ELEMENT 6: ECONOMIC DEVELOPMENT

Economic development element. A compilation of objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion, of the economic base and quality employment opportunities in the local governmental unit, including an analysis of the labor force and economic base of the local governmental unit. The element shall assess categories or particular types of new businesses and industries that are desired by the local governmental unit. The element shall assess the local governmental unit's strengths and weaknesses with respect to attracting and retaining businesses and industries, and shall designate an adequate number of sites for such businesses and industries. The element shall also evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The element shall also identify county, regional and state economic development programs that apply to the local governmental unit.

6.1 VISIONING

From the March 25th, 2009 County Plan Meeting:

Question: Imagine Polk County in 20 years. What does it look like regarding economic development?

Economic Development Preferred Future

- Continue growth along main corridors
- Promote "green/sustainable" buildings in new developments
- Higher education facility
- Tourism focused
  - Support second homes/resorts

  - Recreation opportunities
  - Trails, multi-use, walking, bike, horses
  - Arts tour, community
- Indoor recreation facility/venue
- North County – Capitalize on rural assets
- South of Hwy. 8 services
- Diversified economic development

6.2 EXISTING CONDITIONS

Economic development as part of comprehensive planning is the process by which the Polk County community initiates and generates solutions to local economic problems. The primary purpose of economic development initiatives is to promote the stabilization, retention, or expansion of the economic base and to provide quality employment opportunities in the local governmental unit. This includes assisting existing businesses, encouraging business expansion, recruiting new businesses, and strategically planning important capital improvements and related infrastructure expenditures. Such endeavors should be guided by the vision and goals in County and local comprehensive plans to encourage efficiency and ensure a positive impact on the community.

These efforts collectively build long-term local economic capacity so the community is more self-sufficient and able to better weather economic downturns. As successful economic development endeavors strengthen and diversify local economies, local businesses may locate in close proximity to the primary industry that supports them. These secondary or support businesses take advantage of economic spillovers of the primary industry. A local example of this is the close relationship between the existing agriculture and food processing industries.

The layout, data, and description of the economy in this section was largely compiled during the Summer of 2008 with the input of a variety of economic development agencies in the region, including economic development corporations, universities, technical colleges, and Wisconsin Department of Workforce Development.

The Wisconsin Economy[4]

Perhaps more than many comprehensive plan elements, the local economy and economic development are influenced by regional, State, national, and global factors. As such, great uncertainty exists when analyzing and forecasting the economy.

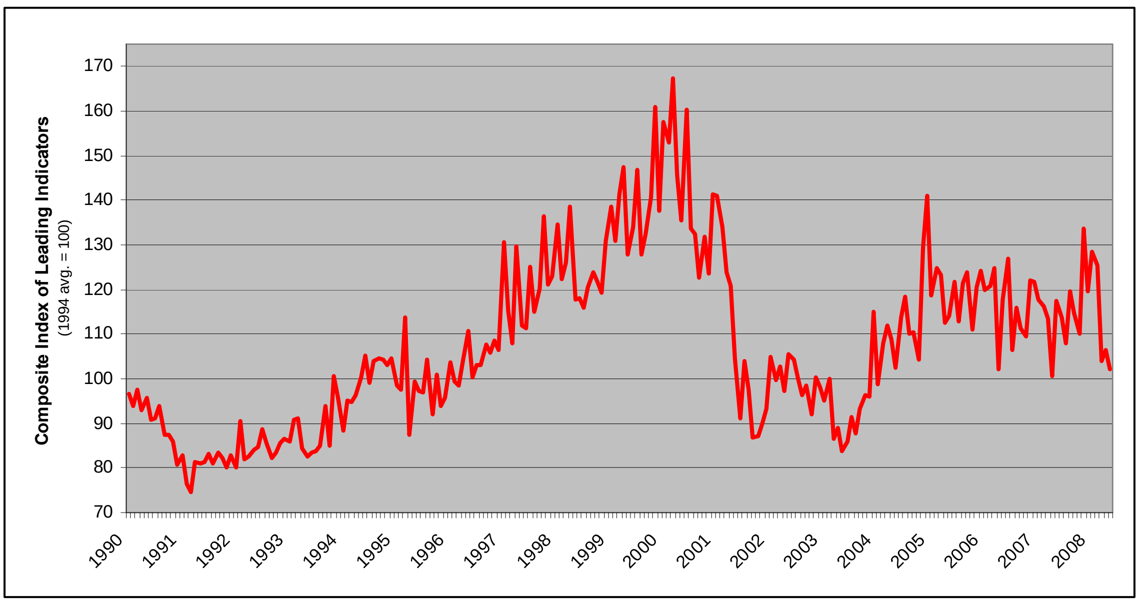
Recent Economic Trends

The economy is always in flux, often occurring in cycles or periods of growth, prosperity, and expansion followed by periods of decline, contraction, or recession. There is no reliable methodology to predicting such cycles, and some economists argue that these fluctuations are the result of “shocks” to the economy in terms of productivity or demand changes, and the use of the term “cycle” is a misnomer.

Gross domestic product is often used to measure economic cycles, though Wisconsin’s annual average GDP has been growing quite steadily over the last decade. Instead, in order to show these economic fluctuations, Figure 6.1 charts the composite index of leading indicators between 1990 and May 2008 for Wisconsin.

Leading economic indicators are based on certain economic activities which foreshadow a forthcoming economic change. In the case of Figure 6.1, the

Figure 6.1 – Composite Index of Leading Indicators for Wisconsin (1990-May 2008)



source: Wisconsin Office of Economic

[4] Unless otherwise noted, the information in this section was largely extracted from the following two sources: (1) Winters, Dennis, Chief Economist. Department of Workforce Development-Office of Economic Advisors. Data Dashboard-Statewide Analysis. <http://dwd.winsonsin.gov/oea/data_dashboard>. May 1, 2008. (2) Wisconsin Department of Revenue-Division of Research & Policy. Wisconsin Economic Outlook. May 2008.

composite indicator includes average work week, overtime, job openings, new business starts, and unemployment compensation claims.

Figure 6.1 reflects that Wisconsin strongly felt the economic recession that hit much of the world in the early 1990s following the October 1987 Black Monday stock market collapse, the savings and loan crisis, and the 1990 spike in oil prices at the beginning of the Gulf War. This downturn lagged in Wisconsin until 1993-1994.

The Wisconsin economy grew rapidly on the “dot-com bubble” of the mid-to-late 1990s, as an exuberant market and venture capitalists speculated on the stocks of dot-com companies during a period of low interest. But in March 2000, the bubble began to burst and by October 2002, $5 trillion in market value of technology companies had been lost. This sudden economic decline is very apparent in Figure 6.1. Also about this time, Wisconsin and much of the world entered a period of manufacturing recession which was particularly felt in our State.

Between 2004 and 2007, job growth in Wisconsin was relatively strong and the economy rebounded, though there was a noticeable shift in the new jobs being created. Much of this growth was in the services sector, while the manufacturing industry continued to struggle with job losses.

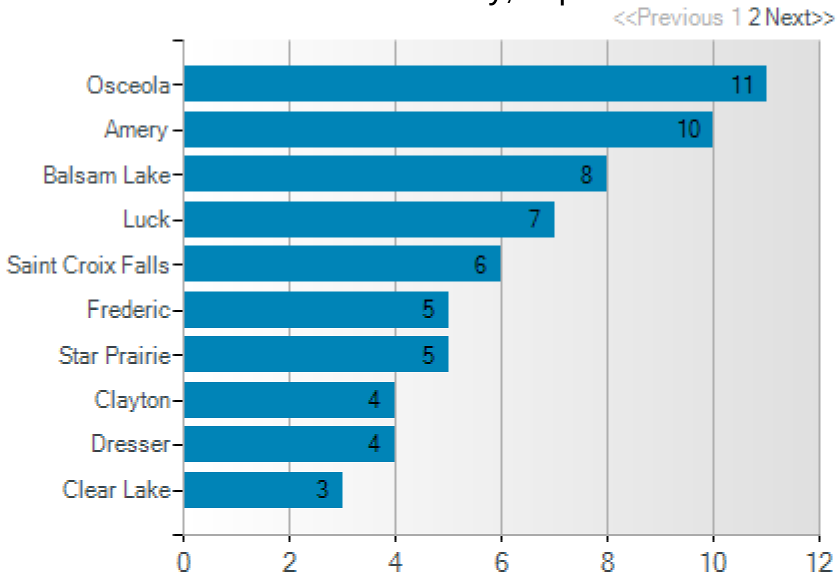
The Current Economic Slowdown

Economists are in disagreement over the current extent of the economic slowdown on a national level and forecasting the economy’s future. Some were not sure if recession or slowdown or depression were the appropriate term for what was occurring the US and, in fact, the world economy.

Two significant factors have largely contributed to our nation’s current economic situation—the downturn in the housing market and escalating oil prices. As of mid-2009, the single-family residential housing sector had stayed fairly stable; and the market continues to be plagued by high inventories, uncertain prices, and challenges for mortgage lenders, especially for those engaging in more risky sub-prime lending. According to the Wisconsin Realtors Association, just 49 new building permits were issued in Polk County from January through July 2009, which is down from the same period last year when 56 permits were issued. According to the Office of Economic Advisors’ May 2008 *Statewide Analysis*, “[w]hile foreclosures are up in the state, Wisconsin’s housing sector is not as exposed to the mortgage/price dilemma as much as other states such as

Arizona, California, Florida, Nevada, and Ohio."[5] In fact, Wisconsin ranked 38th nationally in foreclosures in March of 2009.

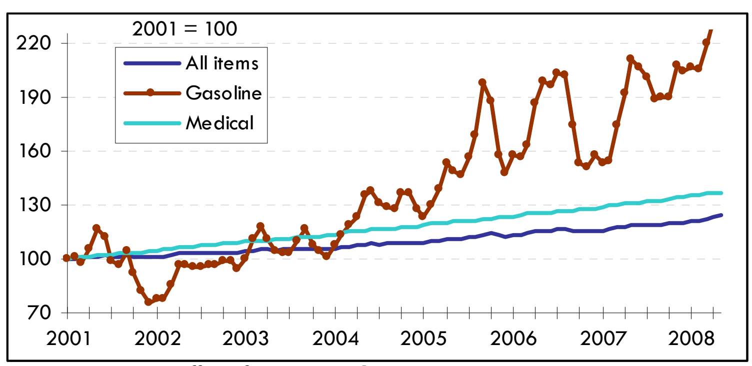
Figure 6.2 Foreclosures in Polk County, September 2009



Source: Wisconsin Realtors Association

As shown in Figure 6.2 to the right, gasoline prices have increased tremendously since the mid part of this decade. With the record-breaking increases in the cost of oil, retail prices in the U.S. increased by five percent between June 2007 and June 2008.[6] Gas prices jumped by nearly one-third during this same time period. This increase in gas and energy prices has had corresponding increases in food and other commodities, thereby decreasing household purchasing power and decreasing spending by consumers and businesses. In particular, automotive sales have been hurt as consumers hold on to their existing vehicles longer or begin to use alternative modes of transportation. General Motors has announced

Figure 6.2 - Gasoline & Medical Costs Compared to Consumer Price Index: All Items



source: Wisconsin Office of Economic Advisors, May 2008.

[5] Ibid.

[6] Isidore, Chris. CNN Money.com. Inflation: Price Jump Worst Since '91. <http:cnnmoney.com> June 16, 2008.

its intent to close its Janesville plant, which primarily makes SUVs, resulting in the loss of 2,390 jobs. Major restructuring and downsizing of airlines are also taking place due to increasing costs, thereby impacting routes, availability, and shipping.

The May unemployment rate for Wisconsin increased from 4.2 percent in 2007 to 4.7 percent in 2008.[7] Yet, the State rate was a full one percent below the national average in May 2008; and unemployment in Wisconsin has risen at a slower rate during the past year than the national average. Since mid 2007, employment numbers in Wisconsin have been relatively flat, while the employment growth rate has been diminishing since 2004.

Even though unemployment has increased and the housing- and automotive-related industries have suffered, the previously referenced Office of Economic Advisors' analysis does state that other sectors in Wisconsin are doing relatively well. "The weak dollar is benefitting exports of machinery, equipment, and agricultural commodities. Milk and grain prices are at or near record highs, although high feed prices are cutting into dairy profits." The report goes on to note that during the previous year, 9,600 new jobs were created in the service sector, particular in the health-care industry. Business and professional services showed an annual increase of 1,800 jobs.

The combination of a slowing economy and inflating prices is an added challenge to address. Interest rate cuts, a primary tool for avoiding an economic recession, can add to economic pressure. Meanwhile, the reduction in tax revenues related to decreasing development and new housing starts, combined with quickly escalating gas and commodity prices, has created a budgetary conundrum for many state, county, and local governments.

Wisconsin's Economic Outlook

Forecasting the economy is difficult at best and such projections are based on historical economic fluctuations, current trends, and a variety of economic indicators. The *Wisconsin Economic Outlook* report issued by the Wisconsin Department of Revenue-Division of Research and Policy in May 2008 states that the Wisconsin economy is expected to slow for 2009 with the number of jobs slightly decreasing in 2008 and being steady in 2009. The following is a brief summary of the report's employment outlook by some key industry sectors based on the most likely forecast scenario:

- Construction - continue to decline to reach bottom by the end of 2008 and recovering positive growth toward 2010.

[7] Wisconsin Department of Workforce Development. May 2008 Local Unemployment Rates Announced. press release. June 25, 2008.

- Education, Health, Professional, & Business Services - continued growth of 1.6% to 2.4% for 2008 and 2009.
- Trade Transportation & Utilities - mild decreases of 0.2% to 0.5%, then recovering positive growth in 2010.
- Manufacturing – loss of 2% of jobs in 2008 and 2009, 0.2% loss in 2010, then recovering job growth in 2011.
- Natural Resources & Mining – job losses in 2008 and 2009, with growth in 2010.
- Leisure & Hospitality – 1.1% decline in 2009, then healthy growth rate thereafter.
- Financial Sector – no growth in 2008, slight growth in 2009, then healthy growth thereafter.
- Information Sector – slight declines or no increases until 2011.
- Government – 0.6% decline in 2008, slight decrease in 2009, peak in 2010 as the 2010 Census is carried out.

While the economy adjusts, opportunities do arise. Consumers are turning more to fuel-efficient vehicles, and the sale of hybrid vehicles is increasing. Research and development funding for alternative energy and energy-reducing technology is on the increase. Greater attention is being given to the planning and use of alternative means of passenger and commercial transportation. For instance, many public transit and Amtrak services are setting new records. And increased energy costs have increased attention on land-use patterns, alternative building materials, and other related sustainability concepts.

Polk County Economic Profile

Economic Data

There is a significant amount of background data and information that is available from various public and private sources that is integrated into this document, including information from the following sources:

- U.S. Census Bureau data
  - *American Fact Finder Fact Sheets*
  - *County Business Patterns*
  - *Misc. demographic and other data*
- State of Wisconsin Department of Administration
  - *Demographics Services Center*
- State of Wisconsin Department of Workforce Development
  - *County Workforce Profiles*
  - *County Snapshots*

  - *Office of Economic Advisors*
- State of Wisconsin Department of Revenue
  - *Wisconsin Economic Outlook*
- State of Wisconsin Department of Commerce
- University of Wisconsin-Extension
- West Central Wisconsin Regional Planning Commission (WCWRPC)
  - *County summaries available at www.wcwrpc.org*
  - *Comprehensive Economic Development Strategy*
- Indiana Business Research Center USA County Profiles
- Polk County and other local agencies

Given the wealth of economic data available at the State, regional, county, and local levels, the plethora of specialized business studies, and the wide variety of economic models, no such compilation can truly be comprehensive in scope. As such, a community may need to consider additional studies focusing on a specific issue or topic as their planning efforts proceed.

Further, there has been no clear consensus to date in the region as to which particular data source and which economic indicators should be used to measure economic vitality while allowing for comparisons between communities and regions. The State of Wisconsin, through the Department of Workforce Development-Office of Economic Advisors, has developed Wisconsin Regional Metrics Benchmarks with a common set of core economic, demographic, and labor market indicators.

Due to Polk County's proximity to the Minneapolis-St. Paul, MN-WI Metropolitan Statistical Area, some select data comparisons are included for the metro area. For ease of reference, the metro area is simply referred to as the Twin Cities MSA in the remainder of this section.

Certain types of economic data and forecasts are only available at a county or regional level, and inferences must be made as to how it may be applicable for individual communities. However, earlier in the Issues and Opportunities section of this report, a variety of demographic, education, and labor force data tables were provided for Polk County and its municipalities. This section does not restate the data tables and maps provided earlier but, instead, builds upon this data to provide an economic "snapshot" of Polk County.

Demographic Overview

Current demographic trends, including population changes and educational attainment, are important foundational factors in many economic development initiatives. The population profile describes the existing and potential labor force that may fill the jobs located in the region. Educational attainment statistics are a proxy for the general skill level of the population. And household income allows inferences to be made about discretionary spending in Polk County as a whole.

Population and Labor Force

As of January 1, 2008, Polk County had an estimated population of 45,892.[8] This was an 11.1 percent increase since 2000 making it the fifth fastest growing county in Wisconsin. As shown previously in Table 1.3 and Map 1.2, western and southern portions of the County have generally seen the highest rates of growth, with unincorporated towns growing faster than cities and villages.

Between 2000 and 2030, the Wisconsin Department of Administration has projected that Polk County's population will increase by 17,547 residents (or 42.5%).[9] For additional population statistics by municipality, please see Tables 1.1 to 1.13 in Section 1 of this report.

Between 1990 and 2000, the County's median age increased from 34.6 years to 38.7 years. The aging population of the region and County is a significant concern for the future and will place a greater emphasis on job training in the region.[10] Figure 6.3 provides a visual representation of Polk County's labor force using Wisconsin Department of Administration population projections.

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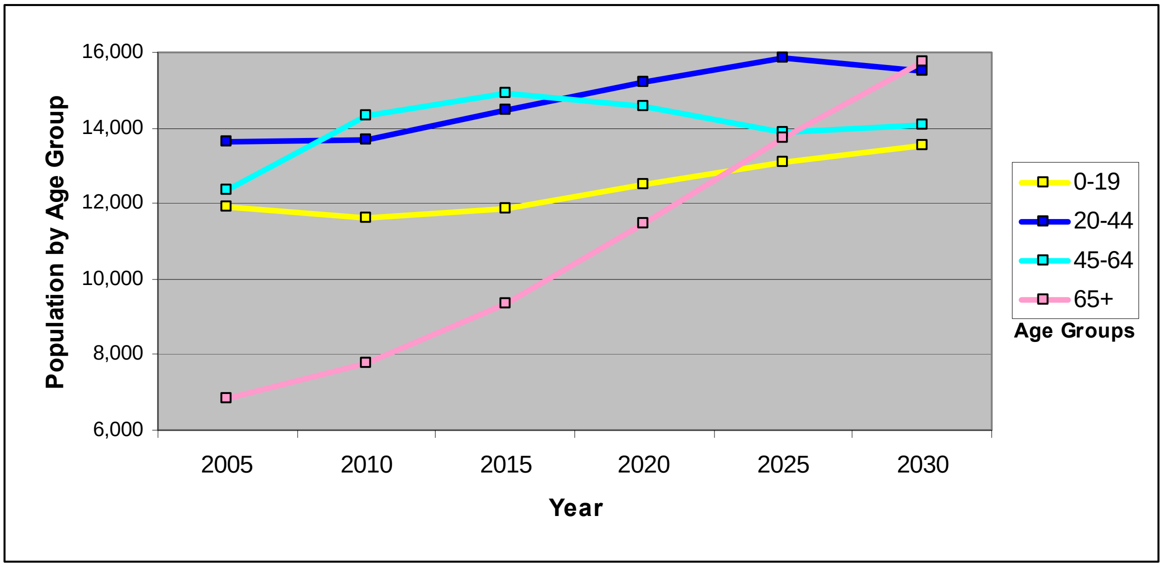
[8] Wisconsin Department of Administration. Final Population Estimates. October 2008.
[9] Wisconsin Department of Administration. Pre-Release Population Projections. October 2008.
[10] Dane, Andrew and Gary Paul Green. Labor Market Conditions in Barron County. University of Wisconsin-Extension. January 12, 2005.

Currently, most of the Polk County labor force is between the ages of 20 and 44. Most notable in Figure 6.3 is that the number of residents ages 65 and over is projected to more than double between 2005 to 2030.

In short, while the County's overall population is expected to increase 31.6 percent from 2005 to 2030, the size of the primary workforce (ages 20-64) to support the local economy will only increase by 13.8 percent. Meanwhile, the number of seniors age 65 and over increases dramatically.

Figure 6.3 – Polk County Age/Labor Force Projection (2005-2030)



source: Wisconsin Department of Administration, 2008

For additional insight into the Polk County labor force, the Office of Economic Advisors' *County Workforce Profiles* are an excellent source and are updated annually.

Housing Market

According to data provided by the US Bureau of the Census, the estimated number of single-family residential building permits issued in 1998 was 336 compared to 215 in 2007, a 36 percent decrease. Permits for all units decreased even more substantially (-43.7%) from 442 units in 1998 to 249 units in 2007. Building permit numbers reflect larger economic trends and can vary significantly from year to year. For instance, the highest number of units issued permits during the past decade occurred in 2004 when 569 total units valued at $75.3 million were permitted. This was over $39.3 million more in estimated construction value compared to 2007. Additionally, in 2004, Polk County experienced the largest number of new sanitary sewer systems in the past 20 years with 398 permits. So far in 2009 there have only been 54 new systems permits issued. Also in

2004 was the highest number of new rural addresses registered, 397, which closely correlates to the new sanitary sewer permits. So far in 2009, 40 new rural addresses have been distributed. These statistics give a good indication of how the economy has slowed significantly in recent years.

Education

As shown in Table 6.1, of the 2000 Polk County population that is 25 years and over, 86.9 percent had a high school education or higher, which is similar to the statewide rate. In 2000, 15.6 percent of residents had a bachelor's degree or higher, which is a significant increase since 1990, but still substantially below the averages for the State and Twin Cities.

Table 6.1 – Polk County Educational Attainment (1990 and 2000)

Educational Attainment (residents 25 years or older)	Polk County			Twin Cities MSA 2000	Wisconsin 2000 %
	1990 %	2000 %	90 to '00 % Change		
Less than high school diploma	22.0	14.1	-35.9	9.4	15.0
High school graduate	43.2	41.1	-4.9	9.1	34.6
Some college, no degree	16.2	21.9	35.2	24.2	20.6
Associate degree	7.2	7.3	1.4	7.7	7.5
Bachelor's degree or higher	11.4	15.6	36.8	33.3	22.5
High school graduate or higher	78.0	85.9	10.1	90.6	85.1

source: U.S. Census Bureau, 1990, 2000.

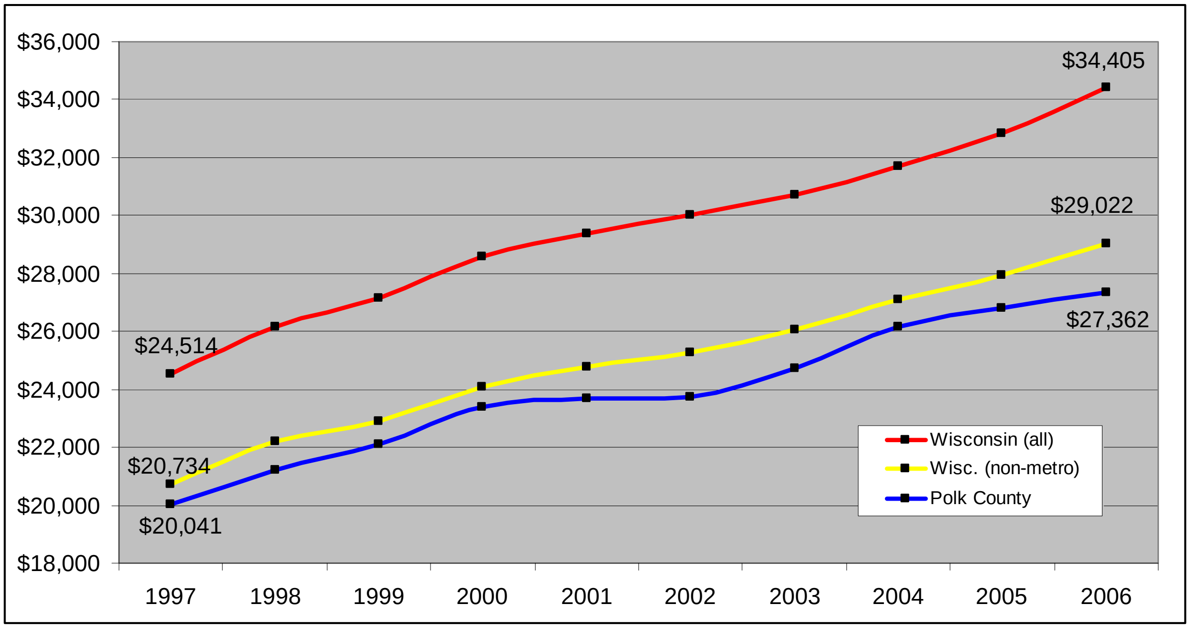
The demand for labor in the region is shifting toward more skilled work, although not as quickly as in some other regions in the State. This trend increases the need for worker training opportunities. A strong, traditional secondary educational system and a variety of worker training programs including WITC are important factors in economic development.

For more detailed data on educational attainment by municipality in Polk County, please see Table 1.14 in Section 1 of this report. The Utilities and Community Facilities section identifies public schools and post-secondary institutions supporting the training needs of Polk County businesses.

Income and Wages

Summarizing income statistics yields insight on purchasing power. The 2005 median household income for Polk County was $48,022 which was 21st in the State of Wisconsin and 101.9 percent of the State average.

Figure 6.4 – Polk County vs. State Per Capita Personal Income (1997-2006)



source: U.S. Department of Commerce – Bureau of Economic Analysis.

Figure 6.4 compares Polk County's per capita personal income[11] to State averages.

About 7.4 percent of individuals in the County were below the poverty level in 2005, up from 7.1 percent in 2000. For household income data by municipality, please see Tables 1.21 and 1.22 in Section 1.
Overall average annual wages for Polk County increased by 15.3 percent in the six years from 2001 to 2006 as shown in Table 6.2. The biggest percentage increase was in the financial activities industry, while

Table 6.2 – Polk County Average Annual Wages by Industry (2001-2006)
for covered employment and wages

Industry	2001	2002	2003	2004	2005	2006	% change '01-'06
Natural Resources	$22,339	$25,228	$23,070	$24,905	$26,210	$28,253	26.5%
Construction	33,732	32,616	32,803	32,624	33,314	35,222	4.4%
Manufacturing	30,507	32,695	33,957	36,377	36,272	35,831	17.5%
Trade, Transportation, Utilities	20,742	21,710	22,286	23,487	23,843	24,634	18.8%
Financial Activities	25,872	28,007	30,257	32,060	32,552	33,331	28.8%
Education & Health	25,624	26,592	27,265	28,455	29,471	30,953	20.8%
Information	23,767	23,116	23,061	32,983	23,825	23,752	-0.1%
Leisure & Hospitality	9,119	9,035	9,245	9,211	9,419	9,968	9.3%
Professional & Business Services	21,524	24,469	27,134	27,215	23,056	23,848	10.8%
Other Services	18,425	19,268	17,935	*supressed*	18,797	19,060	3.4%
Public Admininistration	22,029	22,722	24,588	23,999	25,336	25,510	15.8%
All Industries	**$24,564**	**$25,566**	**$26,330**	**$27,737**	**$27,691**	**$28,320**	**15.3%**

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

[11] Personal income is the income received by persons from all sources.

information services wages decreased slightly.

The 2006 average wage in Polk County was $28,320 or about 76.9 percent of the average Wisconsin wage for all industries ($36,830). For 2004 estimated salary and wages by occupation, please see Table 6.8 later in this section.

Employment Trends

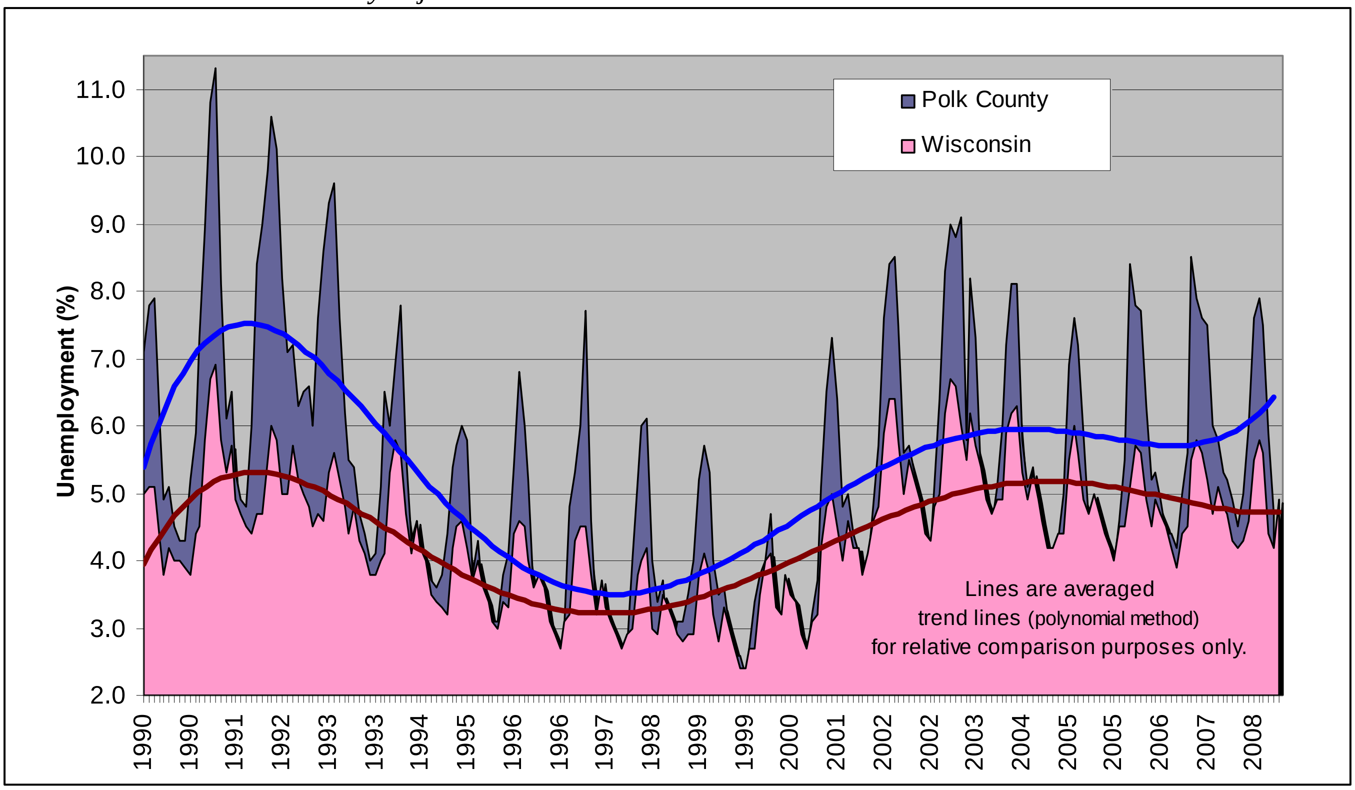
Of Polk County residents 16 years of age and over, 67.7 percent were in the labor force as of 2006, below the State average of 70 percent. As the monthly employment rates presented in Figure 6.5 show, Polk County experiences a significantly higher amount of employment seasonality compared to State averages, with increased unemployment during the winter months. For example, in February 2008, the Polk County unemployment rate was 7.9 percent, but this dropped to 4.7 percent by May 2008.

Historically since 1990, unemployment in Polk County has been above the State average, dropping to a low of 2.3 percent in October 1999 during this timeframe. But the County's unemployment rate increased significantly from the 2000 annual average rate of 3.3 percent, reaching an annual average of 6.9 percent in 2003. Since 2003, the County's annual average unemployment rate has hovered between 5.3 to 6.2 percent. In the 2nd Quarter of 2009, the unemployment rate in Polk County was 10.4%. This rate is exceedingly high and ranks Polk County 16th highest in the State among all counties.

Unemployment is not only a reflection of job availability, but total available labor force. Figure 6.6 shows that the Polk County average annual labor force grew by 7,324 persons or 42.5 percent from 1900 to 2007. According to the UW-Extension 2005 labor market conditions report, the region's labor market remains tight, with most employers having a difficult time attracting and retaining qualified workers.[12] Table 1.15 in Section 1 provides unemployment statistics for the 1990 and 2000 labor force by municipality.

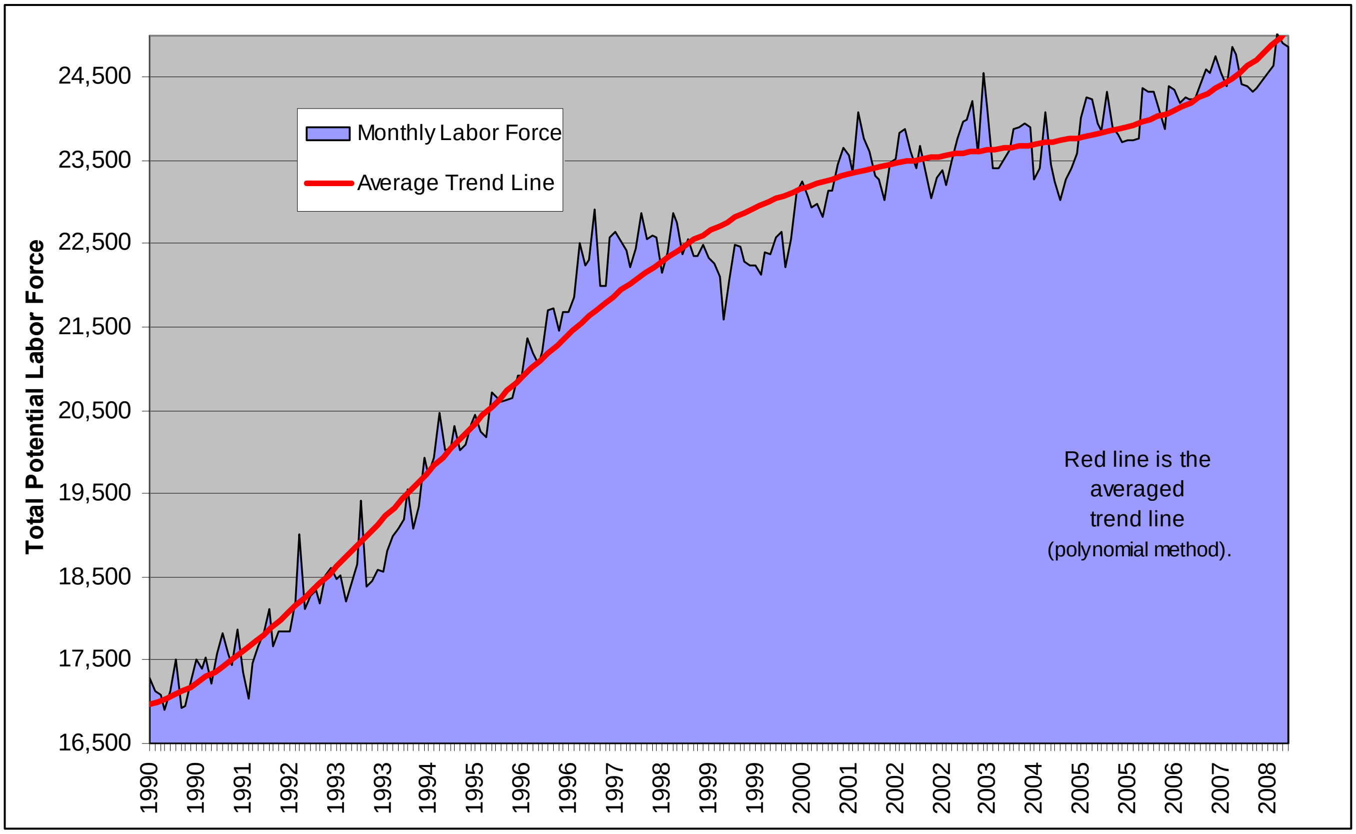
[12] Dane, Andrew and Gary Paul Green. Labor Market Conditions in Barron County. University of Wisconsin-Extension. January 12, 2005.

Figure 6.5 – Polk Co. & Wisconsin Monthly Unemployment Rate (1990-June 2008)
not seasonally adjusted



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

Figure 6.6 – Polk Co. Monthly Total Potential Labor Force (1990-June 2008)
not seasonally adjusted



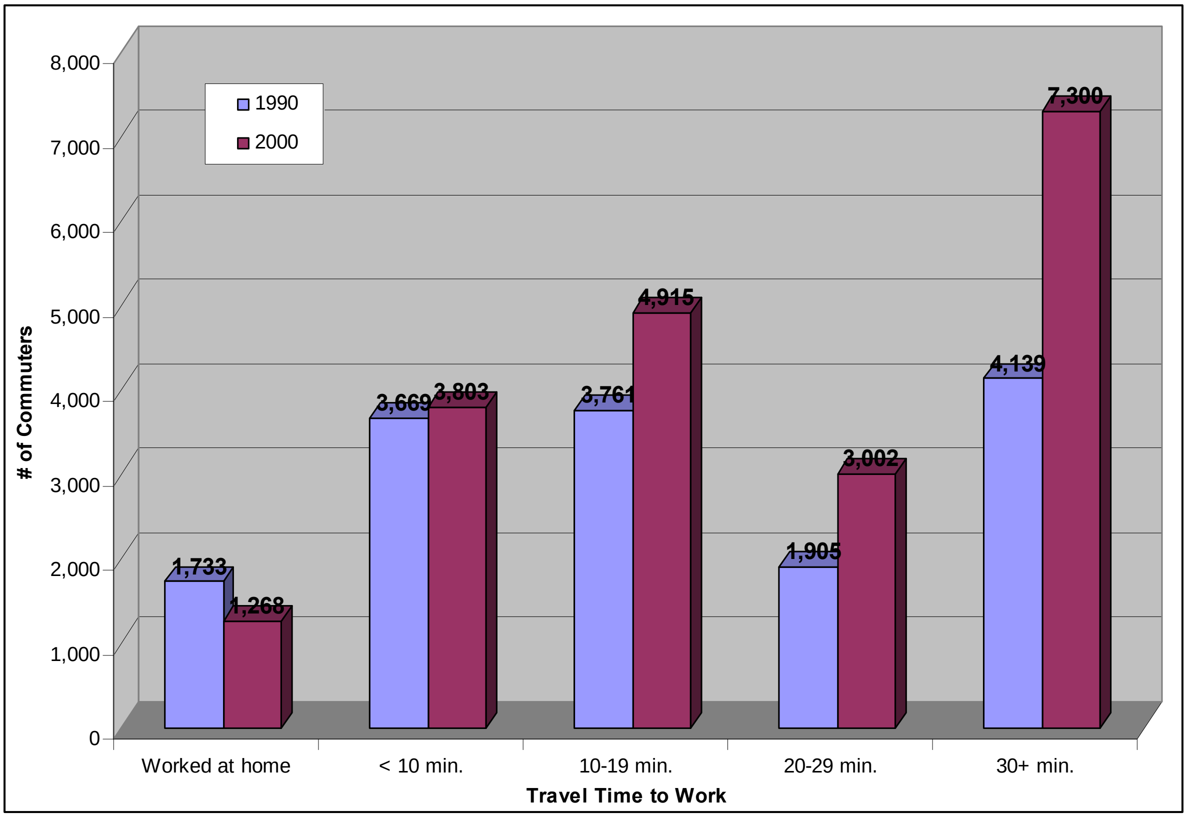
source: Wisconsin Department of Workforce Development, Office of Economic Advisors

Commuting Patterns

Of Polk County workers 16 years of age and over in 2000, 76.9 percent drove to work alone; and workers had a mean travel time of 28.7 minutes. Figure 6.7 shows that commuting distances and travel time for Polk County resident workers have been increasing, with fewer persons working at home. In 2000, 61.7 percent of the Polk County workforce was employed outside of Polk County, with 23.3 percent employed outside the State of Wisconsin.

Tables 1.18 and 1.19 provide statistics on travel time to work and place of work for the County and by municipality. Commuting patterns are discussed in greater detail within the Transportation discussion (See Section 3: Transportation).

Figure 6.7 – Polk County Travel Time to Work (1990 and 2000)



source: U.S. Census

Economic Base

While the previous sub-section focused on general economic indicators for Polk County, the following information focuses more on the different industry sectors and occupations which constitute the County's economic base.

Industry Composition

According to statistics from the U.S. Bureau of the Census and Bureau of Economic Analysis for Polk County:

- In 2000, about 77.5% of the employed workforce was private-sector wage and salary workers; about 11.4% were government workers. About 10.4% of the workers were self-employed in a non-incorporated business
- In 2006, the average income per job in sole proprietorships was about 43.7% of the County's total average wages and salaries per job, including employer contributions.
- Annual average earnings per job in 2006 were $27,791. Annual average earnings per farm proprietor were -$2,864.

Table 6.3 – Polk County Number of Establishments by Industry (1998-2006)

Industry Code	1998	1999	2000	2001	2002	2003	2004	2005	2006	% change '98-'06
Forestry, fishing, hunting, and agri. support	6	6	6	5	3	3	2	3	3	-50.0%
Mining	3	3	3	3	3	3	3	4	4	33.3%
Utilities	9	8	9	9	8	8	8	9	9	0.0%
Construction	142	150	148	156	183	185	195	200	195	37.3%
Manufacturing	97	103	102	100	107	108	114	114	117	20.6%
Wholesale trade	33	32	31	27	35	28	28	33	34	3.0%
Retail trade	180	185	178	175	186	191	193	183	183	1.7%
Transportation & warehousing	37	37	37	40	45	39	35	37	36	-2.7%
Information	19	18	18	16	21	20	19	16	16	-15.8%
Finance & insurance	47	45	44	45	49	51	54	55	56	19.1%
Real estate & rental & leasing	20	25	25	28	31	35	38	43	39	95.0%
Professional, scientific & technical services	65	65	64	70	69	67	72	71	72	10.8%
Management of companies & enterprises	0	0	0	0	0	1	2	2	2	n.a.
Admin, support, waste mgt, remediation	26	26	28	36	41	37	41	46	41	57.7%
Educational services	4	4	6	6	7	3	4	4	7	75.0%
Health care and social assistance	85	88	86	86	97	100	102	99	103	21.2%
Arts, entertainment & recreation	25	22	19	21	23	27	28	31	28	12.0%
Accommodation & food services	119	113	105	113	122	122	128	126	123	3.4%
Other services (except public administration)	127	124	130	127	142	133	137	136	127	0.0%
Unclassified/Auxillary establishments	19	19	23	17	4	4	8	3	4	-78.9%
Total	**1,063**	**1,073**	**1,062**	**1,080**	**1,176**	**1,165**	**1,211**	**1,215**	**1,199**	**12.8%**

source: U.S. Census Bureau County Business Patterns

As shown in Table 6.3, the construction industry has the largest number of establishments, reflecting the County's significant growth rate, though this number was fairly stable from 2004 to 2006.

The construction industry also had the largest number of new establishments between 1998 and 2006 with 53, while the fastest growing industries in terms of new establishments were educational services and real estate/leasing.

Employment by Industry

As shown in Table 6.4 below, employment in the service sectors (e.g., professional, leisure, financial, and education/health) has been growing at a faster rate than the goods-producing sectors in Polk County. In fact, manufacturing employment decreased by 7.5 percent from 2001 to 2006.

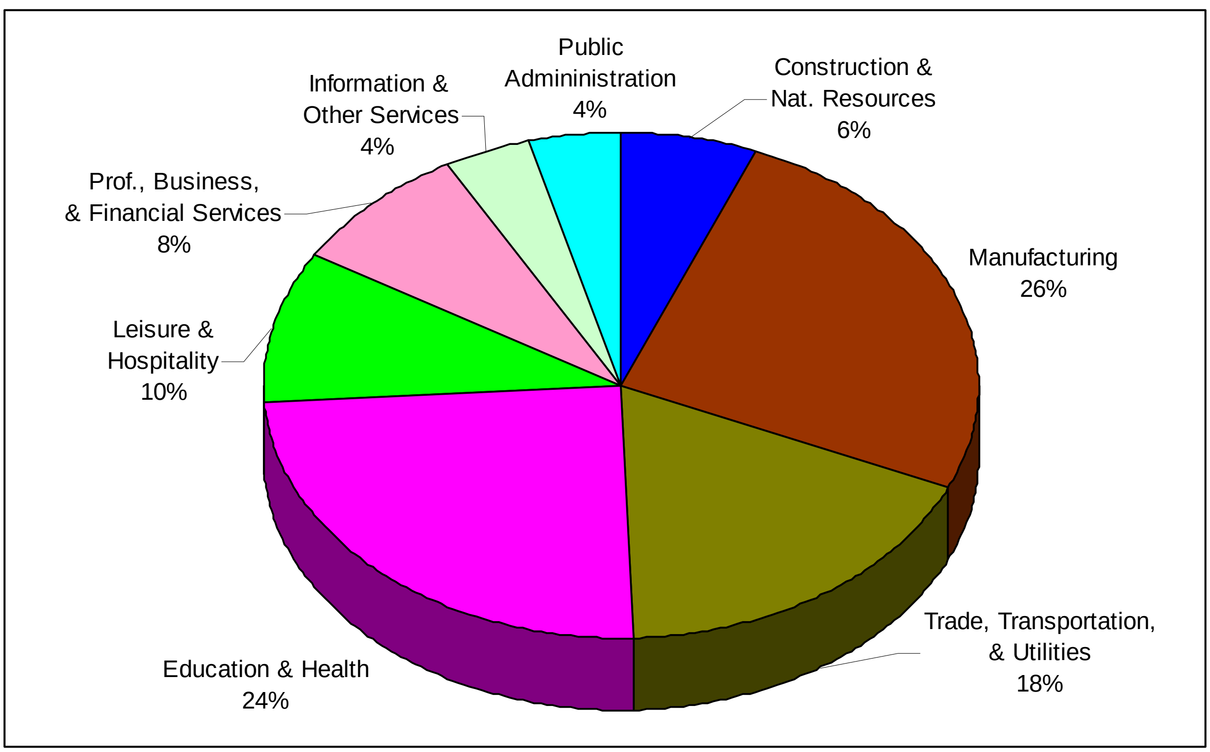
Table 6.4 – Polk County Employment by Industry (2001-2006)

Industry	2001	2002	2003	2004	2005	2006	% change '01-'06
Natural Resources	148	147	182	184	191	184	24.3%
Construction	736	790	777	788	794	741	0.7%
Manufacturing	4,136	3,813	3,664	3,812	3,922	3,827	-7.5%
Trade, Transportation, Utilities	2,606	2,624	2,631	2,561	2,642	2,695	3.4%
Financial Activities	490	520	516	510	520	525	7.1%
Education & Health	3,417	3,474	3,562	3,589	3,636	3,661	7.1%
Information	321	300	305	456	319	323	0.6%
Leisure & Hospitality	1,334	1,379	1,374	1,485	1,552	1,490	11.7%
Professional & Business Services	408	444	494	641	733	727	78.2%
Other Services	284	266	238	*supressed*	250	258	-9.2%
Public Admininistration	588	598	600	618	622	626	6.5%
All Industries	**14,467**	**14,356**	**14,342**	**14,894**	**15,181**	**15,056**	**4.1%**

source: Wisconsin Department of Workforce Development-Office of Economic Advisors

These trends are consistent with the historical employment data provided previously for Polk County and its municipalities in Tables 1.15 and 1.16. However, while the historical data is arranged by Standard Industrial Classification (SIC) code, most industry data available today is organized by the North American Industry Classification System (NAICS), often making comparisons between newer and older industry data challenging.

Figure 6.8 – Polk County Employment by Industry (2006)



source data:: Wisconsin Department of Workforce Development-Office of Economic Advisors

Though manufacturing employment decreased from 2001 to 2006 overall, the industry has gained jobs since 2003. Manufacturing remains the largest industry by employment as represented in Figure 6.8. If trends continue as expected, the second largest employment sector—education and health—may have already become the top employment industry in the County. Retail trade employment constitutes the largest component of the trade, transportation, and utilities industry.

Eight of Polk County's top 25 employers are manufacturing companies (see Table 6.5), including the County's largest employer, Polaris Industries Manufacturing. While the manufacturing sector in Polk County paid one of the highest annual average wages in 2006, these wages were only 78 percent of the State average for the manufacturing sector. The Wisconsin Department of Workforce Development in the 2007 *Polk County Workforce Profile* notes that rural jobs do tend to pay less than their urban counterparts, explaining the lower wages locally in the County.

Six employers in the top 25 were school districts, while medical facilities and nursing homes constituted another four. Like all Polk County industries, wages in education and health services were also below State averages. Polk County government was the second largest employer in the County in 2007.

Given that numerous residents commute to Minnesota for work, it is valuable to compare the Polk County employment by industry to that of the top employers in the larger Twin Cities MSA. In 2006, those were:

Education and health services	20.6%
Manufacturing	14.5%
Professional, Scientific, Waste Mgmt.	11.6%
Retail trade	10.9%
Finance, insurance, and real estate	11.6%
Arts, entertainment, & hospitality	7.9%

As of 2006, 7.9 percent of Polk County jobs were in farming, of which 83.9% were sole proprietors. Polk County ranked 37th among the State's 72 counties in the total value of agricultural products sold in 2002.

As noted in the U.S. Department of Agriculture Censuses, and as discussed previously in Section 5, the acreage of farmland and average farm size in Polk County continue to decrease. Even with these changes in agriculture, Polk County farmers sold nearly $72.5 million worth of agricultural products in 2002, which has a significant economic impact.

Seventy-three percent of this value was in livestock, poultry, and related products, rather than crop and nursery products. Polk County ranked fifth in the State in turkey livestock, given its proximity to the large turkey processing plants in Barron County; tenth in aquaculture; thirteenth in poultry and eggs; and fifteenth in sheep, goats, and their products.

For a more detailed discussion of employment and wage trends in Polk County, please refer to the 2007 *Polk County Workforce Profile* compiled by the Wisconsin Department of Workforce Development.

Table 6.5– Polk County Top Employers (March 2007)
(with 100+ employees)

Rank	Employer Name	Industry Type	Employee size range
1	Polaris Industries Mfg	All other transportation equipment mfg.	500-999
2	County of Polk	Executive & legislative offices, combined	500-999
3	Wal-Mart	Discount department stores	250-499
4	St Croix Regional Medical Center	General medical & surgical hospitals	250-499
5	Osceola Public School	Elementary & secondary schools	250-499
6	Amery Regional Medical Center Inc	General medical & surgical hospitals	250-499
7	School District of Amery	Elementary & secondary schools	250-499
8	Bishop Fixture & Millwork Inc	Showcases, partitions, shelving, & lockers	100-249
9	Balsam Lake-Unity-Milltown Public School	Elementary & secondary schools	100-249
10	Ladd Memorial Hospital Inc	General medical & surgical hospitals	100-249
11	School District of St Croix Falls	Elementary & secondary schools	100-249
12	Menards	Home centers	100-249
13	Trollhaugen Inc	Skiing facilities	100-249
13	Tenere Inc	Sheet metal work manufacturing	100-249
15	Scientific Molding Corp Ltd	All other plastics product manufacturing	100-249
16	Durex Products Inc	All other plastics product manufacturing	100-249
17	Cardinal Glass Industries Inc	Glass product mfg. made of purchased glass	100-249
18	Northwire Inc	Other communication & energy wire mfg.	100-249
19	Good Samaritan Center	Nursing care facilities	100-249
20	School District of Clear Lake	Elementary & secondary schools	100-249
21	Advanced Food Products	Cheese manufacturing	100-249
22	Westaff	Temporary help services	100-249
23	School District of Luck	Elementary & secondary schools	100-249
24	Masterson Personnel Inc	Temporary help services	100-249
25	Oxbo Intl Corp	Farm machinery & equipment manufacturing	100-249
26	The Riverbank	Commercial banking	100-249
27	St Croix Valley Hardwoods	Cut stock, resawing lumber, & planing	100-249
28	Frederic Public School	Elementary & secondary schools	100-249

source: Wisconsin Department of Workforce Development-Office of Economic Advisors

Employment by Occupation

Like employment by industry, employment by occupation is also difficult to compare across years due to changing definitions and data-gathering approaches. Employment by occupation for 1990 and 2000 for each Polk County municipality is included in Table 1.18 in Section 1 of this report. According to the 2000 U.S. Census, of the Polk County employed civilian population 16 years of age and over (20,553):

- 26.4% were employed in management, professional, and related occupations
- 21.6% were employed in production, transportation, and material moving occupations
- 21.7% were employed in sales and office occupations

Together, these three general occupation categories constitute 76.4 percent of the County's workforce.

Table 6.6 provides additional insight into the occupations of our region. These numbers are similar to the 2000 U.S. Census Bureau occupation statistics for Polk County.

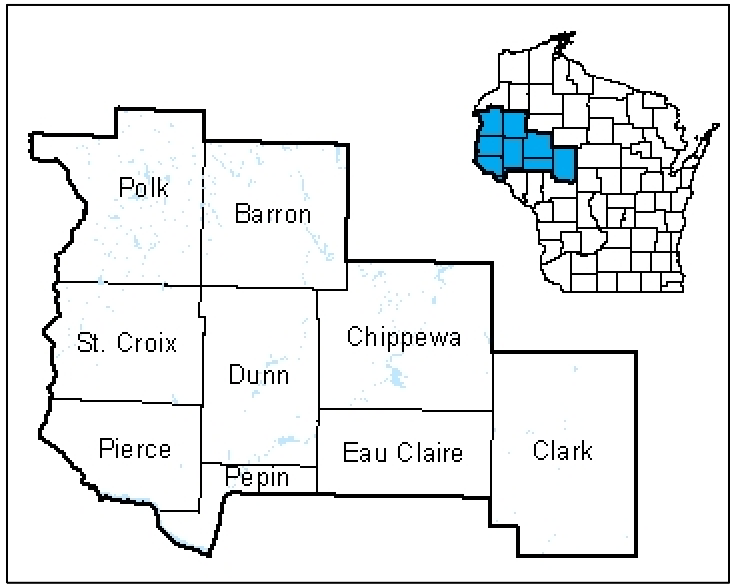
Table 6.6 – West Central Wisconsin WDA Region Estimated Employment and Salary by Occupation (2004)

Occupation	2004 Employ-ment	% of Total Employ-ment	Average Annual Salary
Office and Administrative Support	27,090	15.6%	$27,099
Production	21,580	12.4%	$28,765
Sales and Related	17,120	9.8%	$27,743
Food Preparation and Serving Related	16,870	9.7%	$16,748
Transportation and Material Moving	14,670	8.4%	$26,349
Education, Training, and Library	11,010	6.3%	$39,300
Healthcare Practitioners and Technical	8,580	4.9%	$49,793
Construction and Extraction	7,480	4.3%	$39,111
Installation, Maintenance, and Repair	6,700	3.9%	$34,441
Management	6,070	3.5%	$74,714
Healthcare Support	5,830	3.4%	$23,325
Business and Financial Operations	5,560	3.2%	$48,430
Building and Grounds Cleaning and Maintenance	5,380	3.1%	$22,256
Personal Care and Service	4,570	2.6%	$19,567
Protective Service	3,260	1.9%	$33,184
Architecture and Engineering	2,960	1.7%	$55,024
Community and Social Services	2,800	1.6%	$38,992
Computer and Mathematical	2,060	1.2%	$54,277
Arts, Design, Entertainment, Sports, and Media	1,930	1.1%	$33,885
Life, Physical, and Social Science	1,410	0.8%	$49,461
Legal	670	0.4%	$63,731
Farming, Fishing, and Forestry	270	0.2%	$24,922
Total	173,880	100.0%	$32,266

West Central WDA includes Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties.
source: Wisconsin Department of Workforce Development-Office of Economic Advisors

In the West Central Wisconsin Workforce Development Area (see Figure 6.9) which includes Polk County, office and administrative support and production are the most frequent occupations, though they are below the average annual salary for the region.

Figure 6.9 – West Central Wisconsin Workforce Development Area



source: Wisconsin Department of Workforce Development-Office of Economic Advisors

Employment Projections

In November 2003, the Wisconsin Department of Workforce Development (WDWD) released a publication entitled *Wisconsin Projections, 2000-2010.* This publication makes economic projections for the State regarding the labor force, industries, and occupations. This information was further supplemented by ten-year projections (2004-2014) by regional workforce development area (WDA). This sub-section relies, in large part, on these WDWD documents.

Municipal units within Polk County have employment patterns that are similar to the State. It is anticipated that for the near future, Wisconsin's total population will grow more slowly while average age will increase more rapidly than the nation as a whole, leading to lower participation rates in the workforce. Wisconsin is also having difficulty attracting international immigrants and domestic migrants and retaining its own citizens. Wisconsin will continue to face the challenge of filling job openings.

As shown in Table 6.7, the region's WDA industries that are projected to add the most jobs from 2004-2014 are education and health services. Ambulatory health case services jobs alone will grow 36.6 percent, reflecting, in part, our region's aging demographic. The number of total jobs in the manufacturing industry is estimated to remain fairly unchanged during this timeframe. These projections account for anticipated changes in Wisconsin's economy within the timeframe, though unanticipated events may impact accuracy.

TABLE 6.7
West Central Wisconsin WDA Region Industry Projections (2004-2014)

Industry Title	2004 Estimated Employment	2014 Projected Employment	2004-2014 Employment Change	2004-2014 Percentage Change
Total Non-Farm Employment	173,880	194,330	20,450	11.8%
Construction/Mining/Natural Resources	8,380	9,880	1,500	17.9%
Manufacturing	31,990	32,030	40	0.1%
Paper Manufacturing	1,720	1,720	0	0.0%
Plastics and Rubber Products Manufacturing	3,400	3,670	270	7.9%
Computer and Electronic Product Manufacturing	3,220	3,020	-200	-6.2%
Trade	28,800	30,900	2,100	7.3%
Food and Beverage Stores	5,040	5,250	210	4.2%
Transportation and Utilities (Including US Postal)	8,270	9,520	1,250	15.1%
Financial Activities	7,010	7,710	700	10.0%
Education and Health Services (Including gov’t)	37,330	45,540	8,210	22.0%
Ambulatory Health Care	5,540	7,570	2,030	36.6%
Hospitals (Including gov’t)	7,050	8,640	1,590	22.6%
Leisure and Hospitality	17,300	19,930	2,630	15.2%
Information/Prof Services/Other Services	21,470	24,920	3,450	16.1%
Government (Excluding US Postal, State and Local Educ and Hospitals)	13,310	13,930	620	4.7%

West Central WDA includes Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties.
source: Wisconsin Dept. of Workforce Development, Bureau of Workforce Information, 2006

Table 6.8 provides the estimated employment by occupation in 2004 and projected employment occupation for 2014 in the west central WDA. Overall, total employment is expected to increase by 11.8 percent in the region from 2004 to 2014, with 2,050 new jobs created annually and 4,300 job replacements annually. The largest increase in the total number of jobs is expected in the food preparation- and serving-related occupations. Large employment growth (both total and percentage) is also expected in the health care practitioners and related technical occupations. Notably, these two occupation groups have very different salary and wage estimates.

Table 6.8 – West Central Wisconsin WDA Region Occupation Projections and Estimated Wages (2004-2014)

	Estimated Employment(				Estimated Average Annual Openings			Estimated Salary and Wages (2005)		
Occupational Title	2004	2014	Change	% Change	New Jobs	Replace-ments	Total	Average Annual Salary	Entry Level Hourly Wage	Experienced Hourly Wage
Management	6,070	6,860	790	13.0%	80	110	190	$74,714	$18.55	$44.61
Business and Financial Operations	5,560	6,530	970	17.4%	100	100	200	$48,430	$13.84	$28.01
Computer and Mathematical	2,060	2,570	510	24.8%	50	30	80	$54,277	$16.17	$31.06
Architecture and Engineering	2,960	3,230	270	9.1%	30	70	100	$55,024	$16.79	$31.29
Life, Physical, and Social Science	1,410	1,640	230	16.3%	20	30	50	$49,461	$14.58	$28.38
Community and Social Services	2,800	3,300	500	17.9%	50	50	100	$38,992	$12.79	$21.73
Legal	670	780	110	16.4%	10	10	20	$63,731	$13.59	$39.17
Education, Training, and Library	11,010	12,740	1,730	15.7%	170	240	410	$39,300	$10.82	$22.93
Arts, Design, Entertainment, Sports, and Media	1,930	2,190	260	13.5%	30	40	70	$33,885	$8.74	$20.06
Healthcare Practitioners and Technical	8,580	10,920	2,340	27.3%	230	160	390	$49,793	$11.44	$30.19
Healthcare Support	5,830	7,510	1,680	28.8%	170	90	260	$23,325	$8.91	$12.37
Protective Service	3,260	3,480	220	6.7%	20	100	120	$33,184	$9.02	$19.42
Food Preparation and Serving Related	16,870	19,260	2,390	14.2%	240	670	910	$16,748	$5.91	$9.12
Building and Grounds Cleaning and Maintenance	5,380	6,290	910	16.9%	90	110	200	$22,256	$7.26	$12.42
Personal Care and Service	4,570	5,640	1,070	23.4%	110	110	220	$19,567	$6.80	$10.71
Sales and Related	17,120	18,320	1,200	7.0%	120	610	730	$27,743	$6.74	$16.64
Office and Administrative Support	27,090	28,170	1,080	4.0%	110	640	750	$27,099	$8.57	$15.26
Farming, Fishing, and Forestry	270	300	30	11.1%	<5	10	10	$24,922	$8.60	$13.67
Construction and Extraction	7,480	8,740	1,260	16.8%	130	150	280	$39,111	$12.52	$21.94
Installation, Maintenance, and Repair	6,700	7,400	700	10.4%	70	150	220	$34,441	$11.00	$19.34
Production	21,580	22,220	640	3.0%	60	520	580	$28,765	$9.55	$15.97
Transportation and Material Moving	14,670	16,240	1,570	10.7%	160	320	480	$26,349	$7.98	$15.01
Total	173,880	194,330	20,450	11.8%	2,050	4,300	6,350	$32,266	$8.04	$19.25

West Central WDA includes Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties.
source: Wisconsin Dept. of Workforce Development – Office of Economic Advisors

Table 6.9 presents 2014 employment and wage projections for the top 10 occupations within the west central WDA. This represents occupation opportunities in our region that are available to the residents of Polk County, though not all of these jobs may grow at a similar rate within the County. Some Polk County residents also benefit from job opportunities in the Minneapolis/St. Paul area. The greatest demand for workers in the region are the occupations on the “Most Openings” list. This list includes many occupations considered as first-time or temporary jobs that workers often leave as other opportunities open up; turnover is high and wages are low. There are a few exceptions on the list, including registered nurses and truck drivers. Both require a greater degree of education or training, and the wage scales also reflect this.

TABLE 6.9 - West Central Wisconsin WDA Region Occupation Projections (2014)

	Top 10 Occupations	Typically Required Education/Training	Average Wage
Fastest Growth	Home Health Aides	1-month on-the-job training	$9.29
	Medical Assistants	1-12 mo. on-the-job training	$12.63
	Network and Data Analysts	Bachelor's degree	$22.19
	Computer Software Engineers/Applications	Bachelor's degree	$37.08
	Personal and Home Care Aides	1-month on-the-job training	$8.82
	Dental Assistants	1-12 mo. on-the-job training	$12.50
	Dental Hygienists	Associate degree	$23.34
	Employment, Recruitment & Placement	Bachelor's degree	$19.67
	Medical Records & Health Information	Associate degree	$12.71
	Occupational Therapists	Master's degree	$25.53
Most Openings	Cashiers	1-month on-the-job training	$7.64
	Retail Salespersons	1-month on-the-job training	$11.06
	Comb Food Prep/Serv Wrk/Incl Fast	1-month on-the-job training	$7.04
	Waiters/Waitresses	1-month on-the-job training	$7.34
	Registered Nurses	Associate's or Bachelor's degree	$25.83
	Laborers/Freight/Stock/Material Movers/Handlers	1-month on-the-job training	$10.09
	Janitors/Cleaners, except Maids/Housekeeping	1-month on-the-job training	$10.67
	Team Assemblers	1-12 mo. on-the-job training	$12.94
	Stock Clerks/Order Fillers	1-month on-the-job training	$9.47
	Bartenders	1-month on-the-job training	$8.16

West Central WDA includes Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties.
source: Wisconsin Dept. of Workforce Development, Bureau of Workforce Information, 2006

The "Fastest Growth" occupations are often referred to as "hot jobs," with more training requirements and better wages. There are often fewer openings in these jobs since the list is based on the greatest percent change in employment; for example, an occupation that increases from 5 to 10 jobs increased 100 percent whereas an occupation that increases from 2,000 to 2,200 jobs increased only 10 percent. A 2005 University of Wisconsin-Extension study states that the largest demand in the region continues to be for assemblers, processors, and laborers.[13]

Tourism

Polk County offers a wide variety of natural, historical, and entertainment amenities and attractions. Tourism and outdoor recreation in the County often revolve around the County's many lakes and water features.

The County has 437 lakes totaling over 22,600 acres and 200 miles of rivers and streams, including 98 miles of trout streams. The St. Croix River, a National Scenic and Wild River, borders the County to the west and is very popular for canoeing, fishing, and picnicking along.

Often located adjacent to these water bodies, numerous federal, State, County and municipal parks, trail systems, wildlife areas, campgrounds/resorts, and public hunting grounds offer a variety of places to play, picnic, hike, lodge, and enjoy the outdoors. Wisconsin's oldest State Park, Interstate State Park, is located on the St. Croix River just south of St. Croix Falls. Residents and visitors can enjoy seven golf courses in the County, as well as a variety of hiking, biking, snowmobile, ATV, and equestrian trails. Of regional or State significance, the Gandy Dancer Trail, Cattail Trail, and National Ice Age Scenic Trail all transverse portions of the County. Many of these outdoor recreational assets are inventoried in the community facilities and natural resources sections of this report.

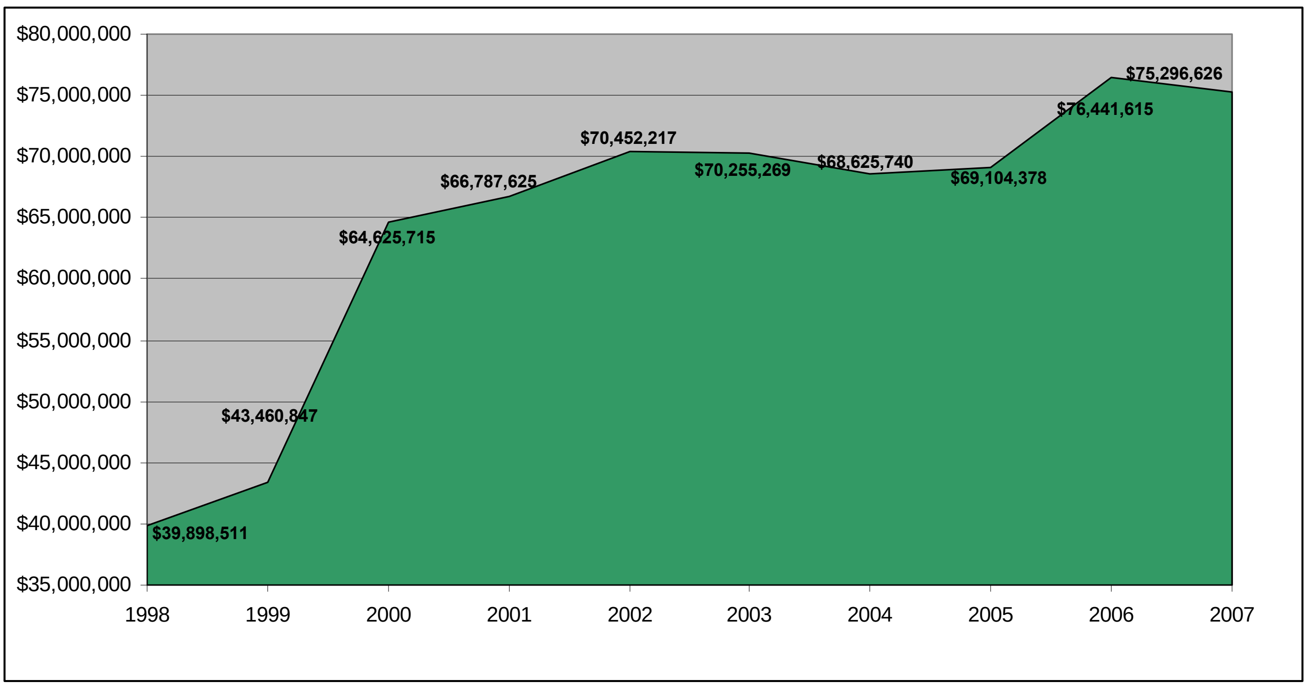
These natural resources and open spaces attract both visitors and new residents. Given the County's close proximity to the Twin Cities and abundance of natural resources, the County has a relatively high number of seasonal and recreational housing units. Over 20 percent of the County's total housing supply are seasonal or recreational units, which ranks the County 11th in the State in the number of seasonal units, but 31st in the State in the total of all housing units. As such, seasonal resort destinations and related tourism are significant parts of the Polk County economy.

[13] Ibid.

Travelers also can experience the area's history through museums and historical sites, such as the Emily Olson House in Hudson, Rural Life Museum in Balsam Lake, or the Osceola & St. Croix Valley Railway. Visitors explore the County's many antique stores and specialty shops, perhaps following the Wisconsin's Northwest Heritage Passage or attending an event sponsored by Polk County Earth Arts. Music and theater performances can be seen at the St. Croix Art Barn, Pipe Dream Center, Northern Lakes Center for the Arts, or St. Croix Festival Theatre. Residents and visitors alike can also enjoy local, fresh foods at a variety of different orchards, vegetable growers, and numerous specialty farms and outlets.

The *Economic Impact of Expenditures by Travelers on Wisconsin 2007*, compiled by Davidson-Peterson & Associates, provides insight into the positive economic impacts of tourism on the Polk County economy. As shown in Figure 6.10, traveler expenditures in Polk County increased by 88.7 percent in the ten years between 1998 and 2007, with large increases between 1998 to 2000.

Figure 6.10 Traveler Expenditures in Polk County (1998 to 2007)



source: Davidson-Peterson & Associates. Economic Impact of Expenditures by Travelers on Wisconsin 2007.

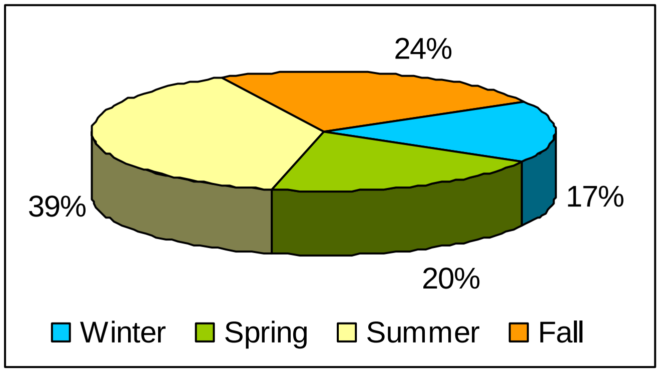
In 2007, travelers spent an estimated $75.2 million in Polk County, ranking the County 41st in the State for traveler spending. This was a $35.4-million increase from the amount spent ten years earlier. The study goes on to estimate that employees in Polk County directly earned over $20.6 million in wages generated from traveler spending, supporting an estimated 937 full-time equivalent jobs in

2007. Additionally, an estimated $1.3 million in local revenues (e.g., sales taxes, property taxes) were collected in 2007 as a direct result of travelers in Polk County.

As Figure 6.11 shows, travelers are an important year-round contributor to the Polk County economy with 17 percent of traveler expenditures made during the winter, 20 percent during the spring, 39 percent during the summer, and 24 percent in the fall in 2007.

In summary, tourism and travelers are a significant part of the Polk County economy. This part of the economy is built upon the County's natural resources, large proportion of seasonal housing, and proximity to the Twin Cities. Transportation improvements planned for the region (see Transportation section) could further increase tourism opportunities in the future.

Figure 6.11 Seasonality of Traveler Expenditures in Polk County (2007)



source: Davidson-Peterson & Associates. Economic Impact of Expenditures by Travelers on Wisconsin 2007.

Tourism in Polk County is promoted by the Polk County Tourism Council and the Polk County Information Center in St. Croix Falls. For more information on tourism in Polk County, please contact the Polk County Information Center:

Polk County Information Center
710 State Highway 35
St. Croix Falls, WI 54024
1-800-222-POLK
www.polkcountytourism.com

6.2 DESIRED TYPES OF ECONOMIC DEVELOPMENT

- Agriculture (preferably small scale and organic)
- Green industry
- Green businesses
- Tourism-related
- Businesses that fit Polk County's rural and small-town character
- Downtown revitalization
- Locally based businesses
- Home-based businesses

6.3 ENVIRONMENTALLY CONTAMINATED SITES

The State Comprehensive Planning Law (§66.1001) states that the economic development element "shall also evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses."

Polk County has no properties actively receiving long-term remedial action financed under the federal Superfund program.

However, numerous smaller leaking underground storage tank, environmental repair, and spill sites are located throughout the County. The Wisconsin Bureau for Remediation and Redevelopment Tracking System (BRRTS) provides an inventory of the contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin.

Table 6.10 at the end of this section is a list of the 210 sites in Polk County where contamination has occurred requiring significant attention,[14] including closed sites where clean-up has been completed. Of these, 73.3 percent (or 154) are associated with leaking underground storage tanks (LUSTs). The remaining 56 records are environmental repair (ERP) sites -- ranging from non-LUST activities, such as industrial spills, dumping, buried containers, and landfills -- which have contaminated soil or groundwater requiring long-term attention. The largest concentration of such sites (44) in Table 6.10 is located within the City of Amery.

Many, if not most, of the sites identified in Table 6.10 may currently be in active use and may not be available for redevelopment activities. Further, communities will need to consider the appropriateness and land use compatibility of the redevelopment of such sites for commercial or industrial use.

Redevelopment opportunities are not limited to contaminated sites, however. Local comprehensive planning efforts may need to identify those deteriorating structures and under-utilized properties within their communities which have potential for re-use.

[14] Table 6.10 excludes abandoned containers and spills for which no discharge to the environment has been identified or the spill was cleaned up quickly.

Table 6.10 – Contaminated Sites in Polk County (open & closed)

Municipality or Nearest Post Office	Location	Activity	Status
ALDEN	ALDEN TN GARAGE	LUST	CLOSED
AMERY	EQUITY COOP (FORMER BULK PLT)	ERP	CLOSED
	AMERY CTY WWTP	ERP	CLOSED
	EQUITY COOP - AMERY BULK PLT	ERP	CLOSED
	ANDERSON PROPERTY	ERP	CLOSED
	AMERY FLEET SUPPLY	ERP	CLOSED
	PLASTECH CORP AMERY DIV FORMER	ERP	CLOSED
	GOLDSTAR COOPERATIVE	ERP	CLOSED
	EQUITY COOP - AMERY	ERP	CLOSED
	ELECTRO-CRAFT CORP/THOMPSON MACHINE	ERP	OPEN
	AMERY CTY LF	ERP	OPEN
	EXXON MOBIL (FORMER) BP 48104	ERP	OPEN
	QUALITY POWDER COATINGS INC	ERP	OPEN
	WANDEROOS GIFT & GROCERY	LUST	CLOSED
	HOME BASE BAR	LUST	CLOSED
	CHRISTOPHERSON, TERRY RESIDENCE	LUST	CLOSED
	AUTO STOP AMERY	LUST	CLOSED
	LITTLE FALLS STORE	LUST	CLOSED
	NORDQUIST TRUCKING	LUST	CLOSED
	AMERY FLEET SUPPLY	LUST	CLOSED
	DICKS IGA	LUST	CLOSED
	AMERY PROFESSIONAL BLDG 2	LUST	CLOSED
	ERICKSONS OIL PRODUCTS	LUST	CLOSED
	EQUITY COOP	LUST	CLOSED
	NSPW AMERY	LUST	CLOSED
	GTE AMERY	LUST	CLOSED
	WILLOW RIDGE NURSING HOME	LUST	CLOSED
	VETERAN AFFAIRS	LUST	CLOSED
	AMERY	LUST	CLOSED
	MORTS MARINA	LUST	CLOSED
	MIDAS MUFFLER	LUST	CLOSED
	BRYNES, DAN	LUST	CLOSED
	AMERY MIDDLE SCHOOL	LUST	CLOSED
	LAKEVIEW INTERMEDIATE SCHOOL	LUST	CLOSED
	AMERY HIGH SCHOOL	LUST	CLOSED
	SUPERLOCKER	LUST	CLOSED
	BEAM JERRY	LUST	CLOSED
	EQUITY COOP - AMERY BULK PLT	LUST	CLOSED
	AMERY AIRPORT-AMERY CTY	LUST	CONDITIONALLY CLOSED
	AMERY AMOCO	LUST	OPEN
	SKOGLUND CONOCO	LUST	OPEN
	LOU JOHN APPRAISAL SERVICE	LUST	OPEN
	AMERY AIRPORT - RON ANDERSON	LUST	OPEN
	AMERY PROFESSIONAL BLDG	LUST	OPEN
	AMOCO OIL C0 BULK PLT	LUST	OPEN
APPLE RIVER	PAPS GENERAL STORE	LUST	OPEN
BALSAM LAKE	BALSAM LAKE ASPHALT PLT	ERP	CLOSED
	BALSAM LAKE VIL	ERP	OPEN
	POLK CNTY GOVERNMENT CTR	LUST	CLOSED
	REEDS SUNNYSIDE MARINA	LUST	CLOSED
	JONZY MARKET	LUST	CLOSED
	PEPERS SERVICE STATION	LUST	CLOSED
	PETERSON BLDG	LUST	CLOSED
	UNITY SCHOOL DIST	LUST	CLOSED
	POLK CNTY HWY GARAGE	LUST	CLOSED
	STOP A SECK	LUST	CLOSED
	UNITY SCHOOL DIST	LUST	CLOSED
	PARADISE SUPPER CLUB	LUST	OPEN

Table 6.10 – Contaminated Sites in Polk County (open & closed) ***continued***

Municipality or Nearest Post Office	Location	Activity	Status
BEAVER	YELLOW RIVER SUPPLY	LUST	OPEN
CENTURIA	CITGO GAS STATION	LUST	CLOSED
	POLK-BURNETT ELECTRIC COOP	LUST	CLOSED
	AT&T CENTURIA NWD	LUST	CLOSED
	CENTURY SCHOOL	LUST	CLOSED
CLAM FALLS	CLAM FALLS STORE	LUST	CLOSED
CLAYTON	DANIEL ROTH	ERP	CLOSED
	CLAYTON SERVICE	LUST	CLOSED
	FOREMOST FARMS USA	LUST	CLOSED
	CLAYTON SCHOOL DIST	LUST	CLOSED
	CLAYTON VIL	LUST	CLOSED
	HEINTZ OIL (FORMER ICO)	LUST	OPEN
	SALLYS GAS STATION	LUST	OPEN
	WISCONSIN DAIRIES COOP	LUST	OPEN
CLEAR LAKE	FRANKLIN SIGNAL CORP	ERP	OPEN
	CLEAR LAKE CONOCO	LUST	CLOSED
	SOMSEN OIL CO	LUST	CLOSED
	AFP ADVANCED FOOD PRODUCTS LLC	LUST	CLOSED
	US POSTAL SERVICE	LUST	CLOSED
	COUNTRY SIDE AUTO (FORMER)	LUST	CLOSED
	CENTENNIAL APTS	LUST	CLOSED
	CLEAR LAKE CIRCLE C	LUST	CONDITIONALLY CLOSED
CUMBERLAND	JACKIES PUB	LUST	CLOSED
CUSHING	CUSHING COOPERATIVE SOCIETY	ERP	CLOSED
	CUSHING COOP	ERP	CLOSED
	CUSHING ELEMENTARY SCHOOL	LUST	CLOSED
	CUSHING CORNER	LUST	OPEN
	BAKERS SERVICE STATION	LUST	OPEN
DRESSER	F & A DAIRY	ERP	CLOSED
	DRESSER TRAP ROCK INC	ERP	OPEN
	DRESSER OIL CO (FORMER)	LUST	CLOSED
	DRESSER LUMBER & TIE	LUST	CLOSED
	TROLLHAUGEN SKI AREA	LUST	CLOSED
	DRESSER ELEMENTARY SCHOOL	LUST	CLOSED
	OSCEOLA TN HWY GARAGE	LUST	CLOSED
	DRESSER BAKERY	LUST	CLOSED
	LITTLE STORE	LUST	OPEN
	LITTLE STORE	LUST	OPEN
EAST FARMINGTON	CORKRAN, PAT RESIDENCE	LUST	CLOSED
	MORK, BRIAN PROPERTY	LUST	CLOSED
FARMINGTON	SELZLER GRAVEL PIT	ERP	CLOSED
	ST CROIX VALLEY AIRPORT	LUST	OPEN
	SMITH, GENE RESIDENCE	LUST	OPEN
	CLEVELAND, PATRICK	LUST	CLOSED
FREDERIC	NORTHWEST WISCONSIN ELECTRIC CO	ERP	CLOSED
	BAIR, SALLY PROPERTY	ERP	CLOSED
	STANDARD OIL BULK PLT (FORMER)	ERP	CLOSED
	RAYS FIRESTONE STORE	ERP	OPEN
	MPM INC	ERP	OPEN
	FREDERIC FARMERS COOP EXCHANGE	ERP	OPEN
	CIRCLE C CONVENIENCE CTR	LUST	CLOSED
	FREDERIC FARMERS COOP EXCHANGE	LUST	CLOSED
	EARLY OIL CO	LUST	CLOSED
	FREDERIC FARMERS COOP EXCHANGE	LUST	CLOSED
	FREDERIC FARMERS COOP EXCHANGE	LUST	CLOSED
	CENTURY TELEPHONE	LUST	CLOSED
	LARSEN AUTO CENTER INC	LUST	CLOSED
	FREDERIC HIGH SCHOOL	LUST	CLOSED
	BERNICKS	LUST	CLOSED
	EARLY OIL CO SERVICE STATION	LUST	CLOSED

Table 6.10 – Contaminated Sites in Polk County (open & closed) *continued*

Municipality or Nearest Post Office	Location	Activity	Status
GARFIELD	GARFIELD ASHPALT PLT (FORMER)	ERP	OPEN
GEORGETOWN	BLAKE LAKE	ERP	CLOSED
	FOX CREEK STORE	LUST	CLOSED
	MURPHY, ROBERT	LUST	CLOSED
LEWIS	WI DOT - LEWIS SERVICE STATION	ERP	OPEN
LINCOLN	BURMAN, WILLIAM PROPERTY	ERP	OPEN
	HELLIE, ERIK RESIDENCE	LUST	CLOSED
LUCK	LAUNDRY BASKET	ERP	OPEN
	SCI CABLE SYSTEMS	LUST	CLOSED
	LUCK SCHOOL DIST	LUST	CLOSED
	ATLAS GENERAL STORE	LUST	CLOSED
	DENUCCIS 35 VILLA	LUST	CLOSED
	GOULD-PEDERSEN INC	LUST	CLOSED
	COLONIAL CRAFT	LUST	CLOSED
	TODDS CONOCO	LUST	CLOSED
	NORTHSIDE AUTO CLINIC	LUST	CLOSED
	LUCK SCHOOL DIST	LUST	CLOSED
	LUCK SCHOOLS SITE #2	LUST	CLOSED
	HOVERMAN ESTATE PROPERTY	LUST	CLOSED
	LUCK MARINE	LUST	OPEN
	LAUNDRY BASKET	LUST	OPEN
	EQUITY COOP	LUST	OPEN
MILLTOWN	EQUITY COOP	ERP	CLOSED
	EQUITY COOP	ERP	OPEN
	OSCEOLA OIL BULK PLT (FORMER)	ERP	OPEN
	HOLIDAY STATION 13	LUST	CLOSED
	RAPID REPAIR	LUST	CLOSED
	MILLTOWN TN GARAGE	LUST	CLOSED
	MILLTOWN AUTO STOP	LUST	CLOSED
OSCEOLA	BJORNSTAD RESIDENCE	ERP	CLOSED
	CENTRAL RIVERS COOP	ERP	CLOSED
	OSCEOLA DAM - SEDIMENTS	ERP	CLOSED
	FERRELLGAS INC-OSCEOLA	ERP	CLOSED
	ST CROIX RIVER VALLEY LF - #3484	ERP	OPEN
	QUICKIE TRANSPORT CO	ERP	OPEN
	FEDERATED COOP	ERP	OPEN
	OSCEOLA OIL CO BULK PLT	ERP	OPEN
	CENTRAL RIVERS COOP	ERP	OPEN
	POLK CNTY CLNSWP COLLECTION	ERP	OPEN
	LADD MEMORIAL HOSPITAL	LUST	CLOSED
	OSCEOLA OIL CO BULK PLT	LUST	CLOSED
	OSCEOLA VIL GARAGE	LUST	CLOSED
	OSCEOLA AUTO SALES	LUST	CLOSED
	CIRCLE C FOODS	LUST	CLOSED
	CUSTOM FIRE APPARATUS INC	LUST	CLOSED
	CASCADE ST	LUST	CLOSED
	OSCEOLA LIQUOR & GAS	LUST	CLOSED
	WI DOT	LUST	CLOSED
	OSCEOLA AREA SCHOOLS BUS GARAGE	LUST	CLOSED
	US AIR FORCE STATION (FORMER)	LUST	CLOSED
	SELZLER EXCAVATION INC	LUST	CLOSED
	NYE STORE (FORMER)	LUST	OPEN
	HANSON ELECTRIC	LUST	OPEN
	MALLIN, GODFREY PROPERTY	LUST	OPEN
	MORKS BIG LAKE STORE	LUST	OPEN
OSCEOLA TN	OSCEOLA ROD & GUN CLUB	ERP	OPEN
	ST CROIX RIVER VALLEY LF INC	LUST	CLOSED

Table 6.10 – Contaminated Sites in Polk County (open & closed) ***continued***

Municipality or Nearest Post Office	Location	Activity	Status
RICHARDSON	LAKE MAGNOR STORE	LUST	CLOSED
ST CROIX FALLS	U S PARK SERVICE	ERP	CLOSED
	U S PARK SERVICE	ERP	CLOSED
	ST CROIX	ERP	CLOSED
	INDUSTRIAL TOOL & PLASTIC INC	ERP	CLOSED
	ST CROIX OIL	ERP	CLOSED
	JOHNSON MOTORS	ERP	CLOSED
	JOR-GAS (NEW SITE)	ERP	OPEN
	ST CROIX FALLS CTY LF	ERP	OPEN
	ST CROIX VALLEY COUNTRY CLUB	LUST	CLOSED
	EUREKA TN GARAGE	LUST	CLOSED
	ST CROIX FALLS LEASE BLDG	LUST	CLOSED
	ST CROIX OIL	LUST	CLOSED
	ST CROIX FALLS FLEET SUPPLY	LUST	CLOSED
	NAPA AUTO PARTS/FALLS AUTO R-O-W	LUST	CLOSED
	JOHNSON MOTORS	LUST	CLOSED
	JOR-GAS STATION (OLD SITE)	LUST	CLOSED
	WI DNR INTERSTATE PARK SILVER BROOK	LUST	CLOSED
	ST CROIX FALLS ELEMENTARY SCHOOL	LUST	CLOSED
	SORENSEN MIDDLE SCHOOL	LUST	CLOSED
	WI DNR INTERSTATE PARK	LUST	CLOSED
	WAYNES CAFE	LUST	CLOSED
	HOLIDAY STATION #192	LUST	CLOSED
	POLK CNTY BANK	LUST	CLOSED
	EDINA REALTY	LUST	CLOSED
	OSCEOLA OIL CO	LUST	CLOSED
	JOR-GAS BULK	LUST	CLOSED
	SIMONSON LUMBER	LUST	CLOSED
	STERLING TN GARAGE	LUST	CLOSED
	SKOGLUND OIL CONVENIENCE STORE	LUST	OPEN
STAR PRAIRIE	BIEGERT MATT RESIDENCE	LUST	CLOSED
	NELSONS STORE/HORSE CREEK STORE	LUST	CLOSED
UNITY	UNITY HIGH SCHOOL	ERP	CLOSED
WEST SWEDEN	WEST SWEDEN TN GARAGE	LUST	CLOSED
	FREDERIC VIL LF #1801*	ERP	OPEN

source: Wisconsin BRRTS database, April 21, 2008.

6.4 SWOT ANALYSIS

Strengths:

- Natural Resources
- Lake shore housing
- Shop retail
- Land – available
- Hwy 8 & 63 & 94
- Large labor force available
- Close to metro easy access to special services
- Space available for growth
- Airports
- Within 1 hour of UW Campuses
- Available vacant commercial properties

Weaknesses:

- Lack of technology (internet, wireless, cell phone service)
- Lack of higher education
- Lack of cohesive economic development corporation, silos to themselves
- Industrial parks are too rigid – lack options for green buildings
- Lack of public transportation
- Low wages

Opportunities:

- Agency as a one-stop shop – for Economic Development and location
- Develop a Strong Economic Development Corporation
- Hwy 8, 94 and 63
- Natural Resources
- Variety of recreational activities
- Some art and entertainment
- Tech zone
- “Green”/”Sustainable” economic development

Threats:

- Zoning/policies/government
- Fear of change, behaviors, new residents versus older residents
- Low wage scale
- Big-Box stores
- Infrastructure, older and vacant

6.6 GOALS OBJECTIVES, AND POLICIES

Goal 1: Ensure that economic development fits Polk County's rural and small town character

Objectives:

1) *Review, evaluate and update existing ordinances to meet today's needs and issues regarding economic development*
2) *Promote "green" business and industrial parks*
3) *Consider development of additional aesthetic controls on new developments*

Goal 2: Provide adequate infrastructure to support desired types of economic development

Objectives:

1) *Sewer system to protect water resources versus each owner installing their own system*
2) *Roads: maintain and improve*
3) *Utilities*
   a. *Fiber Optic network(s)*
   b. *Wireless*
   c. *Gas Lines*
   d. *Cell Phone Service*
4) *Utilize all options to provide the necessary infrastructure (public, private, and public-private collaborations)*

Goal 3: Develop a high-quality, diverse, and flexible workforce

Objectives:

1) Evaluate opportunities for bricks and mortar post-secondary education
   a. Continue discussions with Wisconsin Indianhead Technical College, Chippewa Valley Technical College, UW-System to develop post-secondary facilities in Polk County
2) At the very least, have locations to take post-secondary education courses via the web

3) Coordinate educational offerings with area employer needs

Goal 4: Encourage collaboration of all area economic development groups

Objectives:

1) *Share financial resources*
2) *Search additional funding sources*
3) *More points on applications that have multiple governments involved*
4) *No Silos – work collaboratively on projects and marketing*

Policies:

1) Utilize Polk County Economic Development Corporation and UW-Extension to coordinate

Goal 5: Develop a countywide economic development strategy

Objectives:

1) *Polk County Economic Development Corporation should meet with key stakeholders and craft a strategy*
2) *Target businesses and industries*

Goal 6: Encourage small-scale farming and organic farming

Objectives:

1) *Promote farmers' markets*
2) *Promote Community Supported Agriculture*

Goal 7: Promote local and downtown businesses

Objectives:

1) *encourage/promote existing programs and incentives to buy or shop local*
2) *Investigate additional programs and incentives*

Goal 8: Encourage home-based businesses and telecommuting

Objectives:

1) *Need for high-speed/fiber optic communications*
   i.) *Investigate opportunities to expand infrastructure*

9) Foster entrepreneurial atmosphere

Objectives:

1) *Review and update existing ordinances*
2) *Minimize regulatory restrictions to desired types of economic development*