

Mississippi River Regional Planning Commission

2022-2027 Comprehensive Economic Development Strategy



ABSTRACT

- Title:** 2022-2027 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 2022
- 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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The preparation of this report was funded through a planning grant from the U.S. Department of Commerce-Economic Development Administration (EDA) and the Mississippi River Regional Planning Commission through the cooperative efforts of the Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau and Vernon County Boards of Supervisors.

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RESOLUTION
No. 20220413-1

Resolution wherein the Mississippi River Regional Planning Commission adopts the 2022-2027 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 2022-2027 CEDS Report has been prepared that describes the region's economic development conditions, needs, trends and strategies.

WHEREAS, the 2022-2027 CEDS Report also serves as an economic development database to assist in basing all development investment decisions in our region on sound information and analysis.

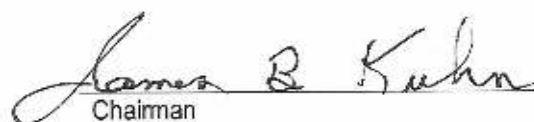
NOW THEREFORE BE IT RESOLVED, that the Mississippi River Regional Planning Commission hereby adopts the 2022-2027 CEDS Report.

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 13th day of April, 2022

This is to certify that the foregoing is a true and correct copy of Resolution 20220413-1 duly and legally adopted by the Mississippi River Regional Planning Commission on the 13th day of April, 2022.

Attest:


Chairman


Secretary Treasurer

Purpose of the Comprehensive Economic Development Strategy (CEDS)

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.

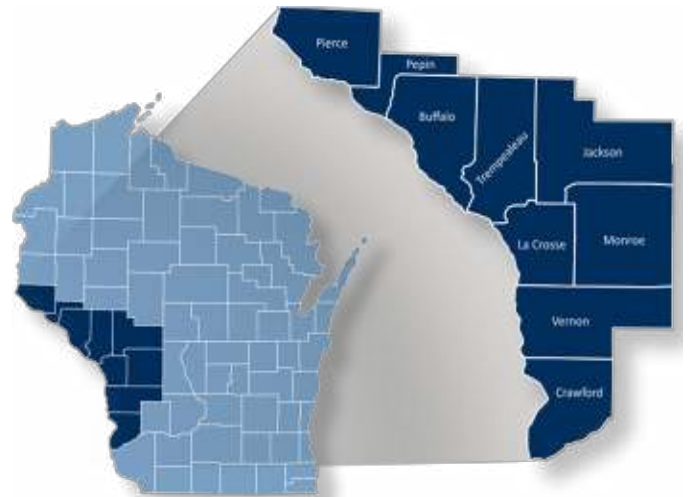
About the Comprehensive Economic Development Strategy - CEDS.

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 Comprehensive Economic Development Strategy for the Mississippi River Region 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 2022-2027 Comprehensive Economic Development Strategy (CEDS) and provides a more 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

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 government 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. The Commission meets the second Wednesday of February, April, June, August, October and December. The meetings are open to the public.



The Mississippi River Regional Planning Commission is located in Western Wisconsin along the Mississippi River. In the nine counties there are twenty-two cities, fifty villages and one-hundred forty-six towns.

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	07/15/2026
Del Twidt	County Board and Governor	07/15/2022
John Schlesselman	Governor	07/15/2024
Crawford County		
Dennis Pelock	County Board	07/15/2022
Gerald Krachey	Governor	07/15/2014
Micheal Higgins	County Board and Governor	07/15/2027
Jackson County		
Ron Carney	County Board	07/15/2022
A. Brad Chown	County Board and Governor	07/15/2023
Vacant	Governor	
La Crosse County		
Vicki Burke	County Board	07/15/2022
Sharon Hampson	County Board and Governor	07/15/2026
Robin Schmidt	Governor	07/15/2026
Monroe County		
James Kuhn	County Board	07/15/2022
Toni Wissestad	County Board and Governor	07/15/2027
Cedric Schnitzler	Governor	07/15/2026
Pepin County		
John Andrews	County Board	07/15/2024
Chris Kees Winkler	County Board and Governor	07/15/2026
James Kraft	Governor	07/15/2022
Pierce County		
William Schroeder	County Board	07/15/2026
Neil Grubranson	County Board and Governor	07/15/2025
Richard Purdy	Governor	07/15/2022
Trempealeau County		
Ernest H. Vold	County Board	07/15/2024
Margaret M. Baecker	County Board and Governor	07/15/2022
Phillip Borreson	Governor	07/15/2026
Vernon County		
Jo Ann Nickelatti	County Board	07/15/2021
Nancy Jaekel	County Board and Governor	07/15/2025
Herb Cornell	Governor	07/15/2023

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
Brad Chown Jackson County Representative	City of Black River Falls	Government
Robin Schmidt La Crosse County Representative	Private Individual	Environmental Protection
James Kuhn Monroe County Representative	Farmer	Agriculture
James Kraft Pepin County Representative	Private Individual	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
Dave Bonifas Regional Representative	Mississippi River Regional Planning Commission	Western Wisconsin Workforce Development, Board Member

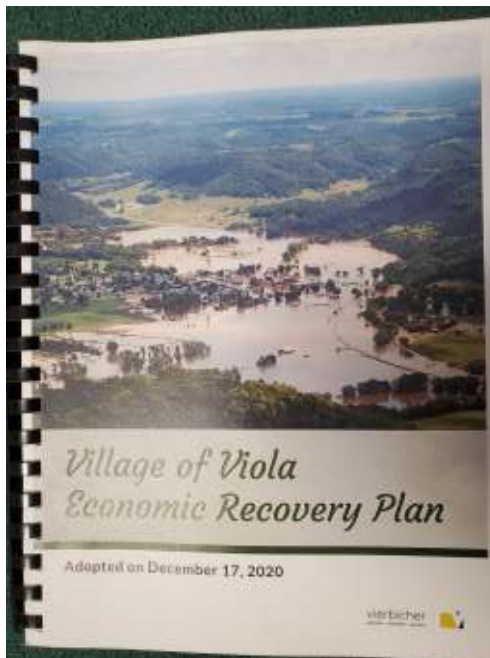
Resiliency

Hazard Mitigation Planning

The MRRPC has prepared Multi-Hazard Mitigation Plans for eight of our nine counties. Pierce County prepared their own plan. These plans cover 19 different natural hazards along with train derailment and river barge traffic (seven of our nine counties border the Mississippi River). The MRRPC has continued to update these plans every 5 years and works closely with Wisconsin Emergency Management during the updating process. These plans discuss the history of each hazard, identify the areas of most concern in each county, give probability of the hazard occurring each year, the amount of damage past occurrences have caused and identify projects that would reduce or eliminate damages due to these hazards. Included within these plans are a section on pandemics. A strategy identified for the 2022-2027 CEDS is *"Mitigate losses from natural and manmade disasters by preparing hazard mitigation plans and implementing projects to reduce damages and economic losses from future disasters"*. Additionally, MRRPC has conducted outreach and assistance to communities following flooding events.

Flooding Resiliency Planning

In 2019 the MRRPC was awarded a \$740,000 grant from EDA to prepare Economic Disaster Resiliency Plans for the Villages of La Farge, Ontario, Readstown and Viola. These plans identified areas within each village that are not in a floodplain and could be used to create commercial districts. These commercial districts could be used to relocate existing businesses to remove them from the threat of flooding or bring in new businesses to increase the economic development of the village. In addition, the plans identified potential sources of funding needed to create these commercial districts. These plans were needed due to repeated flooding of the Kickapoo River which runs through each of these communities.



In addition to the Economic Disaster Resiliency Plans, the MRRPC assisted the City of Westby in Vernon County in obtaining an EDA award for an expansion of their industrial park. In Vernon County the majority of incorporated communities are located along waterways. Due to this they are prone to flooding, as a result Vernon County is in need of commercial and industrial lands not located in floodplains. This EDA award will allow the City of Westby and Vernon County to become more resilient against future flooding within the county.

Rapid Response Micro Loans to Businesses Affected by flooding

In 2019, the MRRPC working with the Wisconsin Economic Development Corporation provided Disaster Recovery Micro Loans to areas affected by severe flooding. These funds provided short-term assistance to businesses affected by the flooding.

Coronavirus Pandemic

In 2020, MRRPC was awarded \$400,000 in EDA CARES Act Recovery Assistance to respond to the coronavirus pandemic by enhancing resiliency planning; providing technical support to government, local businesses, the public health community, and other regional stakeholders that have been impacted by coronavirus. In addition, the MRRPC also received a \$1.05 million EDA CARES Act Recovery Assistance grant to capitalize a Revolving Loan Fund to provide low-cost financing to small businesses impacted by COVID-19.

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

As part of the CEDS outreach, MRRPC conducted a SWOT Analysis to obtain knowledge from regional stakeholders about the strengths, weaknesses, opportunities and threats of our western Wisconsin region. The following is a list of strengths, weaknesses, opportunities and threats identified through this analysis. Strengths and weaknesses are usually defined more internal to the Region and are things we may have more control over. Opportunities and threats are generally those things that have external influences on the Region and as such we may typically have less control over. The purpose of the SWOT exercises conducted on June 2, 2021 was to highlight those areas in the Region that are positive, as well as the negatives.

Regional Strengths	Regional Weaknesses
<p>This element addresses things that the MRRPC or the region does well or assets that the region has access to.</p> <ul style="list-style-type: none"> • Access to high quality healthcare. • Strong K-12 educational system. • Several institutions of higher education; universities and technical colleges. • Natural resources with many tourism and outdoor recreational opportunities including many hiking, ATV/UTV, snowmobile, and bike trails. • Many local community events throughout the region • Quality of life – Cost of living (depending on comparison), low taxes, access to family-owned restaurants and local/small businesses, rural character, thriving local arts scene • Driftless area with unique geographical features • Many transportation access points with available airport and rail hubs, barge/port access, and access to two major interstate highways, I-90 and I-94. • Unique Mississippi River attractions including Mississippi River Flyway – bird migration route (1 of 4 in the country) and Great River Road/Scenic Byways • Strong farming and agricultural industry. • Large organic farming hub(s). • Forestry and associated opportunities. • Strong manufacturing base. • Fort McCoy is a strong economic driver in the region. • Strong incorporated water and sewer systems. • Strong power cooperative grid and capacity. • Developed and ready industrial parks throughout the region. • Revolving Loan Funds with low-interest loans to help businesses grow. • Safe place to raise a family and build a business. • Strong supply chains between existing industries and businesses. 	<p>This element addresses things that are holding back or constraining development or economic growth in the MRRPC region.</p> <ul style="list-style-type: none"> • Rural townships lack of water and sewer capacity along with excessive nitrates in rural areas. • Lack of enforcement from state for CAFO developments and animal waste • Rural broadband speed and coverage an issue with telecommunication companies publicly stating they will not service an area due to lack of customers. • Shortage of single-family housing • Lack of childcare facilities. • Aging population. • Loss of smaller industries (i.e. logging). • Effects of climate change, unique impacts on region's topography (runoff and flooding). • Topography constraints limit broadband expansion and transportation connectivity. • Lack of transportation alternatives. • Lack of natural gas. • Labor force shortage, low and/or living wages. • Declining school enrollment, particularly in rural districts. • Stagnant population growth. • Competition with locally owned businesses is a concern for new businesses. • Brain drain. • Lack of ethnic diversity. • Nonresident landowners/vacation properties taking producing land out of productivity to create a tax loss or vacation retreat. • State limiting change through increasing property taxes, implementing fees for stormwater, sanitation, etc. • Large amounts of floodplains limiting developability. • Poor farming/plowing practices resulting in topsoil loss, excessive tilling, runoff, impacts of sediment to water bodies. • Changing farm economy, shift to large commercial farms impacts the rural economy also reduces rural population. • State and local regulations are often more of a challenge for small businesses than federal regulations. • Loss of dairy farms, creating different crop rotations or lack thereof. • Poor state support for economic development—as appears to be focused on southern and eastern Wisconsin. • Lack of mental health facilities and in-home healthcare providers. • Workforce pool being reduced. • Volunteerism and local government engagement are decreasing. • Some communities have heavy development policies and lengthy processes. • Complete streets program not implemented in all communities.

Regional Opportunities	Regional Threats
<p>This element addresses things that underutilized, could be expanded or increased or features that could attract businesses which would increase economic development in the MRRPC region.</p> <ul style="list-style-type: none"> • Industry clusters. • Floodplains—different kinds of development (access to open space and recreational purposes). • Apply one-time infusion of Federal dollars for long-term permanent impacts to address “larger problems”. • Buffalo County has some reserved Federal Dollars for industry parks due to the closing of coal power plant. • Promote agrotourism to increase local food network, through farm to table, small farm markets, destination markets, people coming to rural areas for relaxation and shopping. • Expansion of existing industries ancillary businesses—or contracting companies that supply the existing businesses. • Alternative energy expansion, solar, bio-mass energy, water power generation/hydroelectric. • Work from home opportunities—growing interest in rural area living. • Entrepreneurial opportunities throughout the region. • Reusing buildings rather than new construction with façade loan or grant program. • Alternative energy startup potential for new industry that recycles used solar panels and windmill parts. • Use of digesters for supplementing energy for farm operations or other small communities and helps address the pollution runoff problems from CAFOs. • High-speed rail connectivity/TCMC second empire builder rail with improved freight rail for the region, reducing bottlenecks. • TIDs and housing is an opportunity for local units of government to more fully utilize their statutory power to foster housing and economic development rather than defaulting to the use of TIDSs to the exclusion of the other tools.. • Capitalizing on federal funding resources. • Complete streets not implemented in all communities. • Electric vehicles: business of installing charging stations throughout the region, charging network, expand on WisDOT efforts. 	<p>This element addresses things that are holding back businesses from opening or expanding.</p> <ul style="list-style-type: none"> • Climate change increasing heavy rain and heat waves. Resiliency of our infrastructure to withstand these events. • Taxes aren’t competitive throughout the region, pockets of high tax rates. • Impacts from changes in farming practices (plowing, scale). • Lack of rural broadband and telecommunication services—telephone companies even publicly state they will not service and area due to lack of customers. • Proliferation of CAFOs, Iowa Hogs into southern Wisconsin and lack of state regulations to safeguard water quality, air quality, and land/soil. • Brain Drain – Retaining younger populations and talent. • Declining rate of civic participation, recruiting for local boards and committees, volunteerism. • Invasive species, Asian carp, in the Mississippi River. • Increased sedimentation. Need to find opportunities for dredge material and sediment. • Vacant sand mines and leftover infrastructure. Make sure that reclamation plans happen. • Upper Mississippi River Lock and Dam condition and funding. • Lack of developable lots within city limits and the process of annexation. • Some communities’ heavy development policies and lengthy processes. • Locally elected Officials’ length of term (2 years). • Political polarization, State and Federal: State would like Federal hands off, but the State does not treat local authority the same as they want from the Feds. • Loss of farm families and its impacts on smaller communities.

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 therefore lacks glacial drift (rocks and other debris left behind by retreating glaciers). This unique experience left the area with a more rugged topography, characterized by warrens of deep river valleys, steep hillsides, and waterways prone to flooding. Periodic flooding is the most common natural disaster in the Driftless Area, but blizzards, severe thunderstorms, and tornadoes are not uncommon. All of these natural disasters have led to personal and economic losses to individuals and businesses in the Region.

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 agriculture in the Region. By the 20th century, agriculture remained a major part of the economy, but 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.

In 2020, the Mississippi River Region's top ten employment classifications are government; health care and social assistance; manufacturing; retail trade; accommodation and food services; transportation and warehousing, construction; other services (except public administration; and agriculture, forestry, fishing and hunting. While these are the classifications with the most employees, they are

not all the classifications with the highest earnings. The top ten classifications grouped by earnings per employee are utilities; management of companies and enterprises; information; mining, quarrying, and oil and gas extraction; finance and insurance; professional, scientific, and technical services; transportation and warehousing; wholesale trade; government; and health care and social assistance. 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; and wood and forest products. 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.

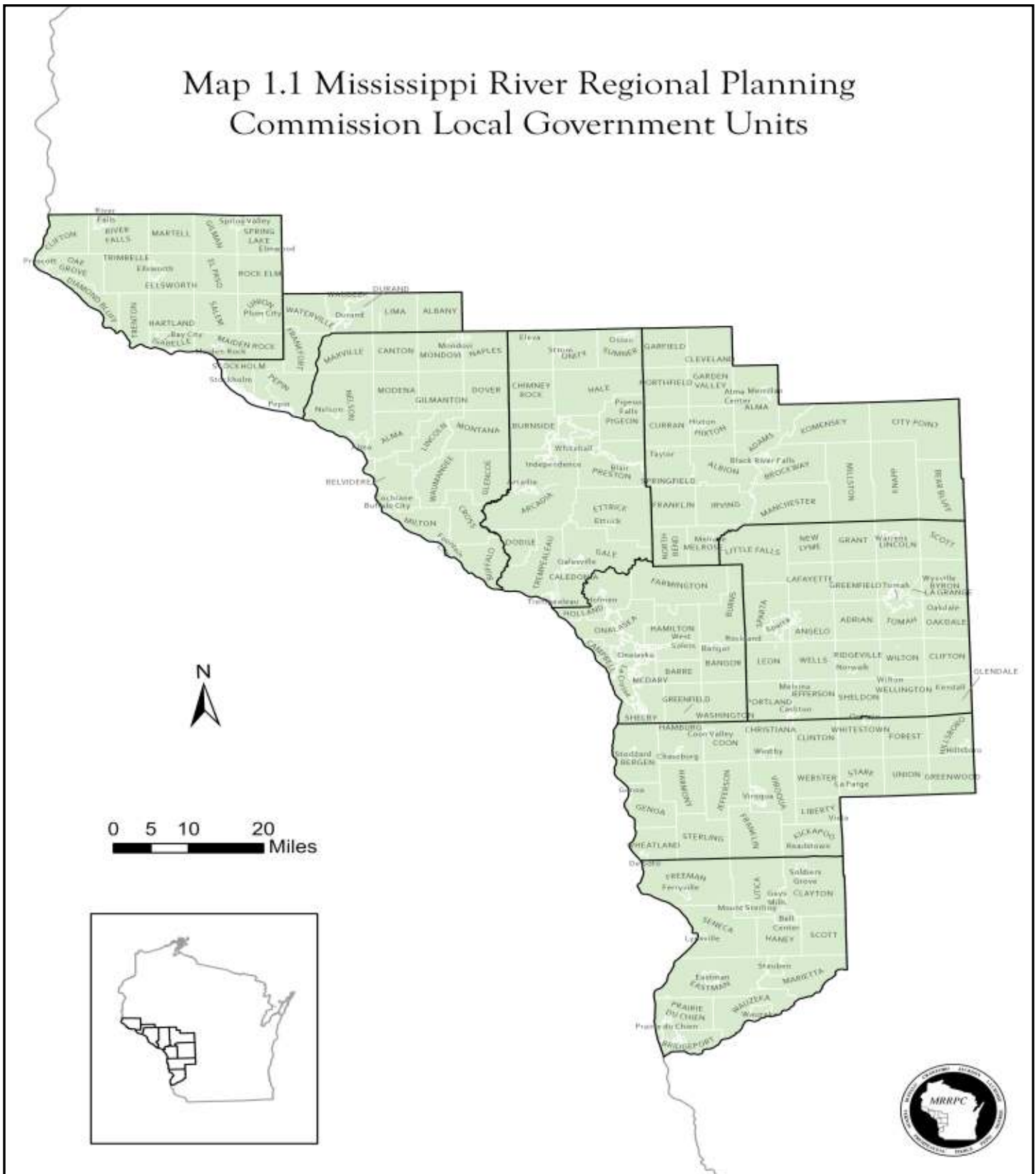
POLITICAL GEOGRAPHY

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 119 people, and the largest is the Town of Onalaska, in La Crosse County, with 5,736 people, according to the 2015-2019 American Community Survey 5 year estimates. Of the 50 villages, Stockholm, in Pepin County is the smallest, with a population of 79. The Village of Holmen, in La Crosse County, is the largest village with a population of 9,854. The cities range in size from La Crosse, in La Crosse County, with 51,666 people, to Alma, in Buffalo County, with 460 (see Map 1.1, page 13).



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. Photo: MRRPC

Map 1.1. 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. From these maps, we can see a climatic differentiation in the state and region which, not too surprisingly, matches lines delineating major soil and vegetation changes. Remarkably, 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 is only slightly cooler, 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 - The Mississippi River Region mines and quarries currently yield various types of crushed rock, sand, and gravel. Crushed rock, gravel, and lower grade sands are mined throughout the Region and are used mostly for road fill and concrete mixing. 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. Wisconsin has some of the best frac sand in the country because several of our geologic formations meet these specifications and are found near the surface. Frac sand is currently being mined from sandstone formations in much of western and central Wisconsin. Sand from younger glacial deposits as well as most beach and riverbank sand is too impure and too angular to be used as frac sand. Frac sand is quartz sand of a specific grain size and shape that is suspended in fluid and injected into oil and gas wells under very high pressure. The fluid pressure opens and enlarges fractures as well as creates new ones. Sand grains are carried into these fractures and prop them open after the fluid is pumped out. 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 damage the Region's tourist-attracting environment and the rural character of many of the areas in which the frac sand mining would take place.

Agriculture - Statistics from the 2017 Census of Agriculture showed there were 9,944 farms on 2,204,086 acres in the MRRPC region in 2017, as agriculture continues to be a vital component to the region's economy. One of the Mississippi River Region's greatest resources is its agricultural products. Market value of products sold in the MRRPC region totaled \$1,402,279,000. Livestock, poultry and products was the leading share of sales in 8 of our 9 counties with Jackson County being the only county where crop production was the leading share of sales.

Forests - The nine counties of the Mississippi River Region have 10.7% of the total forestland in the state, and over 98% of the region's forestland is considered to be timberland (see "Definitions," below). The forest products industry in the Mississippi River Region is often overlooked as an economic asset because it doesn't have as high visibility as the forest products industry in the more northern part of the state. But as an economic sector, it is growing in importance because of the forests' potential as a sustainable source of alternative fuels, as well as wood for other value-added products. In the broadest sense, "forest products" can mean any benefit which humans derive from forested lands; including watershed protection, hunting, outdoor recreation, and natural scenic beauty. In the more commonly used definition, however, "forest products" means those products of the forest which can be gathered or taken from woodlands for economic benefit to the gatherer, and which are converted to some useful product. In addition to posts, poles, lumber, plywood, particle board, and wood for paper pulp, forest products also include products such as maple syrup, pine cones for decorative purposes, Christmas trees, and naturally gathered medicinal plants such as ginseng. The information in this CEDS is taken from Wisconsin Forest Statistics, 1996, which is the most recent published data.

Definitions:

Forest Land: Land at least 16.7% stocked by forest trees of any size, or formerly having had such tree cover, and not currently developed for nonforest use.

Timberland: Forest land that is producing, or is capable of producing, more than 20 cubic feet per acre, per year, of industrial wood crops under natural conditions, that is not withdrawn from timber utilization, and that is not associated with urban or rural development. Currently inaccessible and inoperable areas are included. (Timberland was formerly called commercial forest land.)

Other Forest Land: Forest land not capable of producing 20 cubic feet per acre, per year, of industrial wood crops under natural conditions and not associated with urban or rural development. Many of these sites contain tree species that are not currently utilized for industrial wood production or trees of poor form, small size, or inferior quality that are unfit for most industrial products. Unproductivity may be the result of adverse site conditions such as sterile soil, dry climate, poor drainage, high elevation, and rockiness. This land is not withdrawn from timber utilization.

Jackson County has the most actual acreage of forestland of the nine MRRPC counties, and has the distinction of having the largest percentage of forest cover as well, with 58.2% of the land area meeting the definition of "Forested." Jackson County's forestlands also give the county 21.5% of the regional forestland. Buffalo, Crawford, La Crosse, Monroe, Pepin and Vernon counties all have greater than 40% forest cover, and the total region's 45% forest cover is only slightly below the State's 46% cover of forests.

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 landscape 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 1.2, page 20). 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 environmental 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 bot-

tom 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 Upper Mississippi River Wildlife and Fish Refuge comprises the Region's western border. The refuge covers just over 240,000 acres.



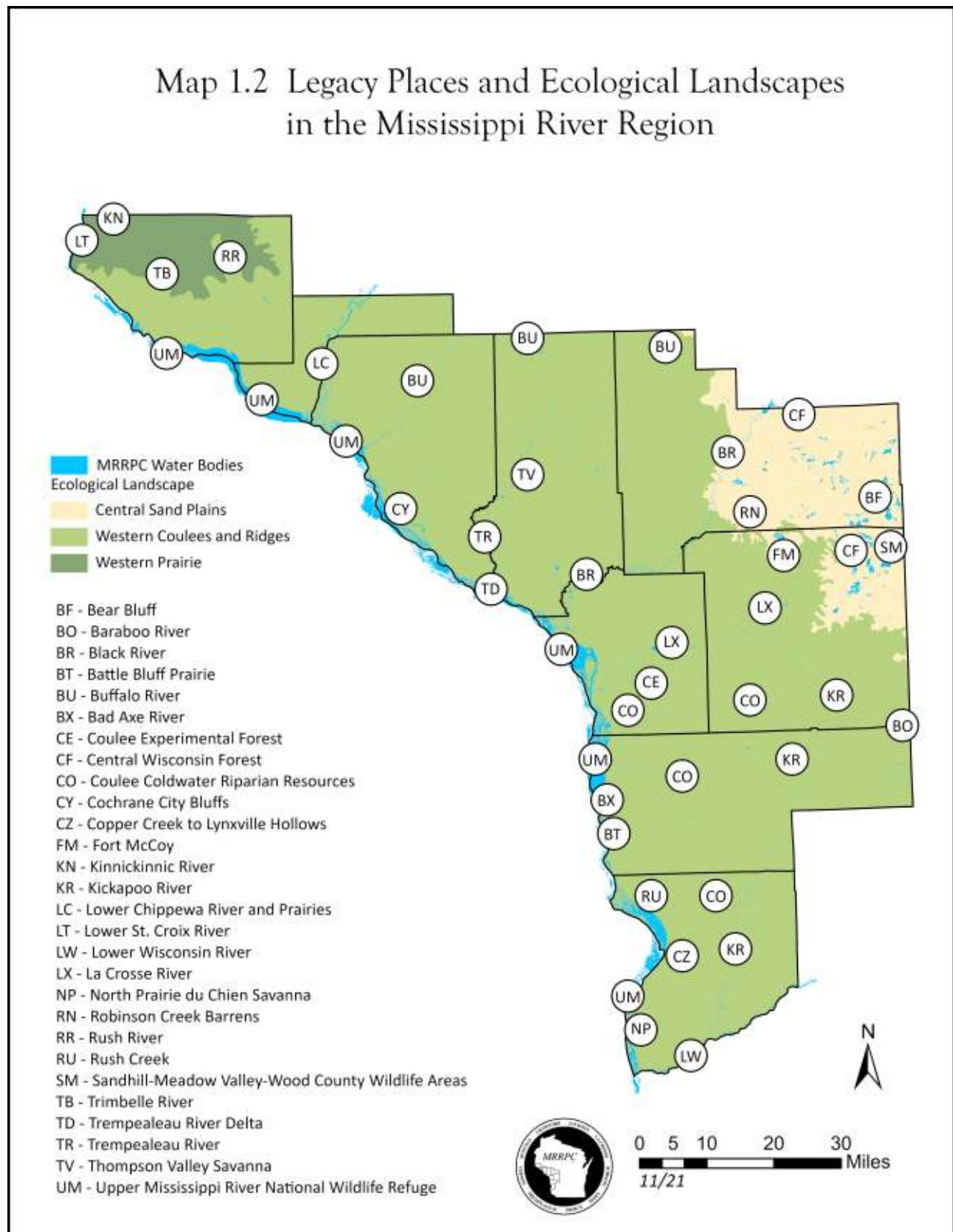
More than \$1 billion in annual spending is attributed to deer hunting in Wisconsin and many of the Mississippi River Region's counties are the most prized areas for hunting trophy bucks.



The nine county Mississippi River Region is in the heart of the 24,000 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. *Source: Wisconsin DNR and Trout Unlimited*



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, hunting, fishing and wildlife observation are popular pursuits.

Map 1.2 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 2021 Real Estate Equalized Value was \$30,663,376,200 an increase of 28.81% from the Region's 2016 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. Effective January 1, 2004, Wisconsin Act 33 renamed the Swamp and Waste class of property to undeveloped and created the Agricultural Forest class of property. 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 22.

The Real Property Equalized Value of Residential land in the Mississippi River Region totaled \$17,067,950,900 in 2021 (see Table 1.02). The total value of Commercial property was \$5,416,789,100; Manufacturing land, \$866,732,600; Agricultural land, \$278,774,600; Undeveloped land \$177,252,900; Agricultural Forest land, \$805,072,900; Forest land, \$761,233,900; and Other land, \$1,732,301,700.

Table 1.01: Mississippi River Region Counties Real Estate Equalized Values

	2016	2021	% Change 2010-2015
Buffalo	\$1,117,734,600	\$1,315,831,200	17.72
Crawford	\$1,169,163,300	\$1,407,875,700	20.42
Jackson	\$1,616,527,600	\$1,849,553,600	14.42
La Crosse	\$9,044,241,400	\$12,238,688,900	35.32
Monroe	\$3,170,029,400	\$3,934,664,700	24.12
Pepin	\$569,779,500	\$721,544,900	26.64
Pierce	\$3,092,942,200	\$4,148,445,100	34.13
Trempealeau	\$2,118,843,100	\$2,673,075,300	26.16
Vernon	\$1,905,263,700	\$2,373,696,800	24.59
MRRPC Region	\$23,804,524,800	\$30,663,376,200	28.81
Wisconsin	\$505,124,328,250	\$654,820,375,856	29.64

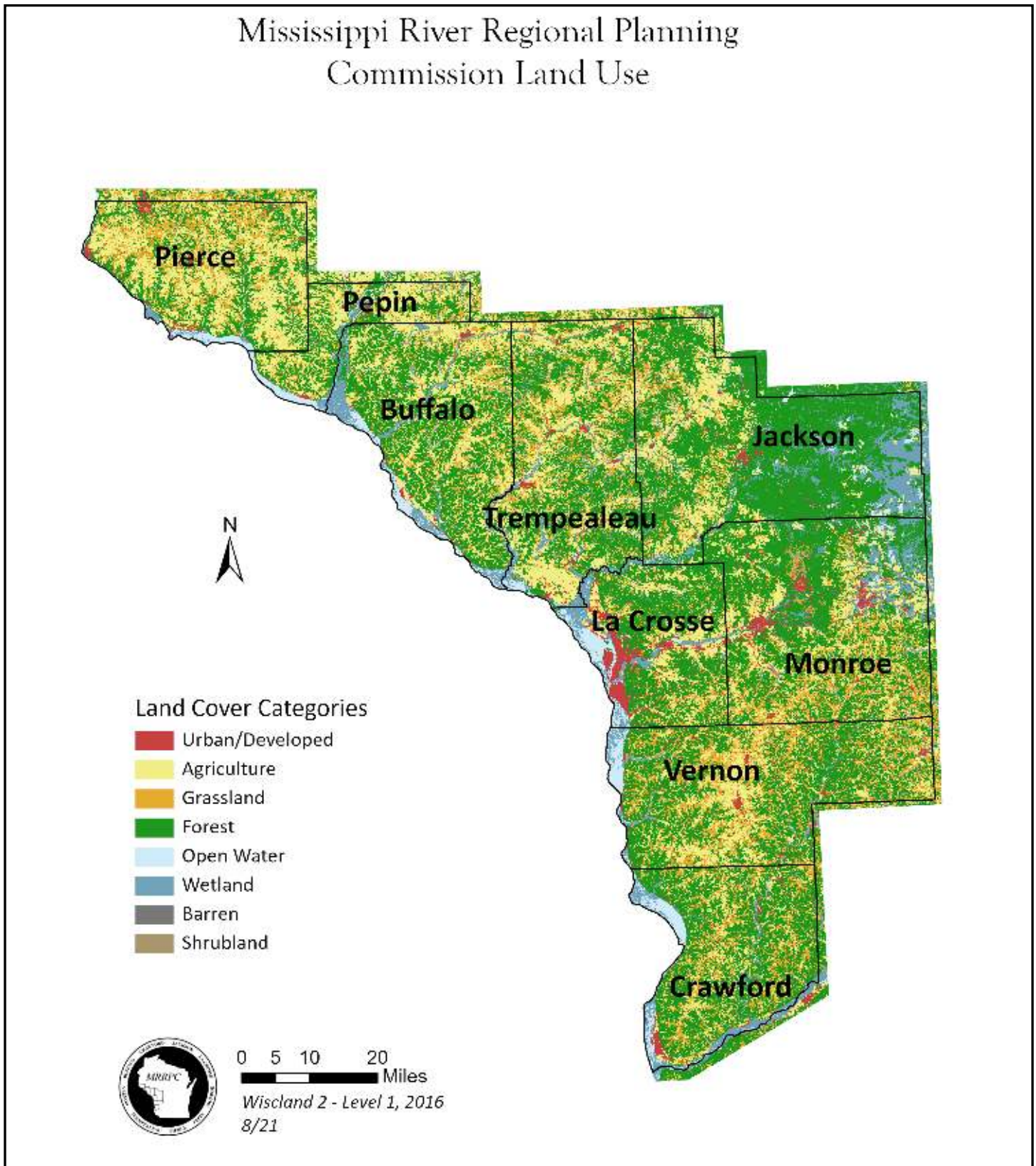
Source: Wisconsin Department of Revenue

Table 1.02: Mississippi River Region Equalized Value by Land Use, 2021 (in Millions of Dollars)

	Residential	Commercial	Manufacturing	Agriculture	Undeveloped	Ag Forest	Forest	Other	Total
Buffalo	743.5	96.2	12.9	31.8	16.8	133.6	76.5	189.5	1,301.0
Crawford	791.4	214.0	37.9	33.4	13.3	58.0	47.2	185.9	1,381.5
Jackson	1,058.5	207.8	60.3	24.4	22.0	91.1	187.9	150.0	1,802.4
La Crosse	8,046.6	3,245.7	280.7	16.3	13.0	88.6	87.5	135.3	11,914.1
Monroe	2,405.6	711.5	193.5	33.3	24.4	101.5	124.9	241.4	3,836.5
Pepin	497.2	57.7	101.3	12.9	4.9	38.2	23.1	68.4	804.0
Pierce	333.2	371.5	42.8	40.1	16.0	79.0	62.4	175.9	1,121.4
Trempealeau	1,710.6	272.8	111.3	36.0	28.0	126.2	80.1	232.6	2,597.9
Vernon	1,480.8	239.2	25.4	50.1	38.5	88.4	71.2	352.9	2,347.0
MRRPC Region	17,067.9	5,416.7	866.7	278.7	177.2	805.0	761.2	1,732.3	27,106.1
Wisconsin	468,407.4	130,489.1	17,050.4	2,389.4	2,124.8	3,391.3	7,731.4	13,087.6	644,671.8

Source: Wisconsin Department of Revenue

Map 1.3 Mississippi River Region Land Use



The Mississippi River Region's Economy

Population and Demographics

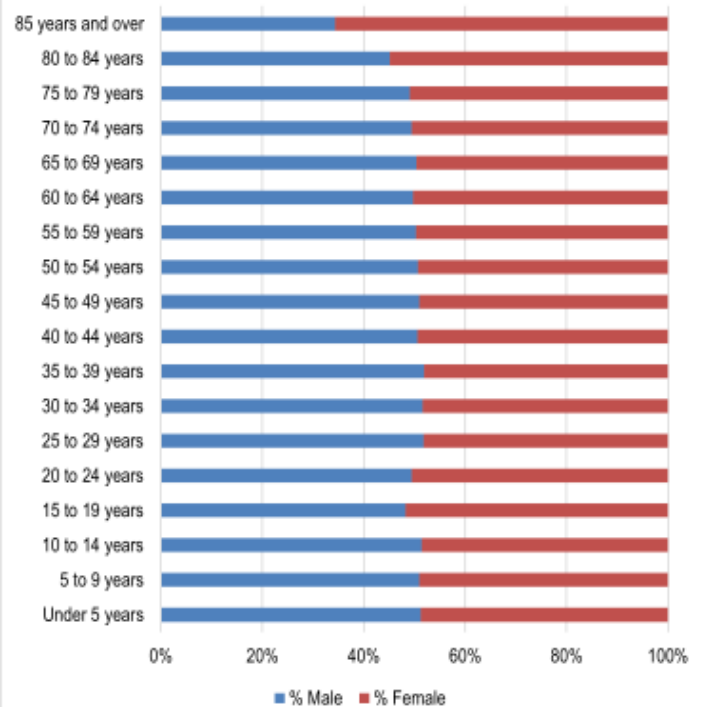
The Region's population is growing slower and is older than the Nation.

The population of the MRRPC Region was 322,931, according to the 2019 American Community Survey. That was an increase of 0.8% from the 2015 American Community Survey figure of 320,435 (see Table 2.02). While this was at the same rate of increase as the state's (0.8%), it was smaller than the national rate (2.6%). Pierce County, within the MRRPC Region, grew at a rate faster than the national rate (2.9%). Buffalo, Crawford, and Pepin, Counties lost population between surveys, at rates of 1.4% and 1.5%, and 1.5%, respectively. La Crosse County remained the largest, with 117,894 people, and Pepin was the smallest, with 7,265.

According to the 2019 American Community Survey, the median age for the region (41.8 years) is higher than the state (39.9 years) and nation (38.5 years) (see Table 2.03). The 2019 American Community Survey shows that 18.7% of the region's population was over the age 65 while 17.5% of state residents and 16.5% of the nation's residents were over age 65. The Region (22.3%) is slightly higher and the state (21.7%) is slightly lower for the proportions of the population under age 18 than the nation (22.2%).

The population graph, right (see Figure 2.01), is a breakdown of the region's population by age and sex as of the 2019 American Community Survey.

Figure 2.01 MRRPC Region Population by Age and Sex



Source: U.S. Census, 2015-2019 American Community Survey 5 year estimates

Table 2.02: Mississippi River Region Population

	2015	Rank in MRRPC Region (2015)	2019	Rank in MRRPC Region (2019)	% Change
Buffalo	13,319	9	13,126	9	-1.4%
Crawford	16,483	7	16,235	7	-1.5%
Jackson	20,449	6	20,531	6	0.4%
La Crosse	117,048	1	117,894	1	0.7%
Monroe	45,274	2	45,771	2	1.1%
Pepin	7,372	8	7,265	8	-1.5%
Pierce	40,799	3	41,977	3	2.9%
Trempealeau	29,412	5	29,499	5	0.3%
Vernon	30,279	4	30,633	4	1.2%
Region	320,435		322,931		0.8%
State of Wis.	5,742,117		5,790,716		0.8%
Nation	316,515,021		324,697,795		2.6%

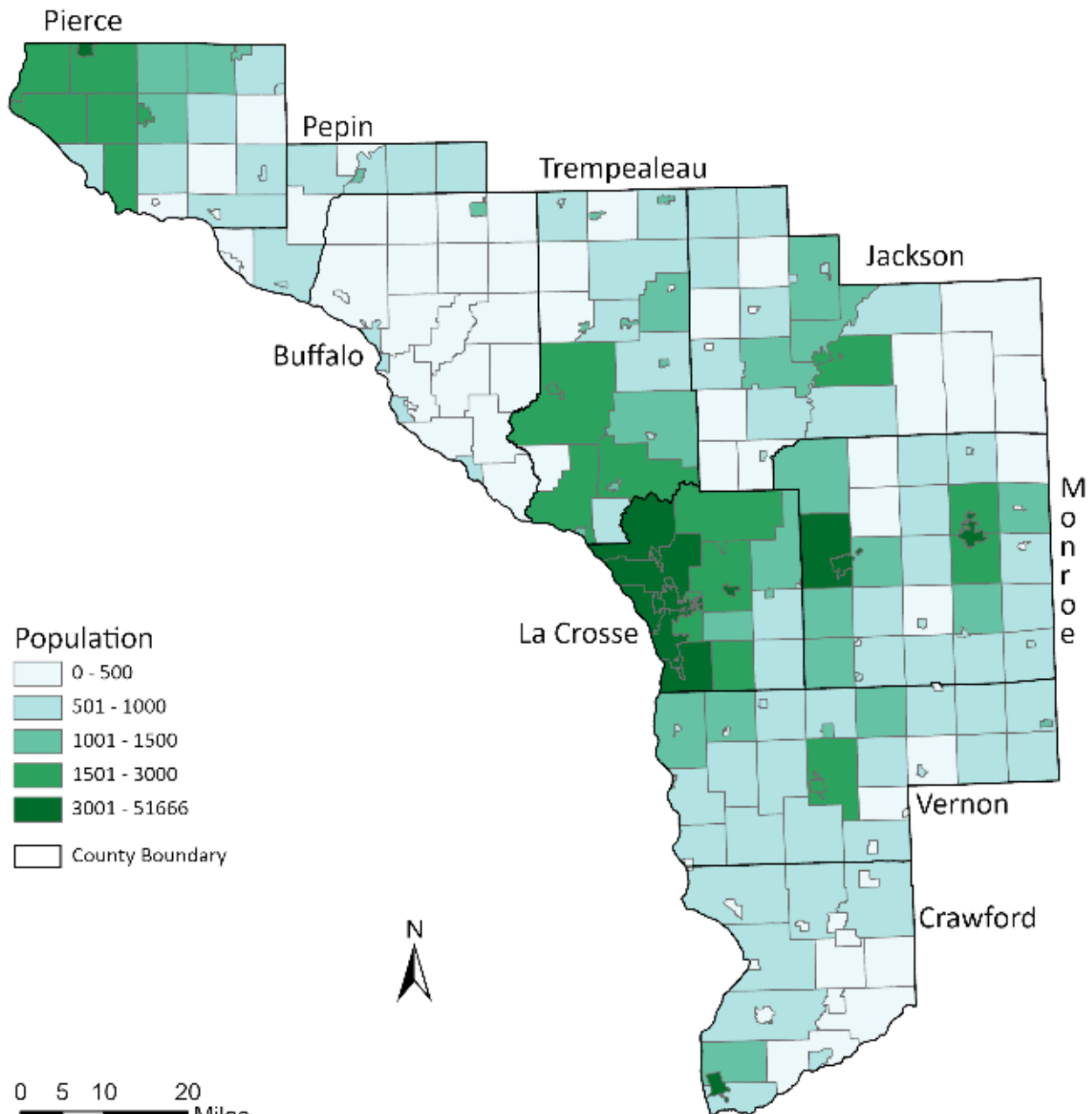
Source: U.S. Census, 2015-2019 American Community Survey 5 year Estimates

Table 2.03: Mississippi River Region Median Age of Population and Percentage of Children and Senior Citizens, 2019

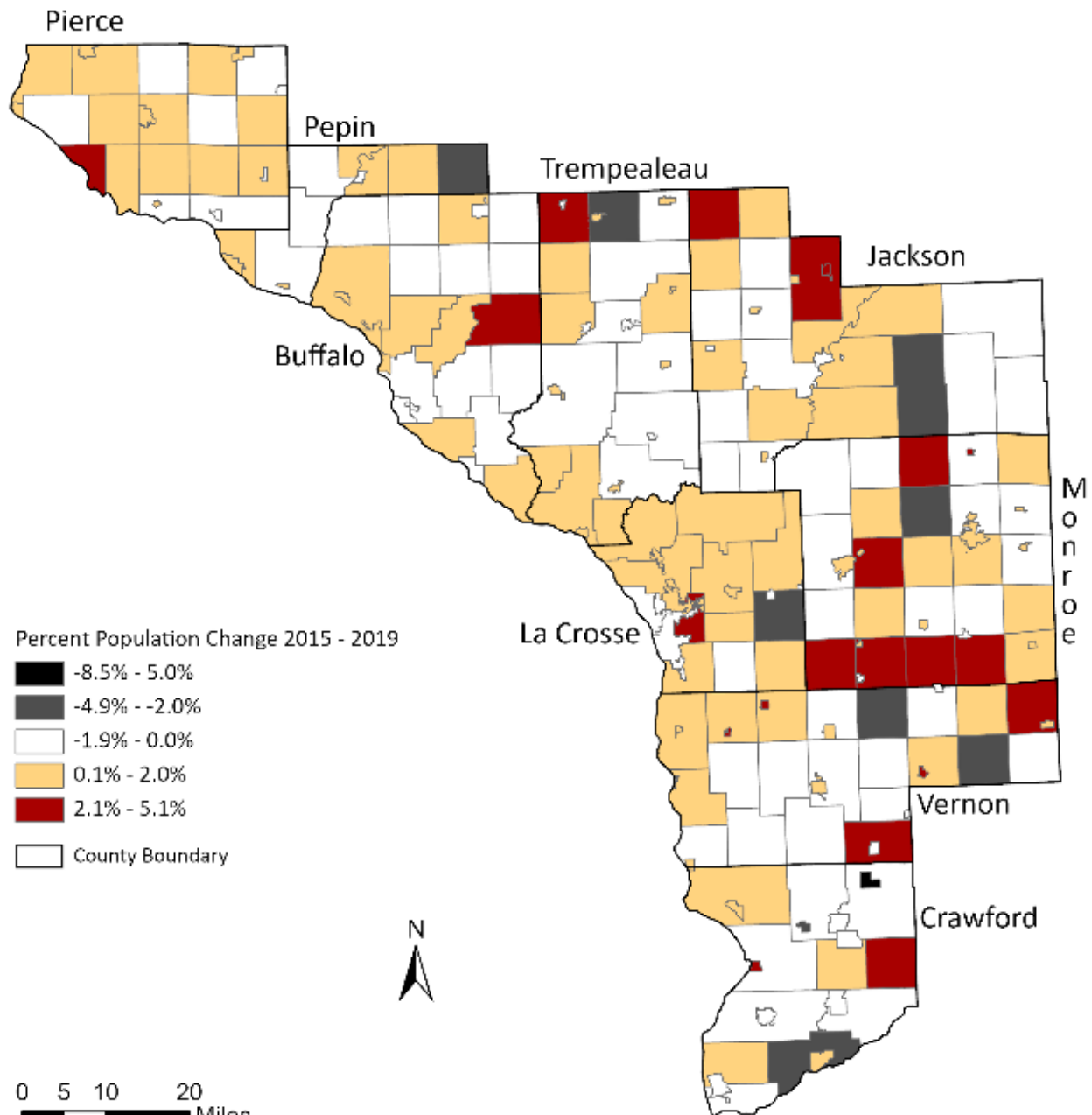
	Median Age	% Population Under 18 years	% Population 65 years and older
Buffalo	46.6	20.4%	21.6%
Crawford	46.3	20.4%	22.6%
Jackson	41.7	22.0%	18.5%
La Crosse	35.9	19.9%	15.8%
Monroe	39.9	25.4%	16.5%
Pepin	46.4	20.9%	21.9%
Pierce	36.8	20.9%	14.3%
Trempealeau	40.5	24.9%	17.7%
Vernon	41.7	26.1%	19.0%
Region	41.8	22.3%	18.7%
State of Wis.	39.9	21.7%	17.5%
Nation	38.5	22.2%	16.5%

Source: U.S. Census, 2015-2019 American Community Survey 5 year Estimates

Map 2.1 Mississippi River Region
2019 Population by Local Government Unit



Map 2.2 Mississippi River Region
2015- 2019 Population Change
by Local Government Unit



American Community Survey
5 Year Estimates
11/21



HOUSING UNITS AND PROJECTIONS

From 1990 to 2019 according to the US Census and American Community Survey, the number of housing units nationwide increased by 34.4% (see Table 2.04). The state of Wisconsin and the Mississippi River Region saw a slightly smaller increases of 31.1% and 32.5% respectively. Pierce County had the highest rate of housing increase (43.9%) during that period, and Buffalo County had the lowest (21.5%). 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. Between 2015 and 2019, housing growth rates for the nation (3.1%), the state's (2.0%), and the Mississippi River Region's (2.4%) remained similar.

Projections for the years 2030 and 2040 show that housing increases in the State and Region are projected to be lower than the nation. Housing projections for the years 2019—2030 show that the nation is expected to grow by 6.7% while the Mississippi River Region (2.6%) and Wisconsin (0.1%) were lower. During this time period Monroe County is projected to have the highest growth rate at 8.7% while four counties Crawford County (-12.8%), Buffalo County (-11.5%), Pepin County (-10.8%), and Jackson County (-3.0%) are projected to lose housing. For the time period 2019—2040 the Nation is projected to grow by 21.8% which is significantly higher than the projected growth of the Mississippi River Region's 5.6% growth and Wisconsin's 3.6% growth. During this time period Monroe County is projected to have the highest growth rate at 13.9% while three counties Crawford County (-15.5%), Pepin County (-13.1%) and Buffalo County (-12.7%) are projected to lose housing.

Table 2.04 Mississippi River Region Housing Trends and Projections 1990 - 2040

Housing Units ⁽¹⁾								Housing Projections			
	1990	2000	2010	2015	2019	% Chg 90-19	% Chg 15-19	2030 ⁽²⁾	2040 ⁽²⁾	% Chg 19-30	% Chg 19-40
Buffalo	5,586	6,098	6,664	6,672	6,788	21.5	1.7	6,010	5,924	-11.5	-12.7
Crawford	7,315	8,480	8,802	8,821	8,978	22.7	1.8	7,825	7,585	-12.8	-15.5
Jackson	7,627	8,029	9,727	9,755	9,933	30.2	1.8	9,634	9,937	-3.0	0.0
La Crosse	38,227	43,480	48,402	49,008	50,304	31.6	2.6	53,262	54,929	5.9	9.2
Monroe	14,135	16,672	19,204	19,505	19,914	40.9	2.1	21,638	22,679	8.7	13.9
Pepin	2,919	3,036	3,579	3,609	3,663	25.5	1.5	3,266	3,183	-10.8	-13.1
Pierce	11,536	13,493	16,132	16,220	16,599	43.9	2.3	17,869	18,480	7.7	11.3
Trempealeau	10,097	11,482	12,619	12,764	13,138	30.1	2.9	13,532	14,007	3.0	6.6
Vernon	10,830	12,416	13,720	13,761	14,096	30.2	2.4	14,117	14,742	0.1	4.6
Region	108,272	123,186	138,849	140,115	143,413	32.5	2.4	147,153	151,466	2.6	5.6
Wisconsin	2,055,676	2,321,144	2,624,358	2,641,627	2,694,527	31.1	2	2,697,884	2,790,322	0.1	3.6
Nation	102,263,678	115,904,641	131,351,840	133,351,840	137,428,986	34.4	3.1	146,600,728	167,455,124	6.7	21.8

*Estimate from 2015-2019 American Community Survey 5-Year estimates

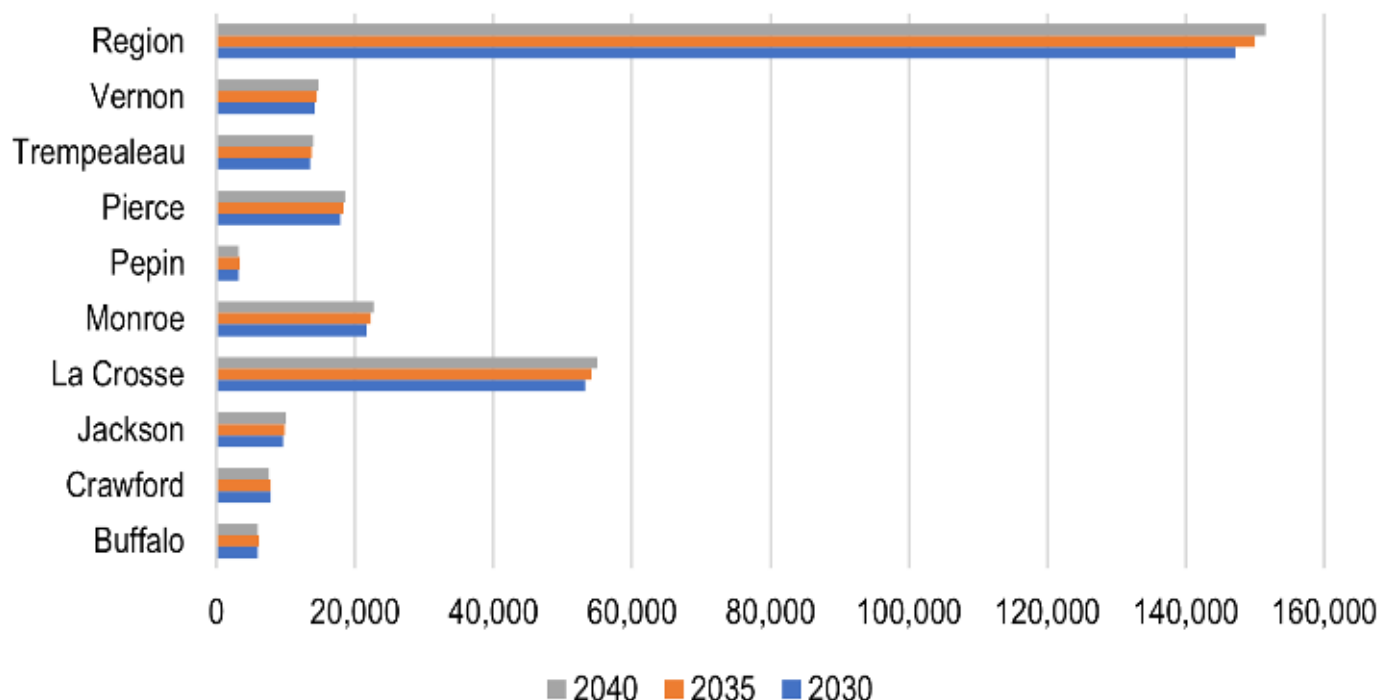
(1) U.S. Dept of Commerce-Bureau of the Census; (2) DOA projections 2013 (2010-2040)

HOUSING PROJECTIONS 2030-2040

Overall, the growth in housing from 2030 to 2040 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 2.5% during that period, and the Mississippi River Region is expected to see a 2.0% growth rate. Monroe County is expected to have the highest growth rate (3.1%) from 2030 to 2040, followed by Vernon County (2.9%). Crawford, Pepin, and Buffalo Counties are anticipated to see low growth, 0.1%, 0.4%, and 0.6% respectively. These projections are based on past housing trends and population projections determined by DOA.



Figure 2.02 Housing Unit Projections



Source: DOA projections 2013 (2010-2040)

VALUE OF HOUSING, MEDIAN VALUE OF OWNER OCCUPIED UNITS

Housing values in the Mississippi River Region increased between 2015 and 2019 at a higher rate (9.9%) than the State (8.9%) and lower rate than the Nation (21.8%); (see Table 2.05). Monroe County saw the highest increase in housing values during that time (14.6%), and Pepin County saw the lowest increase (6.9%). The median value of a home in the Region was \$164,975 in 2021, compared to \$200,506 in the State. Pierce County had the highest median home value in 2021 (\$228,348) and Jackson County had the lowest (\$138,168) (Table 2.06).



The median value of a home in the region is less than the state or nation but the value increase on a percentage basis remains consistent with the State median value trends.

Table 2.05: Mississippi River Region Value of Housing, Median Value of Owner Occupied Units

	1980	1990	2000	2010	2015	2019	% Chg 80-90	% Chg 90-00	% Chg 00-10	% Chg 10-15	% Chg 15-19
Buffalo	33,600	43,000	78,600	130,600	145,500	159,700	28	82.8	66.2	11.4	9.8
Crawford	32,800	42,900	75,100	113,900	123,500	134,200	30.8	75.1	51.7	8.4	8.7
Jackson	31,600	39,600	76,800	121,400	127,000	135,900	25.3	93.9	58.1	4.6	7.0
La Crosse	47,800	58,400	96,900	148,700	156,700	173,300	22.2	65.9	53.5	5.4	10.6
Monroe	36,800	48,600	77,500	126,800	135,300	155,000	32.1	59.5	63.6	6.7	14.6
Pepin	34,600	40,700	79,200	138,500	141,800	151,600	17.6	94.6	74.9	2.4	6.9
Pierce	47,900	65,500	123,100	200,200	191,000	208,700	36.7	87.9	62.6	-4.6	9.3
Trempealeau	35,400	40,900	77,000	132,800	140,800	156,000	15.5	88.3	72.5	6.0	10.8
Vernon	34,700	43,600	73,400	131,700	140,900	157,200	25.6	68.3	79.4	7.0	11.6
Region**	37,244	47,022	84,178	138,289	144,722	159,067	26.3	79	64.3	4.7	9.9
State of Wis.	48,600	62,500	112,200	169,000	165,800	180,600	28.6	79.5	50.6	-1.9	8.9
United States	47,300	79,100	119,600	188,400	178,600	217,500	67.2	51.2	57.5	-5.2	21.8

** 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, 2015-2019

Table 2.06: Mississippi River Region Housing Units Sold and Median Sales Price 2017-2021

Jurisdiction	Annual Average of Housing Units Sold	Annual Average Median Housing Sales Price
Buffalo	141	\$147,247
Crawford	191	\$140,716
Jackson	231	\$138,168
La Crosse	1,515	\$200,329
Monroe	549	\$161,299
Pepin	119	\$145,143
Pierce	404	\$228,348
Trempealeau	284	\$161,882
Vernon	296	\$161,646
Region	3,730	\$164,975
State of Wis.	85,765	\$200,506

Source: Wisconsin Realtors Association Feb. 2022

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 2017 through 2021 totaled 3,730 with an average median sales price of \$164,975, Table 2.06.

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 21.1% of all households in La Crosse County to 28.2% in Vernon County. In all counties most households spent less than 20% on their mortgage. The State and Nation as a whole had 18.8% and 27.8% respectively of households paying more than 30% or more of their income on a housing mortgage, Table 2.07.

INCOME SPENT ON RENTAL HOUSING

The number of households in each county that spent 30% or more of their income on rent varied from 32.5% in Pepin County to 47.6% in Vernon County. Over a third of renters spent 30% or more on housing in the Region. The State and Nation as a whole had 44.0% and 49.6% respectively of households paying more than 30% or more of their income on rent, Table 2.08

Table 2.07 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	2,346	42.50%	19.60%	10.60%	27.40%
Crawford	2,450	47.90%	15.10%	9.10%	27.90%
Jackson	3,521	48.40%	14.20%	11.70%	25.70%
La Crosse	18,171	50.20%	17.80%	10.90%	21.10%
Monroe	7,569	50.40%	16.30%	11.70%	21.70%
Pepin	1,327	44.90%	18.60%	11.60%	24.80%
Pierce	7,468	48.00%	18.60%	12.50%	20.90%
Trempealeau	5,300	45.10%	19.90%	12.30%	22.70%
Vernon	5,055	45.50%	16.20%	10.00%	28.20%
Wisconsin	565,443	49.90%	16.90%	10.40%	18.80%
United States	48,182,974	45.90%	15.70%	10.50%	27.80%

Source: Census Bureau, 2015-2019 American Community Survey 5-Yr Est.

Table 2.08 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	1,176	21.80%	16.60%	10.80%	11.00%	39.90%
Crawford	1,365	22.10%	12.60%	14.00%	11.20%	40.20%
Jackson	1,819	20.20%	14.50%	16.00%	13.80%	35.50%
La Crosse	16,667	13.60%	15.90%	14.20%	12.00%	44.30%
Monroe	4,984	23.10%	16.30%	11.40%	10.30%	39.00%
Pepin	530	26.60%	14.20%	17.50%	7.20%	32.50%
Pierce	4,097	20.60%	15.70%	14.30%	10.40%	38.50%
Trempealeau	2,856	22.90%	12.90%	14.30%	12.60%	37.30%
Vernon	2,289	14.40%	16.70%	9.20%	12.10%	47.60%
Wisconsin	731,677	16.30%	14.80%	13.50%	11.40%	44.00%
United States	40,366,338	13.10%	12.90%	12.90%	11.60%	49.60%

Source: Census Bureau, 2015-2019 American Community Survey 5-Yr Est.

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 1.0% of all households in Pepin and Pierce County to 9.0% of all households in Vernon County. Regionally 2.7% of all households in the region lacked complete plumbing and/or kitchen facilities, which was 1.4% and 1.5% higher than the state and nation that reported 1.3% and 1.2% respectively, Table 2.09.

The data on plumbing facilities were 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. These data provide assistance in the as-

essment 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 serve to aid in the development of policies based on fair market rent, and to identify areas in need of rehabilitation loans or grants.

Table 2.09 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	5,772	48	109	157	2.7%
Crawford	6,654	110	142	252	3.8%
Jackson	8,199	143	161	304	3.7%
La Crosse	47,518	113	420	533	1.1%
Monroe	17,915	279	409	688	3.8%
Pepin	3,070	15	17	32	1.0%
Pierce	15,593	78	84	162	1.0%
Trempealeau	12,005	88	116	204	1.7%
Vernon	12,071	508	579	1087	9.0%
Region	128,797	1,382	2,037	3,419	2.7%
State	2,358,156	10,011	20,582	30,593	1.3%
Nation	120,756,048	468,497	1,003,980	1,472,477	1.2%

Source: Census Bureau, 2015-2019 American Community Survey 5-Yr Est.

REGIONAL JOB BASE Table 2.10 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 2020 Government, Health Care and Social Assistance, Manufacturing, Retail Trade, and Accommodation and Food Service 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, Health Care and Social Assistance, Retail Trade, and Agriculture Forestry Fishing and Hunting. Table 2.11 on the following page involves a similar analysis to this except annual average earnings per worker is analyzed.

Table 2.10 Mississippi River Region Number of Jobs by Industry 2020

Industry	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	MRRPC	Regional Rank
Agriculture, Forestry, Fishing and Hunting	567	431	995	135	908	203	605	855	536	5,234	11
Mining, Quarrying, and Oil and Gas Extraction	<10	<10	137	0	248	0	24	73	19	517	20
Utilities	65	17	16	434	62	0	49	28	120	790	19
Construction	262	231	666	3,129	945	261	774	579	666	7,513	7
Manufacturing	263	1,394	667	7,820	3,783	185	1,792	5,141	952	21,998	3
Wholesale Trade	183	149	82	3,177	458	195	358	415	295	5,313	10
Retail Trade	265	1,427	850	7,822	2,160	340	1,072	951	1,195	16,081	4
Transportation and Warehousing	811	179	1,104	3,135	2,176	83	399	780	281	8,948	6
Information	27	69	41	693	81	24	42	65	139	1,180	18
Finance and Insurance	136	161	212	3,496	403	67	275	300	338	5,388	9
Real Estate and Rental and Leasing	25	35	29	776	113	12	69	99	82	1,239	17
Professional, Scientific, and Technical Services	69	79	120	2,161	511	55	323	265	245	3,827	13
Management of Companies and Enterprises	<10	81	115	1,478	305	113	19	<10	310	2,431	14
Administrative and Support and Waste Management and Remediation Services	190	424	114	2,263	464	35	185	261	209	4,145	12
Educational Services	<10	31	28	1,674	43	19	99	47	120	2,069	15
Health Care and Social Assistance	323	930	997	14,857	2,363	230	949	1,215	1,700	23,565	2
Arts, Entertainment, and Recreation	42	57	53	959	92	17	166	83	57	1,525	16
Accommodation and Food Services	306	632	500	5,443	1,466	209	1,087	640	666	10,950	5
Other Services (except Public Administration)	165	274	266	3,808	744	95	560	499	382	6,793	8
Government	833	1,111	2,683	8,440	5,605	469	3,337	2,318	1,773	26,569	1
Unclassified Industry	0	0	0	0	0	0	0	0	0	0	21
Total	4,553	7,718	9,674	71,699	22,927	2,612	12,184	14,618	10,088	156,074	

Source: Economic Modeling Specialists International Q1 2022 Data Set

REGIONAL EARNINGS BASE Table 2.11 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 2020 Utilities, Management of Companies and Enterprises, Information, Mining, Quarrying, and Oil and Gas Extraction, and Finance and Insurance 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. An overall average annual earning per worker for each county is also shown. None of the top five industries with the largest number of jobs in the MRRPC region also are in the top five of average earnings.

Table 2.11 2020 Mississippi River Region Average Annual Earnings Per Worker by Industry

Description	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	MRRPC	Regional Rank
Agriculture, Forestry, Fishing and Hunting	\$44,626	\$41,443	\$46,835	\$39,735	\$47,885	\$47,349	\$44,151	\$48,789	\$41,995	\$45,698	14
Mining, Quarrying, and Oil and Gas Extraction	Insf. Data	Insf. Data	\$79,740	\$0	\$94,474	\$0	\$89,190	\$80,016	\$32,682	\$85,564	4
Utilities	\$141,683	\$160,228	\$113,962	\$144,315	\$132,899	\$0	\$127,544	\$125,467	\$137,839	\$140,228	1
Construction	\$47,393	\$44,557	\$93,199	\$71,441	\$63,173	\$67,973	\$58,302	\$53,729	\$52,678	\$65,934	11
Manufacturing	\$50,364	\$70,412	\$67,920	\$66,362	\$63,473	\$48,558	\$64,740	\$63,863	\$54,295	\$64,546	12
Wholesale Trade	\$74,234	\$60,778	\$53,781	\$74,849	\$69,024	\$71,866	\$65,500	\$71,672	\$59,479	\$71,742	8
Retail Trade	\$32,961	\$36,929	\$31,149	\$36,128	\$33,763	\$43,319	\$31,789	\$33,963	\$35,780	\$35,271	16
Transportation and Warehousing	\$79,292	\$53,372	\$64,395	\$75,888	\$66,906	\$59,904	\$79,060	\$77,540	\$77,520	\$72,352	7
Information	\$52,655	\$40,739	\$47,411	\$104,825	\$57,631	\$91,896	\$67,117	\$67,114	\$69,234	\$86,139	3
Finance and Insurance	\$57,897	\$66,780	\$63,120	\$80,297	\$70,941	\$78,073	\$73,841	\$64,720	\$60,354	\$75,738	5
Real Estate and Rental and Leasing	\$44,250	\$46,437	\$47,147	\$55,075	\$49,543	\$68,797	\$68,599	\$58,620	\$43,970	\$54,247	13
Professional, Scientific, and Technical Services	\$44,881	\$55,276	\$56,008	\$80,832	\$65,271	\$67,001	\$74,966	\$52,593	\$57,642	\$72,452	6
Management of Companies and Enterprises	Insf. Data	\$77,198	\$102,393	\$87,492	\$86,885	\$99,782	\$119,460	Insf. Data	\$104,195	\$90,766	2
Administrative and Support and Waste Management and Remediation Services	\$60,700	\$40,606	\$41,404	\$45,053	\$34,396	\$30,334	\$31,928	\$40,587	\$43,674	\$43,008	15
Educational Services	Insf. Data	\$31,550	\$48,377	\$35,818	\$32,685	\$26,743	\$20,257	\$27,385	\$18,450	\$33,703	17
Health Care and Social Assistance	\$32,120	\$56,550	\$67,884	\$76,614	\$53,117	\$55,303	\$38,797	\$45,765	\$55,826	\$67,719	10
Arts, Entertainment, and Recreation	\$18,424	\$18,162	\$25,737	\$29,740	\$21,721	\$25,339	\$24,041	\$23,451	\$23,599	\$27,113	19
Accommodation and Food Services	\$15,860	\$18,744	\$17,085	\$19,864	\$20,720	\$16,604	\$20,160	\$16,673	\$15,994	\$19,186	20
Other Services (except Public Administration)	\$26,192	\$22,610	\$22,756	\$33,884	\$29,270	\$35,546	\$24,788	\$36,085	\$24,978	\$31,230	18
Government	\$61,717	\$75,702	\$77,273	\$70,704	\$76,635	\$65,390	\$71,598	\$57,430	\$52,714	\$70,188	9
Unclassified Industry	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	21
Ave. Earning	\$53,109	\$51,565	\$61,658	\$61,720	\$58,794	\$55,124	\$54,251	\$55,076	\$50,285	\$58,473	

Source: Economic Modeling Specialists International Q1 2022 Data Set

GROSS COUNTY PRODUCT

As shown in Table 2.12A below, the percentage change in the Gross National Product (GNP) from 2010-2015 for the Mississippi River Region, the state of Wisconsin, and the U.S was around 20%. Between 2015-2020 this percentage dropped to 10% for the MRRPC and state of Wisconsin but only to 15% for the US. When looking at the period of 2010—2020 the MRRPC and state of Wisconsin were at 31% and the US was at 39%.

In examining all the respective counties within the Mississippi River Region, one can infer that there are wide variations between the counties. For example, the percentage change in GNP from 2010-2020 for Buffalo County was -4%, while its neighboring county, Trempealeau

County, experienced an 38% increase in GNP. In summary, from 2010 -2020 all the MRRPC counties with the exception of Buffalo County experienced increases in their respective GNP's, ranging from 21%-38%. Buffalo County experienced a decrease of 4% during this same time period.

For the two time periods of 2010-2020 and 2015-2020 the majority of jurisdictions experienced an increase in their respective GNP's. However, from 2010-2015 Buffalo County experienced a 9% decrease and from 2015-2020 Trempealeau County experienced a 4% decrease. There are numerous economic and non-economic factors that play into whether a jurisdiction will experience a growth or decline in their GNP's. One factor is the demand in a specific industry, relative to the state and national level. This examination is shown in Table 2.12B on page 34.

Table 2.12A Gross County, Regional, State and National Domestic Product Trends 2010-2020

Jurisdiction	2010	2015	2020	2010-2015 % Change	2015-2020 % Change	2010-2020 % Change
Buffalo	489,203,488	444,483,462	\$471,580,682	-9%	6%	-4%
Crawford	646,026,009	791,169,763	\$809,825,482	22%	2%	25%
Jackson	732,083,301	862,848,437	\$889,470,295	18%	3%	21%
La Crosse	5,505,091,342	6,567,595,231	\$7,396,995,975	19%	13%	34%
Monroe	1,686,273,217	1,972,694,843	\$2,313,137,848	17%	17%	37%
Pepin	224,737,277	253,151,016	\$272,420,724	13%	8%	21%
Pierce	940,376,254	1,108,842,065	\$1,245,575,339	18%	12%	32%
Trempealeau	1,060,423,457	1,522,479,162	\$1,461,481,948	44%	-4%	38%
Vernon	796,923,418	916,952,216	\$998,678,750	15%	9%	25%
Region	12,081,137,762	14,440,216,193	\$15,859,167,041	20%	10%	31%
State	251,438,061,948	299,301,939,299	328,715,033,594	19%	10%	31%
U.S.	14,740,981,820,500	17,828,513,180,800	20,474,578,998,900	21%	15%	39%

Source: The input-output model in this report is Emsi's gravitational flows multi-regional social account matrix (MR-SAM). It is based on data from the U.S. Census Bureau's Current Population Survey and American Community Survey; as well as the Bureau of Economic Analysis' National Income and Product Accounts, Input-Output Make and Use Tables, and Gross State Product data, in addition, several Emsi in-house data sets are used, as well as data from Oak Ridge National Labs on the cost of transportation between counties. State Data Sources: This report uses state data from the following agencies: Wisconsin Department of Workforce Development, Bureau of Workforce Information

GROSS REGIONAL, STATE AND NATIONAL PRODUCT

Industry	Mississippi River Region	%	Wisconsin	%	United States	%
Agriculture, Forestry, Fishing and Hunting	574,395,918	4%	5,113,220,601	2%	185,427,566,824	1%
Mining, Quarrying, and Oil and Gas Extraction	90,773,140	1%	629,433,601	0%	182,410,478,727	1%
Utilities	429,913,634	3%	4,878,474,235	1%	338,190,404,568	2%
Construction	686,346,866	4%	15,060,220,672	5%	890,762,369,418	4%
Manufacturing	2,674,627,217	17%	63,847,570,178	19%	2,247,546,311,510	11%
Wholesale Trade	1,048,555,633	7%	21,286,822,395	6%	1,235,327,623,200	6%
Retail Trade	1,016,409,143	6%	20,223,894,833	6%	1,190,094,952,860	6%
Transportation and Warehousing	799,941,182	5%	8,596,767,077	3%	574,379,144,360	3%
Information	342,663,832	2%	11,573,646,252	4%	1,160,273,922,420	6%
Finance and Insurance	897,657,308	6%	27,999,660,180	9%	1,905,927,654,240	9%
Real Estate and Rental and Leasing	462,821,237	3%	9,908,122,768	3%	771,906,613,354	4%
Professional, Scientific, and Technical Services	383,328,658	2%	15,352,054,151	5%	1,621,750,702,720	8%
Management of Companies and Enterprises	247,641,262	2%	8,940,676,917	3%	406,222,067,058	2%
Administrative and Support and Waste Management and Remediation Services	241,982,606	2%	7,911,365,582	2%	647,028,660,928	3%
Educational Services	80,176,998	1%	3,278,915,787	1%	247,168,667,609	1%
Health Care and Social Assistance	1,689,118,129	11%	28,919,986,575	9%	1,547,852,866,870	8%
Arts, Entertainment, and Recreation	55,000,008	0%	1,944,991,715	1%	159,018,755,080	1%
Accommodation and Food Services	294,037,536	2%	6,329,509,504	2%	484,536,903,634	2%
Other Services (except Public Administration)	286,960,120	2%	5,965,044,886	2%	381,356,027,318	2%
Government	2,168,424,487	14%	33,342,871,363	10%	2,416,900,135,650	12%
Other Vectors	1,388,392,129	9%	27,611,784,322	8%	1,880,497,170,510	9%
Total	13,295,685,771	100%	280,162,424,730	100%	16,725,284,197,754	100%

Source: EMSI Quarter 4, 2020 Data Set

As shown in Table 2.12B above, the sum of the industries encompasses the percentage share of their respective GNP within the MRRPC region, the state of Wisconsin, and the U.S. Looking closely at the data, one can infer that the following industries have a 6% or greater overall share of GNP in the MRRPC region: Manufacturing, Government, Health Care and Social Assistance, Other Vectors, Wholesale Trade, Retail Trade, and Finance and Insurance. In contrast, industries in the MRRPC region that fall between 0% and 2% of the GNP are the following industries: Arts and Entertainment, Management, Mining for Oil and Gas Extraction, Information Services, Professional Services, Accommodation and Food Services, Educational Services, Administrative and Support and Waste Management, and Other Services. Within the state of Wisconsin, the following industries hold a 6% or greater overall share of GNP: Manufacturing, Government, Health Care and Social Assistance, Finance and Insurance, Other Vectors, Retail Trade, and Wholesale Trade. Meanwhile, the industries that fall between 0% and 2% of the GNP in the state are Mining for oil and gas production, Educational Services, Arts and Entertainment, Agriculture,

Utilities, Administration, Accommodation and Food Services, and Other Services. Lastly, the United States, like the other two regions, have similar industries that rank on the high-end and low-end of the GNP. Industries that have a 6% or greater overall share of GNP in the nation are Manufacturing, Government, Other Vector, Finance and Insurance, Professional, Scientific, and Technical Services, Retail Trade, Wholesale Trade, Information, and Health Care and Social Assistance. On the other side of the spectrum, industries that rank between 0% and 2% of the GNP for the Nation include Agriculture, Educational Services, Arts and Entertainment, Mining for Oil and Gas Extraction, Utilities, Management, Accommodation and Food Services, and Other Services. For further information regarding the economic outlook of specific industries, Tables 2.17A-2.17K 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 2015 to 2020, the current earnings for the respective specializations and the 2020 location quotient.

PER CAPITA PERSONAL INCOME

The region's per capita income levels are consistently lower than the State and Nation (see Tables 2.13). Vernon, Crawford, and Monroe Counties had the lowest per capita income levels in the Region in 2020, ranking 65th, 63rd and 60th in the state. While La Crosse, Pepin and Buffalo counties had the highest per capita income levels ranking 18th, 19th and 37th respectively in the state.

The percentage change from 2019 to 2020 in eight of our nine counties was higher than the either the State or the Nation. Only La Crosse County had a percentage change lower than the State and Nation. Pepin, Buffalo and Jackson counties led the MRRPC counties in percentage change and were in the top 10 ten in the State, ranking 4th, 5th and 7th respectively. This signals that the Mississippi River Region, in the aggregate, has improved its earning power faster than the state and the nation.

Figure 2.03 Per Capita Income 2018-2020

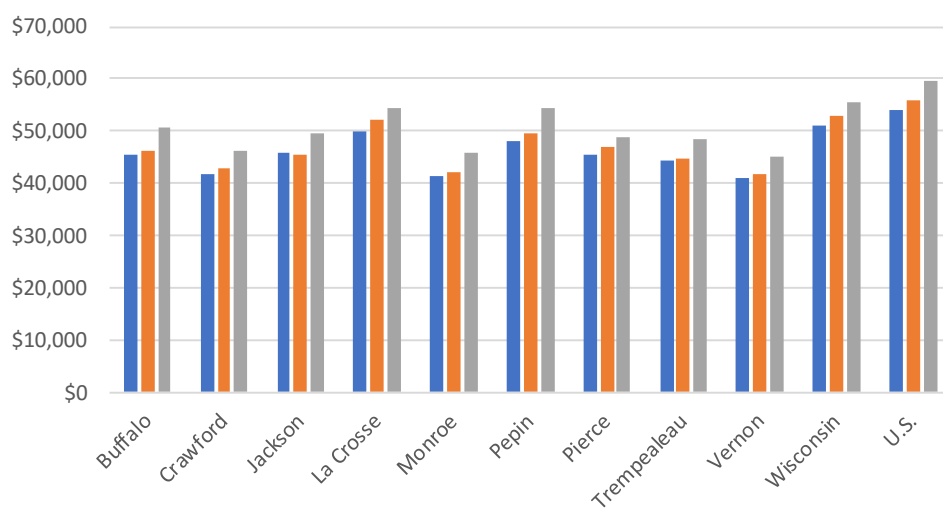


Table 2.13 MRRPC Per Capita Personal Income 2018 - 2020

	Per Capita Personal Income				Percent Change from preceding period		
	Dollars			Rank in State	Percent Change		Rank in State
	2018	2019	2020		2019	2020	
Buffalo	\$45,528	\$46,256	\$50,518	37	1.6	9.2	5
Crawford	\$41,757	\$42,894	\$46,113	60	2.7	7.5	15
Jackson	\$46,006	\$45,571	\$49,528	46	-0.9	8.7	7
La Crosse	\$49,776	\$52,166	\$54,532	18	4.8	4.5	57
Monroe	\$41,307	\$42,274	\$45,741	63	2.3	8.2	12
Pepin	\$48,136	\$49,529	\$54,316	19	2.9	9.7	4
Pierce	\$45,576	\$46,871	\$48,775	50	2.8	4.1	64
Trempealeau	\$44,521	\$44,875	\$48,324	54	0.8	7.7	15
Vernon	\$40,897	\$41,863	\$44,976	65	2.4	7.4	18
Wisconsin	\$51,250	\$52,918	\$55,593		3.3	5.1	
U.S.	\$54,098	\$56,047	\$59,510		3.6	6.2	

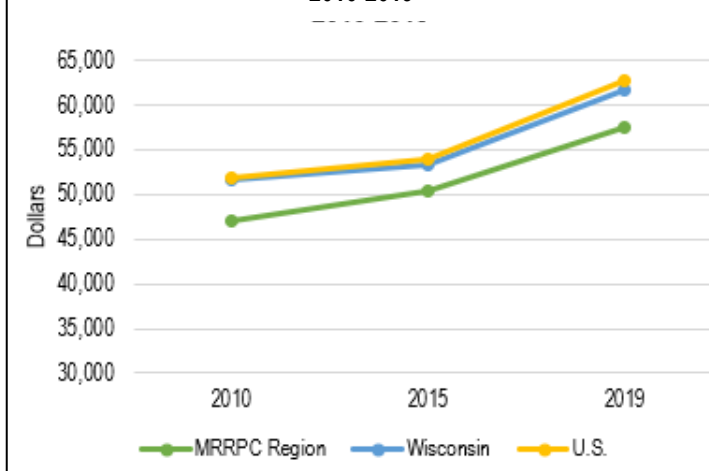
Source: EMSI Quarter 4, 2020 Data Set

MEDIAN HOUSEHOLD INCOME

While per capita 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 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 14.1% from 2010 to 2019 (see Table 2.14). This was lower than the state's rate of 15.7% and the national rate of 16.6%. Monroe County had the highest increase with 17.5%, while Vernon County

Figure 2.04 Median Household Income, In Dollars, 2010-2019



had the lowest increase at 10.0%. From 2010 to 2015, the median household in Pepin County saw the lowest increase, at 2.2%, and the median household in Crawford County saw the largest increase at 12.6%. Across the Region, the median household income rose by 7.1% from 2010 to 2015, a higher rate than the state (3.4%) and the nation (3.8%). All these dollar figures are absolute, however, meaning that they are not adjusted for inflation.

Table 2.14 Mississippi River Region Median Household Income, in Dollars, 2010-2019

	2010	2015	2019	% Change 2010-2015	% Change 2015-2019
Buffalo County	45,302	50,196	57,829	10.8	15.2
Crawford County	39,486	44,459	50,595	12.6	13.8
Jackson County	43,191	47,851	53,650	10.8	12.1
La Crosse County	49,328	50,539	57,882	2.5	14.5
Monroe County	47,333	50,694	59,587	7.1	17.5
Pepin County	48,446	49,516	54,583	2.2	10.2
Pierce County	60,181	61,611	72,323	2.4	17.4
Trempealeau County	46,582	51,077	58,548	9.6	14.6
Vernon County	43,632	47,675	52,459	9.3	10.0
Region	47,053	50,402	57,495	7.1	14.1
Wisconsin	51,598	53,357	61,747	3.4	15.7
U.S.	51,914	53,889	62,843	3.8	16.6

Sources: U.S. Census 2010, 2015-2019 American Community Survey 5 yr. Estimates

POVERTY

The amount of income and family size determine whether a person is in poverty. In 2019 the threshold for one person is \$12,490, for a four person family the threshold is \$25,750, and for a family of eight the threshold is \$43,430 or less. For every additional family member over eight, increase the poverty level by \$4,420. 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. 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 2013, 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. From 2015-2019 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. Monroe County's childhood poverty rate had also risen above the national average in 2013, 2014, 2015, 2016, and 2018. Jackson County's childhood poverty rate had also risen above the national average in 2013, 2014, and 2015. The only county in with an all-ages poverty rates consistently lower than the state's was Pierce County.

Table 2.15 Mississippi River Poverty Rates, 2013-2019

	2013		2014		2015		2016		2017		2018		2019	
	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	12	14.5	12.2	15.0	11.4	13.0	10.8	12.6	10.7	14.9	9.4	11.2	9.4	10.3
Crawford	12.6	16	12.3	15.4	12.8	16.8	13.6	20.4	13.0	19.4	12.8	19.5	12.4	18.3
Jackson	16.9	27.9	17.3	30.1	14.6	25.3	13.1	21.9	13.0	20.2	11.8	17.8	11.6	15.3
La Crosse	14	13.2	14.1	11.9	14.8	13.6	14.8	12.8	14.4	11.9	13.2	8.2	12.9	8.4
Monroe	14.4	22.3	15.4	24.9	15.1	23.9	13.9	22.2	12.6	19.3	12.8	20.4	11.3	17.0
Pepin	12.5	18.7	13.4	20.6	13.1	20.3	13.4	20.1	13.1	18.7	12.6	20.1	10.5	15.9
Pierce	12.4	11.9	12.8	12.7	12.1	11.4	12.0	11.7	10.7	10.8	9.8	8.6	9.3	6.6
Trempealeau	11.9	19.2	12.1	18.5	10.7	16.0	9.7	12.8	9.0	11.4	8.6	10.1	7.8	9.2
Vernon	14.5	21.3	15.9	24.9	16.0	25.1	16.3	25.3	16.6	25.7	16.6	25.0	16.1	24.1
MRRPC Region	13.5	18.3	13.9	19.3	13.4	18.4	13.1	17.8	12.6	16.9	12.0	15.7	11.3	13.9
Wisconsin	13	18.1	13.3	18.5	13.0	17.8	12.7	17.5	12.3	16.7	11.9	15.9	11.3	14.9
U.S.	15.4	21.6	15.6	21.9	15.5	21.7	15.1	21.2	14.6	20.3	14.1	19.5	13.4	18.5

Source: American Community Survey 5-year Estimates Table DPO3

INDUSTRY STRENGTH ANALYSIS BY LOCATION QUOTIENT

Tables 2.16A through 2.16K 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 2.17 again shows the Industry location quotients for each county, the Mississippi River Region and the State of Wisconsin. Table 2.18 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 2.16A– 2.16K** 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: Agriculture Forestry Fishing and Mining—2.63, Manufacturing—1.81, Utilities—1.45, Transportation and Warehousing—1.41, and Health Care and Social Assistance—1.16. Eight of the nine Mississippi River Region counties recorded a location quotient of one or more in the Agriculture, Forestry, Fishing and Hunting sector. Six counties have a location quotient of one or more in Manufacturing sector and five counties have 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 2.16A through 2.16K and **Table 2.17** will prove to be useful in developing industry cluster initiatives as explained on pages 62 and 63.

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



**Agriculture,
Forestry,
Fishing and
Hunting**



Manufacturing



**Transportation
and Warehousing**



**Health Care and
Social Assistance**



Utilities

BUSINESS SPECIALIZATION - Buffalo County

Table 2.16A Buffalo County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3112	Grain and Oilseed Milling	105	99	(6%)	\$59,605	55.03	2
1120	Animal Production	351	450	28%	\$45,398	30.87	20
3211	Sawmills and Wood Preservation	33	61	86%	\$56,844	22.67	3
4885	Freight Transportation Arrangement	134	150	12%	\$83,632	19.84	2
3111	Animal Food Manufacturing	<10	37	Insf. Data	\$39,546	19.51	3
4841	General Freight Trucking	604	575	(5%)	\$79,059	15.92	7
7224	Drinking Places (Alcoholic Beverages)	107	102	(5%)	\$14,426	12.56	21
4233	Lumber and Other Construction Materials Merchant Wholesalers	54	58	8%	\$59,184	8.20	1
1133	Logging	14	14	2%	\$46,792	6.95	1
2211	Electric Power Generation, Transmission and Distribution	94	65	(31%)	\$141,683	5.86	2
4883	Support Activities for Water Transportation	0	14	Insf. Data	\$112,464	5.25	1
3115	Dairy Product Manufacturing	<10	22	Insf. Data	\$28,787	4.96	1
1151	Support Activities for Crop Production	57	61	8%	\$43,429	4.41	4
4842	Specialized Freight Trucking	54	60	11%	\$54,833	4.37	8
6243	Vocational Rehabilitation Services	18	31	70%	\$20,211	3.77	1
1142	Hunting and Trapping	<10	<10	Insf. Data	Insf. Data	3.55	0
4471	Gasoline Stations	84	92	9%	\$23,465	3.40	7
7212	RV (Recreational Vehicle) Parks and Recreational Camps	<10	<10	Insf. Data	Insf. Data	3.38	1
1152	Support Activities for Animal Production	<10	<10	Insf. Data	Insf. Data	3.35	0
5611	Office Administrative Services	92	47	(49%)	\$87,565	2.99	1
2123	Nonmetallic Mineral Mining and Quarrying	<10	<10	Insf. Data	Insf. Data	2.65	1
1153	Support Activities for Forestry	<10	<10	Insf. Data	Insf. Data	2.55	0
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	70	51	(27%)	\$70,655	2.52	4
3332	Industrial Machinery Manufacturing	28	<10	Insf. Data	Insf. Data	2.32	1
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	15	40	173%	\$34,364	2.18	4

SOURCES: 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.

BUSINESS SPECIALIZATION - Crawford County

Table 2.16B Crawford County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3279	Other Nonmetallic Mineral Product Manufacturing	639	598	(6%)	\$78,254	156.27	1
3219	Other Wood Product Manufacturing	283	289	2%	\$53,414	23.93	2
5619	Other Support Services	255	260	2%	\$36,920	17.74	3
4541	Electronic Shopping and Mail-Order Houses	679	332	(51%)	\$50,449	13.05	2
1133	Logging	31	40	29%	\$58,241	11.56	1
3261	Plastics Product Manufacturing	103	278	170%	\$68,859	10.02	2
3331	Agriculture, Construction, and Mining Machinery Manufacturing	98	81	(18%)	\$85,573	8.30	1
5615	Travel Arrangement and Reservation Services	<10	74	Insf. Data	\$53,295	8.02	1
7212	RV (Recreational Vehicle) Parks and Recreational Camps	27	21	(21%)	\$24,082	7.71	1
3115	Dairy Product Manufacturing	<10	57	Insf. Data	\$65,830	7.58	1
7224	Drinking Places (Alcoholic Beverages)	90	94	5%	\$14,189	6.86	15
5622	Waste Treatment and Disposal	13	32	157%	\$62,217	6.63	1
1110	Crop Production	349	273	(22%)	\$39,266	6.59	7
4452	Specialty Food Stores	39	52	33%	\$23,163	4.76	5
4511	Sporting Goods, Hobby, and Musical Instrument Stores	203	105	(48%)	\$37,790	4.70	4
3329	Other Fabricated Metal Product Manufacturing	86	57	(34%)	\$72,759	4.40	1
1120	Animal Production	57	89	57%	\$41,391	3.60	8
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	269	345	28%	\$31,376	3.42	4
4233	Lumber and Other Construction Materials Merchant Wholesalers	16	40	150%	\$53,116	3.30	3
4482	Shoe Stores	21	25	22%	\$27,271	3.24	1
4471	Gasoline Stations	132	147	12%	\$26,505	3.22	12
4854	School and Employee Bus Transportation	0	23	Insf. Data	\$21,554	2.96	1
6243	Vocational Rehabilitation Services	50	39	(21%)	\$37,887	2.78	1
4442	Lawn and Garden Equipment and Supplies Stores	10	24	130%	\$27,557	2.76	3
4431	Electronics and Appliance Stores	50	58	15%	\$46,753	2.60	2

SOURCES: 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.

BUSINESS SPECIALIZATION - Jackson County

Table 2.16C Jackson County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
2123	Nonmetallic Mineral Mining and Quarrying	192	137	(29%)	\$79,740	23.16	5
2373	Highway, Street, and Bridge Construction	701	440	(37%)	\$114,476	20.23	2
1142	Hunting and Trapping	<10	<10	Insf. Data	Insf. Data	14.33	1
4841	General Freight Trucking	997	968	(3%)	\$63,495	12.61	16
3353	Electrical Equipment Manufacturing	100	99	(1%)	\$89,239	11.77	1
1110	Crop Production	492	572	16%	\$46,414	11.01	25
1120	Animal Production	163	324	98%	\$48,805	10.45	9
3259	Other Chemical Product and Preparation Manufacturing	91	49	(46%)	\$85,318	9.98	1
1133	Logging	44	34	(22%)	\$53,522	7.94	4
3323	Architectural and Structural Metals Manufacturing	126	169	34%	\$63,773	7.17	1
4859	Other Transit and Ground Passenger Transportation	33	42	28%	Insf. Data	6.82	1
9029	State Government, Excluding Education and Hospitals	514	657	28%	\$96,860	4.77	7
4245	Farm Product Raw Material Merchant Wholesalers	67	20	(70%)	\$34,398	4.59	1
4471	Gasoline Stations	230	257	12%	\$27,096	4.50	14
7224	Drinking Places (Alcoholic Beverages)	100	75	(25%)	\$14,269	4.36	19
3211	Sawmills and Wood Preservation	20	24	20%	\$41,301	4.27	2
9039	Local Government, Excluding Education and Hospitals	1,539	1,380	(10%)	\$78,776	4.07	36
3111	Animal Food Manufacturing	0	12	Insf. Data	\$59,590	3.08	1
3339	Other General Purpose Machinery Manufacturing	76	49	(35%)	\$71,812	3.07	1
3115	Dairy Product Manufacturing	0	27	Insf. Data	\$58,805	2.86	1
3363	Motor Vehicle Parts Manufacturing	190	89	(53%)	\$71,541	2.80	1
4842	Specialized Freight Trucking	37	73	97%	\$66,960	2.53	10
7212	RV (Recreational Vehicle) Parks and Recreational Camps	<10	<10	Insf. Data	Insf. Data	2.34	1
3273	Cement and Concrete Product Manufacturing	32	28	(14%)	\$72,956	2.31	1
4452	Specialty Food Stores	<10	30	Insf. Data	\$20,472	2.20	3

SOURCES: 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.

BUSINESS SPECIALIZATION - La Crosse County

Table 2.16D La Crosse County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	1,280	1,262	(1%)	\$90,708	20.90	8
3162	Footwear Manufacturing	25	91	262%	\$64,699	18.04	1
3115	Dairy Product Manufacturing	678	859	27%	\$65,773	12.39	5
3324	Boiler, Tank, and Shipping Container Manufacturing	624	391	(37%)	\$96,103	9.86	2
3231	Printing and Related Support Activities	1,459	1,368	(6%)	\$53,238	7.64	27
3121	Beverage Manufacturing	596	604	1%	\$81,881	4.98	6
8134	Civic and Social Organizations	816	606	(26%)	\$14,521	4.92	15
3118	Bakeries and Tortilla Manufacturing	437	565	29%	\$45,717	3.99	7
6243	Vocational Rehabilitation Services	901	490	(46%)	\$38,256	3.75	7
7224	Drinking Places (Alcoholic Beverages)	659	475	(28%)	\$14,846	3.72	79
6221	General Medical and Surgical Hospitals	6,605	7,682	16%	\$102,060	3.57	4
4233	Lumber and Other Construction Materials Merchant Wholesalers	318	340	7%	\$72,698	3.05	13
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	74	107	45%	\$68,925	2.98	1
3119	Other Food Manufacturing	124	309	149%	\$44,220	2.97	3
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	452	377	(17%)	\$78,599	2.96	15
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	349	311	(11%)	\$58,813	2.79	8
4821	Rail Transportation	429	264	(38%)	\$111,750	2.65	0
4247	Petroleum and Petroleum Products Merchant Wholesalers	108	120	12%	\$124,061	2.63	3
2211	Electric Power Generation, Transmission and Distribution	369	433	17%	\$144,323	2.49	6
3219	Other Wood Product Manufacturing	213	268	26%	\$55,389	2.39	6
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	158	276	75%	\$78,760	2.37	12
4239	Miscellaneous Durable Goods Merchant Wholesalers	259	312	21%	\$70,481	2.30	12
5242	Agencies, Brokerages, and Other Insurance Related Activities	1,692	1,655	(2%)	\$71,315	2.29	78
4412	Other Motor Vehicle Dealers	142	161	13%	\$68,784	2.19	13
4841	General Freight Trucking	803	1,159	44%	\$86,591	2.04	32

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BUSINESS SPECIALIZATION - Monroe County

Table 2.16E Monroe County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3272	Glass and Glass Product Manufacturing	555	611	10%	\$69,495	51.41	2
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	233	440	89%	\$64,366	22.80	1
3115	Dairy Product Manufacturing	423	489	16%	\$60,392	22.05	7
3111	Animal Food Manufacturing	56	209	275%	\$62,378	21.95	2
3333	Commercial and Service Industry Machinery Manufacturing	<10	276	Insf. Data	\$64,318	21.87	2
2123	Nonmetallic Mineral Mining and Quarrying	348	248	(29%)	\$94,474	17.74	6
3152	Cut and Sew Apparel Manufacturing	176	105	(40%)	\$39,098	8.76	1
3399	Other Miscellaneous Manufacturing	419	333	(21%)	\$67,981	7.54	4
3162	Footwear Manufacturing	0	12	Insf. Data	\$17,652	7.35	0
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	348	179	(49%)	\$62,731	7.20	2
3331	Agriculture, Construction, and Mining Machinery Manufacturing	607	179	(70%)	\$62,127	6.21	3
9011	Federal Government, Civilian	2,493	2,710	9%	\$91,490	6.19	34
3222	Converted Paper Product Manufacturing	315	207	(34%)	\$80,451	5.47	1
1120	Animal Production	357	396	11%	\$45,625	5.39	16
4931	Warehousing and Storage	1,058	1,020	(4%)	\$56,778	4.76	7
3372	Office Furniture (including Fixtures) Manufacturing	13	66	409%	\$53,282	4.39	2
4841	General Freight Trucking	756	773	2%	\$79,464	4.25	31
1133	Logging	33	40	21%	\$54,532	3.92	6
7224	Drinking Places (Alcoholic Beverages)	152	157	3%	\$15,944	3.84	30
3219	Other Wood Product Manufacturing	138	130	(6%)	\$49,570	3.64	6
4471	Gasoline Stations	505	480	(5%)	\$31,624	3.54	29
3321	Forging and Stamping	<10	45	Insf. Data	\$59,627	3.49	1
4452	Specialty Food Stores	68	111	63%	\$33,456	3.45	7
4842	Specialized Freight Trucking	181	226	24%	\$68,632	3.29	23
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	153	152	(1%)	\$58,246	3.18	9

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BUSINESS SPECIALIZATION - Pepin County

Table 2.16F Pepin County Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3115	Dairy Product Manufacturing	58	70	20%	\$55,626	27.60	3
1120	Animal Production	207	165	(20%)	\$44,231	19.74	12
4855	Charter Bus Industry	<10	<10	Insf. Data	Insf. Data	18.66	0
1142	Hunting and Trapping	0	<10	Insf. Data	Insf. Data	18.05	0
3331	Agriculture, Construction, and Mining Machinery Manufacturing	<10	45	Insf. Data	\$48,815	13.82	1
4412	Other Motor Vehicle Dealers	24	26	5%	\$74,671	9.57	1
1133	Logging	12	11	(8%)	\$45,785	9.48	0
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	102	49	(52%)	\$67,752	8.98	3
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	93	100	7%	\$80,318	8.66	4
4854	School and Employee Bus Transportation	18	22	24%	\$39,292	8.46	1
2379	Other Heavy and Civil Engineering Construction	15	18	23%	\$82,697	8.46	2
7224	Drinking Places (Alcoholic Beverages)	60	39	(35%)	\$18,291	8.43	10
4452	Specialty Food Stores	21	28	35%	\$29,272	7.65	2
8114	Personal and Household Goods Repair and Maintenance	<10	13	Insf. Data	\$26,832	5.50	1
3372	Office Furniture (including Fixtures) Manufacturing	<10	<10	Insf. Data	\$38,592	5.50	1
4471	Gasoline Stations	58	72	25%	\$41,391	4.69	9
2362	Nonresidential Building Construction	47	56	18%	\$73,355	3.86	3
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	<10	15	Insf. Data	\$40,886	3.63	1
3262	Rubber Product Manufacturing	27	<10	Insf. Data	\$42,132	3.35	2
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	21	18	(17%)	\$42,087	3.11	3
5511	Management of Companies and Enterprises	64	113	76%	\$99,782	2.96	5
4482	Shoe Stores	0	<10	Insf. Data	Insf. Data	2.82	0
4483	Jewelry, Luggage, and Leather Goods Stores	<10	<10	Insf. Data	Insf. Data	2.62	0
9039	Local Government, Excluding Education and Hospitals	215	238	11%	\$72,366	2.60	28
6244	Child Day Care Services	33	44	34%	\$18,470	2.43	2

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BUSINESS SPECIALIZATION - Pierce County

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	125	196	57%	\$60,862	68.59	2
3343	Audio and Video Equipment Manufacturing	28	42	52%	\$144,005	28.12	1
4882	Support Activities for Rail Transportation	<10	48	Insf. Data	\$79,699	17.99	1
3111	Animal Food Manufacturing	60	79	32%	\$63,496	15.57	3
3344	Semiconductor and Other Electronic Component Manufacturing	341	374	10%	\$59,730	13.09	2
3333	Commercial and Service Industry Machinery Manufacturing	<10	87	Insf. Data	\$75,922	13.03	2
7224	Drinking Places (Alcoholic Beverages)	246	219	(11%)	\$17,349	10.10	34
1120	Animal Production	358	370	4%	\$46,114	9.49	19
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0	83	Insf. Data	\$52,436	9.47	1
3115	Dairy Product Manufacturing	150	98	(35%)	\$61,478	8.29	3
1133	Logging	58	42	(27%)	\$48,827	7.84	1
1152	Support Activities for Animal Production	<10	21	Insf. Data	\$43,122	6.12	1
3391	Medical Equipment and Supplies Manufacturing	104	125	20%	\$69,304	5.02	3
3273	Cement and Concrete Product Manufacturing	42	75	76%	\$69,371	4.96	2
9026	Education and Hospitals (State Government)	1,256	993	(21%)	\$75,714	4.27	1
4452	Specialty Food Stores	30	72	140%	\$27,197	4.19	2
3119	Other Food Manufacturing	<10	68	Insf. Data	\$60,873	3.84	1
4244	Grocery and Related Product Merchant Wholesalers	101	196	93%	\$64,435	3.31	4
2123	Nonmetallic Mineral Mining and Quarrying	120	24	(80%)	\$89,190	3.24	3
4471	Gasoline Stations	176	228	30%	\$28,006	3.16	22
4239	Miscellaneous Durable Goods Merchant Wholesalers	99	69	(31%)	\$46,369	2.99	5
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	46	55	19%	\$50,894	2.91	4
4842	Specialized Freight Trucking	149	104	(30%)	\$74,896	2.86	16
3261	Plastics Product Manufacturing	62	123	99%	\$69,877	2.81	5
7223	Special Food Services	186	131	(30%)	\$32,661	2.75	6

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BUSINESS SPECIALIZATION - Trempealeau County**Table 2.16H Trempealeau County Top 25 Business Specializations By Location Quotient**

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	4,100	2,919	(29%)	\$65,017	128.63	4
3161	Leather and Hide Tanning and Finishing	<10	12	Insf. Data	\$56,979	32.95	1
1152	Support Activities for Animal Production	47	98	108%	\$68,244	23.53	4
3372	Office Furniture (including Fixtures) Manufacturing	39	223	476%	\$61,395	23.12	2
3115	Dairy Product Manufacturing	311	313	1%	\$67,682	22.15	3
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	44	36	(18%)	\$80,963	18.43	1
3329	Other Fabricated Metal Product Manufacturing	41	326	691%	\$69,579	13.40	1
3211	Sawmills and Wood Preservation	74	100	36%	\$48,826	11.66	5
3116	Animal Slaughtering and Processing	479	464	(3%)	\$58,459	9.46	2
2123	Nonmetallic Mineral Mining and Quarrying	48	73	51%	\$80,016	8.15	6
3333	Commercial and Service Industry Machinery Manufacturing	<10	63	Insf. Data	\$81,771	7.83	1
1120	Animal Production	473	353	(25%)	\$48,959	7.54	22
1133	Logging	35	44	27%	\$53,145	6.82	4
4841	General Freight Trucking	568	556	(2%)	\$84,391	4.79	14
4471	Gasoline Stations	376	351	(7%)	\$27,957	4.06	27
3339	Other General Purpose Machinery Manufacturing	282	96	(66%)	\$75,684	3.95	2
7224	Drinking Places (Alcoholic Beverages)	114	102	(10%)	\$15,139	3.92	28
1110	Crop Production	283	295	4%	\$41,869	3.75	9
3111	Animal Food Manufacturing	<10	19	Insf. Data	\$63,439	3.19	3
4821	Rail Transportation	69	62	(10%)	\$111,750	3.03	0
3121	Beverage Manufacturing	0	71	Insf. Data	\$15,130	2.87	4
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	125	84	(33%)	\$65,724	2.75	12
1153	Support Activities for Forestry	32	<10	Insf. Data	Insf. Data	2.62	2
4233	Lumber and Other Construction Materials Merchant Wholesalers	22	59	165%	\$85,289	2.59	1
3331	Agriculture, Construction, and Mining Machinery Manufacturing	<10	44	Insf. Data	\$79,161	2.37	1

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BUSINESS SPECIALIZATION - Vernon County**Table 2.16I Vernon County Top 25 Business Specializations By Location Quotient**

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3115	Dairy Product Manufacturing	290	303	5%	\$52,783	31.10	6
1152	Support Activities for Animal Production	19	75	286%	\$59,225	26.11	4
1120	Animal Production	343	342	(0%)	\$38,702	10.59	15
3152	Cut and Sew Apparel Manufacturing	38	48	26%	\$53,291	9.13	1
1133	Logging	34	38	11%	\$45,785	8.54	0
3211	Sawmills and Wood Preservation	<10	49	Insf. Data	\$48,473	8.19	1
1132	Forest Nurseries and Gathering of Forest Products	0	<10	Insf. Data	Insf. Data	7.56	0
6243	Vocational Rehabilitation Services	97	136	40%	\$35,068	7.37	3
3339	Other General Purpose Machinery Manufacturing	47	111	134%	\$85,473	6.58	1
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	144	126	(13%)	\$50,134	5.97	7
4442	Lawn and Garden Equipment and Supplies Stores	44	58	31%	\$39,113	5.16	4
3219	Other Wood Product Manufacturing	170	79	(54%)	\$36,147	4.98	2
2211	Electric Power Generation, Transmission and Distribution	127	119	(6%)	\$138,133	4.86	4
4854	School and Employee Bus Transportation	25	47	91%	\$72,792	4.70	1
3113	Sugar and Confectionery Product Manufacturing	<10	20	Insf. Data	\$32,437	4.32	1
7224	Drinking Places (Alcoholic Beverages)	66	72	9%	\$13,039	4.01	14
5622	Waste Treatment and Disposal	<10	23	Insf. Data	\$54,565	3.65	1
4471	Gasoline Stations	201	213	6%	\$27,757	3.56	11
3329	Other Fabricated Metal Product Manufacturing	44	59	34%	\$59,658	3.54	1
2123	Nonmetallic Mineral Mining and Quarrying	<10	19	Insf. Data	\$32,682	3.16	1
3119	Other Food Manufacturing	0	44	Insf. Data	\$36,456	3.01	2
3372	Office Furniture (including Fixtures) Manufacturing	<10	20	Insf. Data	\$52,224	2.94	1
1153	Support Activities for Forestry	10	<10	Insf. Data	Insf. Data	2.91	0
1131	Timber Tract Operations	0	<10	Insf. Data	Insf. Data	2.79	0
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	31	42	39%	\$37,836	2.71	1

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BUSINESS SPECIALIZATION - Mississippi River Regional Planning Commission Area**Table 2.16J Mississippi River Nine County Region Top 30 Business Specializations by Location Quotient**

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3115	Dairy Product Manufacturing	1,924	2,236	16%	\$62,091	14.82	30
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	4,632	3,353	(28%)	\$63,712	13.84	21
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	1,513	1,702	13%	\$84,248	12.95	9
3162	Footwear Manufacturing	25	103	310%	\$58,782	9.37	1
3279	Other Nonmetallic Mineral Product Manufacturing	656	616	(6%)	\$77,367	7.96	4
3272	Glass and Glass Product Manufacturing	654	632	(3%)	\$68,576	7.81	5
3111	Animal Food Manufacturing	124	357	187%	\$60,321	5.50	14
2123	Nonmetallic Mineral Mining and Quarrying	742	517	(30%)	\$85,564	5.42	24
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	149	198	33%	\$61,877	5.40	4
3333	Commercial and Service Industry Machinery Manufacturing	27	446	1545%	\$69,822	5.19	7
1120	Animal Production	2,408	2,563	6%	\$45,241	5.12	127
1152	Support Activities for Animal Production	111	226	104%	\$60,007	5.10	11
7224	Drinking Places (Alcoholic Beverages)	1,594	1,336	(16%)	\$15,274	4.80	248
3324	Boiler, Tank, and Shipping Container Manufacturing	635	392	(38%)	\$96,020	4.54	3
3231	Printing and Related Support Activities	1,776	1,556	(12%)	\$53,017	3.99	48
1133	Logging	271	273	1%	\$51,442	3.95	17
4841	General Freight Trucking	4,125	4,394	7%	\$77,962	3.55	138
3219	Other Wood Product Manufacturing	948	863	(9%)	\$50,585	3.54	21
3211	Sawmills and Wood Preservation	281	311	11%	\$50,163	3.38	14
3372	Office Furniture (including Fixtures) Manufacturing	96	328	242%	\$57,644	3.19	7
3161	Leather and Hide Tanning and Finishing	<10	12	Insf. Data	\$56,979	3.09	1
4471	Gasoline Stations	2,421	2,673	10%	\$28,393	2.90	167
6243	Vocational Rehabilitation Services	1,199	819	(32%)	\$36,293	2.87	21
3121	Beverage Manufacturing	649	754	16%	\$73,807	2.86	20
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	54	55	2%	\$85,817	2.62	5

SOURCES: 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.

BUSINESS SPECIALIZATION - Wisconsin

Table 2.16K Wisconsin Top 25 Business Specializations By Location Quotient

NAICS	Description	2015 Jobs	2020 Jobs	2015 - 2020 % Change	Avg. Earnings Per Job	2020 Location Quotient	2021 Payrolled Business Locations
3115	Dairy Product Manufacturing	17,968	25,511	42%	\$72,725	8.68	244
3315	Foundries	13,943	11,067	(21%)	\$75,838	5.58	97
3353	Electrical Equipment Manufacturing	14,547	14,743	1%	\$117,864	5.57	113
3221	Pulp, Paper, and Paperboard Mills	11,697	9,294	(21%)	\$97,055	5.19	37
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	9,494	8,878	(6%)	\$94,651	5.06	75
3161	Leather and Hide Tanning and Finishing	402	377	(6%)	\$63,444	4.90	12
3329	Other Fabricated Metal Product Manufacturing	20,968	19,559	(7%)	\$73,362	3.86	328
3222	Converted Paper Product Manufacturing	19,071	18,983	(0%)	\$84,778	3.77	197
3332	Industrial Machinery Manufacturing	8,707	8,210	(6%)	\$92,403	3.66	180
3322	Cutlery and Handtool Manufacturing	2,695	2,480	(8%)	\$80,979	3.60	38
3321	Forging and Stamping	6,116	6,129	0%	\$70,595	3.55	104
3352	Household Appliance Manufacturing	3,653	4,237	16%	\$86,452	3.54	17
3369	Other Transportation Equipment Manufacturing	4,430	2,370	(46%)	\$110,676	3.48	29
3231	Printing and Related Support Activities	30,301	26,014	(14%)	\$64,878	3.42	699
7224	Drinking Places (Alcoholic Beverages)	21,233	18,297	(14%)	\$17,586	3.37	2,925
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	10,984	11,102	1%	\$71,841	3.37	112
3324	Boiler, Tank, and Shipping Container Manufacturing	5,939	5,516	(7%)	\$78,182	3.28	78
1120	Animal Production	30,331	30,943	2%	\$47,991	3.17	1,377
3333	Commercial and Service Industry Machinery Manufacturing	5,276	5,316	1%	\$82,434	3.17	87
3325	Hardware Manufacturing	1,542	1,446	(6%)	\$86,931	3.14	13
3339	Other General Purpose Machinery Manufacturing	15,517	15,122	(3%)	\$92,511	2.98	264
1152	Support Activities for Animal Production	2,108	2,517	19%	\$70,596	2.91	142
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	7,014	7,364	5%	\$85,697	2.88	56
3331	Agriculture, Construction, and Mining Machinery Manufacturing	13,327	10,634	(20%)	\$78,783	2.78	116
3261	Plastics Product Manufacturing	29,553	29,497	(0%)	\$70,074	2.70	427

SOURCES: 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.

Table 2.17 Industry Strength Analysis by Location Quotient

Description	Buffalo	Crawford	Jackson	La Crosse	Monroe	Pepin	Pierce	Trempealeau	Vernon	MRRPC	Wisconsin
Agriculture, Forestry, Fishing and Hunting	9.76	4.38	8.06	0.15	3.11	6.10	3.89	4.58	4.16	2.63	1.47
Mining, Quarrying, and Oil and Gas Extraction	0.46	0.30	4.06	0.00	3.11	0.00	0.57	1.43	0.55	0.95	0.29
Utilities	4.10	0.63	0.48	1.74	0.77	0.00	1.15	0.54	3.42	1.45	0.80
Construction	0.99	0.51	1.18	0.75	0.71	1.71	1.09	0.68	1.13	0.83	0.88
Manufacturing	0.74	2.31	0.88	1.40	2.11	0.91	1.88	4.50	1.21	1.81	1.96
Wholesale Trade	1.10	0.53	0.23	1.22	0.55	2.05	0.81	0.78	0.80	0.93	1.09
Retail Trade	0.59	1.88	0.89	1.11	0.96	1.32	0.90	0.66	1.21	1.05	1.01
Transportation and Warehousing	4.37	0.57	2.80	1.07	2.33	0.78	0.80	1.31	0.68	1.41	0.94
Information	0.33	0.49	0.23	0.53	0.19	0.50	0.19	0.24	0.76	0.42	0.84
Finance and Insurance	0.70	0.49	0.52	1.14	0.41	0.60	0.53	0.48	0.79	0.81	1.04
Real Estate and Rental and Leasing	0.31	0.26	0.17	0.62	0.28	0.27	0.32	0.39	0.47	0.46	0.62
Professional, Scientific, and Technical Services	0.22	0.15	0.18	0.44	0.32	0.30	0.38	0.26	0.35	0.35	0.63
Management of Companies and Enterprises	0.07	0.72	0.81	1.41	0.91	2.96	0.11	0.02	2.10	1.06	1.45
Administrative and Support and Waste Management and Remediation Services	0.69	0.91	0.20	0.52	0.34	0.22	0.25	0.30	0.34	0.44	0.78
Educational Services	0.07	0.15	0.11	0.89	0.07	0.28	0.31	0.12	0.46	0.51	0.77
Health Care and Social Assistance	0.54	0.92	0.79	1.59	0.79	0.67	0.60	0.64	1.29	1.16	1.04
Arts, Entertainment, and Recreation	0.65	0.52	0.39	0.95	0.28	0.45	0.97	0.40	0.40	0.69	0.89
Accommodation and Food Services	0.94	1.14	0.72	1.06	0.89	1.11	1.24	0.61	0.92	0.98	0.92
Other Services (except Public Administration)	0.71	0.69	0.54	1.04	0.63	0.71	0.90	0.67	0.74	0.85	0.91
Government	1.21	0.95	1.83	0.78	1.61	1.18	1.81	1.05	1.16	1.12	0.87
Unclassified Industry	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.01

SOURCE: EMSI Quarter1 2022 Data Set

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 2015-2020. Additionally, a regional and state shift share analysis is also provided at the end for comparison purposes.

For **Buffalo County**, a net total of 29 jobs were lost from 2015-2020. Job losses were spread out over 10 industries with Transportation and Warehousing losing the most jobs with a decrease of 72. No other industry lost more than 33 jobs. Although Buffalo County incurred a 1% job loss from 2015-2020, industries that experienced an increase in jobs were Agriculture, Construction, Manufacturing, Professional Scientific and Technical Services, Administrative and Support and Waste Management, Health Care and Social Services, and Arts Entertainment and Recreation. The most job growth occurred in Agriculture which grew by 135 jobs. Overall, Buffalo County experienced an industry mix effect of 128 versus a national growth effect of 11. Additionally, a competitive effect was observed at -167. Overall, the main reason why Buffalo County experienced job losses from 2015-2020 was due to competitive effect, such as in the industries of transportation, Management of Companies and Enterprises and Utilities, and a low national growth effect in all industries.

Table 2.18A Buffalo County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(3)	1	(2)	136	432	567	135	31%	9.76
21	Mining, Quarrying, and Oil and Gas Extraction	(2)	0	(2)	1	<10	<10	Insf. Data	Insf. Data	0.46
22	Utilities	(2)	0	(1)	(27)	94	65	(29)	(31%)	4.10
23	Construction	26	1	27	(3)	239	262	23	10%	0.99
31	Manufacturing	(5)	1	(4)	11	256	263	7	3%	0.74
42	Wholesale Trade	(10)	0	(9)	(17)	210	183	(27)	(13%)	1.10
44	Retail Trade	(16)	1	(15)	(14)	295	265	(30)	(10%)	0.59
48	Transportation and Warehousing	175	2	177	(248)	882	811	(72)	(8%)	4.37
51	Information	(1)	0	(0)	(7)	34	27	(7)	(21%)	0.33
52	Finance and Insurance	11	0	11	(26)	150	136	(15)	(10%)	0.70
53	Real Estate and Rental and Leasing	2	0	2	(8)	31	25	(6)	(19%)	0.31
54	Professional, Scientific, and Technical Services	6	0	6	1	62	69	7	11%	0.22
55	Management of Companies and Enterprises	2	0	2	(28)	31	<10	Insf. Data	Insf. Data	0.07
56	Administrative and Support and Waste Management and Remediation Services	(4)	0	(4)	29	165	190	25	15%	0.69
61	Educational Services	1	0	1	(9)	16	<10	Insf. Data	Insf. Data	0.07
62	Health Care and Social Assistance	18	1	19	9	295	323	28	10%	0.54
71	Arts, Entertainment, and Recreation	(6)	0	(6)	11	36	42	6	15%	0.65
72	Accommodation and Food Services	(48)	1	(47)	14	339	306	(32)	(10%)	0.94
81	Other Services (except Public Administration)	(10)	0	(9)	5	170	165	(5)	(3%)	0.71
90	Government	(8)	2	(6)	3	836	833	(3)	(0%)	1.21
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		128	11	138	(167)	4,581	4,553	(29)	(1%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Crawford County

For **Crawford County**, a net total of 781 jobs were lost from 2015-2020. Specifically, 737 of the 781 job losses occurred in the industries of Retail Trade (-342), Manufacturing (-235), and Government (-160). Other industries experiencing job losses were Agriculture, Utilities, Construction, Information, Professional Scientific and Technical Services, Health Care, Accommodation and Food Services and Other Services. Although Crawford County incurred a -9% job change from 2015-2020, seven industries experienced a growth. These industries were led by Administrative and Support and Waste Management which saw a growth of 79 jobs followed by Management of Companies 35 jobs and Transportation and Warehousing 34 jobs.

Overall, Crawford County experienced an industry mix effect of -135 versus a national growth effect of 20. Additionally, a competitive effect was observed at -665. The main reason why Crawford County experienced job losses from 2015-2020 was due to a large competitive effect such as in Retail Trade and Manufacturing plus the affect of COVID-19, and a low industry mix effect, such as in Accommodation and Food Services and Retail Trade.

Table 2.18B Crawford County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(3)	1	(2)	(44)	477	431	(46)	(10%)	4.38
21	Mining, Quarrying, and Oil and Gas Extraction	(3)	0	(3)	(0)	12	<10	Insf. Data	Insf. Data	0.30
22	Utilities	(0)	0	(0)	(1)	18	17	(1)	(8%)	0.63
23	Construction	31	1	32	(87)	286	231	(55)	(19%)	0.51
31	Manufacturing	(29)	4	(25)	(209)	1,629	1,394	(235)	(14%)	2.31
42	Wholesale Trade	(6)	0	(6)	23	132	149	17	13%	0.53
44	Retail Trade	(96)	4	(92)	(250)	1,769	1,427	(342)	(19%)	1.88
48	Transportation and Warehousing	29	0	29	4	145	179	34	23%	0.57
51	Information	(1)	0	(1)	(10)	80	69	(11)	(14%)	0.49
52	Finance and Insurance	11	0	12	(7)	156	161	5	3%	0.49
53	Real Estate and Rental and Leasing	1	0	2	8	25	35	10	38%	0.26
54	Professional, Scientific, and Technical Services	9	0	9	(16)	86	79	(7)	(8%)	0.15
55	Management of Companies and Enterprises	2	0	3	33	46	81	35	76%	0.72
56	Administrative and Support and Waste Management and Remediation Services	(9)	1	(8)	87	345	424	79	23%	0.91
61	Educational Services	1	0	1	(1)	31	31	0	1%	0.15
62	Health Care and Social Assistance	60	2	62	(109)	978	930	(48)	(5%)	0.92
71	Arts, Entertainment, and Recreation	(9)	0	(9)	9	56	57	1	1%	0.52
72	Accommodation and Food Services	(96)	2	(94)	44	683	632	(50)	(7%)	1.14
81	Other Services (except Public Administration)	(16)	1	(15)	13	276	274	(2)	(1%)	0.69
90	Government	(12)	3	(9)	(151)	1,270	1,111	(160)	(13%)	0.95
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		(135)	20	(116)	(665)	8,499	7,718	(781)	(9%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Jackson County

For **Jackson County**, a net total of 455 jobs were lost from 2015-2020. Specifically, decreases of over 100 jobs occurred in the industries of Construction (-272), Manufacturing (-203) and Accommodation and Food Services (-104). Although Jackson County incurred a 4% job decline from 2015-2020, industries that experienced an increase of over 20 jobs were Agriculture (247), Management of Companies (79), Administrative and Support and Waste Management (51), Other Services (22), and Professional Scientific and Technical Services (20).

Overall, Jackson County experienced an industry mix effect of 147 versus a national growth effect of 23. Additionally, a competitive effect was observed at -625. Overall, the main reasons why Jackson County experienced a job reduction from 2015-2020 was due to competitive effect versus other counties in the region, specifically in the industries of Construction and Transportation and Warehousing, a high national growth effect, such as government and the effects of COVID-19.

Table 2.18C Jackson County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(4)	2	(3)	250	747	995	247	33%	8.06
21	Mining, Quarrying, and Oil and Gas Extraction	(57)	0	(57)	(7)	200	137	(64)	(32%)	4.06
22	Utilities	(1)	0	(1)	(29)	46	16	(30)	(65%)	0.48
23	Construction	103	2	105	(378)	939	666	(272)	(29%)	1.18
31	Manufacturing	(16)	2	(14)	(190)	871	667	(203)	(23%)	0.88
42	Wholesale Trade	(8)	0	(8)	(86)	176	82	(94)	(53%)	0.23
44	Retail Trade	(47)	2	(45)	25	869	850	(20)	(2%)	0.89
48	Transportation and Warehousing	216	3	218	(203)	1,089	1,104	16	1%	2.80
51	Information	(1)	0	(1)	(5)	46	41	(5)	(11%)	0.23
52	Finance and Insurance	15	0	15	(6)	203	212	9	5%	0.52
53	Real Estate and Rental and Leasing	2	0	2	(2)	29	29	(0)	(1%)	0.17
54	Professional, Scientific, and Technical Services	10	0	10	10	99	120	20	20%	0.18
55	Management of Companies and Enterprises	2	0	2	77	36	115	79	222%	0.81
56	Administrative and Support and Waste Management and Remediation Services	(2)	0	(1)	53	63	114	51	82%	0.20
61	Educational Services	0	0	0	19	<10	28	Insf. Data	Insf. Data	0.11
62	Health Care and Social Assistance	66	2	68	(155)	1,083	997	(86)	(8%)	0.79
71	Arts, Entertainment, and Recreation	(7)	0	(7)	17	42	53	11	26%	0.39
72	Accommodation and Food Services	(85)	1	(84)	(21)	605	500	(104)	(17%)	0.72
81	Other Services (except Public Administration)	(14)	1	(13)	35	244	266	22	9%	0.54
90	Government	(25)	6	(19)	(32)	2,734	2,683	(51)	(2%)	1.83
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		147	23	170	(625)	10,129	9,674	(455)	(4%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - La Crosse County

For **La Crosse County**, a net total of 3,314 jobs were lost from 2015-2020. Specifically, decreases of over 250 jobs occurred in the industries of Government (-1,447), Accommodation and Food Services (-1,430), Retail Trade (-615), Administrative and Support and Waste Management (-463), and Wholesale Trade (-333). Although La Crosse County incurred an overall 4% decline in jobs from 2015-2020, industries that experienced an increase in over 100 jobs were in Transportation and Warehousing (507), Health Care and Social Assistance (399), Finance and Insurance (327), Professional Scientific and Technical Services (262), Construction (104).

Overall, La Crosse County experienced an industry mix effect of 55 versus a national growth effect of 173. Additionally, a competitive effect was observed at -3,542. Overall, the main reason why La Crosse County experienced a job decline from 2015-2020 was due to a low national growth effect in all industries, which in turn helped offset a large competitive effect for most industries in La Crosse County. In addition COVID-19 had a major affect on job numbers across all industries.

Table 2.18D La Crosse County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(1)	0	(1)	(10)	145	135	(10)	(7%)	0.15
21	Mining, Quarrying, and Oil and Gas Extraction	(4)	0	(4)	(9)	13	0	(13)	(100%)	0.00
22	Utilities	(7)	1	(6)	70	369	434	65	18%	1.74
23	Construction	333	7	340	(236)	3,025	3,129	104	3%	0.75
31	Manufacturing	(141)	18	(122)	118	7,825	7,820	(5)	(0%)	1.40
42	Wholesale Trade	(163)	8	(155)	(179)	3,511	3,177	(333)	(9%)	1.22
44	Retail Trade	(457)	19	(438)	(177)	8,438	7,822	(615)	(7%)	1.11
48	Transportation and Warehousing	520	6	526	(19)	2,627	3,135	507	19%	1.07
51	Information	(15)	2	(13)	(226)	932	693	(239)	(26%)	0.53
52	Finance and Insurance	229	7	236	91	3,169	3,496	327	10%	1.14
53	Real Estate and Rental and Leasing	48	2	49	(85)	811	776	(35)	(4%)	0.62
54	Professional, Scientific, and Technical Services	192	4	196	65	1,899	2,161	262	14%	0.44
55	Management of Companies and Enterprises	90	4	93	(319)	1,703	1,478	(226)	(13%)	1.41
56	Administrative and Support and Waste Management and Remediation Services	(68)	6	(62)	(401)	2,726	2,263	(463)	(17%)	0.52
61	Educational Services	59	4	63	(146)	1,757	1,674	(83)	(5%)	0.89
62	Health Care and Social Assistance	881	33	914	(515)	14,457	14,857	399	3%	1.59
71	Arts, Entertainment, and Recreation	(166)	2	(164)	76	1,046	959	(87)	(8%)	0.95
72	Accommodation and Food Services	(967)	16	(951)	(479)	6,873	5,443	(1,430)	(21%)	1.06
81	Other Services (except Public Administration)	(216)	9	(208)	216	3,800	3,808	8	0%	1.04
90	Government	(91)	23	(69)	(1,378)	9,887	8,440	(1,447)	(15%)	0.78
99	Unclassified Industry	(0)	0	(0)	(0)	0	0	0	0%	0.00
		55	173	228	(3,542)	75,013	71,699	(3,314)	(4%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Monroe County

For **Monroe County**, a net total of 416 jobs were gained from 2015-2020. Specifically, increases of over 100 jobs occurred in the industries Health Care and Social Assistance (428), Government (3567), Management of Companies (265), and Professional Scientific and Technical Services (160). Although Monroe County incurred a 2% job growth from 2015-2020, industries that experienced a decline in over 100 jobs were in Manufacturing (-158), Accommodation and Food Services (-131), Administrative and Support and Waste Management (-123), Construction (-118), and Mining Quarrying and Oil and Gas Extraction (-101).

Overall, Monroe County experienced an industry mix effect of 74 versus a national growth effect of 52. Additionally, a competitive effect was observed at 290. Overall, the main reason why Monroe County experienced job growth despite the effects of COVID-19 from 2015-2020 was due to positive national growth effect, positive competitive effect and a positive industry mix affect.

Table 2.18E Monroe County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(5)	2	(3)	19	892	908	16	2%	3.11
21	Mining, Quarrying, and Oil and Gas Extraction	(100)	1	(99)	(2)	349	248	(101)	(29%)	3.11
22	Utilities	(1)	0	(1)	(7)	70	62	(8)	(11%)	0.77
23	Construction	117	2	119	(237)	1,062	945	(118)	(11%)	0.71
31	Manufacturing	(71)	9	(62)	(96)	3,941	3,783	(158)	(4%)	2.11
42	Wholesale Trade	(24)	1	(22)	(30)	510	458	(52)	(10%)	0.55
44	Retail Trade	(115)	5	(110)	152	2,118	2,160	42	2%	0.96
48	Transportation and Warehousing	429	5	434	(422)	2,165	2,176	12	1%	2.33
51	Information	(2)	0	(1)	(21)	103	81	(22)	(22%)	0.19
52	Finance and Insurance	32	1	33	(78)	448	403	(45)	(10%)	0.41
53	Real Estate and Rental and Leasing	6	0	6	8	98	113	14	14%	0.28
54	Professional, Scientific, and Technical Services	35	1	36	124	350	511	160	46%	0.32
55	Management of Companies and Enterprises	2	0	2	262	40	305	265	657%	0.91
56	Administrative and Support and Waste Management and Remediation Services	(15)	1	(13)	(110)	588	464	(123)	(21%)	0.34
61	Educational Services	3	0	3	(49)	88	43	(46)	(52%)	0.07
62	Health Care and Social Assistance	118	4	122	306	1,935	2,363	428	22%	0.79
71	Arts, Entertainment, and Recreation	(18)	0	(18)	(3)	113	92	(21)	(19%)	0.28
72	Accommodation and Food Services	(225)	4	(221)	90	1,596	1,466	(131)	(8%)	0.89
81	Other Services (except Public Administration)	(45)	2	(44)	(10)	798	744	(54)	(7%)	0.63
90	Government	(49)	12	(36)	393	5,248	5,605	356	7%	1.61
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		74	52	126	290	22,512	22,927	416	2%	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Pepin County

For **Pepin County**, a net total of 114 jobs were lost from 2015-2020. Specifically, decreases of over 20 jobs occurred in the industries of Health Care and Social Assistance (-74), Wholesale Trade (-41), Accommodation and Food Services (-40), Agriculture Forestry Fishing and Hunting (-28), and Government (-22). Although Pepin County experienced 4% decrease in job growth from 2015-2020, industries that experienced an increase of over 20 jobs occurred in Management of Companies and Enterprises (49), Retail Trade (34), and Construction (23).

Overall, Pepin County experienced an industry mix effect of -1 versus a national growth effect of 6. Additionally, a competitive effect was observed at -119. Overall, the main reason why Pepin County experienced job losses from 2015-2020 was due to COVID-19, a relatively low industrial mix effect, a relatively low national effect and negative competitive effect.

Table 2.18F Pepin County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(1)	1	(1)	(28)	232	203	(28)	(12%)	6.10
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	26	1	27	(4)	238	261	23	9%	1.71
31	Manufacturing	(3)	0	(3)	7	181	185	4	2%	0.91
42	Wholesale Trade	(11)	1	(10)	(31)	236	195	(41)	(17%)	2.05
44	Retail Trade	(17)	1	(16)	50	306	340	34	11%	1.32
48	Transportation and Warehousing	17	0	17	(20)	86	83	(2)	(3%)	0.78
51	Information	(0)	0	(0)	5	19	24	5	24%	0.50
52	Finance and Insurance	6	0	6	(20)	81	67	(14)	(17%)	0.60
53	Real Estate and Rental and Leasing	1	0	1	(2)	14	12	(1)	(10%)	0.27
54	Professional, Scientific, and Technical Services	6	0	6	(8)	57	55	(2)	(4%)	0.30
55	Management of Companies and Enterprises	3	0	4	45	64	113	49	76%	2.96
56	Administrative and Support and Waste Management and Remediation Services	(1)	0	(1)	(4)	40	35	(5)	(12%)	0.22
61	Educational Services	1	0	1	(19)	37	19	(18)	(48%)	0.28
62	Health Care and Social Assistance	19	1	19	(93)	304	230	(74)	(24%)	0.67
71	Arts, Entertainment, and Recreation	(2)	0	(2)	6	13	17	4	33%	0.45
72	Accommodation and Food Services	(35)	1	(34)	(5)	249	209	(40)	(16%)	1.11
81	Other Services (except Public Administration)	(4)	0	(4)	20	79	95	16	20%	0.71
90	Government	(5)	1	(3)	(19)	491	469	(22)	(4%)	1.18
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		(1)	6	6	(119)	2,726	2,612	(114)	(4%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Pierce County

For **Pierce County**, a net total of 204 jobs were lost from 2015-2020. Specifically, decreases of over 50 jobs occurred in the industries of Government (-412), Accommodation and Food Services (-125), and Mining Quarrying and Oil and Gas Extraction (-96). Although Pierce County incurred a 2% job decline from 2015-2020, industries that experienced an increase of over 50 jobs occurred in Manufacturing (268), Construction (99), and Retail Trade (52).

Overall, Pierce County experienced an industry mix effect of -137 versus a national growth effect of 29. Additionally, a competitive effect was observed at -95. Overall, the main reason why Pierce County experienced job losses from 2015-2020 was due to COVID-19, a low competitive effect in industries, such as Government and Transportation and Warehousing and a negative industry mix effect in such industries as Accommodation and Food Services.

Table 2.18G Pierce County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(4)	1	(2)	6	602	605	4	1%	3.89
21	Mining, Quarrying, and Oil and Gas Extraction	(34)	0	(34)	(62)	120	24	(96)	(80%)	0.57
22	Utilities	(1)	0	(1)	6	44	49	5	11%	1.15
23	Construction	74	2	76	23	675	774	99	15%	1.09
31	Manufacturing	(27)	4	(24)	292	1,524	1,792	268	18%	1.88
42	Wholesale Trade	(17)	1	(16)	5	369	358	(11)	(3%)	0.81
44	Retail Trade	(55)	2	(53)	105	1,020	1,072	52	5%	0.90
48	Transportation and Warehousing	86	1	87	(123)	435	399	(36)	(8%)	0.80
51	Information	(1)	0	(1)	(1)	44	42	(2)	(4%)	0.19
52	Finance and Insurance	21	1	21	(31)	285	275	(9)	(3%)	0.53
53	Real Estate and Rental and Leasing	5	0	6	(28)	91	69	(22)	(24%)	0.32
54	Professional, Scientific, and Technical Services	30	1	30	(2)	294	323	29	10%	0.38
55	Management of Companies and Enterprises	1	0	1	(1)	20	19	(0)	(1%)	0.11
56	Administrative and Support and Waste Management and Remediation Services	(5)	0	(4)	6	183	185	2	1%	0.25
61	Educational Services	3	0	3	9	87	99	12	14%	0.31
62	Health Care and Social Assistance	54	2	56	5	888	949	61	7%	0.60
71	Arts, Entertainment, and Recreation	(30)	0	(30)	5	192	166	(25)	(13%)	0.97
72	Accommodation and Food Services	(171)	3	(168)	42	1,213	1,087	(125)	(10%)	1.24
81	Other Services (except Public Administration)	(32)	1	(30)	34	556	560	4	1%	0.90
90	Government	(35)	9	(26)	(386)	3,749	3,337	(412)	(11%)	1.81
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		(137)	29	(108)	(95)	12,388	12,184	(204)	(2%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Trempealeau County

For **Trempealeau County**, a net total of 1,808 or 11% of jobs were lost from 2015-2020. Specifically, decreases of over 50 jobs occurred in the industries of Manufacturing (-1,277), Retail Trade (-151), Other Services (-136), Agriculture Forestry Fishing and Hunting (-115), and Accommodation and Food Services (-72). Although Trempealeau County incurred a 11% job decline from 2015-2020, industries that experienced an increase of over 25 jobs occurred in Professional Scientific and Technical Services (49), Wholesale Trade (27), Construction (25), and Mining Quarrying and Oil and Gas Extraction (25).

Overall, Trempealeau County experienced an industry mix effect of -42 versus a national growth effect of 38. Additionally, a competitive effect was observed at -1,804. Overall, the main reason why Trempealeau County experienced job losses from 2015-2020 was due to COVID-19, an extremely low competitive effect especially for Manufacturing, and a negative industry mix effect.

Table 2.18H Trempealeau County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(6)	2	(3)	(112)	970	855	(115)	(12%)	4.58
21	Mining, Quarrying, and Oil and Gas Extraction	(14)	0	(14)	38	48	73	25	51%	1.43
22	Utilities	(1)	0	(1)	(23)	52	28	(24)	(47%)	0.54
23	Construction	61	1	62	(38)	554	579	25	4%	0.68
31	Manufacturing	(115)	15	(100)	(1,176)	6,418	5,141	(1,277)	(20%)	4.50
42	Wholesale Trade	(18)	1	(17)	45	388	415	27	7%	0.78
44	Retail Trade	(60)	3	(57)	(94)	1,102	951	(151)	(14%)	0.66
48	Transportation and Warehousing	161	2	163	(196)	813	780	(33)	(4%)	1.31
51	Information	(1)	0	(1)	(25)	91	65	(26)	(29%)	0.24
52	Finance and Insurance	24	1	25	(55)	330	300	(30)	(9%)	0.48
53	Real Estate and Rental and Leasing	6	0	6	(4)	97	99	2	2%	0.39
54	Professional, Scientific, and Technical Services	22	0	22	26	216	265	49	22%	0.26
55	Management of Companies and Enterprises	1	0	1	(21)	24	<10	Insf. Data	Insf. Data	0.02
56	Administrative and Support and Waste Management and Remediation Services	(7)	1	(7)	(21)	288	261	(27)	(9%)	0.30
61	Educational Services	1	0	1	18	28	47	19	67%	0.12
62	Health Care and Social Assistance	74	3	77	(75)	1,214	1,215	2	0%	0.64
71	Arts, Entertainment, and Recreation	(17)	0	(17)	(6)	106	83	(23)	(22%)	0.40
72	Accommodation and Food Services	(100)	2	(98)	26	712	640	(72)	(10%)	0.61
81	Other Services (except Public Administration)	(30)	1	(28)	8	520	499	(21)	(4%)	0.67
90	Government	(23)	6	(17)	(119)	2,455	2,318	(136)	(6%)	1.05
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		(42)	38	(4)	(1,804)	16,425	14,618	(1,808)	(11%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Vernon County

For **Vernon County**, a net total of 494 or 5% of jobs were lost from 2015-2020. Specifically, decreases of over 75 jobs occurred in the industries of Wholesale Trade (-482), Transportation and Warehousing (-306), Health Care and Social Assistance (-110), Government (-95), and Accommodation and Food Services (-82). Although Vernon County incurred a 5% job loss from 2015-2020, industries that experienced an increase of over 50 jobs were Management of Companies and Enterprises (210), Construction (120), Manufacturing (105), and Administrative and Support and Waste Management (52).

Overall, Vernon County experienced a positive industry mix effect of 63 versus a national growth effect of 24. However their competitive effect was a -581. Overall, the main reason why Vernon County experienced job decreases from 2015-2020 was due to a negative competitive effect in specific industries, such as in Wholesale Trade, Transportation and Warehousing, Health Care and Social Assistance, and Government.

Table 2.18I Vernon County Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(3)	1	(2)	(1)	539	536	(3)	(1%)	4.16
21	Mining, Quarrying, and Oil and Gas Extraction	(1)	0	(1)	16	<10	19	Insf. Data	Insf. Data	0.55
22	Utilities	(2)	0	(2)	(8)	130	120	(10)	(8%)	3.42
23	Construction	60	1	61	58	547	666	120	22%	1.13
31	Manufacturing	(15)	2	(13)	118	847	952	105	12%	1.21
42	Wholesale Trade	(36)	2	(34)	(448)	777	295	(482)	(62%)	0.80
44	Retail Trade	(64)	3	(61)	81	1,175	1,195	21	2%	1.21
48	Transportation and Warehousing	116	1	118	(424)	588	281	(306)	(52%)	0.68
51	Information	(2)	0	(2)	(3)	144	139	(5)	(4%)	0.76
52	Finance and Insurance	23	1	24	(2)	317	338	21	7%	0.79
53	Real Estate and Rental and Leasing	3	0	3	21	57	82	24	42%	0.47
54	Professional, Scientific, and Technical Services	23	1	24	(7)	229	245	17	7%	0.35
55	Management of Companies and Enterprises	5	0	5	205	100	310	210	210%	2.10
56	Administrative and Support and Waste Management Services	(4)	0	(4)	55	157	209	52	33%	0.34
61	Educational Services	3	0	4	17	100	120	20	20%	0.46
62	Health Care and Social Assistance	110	4	114	(224)	1,810	1,700	(110)	(6%)	1.29
71	Arts, Entertainment, and Recreation	(9)	0	(9)	8	59	57	(2)	(3%)	0.40
72	Accommodation and Food Services	(105)	2	(104)	21	748	666	(82)	(11%)	0.92
81	Other Services (except Public Administration)	(22)	1	(21)	19	384	382	(2)	(1%)	0.74
90	Government	(17)	4	(13)	(82)	1,868	1,773	(95)	(5%)	1.16
99	Unclassified Industry	0	0	0	0	0	0	0	0%	0.00
		63	24	87	(581)	10,581	10,088	(494)	(5%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Mississippi River Regional Planning Commission Area

For the **Mississippi River Region's** nine counties, a net total of 6,781 or 4% of jobs were lost from 2015-2020. Specifically, decreases of over 900 jobs occurred in the industries of Accommodation and Food Services (-2,068), Government (-1,970), Manufacturing (-1,494), Retail Trade (-1,009), and Wholesale Trade (-995). Although the Mississippi River Region incurred a 4% job decline from 2015-2020, industries that experienced an increase in jobs occurred in the industries of Health Care and Social Assistance (601), Professional Scientific and Technical Services (534), Management of Companies and Enterprises (367), Finance and Insurance (250), Agriculture Forestry Fishing and Hunting (199), and Transportation and Warehousing (119). Overall, the Mississippi River Region experienced a positive industry mix effect of 152 versus a national growth effect of 375. Additionally, a competitive effect was observed at -7,308. Overall, the main reason why the Mississippi River Region experienced job decreases from 2015-2020 was due to the effects of COVID-19 on businesses and a

regional competitive effect of -7,308 specifically in the industries of Government, Transportation and Warehousing, and Manufacturing.

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 see that major losses in employment came in the areas of Accommodation and Food Services, Government, Manufacturing and Retail Trade. The major factor that resulted in these job losses was the affect of COVID-19 on businesses. Furthermore, the use of shift share can accurately allow for better forecasting in key industries, ultimately resulting in the enhancement of better economic development strategies in the future.

Table 2.18J MRRPC Region Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(30)	12	(18)	217	5,035	5,234	199	4%	2.63
21	Mining, Quarrying, and Oil and Gas Extraction	(216)	2	(214)	(25)	755	517	(239)	(32%)	0.95
22	Utilities	(14)	2	(13)	(20)	822	790	(32)	(4%)	1.45
23	Construction	833	17	850	(901)	7,565	7,513	(51)	(1%)	0.83
31	Manufacturing	(422)	54	(368)	(1,126)	23,492	21,998	(1,494)	(6%)	1.81
42	Wholesale Trade	(292)	15	(278)	(717)	6,308	5,313	(995)	(16%)	0.93
44	Retail Trade	(926)	39	(887)	(122)	17,090	16,081	(1,009)	(6%)	1.05
48	Transportation and Warehousing	1,748	20	1,768	(1,649)	8,829	8,948	119	1%	1.41
51	Information	(25)	3	(21)	(292)	1,493	1,180	(313)	(21%)	0.42
52	Finance and Insurance	371	12	383	(133)	5,138	5,388	250	5%	0.81
53	Real Estate and Rental and Leasing	74	3	76	(91)	1,254	1,239	(15)	(1%)	0.46
54	Professional, Scientific, and Technical Services	333	8	341	193	3,294	3,827	534	16%	0.35
55	Management of Companies and Enterprises	109	5	113	253	2,064	2,431	367	18%	1.06
56	Administrative and Support and Waste Management and Remediation Services	(114)	10	(103)	(306)	4,553	4,145	(409)	(9%)	0.44
61	Educational Services	72	5	77	(161)	2,153	2,069	(84)	(4%)	0.51
62	Health Care and Social Assistance	1,399	53	1,452	(851)	22,964	23,565	601	3%	1.16
71	Arts, Entertainment, and Recreation	(264)	4	(260)	123	1,663	1,525	(137)	(8%)	0.69
72	Accommodation and Food Services	(1,831)	30	(1,801)	(267)	13,017	10,950	(2,068)	(16%)	0.98
81	Other Services (except Public Administration)	(389)	16	(373)	339	6,827	6,793	(34)	(0%)	0.85
90	Government	(264)	66	(198)	(1,771)	28,538	26,569	(1,970)	(7%)	1.12
99	Unclassified Industry	(0)	0	(0)	(0)	0	0	0	0%	0.00
		152	375	527	(7,308)	162,855	156,074	(6,781)	(4%)	

Source: EMSI—Quarter 1, 2022 Data Set

SHIFT SHARE ANALYSIS - Wisconsin

For the **State of Wisconsin**, a net total of 66,576 or 2% of jobs were lost from 2015-2020. Specifically, job losses of over 10,000 occurred in the industries of Accommodation and Food Services (-36,269), Government (-23,476), Retail Trade (-16,468), and Administrative and Support and Waste Management Services (-13,120). Although the state of Wisconsin incurred a 2% job decline from 2015-2020, industries that experienced an increase in jobs of over 10,000 were Construction (16,251), Health Care and Social Assistance (13,460), Professional Scientific and Technical Services (12,667), and Transportation and Warehousing (11,893).

Overall, the State of Wisconsin experienced an industry mix effect of -5,941 versus a national growth effect of 7,165. Additionally, a competitive effect was observed at -67,800. Overall, the main reason why the state of Wisconsin experienced job losses from 2015-2020 was due to the effects of COVID-19 on businesses, a relatively high national growth effect in industries, specifically in the industries of Manufacturing and Health Care and Social Assistance. Due to a high national growth effect, many industries were able to offset their large negative competitive effect to lessen the job loss in their industry.

Table 2.18K State of Wisconsin Shift Share Analysis

NAICS	Description	Industry Mix Effect	National Growth Effect	Expected Change	Competitive Effect	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change	2020 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	(337)	132	(205)	(176)	57,325	56,944	(381)	(1%)	1.47
21	Mining, Quarrying, and Oil and Gas Extraction	(1,021)	8	(1,013)	489	3,573	3,049	(523)	(15%)	0.29
22	Utilities	(187)	24	(162)	(1,905)	10,580	8,513	(2,068)	(20%)	0.80
23	Construction	15,391	322	15,714	538	139,842	156,093	16,251	12%	0.88
31	Manufacturing	(8,501)	1,091	(7,410)	(1,119)	473,327	464,797	(8,530)	(2%)	1.96
42	Wholesale Trade	(5,732)	285	(5,447)	2,968	123,679	121,200	(2,479)	(2%)	1.09
44	Retail Trade	(17,225)	733	(16,493)	24	317,859	301,390	(16,468)	(5%)	1.01
48	Transportation and Warehousing	20,744	242	20,986	(9,092)	104,770	116,663	11,893	11%	0.94
51	Information	(830)	116	(714)	(3,048)	50,366	46,605	(3,761)	(7%)	0.84
52	Finance and Insurance	9,474	302	9,776	(6,039)	131,167	134,904	3,737	3%	1.04
53	Real Estate and Rental and Leasing	1,846	73	1,919	(817)	31,471	32,573	1,102	4%	0.62
54	Professional, Scientific, and Technical Services	12,154	277	12,431	236	120,192	132,859	12,667	11%	0.63
55	Management of Companies and Enterprises	3,276	144	3,419	(1,145)	62,300	64,575	2,275	4%	1.45
56	Administrative and Support and Waste Management and Remediation Services	(3,915)	362	(3,554)	(9,567)	156,851	143,730	(13,120)	(8%)	0.78
61	Educational Services	2,035	140	2,175	(1,492)	60,703	61,386	683	1%	0.77
62	Health Care and Social Assistance	24,266	918	25,185	(11,725)	398,302	411,762	13,460	3%	1.04
71	Arts, Entertainment, and Recreation	(6,983)	101	(6,882)	1,257	43,988	38,363	(5,625)	(13%)	0.89
72	Accommodation and Food Services	(33,916)	549	(32,953)	(3,317)	238,172	201,902	(36,269)	(15%)	0.92
81	Other Services (except Public Administration)	(8,537)	346	(8,191)	(85)	150,007	141,731	(8,276)	(6%)	0.91
90	Government	(3,916)	976	(2,940)	(20,536)	423,299	399,823	(23,476)	(6%)	0.87
99	Unclassified Industry	(4,440)	24	(4,416)	(3,250)	10,344	2,677	(7,667)	(74%)	1.01
		(5,941)	7,165	1,225	(67,800)	3,108,115	3,041,539	(66,576)	(2%)	

Source: EMSI—Quarter 1, 2022 Data Set

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
 - Transportation and warehousing services
 - Research and development resources
 - Technology
 - Machinery and equipment
 - Material and product testing services
 - Laboratories
- 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.

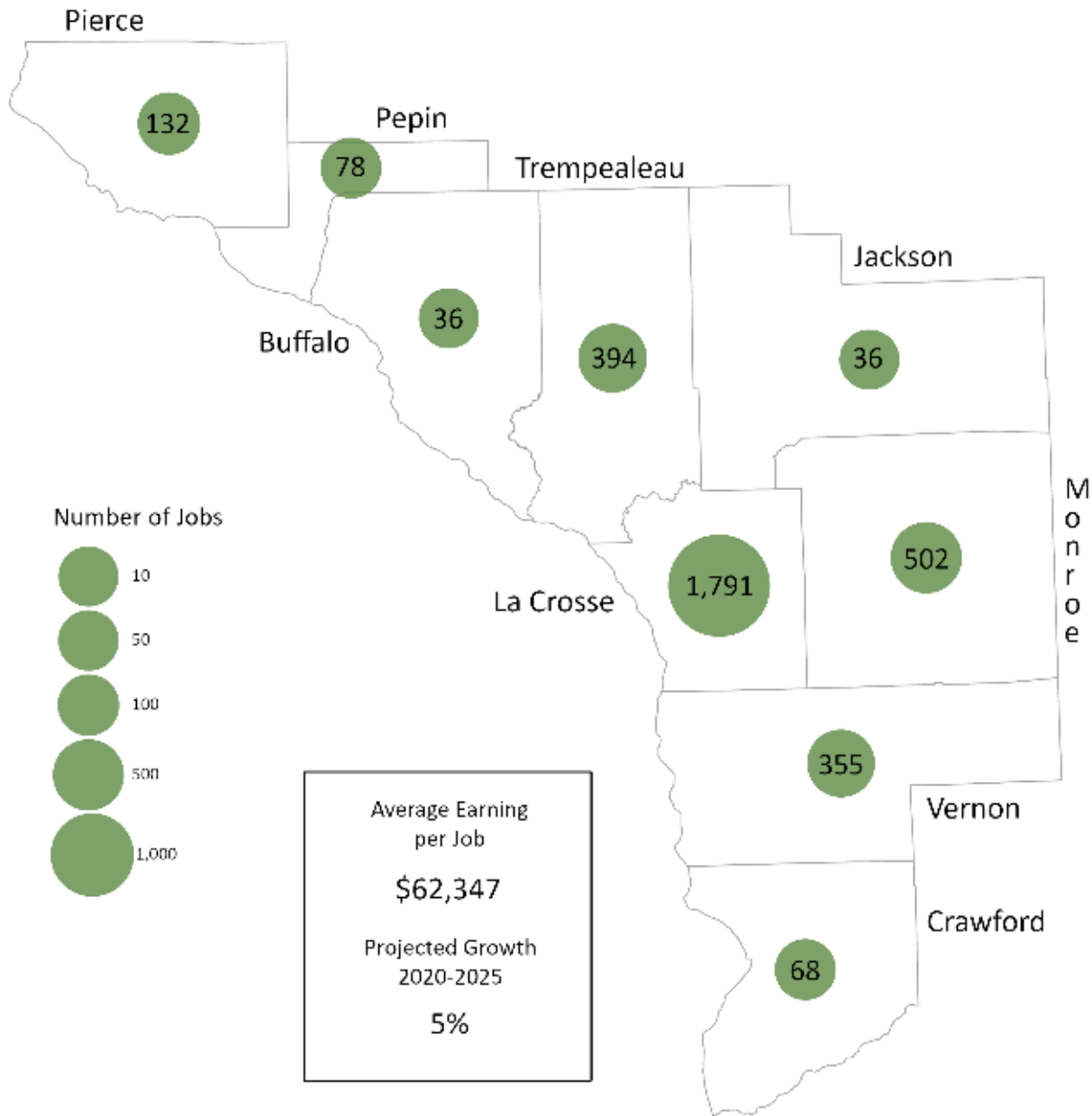
Regional Industry Cluster Maps

Maps 2.3 through 2.5 on pages 64-66 show the number of jobs, average earnings and projected growth by county of 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 provided to give an appreciation of the concentration of these industries from which industry cluster initiatives can be developed from.

Environmentally Contaminated Sites Map 2.6

Map 2.6 on page 67 shows the location of contaminated sites that have now been approved for redevelopment activity by the Wisconsin DNR and local governments. These brownfield sites are abandoned, idle and underused commercial or industrial properties where reuse is hindered by real or perceived contamination. The MRRPC's comprehensive plan encourages the reuse of these existing sites if practical prior to new green field sites being developed.

Map 2.3 Food Processing Industry Cluster

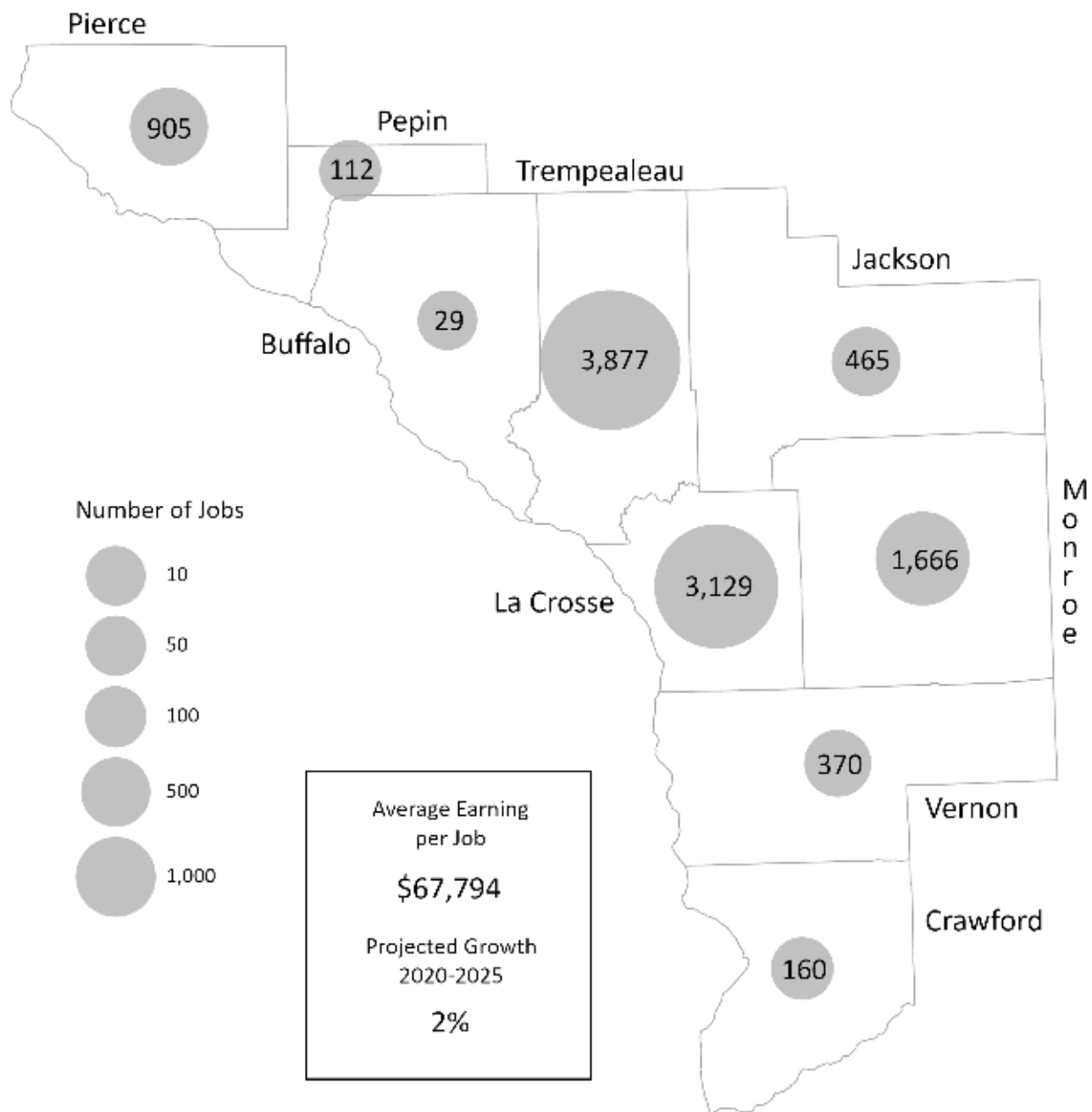


0 5 10 20
Miles

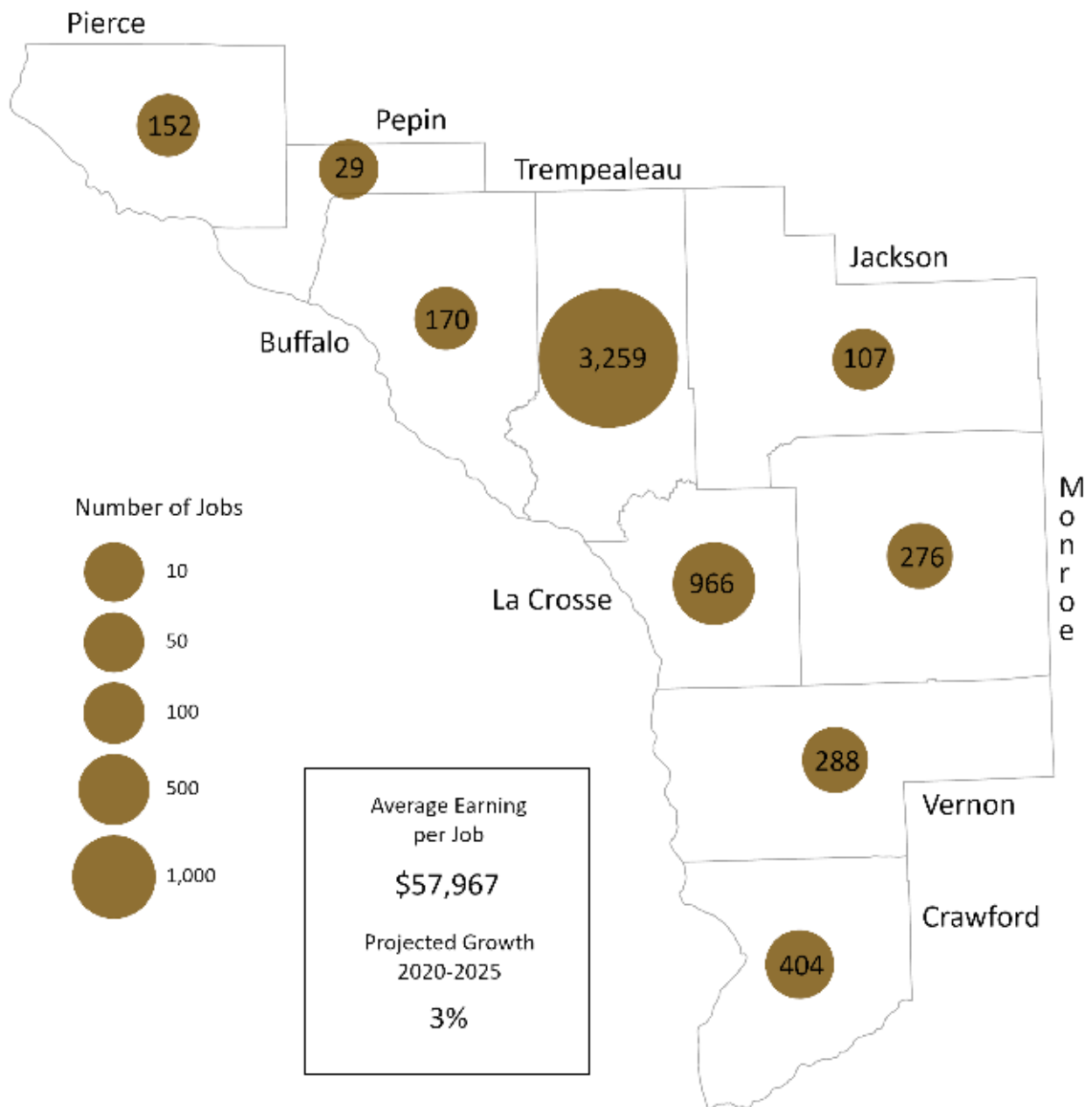
American Community Survey
5 Year Estimates, 2019
Quarterly Workforce Indicators (QWI)
11/21



Map 2.4 Equipment, Machinery, and Metal Product Industry Cluster



Map 2.5 Wood and Forest Products Industry Cluster

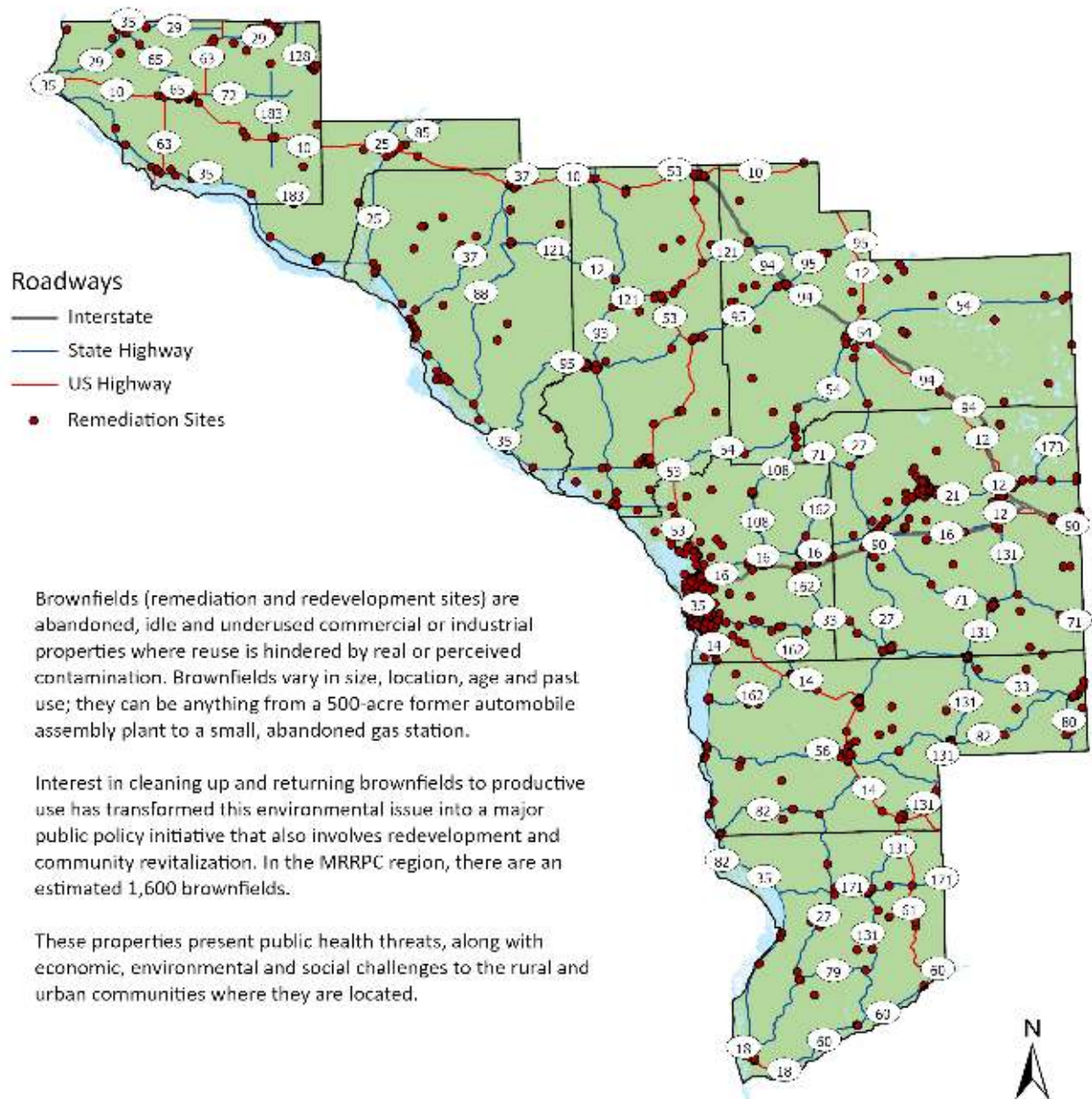


0 5 10 20 Miles

American Community Survey
5 Year Estimates, 2019
Quarterly Workforce Indicators (QWI)
11/21



Map 2.6 Environmentally Contaminated Sites Potentially Suitable for Business Use



0 5 10 20 30
Miles
11/21
Source: WI DNR 2020

THE MISSISSIPPI RIVER REGION'S WORKFORCE

Labor Force and Unemployment Trends

From 2015 to 2019 the Region's Labor Force grew at a slower rate than the state and nation. Monroe and Pierce Counties recorded the highest percentage increases in labor force at 2.9% and 2.6% respectively (see Table 3.01 on the following page). During the 2015-2019 period, Trempealeau County recorded the largest decrease in labor force at 5.8%. Overall, the Region's labor force increased at a rate of 0.6% during the same period, while the State of Wisconsin saw an increase of 0.3%, and the U.S. recorded labor force increase of 2.3%. 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.

COVID 19 Impacts

In just a few months' time, the COVID-19 crisis brought about years of change in the way companies in all sectors and regions do business. The general impact was a significant reduction in motorized traffic as Stay-at-Home orders were issued, telecommuting replaced going to the office, restaurants closed to sit-down dining, and "non-essential" businesses temporarily closed their doors. Public transportation remained operational for essential workers, but fear of contracting COVID-19 and social distancing requirements resulted in severe drops in ridership. Federal assistance is replacing losses in local revenue to keep transit systems operational, but how long that will or can go on is unknown.

One concern is if transit systems will recover ridership after the pandemic is over. As people sheltered at home, traditional shopping shifted to the internet, resulting in increased demand for freight delivery services. Traditional dine-out shifted to carry-out and delivery from establishments that already provided those services and curbside pick-up from many dine-in restaurants. Out of this challenging time a few positive impacts have occurred. Walking and biking replaced going to the health club (good for the environment, not so good for the health clubs). Air quality improved as driving was significantly curtailed. Many businesses are realizing they can operate effectively and efficiently through telecommuting. The few positive impacts, however, cannot overcome the devastating effects this pandemic has had on jobs, livelihoods, and lives. Businesses have closed permanently; former employees are unemployed and without an income; renters are on the edge of eviction; over 153,000 American (667,000 worldwide) lives lost. Historically, pandemics affecting the United States have been flu pandemics—the most recent being the 2009 H1N1 global flu pandemic. The first cases were detected in April 2009 and the pandemic declared over by the World Health Organization in August 2010. If history tells us anything,

the COVID-19 pandemic is likely to be with us into 2021. Although we are still in the throes of the pandemic, we see businesses opening their doors again, restaurants providing sit-down and outdoor dining, and employees going back to work as policies for social distancing and the wearing of face masks serve to help protect workers and customers alike. Traffic is increasing, which, in this case, is a good sign that we are working our way back to normalcy. But we still need to follow the recommendations of our healthcare professionals to put an end to this pandemic.

The COVID-19 pandemic has caused an economic recession, as many businesses were forced to close their doors and people were forced to completely change their consumption patterns. This has brought some immediate impacts such as business closures and increased unemployment rates, but it has also brought significant uncertainty, and we will need to wait to see what shifts in consumption patterns will be more long-term. For example, many employees were forced to make a transition to working from home. Some have found that it works for them, and some have found that it does not—but over the next year or two we will see how demand for commercial office space will be different based on that shift. This may also then have ripple effects on other industries that capitalized on the concentration of workers in central business districts.

The Region's labor force promotes economic growth inside the region as well as in the state of Wisconsin through its direct contribution to income generated by work and the ripple effects that expenditures create. This is attained through the industries' interconnection in the regional economy (indirect effects) alongside the impact on household spending (induced effects). COVID-19 disrupted the regional economy in many different ways. One is the reduction of the labor force which will take a great deal of effort to return to pre-pandemic levels.

The effects of COVID-19 on the region were measured via three scenarios described in the following section. Each of them will be presented via Type I and Type II Economic Effects. The loss of jobs between 2019-2020 were discounted by the typical rate of death, unemployment, and retirement previous to COVID-19 in order to get a more precise measure of economic effect of COVID on this particular region.

Input-Output Model: Type I & Type II Economic Effects Description

MPPRC contracted Emsi-Burning Glass in 2021 for an analysis on the impacts of COVID-19 in the MRRPC region. They used an Input-Output model to analyze the effect. An Input-Output model is a way of representing the flow of money in an economy, primarily among industries, while also accounting for government, households, and regional imports and exports. An industry is a group of business establishments that share similar end-products (or services) and processes for creating those products/services. Once the flow is represented in the model; we can introduce events that change the flow (such as loss or gain of jobs in one industry) and simulate its effects on each industry in the region, as well as the region as a whole. The Input-Output model therefore indicates how a change in one part of the economy will ultimately affect other parts based on their economic relationships.

Table 3.01: Mississippi River Region Labor Force and Employment Trends Region, State and Nation, 2015-2019

	2015	2016	2017	2018	2019	2020	No. Chg 2019-2020	% Chg 2019-2020	No. Chg 2015-2019	% Chg 2015-2019
Buffalo										
Labor	6,518	6,553	6,560	6,571	6,442	6,336	-106.0	-1.6	-182.0	-2.8
Unemp	312	285	245	226	262	471	209.0	79.8	159.0	51.0
Unemp	4.8	4.3	3.7	3.4	4.1	7.4	3.3	80.5	2.6	54.2
Emp	6,206	6,315	6,315	6,345	6,160	5,865	-295.0	-4.8	-341.0	-5.5
Crawford										
Labor	7,882	7,899	7,855	7,805	7,551	7,453	-98.0	-1.3	-429.0	-5.4
Unemp	450	376	324	288	312	545	233.0	74.7	95.0	21.1
Unemp	5.7	4.8	4.1	3.7	4.1	7.3	3.2	78.0	1.6	28.1
Emp	7,432	7,523	7,531	7,517	7,239	6,908	-331.0	-4.6	-524.0	-7.1
Jackson										
Labor	10,321	10,298	10,391	10,526	10,205	9,877	-328.0	-3.2	-444.0	-4.3
Unemp	481	439	346	329	388	918	530.0	136.6	437.0	90.9
Unemp	4.7	4.3	3.3	3.1	3.8	9.3	5.5	144.7	4.6	97.9
Emp	9,840	9,859	10,045	10,197	9,817	8,959	-858.0	-8.7	-881.0	-9.0
La Crosse										
Labor	66,464	67,388	67,445	66,673	65,843	64,982	-861.0	-1.3	-1482.0	-2.2
Unemp	2,506	2,376	1,961	1,755	1,873	3,515	1642.0	87.7	1009.0	40.3
Unemp	3.8	3.5	2.9	2.6	2.8	5.4	2.6	92.9	1.6	42.1
Emp	63,958	65,012	65,484	64,918	63,970	61,467	-2503.0	-3.9	-2491.0	-3.9
Monroe										
Labor	22,778	22,965	23,445	23,454	23,269	23,363	94.0	0.4	585.0	2.6
Unemp	991	855	686	645	686	1,288	602.0	87.8	297.0	30.0
Unemp	4.4	3.7	2.9	2.8	2.9	5.5	2.6	89.7	1.1	25.0
Emp	21,787	22,110	22,759	22,809	22,583	22,075	-508.0	-2.2	288.0	1.3
Pepin										
Labor	4,097	4,155	4,202	4,207	4,131	4,080	-51.0	-1.2	-17.0	-0.4
Unemp	167	154	147	136	149	241	92.0	61.7	74.0	44.3
Unemp	4.1	3.7	3.5	3.2	3.6	5.9	2.3	63.9	1.8	43.9
Emp	3,930	4,001	4,055	4,071	3,982	3,839	-143.0	-3.6	-91.0	-2.3

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

Table 3.01: Mississippi River Region Labor Force and Employment Trends Region, State and Nation, 2015-2020, Continued

	2015	2016	2017	2018	2019	2020	No. Chge 2019-2020	% Chg 2019-2020	No. Chg 2015-2020	% Chge 2015-2020
Pierce										
Labor	24,077	24,617	25,084	25,366	25,228	24,779	-449.0	-1.8	702.0	2.9
Unemp	925	972	840	813	835	1725	890.0	106.6	800.0	86.5
Unemp	3.8	3.9	3.3	3.2	3.3	7	3.7	112.1	3.2	84.2
Emp	23,152	23,645	24,244	24,553	24,393	23,054	-1339.0	-5.5	-98.0	-0.4
Trempealeau										
Labor	16,576	16,622	16,415	16,248	15,880	15,607	-273.0	-1.7	-969.0	-5.8
Unemp	633	598	499	464	560	1095	535.0	95.5	462.0	73.0
Unemp	3.8	3.6	3	2.9	3.5	7	3.5	100.0	3.2	84.2
Emp	15,943	16,024	15,916	15,784	15,320	14,512	-808.0	-5.3	-1431.0	-9.0
Vernon										
Labor	15,456	15,716	15,680	15,401	15,325	14,896	-429.0	-2.8	-560.0	-3.6
Unemp	620	558	482	445	491	777	286.0	58.2	157.0	25.3
Unemp	4	3.6	3.1	2.9	3.2	5.2	2.0	62.5	1.2	30.0
Emp	14,836	15,158	15,198	14,956	14,834	14,119	-715.0	-4.8	-717.0	-4.8
MRRPC Region										
Labor	19,352	19,949	20,083	20,000	19,749	19,471	-278.5	-1.4	118.6	0.6
Unemp	808	752	629	580	625	1,185	560.5	89.8	376.9	46.6
Unemp	4	4	3	3	3	7	3.2	90.6	2.2	51.0
Emp	19,031	19,203	19,454	19,421	19,122	18,286	-836.5	-4.4	-745.3	-3.9
Wisconsin										
Labor	3,084,207	3,110,466	3,122,309	3,106,532	3,106,532	3,094,325	-12207.0	-0.4	10118.0	0.3
Unemp	137,159	121,722	102,141	93,731	101,300	101,300	0.0	0.0	-35859.0	-26.1
Unemp	4.4	3.9	3.3	3	3.3	3.3	0.0	0.0	-1.1	-25.0
Emp	2,947,048	2,988,744	3,020,168	3,012,801	2,993,025	2,993,025	0.0	0.0	45977.0	1.6
U.S.										
Labor	157,130,000	159,187,000	160,320,000	162,075,000	163,539,000	160,742,000	-2797000.0	-1.7	3612000.0	2.3
Unemp	8,296,000	7,751,000	6,982,000	6,314,000	6,001,000	12,947,000	6946000.0	115.7	4651000.0	56.1
Unemp	5.3	4.9	4.4	3.9	3.7	8.1	4.4	118.9	2.8	52.8
Emp	148,834,000	151,436,000	153,337,000	155,761,000	157,538,000	147,795,000	-9743000.0	-6.2	-1039000.0	-0.7

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

COVID-19 IMPACTS Continued

When we talk about the Input-Output model, we sometimes hear the term "multiplier" used in discussions of economic policy and modeling, usually in the context of job creation or loss. Basically, a multiplier represents how much some aspect of a model will change in response to changes coming from "outside" the model. In other words, the multipliers capture the changes and will describe the effects of those changes in terms of the original change (final effect= original change times the multiplier).

Type I multiplier shows the industry-to-industry transactions. It is composed of Initial, Direct and Indirect Effects.

Initial Effect: represents the first shock in the economy; in our case, it's the number of jobs that were lost during the pandemic in 2020, and therefore does not include ripple effects.

Direct Effect: effects caused by the initially changed sectors; also describes the effects on those sectors' immediate supply chain.

Indirect Effect: extends the concept of the direct multipliers to the supply chain's supply chain.

Type II multiplier adds to the Type I by introducing the effects by

households (Induced Effect).

Induced Effect: is due to the impact of the new earnings created by the Initial, Direct, and Indirect changes. These earnings enter the economy as employees spend their paychecks within the region on food, clothing, and other goods and services. In other words, this figure represents the income effects on inter-industry trade.

Figure 3.01 shows the historical and projected jobs in the MRRPC Region. From 2018 to 2022 there was a 5.6% decrease in jobs in the Region. In the midst of COVID 19 in the Region, an estimated 371 industries were negatively affected, 10,693 initial jobs loss, 14,692 total job loss, \$717.3 million in earning loss, and \$162.6 million loss on taxes on production and imports.

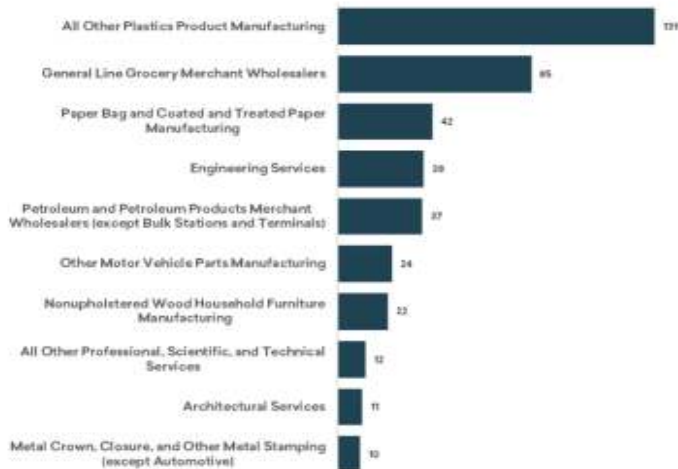
Figure 3.02 shows the top 10 most affected industries with the highest job losses in the Region. All Other Plastic manufacturing had the highest amount of job loss (139) followed by General Line Grocery Merchant Wholesalers (85). The Table below Figure 3.02 shows the affects on these industries including the Type I and Type II Multipliers adding to the job loss in these industries. Based on job projections from Figure 3.01, it is suggested it will take a long time to reach the number of jobs prior to the pandemic.

Figure 3.01 Historical and Projected Jobs in the MRRPS Service Region, 2010-2030



Source: Emsi Burning Glass 20213.

Figure 3.02 Top 10 Most Affected Industries with the Highest job Losses during 2020



Industries Name	Initial Effect	Type I	Type II
All Other Plastics Product Manufacturing	139	167	196
General Line Grocery Merchant Wholesalers	85	111	129
Paper Bag and Coated and Treated Paper Manufacturing	42	51	62
Engineering Services	38	46	54
Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	37	110	137
Other Motor Vehicle Parts Manufacturing	24	32	38
Nonupholstered Wood Household Furniture Manufacturing	22	24	26
All Other Professional, Scientific, and Technical Services	12	13	14
Architectural Services	11	14	18
Metal Crown, Closure, and Other Metal Stamping (except Automotive)	10	11	13
All Industries	446	626	743

Source: Emsi Burning Glass COVID-19: The Economic Impact Analysis on MRRPC Service Region, 2021

LOCAL AREA UNEMPLOYMENT TRENDS BY MONTH

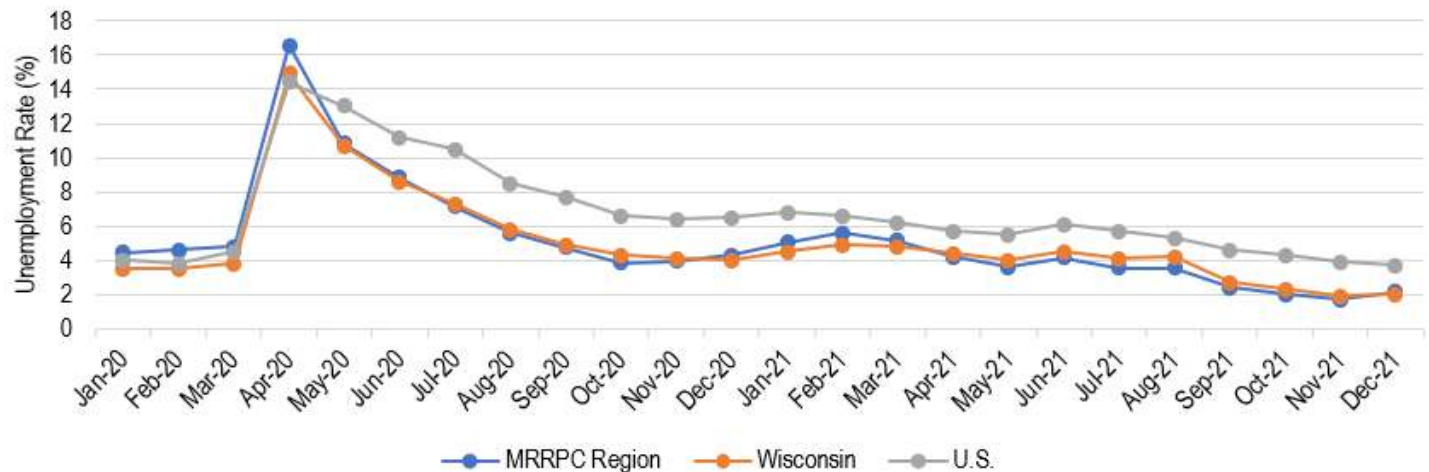
Figure 3.03 was prepared using labor force estimates from the Wisconsin Department of Workforce Development's Office of Economic Advisors. The unemployment rates in the Mississippi River Region followed a pattern seen since the beginning of the Great Recession, in that unemployment rates dip in the spring, 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 4.8% in March 2020, and rose to its highest monthly mark for the year in April, with 16.6%. It declined to 4.3% in December 2020, before rising to

5.6% in February 2021. It then gradually declined to the annual low of 1.7% in October 2021. The state and nation followed similar contours of rise and decline. The highest unemployment was also seen in April 2020 for the state (14.9%) and nation (14.4%). The region and state saw a quicker decline in unemployment rates than the nation from May 2020 to November 2020. In January, February, and March of 2021, 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 in 2021 (February) and lowest month (November) was 3.9 percentage points, while the difference between highest and lowest months for the state was 3.0 percentage points, and for the nation was 3.1 percentage points. The Mississippi River Region ended 2021 with a December unemployment rate of 2.2%, 1.2 percentage points lower than at the beginning of the year. The state's rate in December was 4.2%, 2.8 percentage points lower than the rate in January. The national rate was 3.7% in December, 3.1 points lower than the rate in January.

Figure 3.03 Local Area Unemployment Trends, MRRPC, State, Nation, by Month

2020-2021



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

MRRPC JOBS

In 2016 there were 163,826 jobs within the nine county Mississippi River Regional Planning Commission area. In 2021 this number decreased to 157,533. This loss of 6,293 jobs represents a decline in jobs of 3.8%. The nine counties of the MRRPC range from a high of 2% growth in Monroe County to a low of -11% in Trempealeau County. Only Buffalo County and Monroe County showed positive growth in the number of jobs during this time period. Table 3.03 lists the jobs for each of our nine counties, the State of Wisconsin and the U.S. The percentage of lost jobs for the region was above the State of Wisconsin's rate of -2.2% and the U.S. rate of -0.4%. The reduction in job numbers can be attributed to the COVID-19 pandemic.

According to Economic Modeling Specialists International -EMSI, jobs numbers for the MRRPC region are predicted to rebound, and by 2026 job numbers are expected to be at 162,557 and 3.2% growth. The growth rate predicted for the region is higher than the State's 2.0% but lower than the U.S. rate of 3.9%. The number of jobs openings in the MRRPC area ranges from a low of 2,692 in Pepin County to a high of 72,517 in La Crosse County.

Table 3.02 Mississippi River Region Job Growth 2016-2021

County	2016 Jobs	2021 Jobs	2016-2021 Percent Change	Avg. Hourly Earnings	2026 Jobs	2016-2021 Percent Change
Buffalo County	4,573	4,614	1%	\$21.59	4,666	1.1%
Crawford County	8,413	7,822	-7%	\$21.48	8,238	5.3%
Jackson County	10,156	9,590	-6%	\$22.99	9,418	-1.8%
La Crosse County	75,737	72,517	-4%	\$21.49	74,248	2.4%
Monroe County	22,739	23,104	2%	\$23.20	24,325	5.3%
Pepin County	2,734	2,692	-2%	\$23.06	2,911	8.1%
Pierce County	12,401	12,300	-1%	\$25.45	13,006	5.7%
Trempealeau County	16,355	14,630	-11%	\$21.64	14,988	2.4%
Vernon County	10,719	10,264	-4%	\$22.01	10,756	4.8%
Region	163,826	157,533	-3.8%	\$23.14	162,556	3.2%
Wisconsin	3,139,735	3,069,154	-2.2%	\$24.86	3,129,390	2.0%
Nation	160,688,369	159,996,544	-0.4%	-	166,179,789	3.9%

Source: Economic Modeling Specialists International -EMSI,

Mississippi River Region 25 Fastest Growing Jobs Numerically 2015-2020

Table 3.03 Illustrates the Mississippi River Region's 25 fastest growing jobs numerically from 2015 to 2020. Jobs such as Home Health and Personal Care Aides, Receptionists and Information Clerks, Heavy and Tractor-Trailer Truck Drivers, Stockers and Order Fillers, Registered Nurses and Medical Assistants showed the greatest increase in job

numbers in the region. Three of the top 6 jobs are medical related showing the importance of the medical fields in our region. Receptionists, Information Clerks and Stockers and Order Fillers most likely can be attributed to the general movement to online shopping

Table 3.03 Mississippi River Region 25 Fastest Growing Jobs Numerically 2015-2020

Description	Avg. Hourly Earnings	2015 Jobs	2020 Jobs	2015 - 2020 Change
Home Health and Personal Care Aides	\$13.15	2,601	3,557	956
Receptionists and Information Clerks	\$15.86	862	1,349	487
Heavy and Tractor-Trailer Truck Drivers	\$25.54	5,068	5,552	483
Stocker and Order Fillers	\$14.58	1,742	2,170	428
Registered Nurses	\$36.35	3,903	4,294	392
Medical Assistants	\$19.56	566	896	331
Industrial Truck and Tractor Operators	\$19.58	1,012	1,342	330
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	\$20.91	312	553	241
Middle School Teachers, Except Special and Career/Technical Education	\$26.25	911	1,144	233
Cabinetmakers and Bench Carpenters	\$14.47	449	664	215
Software Developers and Software Quality Assurance Analysts and Testers	\$41.19	252	462	210
Laborers and Freight, Stock, and Material Movers, Hand	\$17.84	2,678	2,886	208
Substitute Teachers, Short-Term	\$19.66	668	860	192
Legislators	\$18.51	78	268	190
Educational Instruction and Library Workers, All Other	\$19.52	96	284	188
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$9.60	386	546	160
Mechanical Engineers	\$41.66	326	484	158
Project Management Specialists and Business Operations Specialists	\$34.04	585	743	158
First-Line Supervisors of Retail Sales Workers	\$24.04	1,197	1,352	155
Inspectors, Testers, Sorters, Samplers, and Weighers	\$19.06	745	892	147
Preschool Teachers, Except Special Education	\$14.98	481	621	140
Management Analysts	\$42.48	378	518	140
Plumbers, Pipefitters, and Steamfitters	\$31.35	346	482	136
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	\$36.61	950	1,081	132

Source: Economic Modeling Specialists International -EMSI,

Mississippi River Region's 25 fastest growing jobs by percentage 2015-2020

The Mississippi River Region's 25 fastest growing jobs by percentage from 2015 to 2020 are displayed in Table 3.04. The greatest job growth by percentage in the region was experienced by Training and Development Managers at 345%. Sixty-nine new jobs were created in that sector from 2015 to 2020. In reviewing the data, the job sectors that experienced the greatest number of jobs as well as significant

percentage increases between 2015 and 2020 were Legislators (190 jobs a 244% increase), Educational Instruction and Library Workers (188 jobs a 196% increase), and Securities, Commodities and Financial Services Sales Agents (128 jobs a 152% increase). Job increases by percentage is spread out over a wide variety of jobs and cannot be attributed to any one type of industry within the region.

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

Description	Avg. Hourly Earnings	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change
Training and Development Managers	\$49.87	20	89	69	345%
Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	\$17.61	14	60	46	329%
Ophthalmic Medical Technicians	\$21.20	26	109	83	319%
Pharmacy Aides	\$14.99	10	40	30	300%
Food Preparation and Serving Related Workers	\$11.06	15	55	40	267%
Legislators	\$18.51	78	268	190	244%
Public Safety Telecommunicators	\$22.64	47	159	112	238%
Dietetic Technicians	\$14.88	15	48	33	220%
Educational Instruction and Library Workers	\$19.52	96	284	188	196%
Upholsters	\$20.90	55	162	107	195%
Psychologists	\$41.60	17	47	30	176%
Fishing and Hunting Workers	\$15.05	11	29	18	164%
Securities, Commodities, and Financial Services Sales Agents	\$33.13	84	212	128	152%
Data Scientists and Mathematical Science Occupations	\$38.62	12	30	18	150%
Septic Tank Servicers and Sewer Pipe Cleaners	\$18.77	48	118	70	146%
First-Line Supervisors of Firefighting and Prevention Workers	\$36.75	37	89	52	141%
Social Science Research Assistants	\$21.65	12	28	16	133%
Public Relations and Fundraising Managers	\$54.56	33	77	44	133%
Food Cooking Machine Operators and Tenders	\$19.76	40	82	42	105%
Marriage and Family Therapists	\$26.55	20	41	21	105%
Skincare Specialists	\$20.02	22	45	23	105%
Commercial Pilots	\$58.64	14	28	14	100%
Fish and Game Wardens	\$27.37	12	24	12	100%
Glaziers	\$24.07	16	32	16	100%
Environmental Engineers	\$37.66	15	30	15	100%

Source: Economic Modeling Specialists International -EMSI, Quarter 4 Data Set .

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

Table 3.05A shows that of the 30 occupations listed the five occupations with the most number of jobs in 2015 were: Heavy and Tractor-Trailer Truck Drivers—470 jobs, Farmers, Ranchers, and Other Agricultural Managers—267 jobs, Home Health and Personal Care Aides—124 jobs, Farmworkers and Laborers, Crop, Nursery and Greenhouse—104 jobs, and Laborers and Freight, Stock and Material Movers, Hand—93 jobs. The occupations with the greatest job increases from 2015-2020 were: Home Health and Personal Care Aides—81 jobs,

Farmers, Ranchers and Other Agricultural Managers—74 jobs, Middle School Teachers, Except Special and Career/Technical Education—22 jobs, Industrial Truck and Tractor Operators—15 jobs, and Farmworkers, Farm, Ranch, and Aquacultural Animals—13 jobs. The occupations with the five highest location quotients were: Cargo and Freight Agents—15.52, Farmers, Ranchers, and Other Agricultural Managers—14.69, Farmworkers, Farm, Ranch, and Aquacultural Animals—9.30, Heavy and Tractor-Trailer Truck Drivers—7.83, and Bartenders—6.02

Table 3.05A Buffalo County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	489	470	(19)	7.83	\$24.29
Farmers, Ranchers, and Other Agricultural Managers	193	267	74	14.69	\$24.94
Home Health and Personal Care Aides	43	124	81	1.13	\$11.73
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	94	104	10	5.57	\$13.73
Laborers and Freight, Stock, and Material Movers, Hand	100	93	(7)	1.11	\$17.18
Office Clerks, General	129	87	(43)	1.00	\$17.45
Bartenders	90	83	(6)	6.02	\$10.80
Bookkeeping, Accounting, and Auditing Clerks	72	78	6	1.69	\$17.69
Industrial Truck and Tractor Operators	39	54	15	2.84	\$21.08
Middle School Teachers, Except Special and Career/Technical Education	31	52	22	3.07	\$25.94
Teaching Assistants, Except Postsecondary	51	49	(3)	1.31	\$13.56
Farmworkers, Farm, Ranch, and Aquacultural Animals	36	48	13	9.30	\$14.88
Cooks, Restaurant	52	47	(5)	1.44	\$10.59
Landscaping and Groundskeeping Workers	35	45	10	1.30	\$16.18
Cargo and Freight Agents	34	45	11	15.52	\$24.64
Maintenance and Repair Workers, General	53	45	(8)	1.05	\$19.32
Secondary School Teachers, Except Special and Career/Technical Education	51	45	(7)	1.56	\$26.63
Nursing Assistants	60	43	(16)	1.06	\$15.85
Construction Laborers	41	43	2	1.10	\$21.39
Elementary School Teachers, Except Special Education	61	40	(21)	1.03	\$24.97
Childcare Workers	51	40	(12)	1.06	\$12.81
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	36	39	2	1.38	\$30.92
Packaging and Filling Machine Operators and Tenders	28	39	11	3.58	\$16.72
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	26	37	11	1.62	\$13.25
Bus and Truck Mechanics and Diesel Engine Specialists	37	35	(2)	4.36	\$20.65
Tellers	45	35	(10)	2.85	\$13.11
Substitute Teachers, Short-Term	25	32	6	2.15	\$15.80
Carpenters	35	32	(3)	1.03	\$25.20
Automotive Service Technicians and Mechanics	26	29	3	1.34	\$16.48
First-Line Supervisors of Food Preparation and Serving Workers	22	27	5	1.04	\$15.52

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05B shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Retail Salespersons—341 jobs, Cashiers—227 jobs, Farmers, Ranchers and Other Agricultural Managers—218 jobs, Heavy and Tractor-Trailer Truck Drivers—216 jobs, and Home Health and Personal Care Aides—204 jobs. The occupations with the greatest job increases from 2015-2020 were: Home Health and Personal Care Aides—78 jobs, Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic—50 jobs, Stockers and Order Fillers—42 jobs, Heavy and Tractor-Trailer Truck Drivers—34 jobs, and Industrial Truck and Tractor Operators—32 jobs. The occupations with the five highest location quotients were: Woodworking Machine Setters, Operators, and Tenders—17.62, Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic—11.00, Farmers, Ranchers and Other Agricultural Managers—7.06, Bartenders—3.89, and Packaging and Filling Machine Operators and Tenders—2.90.

and Plastic—50 jobs, Stockers and Order Fillers—42 jobs, Heavy and Tractor-Trailer Truck Drivers—34 jobs, and Industrial Truck and Tractor Operators—32 jobs. The occupations with the five highest location quotients were: Woodworking Machine Setters, Operators, and Tenders—17.62, Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic—11.00, Farmers, Ranchers and Other Agricultural Managers—7.06, Bartenders—3.89, and Packaging and Filling Machine Operators and Tenders—2.90.

Table 3.05B Crawford County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Retail Salespersons	403	341	(61)	1.79	\$16.41
Cashiers	227	227	0	1.38	\$11.62
Farmers, Ranchers, and Other Agricultural Managers	244	218	(27)	7.06	\$22.80
Heavy and Tractor-Trailer Truck Drivers	182	216	34	2.12	\$23.31
Home Health and Personal Care Aides	126	204	78	1.10	\$11.91
Stockers and Order Fillers	127	169	42	1.54	\$16.53
Fast Food and Counter Workers	177	168	(8)	1.00	\$11.30
Customer Service Representatives	161	147	(14)	1.03	\$18.12
Miscellaneous Assemblers and Fabricators	154	139	(16)	2.22	\$16.02
Bookkeeping, Accounting, and Auditing Clerks	112	110	(1)	1.40	\$17.88
Nursing Assistants	143	95	(48)	1.37	\$15.93
Maintenance and Repair Workers, General	110	93	(17)	1.28	\$21.98
First-Line Supervisors of Retail Sales Workers	77	93	16	1.44	\$23.93
Bartenders	93	91	(2)	3.89	\$10.81
Industrial Truck and Tractor Operators	58	91	32	2.81	\$18.97
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	34	84	50	11.00	\$16.62
Maids and Housekeeping Cleaners	72	82	11	1.16	\$12.53
Cooks, Restaurant	78	75	(3)	1.36	\$12.56
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	42	65	23	1.68	\$14.01
First-Line Supervisors of Production and Operating Workers	72	65	(7)	2.18	\$31.11
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	80	65	(16)	17.62	\$17.25
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	75	60	(16)	1.89	\$13.30
First-Line Supervisors of Food Preparation and Serving Workers	47	57	9	1.30	\$16.44
Receptionists and Information Clerks	47	55	8	1.09	\$14.91
Inspectors, Testers, Sorters, Samplers, and Weighers	52	55	3	1.97	\$19.94
Correctional Officers and Jailers	81	54	(27)	2.75	\$24.02
Packaging and Filling Machine Operators and Tenders	45	53	9	2.90	\$17.99
Packers and Packagers, Hand	99	49	(50)	1.63	\$16.46
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	42	49	7	1.03	\$30.19
Middle School Teachers, Except Special and Career/Technical Education	33	47	14	1.63	\$24.24

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05C shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Heavy and Tractor-Trailer Truck Drivers—799 jobs, Farmers, Ranchers, and Other Agricultural Managers—527 jobs, Cashiers—248 jobs, Office Clerks, General—187 and Correctional Officers and Jailers—155 jobs.

The occupations with the greatest job increases from 2015-2020 were: Farmers, Ranchers, and Other Agricultural Managers—140 jobs, Middle School Teachers, Except Special and Career/Technical Education—42 jobs, Passenger Vehicle Drivers, Except Bus Drivers, Transit and

Intercity—28 jobs, Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers—23 jobs, and Farmworkers and Laborers, Crop, Nursery, and Greenhouse—20 jobs.

The occupations with the five highest location quotients in 2020 were: Highway Maintenance Workers—15.21, Farmers, Ranchers, and Other Agricultural Managers—13.64, Farmworkers, Farm, Ranch, and Aquacultural Animals—7.49, Heavy and Tractor-Trailer Truck Drivers—6.26, and Correctional Officers and Jailers—6.25.

Table 3.05C Jackson County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	793	799	6	6.26	\$21.18
Farmers, Ranchers, and Other Agricultural Managers	387	527	140	13.64	\$23.76
Cashiers	253	248	(5)	1.20	\$11.15
Office Clerks, General	289	187	(102)	1.01	\$19.49
Correctional Officers and Jailers	152	155	3	6.25	\$24.02
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	132	151	20	3.83	\$14.59
Construction Laborers	197	145	(52)	1.73	\$23.17
Bookkeeping, Accounting, and Auditing Clerks	128	137	9	1.39	\$18.79
Highway Maintenance Workers	129	137	8	15.21	\$24.68
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	93	122	28	2.50	\$16.02
Operating Engineers and Other Construction Equipment Operators	199	122	(77)	4.74	\$26.22
Nursing Assistants	123	114	(9)	1.31	\$17.10
Maintenance and Repair Workers, General	141	113	(28)	1.24	\$23.52
Police and Sheriffs Patrol Officers	148	99	(50)	2.32	\$26.52
Teaching Assistants, Except Postsecondary	92	91	(1)	1.15	\$13.38
Middle School Teachers, Except Special and Career/Technical Education	46	88	42	2.43	\$23.99
Farmworkers, Farm, Ranch, and Aquacultural Animals	73	82	9	7.49	\$15.23
Firefighters	112	82	(30)	4.30	\$19.06
Secondary School Teachers, Except Special and Career/Technical Education	79	76	(3)	1.26	\$24.80
Bartenders	90	71	(19)	2.43	\$11.02
Bus and Truck Mechanics and Diesel Engine Specialists	71	64	(7)	3.72	\$19.51
Receptionists and Information Clerks	57	64	6	1.01	\$16.94
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	50	63	13	1.05	\$31.70
Industrial Truck and Tractor Operators	44	62	18	1.53	\$19.68
Automotive Service Technicians and Mechanics	46	60	14	1.29	\$17.06
Tellers	62	59	(3)	2.26	\$13.15
Emergency Medical Technicians and Paramedics	59	55	(4)	3.34	\$14.21
First-Line Supervisors of Construction Trades and Extraction Workers	73	53	(21)	1.23	\$33.80
Substitute Teachers, Short-Term	39	51	12	1.61	\$15.40
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	27	50	23	2.81	\$17.83

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05D shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Registered Nurses—3,050 jobs, Retail Salespersons—3,000 jobs, Heavy and Tractor-Trailer Truck Drivers—1,921 jobs, Home Health and Personal Care Aides—1,828, and Office Clerks General—1,669 jobs.

The occupations with the greatest job increases from 2015-2020 were: Receptionists and Information Clerks—397 jobs, Laborers and Freight,

Stock, and Material Movers, Hand—371 jobs, Heavy and Tractor-Trailer Truck Drivers—363 jobs, Home Health and Personal Care Aides—256 jobs, and Medical Assistants—203 jobs.

The occupations with the five highest location quotients in 2020 were: Food Batchmakers—5.94, Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic—5.46, Insurance Claims and Policy Processing Clerks—4.80, Packaging and Filling Machine Operators and Tenders—4.28 and Recreation Workers — 3.13.

Table 3.05D La Crosse County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Registered Nurses	2,887	3,050	162	2.20	\$36.66
Retail Salespersons	3,121	3,000	(121)	1.70	\$12.89
Heavy and Tractor-Trailer Truck Drivers	1,558	1,921	363	2.03	\$27.63
Home Health and Personal Care Aides	1,572	1,828	256	1.06	\$13.46
Office Clerks, General	2,123	1,669	(453)	1.22	\$17.87
Laborers and Freight, Stock, and Material Movers, Hand	1,227	1,598	371	1.21	\$18.79
Fast Food and Counter Workers	1,839	1,594	(246)	1.02	\$10.75
Customer Service Representatives	1,780	1,372	(408)	1.03	\$18.39
Nursing Assistants	1,245	1,183	(62)	1.84	\$15.89
Postsecondary Teachers	1,381	1,126	(254)	1.40	\$36.67
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,157	1,083	(74)	1.04	\$14.78
Waiters and Waitresses	1,536	1,013	(523)	1.16	\$12.97
Elementary School Teachers, Except Special Education	692	880	188	1.43	\$27.96
Maintenance and Repair Workers, General	911	877	(35)	1.30	\$21.45
Bookkeeping, Accounting, and Auditing Clerks	1,028	814	(215)	1.11	\$18.79
Receptionists and Information Clerks	405	802	397	1.72	\$15.63
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	840	766	(74)	1.26	\$28.12
Packaging and Filling Machine Operators and Tenders	800	731	(69)	4.28	\$19.56
First-Line Supervisors of Retail Sales Workers	588	648	60	1.08	\$23.54
Miscellaneous Assemblers and Fabricators	576	640	64	1.10	\$15.38
Teaching Assistants, Except Postsecondary	786	618	(167)	1.06	\$15.33
Insurance Claims and Policy Processing Clerks	536	587	51	4.80	\$15.95
Cooks, Restaurant	629	568	(62)	1.12	\$13.64
Bartenders	994	546	(448)	2.51	\$12.27
Recreation Workers	375	508	133	3.13	\$13.57
Carpenters	451	491	40	1.02	\$25.64
Medical Assistants	286	489	203	1.47	\$20.42
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	314	449	135	5.46	\$17.24
Food Batchmakers	304	427	123	5.94	\$16.74
Preschool Teachers, Except Special Education	287	418	131	1.98	\$15.21

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05E shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Heavy and Tractor-Trailer Truck Drivers—1,022 jobs, Fast Food and Counter Workers—546 jobs, Cashiers—545 jobs, Industrial Truck and Tractor Operators—461 jobs, and Laborers and Freight, Stock, and Material Movers, Hand—459 jobs.

The occupations with the greatest job increases from 2015-2020 were: Stockers and Order Fillers—192 jobs, Industrial Truck and Tractor Operators—127 jobs, Heavy and Tractor-Trailer Truck Drivers—115 jobs, Military-only occupations—83 jobs and Middle School Teachers, Except Special and Career/Technical Education—68 jobs.

The occupations with the five highest location quotients in 2020 were: Mixing and Blending Machine Setters, Operators, and Tenders—7.08, Information and Record Clerks, All Other—6.97, Food Batchmakers—6.47, Farmers, Ranchers, and Other Agricultural Managers—4.92, and Industrial Truck and Tractor Operators—4.82.

Table 3.0E Monroe County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	907	1,022	115	3.38	\$24.75
Fast Food and Counter Workers	556	546	(10)	1.09	\$10.70
Cashiers	578	545	(33)	1.11	\$12.64
Industrial Truck and Tractor Operators	334	461	127	4.82	\$20.31
Laborers and Freight, Stock, and Material Movers, Hand	539	459	(80)	1.09	\$16.66
Stocker and Order Fillers	261	453	192	1.39	\$16.86
Farmers, Ranchers, and Other Agricultural Managers	441	450	9	4.92	\$24.36
Miscellaneous Assemblers and Fabricators	401	361	(41)	1.94	\$15.42
Bookkeeping, Accounting, and Auditing Clerks	290	326	36	1.39	\$18.41
Maintenance and Repair Workers, General	341	267	(74)	1.24	\$21.37
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	207	257	49	1.81	\$28.56
Packaging and Filling Machine Operators and Tenders	200	233	33	4.27	\$16.16
Military-only occupations	148	230	83	1.60	\$30.09
Nursing Assistants	207	212	5	1.03	\$15.60
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	165	198	33	1.71	\$15.46
First-Line Supervisors of Production and Operating Workers	196	175	(21)	1.99	\$28.81
Information and Record Clerks, All Other	114	166	52	6.97	\$15.77
Middle School Teachers, Except Special and Career/Technical Education	96	163	68	1.90	\$27.79
Bartenders	173	163	(10)	2.34	\$11.19
Receptionists and Information Clerks	118	154	36	1.03	\$15.46
Food Batchmakers	155	149	(6)	6.47	\$15.07
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	165	148	(17)	1.58	\$15.01
Inspectors, Testers, Sorters, Samplers, and Weighers	123	146	22	1.77	\$18.71
Human Resources Specialists	117	139	22	1.34	\$30.87
First-Line Supervisors of Food Preparation and Serving Workers	112	133	21	1.02	\$16.04
Cooks, Institution and Cafeteria	121	129	8	2.19	\$16.08
Medical Assistants	82	127	45	1.19	\$17.32
Correctional Officers and Jailers	144	124	(20)	2.12	\$20.67
Mixing and Blending Machine Setters, Operators, and Tenders	80	121	41	7.08	\$20.04
Physicians, All Other; and Ophthalmologists, Except Pediatric	53	117	64	1.89	\$129.88

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05F shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Farmers, Ranchers, & Other Agriculture Managers—98 jobs, Cashiers—81 jobs, Fast Food and Counter Workers—72 jobs, Heavy and Tractor-Trailer Truck Drivers—62 jobs, and Bookkeeping, Accounting, and Auditing Clerks—48 jobs.

The occupations with the greatest job increases from 2015-2020 were:

First-Line Supervisors of Retail Sales Workers—14 jobs, Cashiers—8 jobs, Middle School Teachers, Except Special and Career/Technical Education—8 jobs, Bookkeeping, Accounting, and Auditing Clerks—7 jobs and Electricians—7 jobs.

The occupations with the five highest location quotients in 2020 were: Farm Equipment Mechanics and Service Technicians—48.82, Farmers, Ranchers, and Other Agricultural Managers—9.37, Farmworkers, Farm, Ranch, and Aquacultural Animals—5.91, Parts Salespersons—4.97, and Bartenders—4.55.

Table 3.05F Pepin County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Farmers, Ranchers, and Other Agricultural Managers	112	98	(14)	9.37	\$24.96
Cashiers	73	81	8	1.44	\$13.10
Fast Food and Counter Workers	76	72	(4)	1.26	\$9.35
Heavy and Tractor-Trailer Truck Drivers	70	62	(8)	1.80	\$25.78
Bookkeeping, Accounting, and Auditing Clerks	41	48	7	1.80	\$19.94
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	35	40	6	3.08	\$16.32
Construction Laborers	38	39	1	1.72	\$22.69
Bartenders	51	36	(15)	4.55	\$11.86
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	47	36	(11)	3.35	\$13.30
First-Line Supervisors of Retail Sales Workers	20	34	14	1.56	\$24.88
Farm Equipment Mechanics and Service Technicians	34	32	(3)	48.82	\$24.96
Teaching Assistants, Except Postsecondary	36	31	(5)	1.46	\$12.74
Carpenters	34	30	(4)	1.73	\$25.76
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	37	30	(7)	1.33	\$31.11
Childcare Workers	28	29	2	1.36	\$12.56
Middle School Teachers, Except Special and Career/Technical Education	22	29	8	2.99	\$24.83
Maintenance and Repair Workers, General	32	26	(5)	1.08	\$23.41
Cooks, Restaurant	27	26	(0)	1.42	\$12.12
Secondary School Teachers, Except Special and Career/Technical Education	37	26	(12)	1.56	\$25.67
Automotive Service Technicians and Mechanics	22	25	4	2.02	\$20.43
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	22	24	2	1.45	\$31.95
Elementary School Teachers, Except Special Education	44	23	(21)	1.03	\$24.05
Parts Salespersons	20	21	1	4.97	\$25.21
Landscaping and Groundskeeping Workers	21	20	(1)	1.00	\$16.15
Electricians	12	20	7	1.61	\$28.94
First-Line Supervisors of Food Preparation and Serving Workers	18	20	2	1.32	\$14.92
Plumbers, Pipefitters, and Steamfitters	11	19	7	2.33	\$33.92
Receptionists and Information Clerks	14	18	4	1.05	\$17.24
Farmworkers, Farm, Ranch, and Aquacultural Animals	20	18	(3)	5.91	\$14.52
Packaging and Filling Machine Operators and Tenders	15	17	2	2.70	\$15.66

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05G shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Fast Food & Counter Workers—363 jobs, Cashiers—343 jobs, Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers—310 jobs, Middle School Teachers, Except Special and Career/Technical Education—308 jobs, and Heavy and Tractor-Trailer Truck Drivers—283 jobs.

The occupations with the greatest job increases from 2015-2020 were:

Electrical, Electronics, & Electromechanical Finishers—151 jobs, Licensed Practical and Licensed Vocational Nurses—81 jobs, Educational Instruction and Library Workers, All Other—71 jobs, Industrial Truck and Tractor Operators—68 jobs, and Elementary School Teachers, Except Special Education—67 jobs.

The occupations with the five highest location quotients in 2020 were: Career/Technical Education Teachers, Secondary School—14.44, Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers—13.90, Food Batchmakers—7.26, Education Administrators, Postsecondary—7.19 and Educational Instruction and Library Workers, All Other—6.75.

Table 3.05G Pierce County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Fast Food and Counter Workers	407	363	(43)	1.37	\$9.83
Cashiers	282	343	61	1.32	\$14.73
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	159	310	151	13.90	\$22.03
Middle School Teachers, Except Special and Career/Technical Education	285	308	23	6.74	\$26.70
Heavy and Tractor-Trailer Truck Drivers	257	283	26	1.76	\$30.30
Farmers, Ranchers, and Other Agricultural Managers	266	276	10	5.68	\$24.50
Waiters and Waitresses	258	225	(33)	1.52	\$11.77
Secondary School Teachers, Except Special and Career/Technical Education	189	205	16	2.67	\$33.73
Elementary School Teachers, Except Special Education	134	201	67	1.92	\$27.63
Substitute Teachers, Short-Term	157	185	29	4.70	\$19.77
Bookkeeping, Accounting, and Auditing Clerks	108	162	54	1.31	\$23.72
Postsecondary Teachers	548	159	(389)	1.17	\$43.04
Bartenders	176	154	(22)	4.18	\$12.28
Teaching Assistants, Except Postsecondary	117	148	32	1.49	\$18.70
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	148	128	(20)	2.57	\$15.19
Licensed Practical and Licensed Vocational Nurses	37	118	81	2.19	\$28.64
Cooks, Restaurant	88	112	24	1.30	\$16.30
Cooks, Institution and Cafeteria	82	107	25	3.44	\$19.70
Childcare Workers	120	104	(16)	1.03	\$14.04
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	84	103	20	1.37	\$45.41
Education Administrators, Postsecondary	55	103	48	7.19	\$61.92
Carpenters	111	101	(10)	1.23	\$24.09
Industrial Truck and Tractor Operators	26	93	68	1.83	\$19.38
Food Batchmakers	85	89	4	7.26	\$17.73
Educational Instruction and Library Workers, All Other	17	88	71	6.75	\$29.36
First-Line Supervisors of Construction Trades and Extraction Workers	77	88	11	1.63	\$33.84
Educational, Guidance, and Career Counselors and Advisors	26	84	58	3.25	\$27.59
First-Line Supervisors of Production and Operating Workers	72	82	11	1.76	\$37.68
Career/Technical Education Teachers, Secondary School	32	81	49	14.44	\$31.96
Receptionists and Information Clerks	70	80	11	1.02	\$20.51

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05H shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Heavy and Tractor-Trailer Truck Drivers—567 jobs, Cabinetmakers and Bench Carpenters—538 jobs, Miscellaneous Assemblers and Fabricators—502 jobs, Farmers, Ranchers, and Other Agricultural Managers—373 jobs, and First-Line Supervisors of Production and Operating Workers—230 jobs.

The occupations with the greatest job increases from 2015-2020 were:

Cabinetmakers and Bench Carpenters—236 jobs, Upholsters—120 jobs, Middle School Teachers, Except Special and Career/Technical Education—69 jobs, Industrial Truck and Tractor Operators—42 jobs and Computer Numerically Controlled Tool Operators—36 jobs.

This occupations with the five highest location quotients in 2020 were: Cabinetmakers and Bench Carpenters—56.57, Upholsters—38.38, Woodworking Machine Setters, Operators, and Tenders, Except Sawing—29.79, Coating, Painting, and Spraying Machine Setters, Operators, and Tenders—12.05 and Meat, Poultry, and Fish Cutters and Trimmers—8.45.

Table 3.05H Trempealeau County Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	580	567	(14)	2.94	\$25.58
Cabinetmakers and Bench Carpenters	301	538	236	56.57	\$13.93
Miscellaneous Assemblers and Fabricators	626	502	(124)	4.24	\$15.75
Farmers, Ranchers, and Other Agricultural Managers	431	373	(58)	6.38	\$24.09
First-Line Supervisors of Production and Operating Workers	345	230	(115)	4.10	\$30.06
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	283	226	(57)	1.06	\$16.79
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	450	207	(244)	29.79	\$17.74
Bookkeeping, Accounting, and Auditing Clerks	214	203	(11)	1.36	\$17.88
Maintenance and Repair Workers, General	228	183	(45)	1.33	\$21.12
Postsecondary Teachers	196	178	(19)	1.08	\$36.92
Nursing Assistants	195	175	(19)	1.34	\$14.04
Packaging and Filling Machine Operators and Tenders	146	175	29	5.02	\$17.77
Carpenters	207	175	(33)	1.78	\$25.25
Middle School Teachers, Except Special and Career/Technical Education	95	163	69	2.98	\$26.46
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	234	162	(72)	12.05	\$20.26
Teaching Assistants, Except Postsecondary	169	162	(8)	1.36	\$13.82
Industrial Truck and Tractor Operators	105	147	42	2.41	\$20.46
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	193	146	(47)	1.18	\$31.36
Inspectors, Testers, Sorters, Samplers, and Weighers	126	139	14	2.66	\$19.74
Secondary School Teachers, Except Special and Career/Technical Education	159	139	(19)	1.52	\$27.12
Upholsters	<10	129	Insf. Data	38.38	\$21.23
Elementary School Teachers, Except Special Education	188	126	(62)	1.00	\$25.42
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	169	122	(47)	2.05	\$14.00
Meat, Poultry, and Fish Cutters and Trimmers	137	117	(20)	8.45	\$15.30
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	110	113	3	1.53	\$14.00
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	175	110	(65)	6.57	\$18.56
Bartenders	110	105	(4)	2.37	\$10.83
Automotive Service Technicians and Mechanics	86	103	17	1.46	\$17.26
Welders, Cutters, Solderers, and Brazers	184	101	(82)	2.59	\$20.97
Computer Numerically Controlled Tool Operators	61	97	36	7.07	\$20.38

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05I shows that of the 30 occupations listed the five occupations with the most number of jobs in 2020 were: Home Health and Personal Care Aides—313 jobs, Cashiers—264 jobs, Retail Salespersons—262 jobs, Registered Nurses—228 jobs, and Fast Food and Counter Workers—199 Jobs.

The occupations with the greatest job increases from 2015-2020 were: Home Health and Personal Care Aides—70 jobs, Middle School

Teachers, Except Special and Career/Technical Education—62 jobs, Registered Nurses—31, Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other—27 jobs, and Medical Assistants—23 jobs.

The occupations with the five highest location quotients in 2020 were: Food Batchmakers—6.94, Farmers, Ranchers, and Other Agricultural Managers—4.87, Middle School Teachers, Except Special and Career/Technical Education—3.98, Packaging and Filling Machine Operators and Tenders—3.63, and Tellers—3.24.

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Home Health and Personal Care Aides	243	313	70	1.29	\$12.30
Cashiers	284	264	(20)	1.23	\$11.63
Retail Salespersons	263	262	(1)	1.05	\$17.06
Registered Nurses	197	228	31	1.17	\$33.87
Fast Food and Counter Workers	201	199	(2)	0.91	\$10.12
Farmers, Ranchers, and Other Agricultural Managers	234	196	(38)	4.87	\$25.05
Nursing Assistants	217	185	(32)	2.04	\$14.84
Bookkeeping, Accounting, and Auditing Clerks	136	153	18	1.49	\$18.19
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	374	151	(223)	2.97	\$16.26
Middle School Teachers, Except Special and Career/Technical Education	88	150	62	3.98	\$23.67
Stockers and Order Fillers	130	147	18	1.03	\$16.78
Teaching Assistants, Except Postsecondary	150	144	(6)	1.75	\$12.72
Secondary School Teachers, Except Special and Career/Technical Education	148	132	(16)	2.08	\$24.29
Construction Laborers	107	123	16	1.41	\$21.66
Elementary School Teachers, Except Special Education	173	119	(54)	1.38	\$22.88
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	85	112	27	1.80	\$30.83
First-Line Supervisors of Retail Sales Workers	90	112	21	1.32	\$24.54
Maintenance and Repair Workers, General	122	106	(16)	1.12	\$20.07
Carpenters	92	102	10	1.51	\$25.90
Cooks, Restaurant	113	95	(18)	1.33	\$10.70
Bartenders	100	91	(9)	2.96	\$9.90
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	108	89	(20)	2.15	\$13.51
Tellers	95	88	(7)	3.24	\$13.25
Packaging and Filling Machine Operators and Tenders	69	87	18	3.63	\$15.95
Receptionists and Information Clerks	68	82	14	1.25	\$14.72
Medical Assistants	55	78	23	1.67	\$17.05
Substitute Teachers, Short-Term	67	78	12	2.40	\$14.61
Automotive Service Technicians and Mechanics	64	76	12	1.57	\$16.68
Cooks, Institution and Cafeteria	75	71	(5)	2.73	\$14.08
Food Batchmakers	67	70	3	6.94	\$15.07

Source: Economic Modeling Specialists International -EMSI

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

Table 3.05J shows that of the 30 occupations listed the five occupations with the most number of jobs in the region in 2015 were: Heavy and Tractor-Trailer Truck Drivers—5,552 jobs, Retail Salespersons—4,681 jobs, Registered Nurses—4,292 jobs, Fast Food and Counter Workers—3,397 jobs, and Office Clerks, General—3,162 jobs.

The occupations with the greatest job increases from 2015-2020 were: Receptionists and Information Clerks—487 jobs, Heavy and Tractor-

Trailer Truck Drivers—483 jobs, Fast Food and Counter Workers—392, Medical Assistants—331 jobs, and Industrial Truck and Tractor Operators—330 jobs

The occupations in the region with the five highest location quotients in 2020 were: Farmers Ranchers and Other Agricultural —3.95, Packaging and Filling Machine Operators and Tenders— 3.74, Bartenders— 2.83, Heavy and Tractor-Trailer Truck Drivers—2.70, and Industrial Truck and Tractor Operators—2.06.

Table 3.05J Mississippi River Region Top 30 Occupations with Location Quotient of One or Greater

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	5,068	5,552	483	2.70	\$25.54
Retail Salespersons	4,966	4,681	(285)	1.22	\$14.11
Registered Nurses	3,903	4,294	392	1.42	\$36.35
Fast Food and Counter Workers	3,774	3,397	(377)	1.00	\$10.54
Office Clerks, General	4,412	3,162	(1,250)	1.06	\$18.14
Laborers and Freight, Stock, and Material Movers, Hand	2,678	2,886	208	1.00	\$17.84
Farmers, Ranchers, and Other Agricultural Managers	2,367	2,459	93	3.95	\$24.21
Nursing Assistants	2,389	2,099	(290)	1.50	\$15.66
Bookkeeping, Accounting, and Auditing Clerks	2,130	2,033	(98)	1.28	\$18.92
Miscellaneous Assemblers and Fabricators	2,044	1,842	(202)	1.46	\$15.73
Maintenance and Repair Workers, General	2,020	1,819	(202)	1.24	\$21.58
Elementary School Teachers, Except Special Education	1,640	1,622	(18)	1.21	\$26.82
Teaching Assistants, Except Postsecondary	1,616	1,462	(155)	1.15	\$14.87
Packaging and Filling Machine Operators and Tenders	1,337	1,391	54	3.74	\$18.35
First-Line Supervisors of Retail Sales Workers	1,197	1,352	155	1.04	\$24.04
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,571	1,350	(221)	1.02	\$29.88
Receptionists and Information Clerks	862	1,349	487	1.33	\$15.86
Industrial Truck and Tractor Operators	1,012	1,342	330	2.06	\$19.58
Bartenders	1,876	1,340	(536)	2.83	\$11.60
Cooks, Restaurant	1,277	1,203	(74)	1.09	\$12.98
Secondary School Teachers, Except Special and Career/Technical Education	1,247	1,182	(65)	1.20	\$27.37
Middle School Teachers, Except Special and Career/Technical Education	911	1,144	233	1.96	\$26.25
Carpenters	1,180	1,140	(39)	1.09	\$25.42
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	950	1,081	132	1.12	\$36.61
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	1,130	1,068	(62)	1.36	\$15.32
First-Line Supervisors of Production and Operating Workers	1,213	1,051	(162)	1.75	\$30.71
Medical Assistants	566	896	331	1.24	\$19.56
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	988	895	(93)	1.41	\$14.21
Inspectors, Testers, Sorters, Samplers, and Weighers	745	892	147	1.59	\$19.06
First-Line Supervisors of Food Preparation and Serving Workers	873	884	10	1.00	\$16.02

Source: Economic Modeling Specialists International -EMS

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

Table 3.05K shows that of the 30 occupations listed the five occupations with the most number of jobs in the State in 2020 were: Home Health and Personal Care Aides— 80,279 jobs, Customer Service Representatives— 68,023 jobs, Cashiers— 65,557, Registered Nurses— 64,846 jobs, and Office Clerks, General—62,444 jobs.

The occupations with the greatest job increases in the state from 2015-2020 were: Registered Nurses—9,424 jobs, Home Health and Personal

Care Aides—7,168 jobs, Labors, Freight—7,137, Receptionists and Information Clerks—5,717, Heavy and Tractor-Trailer Truck Drivers—3,396 jobs, and Human Resources Specialists—3,346 jobs.

The occupations in the State with the five highest location quotients in 2020 were: Computer Numerically Controlled Tool Operators—4.72, Packaging and Filling Machine Operators and Tenders— 2.83, Farmers, Ranchers, and Other Agricultural Managers— 2.25, Bartenders —2.19, Welders, Cutters, Solderers, and Brazers-2.03 and First-Line Supervisors of Production and Operating Workers—2.02.

Description	2015 Jobs	2020 Jobs	2015 - 2020 Change	2020 Location Quotient	Avg. Hourly Earnings
Home Health and Personal Care Aides	73,111	80,279	7,168	1.10	\$12.64
Customer Service Representatives	65,011	68,023	3,012	1.21	\$19.40
Cashiers	63,168	65,557	2,388	1.01	\$11.61
Registered Nurses	55,422	64,846	9,424	1.10	\$35.94
Office Clerks, General	83,906	62,444	(21,462)	1.08	\$18.22
Laborers and Freight, Stock, and Material Movers, Hand	51,840	58,977	7,137	1.05	\$17.43
Heavy and Tractor-Trailer Truck Drivers	53,475	56,871	3,396	1.42	\$24.91
Miscellaneous Assemblers and Fabricators	46,275	42,611	(3,664)	1.73	\$16.67
Bookkeeping, Accounting, and Auditing Clerks	38,967	39,056	89	1.26	\$20.29
Postsecondary Teachers	36,655	34,273	(2,382)	1.01	\$38.63
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	40,159	34,211	(5,948)	1.33	\$34.70
Maintenance and Repair Workers, General	34,641	34,049	(592)	1.19	\$21.66
Nursing Assistants	34,138	31,050	(3,089)	1.14	\$15.68
Farmers, Ranchers, and Other Agricultural Managers	27,282	27,326	44	2.25	\$24.59
Receptionists and Information Clerks	21,603	27,319	5,717	1.38	\$15.44
Elementary School Teachers, Except Special Education	28,126	27,204	(922)	1.04	\$28.04
First-Line Supervisors of Production and Operating Workers	23,584	23,570	(14)	2.02	\$31.26
Carpenters	20,272	21,871	1,599	1.07	\$25.79
Packaging and Filling Machine Operators and Tenders	20,883	20,492	(391)	2.83	\$17.69
Bartenders	26,709	20,196	(6,514)	2.19	\$11.14
Inspectors, Testers, Sorters, Samplers, and Weighers	15,048	17,715	2,667	1.62	\$20.42
Welders, Cutters, Solderers, and Brazers	14,759	16,542	1,783	2.03	\$22.96
Packers and Packagers, Hand	20,508	15,598	(4,910)	1.31	\$14.06
Human Resources Specialists	12,163	15,509	3,346	1.13	\$30.55
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	17,265	15,328	(1,938)	1.00	\$15.63
Industrial Truck and Tractor Operators	12,387	14,920	2,533	1.18	\$19.58
Automotive Service Technicians and Mechanics	14,679	14,920	241	1.02	\$20.49
Computer Numerically Controlled Tool Operators	11,066	13,484	2,418	4.72	\$23.30
Middle School Teachers, Except Special and Career/Technical Education	13,282	12,550	(732)	1.10	\$28.79
Industrial Machinery Mechanics	9,213	12,453	3,240	1.63	\$27.14

Source: Economic Modeling Specialists International -EMS I

REGIONAL COMMUTING PATTERNS

Using information from EMSI Quarter 1, 2022 Data Sets **Tables 3.06A—3.06I** show commuting patterns for the nine Mississippi River Region counties. The rows are counties which have either inbound or outbound commuters to their county. The breakdown of these commuting patterns is as follows: **Commuting from Buffalo County** - 5,700, commuting to Buffalo County - 1,859, resulting in 3,840 more individuals commuting out of the county than into it. **Commuting from Crawford County** - 3,264, commuting to Crawford County - 2,816, resulting in 449 more individuals commuting out of the county than into it. **Commuting from Jackson County** - 4,798, commuting to Jackson County - 3,774 resulting in 1,024 more individuals commuting out of the county than into it. **Commuting from La Crosse County** - 11,227, commuting to La Crosse County -

22,751, resulting in 11,524 more individuals commuting into the county than out of it. **Commuting from Monroe County** - 8,595, commuting to Monroe County - 9,170, resulting in 575 more individuals commuting into the county than out of it. **Commuting from Pepin County** - 2,453, commuting to Pepin County - 1,166, resulting in 1,287 more individuals commuting out of the county than into it. **Commuting from Pierce County** - 11,441, commuting to Pierce County - 4,447, resulting in 6,995 more individuals commuting out of the county than into it. **Commuting from Trempealeau County** - 9,776, commuting to Trempealeau County - 5,453 resulting in 4,322 more individuals commuting out of the county than into it. **Commuting from Vernon County** - 8,564, commuting to Vernon County - 3,794, resulting in 4,770 more individuals commuting out of the county than into it. See **Table 3.06J** for the net commuting for the MRRPC region by county.

County	Inbound Commuters	Outbound Commuters	Net Commuters
Trempealeau County, WI	335	709	(374)
Eau Claire County, WI	319	1,079	(760)
Pepin County, WI	275	382	(107)
Dunn County, WI	174	342	(168)
Winona County, MN	122	1,025	(903)
Chippewa County, WI	98	202	(104)
La Crosse County, WI	82	404	(322)
Pierce County, WI	54	78	(24)
Monroe County, WI	50	63	(13)
Wabasha County, MN	40	259	(219)
All Other Counties	310	1,157	(847)
Total	1,859	5,700	(3,841)

County	Inbound Commuters	Outbound Commuters	Net Commuters
Grant County, WI	861	672	189
Clayton County, IA	498	279	219
Vernon County, WI	411	556	(145)
Allamakee County, IA	178	64	114
Richland County, WI	144	220	(76)
Dane County, WI	100	134	(34)
La Crosse County, WI	83	476	(393)
Monroe County, WI	61	139	(78)
Rock County, WI	45	9	36
Fayette County, IA	40	41	(1)
All Other Counties	395	674	(279)
Total	2,816	3,264	(448)

County	Inbound Commuters	Outbound Commuters	Net Commuters
Trempealeau County, WI	528	609	(81)
Monroe County, WI	477	788	(311)
Clark County, WI	430	272	158
La Crosse County, WI	345	796	(451)
Eau Claire County, WI	287	442	(155)
Wood County, WI	237	212	25
Dane County, WI	100	116	(16)
Juneau County, WI	91	57	34
Chippewa County, WI	90	73	17
Portage County, WI	85	54	31
All Other Counties	1,104	1,379	(275)
Total	3,774	4,798	(1,024)

County	Inbound Commuters	Outbound Commuters	Net Commuters
Vernon County, WI	3,454	830	2,624
Houston County, MN	3,406	545	2,861
Monroe County, WI	3,091	2,309	782
Trempealeau County, WI	2,470	1,347	1,123
Winona County, MN	1,108	727	380
Dane County, WI	1,005	1,283	(278)
Eau Claire County, WI	909	921	(11)
Jackson County, WI	796	345	451
Chippewa County, WI	537	137	400
Crawford County, WI	476	83	393
Marathon County, WI	475	345	130
Buffalo County, WI	404	82	323
St. Croix County, WI	361	86	276
Wood County, WI	312	204	108
Allamakee County, IA	301	8	293
Pierce County, WI	297	20	277
Fillmore County, MN	275	17	258
Portage County, WI	242	132	109
Dunn County, WI	207	185	23
Grant County, WI	200	111	90
All Others	2425	1511	914
Total	22,751	11,227	11,524

Source: EMSI Quarter 1, 2022 Data Set

REGIONAL COMMUTING PATTERNS—Continued

Table 3.06E Top Commuters - Monroe County			
County	Inbound Commuters	Outbound Commuters	Net Commuters
La Crosse County, WI	24	3,091	(3,067)
Vernon County, WI	1,293	601	692
Juneau County, WI	1,231	755	476
Jackson County, WI	788	477	311
Wood County, WI	366	214	152
Trempealeau County, WI	327	139	188
Dane County, WI	224	346	(122)
Eau Claire County, WI	208	332	(124)
Portage County, WI	148	143	5
Crawford County, WI	139	61	78
All Others	4,422	2,436	1,986
Total	9,170	8,595	575

Table 3.06H Top Commuters - Trempealeau County			
County	Inbound Commuters	Outbound Commuters	Net Commuters
La Crosse County, WI	1,347	2,470	(1,123)
Eau Claire County, WI	932	2,235	(1,303)
Buffalo County, WI	709	335	374
Jackson County, WI	609	528	81
Winona County, MN	344	844	(500)
Chippewa County, WI	186	411	(225)
Monroe County, WI	139	327	(188)
Dunn County, WI	126	174	(48)
Houston County, MN	118	45	73
Clark County, WI	105	78	27
All Others	838	2,329	(1,491)
Total	5,453	9,776	(4,323)

Table 3.06F Top Commuters - Pepin County			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Buffalo County, WI	382	276	106
Dunn County, WI	171	283	(112)
Pierce County, WI	150	339	(189)
Eau Claire County, WI	118	375	(257)
Trempealeau County, WI	75	59	16
Chippewa County, WI	41	92	(51)
St. Croix County, WI	35	117	(82)
Wabasha County, MN	32	173	(141)
La Crosse County, WI	20	119	(99)
Barron County, WI	19	38	(19)
All Others	123	582	(459)
Total	1,166	2,453	(1,287)

Table 3.06I Top Commuters - Vernon County			
County	Inbound Commuters	Outbound Commuters	Net Commuters
La Crosse County, WI	830	3,454	(2,624)
Monroe County, WI	601	1,293	(692)
Crawford County, WI	556	411	145
Richland County, WI	437	564	(127)
Juneau County, WI	159	319	(160)
Grant County, WI	136	82	54
Trempealeau County, WI	107	91	16
Dane County, WI	95	249	(154)
Sauk County, WI	84	417	(333)
Jackson County, WI	70	66	4
All Others	719	1,618	(899)
Total	3,794	8,564	(4,770)

Table 3.06G Top Commuters - Pierce County			
County	Inbound Commuters	Outbound Commuters	Net Commuters
St. Croix County, WI	1,410	3,509	(2,099)
Washington County, MN	458	960	(502)
Dunn County, WI	435	628	(193)
Pepin County, WI	339	150	189
Dakota County, MN	298	1,264	(966)
Goodhue County, MN	239	1,155	(916)
Ramsey County, MN	229	660	(431)
Polk County, WI	139	145	(6)
Hennepin County, MN	116	566	(450)
Eau Claire County, WI	87	626	(539)
All Others	697	1,778	(1,081)
Total	4,447	11,441	(6,994)

Table 3.06J Net Commuting MRRPC			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Buffalo	1,859	5,700	(3,840)
Crawford	2,816	3,264	(449)
Jackson	3,774	4,798	(1,024)
La Crosse	22,751	11,227	11,524
Monroe	9,170	8,595	575
Pepin	1,166	2,453	(1,287)
Pierce	4,447	11,441	(6,995)
Trempealeau	5,453	9,776	(4,322)
Vernon	3,794	8,564	(4,770)
Total	55,231	65,817	(10,587)

Source: EMSI—Quarter 1, 2022 Data Set

REGIONAL COMMUTING PATTERNS—Continued

Table 3.07A—3.07D below shows commuting numbers for States which have either inbound or outbound commuters to the MRRPC region. Minnesota with 45 different counties which have commuters to or from the MRRPC region has the most counties. Iowa has the second most number of counties with 44, this is followed by Illinois with 7 counties and Michigan with 1 county. The MRRPC region as a whole

has a net loss of 6,439 commuters to the State of Minnesota, a net gain of 462 to the State of Iowa, a net gain of 14 to the State of Illinois and a 0 net gain to the State of Michigan. Table 3.08A and 3.08B identify the top 5 inbound and outbound counties for the states of Minnesota and Iowa. Tables 3.08C and 3.08D list all of the counties for Illinois and Michigan.

Table 3.07A Minnesota Top 5 Inbound and Outbound Commuter Counties			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Top 5 Outbound Counties from MRRPC region			
Dakota County, MN	414	2,028	(1,615)
Ramsey County, MN	370	1,823	(1,452)
Hennepin County, MN	385	1,628	(1,242)
Washington County, MN	526	1,745	(1,219)
Winona County, MN	1,764	2,961	(1,197)
Top 5 Inbound Counties to MRRPC region			
Le Sueur County, MN	21	4	17
Chisago County, MN	33	11	23
Sherburne County, MN	41	18	24
Fillmore County, MN	379	147	232
Houston County, MN	3,697	728	2,970
Total for all Minnesota Counties	9,028	15,467	(6,439)

Table 3.07B Iowa Top 5 Inbound and Outbound Commuter Counties			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Top 5 Outbound Counties from MRRPC region			
Dubuque County, IA	32	220	(188)
Winneshiek County, IA	134	181	(48)
Scott County, IA	18	62	(45)
Mitchell County, IA	2	37	(35)
Story County, IA	8	30	(22)
Top 5 Inbound Counties to MRRPC region			
Butler County, IA	56	2	54
Buchanan County, IA	81	2	79
Bremer County, IA	118	10	108
Clayton County, IA	605	337	269
Allamakee County, IA	556	219	338
Total for all Iowa Counties	2,064	1,602	462

Table 3.07C Illinois Inbound and Outbound Commuter Counties			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Rock Island County, IL	10	27	(17)
Boone County, IL	3	9	(6)
Carroll County, IL	2	4	(3)
Jo Daviess County, IL	4	4	(0)
Stephenson County, IL	9	8	1
Ogle County, IL	13	11	2
Winnebago County, IL	79	41	38
Total for all Illinois Counties	119	105	14

Table 3.07D Michigan Inbound and Outbound Commuter Counties			
County	Inbound Commuters	Outbound Commuters	Net Commuters
Gogebic County, MI	1	1	0

Source: EMSI, Quarter 1, 2022 Data Set

EDUCATIONAL ATTAINMENT

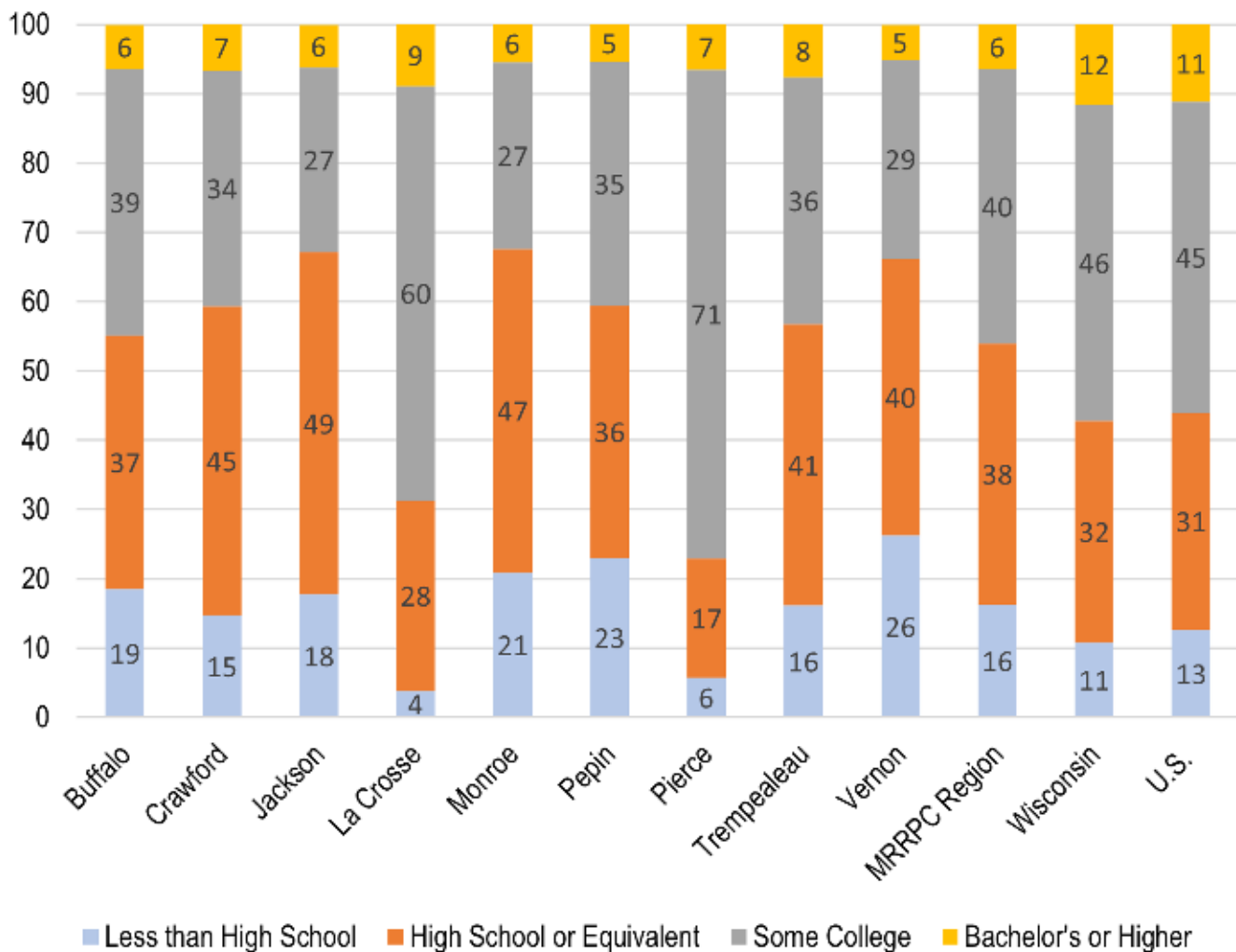
According to the U.S. Census Bureau, 2015-2019 American Community Survey 5 year estimates, 46% of the Mississippi River Region's population has obtained either some college or an associate's degree (See Figure 3.04 below). This was slightly less than the state (58%) and the nation (56%) indicating that 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 (38%) than the state (32%) and nation (31%).

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 or some college (40%) than the state (46%) and the nation (45%). 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 or higher at 69% and 78%. This was greater than the State (58%) and Nation (56%).

Figure 3.04 Educational Attainment (Pop. 25+)

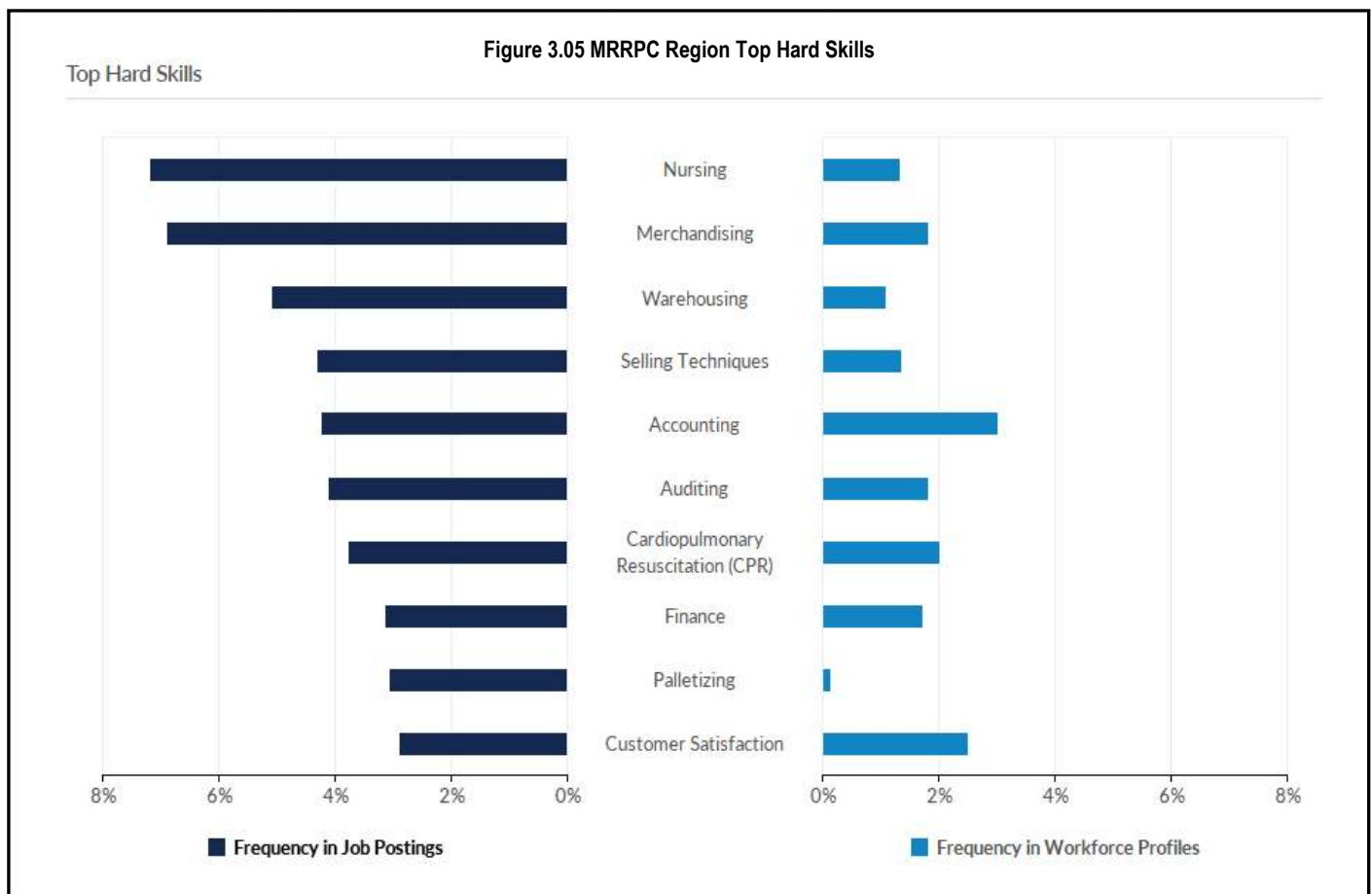


Source: U.S. Census Bureau, 2015-2019 American Community Survey 5 yr. Estimates

In-Demand Skills

In demand skills are those skills that are needed for an area. Figure 3.05 below lists the top 10 In-Demand Skills for the Mississippi River Regional Planning Commission counties. The right side of the chart shows the frequency that a specific job skill is listed in a job posting. The left side of the chart shows the frequency of that same job skill

listed on workers profiles. As shown Nursing is the number one job skill required in the Mississippi River Regional Planning Commission area. This was followed by Merchandising and Warehousing.

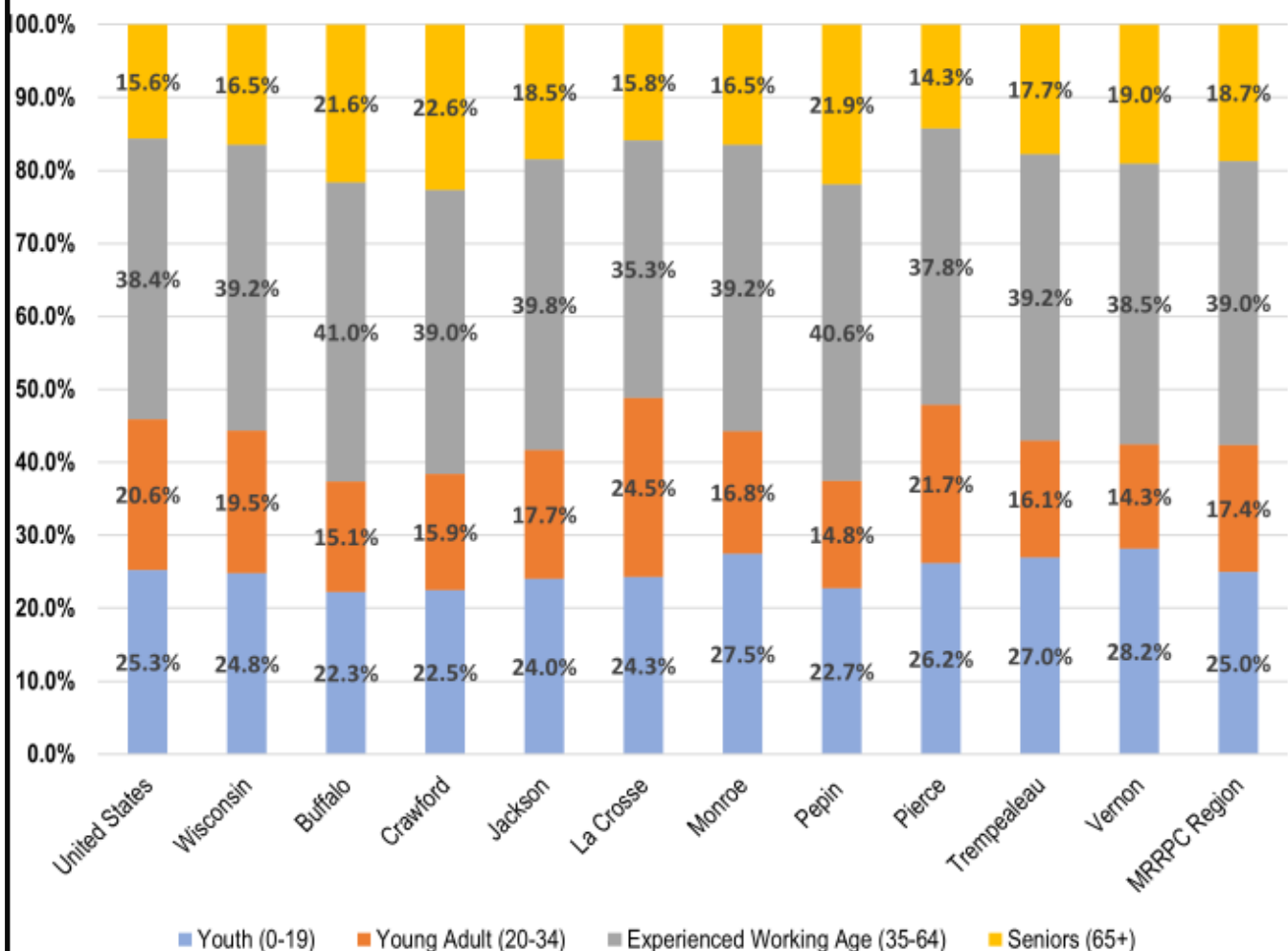


AGE STRUCTURE

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 39% (see Figure 3.06). This was less than the State (39.2%) and more than the Nation (38.4%). Generally the region is older than the State and Nation since 18.7% of the Region's population is 65+ and 16.5% of the state and 15.6% of the nation's population is 65+. Pierce County had the smallest senior population with 14.3% of its population being 65+. This was smaller than the State and Nation's percentage. Buffalo, Crawford, Pepin, and Vernon Counties had the largest senior populations with 21.6%, 22.6%, 21.9%, and 19% of their citizens aged 65+. An aging population can be problematic, since it usually means more people are receiving ser-

vices (be they public or private) than are working 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 21.7% and 24.5%. This was larger than the Region (17.4%), State (19.5%), and Nation (20.6%). Buffalo (15.1%), Crawford (15.9%), Pepin (14.8%), and Vernon (14.3%) Counties had the smallest percentages of people in the Young Adults ages 20-34 category.

Figure 3.06 Age Structure 2019



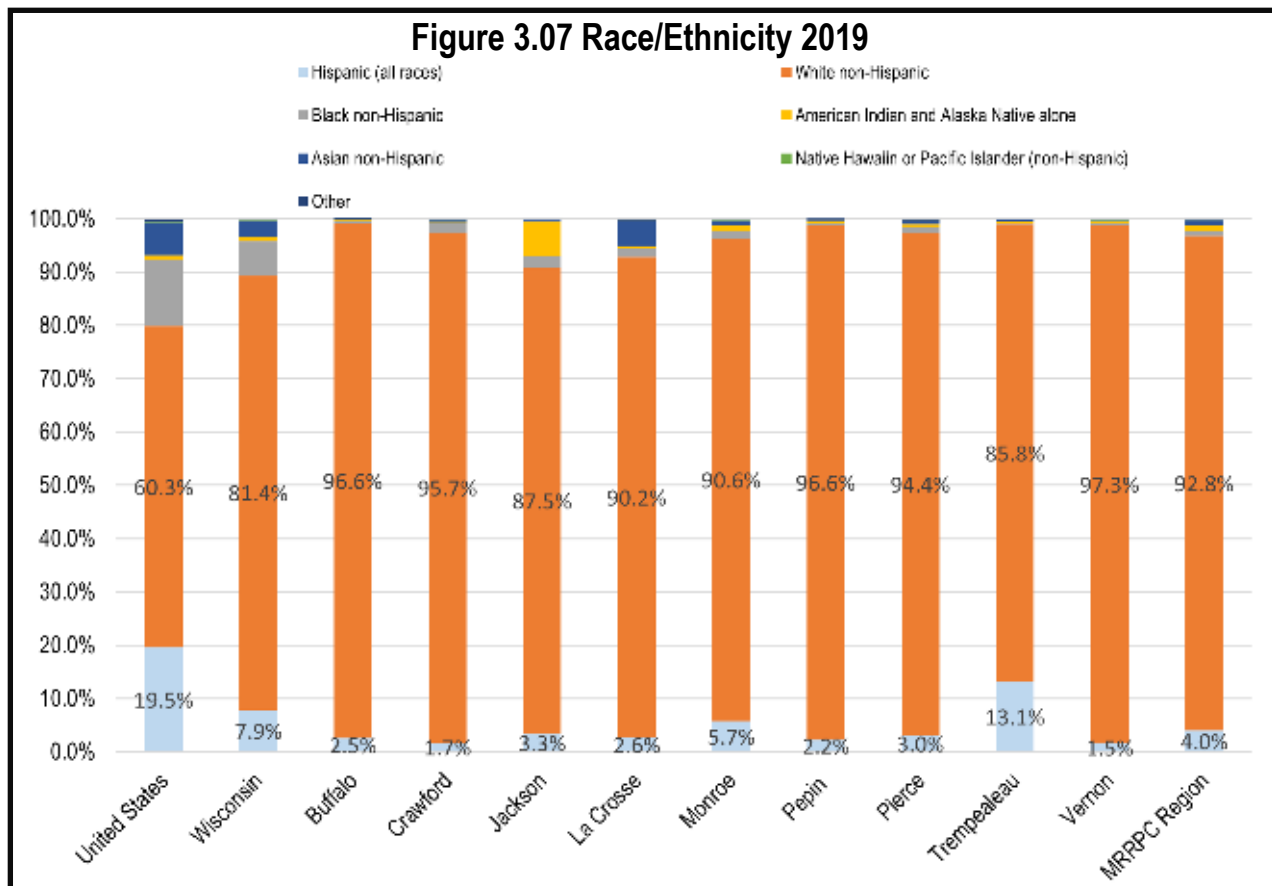
Source: U.S. Census Bureau, 2015-2019 American Community Survey 5 yr. Estimates

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 92.8% of the Region's population self identifying as white non-Hispanic (see Figure 3.07). The remaining 7.8% of the Region's population was distributed fairly evenly among four other racial groups: Black or African American non-Hispanic 1.0%, Hispanic (All Races) 4.0%, Asian non-Hispanic 0.9%, American Indian and Alaska Native alone 1.1%, and other 0.2%. The Mississippi River Region's overwhelming whiteness is in contrast to the state, which is 81.4% white non-Hispanic, 6.4% Black or African American non-Hispanic, Hispanic (All Races) 7.9%, 3.1% Asian non-Hispanic, American Indian and Alaska Native alone 0.9% and 0.3% Other Race. The national numbers show a very different racial distribution, with 60.3% of the American population self-identifying as white non-Hispanic, 12.6% as Black or African American non-Hispanic, 19.5 % Hispanic (All Races), 6.2% Asian non-Hispanic, American Indian and Alaska Native alone 0.7%, 0.2% Native Hawaiian or Pacific Islander Alone, 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 4.8% 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. 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.



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

The following goals and strategies will be used by the MRRPC for the purpose of fostering regional economic development in our nine county region.

Goal 1: Improve the Region's Transportation, Telecommunication, Renewable Energy and Public Facility Infrastructure.

Strategies

- Support efforts for the expansion of broadband availability, fiber optics and wireless in the region.
- 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.
- Support Alternative Fuel Corridors throughout the region.
- Support Electric Vehicle (EV) and Connected Automated Vehicle (CAV) infrastructure in the region.
- Support solar power projects in the region.
- Support and assist with transportation corridor planning.
- 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.
- Support another locally supported and permitted multimodal rail to truck transfer facility in the region.
- 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.
- Promote regional carpooling/ridesharing initiatives.
- Attend regional transportation coordination committee meetings.
- Expand transit services like the SMRT Bus from La Crosse to Black River Falls and from La Crosse to Arcadia or other potential routes within the region.
- Support the design and implementation of the TCMC (second daily Amtrak Train).
- Encourage expansion of natural gas lines to unserved communities.
- 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.
- Support efforts to build a stronger wood pellet industry in the Region and by 2027 reduce the Region's household dependence on propane, fuel oil and electricity for heat by 25% by switching to wood pellets for other clean burning forms of biomass.
- 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.
- Encourage the preparation of hazard mitigation and interoperability plans to reduce losses from natural and technological disasters
- Support public infrastructure projects that minimize community risks from severe climate-related events, such as flooding, drought and other severe weather situations.
- Encourage the fixing of Wisconsin's \$1 billion transportation budget deficit over two years that is causing severe road conditions and is detrimental to economic development.

Goal 2: Identify and address the Workforce Gap Between Available Positions and Qualified Workers

Strategies

- Encourage development of expansion of Health Care and Medical career academies in high schools.
- 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.
- Support efforts to provide public fabrication labs with contemporary tools and equipment such as, CNC machines, computer controlled shop-bots, laser cutters, vinyl cutters, presses, drills, CAD software, 3D printers, rolling worktables, 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.
- Encourage expanded quality child care operations for the region's workforce.
- 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.
- 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.

- 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.
- Develop industry cluster bus tours through high schools for 9th grade students about employment and career opportunities in the region.
- Encourage new quality housing developments to be constructed efficiently and sited near employment centers to lessen commuting times, energy consumption and public service costs.
- Encourage industry cluster Open Houses to promote the region’s industry strengths and employment opportunities.
- 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.
- Determine competitive wage rates and/or enhanced marketing strategies for hard to fill positions.
- Develop resources to provide on-the-job training or classroom training for hard to fill positions.
- Develop more job shadowing opportunities for hard to fill positions.
- Hold regional career fairs for high school students.
- 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.
- 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.
- Establish data on regional workforce gaps.
- Work with businesses/ municipalities and other State and Federal agencies to assist immigrants to fill workforce gaps.
- Analyze age trends with job demands for each county.

Goal 3: Encourage Business retention and expansion to maintain and increase employment Strategies

Strategies

- 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.
- 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.
- Link tours to products offered in the region.
 - ⇒ Food: wineries, orchards, cranberries, micro-breweries, vegetables, meats, and cheese
 - ⇒ Organic Industry
 - ⇒ Products: computer control devices, circuit boards, HVAC equipment, furniture, cabinetry, compound bows, guitars, fabricated metals.
- Improve regional marketing and branding concepts involving greater use of digital, print and social media to generate more room nights and sales tax.
- Encourage greater use of “Mysteries of the Driftless Region” Documentary video to promote the region
- 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.
- 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.
- 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.
- Support the provision of additional resources for home based businesses for stay-at-home parents.
- 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.
- Assist UW La Crosse with the Development of its Center of Entrepreneurship and Innovation.
- Work with the and support the Universities of La Crosse and River Falls Small Business Development Centers.
- 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.
- Improve the quantity, quality and flexibility of financing for businesses from revolving loan funds and angel investors, to venture capital financing.
- Encourage and support farm to fork activities where food is both produced and consumed in the Region.
- Assist businesses and local economies recover from the impact of COVID-19.

Goal 4: Promote and Increase communication between Regional & County Economic Development Organizations

Strategies

- Attend county economic development committee meetings at least once a year.
- Attend webinars, conferences, and meetings with state/federal and other organizations.
- Coordinate economic development efforts and strategies with economic development organizations along with local, county, regional, state, and federal partners including the private sector.
- Encourage the development of ideas to promote regional characteristics and activities among the various economic development organizations.
- Attend EDA meetings, calls, and conferences.
- Encourage collaboration at the regional level and advocate for new and improved partnerships.
- Attend Towns Association Meetings
- Assist with economic development initiatives with other local and regional organizations such as:
 - ⇒ Western Wisconsin Workforce Development Board's Regional Workforce Plan
 - ⇒ Buffalo County POWER Economic Development Plan
 - ⇒ 7 Rivers Alliance's Stronger Economies Together (SET) initiative in Monroe, Juneau and Jackson Counties
 - ⇒ 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
 - ⇒ Wisconsin's Mississippi River Parkway Commission's Great River Road activities and promotions
 - ⇒ County and community economic development organizations
 - ⇒ Momentum West

Goal 5: Enhance the quality of life in the region – housing, child care, recreation

Strategies

- Support the region's health care providers to assist them with expansion, workforce, and efficiency initiatives to improve health care delivery and affordability.
- 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.
- Increase recreational trail and water access development opportunities in the region.
- Support the development of recreational, cultural and artistic amenities in the region.
- 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.
- 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.
- Develop local watershed conservation projects to protect the region's 50 plus impaired rivers and streams.
- Protect and promote the importance of the region's 28 Land Legacy Places.
- Improve and expand outdoor recreation facilities and opportunities.
- Mitigate losses from natural and manmade disasters by preparing hazard mitigation plans and implementing projects to reduce damages and economic losses from future disasters.
- Support the expansion of a variety of housing options throughout the region.
- Support the expansion of funding sources to address the needs of the region.
- Work with local units of government to conduct housing needs/assessment.
- Support the Flyway Trail (Buffalo County)
- Encourage and assist businesses to address child care needs

Performance Measures

To evaluate the MRRPC's progress toward achieving its goals and strategies the following economic indicators will be monitored. Increases to these economic indicators will show progress towards achieving MRRPC's goals and strategies.

- Population
- Total Employed
- Unemployment
- Total Number of Jobs in region
- Number of Jobs by county
- Average Earnings per job
- Per Capita Income
- Percent of region having high speed broadband access
- Regional education levels