



Appleton Economic Development Strategic Plan April 2015



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Manheim Solutions Team



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Roger Hopkins, Hopkins Solutions



Dan French, Manheim Solutions and Brownfield Listings



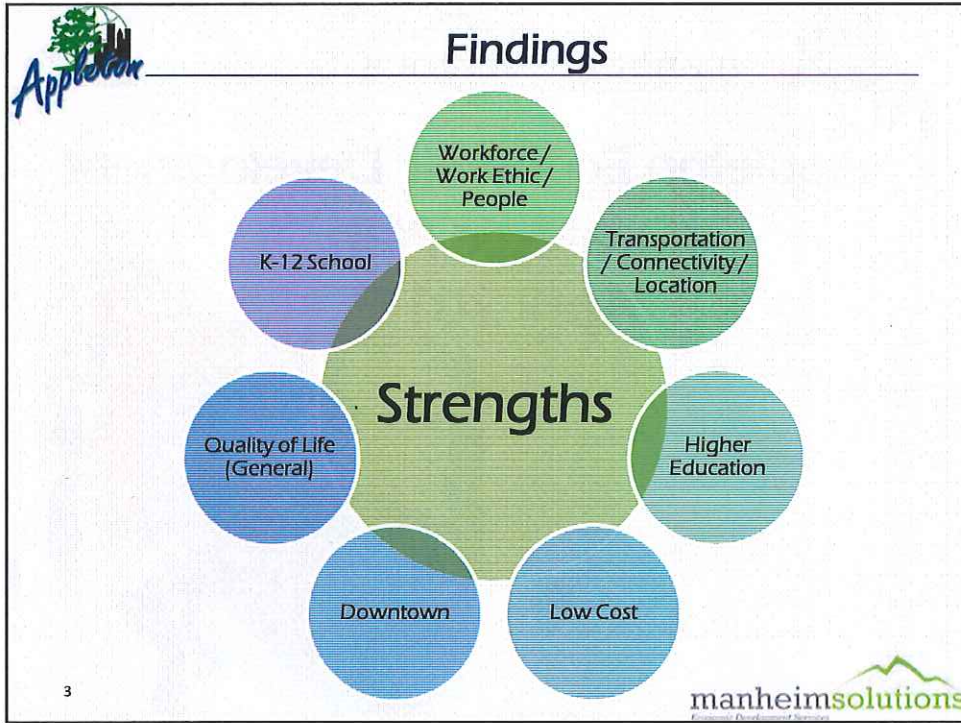
Jim Walton, Brand Acceleration

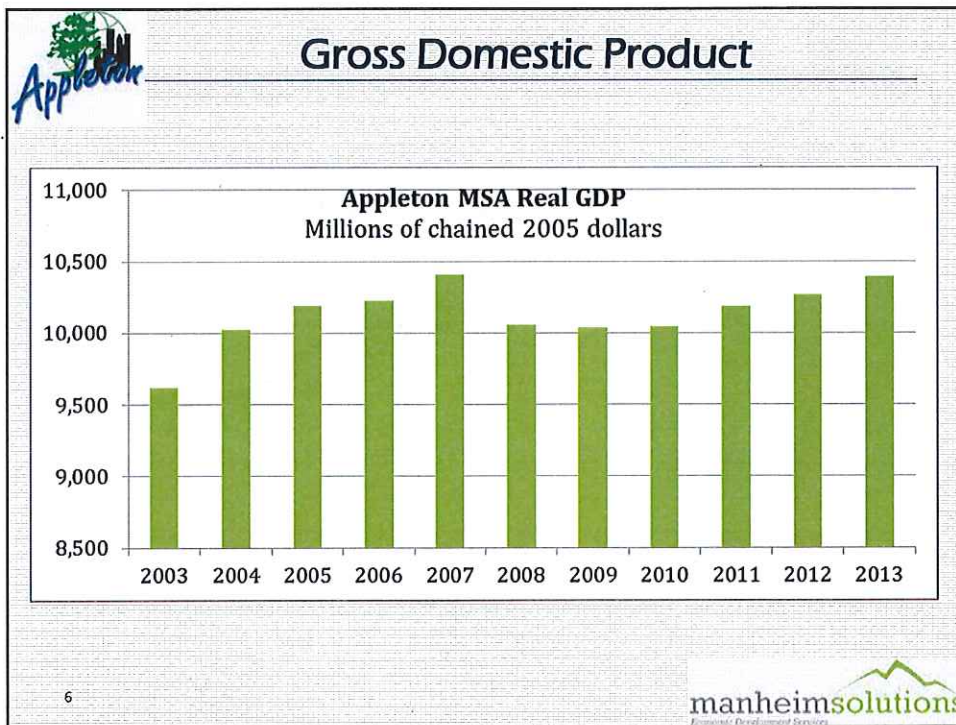


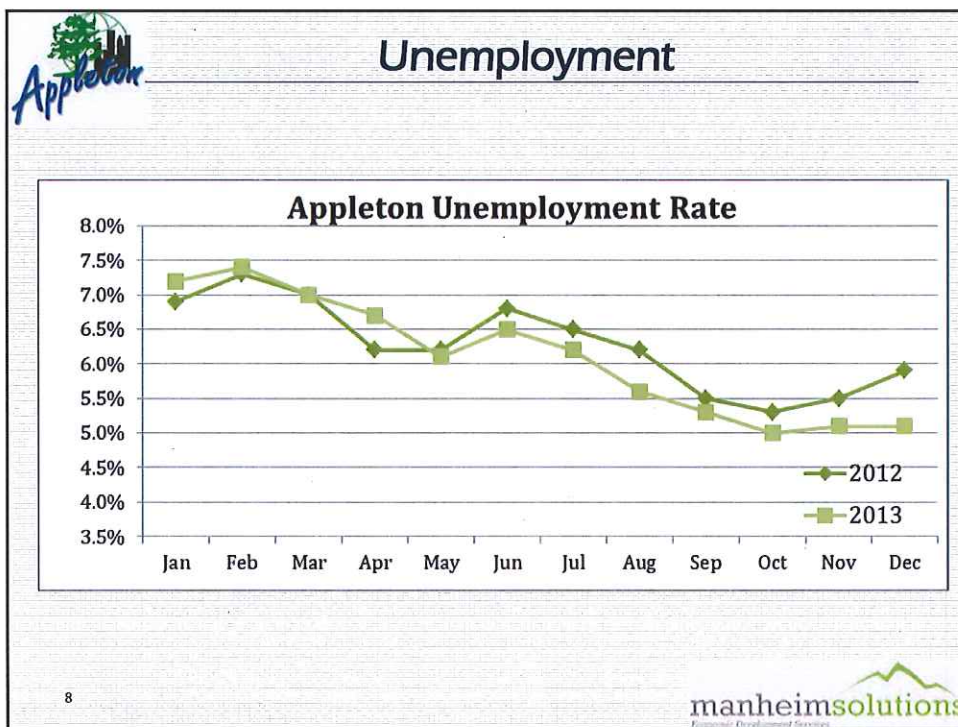
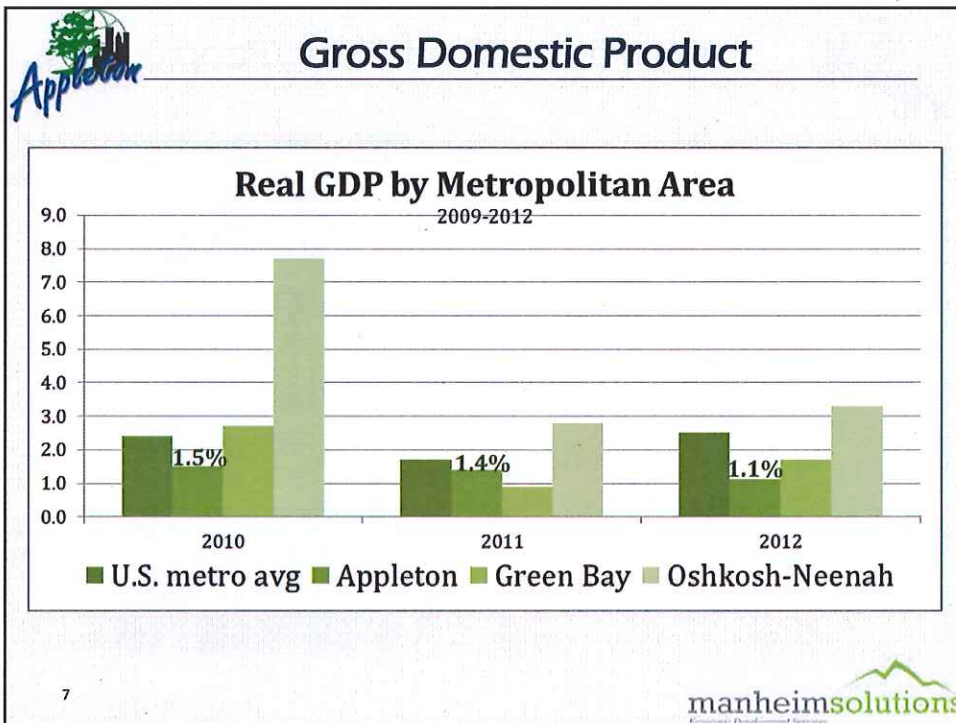
Michele Vachon, Manheim Solutions

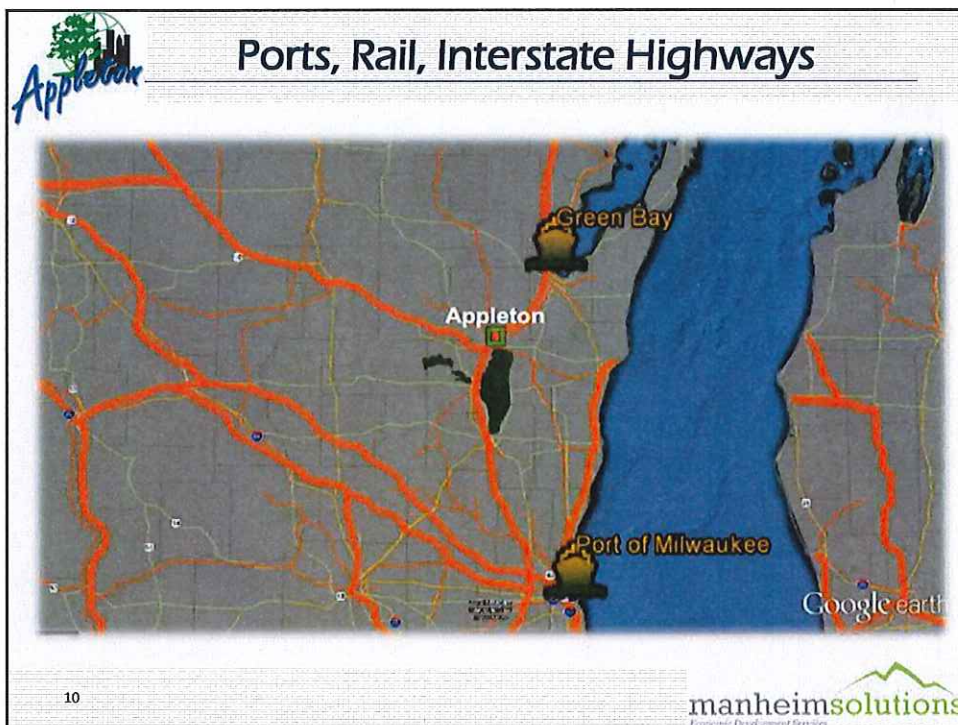
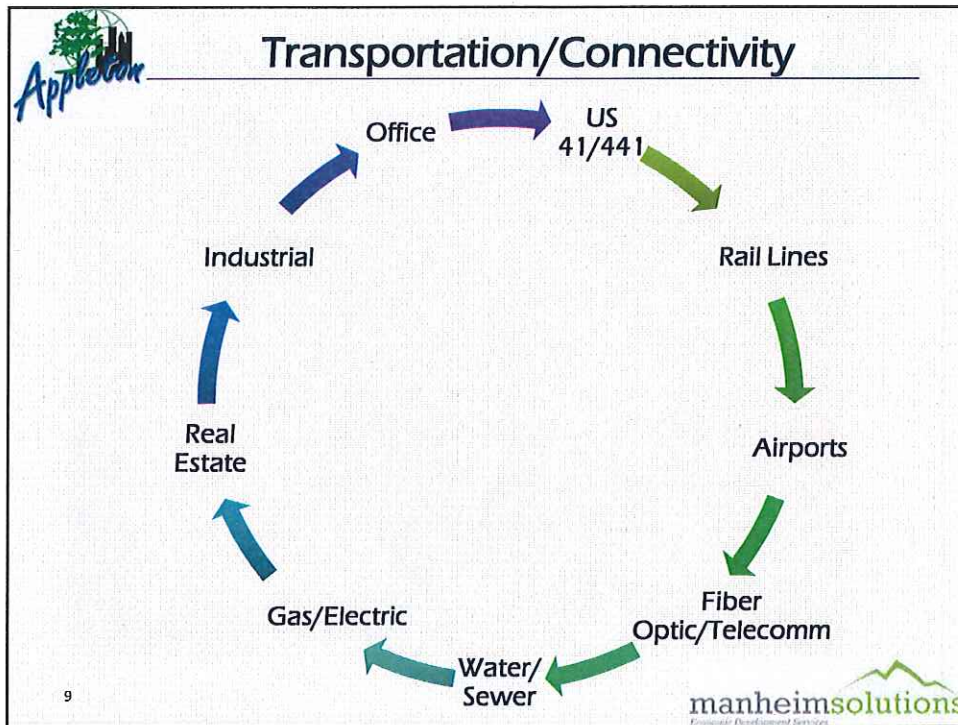


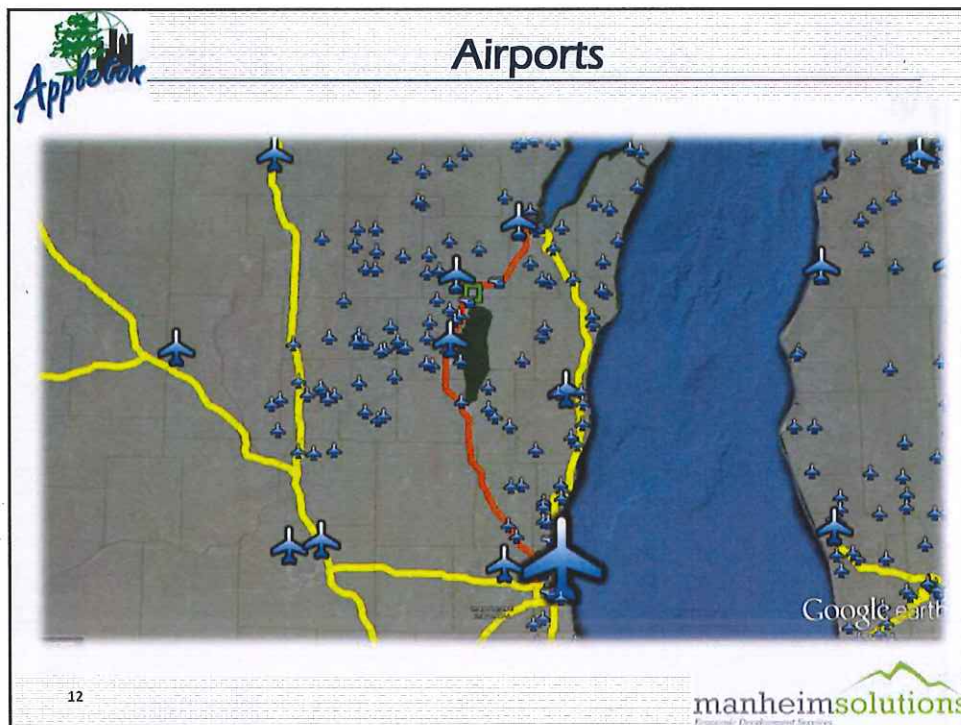
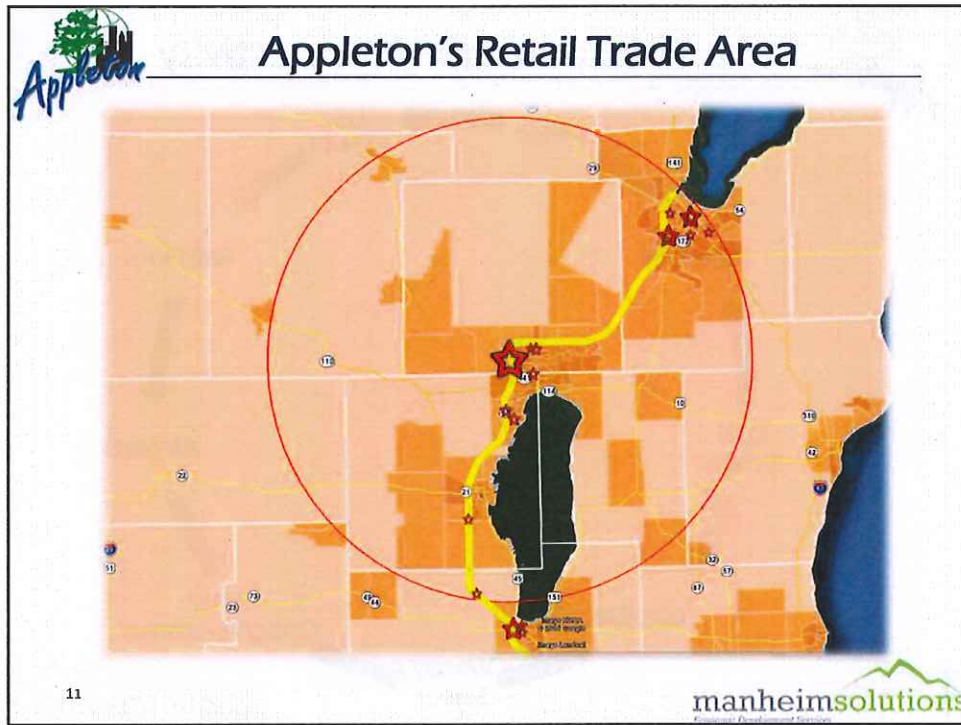
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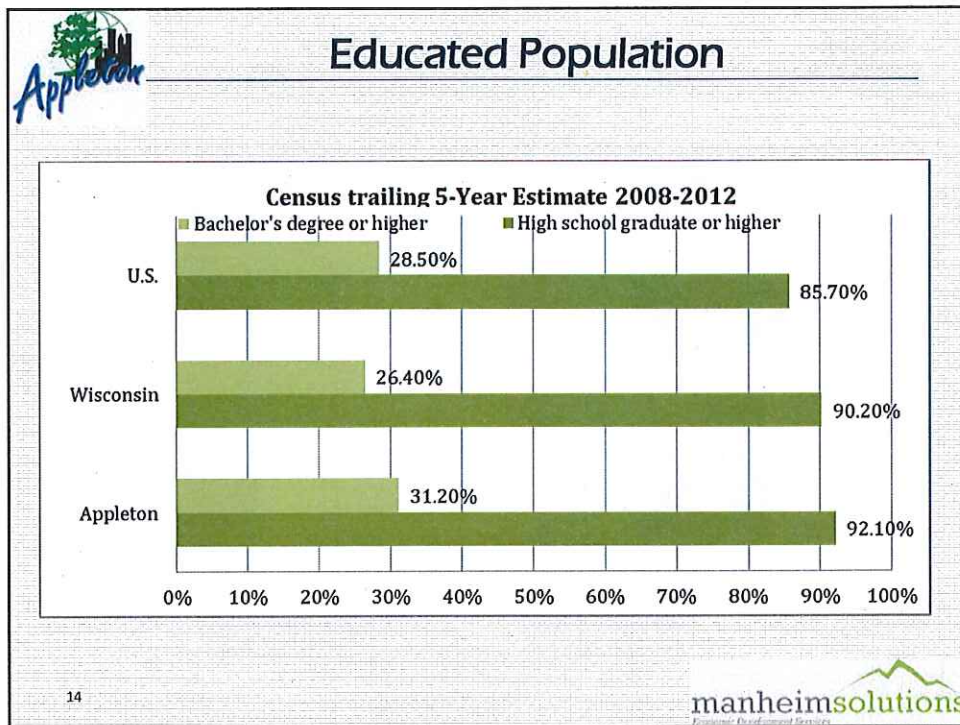
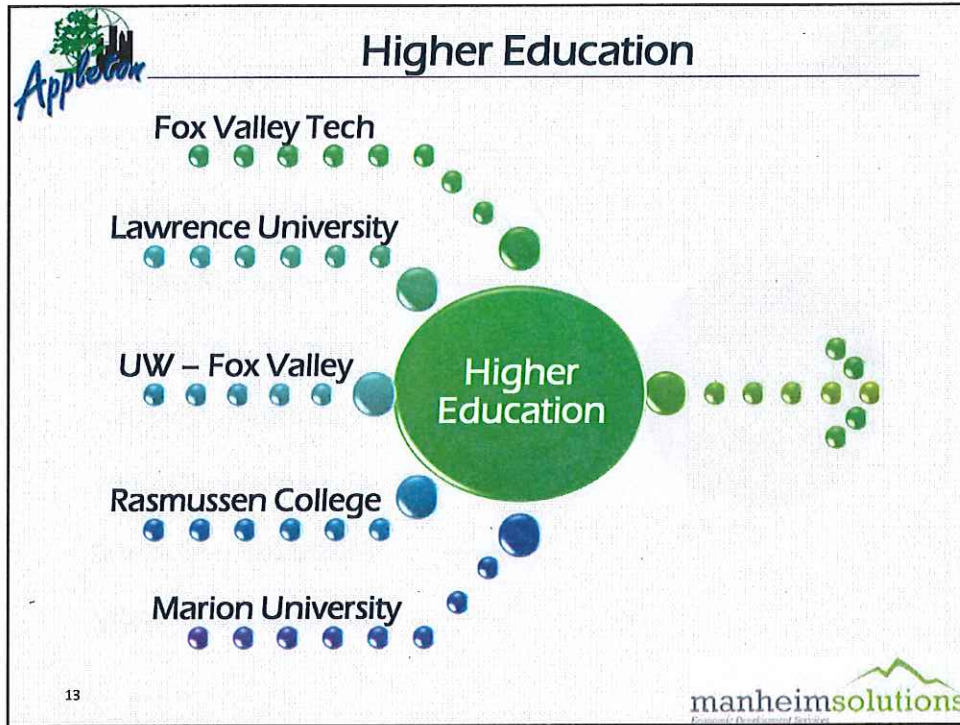


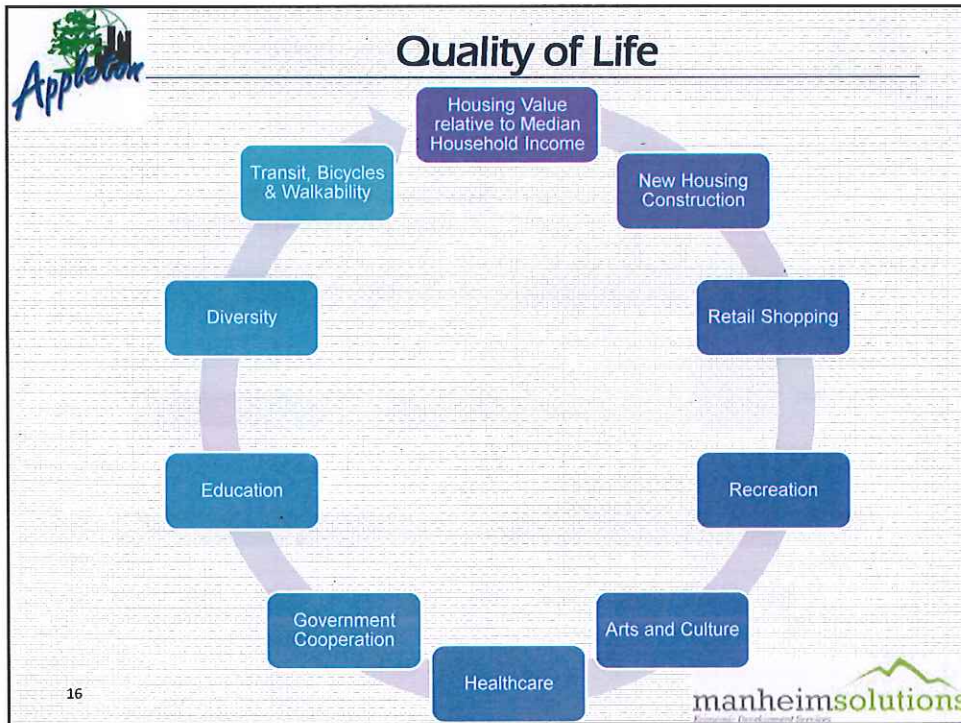
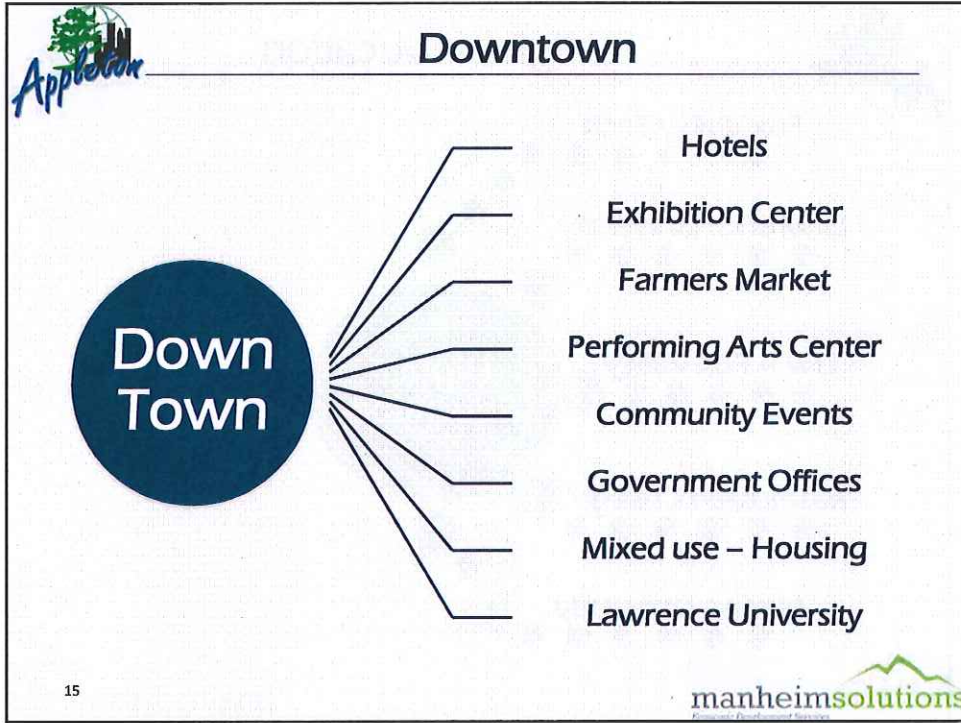


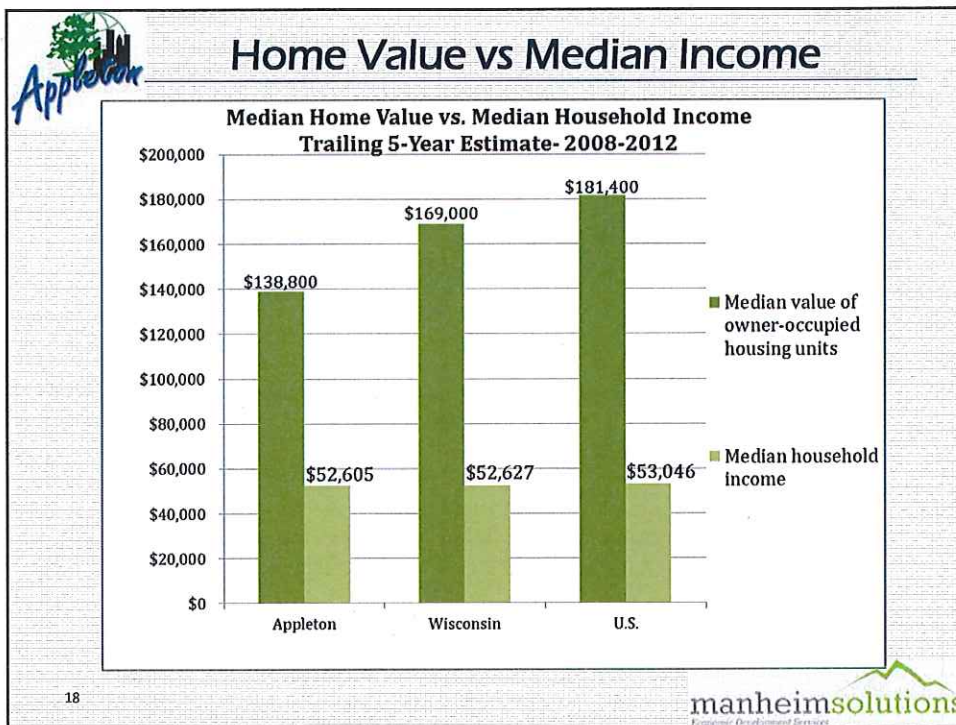
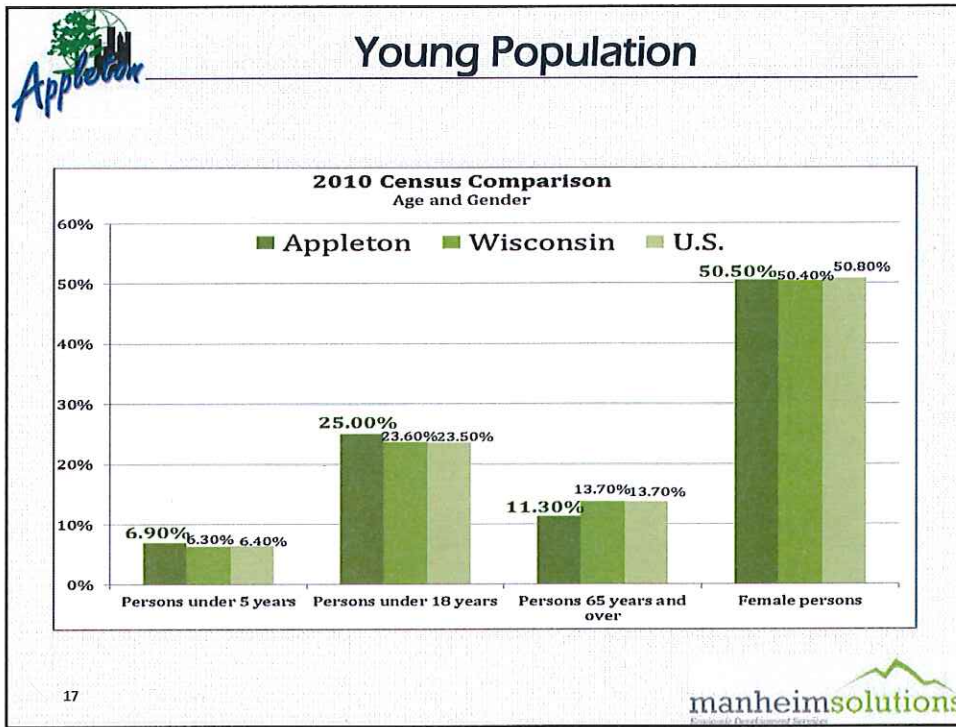


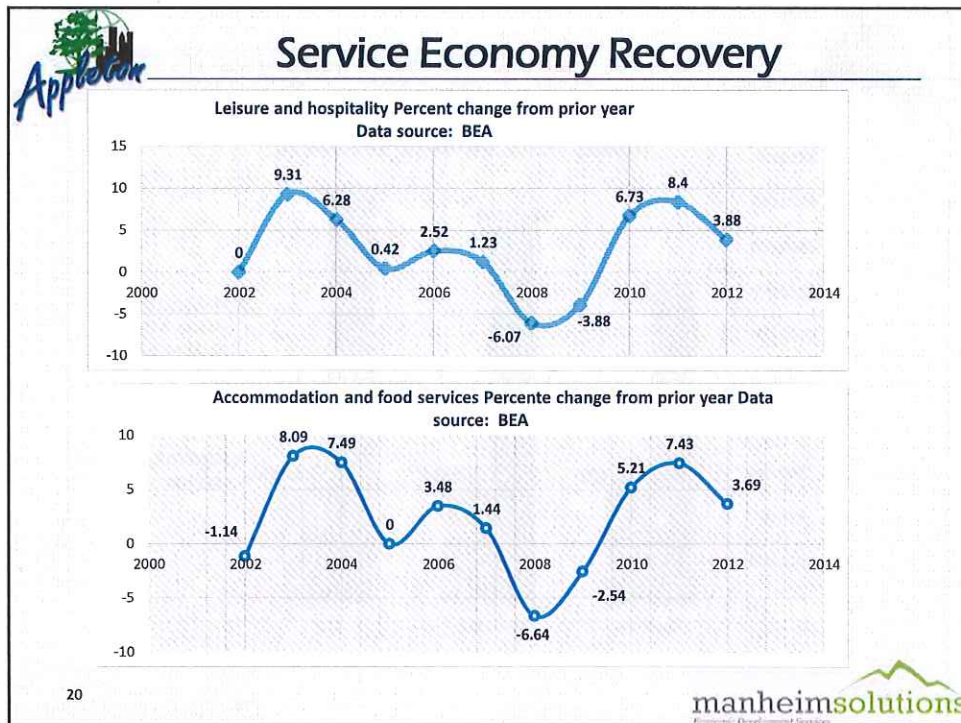
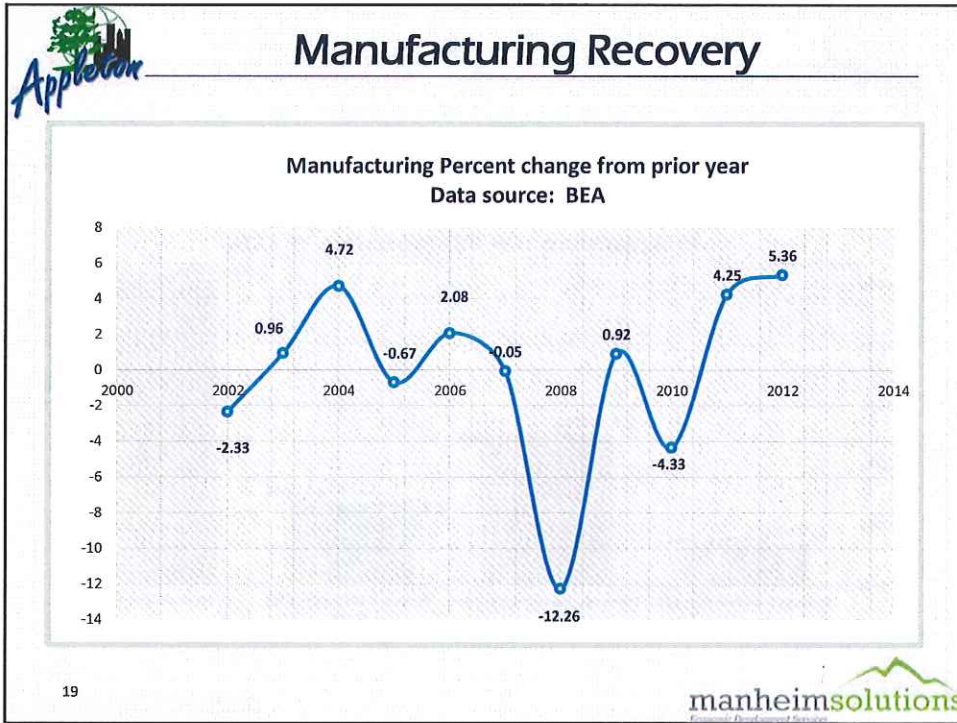


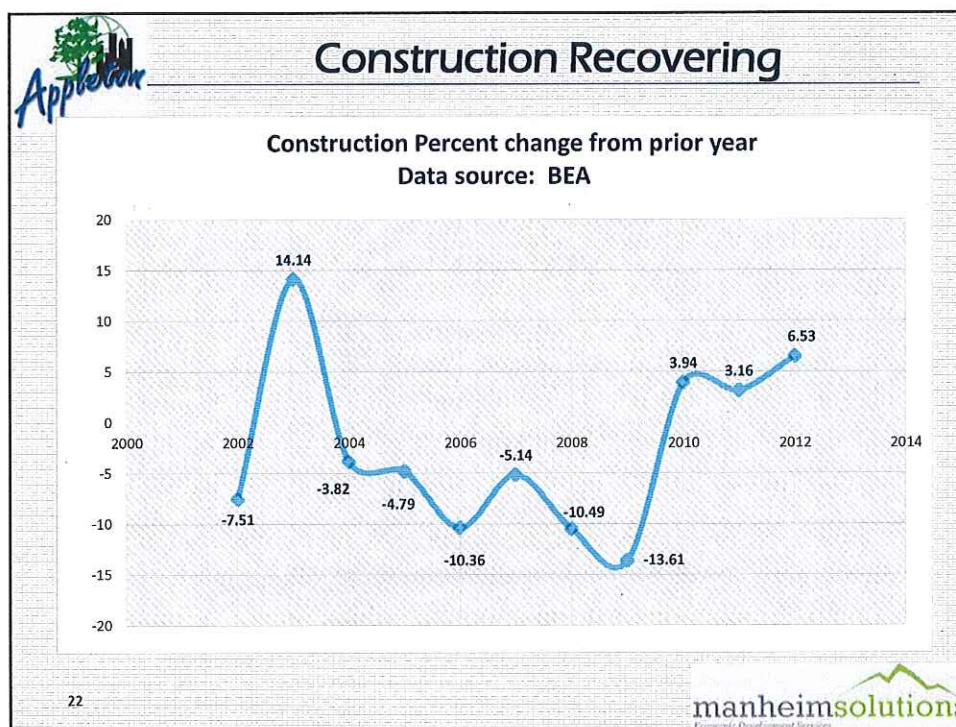
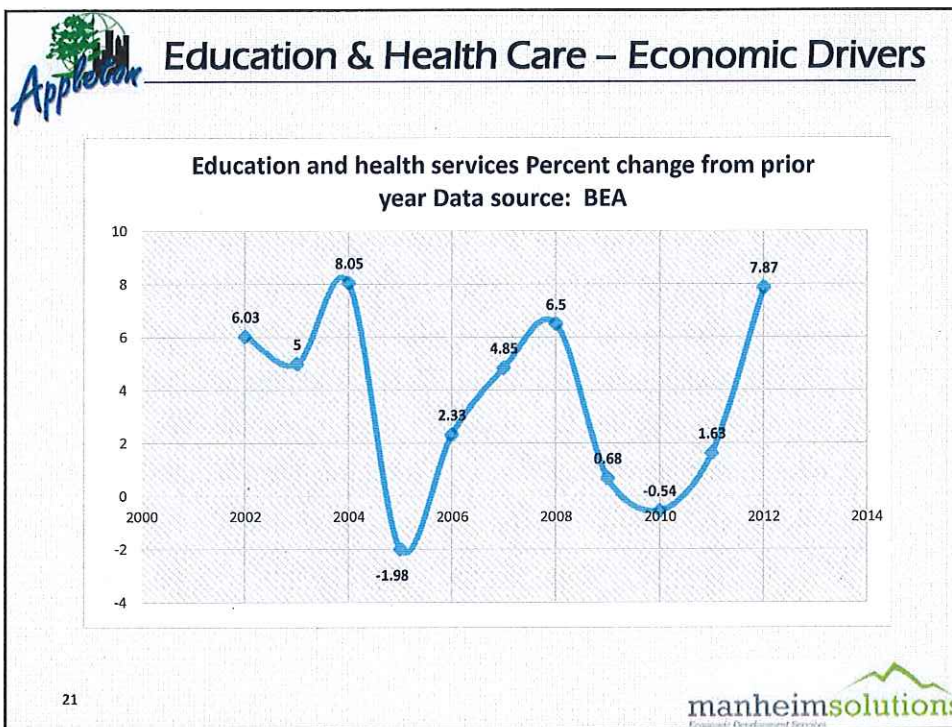


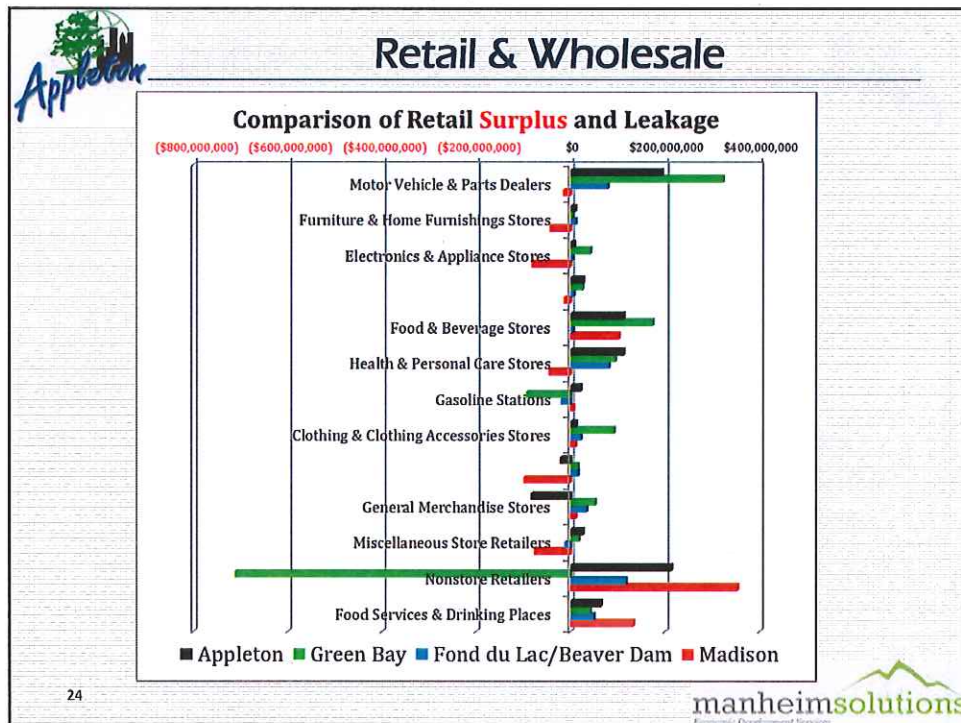
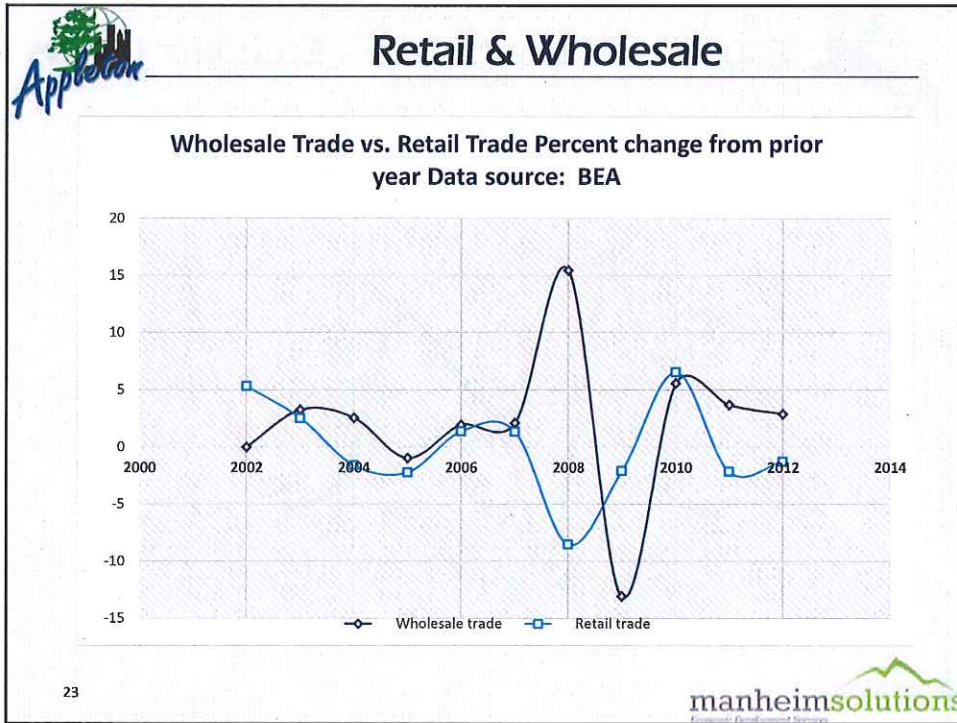


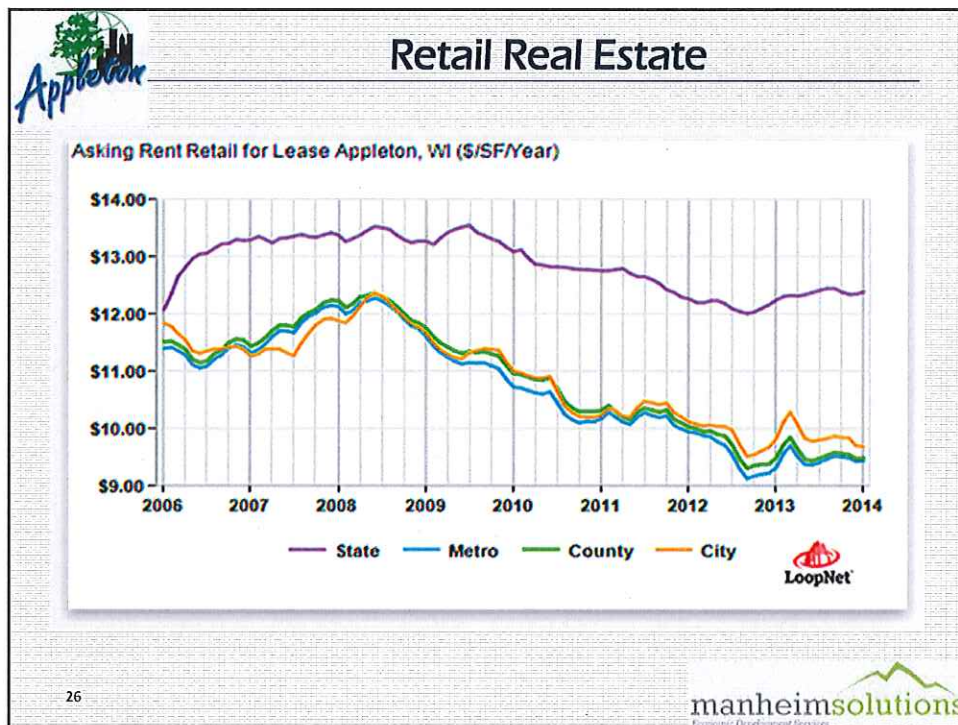
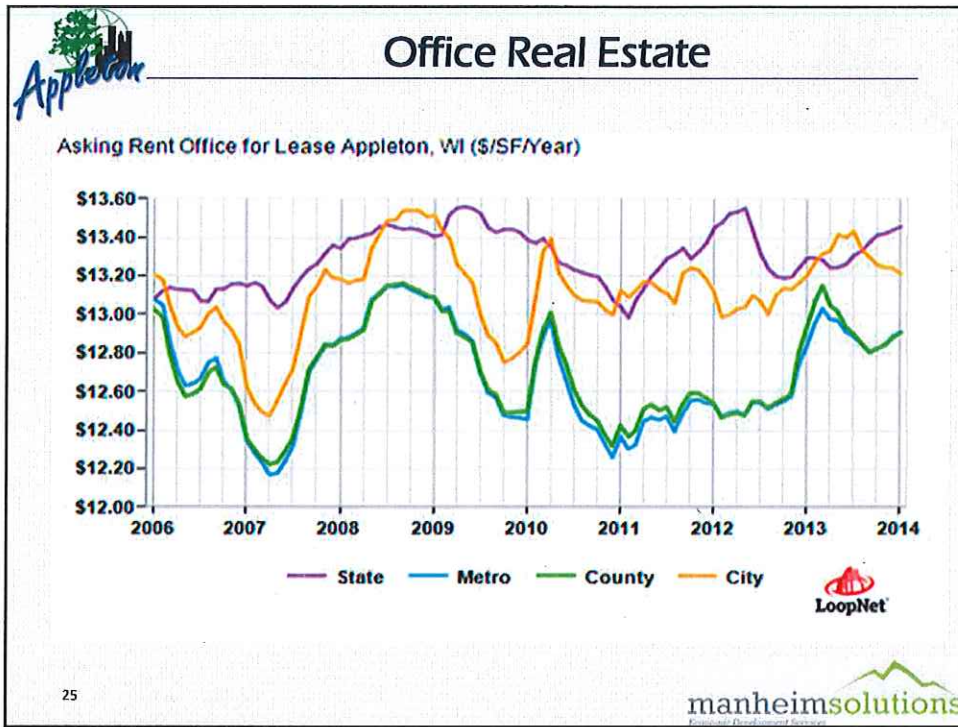


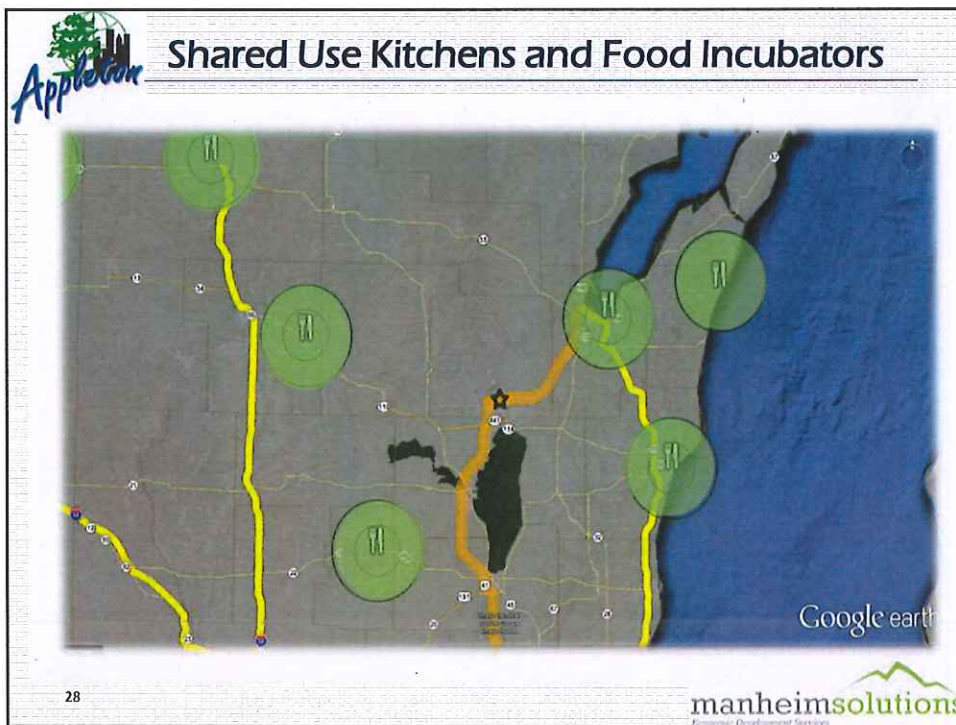
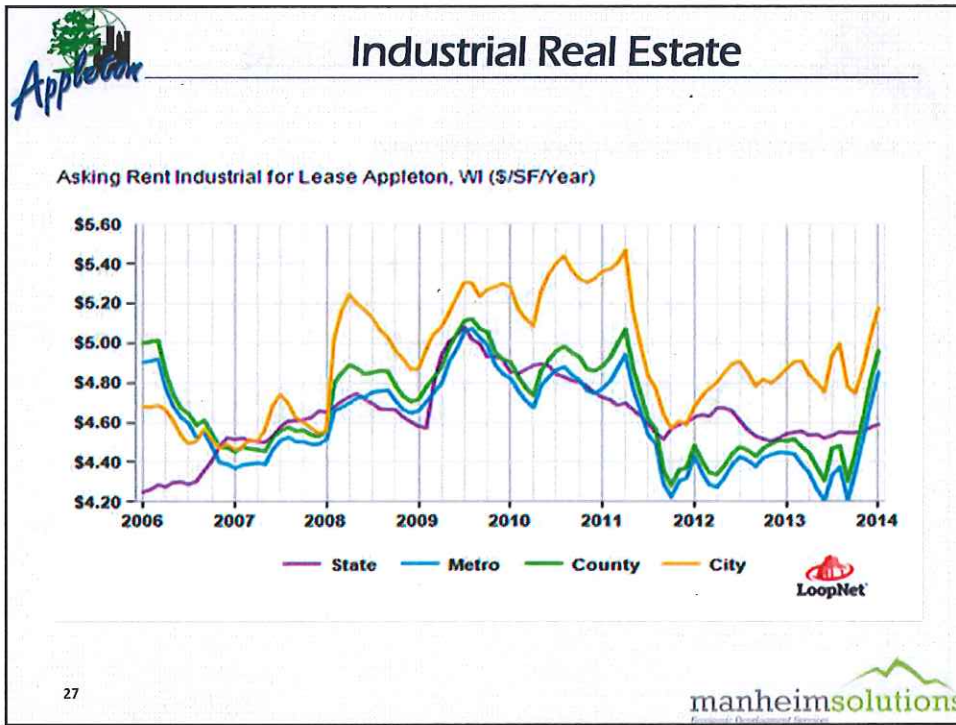














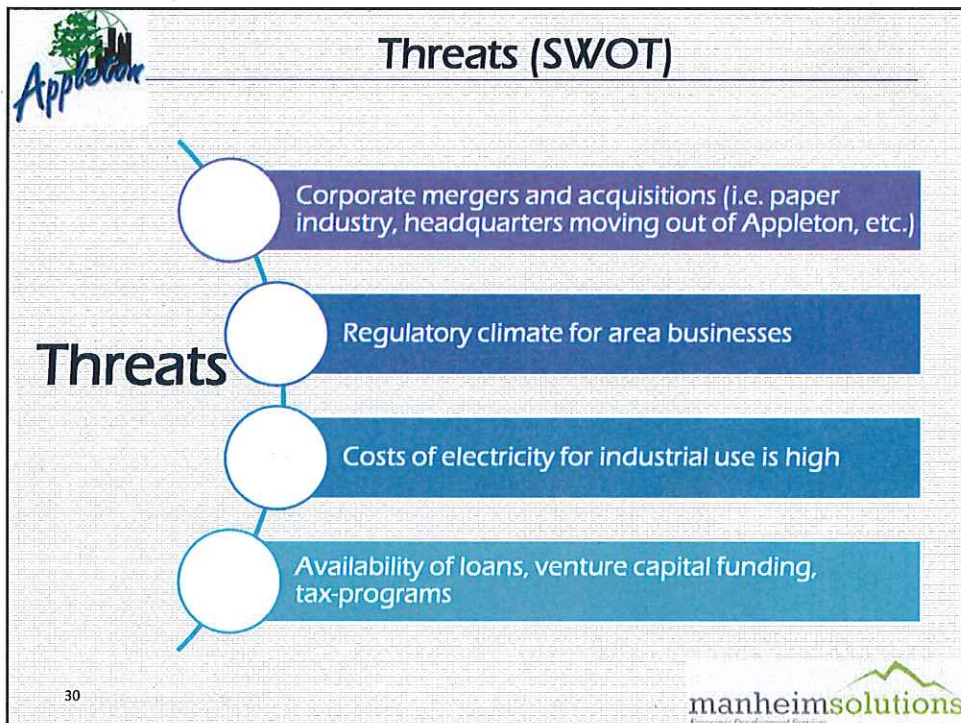



Incentives

Comparison of State Incentive recipients by Municipality

City	Jobs Tax Credit	Economic Dev Tax Credit	DATCP Tax Credits	Early Planning Grant (WEDC)	International Market Access Grant (WEDC)	Technology Business Development Investment (WEDC)	Business Expansion and Retention (WEDC)	Bond
Appleton	1	2	5	10	2	0	1	0
Eau Claire	0	4	1	2	0	1	1	0
Fond du Lac	1	3	3	0	0	0	0	1
Green Bay	0	12	23	7	2	0	0	1
Kenosha	0	0	0	1	1	0	0	0
Madison	0	7	51	23	14	8	1	3
Oshkosh	0	1	1	4	1	0	0	2
Racine	1	4	0	5	1	0	1	0
Waukesha	2	1	4	4	3	2	0	1

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Weaknesses (SWOT)

Weaknesses

- City of Appleton building department process (i.e. costs, process, etc.)
- City of Appleton does not have a strong economic strategy
- Difficulty in employers finding and retaining skilled industrial and technical talent.
- Physical appearance of entry to City of Appleton
- Poor public transportation network
- Land-costs in downtown Appleton
- Availability of large industrial parcels
- Availability of "Class A" office space
- Lack of funding to support local economic development
- Elected officials lack of awareness of economic development (i.e. how tourism impacts their local economy, which entity does what type of economic development work, ability to seek grant funding to support businesses in economic development, etc.)
- Lack of cooperation over entities roles and responsibilities toward economic development



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Opportunities (SWOT)

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Riverfront development (i.e. recreational trails, housing, etc.)
- 

Strengthen the connection with Lawrence University
- 


Improve and diversify downtown Appleton housing choices
- 

Connect the regional institutional buyers with regional food production
- 

Improve rail service to industry and passenger service




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Target Industries – Mfg. – Transportation Equipment Targets

Heavy Duty Truck Manufacturing	Motor Vehicle Body Manufacturing	Motor Vehicle Transmission & Power Train Parts Manufacturing
Other Motor Vehicle Parts Manufacturing	Aircraft Manufacturing	Aircraft Engine & Engine Parts Manufacturing
	Other Aircraft Parts & Auxiliary Equipment Manufacturing	

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Target Industries – Innovative Technology Targets

- ❖ Plastics Material & Resin Manufacturing
- ❖ Adhesive Manufacturing
- ❖ Miscellaneous Chemical Product & Preparation Manufacturing
- ❖ Ground or Treated Mineral & Earth Manufacturing
- ❖ Iron & Steel Pipe & Tube Manufacturing
- ❖ Industrial Machinery Manufacturing
- ❖ Commercial & Service Industry Machinery Manufacturing
- ❖ Air & Gas Compressor Manufacturing
- ❖ Radio & Television Broadcasting & Wireless Communications Equipment Manufacturing
- ❖ Instruments & Related Products Manufacturing for Measuring, Displaying, & Controlling Industrial Process Variables
- ❖ Irradiation Apparatus Manufacturing
- ❖ Surgical & Medical Instrument Manufacturing
- ❖ Testing Laboratories
- ❖ Research & Development in Biotechnology
- ❖ Research & Development in the Physical, Engineering, & Life Sciences

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Target Industries – Food & Beverage

Food & Beverages	Pet Food Manufacturing
	Frozen Specialty Food Manufacturing
	Fluid Milk Manufacturing
	Cheese Manufacturing
	Dry, Condensed, & Evaporated Dairy Product Manufacturing
	Meat Processed from Carcasses
	Meat Byproduct Processing
	Commercial Bakeries
	Food Product Machinery Manufacturing
	Farm Machinery & Equipment Merchant Wholesalers
	Farm Supplies
	Merchant Wholesalers
	Market Square Farm Developments
	Shared/Public Use and/or Incubator Kitchen (For Profit/Non-Profit)

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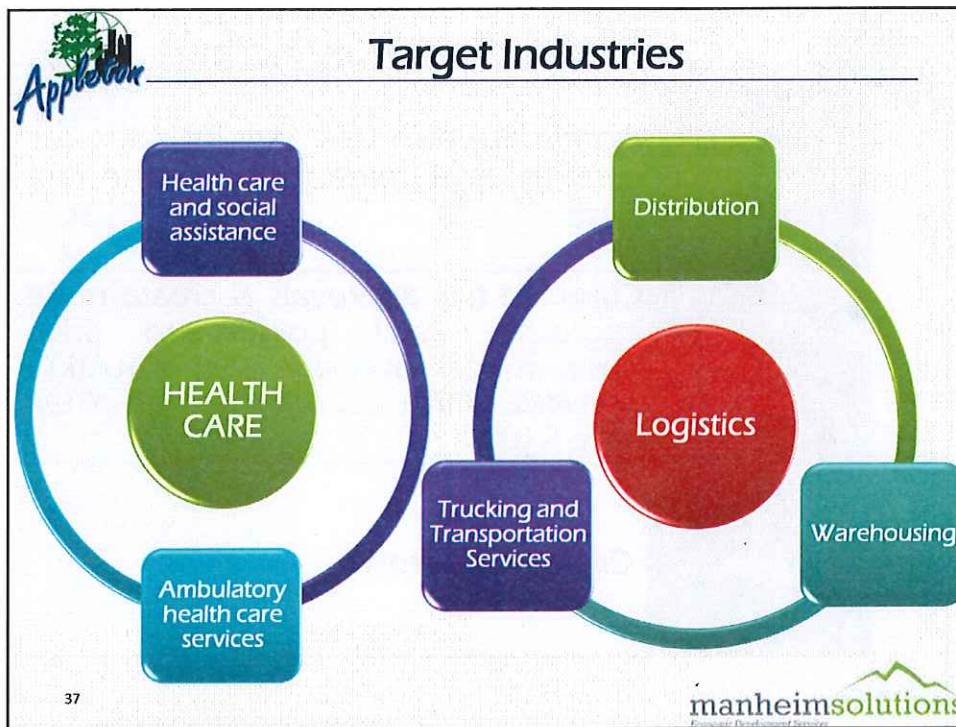



Target Industries – Office

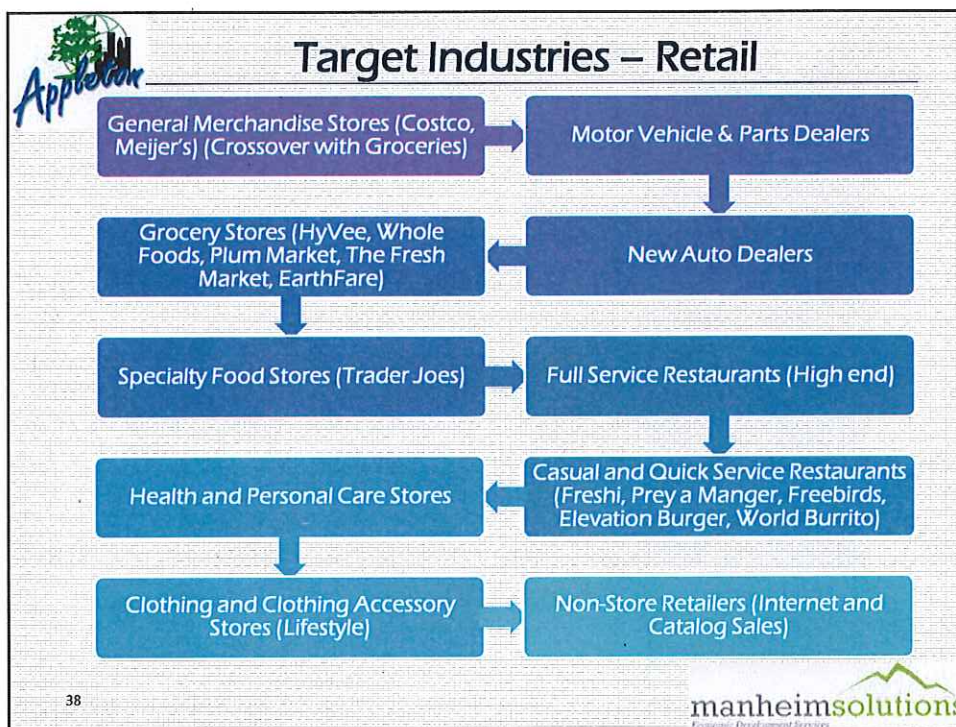
❖ Data Processing	❖ Portfolio Management
❖ Hosting, and Related Services	❖ Architectural Services
❖ Sales Financing	❖ Engineering Services
❖ Consumer Lending	❖ Testing Laboratories
❖ Other Non-depository Credit Intermediation	❖ Graphic Design Services
❖ Financial Transactions Processing, Reserve, and Clearinghouse Activities	❖ Custom Computer Programming Services
❖ Investment Banking and Securities Dealing	❖ Computer Systems Design Services
❖ Securities and Commodity Exchanges	❖ Human Resources Consulting Services
	❖ Environmental Consulting Services
	❖ Advertising Agencies

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Economic Goals/Key Actions

Business Attraction Goal	Accelerate business park lot sales, for growth and expansion of the tax base
Key Action and Measure	Continue fast approvals & create more aggressive sales policies to drive business park purchase & construction activities, which will drive growth of tax base & jobs
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Attraction Goal	Outreach to Site Selectors, Commercial & Industrial Real Estate Brokers
Key Action and Measures	<ol style="list-style-type: none">1. Create an email marketing campaign with a customer friendly web site2. Target highly-desirable site selectors, real estate brokers, & c-suite executives, growing the Appleton brand via website & online advertising
Responsibility	Fox Cities Regional Partnership; City of Appleton

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Economic Goals/Key Actions

Business Attraction Goal	Business attraction marketing campaign
Key Actions and Measures	Develop marketing campaign targeting key clusters: Office; Healthcare; Manufacturing; Food & Beverage; Retail; & Logistics
Responsibility	City of Appleton; Fox Cities Regional Partnership

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Economic Goals/Key Actions

Business Attraction Goal	Retail /Tourism Marketing Campaign
Key Actions and Measures	Continue the visitors' attraction campaign targeting a 100-mile radius around the city; with supplemental funding identifying Appleton as the central city of the region
Responsibility	Fox Cities Convention & Visitors Bureau; City of Appleton

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Economic Goals/Key Actions

Business Retention Goal	Consistently demonstrate business friendly protocols in all interactions between business and the City of Appleton
Key Actions and Measures	Gather testimonials from businesses as evidence of consistent government responsiveness
Responsibility	City of Appleton


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Economic Goals/Key Actions

Business Retention Goal	Improve customer service to businesses
Key Actions and Measures	<ol style="list-style-type: none">1. Conduct annual survey of businesses regarding city's customer service2. Create a single point of entry
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Retention Goal	Streamline permitting process
Key Actions and Measures	Continue 'fast-track permitting.' Review commercial permitting processes & streamline where appropriate to assure that permits are issued in a predictable & professional manner, & customers receive clear communication
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Retention Goal	Overcome negative competitive perceptions
Key Actions and Measures	<ol style="list-style-type: none">1. Restructure permit, inspection & storm water processes to be convenient for the consumer2. Permit, water & storm water fees need to be competitive relative to nearby communities & other communities that the City competes for expansion & new projects
Responsibility	City of Appleton

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Economic Goals/Key Actions

Business Retention Goal	Retention visits
Key Actions and Measures	Continue to conduct 40 annual site visits to key industries using business retention software to tabulate & analyze results
Responsibility	City of Appleton


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Economic Goals/Key Actions

General Economic Development Goal	Continue to measure effectiveness of economic development programs (investment, jobs, tax base growth, etc.)
Key Actions and Measures	Conduct Cost-Benefit analysis of completed and proposed projects
Responsibility	City of Appleton


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Economic Goals/Key Actions

General Economic Development Goal	Encourage development of the regional foodshed: ag. production, processing, retail grocery, distribution, shared-use kitchen, and market square project
Key Actions and Measures	Increase local food production and evidence of sales, distribution, processing and consumption
Responsibility	City of Appleton



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Economic Goals/Key Actions

Workforce Goal	Encourage partners to engage in career awareness in manufacturing and technology (High school, Fox Valley Tech, Lawrence University, Workforce Board, Society for Human Resource Management chapter, Chamber, etc. invited to participate as partners)
Key Actions and Measures	Encourage & promote opportunities for executive, parent & student participation in coordinated programs with manufacturers, technology, & other key companies
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton



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Economic Goals/Key Actions

Workforce Goal	Encourage partners to organize target business programs in High Schools, Fox Valley Tech & Lawrence University around key regional clusters
Key Actions and Measures	Assist with workforce efforts to sustain high student graduation rates, job placement
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton

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Economic Goals/Key Actions

Workforce Goal	Encourage partners to emulate strong manufacturing and career partnerships with high schools
Key Actions and Measures	Identify & implement best practices examples from neighboring communities
Responsibility	Appleton School District, Fox Valley Tech., Workforce Investment Board, Lawrence University, Fox Cities Regional Partnership, Fox Cities Chamber of Commerce, City of Appleton

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*Thank you, it has been a pleasure to work with staff,
leadership, elected officials, businesses and
stakeholders in Appleton.*

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