

6. Economic Development

This element of the Burnett County Inventory and Trends Report includes information and analysis regarding the labor force and the economic base of Burnett County. Information was obtained primarily from the U.S. Bureau of the Census; however other sources were utilized including the U.S and Wisconsin Departments of Commerce, the Wisconsin Department of Workforce Development, the Wisconsin Department of Tourism, the University of Wisconsin-Extension, and other sources as necessary.

6.1 Labor Force and Employment Analysis

Civilian Labor Force

The labor force, by definition, includes those who are working or looking for work, but does not include individuals who have made a choice to not work: retirees, homemakers, and students; nor does it include institutional residents, military personnel, or discouraged job seekers, according to the Wisconsin Department of Workforce Development definition. Labor force participation represents the share of population that is 16 years old and older that is either employed or unemployed. Table 6-1 displays labor force estimates for Burnett County and Wisconsin.

According to the 2007 Burnett County Workforce Profile, the labor force participation rates in Wisconsin and the United States in 2006 were 70.0 and 66.2 percent, respectively. In Burnett County, the participation rate of 62.5 percent meant that 37.5 percent of the population 16 years old and older did not participate in the labor force. That includes students and individuals who chose not to work, including retirees, as well as those that were unable to participate in the labor market at that time. As the population ages, more retirees will be included in the category of choosing not to work, and labor force participation rates will decline. With the possibility of a declining labor force, economic development and business retention will become more challenging and an increasingly important area to concentrate economic efforts. Despite a lower labor force participation rate than the state and nation as a whole, Burnett County did add over 450 employed persons since 2000.

Table 6-1
Civilian Labor Force Estimates-Yearly Averages, Burnett County and
Wisconsin, 2000-2007

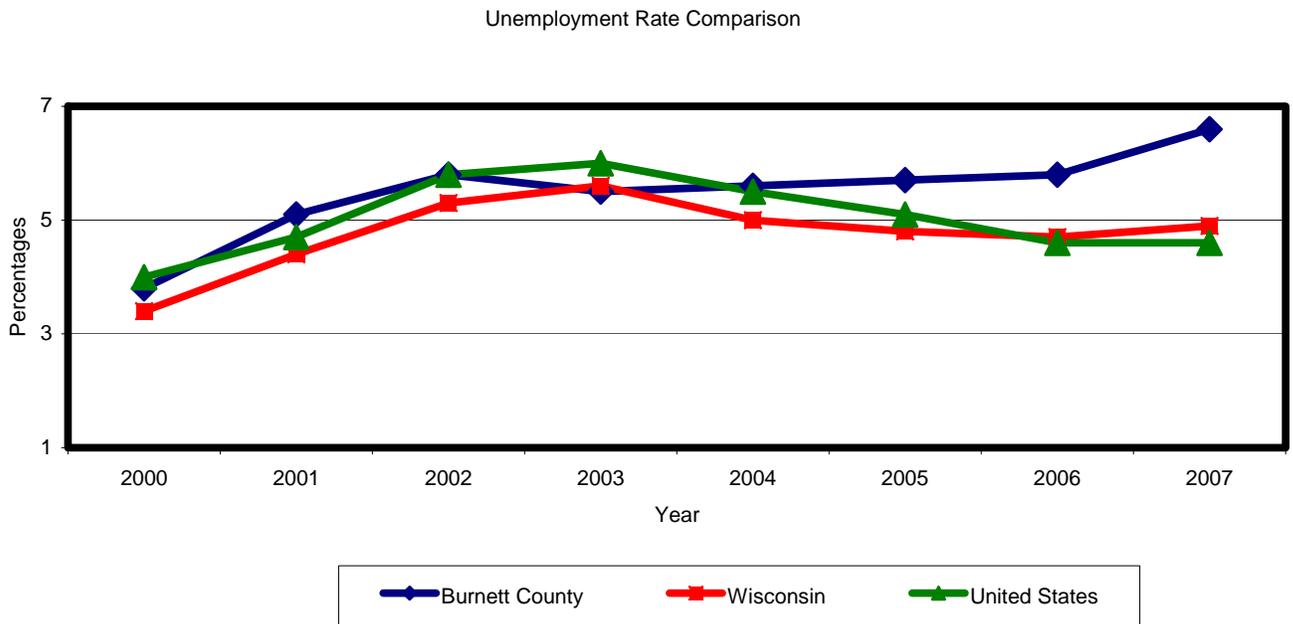
	2000	2001	2002	2003	2004	2005	2006	2007
Burnett County								
Labor Force	7,816	8,124	8,180	8,415	8,394	8,434	8,496	8,545
Employment	7,517	7,706	7,706	7,952	7,920	7,954	8,000	7,985
Unemployment	299	418	474	463	474	480	496	560
Unemployment Rate	3.8	5.1	5.8	5.5	5.6	5.7	5.8	6.6
Wisconsin								
Labor Force	2,996,091	3,030,998	3,021,068	3,033,674	3,019,501	3,030,971	3,068,930	3,089,321
Employment	2,894,884	2,897,937	2,860,915	2,862,587	2,867,125	2,884,838	2,923,762	2,937,903
Unemployment	101,207	133,061	160,153	171,087	152,376	146,133	145,168	151,418
Unemployment Rate	3.4	4.4	5.3	5.6	5.0	4.8	4.7	4.9

Source: Wisconsin Department of Workforce Development, Wisconsin's Worknet data application.

Unemployment Rates

The number of unemployed in the county includes not only those who are receiving unemployment benefits, but also any resident who actively looked for a job and did not find one. Figure 6-1 displays the unemployment rates for 2000 - 2007 for Burnett County, the State of Wisconsin, and the United States.

Figure 6-1
Unemployment Rates, Burnett County, State Of Wisconsin
and the United States: 2000 - 2007



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information, Local Area Unemployment Statistics, 2007.

The unemployment rates for Burnett County follow a similar trend as the state. However, with the exception of 2003, the unemployment rates in Burnett County have been slightly higher. Burnett County rates were very comparable with those of the rest of the country throughout the early to mid 2000s. However, beginning in 2005, the Burnett County unemployment rate has exceeded both the State of Wisconsin and the national unemployment rates by as much as 1.7% and 2.0% respectively (attributed to the employment structure and type of labor force employed (trades, construction, etc that are directly tied to development activity)).

Travel Time to Work/Place of Work

For most of the general population, the location of their home is dependent upon the location of their work. Knowing the amount of time people are willing to travel to work can serve as an indication for the future location of housing and/or economic development expansions.

Tables 6-2 displays the travel time to work for Burnett County and the State of Wisconsin, while Table 6-3 shows the place of work for Burnett County workers. Approximately two thirds of Burnett County's workforce work in Burnett County, and travels less than 30 minutes to reach their place of employment. Nearly 75% of the County's workforce reaches their place of employment within 40 minutes.

Table 6-2
Travel Time to Work for Workers 16 Years and Over,
Burnett County, 2000

	Less than 5 minutes	5 to 9 minutes	10 to 14 minutes	15 to 19 minutes	20 to 24 minutes	25 to 29 minutes	30 to 39 minutes	40 to 59 minutes	60 or more minutes	Worked at home	Total
T. Anderson	1	3	29	25	11	11	47	20	36	6	189
T. Blaine	8	5	0	4	8	1	14	5	11	10	66
T. Daniels	21	38	66	55	27	9	10	18	53	17	314
T. Dewey	4	24	33	16	42	7	16	39	26	32	239
T. Grantsburg	40	118	98	32	21	12	33	53	82	29	518
T. Jackson	0	8	44	43	69	20	39	20	38	19	300
T. La Follette	16	18	2	25	21	13	33	28	14	10	180
T. Lincoln	2	6	32	40	14	14	5	14	16	5	148
T. Meenon	24	78	112	46	55	23	36	35	31	36	476
T. Oakland	5	59	60	46	27	6	34	39	28	14	318
T. Roosevelt	5	2	4	14	19	4	8	20	12	16	104
T. Rusk	2	9	7	36	38	6	12	30	24	13	177
T. Sand Lake	23	28	18	33	22	10	37	34	31	13	249
T. Scott	19	28	22	10	17	19	34	24	12	12	197
T. Siren	31	93	82	40	47	8	42	34	54	24	455
T. Swiss	9	37	40	47	25	11	43	33	40	21	306
T. Trade Lake	19	25	29	56	47	14	53	30	77	28	378
T. Union	3	2	15	14	25	4	19	15	11	5	113
T. Webb Lake	7	15	13	3	18	7	23	14	16	13	129
T. West Marshland	2	28	44	22	15	0	23	14	11	6	165
T. Wood River	26	71	129	71	48	16	32	35	48	38	514
V. Grantsburg	178	178	41	25	23	15	46	40	47	25	618
V. Siren	65	66	32	28	20	9	26	14	37	13	310
V. Webster	2	28	44	22	15	0	23	14	11	6	165
Burnett County	554	978	1,001	767	686	249	701	614	772	412	6,734
Wisconsin	135,194	398,697	476,569	440,637	372,180	159,448	307,835	181,568	113,181	105,395	2,690,704

Source: U.S. Bureau of the Census, 2000, STF-3.

Table 6-3
Place of Work for Workers 16 Years and Over, Burnett County, 2000

	Worked in Burnett County	Worked outside Burnett County	Total worked in Wisconsin	Worked outside Wisconsin	Total
T. Anderson	83	63	146	43	189
T. Blaine	51	7	58	8	66
T. Daniels	218	40	258	56	314
T. Dewey	94	133	227	12	239
T. Grantsburg	363	36	399	119	518
T. Jackson	205	48	253	47	300
T. La Follette	123	41	164	16	180
T. Lincoln	118	20	138	10	148
T. Meenon	378	62	440	36	476
T. Oakland	203	45	248	70	318
T. Roosevelt	31	58	89	15	104
T. Rusk	55	112	167	10	177
T. Sand Lake	169	56	225	24	249
T. Scott	106	81	187	10	197
T. Siren	317	83	400	55	455
T. Swiss	210	31	241	65	306
T. Trade Lake	176	120	296	82	378
T. Union	77	18	95	18	113
T. Webb Lake	91	23	114	15	129
T. West Marshland	135	15	150	15	165
T. Wood River	387	42	429	85	514
V. Grantsburg	468	45	513	105	618
V. Siren	225	63	288	22	310
V. Webster	230	34	264	7	271

Source: U.S. Bureau of the Census, 2000, STF-3.

County-to-County Worker Flow

Table 6-4 displays the county-to-county worker commuting patterns for Burnett County. According to the table, 4,513 persons live and work in Burnett County. Of the workers who live in Burnett County, but travel to another county for work, the highest number commutes to Polk County. Of workers who do not live in Burnett County, but travel here for work, the largest number commutes from Polk County. Also, over 900 people that live in Burnett County travel to Minnesota for their place of employment. Overall, nearly 1,500 more workers commute out of, rather than into, Burnett County for work.

Table 6-4
Worker Flow, Burnett County, 2000

	Live in Burnett County and Work in:	Travel to Burnett County for work from:
Burnett County, WI	4,513	4,513
Polk County, WI	554	359
Washburn County, WI	400	171
Ramsey County, MN	184	0
Pine County, MN	180	64
Hennepin County, MN	166	0
Barron County, WI	150	38
Chisago County, MN	89	30
Washington County, MN	78	16
Anoka County, MN	77	0
Dakota County, MN	53	0
Douglas County, WI	51	33
St. Louis County, MN	32	27
Eau Claire County, WI	20	0
St. Croix County, WI	15	21
Pierce County, WI	15	10
Dunn County, WI	13	0
Isanti County, MN	11	0
Brown County, WI	10	0
Wadena County, MN	0	11
Elsewhere	123	54
Minnesota sub-total	906	165
Grand Total	6,734	5,293

Source: Wisconsin Department of Workforce Development, Local Workforce Planning Section, Census 2000, Worker flow files, March 2003.

6.2 Economic Base Analysis

Industry and Employers by Size

Table 6-5 displays Burnett County's top ten industries as of 2006. The largest single employment subsector in Burnett County is government, while three of the county's ten largest subsector groups are in manufacturing. When these three manufacturing sub-sectors (fabricated metal products, food, and machinery manufacturing) are combined, they would make up the largest industry in Burnett County.

The largest gains in average employment over the five-year period were witnessed in the food services and drinking places sub-sector. The executive, legislative, and general government industry category and ambulatory health care services also show average employment gains during the five-year time period.

Table 6-5
Top 10 Industries in Burnett County, 2006

Prominent Industries in Burnett County						
Industry Sub-sectors (3-digit NAICS)	2006 Ann. Average Employment	Change in average employment		2006 Annual Average Wage	Percent change in wages	
		1-year	5-year		1-year	5-year
Executive, Legislative, & Gen. Government	710	23	24	\$ 26,461	4.3%	7.8%
Food Services and Drinking Places	456	23	48	\$ 9,100	-0.1%	15.9%
Educational Services	387	-6	-11	\$ 28,310	1.9%	8.3%
Fabricated Metal Product Manufacturing	348	-3	-21	\$ 44,811	3.9%	31.6%
Food Manufacturing	*	not avail.	not avail.	*	not avail.	not avail.
Hospitals	*	not avail.	not avail.	*	not avail.	not avail.
Food and Beverage Stores	163	0	-2	\$ 14,420	-0.5%	23.2%
Nursing and Residential Care Facilities	145	-5	-44	\$ 22,985	3.4%	15.3%
Machinery Manufacturing	144	34	-21	\$ 47,291	7.4%	17.1%
Ambulatory Health Care Services	131	1	8	\$ 20,310	-10.5%	1.0%

Note: *Data suppressed for confidentiality and not available for calculations.

Source: WI DWD, Bureau of Workforce Training, QCEW, unpublished – special request, January 2007.

The information provided in Table 6-6 is directly connected to the data displayed in Table 6-5, which shows governmental bodies as the single largest employer. The St. Croix Tribal government is the only employer to reach the 250 – 499 employees category. The Burnett County government also makes the list of top 10 employers, with 100 – 249 employees. The three public school districts of Grantsburg, Siren, and Webster also are among the largest employers in the county, accounting for 100 – 249 employees each. According to the data in Table 6-6, five of the top ten employers are in the public sector, while the other five top employers are in the private sector. The five private sector employers are involved in manufacturing with the exception of Burnett Medical Center, Inc.

Table 6-6
Top 10 Public and Private Employers in Burnett County, 2007

Establishment	Service or product	No. of Employees (Dec. 2006)
St. Croix Tribal Council	Tribal government	250 - 499 employees
Parker Hannifin Corp.	Fluid power valve and hose fitting mfg.	100 - 249 employees
Burnett Dairy Coop.	Cheese manufacturing	100 - 249 employees
Burnett Medical Center, Inc.	General medical and surgical hospitals	100 - 249 employees
Grantsburg Public School	Elementary and secondary schools	100 - 249 employees
County of Burnett	Executive and legislative offices, combined	100 - 249 employees
School District of Webster	Elementary and secondary schools	100 - 249 employees
School District of Siren	Elementary and secondary schools	100 - 249 employees
Nexen Group, Inc.	Mechanical power transmission equipment mfg.	50 - 99 employees
McNally Industries	Machine shops	50 - 99 employees

Source: WI DWD, Bureau of Workforce Training, QCEW, unpublished – special request, January 2007.

This table is also related to Figure 6-3 entitled *2006 Employment and Wage Distribution by Industry in Burnett County*. According to that figure, manufacturing accounts for about 20 percent of the total county employment and nearly 30 percent of the payroll, while education and health services account for slightly under 20 percent of the counties employment and payroll.

Government (public administration) also accounts for about 15 percent of the employment and payroll in Burnett County.

Industry Sector and Employment Share: Location Quotient

A location quotient (LQ) is another way to measure the importance of a particular industry in a local economy as it compares to a larger base area. In this particular instance, a location quotient is used to illustrate the importance of specific industry sectors as it relates to the employment of the local workforce. The calculation of a LQ is relatively straightforward and involves comparing the percent of total employment activity in Burnett County for a specific sector, to the percent of total employment activity for the state of Wisconsin in the same sector. A ratio of “1” means that the local level of employment activity in that sector is the same as the state of Wisconsin taken as a whole. LQ greater than 1 implies that the sector being examined employs a higher proportionate amount of the workforce than across the entire state of Wisconsin. A ratio of greater than 1 may be used to infer that the industry produces a product or good that is exported out of Burnett County. Further analysis is necessary to be sure if an industry sector is producing a higher proportionate amount than the rest of the state. A LQ less than 1 suggests that local employment in a particular sector is proportionately less than the state as a whole.

Table 6-7
Employment Location Quotient by Industry SuperSector in 2007

SuperSector Industry	Wisconsin Employment Number	Burnett County Employment Number	% of Wisconsin's total Employment	% of Burnett County's total Employment	Burnett County Location Quotient
Total, all industries	2,400,666	3,433	100.00%	100.00%	1
Natural Resources and Mining	22,679	56	0.94%	1.63%	1.73
Construction	125,997	159	5.25%	4.63%	0.88
Manufacturing	501,011	912	20.87%	26.57%	1.27
Trade, Transportation, and Utilities	543,421	773	22.64%	22.52%	0.99
Information	50,194	59	2.09%	1.72%	0.82
Financial Activities	159,031	133	6.62%	3.87%	0.58
Professional and Business Services	278,536	103	11.60%	3.00%	0.26
Education and Health Services	366,983	516	15.29%	15.03%	0.98
Leisure and Hospitality	261,933	643	10.91%	18.73%	1.72
Other Services	86,027	79	3.58%	2.30%	0.64
Unclassified	4,853	(NC)*	0.20%	(NC)*	(NC)*

(NC) = Not Calculable. Meaning, the data does not exist or it is zero.

Source: Bureau of Labor Statistics, Quarter Census of Employment and Wages (QCEW), 2007.

The data in Table 6-7 is the 2007 average employment for privately owned businesses only. Meaning, public sector employment is not included. The location quotients of 1.73 for mining, 1.27 for manufacturing, and 1.72 for leisure and hospitality suggest that Burnett County employs a higher proportionate amount of its workforce in these industry sectors than the state of Wisconsin as a whole. The LQ of .99 and .98 for utilities and services, respectively, implies that Burnett County employs a similar proportionate amount of its workforce as the rest of the state.

Burnett County employs a significantly lower portion of its workforce in professional and business services as well as financial activities than the state of Wisconsin as a whole. This allows for an indication into the types of jobs that are the predominate employers in Burnett County when compared to the state as a whole.

Annual Average Wages and Employment by Industry

As shown in Table 6-8, the overall average annual wage for all of the industry sectors in Burnett County is below the statewide average, with the exception of Natural Resources and Mining. Natural Resources and Mining workers in Burnett County earned about one third more annual wages than the state average. Having all of the other industrial sectors below the state average is fairly typical for a non-metropolitan county in Wisconsin. The average wage of \$26,257 is 69% of the statewide average. Generally, wages are higher in the metropolitan areas and decrease as you get further from a metropolitan area. Metropolitan areas have a wider range of occupations and openings with greater competition for workers, which pushes wages up.

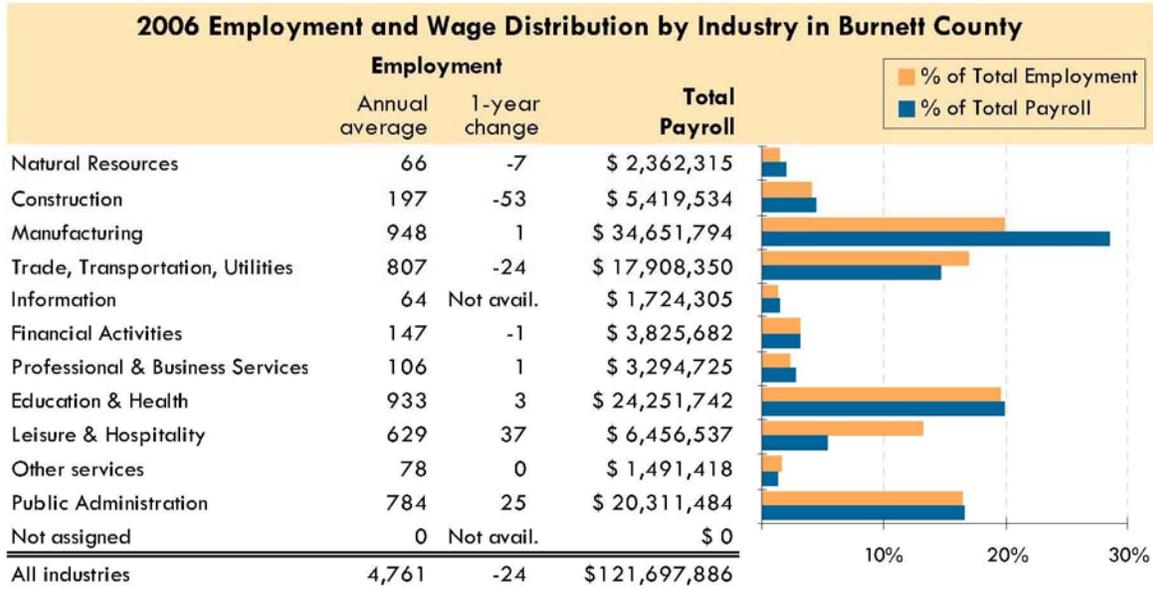
As shown in Figure 6-3, the two industries with the most workers in the county are the manufacturing industry sector and the education and health industry sector. Between the two of them they provide nearly 40 % of all the jobs in the county. Education and health has about the same amount of jobs as the manufacturing sector, however, manufacturing provides a greater portion of the wages paid in the county (about \$10.4 million more). Nearly 29% of the wages paid in Burnett County come from the manufacturing sector. Currently the industries in the manufacturing sector have gone through several years of downsizing. Although the sector has downsized, it still remains an important part of the economy. Not only does manufacturing provide the greatest portion of the county's wages, it is also has the second highest average wage in the county, slightly less than natural resources and mining. The wages in this industry were at 81.3% of the statewide average.

Table 6-8
Average Annual Wage by Industry Division in 2007

	Average Annual Wage		% of Wisconsin	one - year % change
	Burnett County	Wisconsin		
All Industries	\$26,257	\$38,070	69.0%	-0.4%
Natural Resources & Mining	\$39,795	\$29,235	136.1%	9.6%
Manufacturing	\$38,302	\$47,106	81.3%	1.8%
Professional & Business Services	\$29,303	\$44,328	66.1%	-6.8%
Information	\$29,264	\$48,483	60.4%	1.4%
Education & Health Services	\$27,263	\$39,606	68.8%	1.3%
Construction	\$27,028	\$47,489	56.9%	-4.7%
Public Administration	\$26,504	\$39,879	66.5%	-1.2%
Financial Activities	\$26,469	\$50,749	52.2%	-1.1%
Trade, Transportation, Utilities	\$22,756	\$32,762	69.5%	0.0%
Other Services	\$18,597	\$22,073	84.3%	-5.8%
Leisure & Hospitality	\$10,302	\$13,589	75.8%	-2.8%
Unclassified	NA	\$45,573	NA	0.0%

Source: WI DWD, Quarterly Census Employment and Wages, September 2008.

Figure 6-2
2006 Employment and Wage Distribution by Industry in
Burnett County

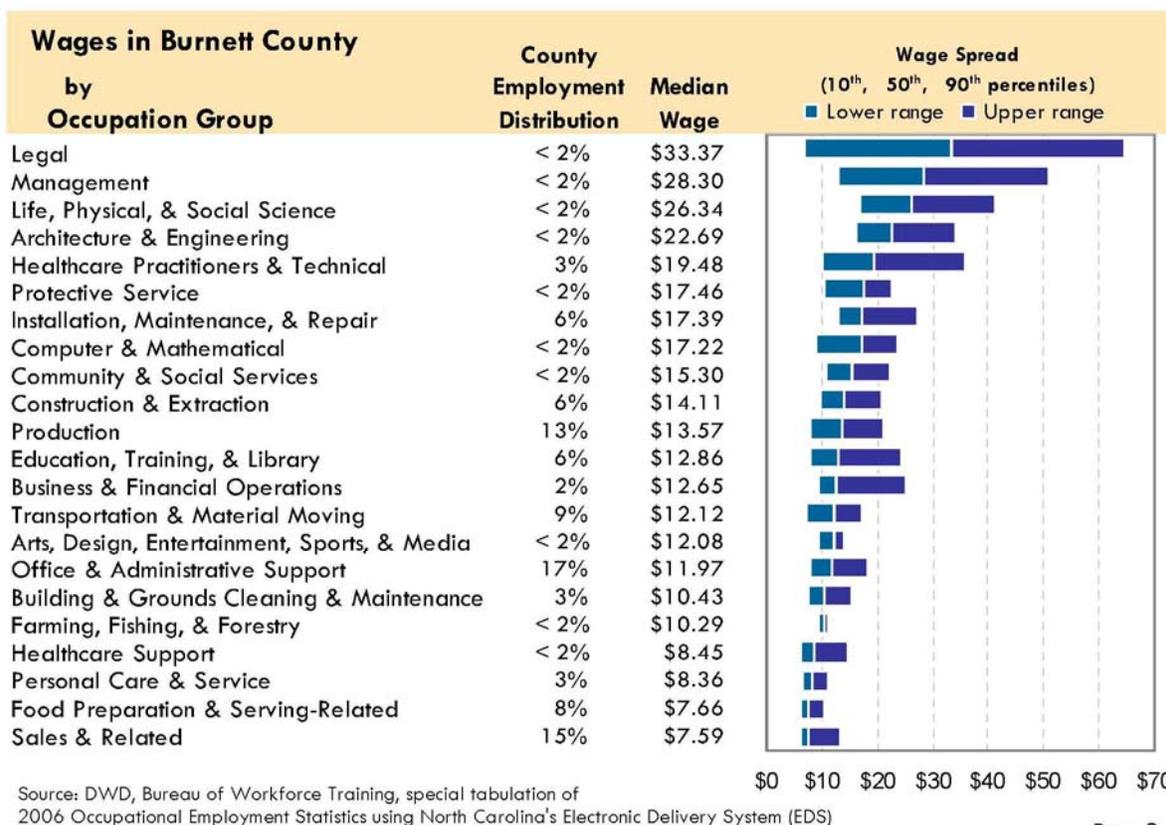


Source: Primary data source. WI DWD, Bureau of Workforce Information, Quarterly Census Employment and Wages, June 2007. Found in Burnett County Workforce Profile, 2007.

Key Occupations and Wages

Table 6-9 includes occupations that are common in the area. The list is not all inclusive; for information on additional occupations, refer to the Office of Economic Advisors website: <http://dwd.wisconsin.gov/oea/>. Wage tables are general guides to what is happening in the local labor market. The surveys are sent to approximately one-third of the employers in the state every year. The surveys provide assistance to workers in knowing their worth on the market as well as employers that are looking to hire new workers and want to know what the “going rate” is. Note the table excludes the top and bottom 10% of wages, so there will be instances when the wages will be either above or below those listed on the table.

Table 6-9
Key Occupations and Wages, 2006



Source: DWD, Office of Economic Advisors, special tabulation using EDS and OES 2006

Per Capita Personal Income

Per capita personal income (PCPI), displayed in Table 6-10 and Figure 6-4 for Burnett County, Wisconsin, and the US, includes income from wages and self-employment, assets (dividends, interest, rent) and transfer payments (social security, insurance, welfare, pensions) divided by mid-year total population estimates. Net earnings are the primary source of PCPI in Burnett County, although the percentage of PCPI from this source is less than both the state and nation. Smaller percentages come from dividends, rent, interest payments and transfer payments. The percent of income from dividends, interest and rent payments is higher in Burnett County than the state and national average. This may represent the high portion of an older and retired population in the county. PCPI in the county is \$25,758. This is below the state level of \$33,278 and the national of \$34,471. Though the PCPI in Burnett County was lower, the growth rate for the county's PCPI over the last year and five-year periods was above the state and the nation.

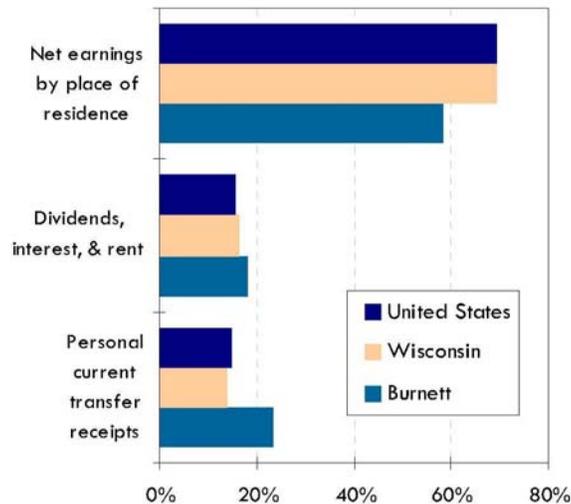
Table 6-10
Per Capita Personal Income, 2000 - 2005

Personal Income in Burnett County						
	Total Personal Income (TPI) (in thousands)			Per Capita Personal Income (PCPI)		
	2000	2004	2005	2000	2004	2005
Burnett	\$333,538	\$404,269	\$425,324	\$21,211	\$24,535	\$25,758
Wisconsin	\$153,547,595	\$176,482,330	\$183,948,002	\$28,568	\$32,095	\$33,278
United States	\$8,422,074,000	\$9,716,351,000	\$10,220,942,000	\$29,843	\$33,090	\$34,471
Percent Change		1-year	5-year		1-year	5-year
Burnett		5.2%	27.5%		5.0%	21.4%
Wisconsin		4.2%	19.8%		3.7%	16.5%
United States		5.2%	21.4%		4.2%	15.5%

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, April 2007

Figure 6-3
Per Capita Personal Income, 2005

Components of 2005 Total Personal Income



Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, April 2007

Household Income

Table 6-11 displays the 1999 household incomes for Burnett County and its communities as reported by the 2000 Census. One item of note when examining the data from this table is that only about 4.7 % of the households in Burnett County have income levels over \$100,000. This is significant because individuals at that level have enough discretionary income to invest in the economy (in addition to the typical retirement vehicles). It is worth noting, however, that the tables do not include seasonal residents and a large segment of the seasonal population has relatively high incomes. Results of the Burnett County Comprehensive Planning Public Opinion

Survey (see the County Recommendations Report Appendices for more information) show that 24% of the respondents have at least a \$100,000 income. Seasonal respondents comprised roughly half of the random sample.

Table 6-11
Household Income, Burnett County, 1999

	Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 or more	Median Income
T. Anderson	20	9	29	33	29	30	11	6	3	\$31,818
T. Blaine	13	10	9	15	17	9	3	2	0	\$31,250
T. Daniels	29	17	40	50	55	61	19	20	4	\$36,597
T. Dewey	26	20	37	52	27	36	5	2	8	\$28,917
T. Grantsburg	26	7	42	59	100	86	25	20	4	\$43,264
T. Jackson	30	22	52	68	79	62	21	11	1	\$35,119
T. La Follette	11	20	50	50	25	22	17	2	7	\$30,104
T. Lincoln	5	13	21	27	11	31	4	4	0	\$31,786
T. Meenon	27	30	68	83	118	87	25	5	10	\$37,011
T. Oakland	31	22	56	71	89	78	17	7	0	\$35,859
T. Roosevelt	1	10	9	20	10	15	3	5	3	\$34,500
T. Rusk	15	17	22	35	34	39	4	7	0	\$33,750
T. Sand Lake	30	17	30	24	41	45	20	20	0	\$39,583
T. Scott	30	28	52	34	57	43	21	10	2	\$33,854
T. Siren	19	37	80	60	101	78	21	8	7	\$36,397
T. Swiss	25	29	57	71	51	39	20	12	3	\$30,461
T. Trade Lake	30	31	59	44	67	84	19	10	6	\$35,982
T. Union	13	15	43	35	32	25	14	2	0	\$31,250
T. Webb Lake	20	22	40	44	35	25	18	5	0	\$31,033
T. West Marshland	4	0	15	21	20	28	8	4	0	\$40,625
T. Wood River	22	27	32	75	93	80	19	34	10	\$40,476
V. Grantsburg	47	56	104	85	137	90	31	22	0	\$34,423
V. Siren	82	41	78	66	56	43	9	13	4	\$24,342
V. Webster	44	32	59	61	50	55	12	4	2	\$29,432
Burnett County	600	532	1,084	1,183	1,334	1,191	366	235	74	\$34,218
Wisconsin	148,964	121,366	265,456	276,033	377,749	474,299	226,374	133,719	62,903	\$43,791

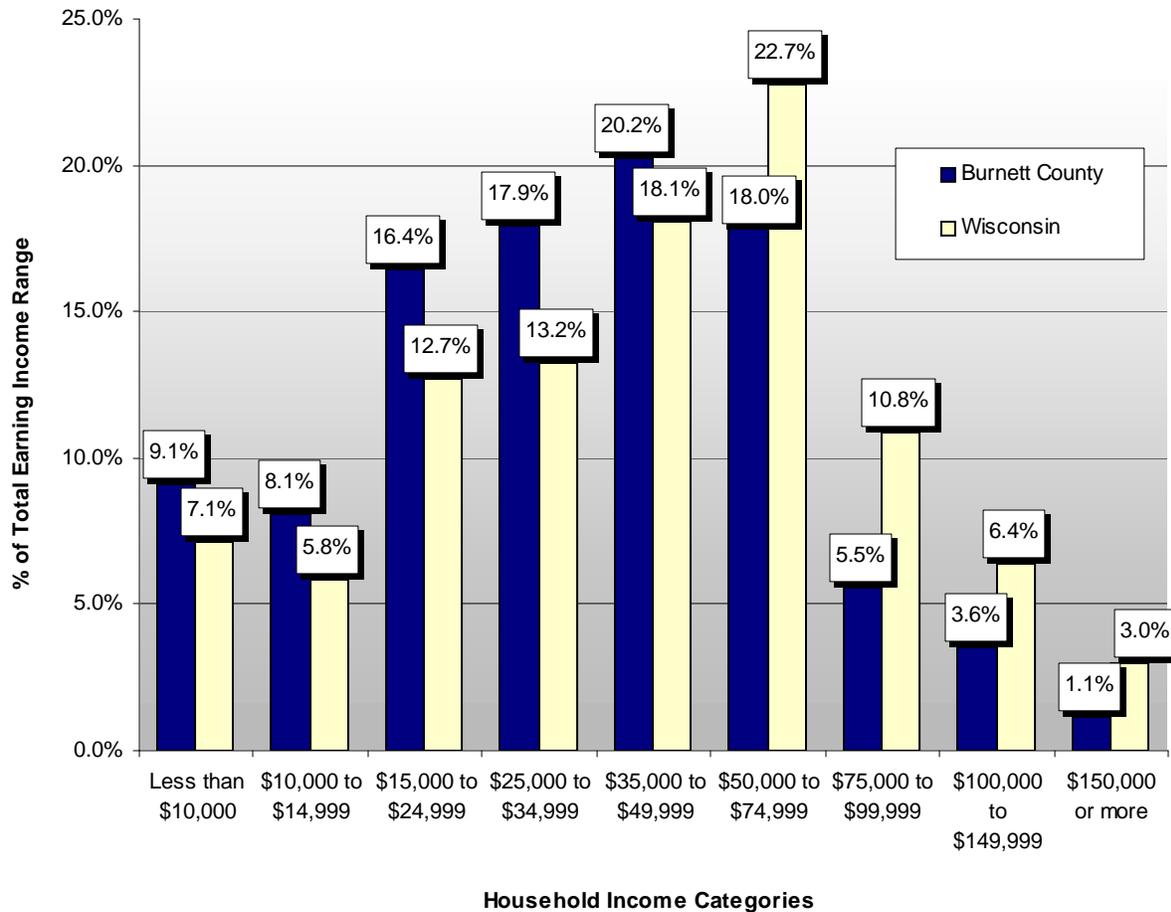
Source: U.S. Bureau of the Census, 2000, STF-3

Table 6-12
Household Income Comparison, Burnett County & Wisconsin, 1999

	Burnett County		Wisconsin	
	Number	% of Total	Number	% of Total
Less than \$10,000	600	9.1%	148,964	7.1%
\$10,000 to \$14,999	532	8.1%	121,366	5.8%
\$15,000 to \$24,999	1,084	16.4%	265,456	12.7%
\$25,000 to \$34,999	1,183	17.9%	276,033	13.2%
\$35,000 to \$49,999	1,334	20.2%	377,749	18.1%
\$50,000 to \$74,999	1,191	18.0%	474,299	22.7%
\$75,000 to \$99,999	366	5.5%	226,374	10.8%
\$100,000 to \$149,999	235	3.6%	133,719	6.4%
\$150,000 or more	74	1.1%	62,903	3.0%
Total	6,599	100.0%	2,086,863	100.0%
Median Income	\$34,218		\$43,791	

Source: U.S. Bureau of the Census, 2000, STF-3

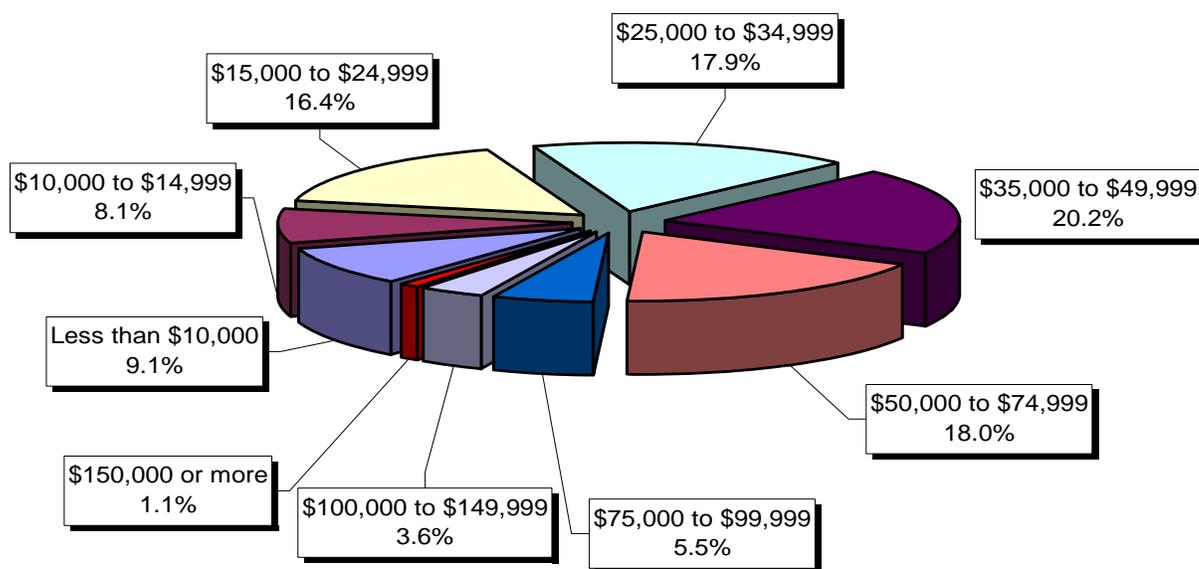
Figure 6-4
Household Income Comparison, Burnett County & Wisconsin, 1999



Source: U.S. Bureau of the Census, 2000, STF-3

As illustrated in Figure 6-5, over twenty percent of Burnett County households earned between \$35,000 and \$49,999 in 1999. This is the household income category that contains the highest percentage of Burnett residents. The chart above and figure below illustrate that over 56 percent of the Burnett County households are contained in more expansive \$25,000 to \$75,000 income range. This should be expected when noticing that the median household income for the county is slightly under \$35,000. In each of the income categories from \$49,999 and less, Burnett County has a higher percentage of its population in those categories when compared to the entire state. On the other hand, when looking at the \$50,000 and above category, the state of Wisconsin has a higher percentage of its population in those categories than Burnett County.

Figure 6-5
Household Income Summary, Burnett County, 1999



Source: U.S. Bureau of the Census, 2000, STF-3

Educational Attainment

Table 6-13 and Figure 6-7 displays the educational attainment level of residents in Burnett County and the State of Wisconsin. The educational attainment level of persons within a community is often an indicator of the overall income, job availability, and standard of living in the community. Low education levels can be a hindrance to attracting certain types of businesses, typically those that require high technical skill and upper management positions.

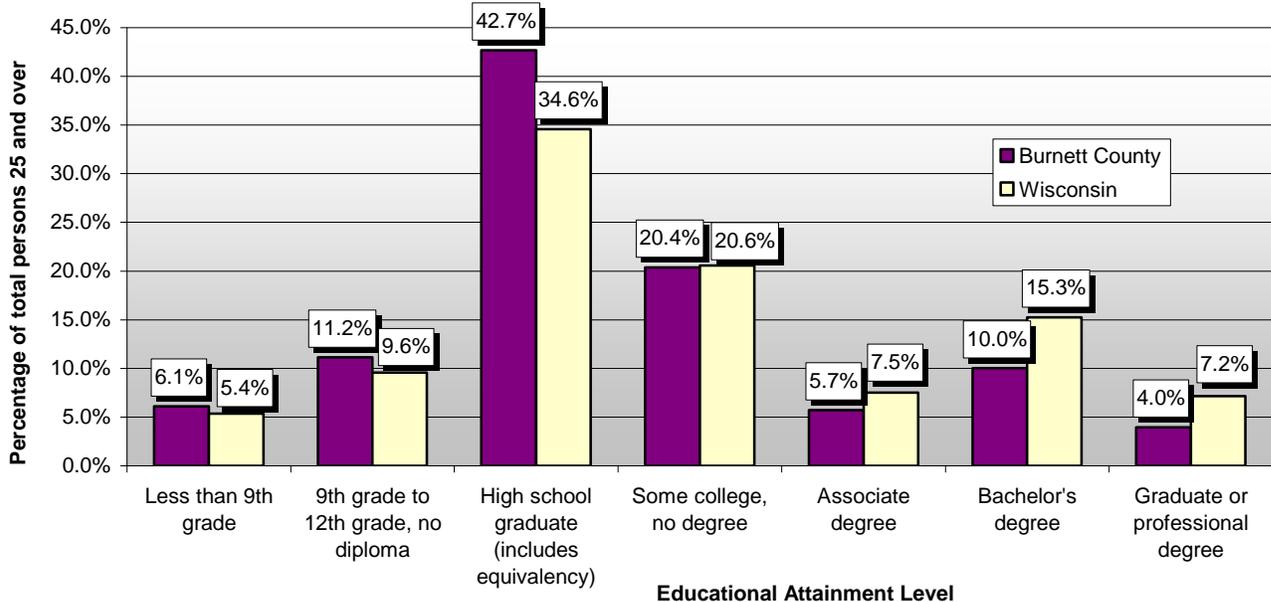
While Burnett County is slightly higher than the state average for people 25 years of age or older that do not have a diploma, the county is also eight percent higher than the state average for those that have graduated or have the equivalency of a high school diploma. Burnett County is below the state average for residents that have earned educational degrees beyond a high school diploma, such as an associate, bachelors, or graduate degree.

Table 6-13
 Educational Attainment of Persons Age 25 and Over
 Burnett County and Wisconsin – 2000

Attainment Level	Burnett County		Wisconsin	
	Number	Percent of Total	Number	Percent of Total
Less than 9th grade	687	6.1%	186,125	5.4%
9th grade to 12th grade, no diploma	1,257	11.2%	332,292	9.6%
High school graduate (includes equivalency)	4,811	42.7%	1,201,813	34.6%
Some college, no degree	2,296	20.4%	715,664	20.6%
Associate degree	645	5.7%	260,711	7.5%
Bachelor's degree	1,131	10.0%	530,268	15.3%
Graduate or professional degree	446	4.0%	249,005	7.2%
Total Persons 25 and over	11,273	100.0%	3,475,878	100.0%

Source: U.S. Bureau of the Census, 2000, STF-3. Only includes persons age 25 and over.

Figure 6-6
 Educational Attainment of Persons Age 25 and Over
 Burnett County and Wisconsin – 2000



Source: U.S. Bureau of the Census, 2000, STF-3. Only includes persons age 25 and over.

Agriculture Industry

A recent study, completed by the University of Wisconsin-Extension, the Wisconsin Farm Bureau Federation and the Wisconsin Milk Marketing Board in 2004, provides tangible evidence of the economic impact of agriculture in Burnett County. The study entitled, *Burnett County Agriculture: Value and Economic Impact*, states that agriculture provides jobs for over 800 Burnett County residents. That is approximately 10.4% of the total workforce. Occupations included in this percentage are farm owners, farm employees, veterinarians, crop and livestock consultants, feed and fuel suppliers, food processors, farm machinery manufacturers and dealers, barn builders and agriculture lenders. Many of these jobs would be classified as primary jobs because the employees receive money generated via the sale of goods outside of the County boundary. Primary jobs create other jobs required to service their needs. The number of other jobs is dependent on the wage scale of the primary job. In Burnett County, every new agriculture job creates an additional 0.39 jobs.

According to the study, agriculture in Burnett County generates 97.3 million dollars in economic activity. This amount is just over 15.1% of the County's total economic output. Of that amount, 73.2 million dollars is from the sale of farm and value-added products. The purchasing of agriculture inputs and services creates another 20.8 million dollars of economic output. Finally, business-to-business activity results in 3.2 million dollars of economic output, as agriculture-related businesses spend their earnings. Total income generated by the agriculture industry in Burnett County is 22.7 million dollars, or 7.5% of the County total. Furthermore, \$0.62 of additional county income is generated for every one dollar of agricultural income. Burnett County agriculture also accounts for a strong portion of local and state taxes. The economic activity associated with Burnett County's farms and agriculture-related businesses generate nearly 2.25 million dollars in local and state taxes. This does not include the amount of property taxes that are paid to local schools.

The largest portion of the agriculture industry in Burnett County is the dairy sector. Dairy accounts for 330 of the jobs and 79.4 million dollars of agriculture's total economic output. The majority of employment and economic output is related to the processing of milk into dairy products (there are three plants in the County). However, the dairy processing plants would not continue to operate in Burnett County if there wasn't a sufficient amount of milk production in the area. In fact, even though the County had 10 fewer dairy farms in 2002, milk remained Burnett County's top commodity by sale dollar value at 7.83 million dollars (most recent figures). That places Burnett County easily in the top 20% of counties nationally (459th out of 2,493), and 57th of counties statewide. It is clear that the dairy component of Burnett County's agriculture industry has remained a strong component of the entire county's economy.

Manufacturing Industry

Manufacturing is the strongest economic sector in Burnett County. Approximately 20 percent of Burnett County's employed workforce has manufacturing jobs and nearly 30 percent of all wages paid in Burnett County are from manufacturing jobs. In 2007, Burnett County's annual average wage from a manufacturing job was 81.3% of the average annual wage of the rest of Wisconsin's manufacturing employees. Over 32 years (1969-2001), manufacturing employment declined by 6.8% in the United States. In Wisconsin, manufacturing employment grew by 19.7% over that same time period. According to the Wisconsin Department of Workforce Development, manufacturing employment in the northwestern Wisconsin region is expected to decline slightly, losing 150 jobs or 1.2% jobs within this sector between 2006 and 2016. This trend is nearly identical to statewide figures. Burnett County's manufacturing industry is relatively diverse, with substantial employment in food, wood product, and machinery manufacturing.

Northwest Regional Planning Commission Comprehensive Economic Development Strategy

In 2003, the Northwest Regional Planning Commission developed a major update to the region's comprehensive economic development strategy. This strategy provides an analysis of existing local conditions and identifies the problems, needs, and opportunities of the area. The plan also defines the regional vision, goals, and economic objectives of the district. The strategy also coordinates strategies and activities to reach the regional goals. Local units of government provided a list of projects to accomplish that will promote economic development in Northwestern Wisconsin.

Tourism Industry

Burnett County, with a 2008 estimated population of 16,791, is located within Wisconsin's Northwestern Rural Region. From outdoor enthusiasts to shoppers, Burnett County has recreational opportunities to satisfy everyone's interest. Tourism plays a vital role in Burnett County and businesses that cater to tourism such as resorts, motels, campgrounds, B&B's and retail stores complement the hundred miles of snowmobile and bike trails as well as the many parks, golf courses, historic sites, and area attractions. The Wisconsin Department of Tourism tracks and prepares annual reports on travel related expenditures, jobs, and income generated due to tourism throughout the state. According to the Department, in the report entitled *The Economic Impact of Expenditures by Travelers on Wisconsin Calendar Year 2007: County by County Report*, the following were documented in 2007 for Burnett County.

- ◆ Burnett County ranks 49th in the State for tourism expenditures in 2007.
- ◆ Travelers spent an estimated \$59,638,923 in Burnett County, which was nearly 0.5% of the state total for 2007.
- ◆ Fourteen percent of all expenditures were made in the winter, which amounted to nearly 8.36 million dollars; 20% were made in the spring (\$11.89 million dollars); 42% in the summer (\$24.89 million dollars) and 24% in the fall (\$14.5 million dollars).

- ◆ It is estimated that employees earned over \$36.67 million in wages generated from tourist spending, a decrease of 5.51% from 2006.
- ◆ Traveler spending in 2007 supported 1,287 full-time equivalent jobs, a decrease of 18.9% from 2006. The decrease in full time job equivalents was a common theme across the state with the average number decreasing at nearly eight percent
- ◆ Local revenues (property taxes, sales taxes, lodging taxes, etc.) collected as a result of travelers amounted to an estimated \$2.99 million in 2007, a decrease of 11.38% from 2006.
- ◆ Travelers generated \$7.27 million in state revenues (lodging, sales and meal taxes, etc.), a decrease of 7.43% from 2006.
- ◆ When this study was first initiated in 1994, travelers spent approximately\$ 19.8 million in Burnett County. In the year 2007 travelers spent over 59.5 million, representing an increase of 201.8%.

Industrial Parks

There are three industrial and business parks located in Burnett County, the Grantsburg Industrial Park, the Webster Industrial Park, and the Siren Industrial Park. Table 6-14 displays information regarding size, available lands, and a contact person for the county’s industrial and business parks. The industrial and business parks in Burnett County occupy a total of 120 acres, of which 68 acres are currently occupied. Therefore, 52 acres, or 43% of the County’s existing industrial and business park lands are available for future development.

There are seven Tax Incremental Districts (TIDs) in Burnett County according to the 2008 Tax Increment Financing (TIF) Report published by the Wisconsin Department of Revenue: 1 in Webster, 2 in Siren, and 4 in Grantsburg. The industrial parks are located within TIDs.

Refer to map 6-1 for the locations of industrial parks and Tax Increment Financing Districts in Burnett County.

Table 6-14
Industrial Parks, Burnett County

Name	Total Acres	Available Acres
Grantsburg Industrial Park	40	13
Webster Industrial Park	40	7
Siren Industrial Park	40	30

Source: Burnett County Development Association

Each of the industrial parks offers natural gas, sewer, water, and high speed internet. The Webster Industrial Park contains the Webster Incubator, Inc, a multi-tenant facility with office space for start up businesses. The facility provides a supportive environment where entrepreneurs can get below-market lease space, support services, and business advice.

Environmentally Contaminated Sites for Commercial and Industrial Use

The Environmental Protection Agency (EPA) and the Wisconsin Department of Natural Resources (WDNR) encourage the clean-up and use of environmentally contaminated sites for commercial and industrial use. The WDNR has created the Bureau for Remediation and Redevelopment Tracking System (BRRTS) which identifies environmentally contaminated sites for communities in Wisconsin. The most commonly listed types of sites are the following:

- ◆ Spills, a discharge of a hazardous substances that may adversely impact, or threaten to adversely impact public health, welfare or the environment. Spills are usually cleaned up quickly.
- ◆ LUST, a Leaking Underground Storage Tank that has contaminated soil and/or groundwater with petroleum. Some LUST cleanups are reviewed by DNR and some are reviewed by the Dept. of Commerce.
- ◆ ERP, Environmental Repair Program sites are sites other than LUSTs that have contaminated soil and/or groundwater. Often, these are old historic releases to the environment.
- ◆ General Property, environmental actions which apply to the property as a whole, rather than a specific source of contamination, such as the LUST or environmental repair site. Examples would be off-site letters, municipal liability clarification letters, lease letters, voluntary party liability exemption actions, and general liability clarification letters.
- ◆ NAR, No action required by the RR Program sites are sites where there was, or may have been, a discharge to the environment and, based on the known information. The DNR has determined that the responsible party does not need to undertake an investigation or cleanup in response to that discharge.

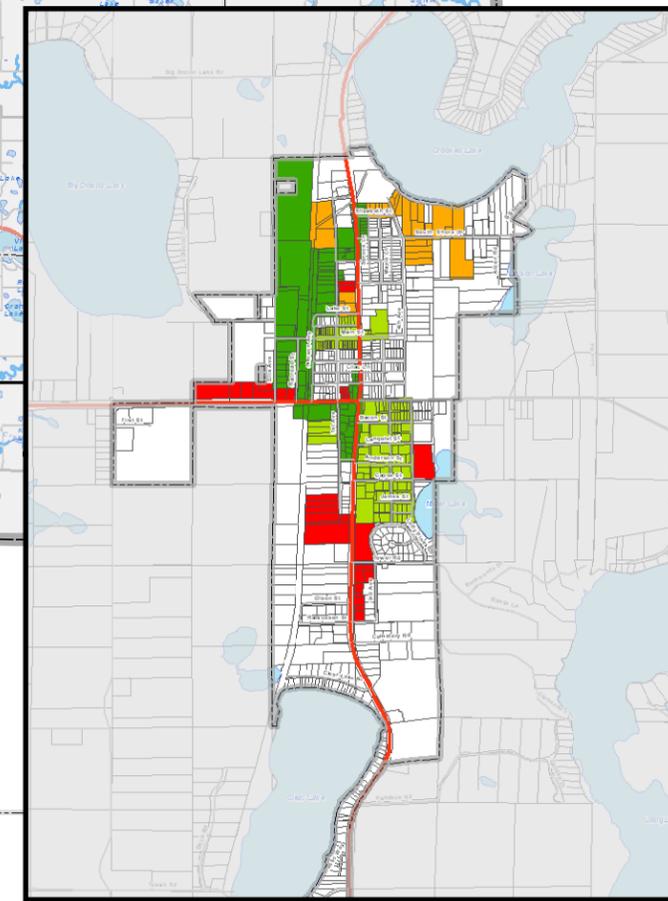
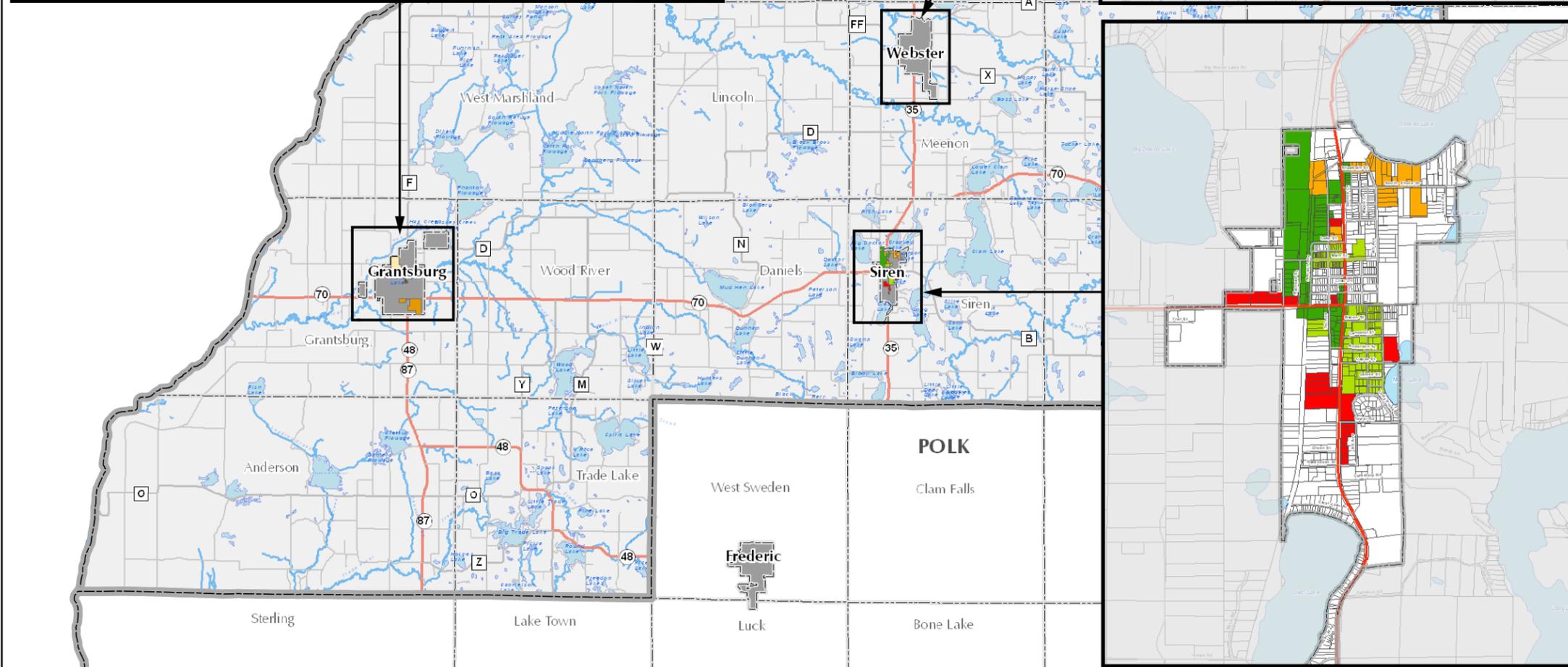
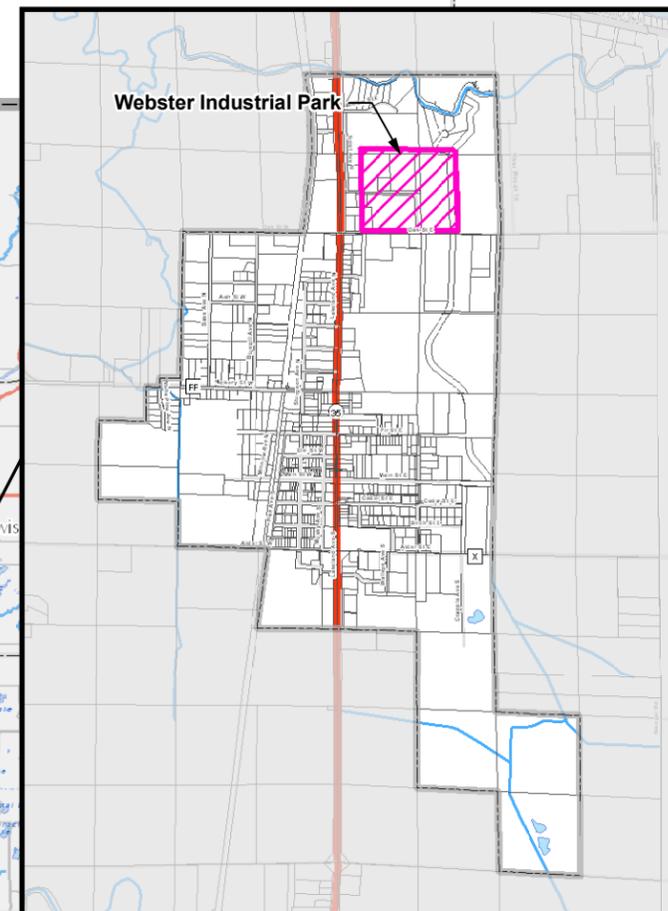
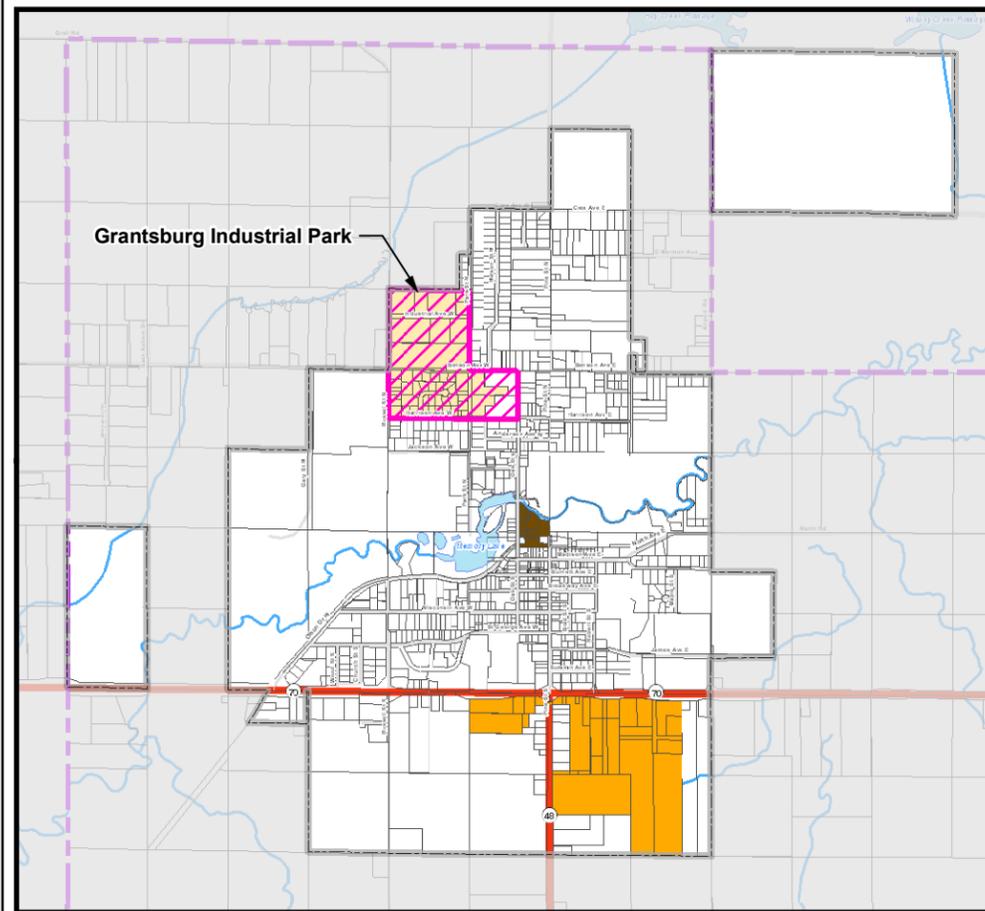
The BRRTS's database contains both open and closed site listings. Open sites are contaminated sites in need of clean up or where cleanup is still underway. Closed sites have completed all clean up requirements and have received a case closure letter from DNR.

For Burnett County the following information was obtained from the BRRTS database for the 279 remediation activities found:

- ◆ 0 open spill sites
- ◆ 12 open or conditionally closed LUST sites
- ◆ 3 open general property sites
- ◆ 21 open ERP sites
- ◆ 204 closed sites
- ◆ 39 NAR sites

Further review of these sites would be required to determine their feasibility for economic development.

MAP 6 - 1 INDUSTRIAL PARKS AND TAX INCREMENT DISTRICTS Burnett County, Wisconsin



Legend

Base Layers	Grantsburg TIF Districts
State Highway	TIF #1, 2 & 3
County Highway	TIF #4
Town Road	TIF #5
Rivers	Siren TIF Districts
Lakes	TID #2 Original
Village Boundary	TID #2 Amendment 1
Town Boundary	TID #2 Amendment 2
County Boundary	TID #2 Amendment 3

This drawing is neither a legally recorded map nor a survey and is not intended to be used as one. This drawing is a compilation of records, information and data used for reference purposes only.

Source: Map generated using data from MSA and Burnett Co Land Information Office



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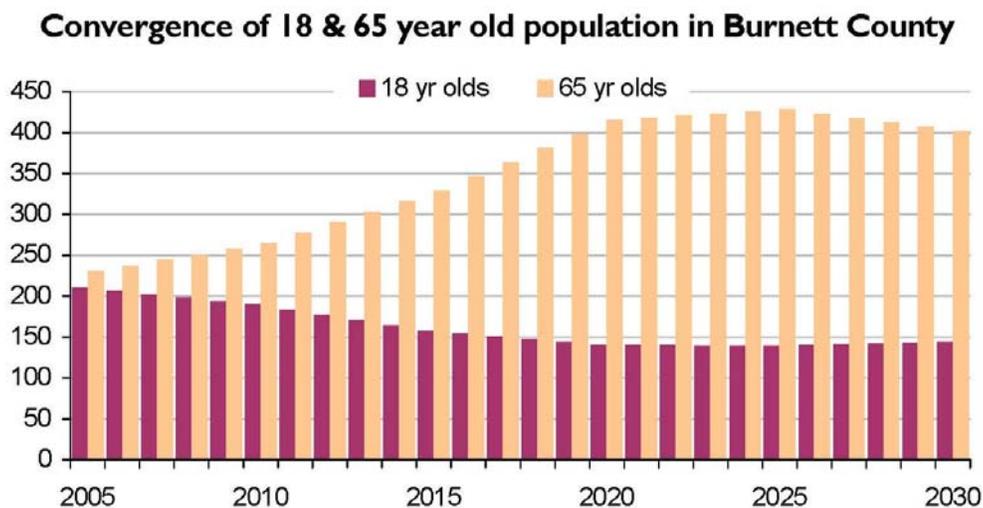
6.3 Employment Forecast

Future Population and Labor Supply

The decline in population from natural causes will have an impact on the potential labor force in the county in about 2020. Based on Figure 6-8, the number reaching retirement age of 65 will begin to exceed the population reaching entry age to the labor force somewhere around 2015. It should be noted that not all 18 year olds enter the labor market just as not all retirements occur at 65. The degree that the population participates in the labor force is called the labor force participation rate and it varies by location, age, sex, race, and ethnicity. It is possible that in time, the county's labor force will begin to decrease as the share of population in the middle age groups decline.

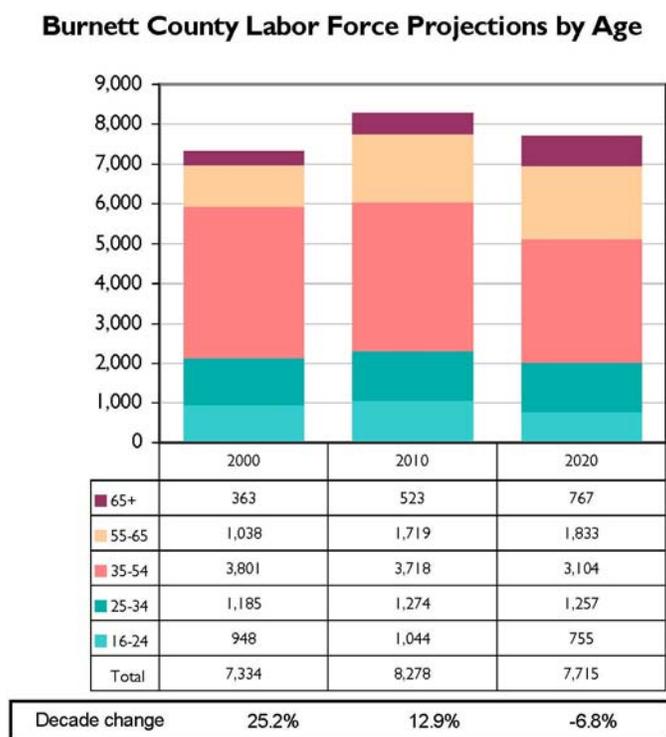
Figure 6-9 visually demonstrates the aging of two major groups in the labor population. The impact of an increasing elderly population is significant on many levels, not only on labor force supply but also in the demand for services. This will offer new challenges in the near future for businesses to provide these additional services while dealing with the possibility of a declining labor force in the county. In the immediate future labor supply will continue to increase but that growth will be much slower than in the previous 10 years.

Figure 6-7
Labor Force participation Trends for 18 and 65 Year Olds,
Burnett County



Source: WI Dept. of Administration, Demographic Services, found in Burnett County Workforce Profile.

Figure 6-8
Labor Force Participation Trends, Burnett County



Source: DWD, Office of Economic Advisors, August 2004

The Wisconsin Department of Revenue (DOR) released its quarterly economic outlook report in July of 2009. Their predictions for employment growth are less than encouraging. According to the report, Wisconsin's economy will likely contract during the remainder of 2009 following the national trend. Unemployment is expected to peak at 10.3% in 2010 before receding. The manufacturing and construction industries have been particularly hard hit by the recession. The main drivers of this current economic decline are slumping housing and credit markets, combined with higher gas and food prices, which are negatively impacting consumer spending.

Wisconsin's projected employment decline for this year is estimated at 0.5%, and next year is estimated at 0.4%. This is in contrast to the 0.5% job growth that Wisconsin witnessed in 2007. The DOR is expecting Wisconsin's job growth to recover toward the end of 2009 with a 0.9% increase in 2010 and 1.6% in 2011. This job growth is expected to be fueled by growth in the services industry and slower declines in the manufacturing and construction sectors.

Service industries, particularly the Education and Health Services and the Professional and Business Services sectors supported job creation as employment in the Manufacturing and Construction sectors lagged in 2007. These two sectors increased their participation in Wisconsin's total employment to 24% in 2008 from 17 percent in 1990. During the same time period, the two largest private sectors of the economy, Manufacturing and Trade, Transportation, and Utilities fell from 43% to 36% of their share of total employment.

Despite the slower growth and projected decline in job growth, Wisconsin's total personal income rose 5.3 percent in 2007 and is expected to continue on a slower growth pattern for the next two years at 3.4% in 2008 and 2.6% in 2009. After the expected slow down in personal income growth, Wisconsin is predicted to return to a healthy growth of 4.4% and 5.2% in 2010 and 2011, respectively.

In December of 2006, the Wisconsin Department of Workforce Development (WDWD) released a report titled *Wisconsin Projections 2004 - 2014: Employment in Industries and Occupations*, which examined jobs in over 70 industries and 750 occupations. Overall, the number of jobs in Wisconsin is expected to grow by 12% from 3.03 to 3.38 million jobs during the ten year time frame. Wisconsin's manufacturing sector has declined over the past several years and this sector is anticipated to continue to decline in its participation in the employment market, with a loss of an estimated 6,930 jobs by 2014 (1.4% decline in total employment). The manufacturing industries expected to lose the most jobs are machinery manufacturing, paper manufacturing, and electrical equipment, appliance, and component manufacturing. The manufacturing industries projected to add the most jobs are wood products, fabricated metal products, transportation equipment, plastics and rubber products, and food product manufacturing.

The services sector will be the job growth leader, spurred on by the aging of Wisconsin's population, technological innovations in health and computer services, and continued outsourcing of business functions. Over 54% of the new jobs in the services sector will be in health and education, or professional and business services. Another sector expected to add numerous jobs is retail trade, which is predicted to add over 26,000 jobs by 2014. This increase is expected due to population and tourism growth, as well as the likelihood that people will continue to prepare fewer meals at home. Tables 6-15 through 6-18 detail the projections provided by the WI Department of Workforce Development.

Table 6-15
Wisconsin Employment Growth Trends, Part 1 of 4

Industry Title	2004 Estimated Employment (1)	2014 Projected Employment (1)	2004-2014 Employment Change	2004 - 2014 Percent Change
Total, All Nonfarm Industries	3,032,810	3,380,410	347,600	11.5%
Total, Without Self-Employed and Unpaid Family Worker:	2,817,610	3,158,190	340,580	12.1%
Natural Resources and Mining	3,870	3,700	-170	-4.4%
Construction	126,730	150,300	23,570	18.6%
Construction of Buildings	31,520	36,700	5,180	16.4%
Heavy and Civil Engineering Construction	13,560	15,600	2,040	15.0%
Specialty Trade Contractors	81,660	98,000	16,340	20.0%
Manufacturing	502,630	495,700	-6,930	-1.4%
Durable Goods	311,740	305,500	-6,240	-2.0%
Wood Product Manufacturing	25,960	27,800	1,840	7.1%
Nonmetallic Mineral Product Manufacturing	11,040	10,640	-400	-3.6%
Primary Metal Manufacturing	20,280	19,200	-1,080	-5.3%
Fabricated Metal Product Manufacturing	69,460	70,900	1,440	2.1%
Machinery Manufacturing	68,310	63,100	-5,210	-7.6%
Computer and Electronic Product Manufacturing	22,550	22,300	-250	-1.1%
Electrical Equipment, Appliance, and Component Mfg	24,570	21,800	-2,770	-11.3%
Transportation Equipment Manufacturing	36,580	39,200	2,620	7.2%
Furniture and Related Product Manufacturing	16,870	15,800	-1,070	-6.3%
Miscellaneous Manufacturing	16,120	14,760	-1,360	-8.4%
Nondurable Goods	190,900	190,210	-690	-0.4%
Food Manufacturing	61,390	63,100	1,710	2.8%
Beverage and Tobacco Product Manufacturing	2,950	3,140	190	6.4%
Textile Mills	1,760	970	-790	-44.9%
Textile Product Mills	2,130	1,740	-390	-18.3%
Apparel Manufacturing	1,590	750	-840	-52.8%
Leather and Allied Product Manufacturing	1,400	1,120	-280	-20.0%
Paper Manufacturing	38,500	35,100	-3,400	-8.8%
Printing and Related Support Activities	33,210	33,100	-110	-0.3%
Petroleum and Coal Products Manufacturing	370	340	-30	-8.1%
Chemical Manufacturing	14,520	15,350	830	5.7%
Plastics and Rubber Products Manufacturing	33,080	35,500	2,420	7.3%

Table 6-16
Wisconsin Employment Growth Trends, Part 2 of 4

Industry Title	2004 Estimated Employment (1)	2014 Projected Employment (1)	2004-2014 Employment Change	2004 - 2014 Percent Change
Trade, Transportation, and Utilities	554,430	606,200	51,770	9.3%
Wholesale Trade	114,550	126,600	12,050	10.5%
Merchant Wholesalers, Durable Goods	64,210	72,490	8,280	12.9%
Merchant Wholesalers, Nondurable Goods	44,820	47,770	2,950	6.6%
Wholesale Electronic Markets and Agents and Brokers	5,520	6,350	830	15.0%
Retail Trade	318,130	344,600	26,470	8.3%
Motor Vehicle and Parts Dealers	39,020	42,600	3,580	9.2%
Furniture and Home Furnishings Stores	10,570	11,800	1,230	11.6%
Electronics and Appliance Stores	8,580	9,890	1,310	15.3%
Building Material and Garden Equipment and Supplies De	28,220	31,500	3,280	11.6%
Food and Beverage Stores	58,150	60,600	2,450	4.2%
Health and Personal Care Stores	16,430	18,620	2,190	13.3%
Gasoline Stations	23,290	22,130	-1,160	-5.0%
Clothing and Clothing Accessories Stores	18,610	19,830	1,220	6.6%
Sporting Goods, Hobby, Book, and Music Stores	12,960	14,610	1,650	12.7%
General Merchandise Stores	62,020	65,600	3,580	5.8%
Miscellaneous Store Retailers	17,330	19,790	2,460	14.2%
Nonstore Retailers	22,950	27,630	4,680	20.4%
Transportation and Warehousing	110,180	123,900	13,720	12.5%
Air Transportation	5,310	5,860	550	10.4%
Rail Transportation	3,190	3,120	-70	-2.2%
Water Transportation	1,240	1,280	40	3.2%
Truck Transportation	46,390	51,910	5,520	11.9%
Transit and Ground Passenger Transport	13,740	16,960	3,220	23.4%
Pipeline Transportation	210	200	-10	-4.8%
Scenic and Sightseeing Transportation	370	510	140	37.8%
Support Activities for Transportation	4,540	5,170	630	13.9%
Postal Service	14,580	14,470	-110	-0.8%
Couriers and Messengers	9,560	10,410	850	8.9%
Warehousing and Storage	11,060	14,030	2,970	26.9%
Utilities	11,570	11,100	-470	-4.1%

Table 6-17
Wisconsin Employment Growth Trends, Part 3 of 4

Industry Title	2004 Estimated Employment (1)	2014 Projected Employment (1)	2004-2014 Employment Change	2004 - 2014 Percent Change
Information	50,250	54,400	4,150	8.3%
Publishing Industries	19,120	22,020	2,900	15.2%
Motion Picture and Sound Recording Industries	3,920	4,390	470	12.0%
Broadcasting (except Internet)	4,910	4,760	-150	-3.1%
Internet Publishing and Broadcasting	120	160	40	33.3%
Telecommunications	13,630	12,230	-1,400	-10.3%
Internet, Web Search Portals, and Data Processing Service	8,480	10,760	2,280	26.9%
Other Information Services	80	90	10	12.5%
Financial Activities	157,550	175,800	18,250	11.6%
Finance and Insurance	129,880	144,000	14,120	10.9%
Monetary Authorities - Central Bank	*	*	*	*
Credit Intermediation and Related Activities	54,060	57,930	3,870	7.2%
Securities, Commodity Contracts, Other Financial Activities	9,210	11,210	2,000	21.7%
Insurance Carriers and Related Activities	65,400	73,480	8,080	12.4%
Funds, Trusts, and Other Financial Vehicles	*	*	*	*
Real Estate and Rental and Leasing	27,670	31,800	4,130	14.9%
Real Estate	18,360	21,420	3,060	16.7%
Rental and Leasing Services	8,870	9,920	1,050	11.8%
Lessors Nonfinancial Intangible Assets (ex Copyrighted W	430	470	40	9.3%
Professional and Business Services	252,530	309,800	57,270	22.7%
Professional, Scientific, and Technical Services	89,500	108,000	18,500	20.7%
Management of Companies and Enterprises	39,830	45,800	5,970	15.0%
Administrative/Support and Waste Mgmt/Remediation	123,200	156,000	32,800	26.6%
Administrative and Support Services	118,130	149,690	31,560	26.7%
Waste Management and Remediation Service	5,070	6,310	1,240	24.5%
Education and Health Services	597,990	730,700	132,710	22.2%
Educational Services, Including State and Local Gov	260,670	297,700	37,030	14.2%
Health Care/Social Assistance, Inc State/Local Gov Hos	337,320	433,000	95,680	28.4%
Ambulatory Health Care Services	99,480	135,700	36,220	36.4%
Hospitals, Including State and Local Government	108,570	133,200	24,630	22.7%
Nursing and Residential Care Facilities	68,870	84,800	15,930	23.1%
Social Assistance	60,400	79,300	18,900	31.3%

Table 6-18
Wisconsin Employment Growth Trends, Part 4 of 4

Industry Title	2004 Estimated Employment (1)	2014 Projected Employment (1)	2004-2014 Employment Change	2004 - 2014 Percent Change
Leisure and Hospitality	250,590	288,800	38,210	15.2%
Arts, Entertainment, and Recreation	34,470	38,000	3,530	10.2%
Performing Arts, Spectator Sports, and Related Industries	6,860	7,500	640	9.3%
Museums, Historical Sites, and Similar Institution	1,600	1,710	110	6.9%
Amusement, Gambling, and Recreation Industries	26,010	28,800	2,790	10.7%
Accommodation and Food Services	216,120	250,800	34,680	16.0%
Accommodation	30,720	35,800	5,080	16.5%
Food Services and Drinking Places	185,410	215,000	29,590	16.0%
Other Services (Except Government)	141,600	155,500	13,900	9.8%
Repair and Maintenance	21,460	23,560	2,100	9.8%
Personal and Laundry Services	26,070	28,640	2,570	9.9%
Religious/Grantmaking/Civic/Professional Organizations	87,800	97,600	9,800	11.2%
Private Households	6,270	5,710	-560	-8.9%
Government	179,450	187,300	7,850	4.4%
Federal Government, Excluding Postal Service	14,980	15,000	20	0.1%
State Government, Excluding Education and Hospitals	34,760	36,300	1,540	4.4%
Local Government, Excluding Education and Hospitals(2)	129,720	136,000	6,280	4.8%
Self-Employed and Unpaid Family Workers, All Jobs	215,200	222,220	7,020	3.3%
Self-Employed Workers, All Jobs	212,910	220,390	7,480	3.5%
Unpaid Family Workers, All Jobs	2,290	1,840	-450	-19.7%

Notes:

(1) Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs.

Employment is rounded to the nearest ten. Numbers may not add due to rounding.

(2) Local government employment includes tribal owned operations.

* Data is not available.

Information is derived using 2004 CES (3/05 Benchmark), 2004 QCEW, and November 2004 OES data.

Unpublished data from the US Bureau of Labor Statistics and US Census Bureau is also used.

To the extent possible the projections take into account anticipated changes in Wisconsin's economy between 2004 and 2014.

It is important to note that unanticipated events may affect the accuracy of the projections.

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

The employment projections illustrated in Tables 6-15 through 6-18 provide an overall outlook of the state of Wisconsin. Burnett County and communities in Burnett can utilize these projections as they plan for economic growth in the near future. It makes logical sense to target industries and sectors that are expected to grow. Simultaneously, Burnett County must also concentrate the unique characteristics that set the county and its communities apart from other locations. These distinctive qualities could be used to help market and attract growing industries.

6.4 Economic Development Trends and Outlook

While long-term employment projections do not exist for individual counties, the Department of Workforce Development does compile reports for regional jurisdictions. Burnett County is part of the northwestern Wisconsin region, along with Douglas, Washburn, Bayfield, Sawyer, Ashland, Iron, Price, Rusk, and Taylor Counties. In many ways, these counties face similar economic development issues. As shown in Table 6-19, the overall number of employment opportunities is expected to increase by 6.2% from 2006 to 2016. The sectors that are expected to see the greatest increase in the number of jobs are education and health (14.2%); leisure and hospitality (10.8%); information, professional services, and other services (11.0%); and financial activities (10.0%). The sectors that will likely experience the greatest loss in jobs are in food and machinery manufacturing. As discussed in Section 6.3, many of these trends reflect state-wide and national trends.

The Northwest Regional Planning Commission completed a 2008 Comprehensive Economic Development Strategy Annual Report. The U.S. Department of Commerce designated the Northwest Regional Planning Commission as an Economic Development District in 1973 and provides funding to the NWRPC for economic development issues. The NWRPC also has a Comprehensive Economic Development Strategy (CEDS) committee made up of members from each county and tribe in the region. The report notes that Burnett County and the region tend to have poverty rates than the rest of the state because the relatively high concentration of jobs in low-paying industries and an influx of retired people who are on fixed incomes.

The report also notes that tourism is an increasingly important industry for Burnett County and the northwest region. Since 1994, tourism expenditures in Burnett County have increased by 201.8%, whereas the increase in tourism expenditures state-wide is 121.7%. Furthermore, the Wisconsin Department of Tourism estimates that 774 full-time equivalent jobs are created through tourism in Burnett County. The NWRPC expects tourism to become an even more important part of the local economy in coming years.

To build on the region's strengths and to promote greater economic development opportunities in the region, the NWRPC developed the following economic development goals:

1. Attract, retain, and expand sound industries for the purpose of creating high-skill/ high-wage jobs. Target industries that utilize new or improved technology as a basis.
2. Provide technical assistance to local units of government with capacity building activities that create and maintain the essential community infrastructure necessary to support business development.
3. Expand wood products industries in the region to utilize the abundant timber resources.
4. Improve and build upon the strong, existing tourism industry for the purpose of drawing young people to the region, drawing capital into the area, and to expand tourism employment to raise income levels and consistency of employment year-round.
5. Protect, conserve, and encourage the efficient management of the region's forest, water, land, and other natural resources
6. Provide all residents with an opportunity to obtain decent, safe, affordable, and sanitary housing.

Table 6-19
Northwestern Wisconsin Employment Growth Trends

Northwest Wisconsin Workforce Development Area Industry Employment Projections, 2006-2016
(Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk, Sawyer, Taylor and Washburn counties)

NAICS	Industry Title	Estimated Employment ⁽¹⁾			
		2006	2016	Change	% Change
	Total, All Nonfarm Industries	70,370	74,820	4,450	6.3%
1133, 21, 23	Construction/ Mining/ Natural Resources	3,420	3,690	270	7.9%
31-33	Manufacturing	12,840	12,690	-150	-1.2%
311	Food Manufacturing	1,460	1,310	-150	-10.3%
321	Wood Product Manufacturing	4,930	4,900	-30	-0.6%
333	Machinery Manufacturing	1,700	1,590	-110	-6.5%
42, 44-45	Trade	10,780	10,820	40	0.4%
445	Food and Beverage Stores	2,080	2,040	-40	-1.9%
48-49, 22	Transportation and Utilities (Including US Postal)	4,110	4,360	250	6.1%
52-53	Financial Activities	2,310	2,540	230	10.0%
61-62	Education and Health Services (Including State and Local Government)	13,550	15,480	1,930	14.2%
611	Educational Services (Including State and Local Government)	5,840	6,090	250	4.3%
623	Nursing and Residential Care Facilities	2,190	2,360	170	7.8%
71-72	Leisure and Hospitality	8,060	8,930	870	10.8%
51, 54-56, 81	Information/ Prof. Services/ Other Services ⁽²⁾	7,190	7,980	790	11.0%
	Government (Excluding US Postal, State and Local Education and Hospitals) ⁽³⁾	8,110	8,340	230	2.8%

Notes:

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

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

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

In summary, the following economic development trends are likely to be experienced in Burnett County over the next 20 to 25 years.

- ◆ Employment in manufacturing is expected to remain steady or decline slightly. Particular sectors such as food and machinery manufacturing are expected to decline, while wood product manufacturing may increase.
- ◆ Employment in the following sectors is expected to grow: construction, mining and natural resources; transportation and utilities, financial activities, education and health services, leisure and hospitality; and information and professional services, including government.
- ◆ Employment make-up by industry sector is not likely to change drastically; however, there is likely to be a shift away from manufacturing in favor of some of the aforementioned industries that will likely see more growth over the next decade.

- ◆ Growth in industry earnings will outpace growth in employment.
- ◆ Agriculture will remain strong.
- ◆ Industry sectors will remain strong by incorporating new technologies.
- ◆ Rural residential development will challenge land based industries like tourism and agriculture.
- ◆ Labor force participation rates will decline as population ages.
- ◆ Unemployment rates are expected to decline as the population ages.
- ◆ The rate of personal income growth is expected to accelerate over the next five years.
- ◆ Higher personal incomes are expected to help close government spending gaps through increased revenues.
- ◆ Projected 2016 job growth of 6.3% is expected.

6.5 Economic Development Programs

Federal Programs

Small Business Administration (SBA)

The 7(a) Loan Guaranty Program is one of SBA's primary lending programs. It provides loans to small businesses unable to secure financing on reasonable terms through normal lending channels. The program operates through private-sector lenders that provide loans which are, in turn, guaranteed by the SBA -- the Agency has no funds for direct lending or grants.

SBA LocDoc Loan Program further streamlines the making of small business loans. The maximum loan is \$150,000. The SBA provides a response within 36 hours of receiving a complete application. Allows for an SBA guarantee of up to 80 percent for loans up to \$100,000, and up to 75 percent for loans over \$100,000 up to \$150,000.

Microloan Program provides short-term loans of up to \$35,000 to small businesses and not-for-profit child-care centers for working capital or the purchase of inventory, supplies, furniture, fixtures, machinery and/or equipment.

The Certified Development Company Loan Program provides long-term, fixed-rate financing to small businesses to acquire real estate or machinery or equipment for expansion or modernization.

U.S. Department of Agriculture (USDA)

The Value-Added Agriculture Product Market Development Grants Program provides grants for two activities: (1) developing a feasibility study or business plan necessary to establish a viable value-added marketing opportunity for an agricultural product; and (2) acquiring working capital

to operate a value-added business venture that allows the producer(s) to better compete in domestic and international markets. Value-added is defined as a change in the physical state or form of the product, changing the manner of production of the product that enhances its value, or using an agricultural product or commodity to produce renewable energy on a farm or ranch. The maximum award per grant is \$500,000.

The Business and Industry (B&I) Direct Loan Program provides loans to public entities and private parties who cannot obtain credit from other sources. Loans to private parties can be made for improving, developing, or financing business and industry, creating jobs, and improving the economic and environmental climate in rural communities (including pollution abatement). This type of assistance is available in rural areas (this includes all areas other than cities or unincorporated areas of more than 50,000 people and their immediately adjacent urban or urbanizing areas).

The Business and Industry (B&I) Guaranteed Loan Program helps create jobs and stimulates rural economies by providing financial backing for rural businesses. This program provides guarantees up to 80 percent of a loan made by a commercial lender. Loan proceeds may be used for working capital, machinery and equipment, buildings and real estate, and certain types of debt refinancing. The primary purpose is to create and maintain employment and improve the economic climate in rural communities. This is achieved by expanding the lending capability of private lenders in rural areas, helping them make and service quality loans that provide lasting community benefits. This program represents a true private- public partnership.

The Intermediary Re-lending Program (IRP) helps finance business facilities and community development projects in rural areas. This is achieved through loans made by the Rural Business-Cooperative Service (RBS) to intermediaries. Intermediaries re-lend funds to ultimate recipients for business facilities or community development. Intermediaries establish revolving loan funds so collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

The Rural Business Enterprise Grants Program is for financing and developing small and emerging private businesses with less than \$1,000,000 in revenues, and which will have fewer than 50 new employees. There is no maximum dollar limit for any one project. Funds can be used for technical assistance, revolving loan program, incubator/industrial buildings, and industrial park improvements.

State Programs

Wisconsin Department of Commerce

- ◆ The BDI Micro Loan Program is designed to provide financial assistance for the start-up or expansion of businesses involving persons with disabilities.
- ◆ The Community Development Block Grant – Economic Development Program provides grants to communities to loan to businesses for start-up, retention, and expansion projects based on the number of jobs created or retained.

- ◆ The Customized Labor Training Fund provides training grants to businesses that are implementing new technology or production processes. The program can provide up to 50 percent of the cost of customized training.
- ◆ The Dairy 2020 Initiative awards grants and loans for business and feasibility planning to dairy producers and processors considering a modernization or expansion project.
- ◆ The Early Planning Grant helps individual entrepreneurs and small businesses throughout Wisconsin obtain the professional services necessary to evaluate the feasibility of a proposed start up or expansion.
- ◆ The Economic Impact Early Planning Grant Program offers matching grants that can cover up to 75 percent of project costs--up to \$3,000--to help entrepreneurs and small businesses obtain professional services to develop a comprehensive business plan. A business plan is necessary to receive funding for the other gaming programs as well as to attract private financing. A Special Opportunity Grant provides up to \$15,000 for projects that will have a statewide impact.
- ◆ The Economic Diversification Loan Program provides low interest loans to existing businesses interested in establishing or expanding operations in Wisconsin. Applicants must provide a comprehensive business plan that describes the proposed project. Applicant can receive up to 75 percent of eligible costs. The actual award is based upon the project's viability, the number of jobs created or retained, and the extent to which the project will help diversify the local economy.
- ◆ The Economic Impact Loan Program provides low interest loans to existing Wisconsin businesses interested in modernizing or improving their operations. Applicants must demonstrate that they have been affected by gaming and have a comprehensive business plan that describes the proposed project. Applicants can receive 75 percent of eligible costs--up to \$100,000. The actual award amount is based upon the project's viability, number of jobs created or retained and the project's economic impact on the community.
- ◆ The Employee Ownership Assistance Loan Program can help a group of employees purchase a business by providing individual awards up to \$15,000 for feasibility studies or professional assistance. The business under consideration must have expressed its intent to downsize or close.
- ◆ The Enterprise Development Zone Program provides site specific tax incentives to new or expanding businesses whose projects will affect distressed areas.
- ◆ The Technology Development Fund provides gap financing to help businesses who engaged in research and development for technologies that have potential to provide economic benefit to the entire state.
- ◆ Industrial Revenue Bonds are a means of financing the construction and equipping of manufacturing plants and a limited number of non-manufacturing facilities. The

municipality is not responsible for debt service on IRBs, nor is it liable in the case of default. IRBs are also exempt from federal income tax.

- ◆ The Major Economic Development Program offers low-interest loans for business development projects that create a significant economic impact.
- ◆ The Minority Business Development Fund offers low-interest loans for start-up, expansion or acquisition projects. To qualify for the fund, a business must be 51-percent controlled, owned, and actively managed by minority-group members, and the project must retain or increase employment.
- ◆ The Milk Volume Production Program is designed to assist dairy producers that are undertaking capital improvement projects that will result in a significant increase in Wisconsin's milk production. Only those projects that have a comprehensive business plan and can demonstrate that they will have a long term sustainable impact upon Wisconsin's milk production will be successful.
- ◆ The Dairy Manufacturing Facility Investment Credit is a tax credit program that provides up to \$700,000 in tax credits to dairy businesses that have modernized or expanded their facilities in Wisconsin. The amount of money allocated depends on several factors, including the number of jobs created by the upgrade project, the impact that the project will have on the dairy industry in Wisconsin, whether the area in which the project will take place is economically distressed, and whether the dairy facility has received previous assistance from the Department of Commerce.
- ◆ The Qualified New Business Venture is another tax credit program that offers assistance to new businesses that are engaged in developing proprietary technology. The qualifying business can receive a maximum of \$4 million in tax credits.
- ◆ The Recycling Early Planning Grant Program awards funds for business plans, marketing assistance, and feasibility studies on the start-up or expansion of a recycling business.
- ◆ The Recycling Loan Program awards loans for the purchase of equipment that make products from recycled materials, or make equipment necessary to manufacture these products.
- ◆ The Recycling Technology Assistance Program provides low cost loans to fund research and development of products or processes using recovered or recyclable materials. Eligible activities include product development and testing, process development and assessment, specialized research, and technical assistance.
- ◆ The Rural Economic Development Microloan Program is designed to provide working capital or fixed asset financing for businesses located in rural communities.
- ◆ Tax Incremental Financing helps cities, villages and towns in Wisconsin attract industrial and commercial growth in underdeveloped and blighted areas. A city, village or town can designate a specific area within its boundaries as a TIF district and develop a plan to

improve its property values. Taxes generated by the increased property values pay for land acquisition or needed public works.

- ◆ The Technology Development Loan Program was established in 1994 to assist Wisconsin businesses that have developed technological innovations that have the potential to provide significant economic benefit to the state. This program is designed to assist the business in bringing the new technology to commercialization.
- ◆ The Technology Development Fund Program was established in 1984 to assist Wisconsin businesses research and develop technological innovations that have the potential to provide significant economic benefit to the state.
- ◆ The Technology Zone Tax Credit Program contains five million dollars in tax credits for high-tech business development.
- ◆ The Wisconsin CAPCO Program is intended to increase investment of venture capital funds into small business enterprises which have traditionally had difficulty in attracting institutional venture capital.
- ◆ The Brownfields Initiative provides grants to persons, businesses, local development organizations, and municipalities for environmental remediation activities for brownfield sites where the owner is unknown, cannot be located or cannot meet the cleanup costs.
- ◆ The Small Business Clean Air Assistance Program helps small business owners who are subject to clean air regulations by serving as a liaison between small businesses and the state or federal agencies. To be eligible, businesses must employ fewer than 100 people.

Wisconsin Department of Transportation

The Transportation Economic Assistance Program provides 50% state grants to governing bodies, private businesses, and consortiums for road, rail, harbor and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state.

Wisconsin Housing & Economic Development Authority (WHEDA)

The WHEDA Small Business Guarantee helps applicants acquire or expand a small business.

The **Linked Deposit Loan Subsidy Program** helps women and minority-owned businesses by reducing the interest rate on loans made by local lenders.

The **Agribusiness Guarantee** helps small businesses develop or expand production of products using Wisconsin's raw commodities.

CROP (Credit Relief Outreach Program) provides loan guarantees for agricultural production.

FARM (Farm Asset Reinvestment Management) provides loan guarantees for agricultural expansion and modernization.

Beginning Farmer Bond Program offers low interest rates to beginning farmers.

Wisconsin Department of Agriculture

The Agricultural Development and Diversification Grant Program annually provides funding - currently \$400,000 per year with a maximum grant amount of \$50,000 - to projects that are likely to stimulate Wisconsin's farm economy with new production or marketing techniques, alternative crops or enterprises, new value-added products, or new market research. ADD grants are awarded competitively to individuals, associations, agribusinesses, and industry groups.

The Dairy Investment Tax Credit is intended to reduce the net cost of durable assets, such as milking parlors, barns, manure handling equipment, feed storage structures, etc., that dairy producers purchase for their operations. The tax credit is generally limited to those investments that will yield increased net economic returns on dairy farms. As such new vehicles or similar assets do not qualify for investment tax credit treatment.

Northwest Regional Planning Commission (NWRPC)

The Northwest Wisconsin Rural Economic Development Fund (NWREDF) administers a Revolving Loan Programs in partnership with local communities, NWRPC, and the Wisconsin Department of Commerce. NWREDF provides low-cost financing of up to \$200,000, for businesses seeking to either start or expand their operations in Northwest Wisconsin. Focus is placed on high technology businesses, manufacturing, timber, secondary wood products, and the tourism industry. The applicant must demonstrate that the proposed project is viable and that the business will have the economic ability to repay the loan. In 2007, ten NWREDF loans were administered that ranged in size from \$10,000 to \$200,000. Two of the loans were administered to entities in Burnett County.

Northwest Wisconsin Business Development Corporation

The Northwest Wisconsin Business Development Corporation (NWBDC), Wisconsin Business Innovation Corporation (WBIC), and the Northwest Wisconsin Regional Economic Development Fund (NWREDF) combine to provide loans that have totaled more than \$987,286 to more than twenty regional businesses. Every dollar of NWBDC, WBIC and NWREDF funds lent requires \$7.92 of private or funds to be invested in companies committed to the creation and/or retention of jobs. During the 2007 NWBDC Loan period, two Burnett County firms received a combined loan amount of \$70,000.

Wisconsin Rural Enterprise Fund (WREF)

The Wisconsin Rural Enterprise Fund (WREF) was formally organized as a community-based venture fund. The purpose of the fund was to provide a source of equity investment for newly formed start-up businesses that eventually would provide high-skill, high wage paying jobs for the Region and all of Northwest Wisconsin. The concept of a rural based fund for Northern Wisconsin was a new approach at the time. Since its formation, WREF has attracted several investors with a total investment of \$1,475,000.

The WREF has made investments in 10 companies since its inception. These investments have ranged from \$35,000 to \$200,000 and totaled \$1,242,598. All of the companies involved were either start-up or early-stage and the investments by WREF assisted the company to leverage

other equity funds. WREF assisted companies are indications the new hi-tech firms can be created and be successful in rural Northwest Wisconsin.

Northwest Wisconsin Manufacturing Research Center (NWMOC)

Operated through the University of Wisconsin-Stout, the Northwest Wisconsin Manufacturing Research Center (NWMOC) offers ongoing training for manufacturing companies.

Manufacturing management experts provide a wide range of services aimed at both expanding business opportunities and making business operations more efficient. NWMOC also offers workshops and certificate programs.

County Programs

The Burnett County Industrial Development Agency manages a revolving loan fund. The maximum loan amount is up to \$75,000. The funds can be used for the acquisition of land, buildings, fixed equipment, site preparation, clearance, construction or remodeling of buildings, the installation of fixed assets, and / working capital to purchase inventory or pay direct labor costs.

Tax Incremental Financing (TIF) is a means of financing costs incurred by units of government to promote development within a defined area or “district”. The unit of government establishes boundaries for the TIF district, and the taxes on the increased property value within that district are used to pay the costs incurred to make the development possible.

Burnett County Development Association

The Burnett County Development Association (BCDA) has been in existence since 1985. It is tasked with promoting economic development in Burnett County. Most of its services involve making information available to businesses and residents, including what buildings are for sale, financing and business development programs that are administered through other agencies, and employment opportunities within the County.

Local Programs

Grantsburg Industrial Development Corporation owns the 40 acre industrial park in Grantsburg. The Corporation markets and fosters economic development in Burnett County with a primary focus on the Grantsburg area. According to their online resources 13 acres are currently available and they are nearing completion of a new 18,000 square foot Business Enterprise Center in the Industrial Park.

Tax Incremental Financing (TIF) (all local municipalities). Refer to Maps 6-1 through 6-7 for locations of TIF districts in Burnett County.

Grantsburg, Webster, Siren, and Danbury each have a chamber of commerce. Chambers of commerce can be a valuable economic development tool in that they promote local identity and allow for networking opportunities among businesses.

6.6 Economic Development Plans

The Northwest Regional Planning Commission Comprehensive Economic Development Strategy

In 2003, the Northwest Regional Planning Commission developed a major update to the regions comprehensive economic development strategy. This strategy provides an analysis of existing local conditions and identifies the problems, needs, and opportunities of the area. The plan also defines the regional vision, goals, and economic objectives of the district. The strategy also coordinates strategies and activities to reach the regional goals. Local units of government provided a list of projects to accomplish that will promote economic development in Northwestern Wisconsin.