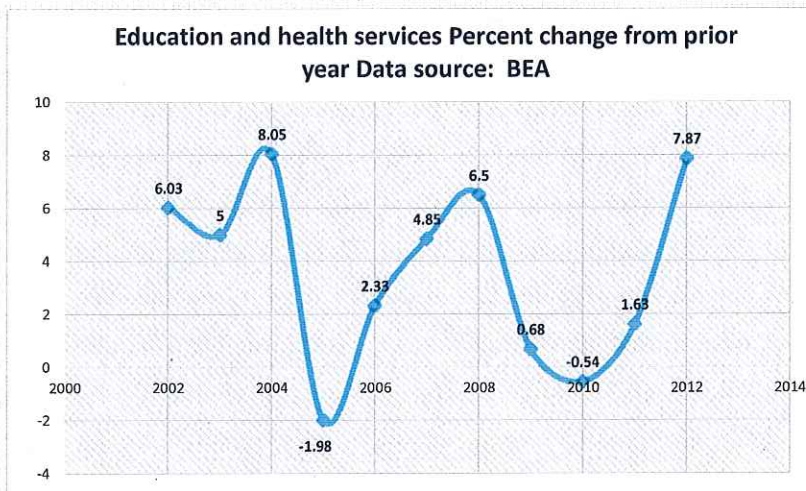






## Education & Health Care – Economic Drivers

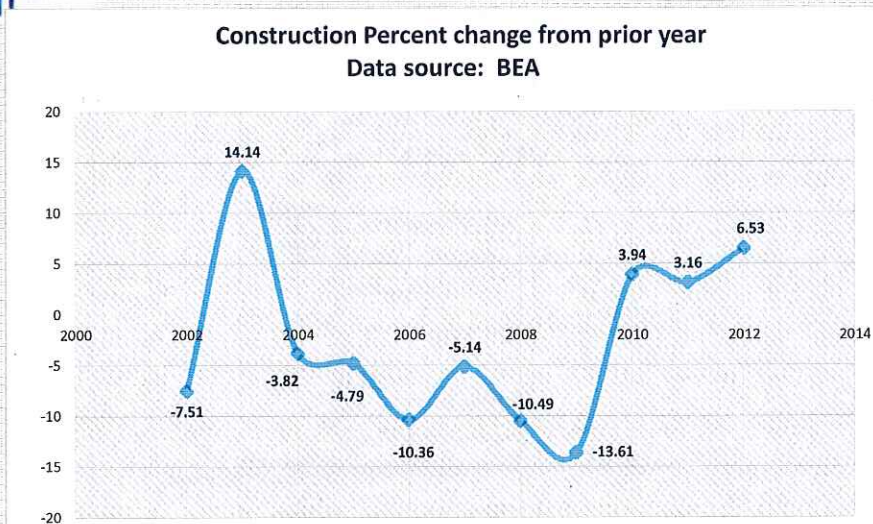


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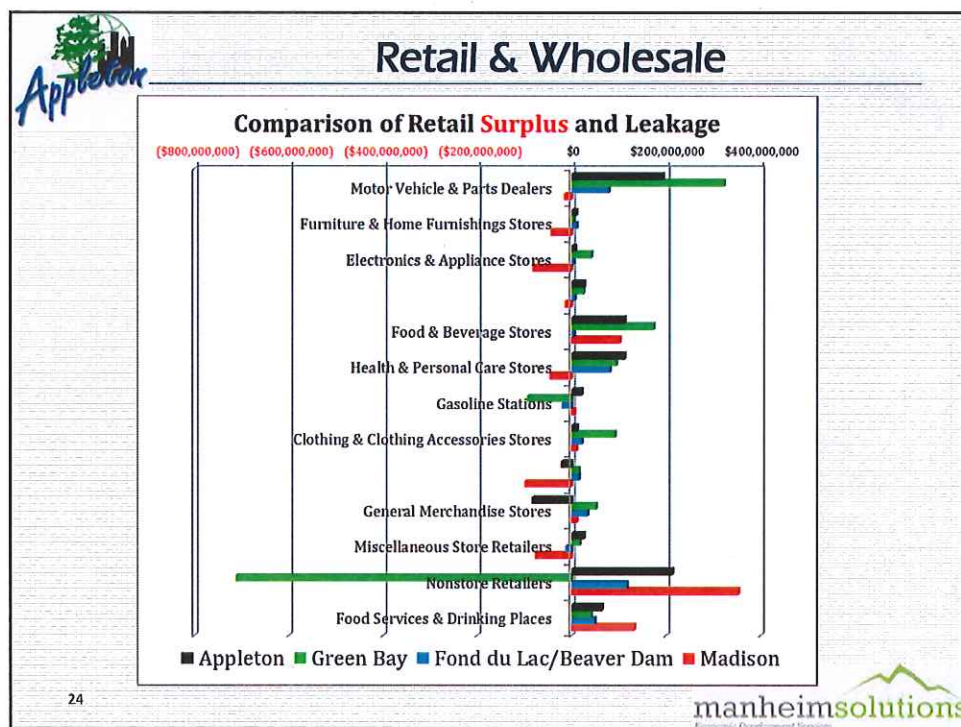
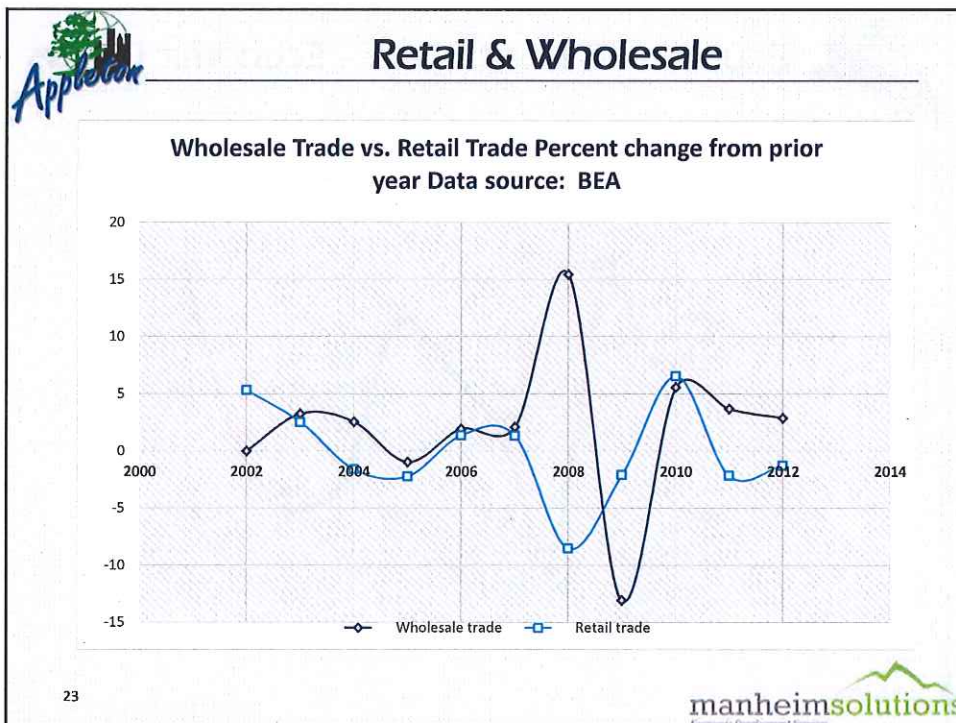


## Construction Recovering

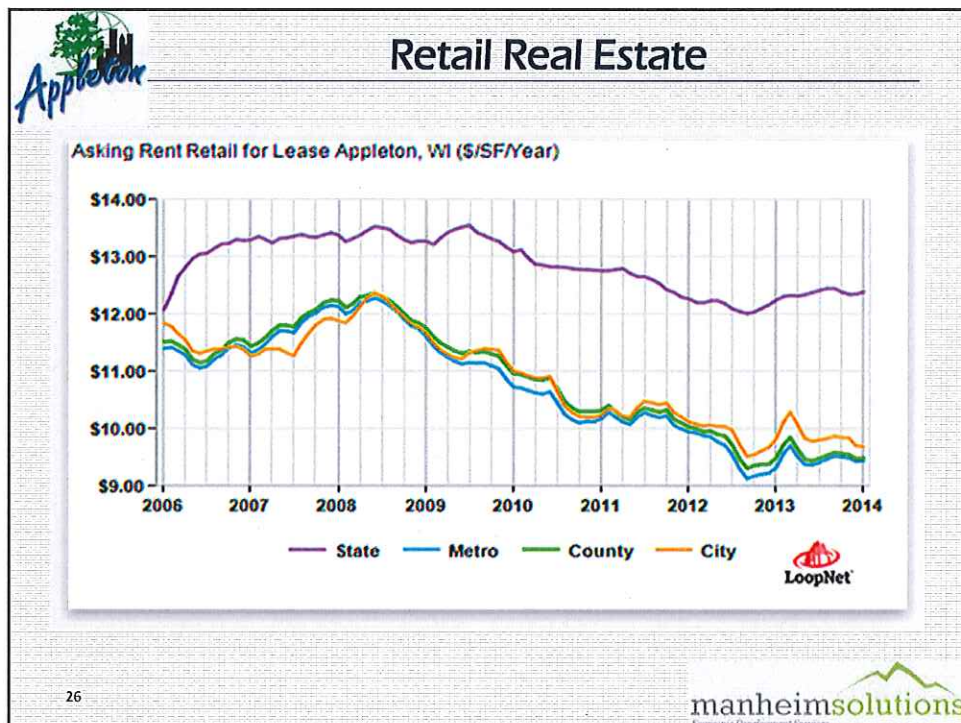
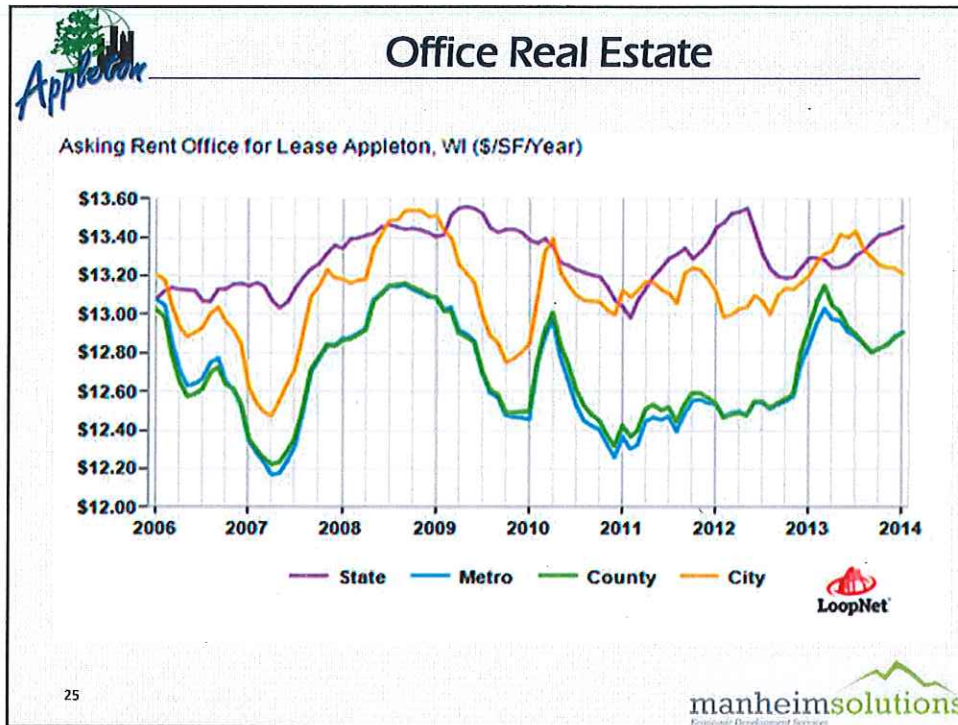


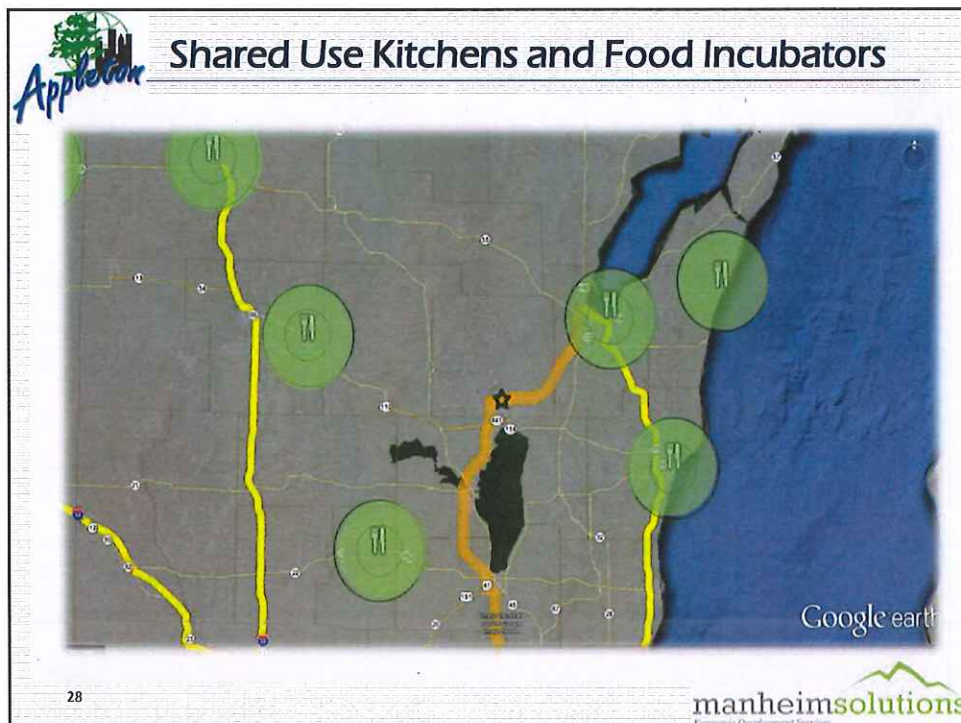
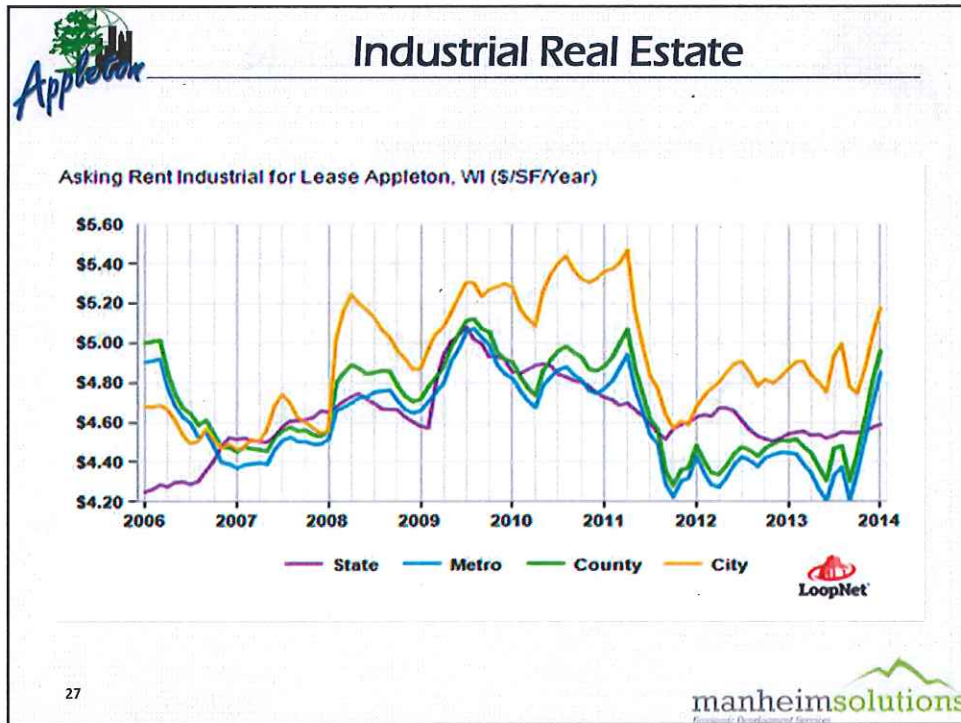
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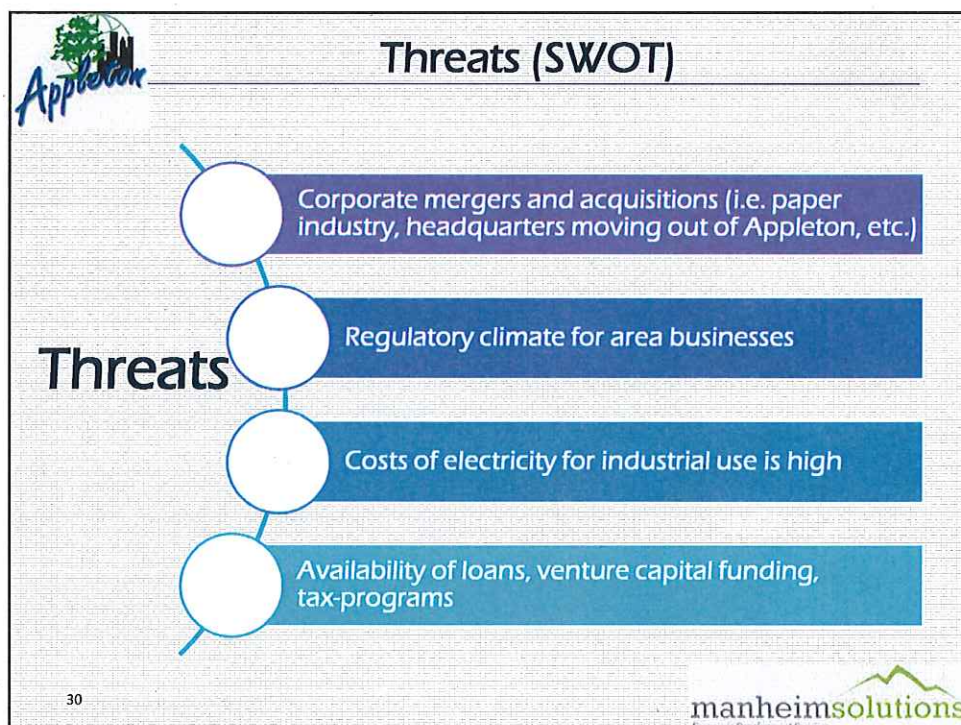
 **Incentives**


**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)

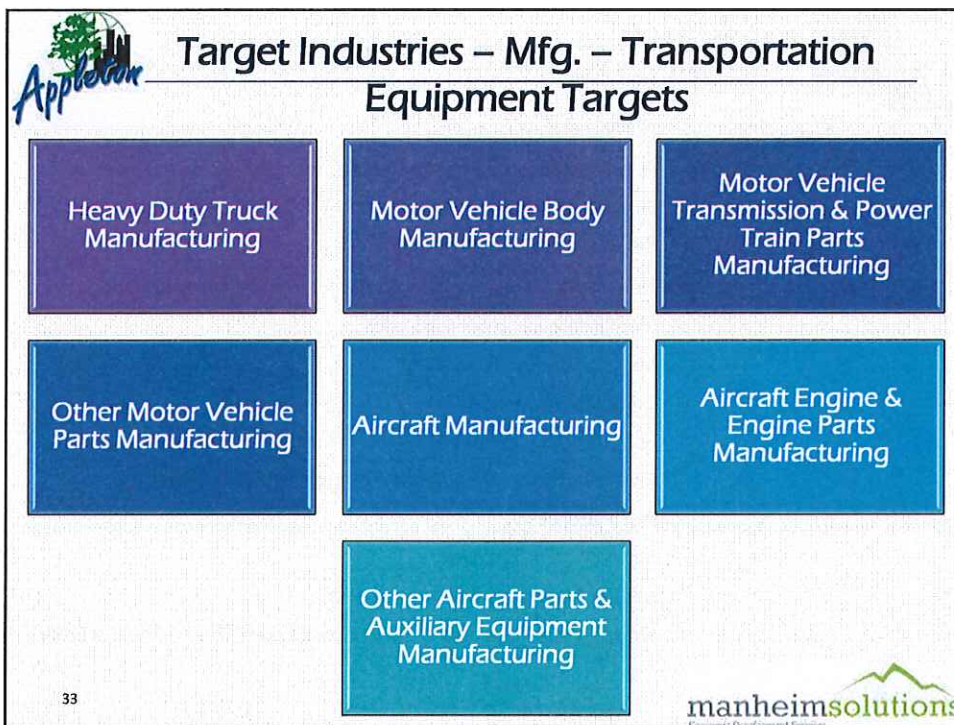


- Riverfront development (i.e. recreational trails, housing, etc.)
- Strengthen the connection with Lawrence University
- Improve and diversify downtown Appleton housing choices
- Connect the regional institutional buyers with regional food production
- Improve rail service to industry and passenger service

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## Target Industries – 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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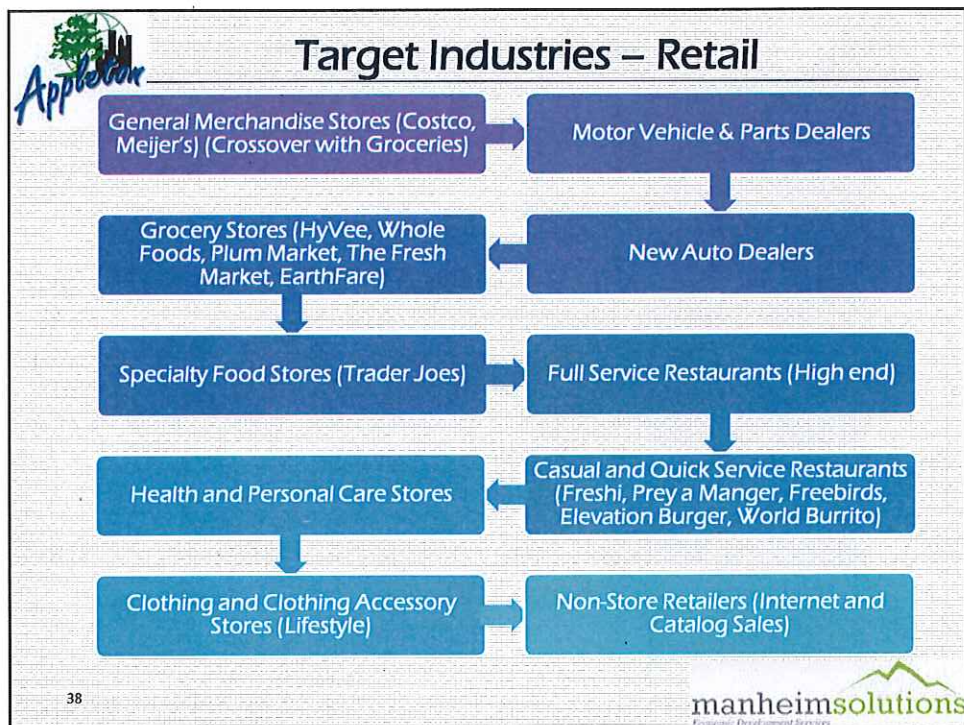
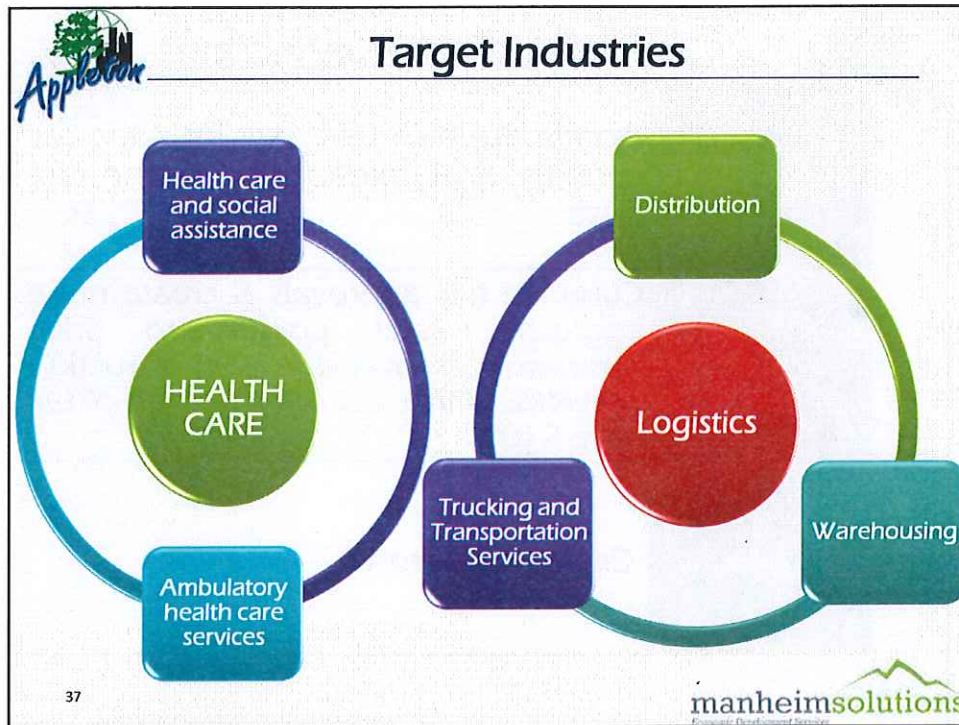

## Target Industries – Office


❖ 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"> <li>1. Create an email marketing campaign with a customer friendly web site</li> <li>2. Target highly-desirable site selectors, real estate brokers, &amp; c-suite executives, growing the Appleton brand via website &amp; online advertising</li> </ol>
Responsibility	Fox Cities Regional Partnership; City of Appleton

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## Economic Goals/Key Actions

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

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## Economic Goals/Key Actions

<b>Business Attraction Goal</b>	Retail /Tourism Marketing Campaign
<b>Key Actions and Measures</b>	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
<b>Responsibility</b>	Fox Cities Convention & Visitors Bureau; City of Appleton


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## Economic Goals/Key Actions


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

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## Economic Goals/Key Actions

<b>Business Retention Goal</b>	Improve customer service to businesses
<b>Key Actions and Measures</b>	<ol style="list-style-type: none"> <li>1. Conduct annual survey of businesses regarding city's customer service</li> <li>2. Create a single point of entry</li> </ol>
<b>Responsibility</b>	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"> <li>1. Restructure permit, inspection &amp; storm water processes to be convenient for the consumer</li> <li>2. Permit, water &amp; storm water fees need to be competitive relative to nearby communities &amp; other communities that the City competes for expansion &amp; new projects</li> </ol>
Responsibility	City of Appleton


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## Economic Goals/Key Actions


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

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## Economic Goals/Key Actions

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

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## Economic Goals/Key Actions

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

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## Economic Goals/Key Actions

<b>Workforce Goal</b>	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)
<b>Key Actions and Measures</b>	Encourage & promote opportunities for executive, parent & student participation in coordinated programs with manufacturers, technology, & other key companies
<b>Responsibility</b>	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

<b>Workforce Goal</b>	Encourage partners to organize target business programs in High Schools, Fox Valley Tech & Lawrence University around key regional clusters
<b>Key Actions and Measures</b>	<b>Assist with workforce efforts to sustain high student graduation rates, job placement</b>
<b>Responsibility</b>	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

<b>Workforce Goal</b>	Encourage partners to emulate strong manufacturing and career partnerships with high schools
<b>Key Actions and Measures</b>	<b>Identify &amp; implement best practices examples from neighboring communities</b>
<b>Responsibility</b>	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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