,617,000	154,975,000	155,389,000	155,922,000	157,130,000	1,086,000	0.7	3,241,000	2.1
Unemp	14,825,000	13,747,000	12,506,000	11,460,000	9,617,000	8,296,000	-2,319,000	-15.6	-6,529,000	-44.0
Unemp	9.6	8.9	8.1	7.4	6.2	5.3	-1.5	-15.6	-4.3	-44.8
Emp	139,064,000	139,870,000	142,469,000	143,929,000	146,305,000	148,834,000	3,405,000	2.4	9,770,000	7.0

Source: Wisconsin Department of Workforce Development, Wisconsin Worknet; Local Area Unemployment Statistics, Not Seasonally Adjusted

UNEMPLOYMENT RATE TRENDS

Figures 3.01 and 3.02 show unemployment rate trends in the region, state and nation from 2010-2015, based on data reported in Table 3.01. During this period, the lowest annual unemployment rates for the Region, state, and nation occurred in 2015. The Mississippi River Region, state, and nation experienced their highest unemployment rates in 2010. The state had unemployment rates lower than the nation's for every year in this period, and the Mississippi River Region had unemployment rates lower than the state's for every year during this period. Every county within the region, along with the state and nation, experienced an increase in unemployment in 2010. The Mississippi River Region, all of its counties, the state, and nation as a whole experienced their worst year of unemployment during this period in 2010. The unemployment rates in the Mississippi River Region counties and the state have been steadily decreasing since 2010, and in the nation since 2010. Crawford County had the highest unemploy-

ment rate in the Region at 10.5% in 2010. Buffalo, Crawford, and Monroe County had a decrease in the labor force accompanied by a decrease in the unemployment rate from 2010-2015. This is an indicator that the six other counties in the region have a declining unemployment rate because people are finding work, and not simply dropping out of the labor force. Figure 3.02 shows unemployment rate trends in the region, state and nation for the period of 2010-2015. The Mississippi River Region and the state have generally followed the same pattern as the nation during these years, though the state's unemployment rate was always below the nation's, and the region's rate was always below the state's during this period. The Mississippi River Region, state, and nation reached their peaks of unemployment in 2010, and have seen gradual declines in unemployment since then. Crawford and Jackson Counties have had unemployment rates above that of the state for all of 2010-2015. Although unemployment has been falling, the persistence of high unemployment in some of the region's counties demonstrates that economic recovery from the Great Recession is a slow and on-going process.

Figure 3.01 Unemployment Rate Trends, 2010-2015

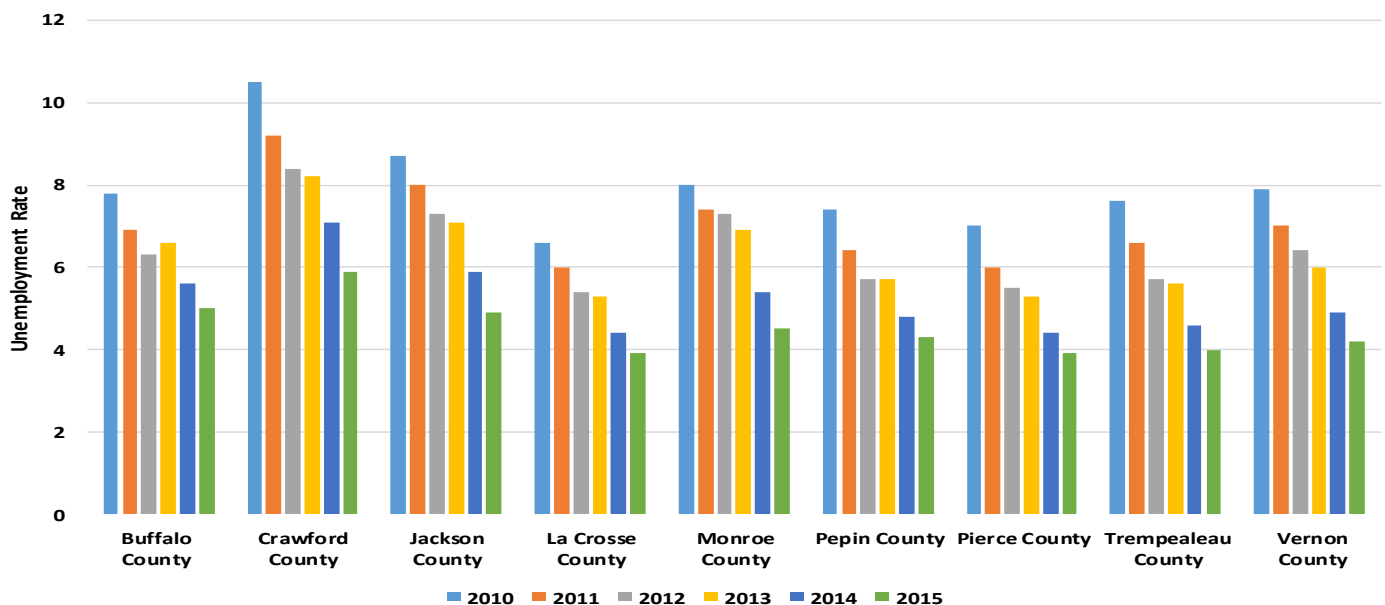
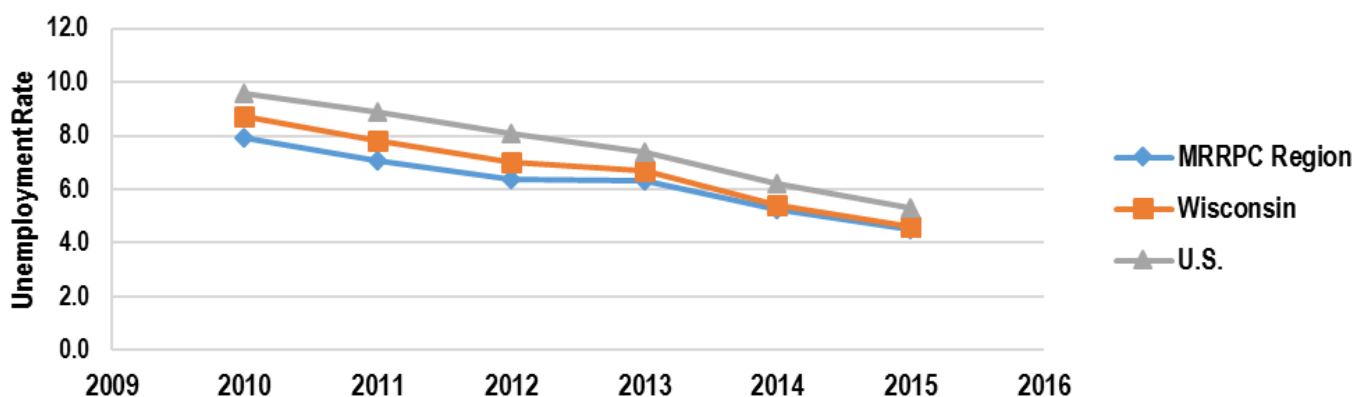


Figure 3.02 Unemployment Rate Trends, MRRPC, State, and Nation, 2010-2015



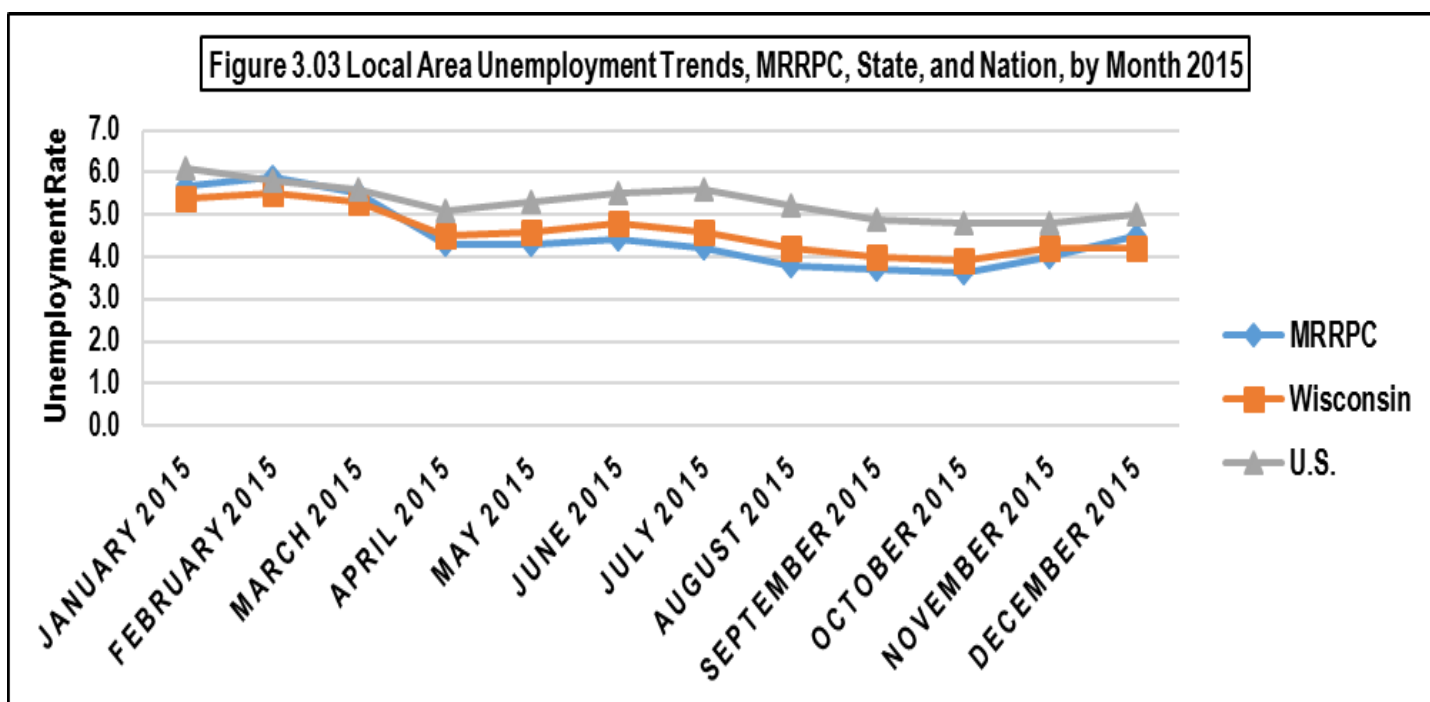
Source: Wisconsin Department of Workforce Development, Wisconsin Worknet; Local Area Unemployment Statistics, Not Seasonally Adjusted

LOCAL AREA UNEMPLOYMENT TRENDS BY MONTH

Figure 3.03 was prepared using labor force estimates from the Wisconsin Department of Workforce Development's Office of Economic Advisors. The unemployment rates in the Mississippi River Region followed a pattern seen since the beginning of the Great Recession, in that unemployment rates dip in the spring, rise in the summer, dip again in the fall, and rise again heading into the end of the year. In years before the Great Recession, unemployment rates typically fell in the spring and stayed low until the fall, sometimes rising again toward the end of the year. The rise in unemployment rates in the summer months during recent years may reflect the well-documented problem of college graduates being unable to find jobs after completing their degrees.

In the Mississippi River Region, the unemployment rate was 5.7% in January 2015, and rose to its highest monthly mark for the year in February, with 5.9%. It declined to 4.3% in April, before rising to 4.4%

in June. It then gradually declined to the annual low of 3.6% in October, before rising to 4.5% in December. The state and nation followed similar contours of rise and decline. This contributed to the unemployment rates for the region (5.5%), state (5.3%) and nation (5.6%) for March 2015 being closer than at any other time during the year. In fact, in January, February, March, and December of 2015, the Mississippi River Region was in the unusual position of having a higher unemployment rate than the state. The difference between the region's highest month (February) and lowest month (October) was 2.3 percentage points, while the difference between highest and lowest months for the state was 1.6 percentage points, and for the nation was 1.3 percentage points. The Mississippi River Region ended 2015 with a December unemployment rate of 4.5%, 1.2 percentage points lower than at the beginning of the year. The state's rate in December was 4.2%, 1.2 percentage points lower than the rate in January. The national rate was 5.0% in December, 1.1 points lower than the rate in January.



Source: Wisconsin Department of Workforce Development, Wisconsin Worknet; Local Area Unemployment Statistics, Not Seasonally Adjusted

LABOR FORCE PARTICIPATION RATES

The labor force participation rate consists of those individuals 16 years and older who are either employed or are actively seeking employment. Table 3.02 indicates that as of the 2010 census, the Mississippi River Region has a higher labor force participation rate at 76.5% (see Table 3.02 below) than the state (75.8%) and nation (64.7%).

The county with the highest labor force participation rate was Trempealeau with 80.3%. They were closely followed by Pierce County with 80.0%. The remaining 7 counties had a labor force participation rate between 72.5% - 76.6%. Four counties Buffalo, Crawford, Jackson and Vernon had lower rates than the state's (75.8%).



In 2010 The Mississippi River Region had a higher workforce participation rate than the state and the nation.

Table 3.02: Mississippi River Region 2010 Labor Force Participation Rate

<u>County</u>	<u>Employed</u> (2010, BLS)	<u>Unemployed</u> (2010 BLS)	Total 2010, 16 + Population Estimate (US Census)	Total 2010 Institutional Population (DOA)	Total Non- Institutional 2010, 16 + Population Estimate US Census)	2010 Labor Force Participation Rate (US Cen- sus)
Buffalo County	7,197	558	10,782	124	10,658	72.8%
Crawford County	8,367	878	13,405	651	12,754	72.5%
Jackson County	10,123	885	15,928	1,274	14,654	75.1%
La Crosse County	65,593	4,356	92,523	1,186	91,337	76.6%
Monroe County	23,123	1,841	33,754	670	33,084	75.5%
Pepin County	4,095	305	5,887	119	5,768	76.3%
Pierce County	23,984	1,667	32,288	226	32,062	80.0%
Trempealeau County	15,984	1,207	21,894	487	21,407	80.3%
Vernon County	15,161	1,196	22,477	303	22,174	73.8%
Region	173,627	12,893	248,939	5,040	243,899	76.5%
State	3,081,512	267,119	4,489,280	73,691	4,415,589	75.8%
Nation						64.7%

BLS = US Bureau of Labor Statistics, DOA = Wisconsin Department of Administration

Source: U.S. Census, U.S. Bureau of Labor Statistics, Wisconsin Department of Administration

JOB OPENINGS

There were 10,994 job openings in 2015 within the nine county Mississippi River Regional Planning Commission area. The number of job openings in the MRRPC area fluctuated from a low of 9,764 in

2010 to a high of 12,764 in 2011. The two counties with the most job openings each of the last 6 years was La Crosse County with the most and Monroe County which has the second most. See Table 3.03. All counties except Vernon saw a decrease in the number of job openings between 2014 and 2015.



Oktoberfest—La Crosse



Cranfest—Warrens

Oktoberfest in La Crosse and Cranfest in Warrens each attract thousands to the region annually to celebrate their economic ties to beer and cranberry production that are significant contributors to the region's food processing industry and jobs.

Table 3.03: Mississippi River Region Annual Job Openings 2010-2015

County	2010	2011	2012	2013	2014	2015	Total Job Openings 2010-2015
Buffalo County	616	583	614	529	450	405	3,197
Crawford County	672	770	710	608	615	427	3,802
Jackson County	655	916	871	558	849	645	4,494
La Crosse County	3,533	3,893	4,330	4,083	3,548	3,472	22,859
Monroe County	1,387	1,375	1,167	1,460	1,317	1,299	8,005
Pepin County	219	252	216	187	229	224	1,327
Pierce County	951	1,126	833	958	973	946	5,787
Trempealeau County	973	1,053	1,147	850	1,091	723	5,837
Vernon County	762	785	705	913	788	838	4,791
Region	9,768	12,764	12,605	12,159	11,874	10,994	70,164
State	111,614	147,496	131,983	135,225	144,189	134,623	805,130

Source: Economic Modeling Specialists International -EMSI, Quarter 4 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

Mississippi River Region 25 Fastest Growing Jobs Numerically 2010-2015

Table 3.04 Illustrates the Mississippi River Region's 25 fastest growing jobs numerically from 2010 to 2015. Jobs such as Construction Laborers, Managers, Operating Engineers and Other Equipment Operators, Farmworkers and Laborers, Crop, Nursery, and Greenhouses showed the greatest increase in job numbers in the region. The increase in construction workers may be attributed to a recovering economy with

more construction taking place. Job increases in Operating Engineers and Other Construction Equipment Operators most likely can be attributed to the Frac Sand industry in the Region. Numerical Job growth was also experienced in the Welders, Cutters, Solderers, and Brazers sector, as well as with Industrial Machine Mechanics which is consistent with the region's historical strength in manufacturing.

Table 3.04: Mississippi River Region 25 Fastest Growing Jobs Numerically 2010- 2015

Description	Avg. Hourly Earnings	2010 Jobs	2015 Jobs	2010 - 2015 Change
Construction Laborers	\$15.49	1,420	1,801	381
Managers, All Other	\$18.88	1,426	1,795	369
Operating Engineers and Other Construction Equipment Operators	\$24.16	549	901	352
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	\$11.96	1,202	1,524	322
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$28.02	1,741	2,012	271
Personal Care Aides	\$10.16	2,439	2,693	254
Office Clerks, General	\$14.91	4,556	4,810	254
Combined Food Preparation and Serving Workers, Including Fast Food	\$9.28	3,026	3,254	228
Waiters and Waitresses	\$9.46	2,576	2,802	226
Laborers and Freight, Stock, and Material Movers, Hand	\$14.47	2,874	3,096	222
Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	\$7.73	1,479	1,655	176
Welders, Cutters, Solderers, and Brazers	\$19.15	880	1,034	154
Industrial Machinery Mechanics	\$21.09	414	568	154
Cashiers	\$9.65	3,597	3,737	140
Landscaping and Groundskeeping Workers	\$11.08	878	1,009	131
Medical Secretaries	\$15.83	509	639	130
Maintenance and Repair Workers, General	\$17.54	1,863	1,991	128
Logging Equipment Operators	\$13.59	210	334	124
Packers and Packagers, Hand	\$11.37	1,049	1,171	122
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	\$14.20	783	904	121
Property, Real Estate, and Community Association Managers	\$16.09	702	816	114
Taxi Drivers and Chauffeurs	\$9.89	334	448	114
Chief Executives	\$35.37	407	520	113
Post Secondary Teachers	\$28.54	1,624	1,735	111
Packaging & Filing Machine Operators and Tenders	\$13.84	690	798	108

Source: Economic Modeling Specialists International -EMSI, Quarter 4 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

Mississippi River Region's 25 fastest growing jobs by percentage 2010-2015

The Mississippi River Region's 25 fastest growing jobs by percentage from 2010 to 2015 are displayed in Table 3.05. The greatest job growth by percentage in the region was experienced by Wellhead Pumpers and Pump Operators at 196% and 130% respectively. Sixty-four new jobs were created in those sectors from 2010 to 2015. In reviewing the data, the job sectors that experienced the greatest num-

ber of jobs as well as significant percentage increases between 2010 and 2015 were Operating Engineer and Other Construction Equipment Operators (352 jobs a 64% increase), Industrial Machine Mechanics (154 jobs a 37% increase), and Logging Equipment Operators (124 jobs a 59% increase). Similar to the 25 fastest growing jobs by numbers in the region, job increases by percentage can be attributed to the emergence of frac sand mining, the continued strength of manufacturing, and an increase in construction in the region.

Table 3.05: Mississippi River Region 25 Fastest Growing Jobs 2010-2015 by Percent

Description	Avg. Hourly Earnings	2010 Jobs	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change
Wellhead Pumpers	\$17.95	26	77	51	196%
Pump Operators, Except Wellhead Pumpers	\$18.99	10	23	13	130%
Earth Drillers, Except Oil and Gas	\$20.20	12	21	9	75%
Logging Workers, All Other	\$12.42	19	33	14	74%
Fallers	\$14.40	37	62	25	68%
Foundry Mold and Coremakers	\$16.97	14	23	9	64%
Operating Engineers and Other Construction Equipment Operators	\$24.16	549	901	352	64%
Logging Equipment Operators	\$13.59	210	334	124	59%
Excavating and Loading Machine and Dragline Operators	\$19.07	61	97	36	59%
Mobile Heavy Equipment Mechanics, Except Engines	\$21.28	151	229	78	52%
Dental Laboratory Technicians	\$15.76	31	47	16	52%
Bicycle Repairers	\$10.90	21	31	10	48%
Paving, Surfacing, and Tamping Equipment Operators	\$23.94	50	73	23	46%
Geoscientists, Except Hydrologists and Geographers	\$34.25	16	23	7	44%
Medical Appliance Technicians	\$15.51	12	17	5	42%
Unclassified Occupation	\$16.90	132	186	54	41%
Paper Goods Machine Setters, Operators, and Tenders	\$17.43	38	53	15	39%
Cargo and Freight Agents	\$19.92	36	50	14	39%
Industrial Machinery Mechanics	\$21.09	414	568	154	37%
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	\$13.92	83	113	30	36%
Meeting, Convention, and Event Planners	\$16.50	89	121	32	36%
Personal Care and Service Workers, All Other	\$9.27	180	243	63	35%
Millwrights	\$24.42	23	31	8	35%
Tour Guides and Escorts	\$14.84	61	82	21	34%
Taxi Drivers and Chauffeurs	\$9.89	334	448	114	34%

Source: Economic Modeling Specialists International -EMSI, Quarter 4 Data Set and Wisconsin Department of Workforce Development, Bureau of Workforce Information.

Buffalo County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06A shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Drivers/Sales Workers and Truck Drivers—475 jobs, Farmers, Ranchers, and Other Agricultural Managers—161 jobs, Office Clerks, General—153, Miscellaneous Agricultural Workers—153 jobs, Laborers and Material Movers—138 jobs. The occupations with the greatest job increases from 2005-

2015 were: Miscellaneous Agricultural Workers—49 jobs, Waiters and Waitresses—17 jobs, Bartenders—10 jobs, Credit Counselors and Loan Officers—7 jobs, Miscellaneous Managers—6 jobs.

The occupations with the five highest location quotients were: Farmers, Ranchers, and Other Agricultural Workers—10.95, Bus and Truck Mechanics and Diesel Specialists—6.77, Miscellaneous Agricultural Workers—5.49, Heavy Vehicle and Mobile Equipment Service Techs and Mechanics—5.3, Bartenders—5.18

Table 3.06A: Buffalo County Top 30 Occupations with Location Quotient of One or Greater

Occupation	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Drivers/Sales Workers & Truck Drivers	1414	475	-939	42	5.08	\$18.29
Farmers, Ranchers, & Other Agricultural Mgrs.	310	161	-149	11	10.95	\$12.00
Office Clerks, General	206	153	-53	7	1.6	\$13.82
Miscellaneous Agricultural Workers	104	153	49	11	5.49	\$12.28
Laborers & Material Movers, H&	227	138	-89	13	1.26	\$13.76
Elementary & Middle School Teachers	114	94	-20	3	1.6	\$23.52
Waiters & Waitresses	75	92	17	7	1.25	\$8.82
Bartenders	80	90	10	6	5.18	\$9.33
Cooks	68	70	2	4	1.02	\$10.28
Bookkeeping, Accounting, & Auditing Clerks	85	66	-19	2	1.29	\$15.47
Bus & Truck Mechs. & Diesel Eng. Specialists.	147	52	-95	4	6.77	\$16.59
Teacher Assistants	62	50	-12	2	1.34	\$12.55
Maintenance & Repair Workers, General	62	50	-12	2	1.18	\$16.92
Secondary School Teachers	57	47	-10	2	1.58	\$24.08
Dispatchers	98	46	-52	4	5.15	\$14.32
Tellers	44	45	1	3	3.07	\$11.10
Childcare Workers	59	43	-16	4	1.19	\$8.18
Construction Laborers	40	43	3	2	1.15	\$15.54
Carpenters	53	39	-14	1	1.32	\$16.64
Miscellaneous Teachers & Instructors	42	37	-5	1	1.35	\$15.33
Miscellaneous Food Processing Workers	49	35	-14	2	5.1	\$14.36
Heavy Vehicle & Mobile Equip. Service Techs. & Mechanics	31	30	-1	2	5.3	\$20.12
Automotive Techs. & Repairs	40	30	-10	2	1.08	\$12.73
Miscellaneous Mgrs.	24	30	6	2	1.38	\$22.43
Dishwashers	25	30	5	2	1.99	\$9.52
Postal Service Workers	34	29	-5	Insf. Data	2.03	\$23.26
Police Officers	27	27	0	1	1.35	\$18.54
Industrial Truck & Tractor Operators	46	27	-19	2	1.68	\$15.77
Credit Counselors & Loan Officers	19	26	7	1	2.64	\$27.57
Firefighters	26	26	0	1	2.78	\$13.25

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Crawford County Top 30 Occupations with Location Quotients of One or Greater

Table 3.06B shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Retail Salespersons—314 jobs, Laborers and Material Movers—270 jobs, Office Clerks, General—257 jobs, Farmers, Ranchers and Other Agricultural Managers—242 jobs, Cashiers—219 jobs.

The occupations with the greatest job increases from 2005-2015 were: Farmers, Ranchers, and Other Agricultural Managers—93 jobs, Miscellaneous Agricultural Workers—71 jobs, Bailiffs, Correctional Officers and Jailers—14 jobs, Miscellaneous Assemblers and Fabricators—9 jobs, Miscellaneous Community and Social Service Specialists—8 jobs, Firefighters—8 jobs.

The occupations with the five highest location quotients were: Woodworking Machine Setters, Operators, and Tenders—18.14, Farmers, Ranchers, and Other Agricultural Managers—8.86, Crushing, Grinding, Polishing, Mixing and Blending Workers—7.21, Electrical, Electronics and Electromechanical Assemblers—3.34, Firefighters—3.28,

cellaneous Agricultural Workers—71 jobs, Bailiffs, Correctional Officers and Jailers—14 jobs, Miscellaneous Assemblers and Fabricators—9 jobs, Miscellaneous Community and Social Service Specialists—8 jobs, Firefighters—8 jobs.

Table 3.06B: Crawford County Top 30 Occupations with Location Quotient of One or Greater

Occupation	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Retail Salespersons	449	314	-135	28	1.24	\$12.64
Laborers & Material Movers, H&	322	270	-52	13	1.33	\$13.19
Office Clerks, General	271	257	-14	9	1.44	\$14.36
Farmers, Rancher, & Other Agricultural Mgrs.	149	242	93	16	8.86	\$9.51
Cashiers	247	219	-28	17	1.15	\$9.41
Customer Service Representatives	153	149	-4	8	1.05	\$14.91
Nursing, Psychiatric, & Home Health Aides	181	148	-33	6	1.08	\$11.97
Miscellaneous Production Workers	155	143	-12	8	2.94	\$15.29
Miscellaneous Agricultural Workers	62	133	71	11	2.57	\$12.02
Elementary Middle School Teachers	124	124	0	5	1.13	\$21.30
Woodworking Machine Setters, Operators, & Tenders	199	124	-75	6	18.14	\$12.98
Miscellaneous Assemblers & Fabricators	105	114	9	7	1.54	\$14.18
Maintenance & Repair Workers, General	121	109	-12	5	1.4	\$17.55
Stock Clerks & Order Fillers	143	109	-34	8	1.04	\$12.82
Bookkeeping, Accounting, & Auditing Clerks	125	108	-17	2	1.13	\$15.87
Personal Care Aides	154	101	-53	4	1.02	\$9.91
Bartenders	89	95	6	6	2.94	\$9.37
Health Practitioner Support Technologists & Techs.	73	80	7	4	2.05	\$16.97
Carpenters	85	77	-8	3	1.41	\$16.78
Crushing, Grinding, Polishing, Mixing, & Blending Workers	80	73	-7	4	7.21	\$15.19
First-Line Supervisors of Production & Operating Workers	85	71	-14	3	2.13	\$24.71
Teacher Assistants	69	70	1	3	1	\$11.62
Shipping, Receiving, & Traffic Clerks	79	64	-15	3	1.74	\$14.73
Secondary School Teachers	63	62	-1	2	1.12	\$21.89
Bailiffs, Correctional Officers, & Jailers	47	61	14	4	2.49	\$21.22
Firefighters	48	56	8	3	3.28	\$15.84
Miscellaneous Community & Social Service Specialists.	61	56	8	3	3.28	\$15.84
Construction Equip. Operators	57	49	-8	2	2.1	\$22.48
Electrical, Electronics, & Electromechanical Assemblers	<10	49	Insf. Data	5	3.34	\$13.96
Tellers	45	49	4	3	1.78	\$12.08

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Jackson County Top 30 Occupations with Location Quotients of One or Greater

Table 3.06C shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Driver/Sales Workers and Truck Drivers—759 jobs, Farmers, Ranchers, and Other Agricultural Managers—370 jobs, Construction and Equipment Operators—329 jobs, Office Clerks, General—320 jobs, Cashiers—256 jobs.

The occupations with the greatest job increases from 2005-2015 were:

Driver/Sales Workers and Truck Drivers—129 jobs, Personal Care Aides—87 jobs, Construction and Equipment Operators—36 jobs, Bus and Truck Mechanics and Diesel Specialists – 25 jobs, Miscellaneous Agricultural Workers—19 jobs.

The occupations with the five highest location quotients in 2015 were: Highway Maintenance Workers—12.23, Construction Equipment Operators—11.8, Farmers, Ranchers and Other Agricultural Managers—11.3, Firefighters—6.37, Bus and Truck Mechanics and Diesel Specialists—5.65.

Table 3.06C: Jackson County Top 30 Occupations with Location Quotient of One or Greater

Jackson County	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Driver/Sales Workers & Truck Drivers	627	756	129	31	3.65	\$17.53
Farmers, Ranchers, & Other Agricultural Mgrs.	544	370	-174	16	11.3	\$16.23
Construction & Equip. Operators	293	329	36	25	11.8	\$24.33
Office Clerks, General	313	320	7	10	1.5	\$14.79
Cashiers	356	256	-100	18	1.12	\$9.27
Miscellaneous Agricultural Workers	199	218	19	14	3.53	\$14.68
Construction Laborers	196	198	2	14	2.39	\$18.29
Police Officers	169	148	-21	6	3.36	\$22.84
Elementary & Middle School Teachers	157	144	-13	4	1.1	\$22.22
Bailiffs, Correctional Officers, & Jailers	157	144	-17	6	4.81	\$20.93
Firefighters	148	131	-17	5	6.37	\$15.84
Maintenance & Repair Workers, General	123	127	4	5	1.35	\$19.27
Personal Care Aides	36	123	87	10	1.04	\$9.91
Highway Maintenance Workers	123	115	-8	5	12.23	\$20.32
Bookkeeping, Accounting, & Auditing Clerks	121	114	-7	2	1	\$16.85
Miscellaneous Community & Social Service Specialists.	98	99	1	4	2.22	\$16.91
Bus & Truck Mechanics & Diesel Eng. Specialists.	72	97	25	4	5.65	\$15.98
Bartenders	102	91	-11	5	2.35	\$9.24
Miscellaneous Assemblers & Fabricators	92	90	-2	5	1.01	\$16.26
Teacher Assistants	91	88	-3	3	1.06	\$11.72
Carpenters	104	88	-16	4	1.35	\$19.70
Emergency Medical Techs. & Paramedics	79	76	-3	2	5	\$11.91
Bus Drivers	72	74	2	3	1.73	\$16.61
Secondary School Teachers	80	73	-7	2	1.1	\$22.79
First-Line Supervisors of Construction Trades & Extraction Workers	80	70	-10	3	1.73	\$26.20
Electrical, Electronics, & Electromechanical Assemblers	56	69	13	6	3.93	\$15.75
Health Practitioner Support Technologists & Technicians	55	64	9	3	1.38	\$19.58
Tellers	61	64	3	3	1.97	\$11.10
Dispatchers	52	62	10	3	3.17	\$14.40
Preschool & Kindergarten Teachers	40	55	15	4	1.36	\$14.37

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

La Crosse County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06D shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Registered Nurses—3,739 jobs, Retail Salespersons—2,824 jobs, Driver/Sales Workers and Truck Drivers—2,050 jobs, Office Clerks General—2,003, Fast Food & Counter Workers—1,879 jobs.

The occupations with the greatest job increases from 2005-2015 were:

Registered Nurses—839 jobs, Personal Care Aides—545 jobs, Nursing, Psychiatric & Home Health Aides—337 jobs, Insurance Claims & Policy Processing Clerks—313 jobs, Driver/Sales Workers & Truck Drivers—226 jobs.

The occupations with the five highest location quotients in 2015 were: Insurance Claims & Policy Processing Clerks—3.96, Printing Workers—3.68, Registered Nurses—2.81, Bartenders—2.72 and Welding, Soldering and Brazing Workers—2.14.

Table 3.06D: La Crosse County Top 30 Occupations with Location Quotient of One or Greater

Occupation	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Registered Nurses	2900	3739	839	200	2.81	\$25.92
Retail Salespersons	2886	2824	-62	135	1.26	\$11.80
Driver/Sales Workers & Truck Drivers	1824	2050	226	73	1.34	\$18.81
Office Clerks, General	1925	2003	78	65	1.27	\$14.93
Fast Food & Counter Workers	1739	1879	140	87	1.06	\$9.20
Laborers & Material Movers, H&	1778	1864	86	83	1.04	\$13.76
Nursing, Psychiatric & Home Health Aides	1360	1697	337	88	1.41	\$13.31
Waiters & Waitresses	1312	1587	275	104	1.32	\$9.68
Personal Care Aides	927	1472	545	81	1.68	\$10.32
Customer Service Representatives	1495	1441	-54	56	1.15	\$14.74
Postsecondary Teachers	1106	1162	56	35	1.64	\$28.32
Cooks	1018	1162	144	51	1.03	\$11.47
Sales Representatives, Wholesale & Mfg.	916	989	73	41	1.14	\$29.31
Bookkeeping, Accounting, & Auditing Clerks	1005	965	-40	14	1.15	\$15.23
Bartenders	681	774	93	42	2.72	\$9.44
Maintenance & Repair Workers, General	699	759	60	28	1.1	\$17.03
Teacher Assistants	619	672	53	25	1.09	\$11.71
Miscellaneous Healthcare Support Occupation	910	656	-254	32	1	\$17.48
Therapists	461	590	129	31	1.83	\$30.86
Counter & Rental Clerks & Parts Salespersons	474	520	46	22	1.58	\$13.75
Automotive Techs. & Repairers	491	517	26	22	1.14	\$15.69
Insurance Claims & Policy Processing Clerks	186	499	313	45	3.96	\$15.38
Carpenters	587	497	-90	12	1.03	\$19.68
Recreation & Fitness Workers	410	491	81	22	1.56	\$11.56
Health Practitioner Support Technologists & Techs.	423	478	55	17	1.39	\$14.20
Welding, Soldering, & Brazing Workers	442	473	31	29	2.14	\$19.62
Printing Workers	450	458	8	15	3.68	\$16.98
Industrial Machinery Installation, Repair, & Maintenance Workers	281	426	145	25	1.91	\$21.65
Counselors	406	420	14	23	1.28	\$21.55
Packaging & Filling Machine Operators & Tenders	309	417	108	27	2.3	\$13.33

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Monroe County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06E shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Laborers & Material Movers and Handlers—1,001 jobs, Driver/Sales Workers and Truck Drivers—885 jobs, Office Clerks General—661 jobs, Cashiers—571 jobs, and Farmers, Ranchers, & Other Agriculture Managers—449 jobs. The occupations with the greatest job increases from 2005-2015 were: Laborers & Material Movers and Handlers —161 jobs, Construc-

tion Equip. Operators—158 jobs, Miscellaneous Food Processing Workers—97 jobs, Miscellaneous Agricultural Workers—84 jobs and Elementary & Middle School Teachers—64 jobs.

The occupations with the five highest location quotients in 2015 were: Farmers, Ranchers, & Other Agriculture Managers—6.14, Miscellaneous Food Processing Workers—5.95, Construction Equip. Operators—3.89, Industrial Truck & Tractor Operators—2.85, Farmers, Ranchers, and Other Agricultural Managers—7.05 and Welding, Soldering and Brazing Workers —2.71.

Table 3.06E: Monroe County Top 30 Occupations with Location Quotient of One or Greater

Monroe County	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Laborers & Material Movers, H&	840	1001	161	49	1.85	\$13.15
Driver/Sales Workers & Truck Drivers	895	885	-10	30	1.91	\$19.29
Office Clerks, General	645	661	16	24	1.39	\$14.33
Cashiers	510	571	61	33	1.12	\$9.49
Farmers, Ranchers, & Other Agricultural Mgrs.	506	449	-57	19	6.14	\$16.16
Miscellaneous Assemblers & Fabricators	402	376	-26	16	1.89	\$13.71
Maintenance & Repair Workers, General	358	352	-6	17	1.68	\$17.32
Elementary & Middle School Teachers	232	296	64	15	1.01	\$23.79
Miscellaneous Agricultural Workers	205	289	84	20	2.09	\$14.58
Miscellaneous Production Workers	276	276	0	15	2.12	\$14.95
Bookkeeping, Accounting, & Auditing Clerks	268	265	-3	6	1.04	\$16.70
Construction Equip. Operators	84	242	158	18	3.89	\$26.47
Industrial Truck & Tractor Operators	179	226	47	11	2.85	\$14.70
Miscellaneous Food Processing Workers	106	203	97	14	5.95	\$14.01
Construction Laborers	134	189	55	10	1.02	\$17.54
Welding, Soldering, & Brazing Workers	167	182	15	13	2.71	\$17.75
First-Line Supervisors of Production & Operating Workers	178	176	-2	5	1.98	\$23.13
Bartenders	166	175	9	18	2.03	\$9.20
Miscellaneous Business Operations Specialists.	143	155	12	5	1.12	\$29.05
Secondary School Teachers	117	148	31	7	1	\$24.41
Miscellaneous Mgrs.	121	146	25	7	1.37	\$27.05
Inspectors, Testers, Sorters, Samplers, & Weighers	144	140	-4	5	1.88	\$15.80
Miscellaneous Teachers & Instructors	117	1369	22	7	1.02	\$16.23
Bailiffs, Correctional Officers, & Jailers	176	139	-37	6	2.14	\$19.18
Bus Drivers	95	130	35	7	1.35	\$15.28
Police Officers	114	127	13	7	1.29	\$19.81
Firefighters	106	123	17	6	2.68	\$13.82
Packaging & Filling Machine Operators & Tenders	88	122	34	8	2.22	\$14.03
Tellers	116	121	5	7	1.66	\$12.31
Miscellaneous Community & Social Service Specialists.	92	120	28	6	1.2	\$15.03

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Pepin County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06F shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Farmers, Ranchers, & Other Agriculture Managers—89 jobs, Office Clerks General—84 jobs, Driver/Sales Workers and Truck Drivers—81 jobs, Miscellaneous Agriculture Workers—78 jobs, and Fast Food & Counter Workers—70 jobs. The occupations with the greatest job increases from 2005-2015

were: Miscellaneous Agriculture Workers—47 jobs, Fast Food & Counter Workers—35 jobs, Farmers Ranchers and Other Agriculture Managers—18 jobs, Heavy Vehicle & Mobile Equip. Service Techs. & Mechanics—12 jobs and Nursing, Psychiatric & Home Health Aides—10 jobs. The occupations with the five highest location quotients in 2015 were: Heavy Vehicle & Mobile Equip. Service Techs. & Mechanics—10.1, Farmers, Ranchers, and Other Agricultural Managers—10.1, Bartenders—4.76, Miscellaneous Agriculture Workers—4.71, and Firefighters—3.55.

Table 3.06F: Pepin County Top 30 Occupations with Location Quotient of One or Greater

Pepin County	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Farmers, Ranchers, & Other Agricultural Mgrs.	71	89	18	10	10.1	\$12.11
Office Clerks, General	86	84	-2	2	1.45	\$15.59
Driver/Sales Workers & Truck Drivers	95	81	-14	3	1.44	\$16.97
Miscellaneous Agricultural Workers	31	78	47	8	4.71	\$12.53
Fast Food & Counter Workers	35	70	35	6	1.08	\$9.33
Cashiers	68	69	1	4	1.12	\$9.57
Elementary & Middle School Teachers	81	65	-16	4	1.84	\$22.66
Nursing, Psychiatric, & Home Health Aides	43	53	10	4	1.21	\$12.10
Bartenders	55	50	-5	4	4.76	\$9.81
Waiters & Waitresses	47	46	-1	4	1.04	\$9.24
Cooks	40	43	3	3	1.04	\$10.56
Carpenters	49	41	-8	2	2.34	\$18.96
Bus Drivers	57	41	-16	2	3.49	\$14.11
Sales Representatives, Wholesale & Mfg.	38	40	2	2	1.25	\$31.41
Construction Laborers	36	39	3	2	1.75	\$17.41
Bookkeeping, Accounting, & Auditing Clerks	40	37	-3	Insf. Data	1.21	\$17.88
Heavy Vehicle & Mobile Equip. Service Techs. & Mechanics	22	34	12	2	10.1	\$20.96
Teacher Assistants	41	33	-8	2	1.47	\$12.01
Secondary School Teachers	41	33	-8	2	1.84	\$23.17
Maintenance & Repair Workers, General	28	29	1	1	1.17	\$18.58
Counter & Rental Clerks & Parts Salesperson	34	29	-5	1	2.41	\$16.95
Childcare Workers	31	28	-3	2	1.3	\$9.32
Automotive Techs. & Repairers	28	26	-2	2	1.56	\$17.13
Grounds Maintenance Workers	<10	25	Insf. Data	3	1.03	\$12.52
Postal Service Workers	18	23	5	2	2.72	\$21.85
Miscellaneous Teachers & Instructors	28	22	-6	1	1.36	\$14.05
Construction Equip. Operators	22	22	0	Insf. Data	2.87	\$24.23
Police Officers	22	21	-1	1	1.75	\$22.18
Firefighters	20	20	0	1	3.55	\$15.35
Insurance Sales Agents	13	20	7	2	1.94	\$30.13

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Pierce County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06G shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Office Clerks General—462 jobs, Driver/Sales Workers and Truck Drivers—454 jobs, Elementary & Middle School Teachers—357 jobs, Fast Food & Counter Workers—355 jobs, and Cashiers—307 jobs. The occupations with the greatest job increases from 2005-2015 were: Miscellaneous Agriculture Workers—87 jobs, Electrical, Electronics, & Electromechanical

Assemblers—78 jobs, Fast Food & Counter Workers—77 jobs, Elementary & Middle School Teachers—62 jobs, Farmers, Ranchers, and Other Agricultural Managers—51 jobs, and Miscellaneous Teachers & Instructors—51 jobs. The occupations with the five highest location quotients in 2015 were: Firefighters—3.92, Miscellaneous Teachers & Instructors—3.83, Bartenders—3.74, Electrical, Electronics, & Electromechanical Assemblers—3.52 and Farmers, Ranchers, and Other Agricultural Managers—2.83.

Table 3.06G: Pierce County Top 30 Occupations with Location Quotient of One or Greater

Pierce County	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Office Clerks, General	422	462	40	17	1.81	\$16.74
Driver/Sales Workers & Truck Drivers	432	454	22	19	1.84	\$20.31
Elementary & Middle School Teachers	295	357	62	18	2.29	\$29.26
Fast Food & Counter Workers	278	355	77	22	1.24	\$9.23
Cashiers	307	307	0	17	1.13	\$10.08
Laborers & Material Movers, H&	248	296	42	18	2.5	\$13.87
Postsecondary Teachers	244	286	42	13	2.5	\$30.23
Miscellaneous Teachers & Instructors	228	279	51	13	3.83	\$16.94
Farmers, Ranchers, & Other Agricultural Mgrs.	289	279	51	9	2.83	\$16.94
Waiters & Waitresses	207	220	13	15	1.13	\$9.89
Cooks	1.18	214	28	11	1.18	\$12.52
Miscellaneous Agricultural Workers	106	193	87	16	2.63	\$11.42
Teacher Assistants	155	180	25	8	1.8	\$15.05
Secondary School Teachers	146	175	29	9	2.21	\$30.91
Bartenders	168	172	4	10	3.74	\$10.02
Personal Care Aides	255	162	-93	15	1.14	\$9.94
Childcare Workers	180	151	-29	11	1.57	\$9.94
Sales Representatives, Wholesale & Mfg.	91	140	49	9	1	\$35.54
Maintenance & Repair Workers, General	108	128	20	6	1.15	\$20.26
Construction Laborers	117	112	-5	5	1.13	\$16.88
Carpenters	153	104	-49	3	1.34	\$18.47
Firefighters	104	96	-8	4	3.92	\$16.68
Automotive Techs. & Repairers	90	89	-1	5	1.22	\$17.48
Supervisors of Food Preparation & Serving Workers	76	86	10	5	1.07	\$14.82
Miscellaneous Production Workers	64	82	18	6	1.18	\$13.58
Miscellaneous Mgrs.	65	80	15	4	1.4	\$33.25
Recreation & Fitness Workers	51	76	25	5	1.49	\$17.27
Electrical, Electronics, & Electromechanical Assemblers	26	74	78	6	3.52	\$17.11
Barbers, Hairdressers, Hairstylists, & Cosmetologists	110	71	-39	4	1.22	\$13.06
Police Officers	76	71	-5	3	1.35	\$30.86

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Trempealeau County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06H shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Woodworking Machine Setters, Operators and Tenders—730 jobs, Laborers & Material Movers and Handlers—701 jobs, Driver/Sales Workers and Truck Drivers—595 jobs, Miscellaneous Assemblers & Fabricators—530 jobs, Office Clerks General—440 jobs, and Farmers, Ranchers, & Other Agriculture Managers—376 jobs. The occupations with the greatest job increases from 2005-2015 were: Woodworking Machine Setters,

Operators and Tenders—730 jobs, Miscellaneous Agriculture workers—193 jobs, farmers ranchers and other agriculture managers—120 jobs, Miscellaneous Assemblers and Fabricators—87 jobs and Welding, Soldering and Brazing Workers—77 jobs.

These occupations with the five highest location quotients in 2015 were: Woodworking Machine Setters, Operators and Tenders—54.95, Cabinet makers & Bench Carpenters—26.63, Miscellaneous Textile, Apparel and Furnishings Workers—12.86, Farmers, Ranchers, and Other Agricultural Managers—7.05 and Painting Workers—6.62.

Table 3.06H: Trempealeau County Top 30 Occupations with Location Quotient of One or Greater

Trempealeau County	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Woodworking Machine Setters, Operators & Tenders	537	730	193	37	54.95	\$14.21
Laborers & Material Movers, H&	607	701	94	32	1.78	\$13.86
Driver/Sales Workers & Truck Drivers	576	595	19	22	1.76	\$20.36
Miscellaneous Assemblers & Fabricators	443	530	87	24	3.67	\$15.09
Office Clerks, General	440	506	66	20	1.46	\$14.68
Farmers, Ranchers, & Other Agricultural Mgrs.	256	376	120	19	7.05	\$11.61
Miscellaneous Agricultural Workers	108	301	193	26	2.99	\$12.74
Cabinetmakers & Bench Carpenters	241	294	53	10	26.63	\$12.32
Elementary & Middle School Teachers	276	292	16	10	1.37	\$23.47
First-Line Supervisors of Production & Operating Workers	226	277	51	11	4.28	\$25.62
Welding, Soldering, & Brazing Workers	178	255	77	16	5.22	\$19.53
Maintenance & Repair Workers, General	220	254	34	11	1.67	\$18.16
Butchers & Other Meat, Poultry, & Fish Processing Workers	256	251	-5	9	6.31	\$14.56
Miscellaneous Production Workers	186	220	34	11	2.32	\$16.20
Sales Representatives, Wholesale & Mfg.	166	205	39	9	1.07	\$29.46
Bookkeeping, Accounting, & Auditing Clerks	200	204	4	6	1.1	\$16.47
Carpenters	180	176	-4	6	1.66	\$17.78
Teacher Assistants	166	172	6	6	1.26	\$12.42
Postsecondary Teachers	119	159	40	9	1.02	\$28.68
Machine Tool Cutting Setters, Operators, & Tenders, Metal & Plastic	133	155	22	6	4.32	\$17.10
Secondary School Teachers	139	146	7	5	1.36	\$24.05
Childcare Workers	156	132	-24	8	1	\$8.17
Automotive Techs. & Repairers	91	124	33	8	1.24	\$14.90
Miscellaneous Food Processing Workers	116	124	8	5	4.97	\$15.70
Inspectors, Testers, Sorters, Samplers, & Weighers	106	120	14	6	2.2	\$17.83
Painting Workers	81	114	33	6	6.62	\$18.17
Miscellaneous Teachers & Instructors	107	112	5	4	1.12	\$14.89
Miscellaneous Textile, Apparel, & Furnishings Workers	12	111	-9	4	12.86	\$15.96
Bartenders	121	110	-11	7	1.75	\$9.14
Packaging & Filling Machine Operators & Tenders	93	99	6	5	2.47	\$15.41

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Vernon County Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06I shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Drivers/Sales Workers And Truck Drivers—319 jobs, Office Clerks, General—305 jobs, Cashiers—282 jobs, Elementary & Middle School Teachers—274 jobs, Taxi Drivers and Chauffeurs—237 jobs and Nursing, Psychiatric and Home Health Aides—236 Jobs. The occupations with the greatest job increases from 2005-2015 were: Taxi Drivers and Chauffeurs—207 jobs, Drivers/Sales Workers & Truck Drivers—90 jobs, Personal Care

Aides—89, Waiters and Waitresses—39 jobs, Miscellaneous Food Processing Workers—38 jobs, and Sales Representatives, Wholesale Manufacturing—35 jobs.

The occupations with the five highest location quotients in 2015 were: Farmers Ranchers and Other Agriculture Managers—6.39, Miscellaneous Food Processing Workers—5.56, Miscellaneous Agricultural Workers—2.73 and Bus Drivers—2.56.

Table 3.06I: Vernon County Top 30 Occupations with Location Quotient of One or Greater

Occupations	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Driver/Sales Workers & Truck Drivers	229	319	90	20	1.46	\$14.86
Office Clerks, General	281	305	24	12	1.36	\$13.68
Cashiers	260	282	22	17	1.17	\$9.39
Elementary & Middle School Teachers	269	274	5	10	1.99	\$21.23
Taxi Drivers & Chauffeurs	30	237	207	23	12.7	\$9.35
Nursing, Psychiatric & Home Health Aides	234	236	2	13	1.37	\$13.20
Personal Care Aides	134	223	89	14	1.78	\$10.53
Farmers, Ranchers, & Other Agricultural Mgrs.	332	220	-112	10	6.39	\$10.88
Registered Nurses	203	207	4	9	1.09	\$29.56
Waiters & Waitresses	152	191	39	14	1.11	\$8.79
Cooks	159	179	20	9	1.11	\$10.56
Miscellaneous Agricultural Workers	181	178	-3	14	2.73	12.24
Teacher Assistants	151	152	1	6	1.72	\$11.62
Secondary School Teachers	136	137	1	5	1.96	\$21.87
Sales Representatives, Wholesale & Mfg.	93	128	35	9	1.04	\$26.21
Bookkeeping, Accounting, & Auditing Clerks	127	126	-1	3	1.05	\$15.81
Maintenance & Repair Workers, General	114	119	5	5	1.21	\$16.33
Bus Drivers	90	116	26	7	2.56	\$13.97
Construction Laborers	89	113	24	6	1.3	\$13.06
Carpenters	115	103	-12	4	1.5	\$13.03
Childcare Workers	128	102	-26	6	1.2	\$8.48
Miscellaneous Teachers & Instructors	97	100	3	4	1.55	\$13.61
Tellers	107	100	-7	6	2.9	\$11.21
Bartenders	73	97	24	6	2.4	\$9.09
Miscellaneous Community & Social Service Specialists.	66	90	24	5	1.92	\$14.35
Miscellaneous Food Processing Workers	51	89	38	6	5.56	\$13.20
Counselors	58	82	24	6	1.75	\$21.93
Health Practitioner Support Technologists & Techs.	66	79	13	4	1.61	\$16.38
Automotive Techs. & Repairers	65	78	13	5	1.21	\$13.45
Dishwashers	59	71	12	5	2.04	\$9.52

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

Mississippi River Region Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06J shows that of the 30 occupations listed the five occupations with the most number of jobs in the region in 2015 were: Drivers/Sales Workers And Truck Drivers—5,738 jobs, Registered Nurses—4837 jobs, Laborers and Material Movers—4,777 jobs, Office Clerks General—4,750 jobs, Cashiers—3,724 jobs. The occupations with the greatest job increases from 2005-2015 were: Registered Nurses—919

jobs, Personal Care Aides—677 jobs, Miscellaneous Agriculture Workers—567, Laborers and Material Movers and Handlers—325 jobs, Nursing, Psychiatric and Home Health Aides—316 jobs

The occupations in the region with the five highest location quotients in 2015 were: Woodworking Machine Setters, Operators and Tenders—8.8, Farmers Ranchers and Other Agricultural Managers—4.18, Bartenders—2.67, Welding, Soldering & Brazing Workers, Construction Equipment Operators—2.14

Table 3.06J: Mississippi River Region Top 30 Occupations with Location Quotient of One or Greater

Occupations	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Driver/Sales Workers & Truck Drivers	6305	5738	-522	246	1.74	\$18.60
Registered Nurses	3918	4837	919	252	1.67	\$27.01
Laborers & Material Movers, H&	4452	4777	325	239	1.23	\$13.57
Office Clerks, General	4588	4750	162	167	1.39	\$14.85
Cashiers	3657	3724	67	221	1.02	\$9.62
Nursing, Psychiatric, & Home Health Aides	2598	2914	316	160	1.11	\$13.04
Waiters & Waitresses	2553	2770	217	189	1.06	\$9.46
Elementary & Middle School Teachers	2370	2505	135	101	1.2	\$23.97
Personal Care Aides	1778	2455	677	157	1.29	\$10.23
Farmers, Ranchers, & Other Agricultural Mgrs.	2512	2196	-316	115	4.18	\$13.33
Bookkeeping, Accounting, & Auditing Clerks	2088	1997	-91	38	1.37	\$15.62
Miscellaneous Assemblers & Fabricators	2144	1954	-190	84	1.37	\$15.62
Maintenance & Repair Workers, General	1834	1927	93	79	1.28	\$17.60
Sales Representatives, Wholesale & Mfg.	1685	1877	192	87	1	\$29.44
Postsecondary Teachers	1676	1741	65	66	1.13	\$28.44
Bartenders	1534	1652	118	102	2.67	\$9.42
Miscellaneous Agricultural Workers	1046	1613	567	125	1.63	\$12.91
Teacher Assistants	1503	1578	75	62	1.18	\$12.27
Childcare Workers	1647	1511	-136	92	1.16	\$8.78
Construction Laborers	1213	1331	118	64	1	\$16.18
Carpenters	1506	1260	-246	38	1.2	\$18.32
Secondary School Teachers	1188	1245	57	51	1.17	\$24.90
Miscellaneous Production Workers	1222	1234	12	67	1.32	\$14.96
Miscellaneous Teachers & Instructors	1069	1165	96	47	1.19	\$15.12
Woodworking Machine Setters, Operators, & Tenders	1155	1151	-4	70	8.8	\$14.17
Welding, Soldering, & Brazing Workers	993	1108	115	74	2.3	\$19.05
Automotive Techs. & Repairers	1028	1103	75	57	1.12	\$15.35
First-Line Supervisors of Production & Operating Workers	1043	1072	29	37	1.68	\$25.47
Construction Equip. Operators	714	957	243	61	2.14	\$24.37
Health Practitioner Support Technologists & Techs.	821	912	91	37	1.22	\$15.54

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

State of Wisconsin Top 30 Occupations with Location Quotients of One or Greater.

Table 3.06J shows that of the 30 occupations listed the five occupations with the most number of jobs in the State in 2015 were: Retail Sales Persons— 99,395 jobs, Office Clerks, General - 96,121 jobs, Laborers and Material Movers, Hand – 90,668, Drivers/Sales Workers and Truck Drivers— 87,779 jobs, and Personal Care Aides -73,605 jobs. The occupations with the greatest job increases in the state from 2005-2015 were: Personal Care Aides—32,937 jobs, Fast Food Coun-

ter Workers —7,553 jobs, Miscellaneous Agricultural Workers—7,141, Registered Nurses—4,488 jobs, and Computer and Information Analysts—3,547 jobs. The occupations in the State with the five highest location quotients in 2015 were: Bartenders—2.34, Machine tool Cutting Setters, Operators, and Tenders, Metal and Plastic – 2.28, Packaging and Filling Machine Operators and Tenders— 2.28, Machinists - 1.95, Personal Care Aides -1.86 and Welding, Soldering, and Brazing Workers -1.84

Table 3.06K: State of Wisconsin Top 30 Occupations with Location Quotient of One or Greater

Occupations	2005 Jobs	2015 Jobs	# Change	2005-2015 Annual Openings	2015 Location Quotient	2015 Avg. Hourly Earnings
Retail Salespersons	103,521	99,395	(4,126)	4,080	1.01	\$12.14
Office Clerks, General	92,624	96,121	3,497	2,918	1.49	\$15.79
Laborers and Material Movers, Hand	88,797	90,668	1,871	3,702	1.21	\$13.74
Driver/Sales Workers and Truck Drivers	89,066	87,779	(1,287)	2,562	1.20	\$18.03
Personal Care Aides	40,668	73,605	32,937	3,751	1.86	\$11.52
Fast Food and Counter Workers	63,878	71,431	7,553	3,225	1.00	\$10.35
Farmers, Ranchers, and Other Agricultural Managers	70,132	60,878	(9,254)	1,642	1.79	\$9.39
Customer Service Representatives	55,805	57,902	2,097	1,876	1.12	\$9.78
Registered Nurses	51,843	56,331	4,488	1,880	1.05	\$13.34
Sales Representatives, Wholesale and Manufacturing	46,195	48,688	2,493	1,692	1.25	\$17.28
Miscellaneous Assemblers and Fabricators	50,848	46,083	(4,765)	1,494	1.72	\$31.84
Elementary and Middle School Teachers	40,244	41,079	835	1,182	1.05	\$18.47
Maintenance and Repair Workers, General	32,199	32,599	400	1,080	1.14	\$18.79
Miscellaneous Production Workers	33,333	30,818	(2,515)	1,102	1.70	\$17.44
Miscellaneous Sales and Related Workers	36,522	29,427	(7,095)	640	1.32	\$32.05
Bartenders	26,533	27,535	1,002	1,268	2.34	\$12.75
Carpenters	32,432	27,056	(5,376)	750	1.03	\$14.98
Miscellaneous Teachers and Instructors	20,764	22,487	1,723	684	1.03	\$9.98
Secondary School Teachers	21,784	22,144	360	653	1.13	\$11.19
First-Line Supervisors of Production and Operating Workers	22,788	21,456	(1,332)	541	1.77	\$26.53
Miscellaneous Agricultural Workers	13,960	21,101	7,141	1,196	1.08	\$51.32
Recreation and Fitness Workers	16,341	19,260	2,919	687	1.22	\$17.35
Insurance Sales Agents	17,421	18,614	1,193	956	1.03	\$11.96
Miscellaneous Community and Social Service Specialists	15,442	17,998	2,556	621	1.37	\$33.96
Welding, Soldering, and Brazing Workers	17,053	17,011	(42)	802	1.84	\$18.69
Packaging and Filling Machine Operators and Tenders	15,145	16,517	1,372	772	2.28	\$24.13
Computer and Information Analysts	12,934	16,481	3,547	614	1.18	\$15.49
Machinists	15,152	15,398	246	710	1.95	\$37.27
Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	17,188	15,030	(2,158)	509	2.28	\$9.64
Human Resources Workers	15,483	14,889	(594)	530	1.22	\$25.56

Source: EMSI 2005-2015 Class of Worker (QCEW Employees, Non-QCEW Employees & Self-Employed); Workforce Analytics Occupation Analysis (Jobs & Growth, Openings vs. Completions, Earnings & Adjusted Earnings, Location Quotient).

REGIONAL COMMUTING PATTERNS

Table 3.07A below shows the Mississippi River Region counties and other nearby Wisconsin counties in the columns across the top of the table. These columns represent the number of individuals commuting from each county and the rows on the left report what counties these individuals residing in Wisconsin are commuting to. From this it shows that on a net basis 18,776 individuals commute out from their counties than into them. La Crosse County (2,138 net in commuters) and Monroe County (1,113 net in commuters) are the only counties that have more individuals commuting into them to work than out. The breakdown of this commuting pattern is as follows: **Commuting from Buffalo County** - 6,655, commuting to Buffalo County - 3,925, resulting in 2,730 more individuals commuting out of the county than into it. **Commuting from Crawford County** - 6,336, commuting to Crawford County - 5,418, resulting in 918 more individuals commuting out of the county than into it. **Commuting from**

Jackson County - 8,577, commuting to Jackson County - 7,399 resulting in 1,178 more individuals commuting out of the county than into it. **Commuting from La Crosse County** - 59,574, commuting to La Crosse County - 61,712, resulting in 2,138 more individuals commuting into the county than out of it. **Commuting from Monroe County** - 20,785, commuting to Monroe County - 21,898, resulting in 1,113 more individuals commuting into the county than out of it. **Commuting from Pepin County** - 3,162, commuting to Pepin County - 2,602, resulting in 560 more individuals commuting out of the county than into it. **Commuting from Pierce County** - 19,781, commuting to Pierce County - 9,659, resulting in 10,122 more individuals commuting out of the county than into it. **Commuting from Trempealeau County** - 14,282, commuting to Trempealeau County - 13,558 resulting in 724 more individuals commuting out of the county than into it. **Commuting from Vernon County** - 12,335, commuting to Vernon County - 9,791, resulting in 2,544 more individuals commuting out of the county than into it.

Table 3.07A: Wisconsin, Minnesota, and Iowa Commuting Patterns

COMMUTING TO...	COMMUTING FROM...														TOTALS
	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Tremp.	Vernon	Juneau	St. Croix	Eau Claire	Dunn		
	Buffalo	3,113		12	33		203	21	179	9		295	60	3,925	
	Crawford		5,210	1	8	7			192					5,418	
	Jackson	5		6,260	205	348	1		365	42	22	143	8	7,399	
	La Crosse	70	217	375	54,399	2,006		4	1,699	2,793	63	78	8	61,712	
	Monroe	7	40	719	2,016	17,006	6		75	797	1,186	23	13	21,898	
	Pepin	271		3		8	1,934	111				99	176	2,602	
	Pierce	32		3	6	4	203	7,812	8		1,257	4	330	9,659	
	Tremp.	834	3	819	918	40	48		10,067	9	5	14	786	15	13,558
	Vernon		542	15	610	399			10	8,069	146			9,791	
	Juneau			48	112	904			252	7,480		48	23	8,867	
	St. Croix	27			18	3	63	3,875	12	2		21,183	193	1,199	26,575
	Eau Claire	618	2	280	42	10		111	989	6		299	43,129	3,424	48,910
	Dunn	68		4	19		309	313			3	525	1,393	13,884	16,518
	Washington (MN)	2		1	4		4	2,148				6,177	61		8,397
	Dakota (MN)	27		4	15	8	17	1,953	5	2	3	1,860	79	68	4,041
	Goodhue (MN)	15		3	35	2	161	2,198		2	5	107		10	2,538
	Wabasha (MN)	256					104	53				13	14	7	447
	Winona (MN)	1,269		14	529	23	16		839	33		4		53	2,780
Houston (MN)	2	12	3	410	2			7	42					478	
Olmsted (MN)	39		2	148	9	20	42	11	4		12			287	
Hennepin (MN)		4	8	23	6	51	1,140	9	27	7	3,449	112	210	5,046	
Ramsey (MN)		1	3	11		22		7	8		6,509	113	188	6,862	
Allamakee (IA)		73		11					36					120	
Winnishiek (IA)				2					4					6	
Clayton (IA)		232							6					238	
TOTALS	6,655	6,336	8,577	59,574	20,785	3,162	19,781	14,282	12,335	8,920	41,432	46,560	19,673		

Source: U.S. Census Bureau, American Community Survey (ACS) 5-year average 2009-2013, Prepared by the Mississippi River Regional Planning Commission.

Table 3.07B below shows Minnesota Counties near the MRRPC Region in the columns across the top of the table. These columns represent the number of individuals commuting from each county and the rows on the left report what counties these individuals in Minnesota are commuting to. From this it shows that on a net basis 47,269 individuals commute out from their counties than into them. Olmsted County (6,144 net commuters) and Hennepin County (81,455 net commuters) are the only counties that have more individuals commuting into them to work than out. The breakdown of this commuting pattern is as follows: **Commuting from Washington County** – 118,131, commuting to Washington County – 67,051, resulting in 51,080 more individuals commuting out of the county than in. **Commuting from Dakota County** – 199,040, commuting to Dakota County – 147,106, resulting in 51,934 more individuals commuting out of the county than in. **Commuting from Goodhue County** – 21,759, commuting to Goodhue County – 21,759, resulting in 2,018 more individuals commuting out of the

county than in. **Commuting from Wabasha County** – 10,961, commuting to Wabasha County – 6,894, resulting in 4,067 more individuals commuting out of the county than in. **Commuting from Winona County** – 26,859, commuting to Winona County – 23,790, resulting in 3,069 more individuals commuting out of the county than in. **Commuting from Houston County** – 9,326, commuting to Houston County – 4,569, resulting in 4,757 more individuals commuting out of the county than in. **Commuting from Olmsted County** – 74,242, commuting to Olmsted County – 80,386, resulting in 6,144 more individuals commuting into the county than out of it. **Commuting from Hennepin County** – 569,988, commuting to Hennepin County – 651,443, resulting in 81,455 more individuals commuting into the county than out of it. **Commuting from Ramsey County** – 236,903, commuting to Ramsey County 254,846, resulting in 17,943 more individuals commuting out of the county than in.

Table 3.07B: Wisconsin, Minnesota, and Iowa Commuting Patterns

	COMMUTING FROM...									
	Washington (MN)	Dakota (MN)	Goodhue (MN)	Wabasha (MN)	Winona (MN)	Houston (MN)	Olmsted (MN)	Hennepin (MN)	Ramsey (MN)	TOTALS
COMMUTING TO... Buffalo				60	126	10		12		208
Crawford					3					3
Jackson						7			34	41
La Crosse	8	10		22	1,383	4,098	75	63	72	5,731
Monroe					36	52	12	17		117
Pepin		2		28	3	14	16		13	76
Pierce	183	261	214	13	2		16	55	237	981
Tremp.				16	274	46				336
Vernon					3	37				40
Juneau					29	10				39
St. Croix	1,944	315	13					236	695	3,203
Eau Claire	61	62	15		9	2		62	26	237
Dunn	37	58	2	6	1				42	146
Washington (MN)	45,422	5,521		33	36	2	36	3,035	12,966	67,051
Dakota (MN)	9,710	101,488	1,608	72	5		237	19,219	14,767	147,106
Goodhue (MN)	298	1,789	15,245	1,244	84		716	230	135	19,741
Wabasha (MN)		32	487	5,843	159		350		23	6,894
Winona (MN)	21	33	26	342	22,045	447	408	57	51	23,790
Houston (MN)		11	6		172	4,299	10	58	13	4,569
Olmsted (MN)	74	350	2,529	3,187	1,965	88	71,679	363	151	80,386
Hennepin (MN)	20,663	61,997	1,037	47	69	19	425	497,587	69,597	651,443
Ramsey (MN)	39,707	27,111	577	48	84	10	236	48,992	138,081	254,846
Allamakee (IA)					8	88	2			98
Winnishiek (IA)	3				3	97	24			127
Clayton (IA)										0
TOTALS	118,131	199,040	21,759	10,961	26,859	9,326	74,242	569,988	236,903	

Source: U.S. Census Bureau, American Community Survey (ACS) 5-year average 2009-2013. Prepared by the Mississippi River Regional Planning Commission.

Table 3.07C below shows Iowa Counties near the MRRPC Region in the columns across the top of the table. These columns represent the number of individuals commuting from each county and the rows on the left report what counties these individuals in Iowa are commuting to. From this it shows that on a net basis 2,253 individuals commute out from their counties than into them. Winnishiek County (113 net commuters) is the only county that has more individuals commuting into it to work than out. The breakdown of this commuting pattern is as follows: **Commuting from Allamakee County** – 6,523, commuting to

Allamakee County - 4,937, resulting in 1,586 more individuals commuting out of the county than in. **Commuting from Winnishiek County** – 10,650, commuting to Winnishiek County – 10,763, resulting in 113 more individuals commuting into the county than out of it. **Commuting from Clayton County** – 6,992, commuting to Clayton County – 6,212, resulting in 780 more individuals commuting out of the county than in.

Table 3.07C: Wisconsin, Minnesota, and Iowa Commuting Patterns

	COMMUTING FROM...			
	Allamakee (IA)	Winnishiek (IA)	Clayton (IA)	TOTALS
COMMUTING TO...				
Buffalo				
Crawford	370	2	893	1,265
Jackson			8	8
La Crosse	319	25	3	347
Monroe	32		15	49
Pepin				
Pierce				
Trempealeau			4	4
Vernon	73			73
Juneau				
St. Croix				
Eau Claire				
Dunn				
Washington (MN)				
Dakota (MN)				
Goodhue (MN)		8		8
Wabasha (MN)				
Winona (MN)	44			44
Houston (MN)	221	143		364
Olmsted (MN)	11	62	9	82
Hennepin (MN)		11		11
Ramsey (MN)				
Allamakee (IA)	4,358	273	306	4,937
Winnishiek (IA)	703	9,921	139	10,763
Clayton (IA)	392	205	5,615	6,212
TOTALS	6,523	10,650	6,992	

Source: U.S. Census Bureau, American Community Survey (ACS) 5-year average 2009-2013. Prepared by the Mississippi River Regional Planning Commission.

EDUCATIONAL ATTAINMENT

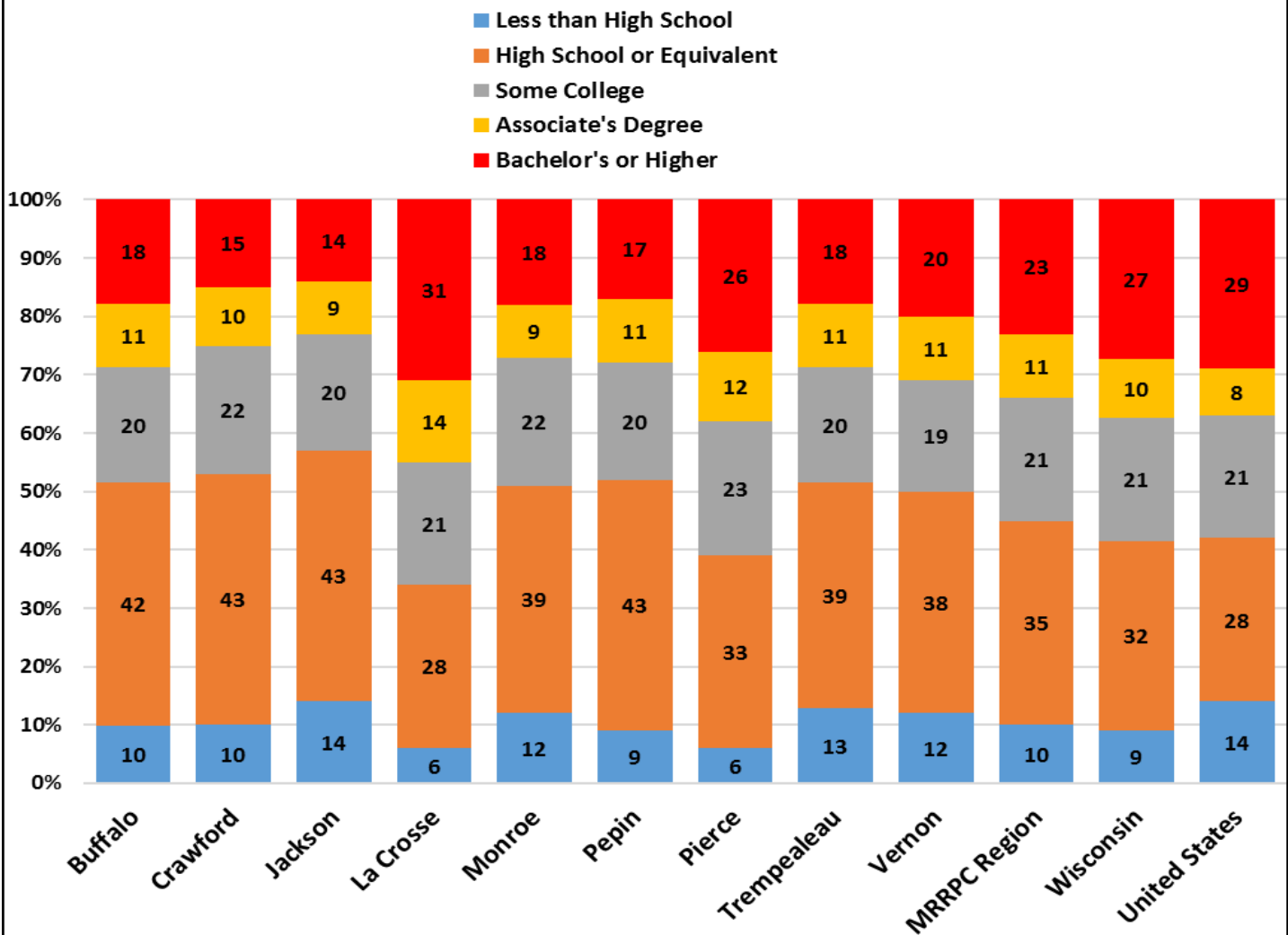
According to the U.S. Census Bureau, 2011-2015 American Community Survey 5 year estimates, 34% of the Mississippi River Region's population has obtained either a college degree or an associate's degree (See Figure 3.07 below). This was slightly less than the state (37%) and the nation (37%) indicating that the workforce might not have the needed skills to gain employment in more lucrative fields. However it is encouraging that the Mississippi River Region has a higher percentage of those obtaining a high school diploma (35%) than the state (32%) and nation (28%).

With the ever changing skill sets needed to prepare for the 21st century workforce, a higher percentage of people in the MRRPC region

have obtained an associate's degree (11%) than the state (10%) and the nation (8%). Many quality job offerings in the technology and the medical fields do not require a 4-year degree, but instead often require an associate's degree.

Looking at individual counties in the Mississippi River Region, it is evident that the presence of a university, college, or technical college campus encourages more residents to attend school beyond high school since La Crosse and Pierce Counties have higher percentages of their populations obtaining either an associate's degree or college degree at 41% and 38%. This was greater than the State (37%) and Nation (37%).

FIGURE 3.07 EDUCATIONAL ATTAINMENT (POP. 25+)



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

JOB OPENINGS BY SKILL LEVEL

As shown in Table 3.08 below, from 2010-2015 in the Mississippi River Region 18.5% of job openings required a 4 year degree or more, 9.7% of job openings required more than a high school diploma, and 71.8% of job openings required a high school diploma or less. The Mississippi River Region had a lower percentage of job openings in

the high skill occupations (18.5%) than the state (22%) and the nation (25.1%). In the MRRPC Region there were more job openings in the low skill occupations than the state (69.4%) and the nation (66.1%). The Mississippi River Region had more job openings in the middle skill occupations (9.7%) than the state (8.6%) and the nation (8.8%).

Table 3.08: Mississippi River Region Occupation Openings by Skill Level, 2010-2015

	Low Skill Occupations Requiring a High School or Less and Minimal or No Training	%	Middle Skill Occupa- tions Requiring More Than a High School Diploma but less than a 4 year degree	%	High Skill Occupations Requiring a 4 year degree or above	%	Total
Buffalo	1511	70.8	240	11.3	382	17.9	2133
Crawford	2026	71.7	289	10.2	511	18.1	2826
Jackson	2429	71.6	441	13	521	15.4	3391
La Crosse	13,907	70.4	1850	9.4	4007	20.2	19,764
Monroe	5290	74.7	639	9	1157	16.3	7086
Pepin	902	68.1	145	10.9	278	21	1325
Pierce	3487	70.8	450	9.1	990	20.1	4927
Trempealeau	4143	74.9	517	9.4	865	15.7	5525
Vernon	3192	72.8	411	9.4	779	17.8	4382
MRRPC Region	36,887	71.8	4982	9.7	9490	18.5	51,359
Wisconsin	500,381	69.4	62,240	8.6	158,646	22	721,2676
United States	29,006,984	66.1	3,877,991	8.8	11,003,560	25.1	43,888,535

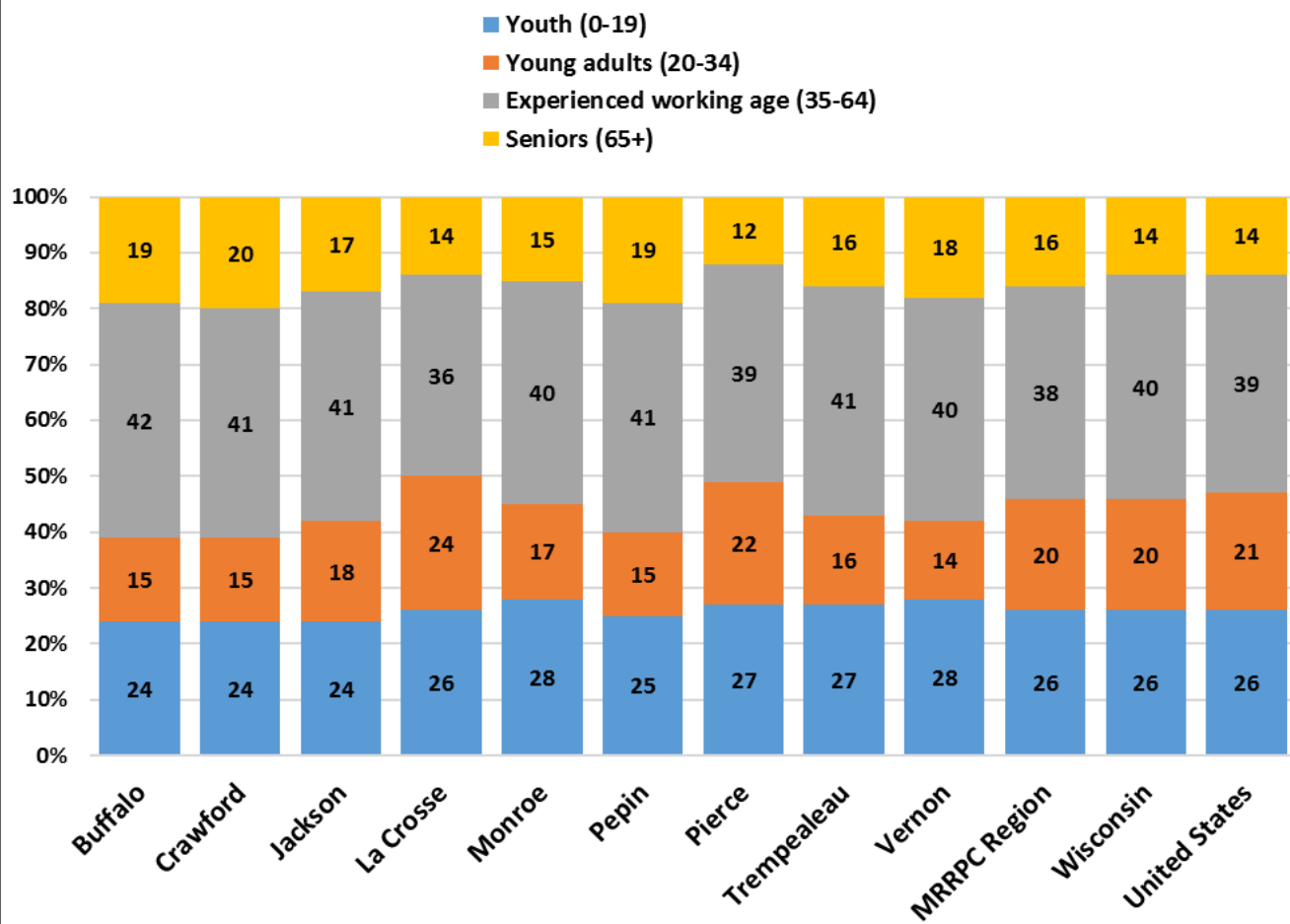
Source: EMSI 2017.1—Class of Worker (QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors). Note: Skill levels determined for individual occupations based on typical entry level education and training requirements. Prepared by the Mississippi River Regional Planning Commission.

AGE STRUCTURE

Persons aged 35-64 made up the largest percentage of the total population in the region according to the U.S. Census, American Community 5 year estimates at 38% (see Figure 3.09). This was less than the state (40%) and the nation (39%). Generally the of the region is older than the state and nation since 16% of the Region's population is 65+ and 14% of the State and Nation's population is 65+. Pierce County had the smallest senior population with 12% of its population being 65+. This was smaller than the State and Nation's percentage of 14%. Buffalo, Crawford, Pepin, and Vernon Counties had the largest senior populations with 19%, 20%, 19%, and 18% of their citizens aged 65+. An aging population can be problematic, since it usually means more people are receiving services (be they public or private) than are work-

ing to produce them. This leads to an imbalance between funding for medical facilities versus elementary schools, for example. The Mississippi River Region seems poised to have a large population of elderly with fewer younger workers to replace them. However, Pierce and La Crosse Counties had a larger percentage of their populations in the Young Adult ages 20-34 category at 22% and 24%. This was larger than the Region (20%), State (20%), and Nation (21%). Buffalo (15%), Crawford (15%), Pepin (15%), and Vernon (14%) Counties had the smallest percentages of people in the Young Adults ages 20-34 category.

FIGURE 3.09 AGE STRUCTURE 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

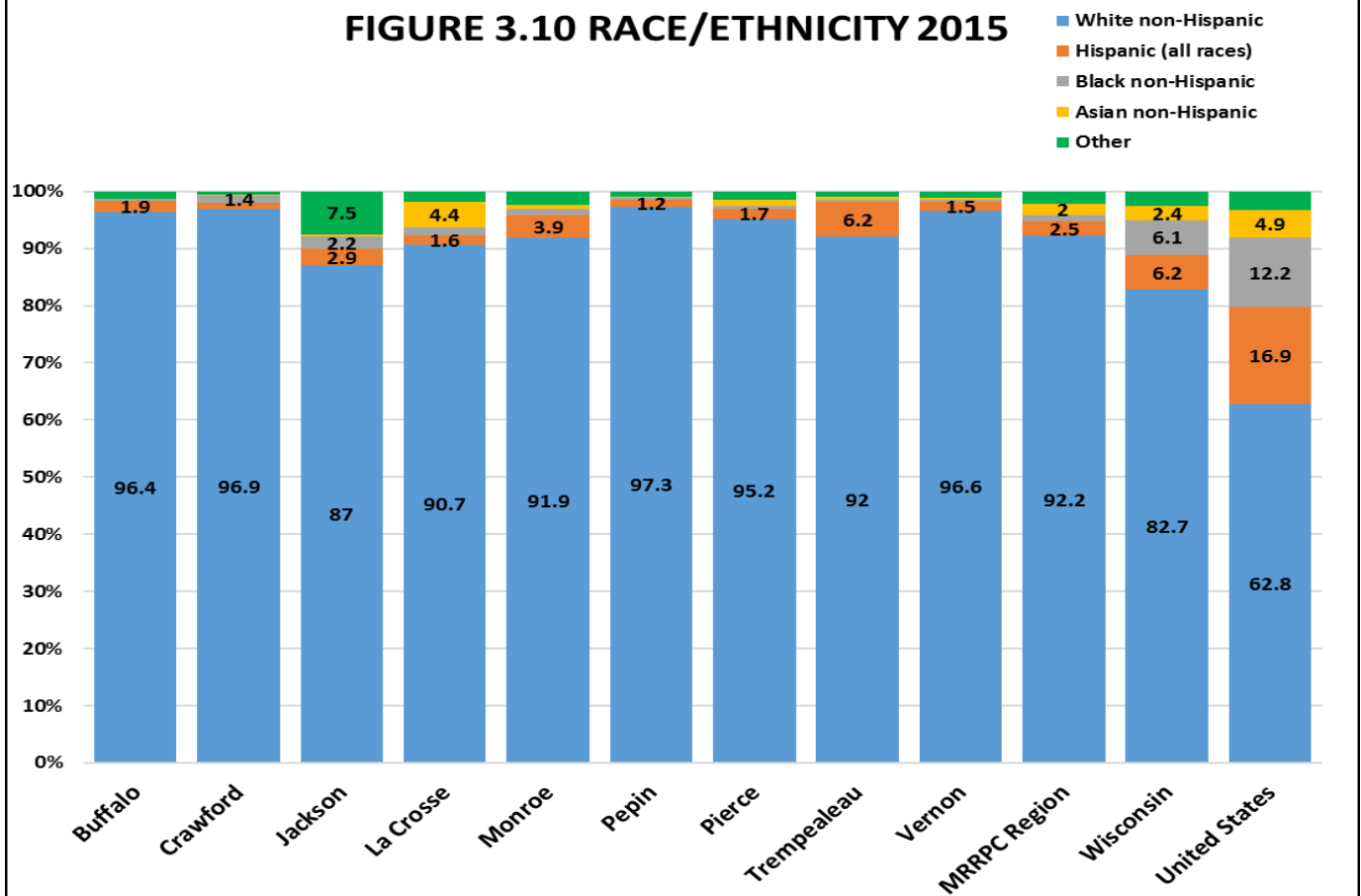
RACE AND ETHNICITY

According to the U.S. Census, American Community Survey 5 year estimates, the predominant racial group in the region was white, with 92.2% of the Region's population self identifying as white non-Hispanic (see Figure 3.10). The remaining 7.8% of the Region's population was distributed fairly evenly among four other racial groups: Black or African American non-Hispanic 1.1%, Hispanic (All Races) 2.5%, Asian non-Hispanic 2.0%, and other 2.2% which includes Native Americans, Native Alaskans, Pacific Islanders, and individuals of two or more races. The Mississippi River Region's overwhelming whiteness is in contrast to the state, which is 82.7% white non-Hispanic, 6.1% Black or African American non-Hispanic, 2.4% Asian non-Hispanic, and 2.6% Other Race. The national numbers show a very different racial distribution, with 62.8% of the American population self-identifying as white non-Hispanic, 12.2% as Black or African American non-Hispanic, 4.9% Asian non-Hispanic, 16.9% Hispanic, and 3.2% Other Race. The prospects for economic improvement in the future face two daunting demographic challenges in the age and lack of diversity of the Region's population. Diversity, or lack of it, is another challenge for the Region. Greater levels of racial, ethnic, and cultural diversity have been linked with greater levels of prosperity, especially with regard to economies driven by innovation and entrepreneurship. When compared to the state and nation, the Region lacks the diversity as described by the

racial and ethnic divisions of the US Census. Lack of diversity may hinder the region in attracting investment from outside the Region that may look elsewhere, to areas that are more diverse and adaptable to changing population conditions in the global economy. While the Mississippi River Region cannot change its racial and ethnic make-up, it can promote the Region as a place welcoming of outsiders, receptive to new ideas, and eager to innovate.

In La Crosse 5.3% of the population self-identifies as Asian. This group has been growing over the past decades, mainly due to the Hmong population. The Hmong first came to La Crosse County in the 1980s as refugees from their homeland in the mountains of Southeast Asia, where they were persecuted because of their alliance with the United States during the Vietnam War. They sought refuge in the United States, many of them settling in the Twin Cities. In Jackson County 5.5% of the population self-identifies as Native American. Monroe and Trempealeau Counties have also seen a rise in the numbers of Hispanic residents, many taking up employment in the manufacturing and agricultural sectors that are in need of workers. Another growing minority population are the Amish, who have established communities in Monroe, La Crosse, Trempealeau and Vernon Counties, as well as scattered farms elsewhere in the Region. The Amish often farm but also build quality wood products and produce consumer food products as well.

FIGURE 3.10 RACE/ETHNICITY 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Regional Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The following is a list of strengths, weaknesses, opportunities and threats identified by MRRPC commissioners and staff. The purpose of the SWOT exercise was to use this input to develop strategies (pages 89-92) that build on the region's strengths and opportunities and mitigate the region's weaknesses and threats.

Regional Strengths and Opportunities	Regional Weaknesses and Threats
<ul style="list-style-type: none"> • Strong manufacturing base, metals, wood and food products in particular • Manufacturers willing to work together on industry cluster initiatives through The Upper Mississippi Manufacturing Association - TUMMA • Region's strong manufacturing base created a strong trucking and warehousing industry in the Region • High quality K-12 education system • Within a short distance of a high concentration of high quality post-secondary education systems WI, MN, and IA • High quality natural resource base • High quality recreation opportunities • Strong agricultural base, endowed with high quality soils for crops/forage creates competitive advantage for food processing companies • Region is national organic industry leader • Strong forest resource base, is over stocked, creates competitive advantage for wood product companies • High bio-fuel potential from crop residue, low quality woody biomass and methane. The region could become the "Saudi Arabia of Biofuels" • Abundant, cool, and clean ground water supply • High quantity and quality of groundwater resource provides business opportunity for hydroponics, aquaponics and aquaculture • High quality health care • Popular tourism destination • Fort McCoy's \$700 million – \$1billion annual economic impact on Region • Rail cargo and passenger service • Air passenger service from La Crosse • Close proximity to Twin Cities • Frac sand mining • Local and regional economic development organizations are willing to work together on projects now more than ever before • Composite industry in Winona area • Mississippi River serves as an economical shipping opportunity • Low head hydro power has more potential for development on the regions numerous rivers and streams • Real estate values comparatively low to larger metropolitan urban areas • Lower wage region can help attract some business and industry and help existing ones grow • Lower cost of living • Unemployment rate lower than State and Nation • Retain and recruit veterans by promoting the fact that income from a military pension is tax exempt in Wisconsin. • Regional indoor/outdoor multi-sports complex potential opportunity • Potential for one more Amtrak train a day each way traveling through the region from Chicago to St. Paul. • Safe place to raise a family and build a business - low crime rate 	<ul style="list-style-type: none"> • The Region will be negatively impacted by the State's projected workforce decline of 5% over the next 25 years that means reduced income and property tax revenue that pushes costs for public services on to a less well-off society. Wisconsin's workforce is expected to decline by over 118,000 workers by 2040. It is projected this decline will result in a loss of \$452 million reduction in state and local revenues annually (\$269 Million in State income tax and \$183 Million in local property tax revenue) • The Region and State's population is expected to increase by 6% by 2040 mainly because people are living longer, growth in workforce is not occurring. • Shortage of workforce housing (apartments, condominiums) in communities like Arcadia and Cashton. • Drug and alcohol addiction harming workforce and all other segments of society. • Shortage of child care facilities for Region's workforce • Shortage of public bus transportation services for workforce and those with special needs • Small towns and rural schools suffering from declining populations and enrollments • Declining workforce due to aging population • Brain drain, losing young educated workforce to other states • Income levels below the state and national levels • Lower post-secondary education attainment levels • Higher state and local government tax burden per capita than most other states • Climatic conditions – snow belt, not appealing to some • Floodplain and driftless area topography limit large size sites for businesses and increases transportation time • Not endowed with oil or natural gas deposits. Region does not benefit from oil or gas revenue and is more dependent on other areas for fossil fuels resulting in higher transportation, heat and electricity costs. • Higher electricity rates compared to Minnesota and Iowa • Boom and bust cycle from frac sand mining • Asian carp – could destroy Mississippi River recreational opportunities • Other states and nations are recruiting our manufacturers and workforce • Government regulation • Broadband access is poor in some areas • Wisconsin's \$1 billion transportation budget deficit over two years is causing severe road and highway conditions. This is detrimental to economic development. • 50 plus rivers and streams in the region are designated as impaired from pollutants such as phosphorus, mercury, polychlorinated biphenyls, perfluorinated surfactants, suspended solids and others • Poor plowing practices becoming more common, causing loss of rich topsoil that negatively impacts rivers and streams, crop and animal production, food processing companies and jobs. • Large scale farms and frac sand operations depleting groundwater resources.

The Mississippi River Region's Economic Development Strategy

1. Form Public-Private Partnerships to Develop Industry Cluster Networks as a Catalyst for Building an Innovative Export Economy Sustained by a High Knowledge and Healthy Workforce.

A. MANUFACTURING

1. Provide planning and development support to the region's manufacturers to assist them with expansion, workforce, research and development activity to improve their competitiveness, particularly equipment & metal, wood and food product manufacturers that are key drivers of the regional economy.
2. Pursue import substitution and export strategies on products where we have or can create a competitive advantage such as: bare printed circuit board manufacturing, broom brush and mop manufacturing, breakfast cereal manufacturing, concrete product manufacturing, millwork, sporting goods, medical instruments, methane anaerobic digesters, packaging materials, especially for food products, sustainably produced solid and liquid biofuels like wood chips, wood pellets, and transportation fuels etc.
3. Support development of locally approved and permitted large-scale pellet plant(s) wood chip facilities or bio refineries to support sustainable biofuel development and make better use of the region's underutilized forest resource. The region's abundant forests and cellulosic plant resources provide economic opportunities for landowners and can reduce the region's dependence of fossil fuels.
4. Support development of wood products and nanocrystalline cellulose (NCC) technology that is being used to replace ceramic, stainless steel, computer components, car parts, body armor and ballistic glass. NCC is produced from pulp or wood waste, a resource in great supply in the Mississippi River Region.
5. Promote the concept of community or family day at manufacturers to promote manufacturing careers so both students and parents can see what job opportunities exist with the region's manufacturers.
6. Support efforts to provide public fabrication labs with contemporary tools and equipment such as, CNC machines, computer controlled shopbots, laser cutters, vinyl cutters, presses, drills, CAD software, 3D printers, rolling work tables, etc. so secondary and post secondary students and entrepreneurs in the region have easy and affordable access to these resources to design and build their products and further develop the region's talent pipeline.
7. Building on the region's high quantity and quality of ground and surface waters support efforts to further develop the region's hydroponic-aquaponic-aquaculture industries as an import substitution strategy for winter fruits and vegetables and for freshwater fish and seafood. Two aquaponic facilities are presently being developed in Northfield in Jackson County and West Salem in La Crosse County. The former will be raising Atlantic Salmon and Steelhead Trout in nutrient-rich water. The nutrient rich water will be reused to grow soil free lettuce, herbs, micro-greens or a variety of other species in that realm, 25-30 full time jobs are expected including five in the fish house. The West Salem facility will house 110 gallon fish tanks filled with tilapia. The nutrient rich water from the fish and natural bacteria will then be used to grow 2,600—4,200 heads of lettuce greens from 400 pounds of fish annually. This facility will replace the school district's green house and the lettuce will be sold to the community and used for school meals and the unprocessed fish sold.

B. HEALTH CARE

1. Support the region's health care providers to assist them with expansion, workforce, and efficiency initiatives to improve health care delivery and affordability.
2. Encourage counties and communities to participate in the *County Health Rankings & Roadmaps* program sponsored by the Robert Wood Johnson Foundation and the University of Wisconsin Population Institute to build a regional culture of health where:
 - a. Good health flourishes across geographic, demographic and social sectors.
 - b. Attaining the best health possible is valued by our entire society.
 - c. Individuals and families have the means and the opportunity to make choices that lead to the healthiest lives possible
 - d. Business, government, individuals, and organizations work together to build healthy communities and lifestyles.
 - e. Everyone has access to affordable, quality health care because it is essential to maintain, or reclaim, health.
 - f. No one is excluded.
 - g. Health care is efficient and equitable.
 - h. The economy is less burdened by excessive and unwarranted health care spending.
 - i. Keeping everyone as healthy as possible guides public and private decision-making.
 - j. Citizens understand that we are all in this together.
3. Encourage development of expansion of Health Care and Medical career academies in high schools.

4. Support deployment of broadband into underserved areas to facilitate health monitoring and consultation via the internet for more effective and efficient health care delivery.
5. Encourage programs and policies that lead to more healthy lifestyles

C. QUALITY OF PLACE, TOURISM AND RECREATION

Improve, the quality of place tourism and recreation opportunities to retain and attract families, business and visitors:

1. Develop agricultural and manufacturing tourism to market the region as both a tourism destination and a value-added producer of products and a job creator.
2. Link tours to products offered in the region.
 - a. Food: wineries, apples, micro-breweries, vegetables, meats, and cheese
 - b. Organic Industry
 - c. Products: computer control devices, circuit boards, HVAC equipment, furniture, cabinetry, compound bows, guitars, fabricated metals.
3. Improve regional marketing and branding concepts involving greater use of digital, print and social media to generate more room nights and sales tax.
4. Encourage greater use of "Mysteries of the Driftless Region" Documentary video to promote the region
5. Invite journalists/ media professionals from around the world to visit and share their views
6. Increase recreational trail and water access development opportunities in the region
7. Encourage and support the Wisconsin Department of Natural Resources to complete the connection of the Great River Trail to the City of Winona, MN through the National Scenic Byways Grant it was awarded.
8. Encourage and support local government and county government efforts to develop the Kickapoo Valley Trail from Wauzeka to Wilton following the old Stump Dodger Railroad line.
9. Develop local watershed conservation projects to protect the region's 50 plus impaired rivers and streams.
10. Protect and promote the importance of the region's 28 Land Legacy Places.
11. Improve and expand outdoor recreation facilities and opportunities.
12. Mitigate losses from natural and manmade disasters by preparing hazard mitigation plans and implementing projects to reduce damages and economic losses from future disasters

2. Increase Entrepreneurism and Business Growth through Collaborative Networks of Innovation.

- a. Regionally instill the understanding that developing value added products or services and building an export economy or importing income from other regions is key to economic development success.
- b. Promote a strong culture for entrepreneurship and give greater recognition to small business men and women who started a successful business on their own (not through inheritance, marriage or financial gift) and give them public opportunities to tell their story to further promote entrepreneurship.
- c. Develop a business navigation web resource tool for the region. This will help a business no matter what stage it is in to get information from this online resource on any subject like: financing alternatives, marketing, filing a patent, business plan development, engineering, software, legal advice, accounting etc.
- d. Support the provision of additional resources for home based businesses for stay-at-home parents.
- e. Encourage the hosting of a regional summit on the best practices for child care delivery and funding to increase child care and child learning resources and opportunities.
- f. Support the hosting of a regional informational summit on rural workforce transportation needs to assist employers and employees in meeting commuting needs in an affordable, convenient and enjoyable way.
- g. Encourage greater use of "Pop-up Shops" in downtowns and in other underutilized commercial buildings to bring down operating costs for new businesses and provide a new stream of income for business building owners.
- h. Retain and recruit veterans by promoting the fact that military retirement pay is tax exempt in Wisconsin.
- i. Assist UW La Crosse with the Development of its Center of Entrepreneurship and Innovation
- j. Assist the development of higher knowledge support businesses such as software design, information technology and the composite industry that can lead to innovation and growth across all business sectors.
- k. Support efforts to help create the industries and jobs of the future, such as supercomputing, Big Data, robotics, advanced materials, nanotechnology, synthetic biology, autonomous vehicle technologies and self-driving cars.
- l. Improve the quantity, quality and flexibility of financing for businesses from revolving loan funds and angel investors, to venture capital financing.
- m. Encourage and support farm to fork activities where food is both produced and consumed in the Region.
- n. Assist with economic development initiatives with other local and regional organizations such as:
 1. Western Wisconsin Workforce Development Board's Regional Workforce Plan

2. Buffalo County POWER Economic Development Plan
3. 7 Rivers Alliance's Stronger Economies Together (SET) initiative in Monroe, Juneau and Jackson Counties
4. 7 Rivers Alliance's Workforce Innovation for a Strong Economy (WISE) initiative a 14-county workforce initiative in Northeast Minnesota, Southeast Minnesota, and Western Wisconsin.
5. Wisconsin's Great River Road activities and promotions
6. County and community economic development organizations

3. Improve the Region's Transportation, Telecommunication, Renewable Energy and Public Facility Infrastructure.

- a. Support providing informational sessions that bring together providers to discuss costs and benefits of broadband expansion and/or enhancement and impacts on energy savings, education, e-commerce health care delivery, law enforcement, entrepreneurship, business innovation and quality of life.
- b. Support delivering broadband to underserved areas to provide energy savings, education, e-commerce health care delivery, law enforcement, entrepreneurship, business innovation and improved quality of life
- c. Encourage triple "E" projects that are locally accepted and permitted that are good for the environment, economic development and reduce the region's energy dependence on importing fossil fuels. Examples are methane anaerobic digesters, woodchip or pellet plants, biorefineries, wind turbines, and hydro power projects.
- d. Support development of a locally accepted and permitted large-scale pellet plant(s), wood chip facilities and biorefineries to support biofuel development based on sustainability of the region's biomass. The region's abundant forests and cellulosic plant resources provide economic opportunities for landowners and can reduce the region's dependence of fossil fuels.
- e. Support another locally supported and permitted multimodal rail to truck transfer facility in the region to assist in mitigating rail and truck loading congestion in large metro areas.
- f. Increase the number of large commercial-industrial sites with 10 to 40 acres or larger that are "Golden Shovel Ready" to improve the region's competitiveness in site selection competitions to accommodate large business expansions.
- g. Promote regional carpooling/ridesharing initiatives through the use of the WisDOT sponsored website RIDESHAREETC.
- h. Facilitate regional transportation coordination committee meetings. The regional transportation coordinating committee was formed in 2008 to identify and improve public transportation options for the Region's residents. The meetings provide a forum for transportation providers, advocates, and agencies to meet and discuss transportation issues, services, and explore coordination activities.
- i. Expand transit services like the SMRT Bus from La Crosse to Sparta and Tomah and from La Crosse to Arcadia or other potential routes within the region.
- j. Encourage one more Amtrak train a day both ways between Chicago and Minneapolis
- k. Support local efforts to provide the necessary infrastructure and facilities needed to support additional airline passenger and freight operations from the La Crosse Regional Airport to major hubs.
- l. Encourage and support regional solutions to regional solid waste reduction, disposal, hazardous material disposal, and recycling. The region's three landfills in La Crosse County, Monroe County, and Vernon County are expected to be at capacity in 21, 11, and 7 years respectively.
- m. Encourage expansion of natural gas lines to unserved communities.
- n. Support efforts that make the Region more energy independent to reduce energy costs. Research shows that regions or states that produce their own energy whether fossil fuel or renewable energy have lower energy costs.
- o. Support efforts that develop a diversity of renewable energy sources for energy security and affordability. Solar, wind, hydro, solid biomass and bio gas all have greater potential, and reliance on any one puts the region more at risk economically.
- p. Support the region's solid biomass, biogas, and hydro power projects and the infrastructure needed to serve them. While solar and wind are the most popular sources of renewable energy and should continue to be encouraged, the Mississippi River Region has a competitive advantage in producing biomass, biogas and hydro power over other regions. These sources of energy should be more fully developed to generate more secure homemade energy and hometown jobs.
- q. Support sustainable practices in forestry, cropland management, and animal husbandry to provide the right balance of biomass to maintain healthy forests, farm animals, and productive croplands. Utilizing biomass to generate heat or electricity involves harvesting and managing biomass resources so as not to cause harm to the biomass resource so future generations will also enjoy the benefits.
- r. Increase the region's output of electricity from renewables by 50% or 124,000,000 KWHs by 2024 by encouraging increased use of solar, wind, biomass, biogas, and hydro power projects.
- s. Support efforts to build a stronger wood pellet industry in the Region and by 2024 reduce the Region's household dependence on propane, fuel oil and electricity for heat by 25% by switching to wood pellets or other clean burning forms of biomass. Approximately 51,000 occupied households in the region (41% of all households) use these higher priced fuels. It would take 12,750 of these households to switch to wood pellets to achieve this goal that is economically in their favor because of the competitive price of wood pellets. The obstacles that need to be overcome are, wood pellets are a relatively unknown commodity and installing pellet stoves is not a common practice or is bulk delivery of pellets to homes and businesses. Both the production and infrastructure sectors of the solid biomass—wood pellet industry need to be further developed. The states of Vermont, New Hampshire, Maine and Upper Austria in Europe provide examples on how this can be done.

- t. Support efforts that assist the nine-state Midwest Region in producing 15% of all thermal energy from renewable energy sources with 10% derived from sustainably produced biomass by 2024. This recommendation is derived from the Biomass Thermal Energy Council's Midwest Vision. BTEC is an association of biomass producers, appliance manufacturers and distributors, supply chain companies and non-profit organizations that view biomass thermal energy as a renewable, responsible, clean and energy-efficient pathway to meeting America's energy needs. Many universities, and federal and state agencies are associates of this organization as well. BTEC has a Northeast United States Vision as well involving seven states to produce 25% of all thermal energy from renewables with 75% coming from biomass by 2025.
- u. Encourage the preparation of hazard mitigation and interoperability plans to reduce losses from natural and technological disasters.
- v. Fix Wisconsin's \$1 billion transportation budget deficit over two years that is causing severe road conditions and is detrimental to economic development.
- w. Assist in reducing threats to the Region's groundwater associated with "karst" geology. "Karst" is the term to describe areas where the bedrock, usually limestone or dolomite, has been (or has the potential to be) easily dissolved by surface water or groundwater. Karst landscapes may have deep bedrock fractures, caves, disappearing streams, springs, or sinkholes. Karst features can act as direct conduits for pollutants to enter groundwater, wells, springs, and streams. Many of the Region's wastewater treatment facilities discharge effluent into streams, treatment ponds and/or land spread sludge. The Region's ground and surface water underlying the porous karst geology is susceptible to higher rates of percolation from effluents that threatens water quality and the environment.

4. Fix the Workforce Gap Between Available Positions and Qualified Workers

- a. Encourage expanded quality child care operations for the region's workforce.
- b. Support cost shared recruitment and training of elder care workers among hospitals, clinics, nursing homes, assisted living homes, senior housing developments, and social service organizations to meet the increasing demand for elder care workers and help the elderly attain their "Aging in Place" needs.
- c. Encourage development of "Chief Executive Office in the Classroom" model so 8th graders are familiar about career opportunities in the region, particularly gold collar careers.
- d. Encourage expansion of "Centers of Excellence" or a network of organization/industry leaders collaborating with each other to develop career academies in areas such as Health Care, Automation and Production, Engineering and Architecture, Agricultural Technology and Information Technology.
- e. Develop industry cluster bus tours through high schools for 9th grade students about employment and career opportunities in the region.
- f. Encourage new quality housing developments to be constructed efficiently and sited near employment centers to lessen commuting times, energy consumption and public service costs.
- g. Encourage industry cluster Open Houses to promote the region's industry strengths and employment opportunities.
- h. Increase the supply of multi-unit apartment complexes with 1-2 bedroom options to provide greater quantity and quality of workforce housing in the region.
- i. Determine competitive wage rates and/or enhanced marketing strategies for hard to fill positions.
- j. Develop resources to provide on-the-job training or class room training for hard to fill positions.
- k. Develop more job shadowing opportunities for hard to fill positions.
- l. Hold regional career fairs for high school students.
- m. Support Competitive Wisconsin Inc. efforts to form a blue-ribbon commission of Wisconsin employers to assess the strategic and systemic workforce challenges and opportunities they and Wisconsin's workers face.
- n. Assist the WWDB in helping job seekers attain the skills and knowledge needed to meet employer needs and in preparing and implementing their Workforce Innovation and Opportunity Plan.