



# Regional Information and Economic Indicators

## New North Region

Submitted 8.10.2011



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# New North Region



## Reasons to Relocate to the New North Region

### Central Location—Access to Markets

Companies concerned about transportation and location should look closely at the New North Region. Located in Northeastern Wisconsin, with immediate interstate access to the Milwaukee, Chicago, Detroit, and Minneapolis markets, class 1 rail access, some of the largest trucking companies in the United States, and deep water port access, the New North region provides the logistical support companies need.

### Provided Supply Chain Support

With a history of expertise in paper, printing and plastics manufacturing, the New North region provides a history of manufacturing that enables capacity to meet your supply chain needs. Over 6,000 employees work within paper manufacturing in the region at over 110 establishments, with nearly 20 active paper mills and 76 plastics and plastic film manufacturing locations. Nearly 300 suppliers and manufacturers in 16 different product/service categories are active in the Wisconsin Wind Works supply chain throughout Wisconsin. This collaborative consortium of skilled manufacturers ensures an expansive, experienced supply chain for your needs.

### Plentiful Water Access

The New North region offers access to 69% of the nation's freshwater supply, with rich sources of stable groundwater supply to support operations and 300 miles of shoreline with Lake Michigan and access to the St. Lawrence Seaway.

### Top Education System—Assistance to Businesses

Wisconsin's technical college system – the nation's first and finest – annually graduates over 4,500 industrial and engineering technicians. The colleges have a long history of working with local employers to tailor their programs to businesses' specific needs.

The University of Wisconsin ranks among the top three in the nation's public universities in Research & Development (R&D) spending and offers a host of technology-transfer resources to business.

The New North region has a culture of continued learning, with over 132,000 citizens enrolled in a post-secondary education course in the academic year of 2010.

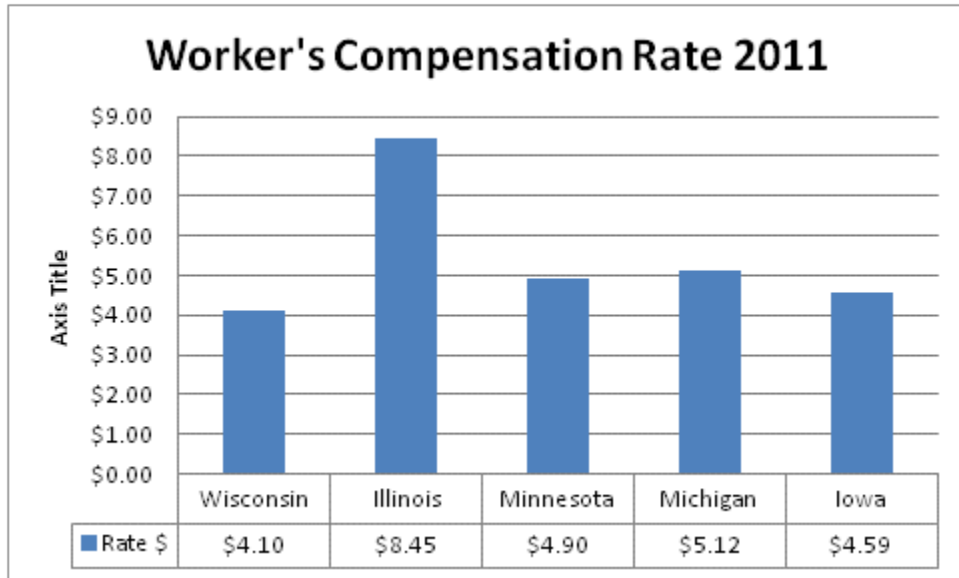
Wisconsin Technical colleges have a history of offering service and training to businesses and employers around the state. The four post-secondary technical colleges located within the New North region have served a total of nearly 3,000 business and employers, in Wisconsin, training over 40,000 employees.

### Quality, Lower Cost Healthcare and Worker's Compensation Rates

Two hospitals, Aurora BayCare Medical Center and Aurora Sheboygan Memorial Medical Center in the New North region have been named among the top 100 hospitals in the nation according to a 2010 Thomson Reuters study that evaluates performance in 10 areas: mortality, medical complications, patient safety, average length of stay, expenses, profitability, patient satisfaction, adherence to clinical standards of care, and post-discharge mortality and readmission rates for acute myocardial infarction, heart failure and pneumonia.

Workers Compensation Research Institute found the cost per claim of drugs prescribed to injured workers in Wisconsin was 30% lower than study median comparing all states rates. Worker's compensation rates

among common manufacturing occupations in Wisconsin are consistently lower than rates in other heavy manufacturing Great Lakes States.



Source: Forward Wisconsin, Updated as of 2011, Rates are per \$100 dollars of payroll

## Economic Development Tax Credit

(Updated August 2011 to include new tax credits and funding programs that were developed through the Wisconsin State Legislature. See Wisconsin State Statute Subchapter VI Tax Incentives for Business Development in Wisconsin at: <http://www.commerce.state.wi.us/BD/docs/BD-ETC-Statutes.pdf>. **Cross Reference:** See also s. Comm 112.01, Wis. adm. code.)

The Economic Development Tax Credit replaces five former Wisconsin tax credit programs - the Airport Development Zone, Agricultural Development Zone, Community Development Zone, Enterprise Development Zone and Technology Zone programs. The new tax credit program eliminates all former zone boundaries, as well as creating new ways in which existing Wisconsin businesses or businesses relocating to Wisconsin can earn tax credits.

The tax credits, which are nonrefundable and nontransferable, must be applied against a certified business's Wisconsin income tax liability. In the case of an S-Corporation, LLC or other pass-through entity, tax credits flow through to the owners in the same way as the income. The tax credits have a 15-year carry forward.

### Eligible Activities

**Job Creation** – Tax credits can be earned through the creation of new, full-time positions that pay at least \$10.88 per hour. Businesses must create the jobs within three years and maintain them for at least two additional years. Tax credits will be released on an annual basis, in direct proportion to the number of jobs created.

**Capital investment** – Tax credits may be earned through capital investment for property and equipment. Expenditures for working capital, employment costs, moving costs, intellectual property and unrelated fees and permits are not eligible. Tax credits will be released on an annual basis, as eligible expenditures take place. Businesses whose primary activity includes such things as retail, commercial development, recreation, entertainment or direct health care are not eligible to earn tax credits through capital investment.

**Employee Training** – Tax credits may be earned through many types of training provided to existing and new employees in full-time positions. Training must be related to a specific project. Eligible training costs include trainee wages, trainer costs and trainer materials. Tax credits will be released on an annual basis, as eligible training costs are incurred.

**Work Opportunity Tax Credit (WOTC)** -- The Work Opportunity Tax Credit (WOTC) is a federal income tax credit designed to help people gain on-the-job experience and acquire better employment. The WOTC program offers federal tax credits to employers as an incentive to hire people in several specific target groups. WOTC applies only to **new** employees.

More information at: <http://dwd.wisconsin.gov/jobservice/taxcredit/wotc.htm>

**Corporate Headquarters** – Tax credits may be earned by businesses locating global, national divisional or regional headquarters operations to Wisconsin or by businesses whose existing Wisconsin headquarters are at risk of leaving the state. Credits will be allocated on a per-job basis.

Commerce will certify applicants that have met the eligibility criteria and will allocate tax credits. In determining the allocation of tax credits, the Department will consider the following:

1. Whether the project will serve a public purpose;
2. Whether the project might not occur without the allocation of tax credits;
3. The extent to which the project will be financed with funds not provided by the State of Wisconsin;
4. Whether the project will displace workers in Wisconsin;
5. The extent to which the project will retain or increase employment in Wisconsin;
6. The extent to which the project will contribute to the economic growth of Wisconsin and to the well-being of Wisconsin residents;
7. Whether the project will be located in an economically distressed area;
8. Whether the project will be located in a rural area;
9. The extent to which the project will increase the geographic diversity of available tax benefits throughout Wisconsin;
10. The financial soundness of the business;
11. The ability of the business to utilize Wisconsin income tax credits; and
12. Any previous financial assistance that the business received from the Wisconsin Department of Commerce.

Application materials can be obtained by contacting the Department of Commerce's Area Development Managers at <http://www.commerce.state.wi.us/BD/BD-AreaDevManagers.html>. For additional information about the Economic Development Tax Credit program, contact:

**Frank Frassetto**  
Area Development Manager  
Bureau of Business Development  
Wisconsin Economic Development Corporation  
920.231.7320 ph  
[frank.frassetto@wisconsin.gov](mailto:frank.frassetto@wisconsin.gov)

Source: <http://www.commerce.state.wi.us/BD/BD-ETC.html> Retrieved: 08/09/2011

## Focus on Energy Tax Incentives

### Renewable Energy Tax Credits

Focus on Energy offers financial incentives to help Wisconsin homes, farms, and businesses take advantage of clean, green, renewable energy. Whether you're installing a system at home or at work, Focus on Energy is a valuable resource. Use the information below to educate yourself about renewable energy and determine what your next steps are. See a full overview below:

[http://www.focusonenergy.com/Incentives/Business/renewable\\_incentives.aspx](http://www.focusonenergy.com/Incentives/Business/renewable_incentives.aspx)

Overview of Business Incentives from Focus on Energy: Quick Reference Guide:

Focus on Energy Business Programs offer both custom and prescriptive incentives for efficiency projects. These incentives are designed to motivate customers to upgrade equipment selections, or implement energy efficiency projects that they would not have done otherwise. See a full overview below:

[http://www.focusonenergy.com/files/Document\\_Management\\_System/Business\\_Programs/businessprogramsjanjuly11\\_incentivessummary.pdf](http://www.focusonenergy.com/files/Document_Management_System/Business_Programs/businessprogramsjanjuly11_incentivessummary.pdf)

### Federal Focus on Energy Business Tax Incentives

Businesses throughout Wisconsin are turning to energy efficiency and renewable energy as a way to save energy, cut costs and improve their bottom lines. And now, purchasing and installing smart energy solutions is more affordable than ever when eligible businesses combine financial incentives from Focus on Energy with business tax credits and U.S. Department of Treasury grants from the federal government. See a full overview below:

[http://www.focusonenergy.com/files/document\\_management\\_system/business\\_programs/businessenergytaxcredits\\_factsheet.pdf](http://www.focusonenergy.com/files/document_management_system/business_programs/businessenergytaxcredits_factsheet.pdf)

## Overview of All Potential Financial Incentives

Below are links for all Renewable and Efficiency Tax Credits available in the New North region, including updates on policies, rules and regulations:

### Corporate Tax Credit

- [Woody Biomass Harvesting and Processing Tax Credit \(Corporate\)](#)

### PACE Financing

- [Local Option - Energy-Efficiency Improvement Loans](#)

### Performance-Based Incentive

- [We Energies - Biogas Buy-Back Rate](#)

#### Personal Tax Credit

- [Woody Biomass Harvesting and Processing Tax Credit \(Personal\)](#)

#### Property Tax Incentive

- [Solar and Wind Energy Equipment Exemption](#)

#### Sales Tax Incentive

- [Renewable Energy Sales Tax Exemptions](#)

#### State Grant Program

- [Focus on Energy - Renewable Energy Grant Programs](#)

#### State Loan Program

- [Focus on Energy - Home Performance & Efficient Heating and Cooling Loan Program](#)
- [Focus on Energy - Home Performance with Energy Star Loan Program \(WPS Customers Only\)](#)

#### State Rebate Program

- [Focus on Energy - Commercial/Industrial Buildings Multi-Project Bonus \(WPS Customers Only\)](#)
- [Focus on Energy - Commercial/Industrial Efficiency in Existing Buildings](#)
- [Focus on Energy - Commercial/Industrial Efficiency in New Construction](#)
- [Focus on Energy - Efficient Heating and Cooling Cash-Back Rewards](#)
- [Focus on Energy - Efficient Heating and Cooling Cash-Back Rewards \(WPS Customers Only\)](#)
- [Focus on Energy - Energy-Efficient Products Cash-Back Rewards](#)
- [Focus on Energy - Home Performance with Energy Star](#)
- [Focus on Energy - Home Performance with Energy Star \(WPS Customers Only\)](#)
- [Focus on Energy - Incentives for Existing Multi-Family Buildings](#)
- [Focus on Energy - Incentives for Multi-Family New Construction](#)
- [Focus on Energy - Renewable Energy Incentives](#)

#### Utility Loan Program

- [Alliant Energy \(Wisconsin Power and Light\) - Shared Savings Program](#)

#### Utility Rebate Program

- [We Energies \(Electric\) - Multifamily, Small Business and Nonprofit Efficiency Rebate Program](#)
- [We Energies \(Gas\) - Multifamily, Small Business and Nonprofit Efficiency Rebate Program](#)
- [We Energies - Livestock and Dairy Farm Electrical Re-wiring Program](#)

Source: DSIRE: Database for State Incentives in Renewable Energy <http://www.dsireusa.org/>

# Rules, Regulations & Policies

## Building Energy Code

- [Wisconsin Energy Conservation Code](#)

## Energy Efficiency Resource Standard

- [Energy Efficiency Resource Standard](#)

## Energy Standards for Public Buildings

- [Energy Efficiency and Green Building Standards for State Buildings](#)

## Green Power Purchasing

- [Wisconsin - Green Power Purchasing](#)

## Interconnection

- [Interconnection Standards](#)

## Net Metering

- [Wisconsin - Net Metering](#)

## Public Benefits Fund

- [Focus on Energy Program](#)

## Renewables Portfolio Standard

- [Renewable Portfolio Standard](#)

## Solar/Wind Access Policy

- [Solar and Wind Rights](#)

## Solar/Wind Permitting Standards

- [Wisconsin - Wind Siting Rules and Model Small Wind Ordinance](#)

## Major Contractors in New North Region

Several prominent major contractors are located within the New North Region that would be potentially interested in coating specialties. Below is a list of major contractors and headquarter locations, all of which are active members and investors of New North, Inc.

Company Name	City
Boldt Construction	Appleton
CR Meyer & Sons Co.	Oshkosh
Lunda Construction Co. – Industrial Division	Little Chute
Miron Construction Co. Inc.	Neenah

## Logistical Resources and Infrastructure

One of the results of our long manufacturing tradition is a robust infrastructure capable of handling even complex transportation needs. Available infrastructure includes:

- Immediately available class 1 rail access and a connected interstate highway network with easy connection to major Midwest cities:
  - Chicago
  - Minneapolis
  - Milwaukee
  - Detroit
  
- 17 freight forwarding carriers in the region ready and available for contract.
  
- Wisconsin has a population of 5.6 million people and is within 500 miles of:
  - 38% of all U.S. manufacturing volume
  - 31% of all U.S. manufacturing operations
  - 30% of all U.S. business operations
  - 36% of all U.S. capital investment by industry
  - 33% of all U.S. population
  - 27% of all Canadian manufacturing volume
  - 46% of all Canadian manufacturing operations
  - 22% of all Canadian population
  
- Deep Water Port Access from Marinette, Wisconsin and Green Bay, Wisconsin, and Milwaukee, Wisconsin within 100 miles. Easy access to Great Lakes and international access through the St. Lawrence Seaway.
  
- Abundant accessibility to fresh water with over 300 miles of shoreline with the Great Lakes and over 2,242 miles of streams and 12,442 acres of lakes in the New North region.
  
- Daily Commercial, Freight and General Aviation with International Air Service through Austin Straubel International Airport in Green Bay, Wisconsin and Outagamie County Regional Airport in Appleton, Wisconsin:

Austin Straubel International Airport, Green Bay, Wisconsin

- Thirty daily flights serving nearly 800,000 commercial guests a year, \and over 85,000 general aviation personal aircraft flights
- Service to:
  - Chicago
  - Cleveland (added in 2010)
  - Detroit
  - Milwaukee
  - Denver
  - Minneapolis
  - Denver (Seasonal) (added 2010)

Outagamie County Regional Airport, Appleton, Wisconsin

- Offers the most non-stop daily service, averaging 21 flights daily, and processing nearly 22 million pounds of freight annually.
- Service to:
  - Atlanta
  - Detroit
  - Minneapolis
  - Chicago
  - Denver
  - Milwaukee
  - Las Vegas
  - Orlando-Stanford

General Mitchell International Airport: Milwaukee, Wisconsin

- Offers 55 nonstop flights around the United States to all major cities and international hubs from 9 different airline carriers with an average of 30,000 passengers served daily and over 171 million pounds of freight serviced in 2010.
- International connection to six continents.

- An efficient highway system providing notably short commute times:

<b>Average Commute Time to Work</b>		
<b>City in Wisconsin</b>	<b>City Average Time (minutes)</b>	<b>Average Minutes in Cities Rated Best Places to Live</b>
Green Bay	14.8	21.4
Appleton	14.5	21.4
Oshkosh	13.2	21.4

The New North offers hundreds of logistical resources including warehousing, trucking, railroad and logistical consulting services and hundreds of additional companies are available throughout Wisconsin. We would be happy to provide more specific information about a company or to search under different criteria for companies at your request.

[Wisconsin Railway Providers:](#)

Wisconsin hosts class 1 rail access from two national carriers, with numerous rail providers operating in the state of Wisconsin:

- Wisconsin Great Northern
- Union Pacific Railroad
- Progressive Rail, Inc.
- Dakota, Minnesota & Eastern Railroad
- Escanaba & Lake Superior
- Canadian National
- Municipality of East Troy Wisconsin Railroad Co.
- Canadian Pacific Railway (Soo Line Railroad)

- BNSF Burlington Northern-Santa Fe
- Wisconsin and Southern Railroad

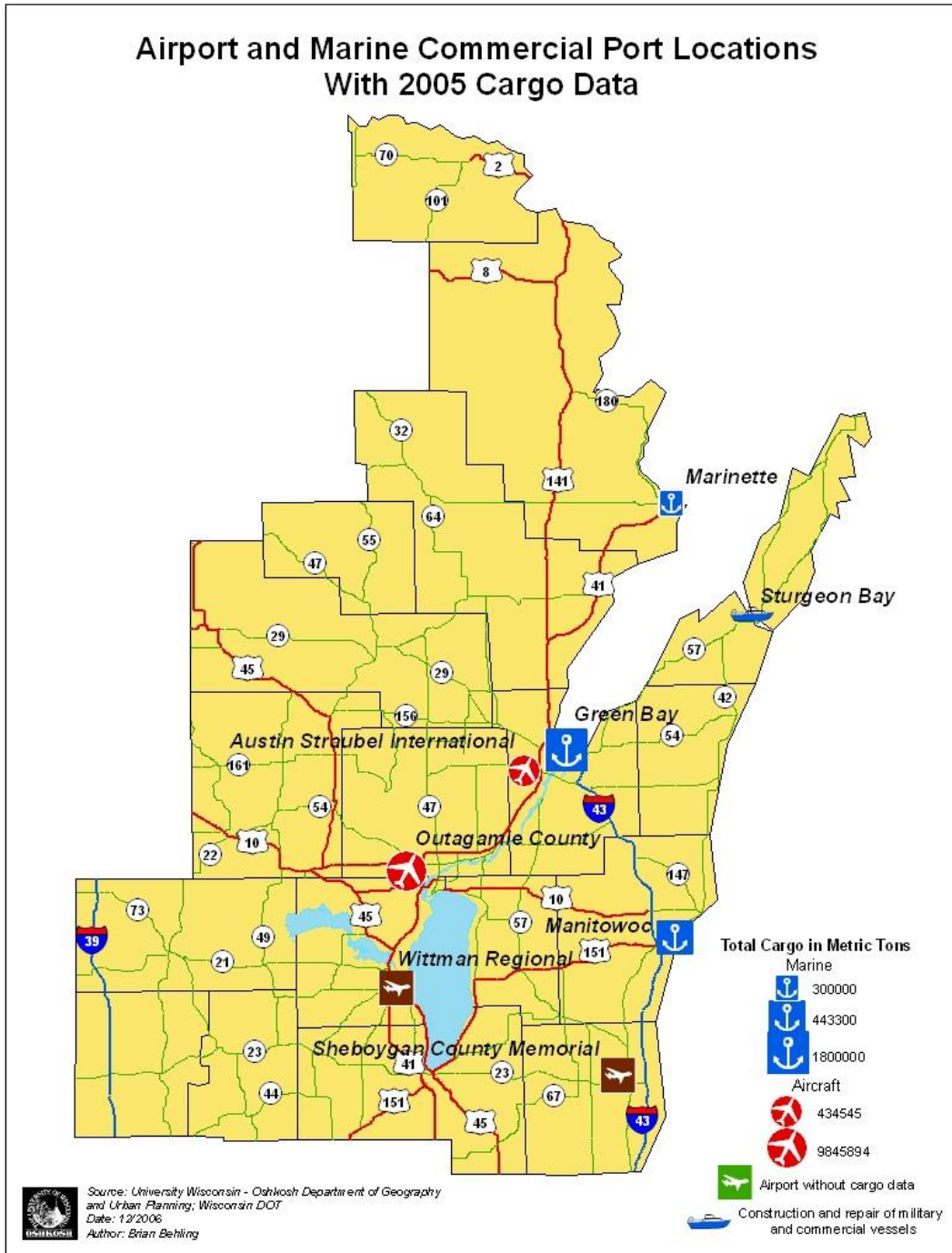
Largest Rail Providers in Wisconsin: Customer Cost Rate Information:

*Each railroad has specific costs rates per freight, area, and multiple other factors. Below are links to customer information of the largest rail providers in Wisconsin. To determine costs, determine best route and contact railway providers for exact quotes.*

Canada National:	<a href="http://www.cn.ca/en/shipping-prices-tariffs-transit-time.htm">http://www.cn.ca/en/shipping-prices-tariffs-transit-time.htm</a>
BNSF Burlington Northern-Santa Fe	<a href="http://www.bnsf.com/customers/prices-and-tools/">http://www.bnsf.com/customers/prices-and-tools/</a>
Canadian Pacific Railway (Soo Line Railroad)	<a href="http://www8.cpr.ca/cms/English/Customers/default.htm">http://www8.cpr.ca/cms/English/Customers/default.htm</a>
Wisconsin & Southern Railroad Co.	<a href="http://www.wsorrailroad.com/customers/freight.html">http://www.wsorrailroad.com/customers/freight.html</a>
Union Pacific Railroad Co.	<a href="http://www.uprr.com/customers/index.shtml">http://www.uprr.com/customers/index.shtml</a>



# Airport and Marine Commercial Port Locations in Northeastern Wisconsin



## Tanker Trucks In Northeastern Wisconsin

Below is a sample of some of the largest tanker transport trucking companies in Northeastern Wisconsin.

Company Name	City
Klemm Tank Lines	Green Bay
Old Reliable Transport, Inc.	Michicot
Sanimax Ato Inc.	Green Bay
Machkovich Trucking Inc.	Ripon
Flash, Inc.	Green Lake
Ottery Transportation Inc.	Cambellsport
Dedicated Systems	Green Bay
Tom Ottery Transit, Inc	Fond du Lac
Paper Transport	Green Bay
Charles Poch, Inc.	St. Cloud
Condon Transport, Inc.	Ripon
Schuh Transport Inc.	Kaukauna
Matrix Dairy Transport Inc	Pulaski
US Oil Company, Inc.	Combined Locks
O'Connor Oil Corporation	Fond du Lac
Schneider National	Green Bay
Peterbilt	De Pere
Bayland Transport	Green Bay
LcL Bulk Transport	Green Bay

Updated: August 2011

## Freight Transport Arrangement In Northeastern Wisconsin

Trucking options include 217 firms that range from local general freight trucking to long distance hauling with truckload and less-than-truckload options in the four county-regions of Manitowoc, Marquette, Sheboygan and Winnebago Counties. Listed here are the 14 largest trucking companies located in this area.

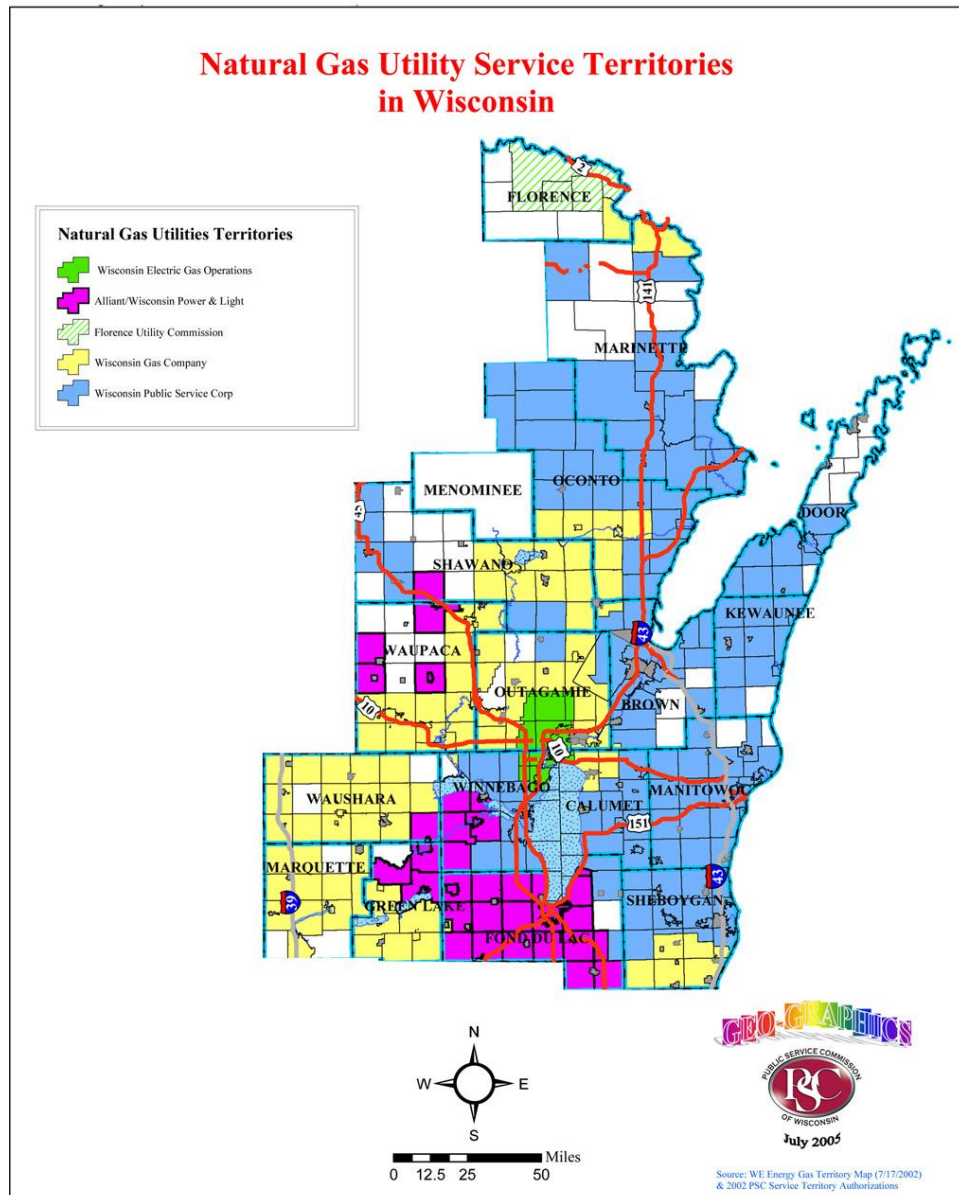
Company Name	City
N & M Transfer Company, Inc.	Neenah
Swift Transportation Company, Inc.	Neenah
Chizek Elevator & Transport, Inc.	Newton
Wisconsin nationwide Transportation	Two Rivers
Sargento Transportation, LLC	Plymouth
BSV Transportation, Inc.	Plymouth
Checker Logistics, Inc.	Neenah
Dayton Freight Lines, Inc.	Oshkosh
Ecklund Logistics, Inc.	Neenah
Velley Express, LLC	Oshkosh
Badger Federal Services, Inc.	Oshkosh
USF Holland, Inc.	Neenah
Tax Airfreight, Inc.	Neenah
Hot-Shot Express, Inc.	Neenah
Schneider National	Green Bay
Badger Transport	Clintonville

Updated: August 2011

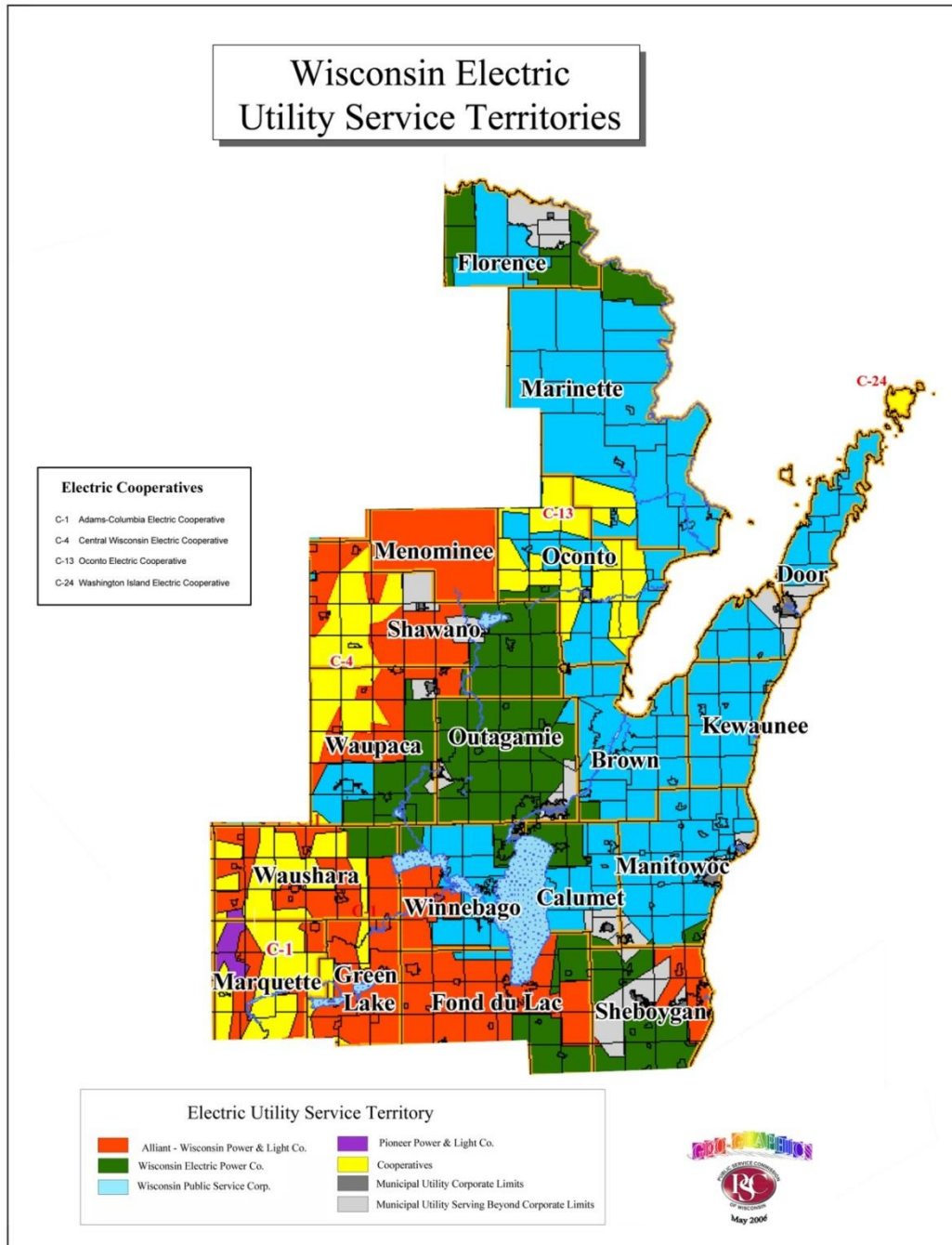
## Utilities

Utility costs are low throughout Wisconsin and the New North. When numbers are immediately available for specific properties they are listed with the property – more information can certainly be obtained for any particular properties in which you are interested. This section summarizes New North as a region or Wisconsin as a state.

## Natural Gas Service Territories



# Electric Utility Service Territories



Per unit rate charged by the utility providers for industrial customers

- Electric: Average rate for industrial customers based on the Department of energy report from 10/31/10 is \$0.0685 per kWh
- Natural Gas: Varies by month and is dependent on the size of the customer and whether they are transportation or sales customers
- Storm sewer, Sanitary sewer and Water vary by community.

Off peak rates are available from contacts listed below. The current rate for medium voltage primary customer (customer owned transformation equipment) is \$0.04974 per kWh

Providers of the utility infrastructure within New North and Contact Information:

Electric –

**Wisconsin Public Service**

Ted Penn

[tjpenn@wisconsinpublicservice.com](mailto:tjpenn@wisconsinpublicservice.com)

920.433.1627

**Alliant Energy**

Bruce Kepner

[brucekepner@alliantenergy.com](mailto:brucekepner@alliantenergy.com)

608.458.5753

**We Energies**

Penny Schuereman

[Penny.scheuerman@we-energies.com](mailto:Penny.scheuerman@we-energies.com)

414.221.3018

\*Details of local access are provided with each individual property

Natural gas –

**Wisconsin Public Service**

Ted Penn

[tjpenn@wisconsinpublicservice.com](mailto:tjpenn@wisconsinpublicservice.com)

920.433.1627

**Alliant Energy**

Bruce Kepner

[brucekepner@alliantenergy.com](mailto:brucekepner@alliantenergy.com)

608.458.5753

**We Energies**

Penny Schuereman

[Penny.scheuerman@we-energies.com](mailto:Penny.scheuerman@we-energies.com)

414.221.3018

\*Details of local access are provided with each individual property.

Storm sewer –

Varies by community

Sanitary sewer –

Varies by community

Water –

Varies by community

Telephone –

**AT&T**

Robyn Gruner

[Rt7258@att.com](mailto:Rt7258@att.com)

920.997.1419

**Charter Communications**

John Miller

[John.miller@chartercom.com](mailto:John.miller@chartercom.com)

920.907.7755

\*Details of local access are provided with each individual property.

Fiber optics --

Fiber optics networks are widely available in the New North, even in more remote areas.

**AT&T**

Robyn Gruner

[Rt7258@att.com](mailto:Rt7258@att.com)

920.997.1419

**Charter Communications**

John Miller

[John.miller@chartercom.com](mailto:John.miller@chartercom.com)

920.907.7755

**Time Warner Cable**

Michael J. Fox

[Mike.fox@twcable.com](mailto:Mike.fox@twcable.com)

(920) 831-9101

**Nsight Teleservices**

Rob Riordan

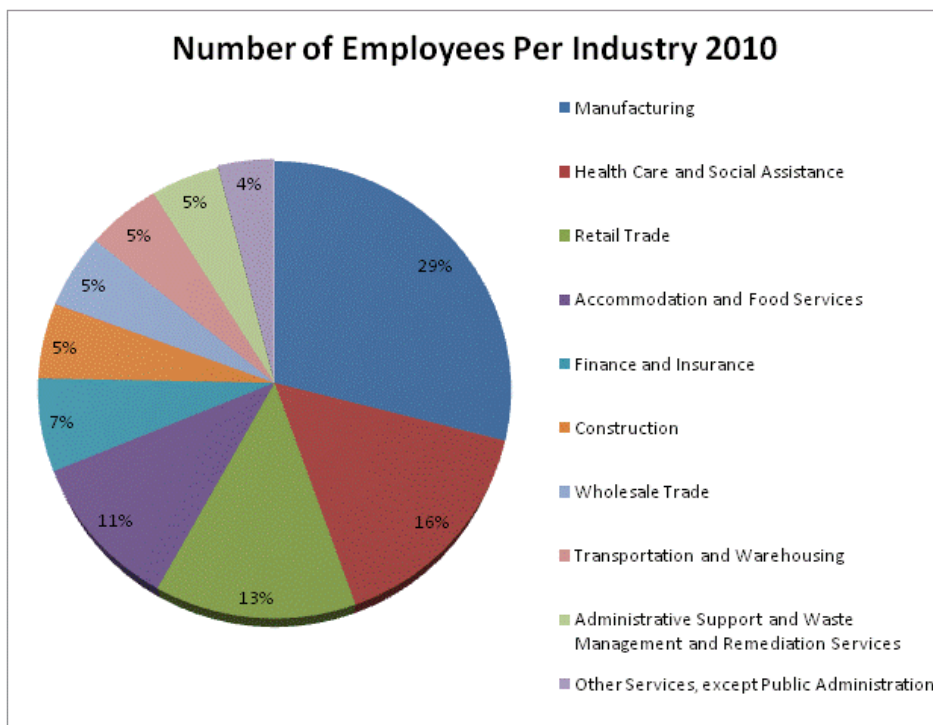
[Rob.riordan@nsighttel.com](mailto:Rob.riordan@nsighttel.com)

\*Details of local access are provided with each individual property.

# Workforce

## Industry Outlook in the Northeastern Wisconsin

Northeast Wisconsin is known for excellence in advanced manufacturing, with 29% of its workforce working within manufacturing industries, while industry levels for manufacturing in the United States as a whole is reported at 9%, and Wisconsin reported at only 16%. Northeast Wisconsin's superior specialties in Advanced Manufacturing provide the area with the structure to weather economic troubles. Since December 2009, Wisconsin has added a net of 31,600 private sector jobs. The Wisconsin Department of Workforce Development reports that through November 2010, Wisconsin's unemployment rate remains below that of other manufacturing-heavy Midwest states including Illinois, Indiana, Michigan and Ohio.



Source: U.S Census NAICS Codes Report, 2010

Northeastern Wisconsin workers are more engaged in safe practices and training. Injured workers in the New North have recovered quicker with higher levels of job satisfaction and production reported than other states. In an 11 state study entitled *Comparing Outcomes for Injured Workers in Michigan*, Wisconsin scored the best on eight out of the nine metrics employed (Workers Compensation Research Institute, 2010 Annual Report, p. 27). Among 10 states examined for a 2010 study it was found that “return to work and worker satisfaction with care in Wisconsin were the highest of the states studied...”

Source: Workers Compensation Research Institute 2010 study *How Have Worker Outcomes and Medical Costs Changed in Wisconsin?* p. 3.

## Sample of Mean Wages in the Northeastern Wisconsin

Comparison of Mean Annual Wages						
Title	U.S. Average	NN	MI	MN	IL	IA
All Occupations	\$ 43,460	\$ 39,680	\$ 42,930	\$ 44,940	\$ 46,110	\$36,960
Sales Managers	\$ 111,570	\$ 95,353	\$ 104,670	\$ 107,210	\$ 105,050	\$95,890
Computer and Information Systems Managers	\$ 120,640	\$ 93,600	\$ 105,460	\$ 118,490	\$ 113,760	\$100,580
Construction Managers	\$ 93,290	\$ 83,703	\$ 92,280	\$ 90,450	\$ 102,530	\$80,680
Accountants and Auditors	\$ 67,430	\$ 57,920	\$ 64,330	\$ 60,900	\$ 69,660	\$58,460
Claims Adjusters, Examiners, and Investigators	\$ 58,780	\$ 51,873	\$ 57,980	\$ 51,480	\$ 60,980	\$52,480
Electrical Engineers	\$ 86,250	\$ 75,420	\$ 78,980	\$ 84,220	\$ 86,740	\$78,600
Mechanical Engineers	\$ 80,580	\$ 70,297	\$ 84,270	\$ 76,190	\$ 73,650	\$73,200
First-Line Supervisors/Managers of Office and Administrative Support Workers	\$ 49,990	\$ 44,843	\$ 49,990	\$ 48,880	\$ 53,190	\$46,440
Carpenters	\$ 43,640	\$ 38,920	\$ 44,160	\$ 45,320	\$ 57,070	\$36,560

Source: U.S. Bureau of Labor Statistics, on-line datasets, May 2009

Standard Occupation Code (SOC Code)	Description	2009 Jobs	2015 Jobs	Number of New & Replacement Jobs	Percentage of New & Replacement Jobs	Current Avg Hourly Earnings	Current 10 Percentile Hourly Earnings (10% of earners earn less than this amount)	Current 75 Percentile Hourly Earnings (75% of earners earn less than this amount)
51-4121	Welders, cutters, solderers, and brazers	3,520	3,655	904	26%	\$19.48	\$13.75	\$22.22
51-2099	Assemblers and fabricators, all other	2,941	3,180	680	23%	\$13.30	\$8.85	\$15.53
51-2092	Team assemblers	8,526	9,114	1,932	23%	\$14.86	\$9.09	\$18.39
51-5023	Printing machine operators	1,999	2,037	366	18%	\$18.28	\$12.30	\$21.56
17-2141	Mechanical engineers	1,909	1,819	35100%	18%	\$32.83	\$22.37	\$38.66
49-9042	Maintenance and repair workers, general	5,657	5,815	736	13%	\$17.63	\$11.09	\$21.19
43-5071	Shipping, receiving, and traffic clerks	3,052	2,925	469	15%	\$14.34	\$9.12	\$17.07
51-1011	First-line supervisors/managers of production and operating workers	5,492	5,377	571	10%	\$26.40	\$16.37	\$30.05

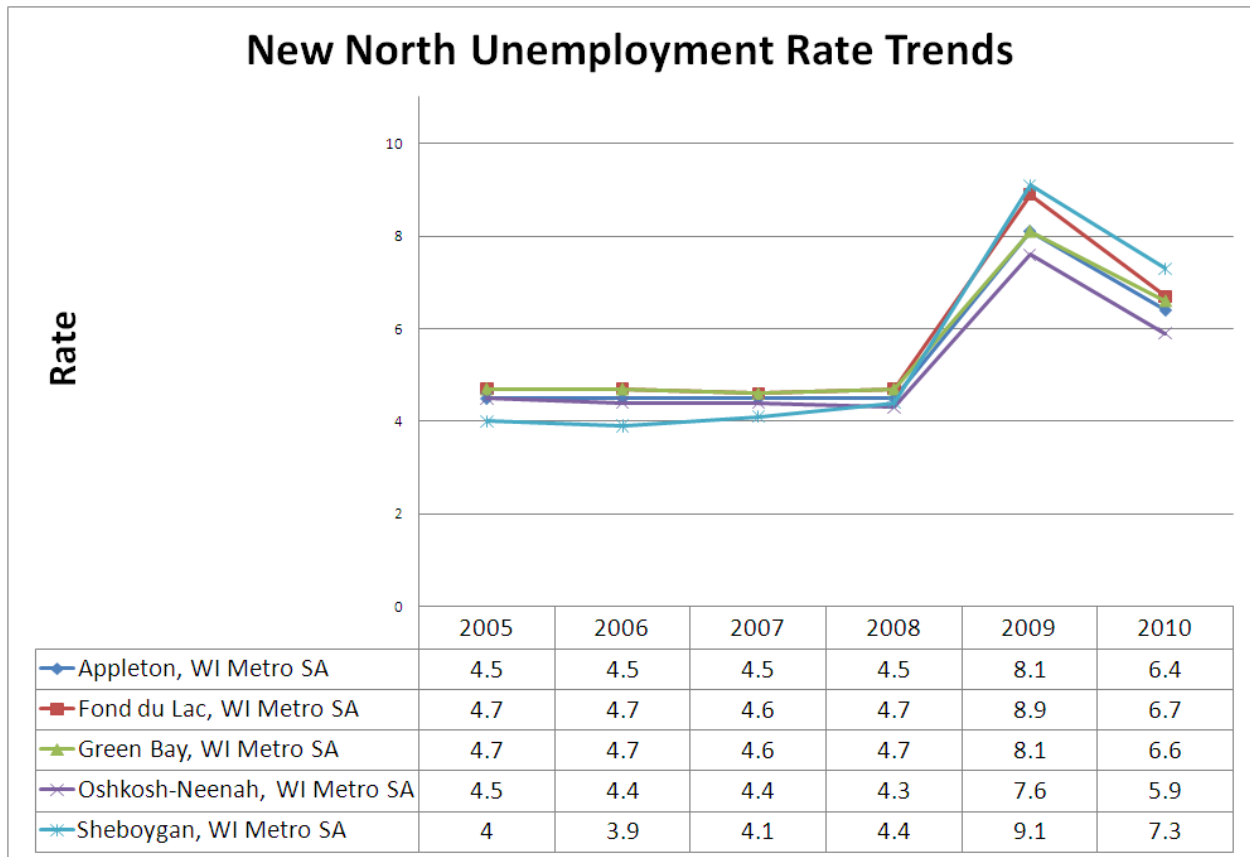
Source: New North Occupational Outlook, November 2010,  
<http://www.thenewnorth.com/resources/nnoccupations10161stqtrfinaldata6812.pdf>

Workers in Northeast Wisconsin have stronger work ethic, lower rates of turnover, and higher workforce participation. U.S. Census reports consistently rank Northeast Wisconsin's workforce more stable than comparable regions and states.

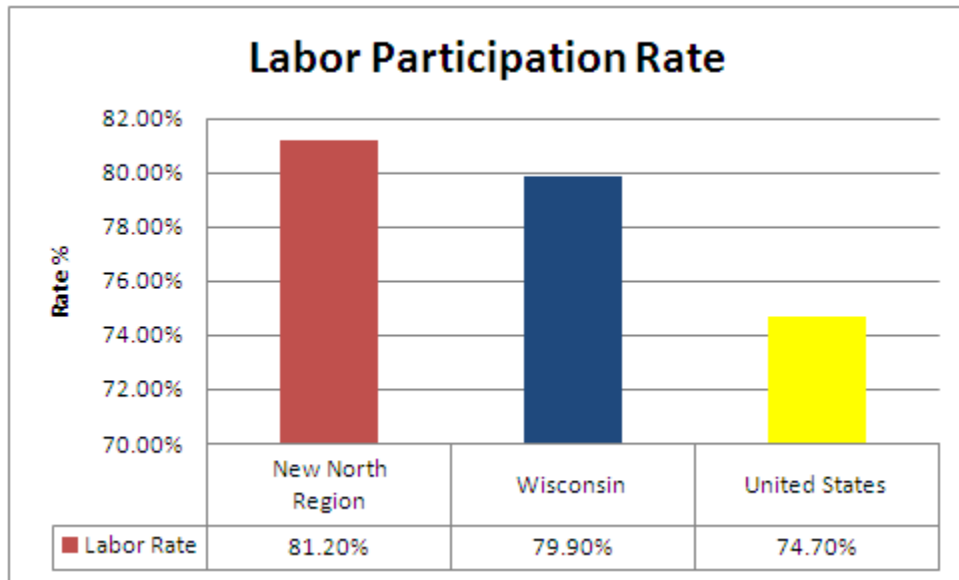
Reported Turnover Rate

Term	Wisconsin	Minnesota	Michigan	Illinois	Iowa	Indiana
2009	7.60%	8.60%	8.40%	7.60%	8.10%	8.10%
Quarter 4 2009	8.60%	9.50%	9.20%	8.40%	9.60%	8.90%
Quarter 1 2010	6.90%	8.30%		6.60%	9.40%	7.50%

Source: U.S. Census, Quarterly Workforce Indicators, 2009



Source: U.S. Census Report, Unemployment among MSA's, 2011 Report



Source: Wisconsin Department of Workforce Development, 2009 Report

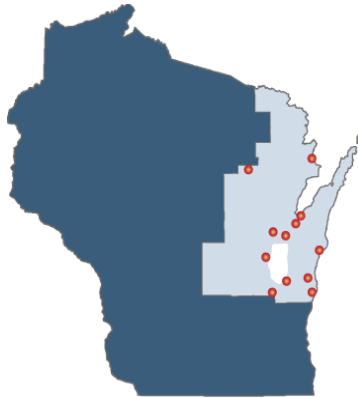
## Labor Quality and Availability

The New North's workforce has a solid reputation for exhibiting a strong work ethic. Indicative of that are its high labor participation rates and the fact that regional business leader opinion surveys consistently rank workforce quality indicators as high. Low workers compensation claims/rates, high productivity rankings, and common quality certifications or "lean" systems are found in firms throughout the region.

## Education

Educational attainment within the state and region lead the nation at K-12 level-performance metrics, leveling off for post secondary degree counts at roughly 19% of those 25 years older and older. This is primarily due to a strong manufacturing market that has historically afforded on-the-job technical skills training in place of formal academic tracks. This historic trend is now changing due to greater emphasis on technology capacities across all industry sectors. Local technical colleges, university campuses and labor training resources have a strong history in working directly with business/industry to meet the talent demands of regional employers. Within the regional population of 25 years of age and older, 46% of that population have pursued at least some post-secondary education.

## Colleges and Universities



- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• College of Menominee Nation<br/><a href="#">President Fowler</a></li><li>• Fox Valley Technical College<br/><a href="#">President May</a></li><li>• Lakeshore Technical College<br/><a href="#">President Lanser</a></li><li>• Moraine Park Technical College<br/><a href="#">President Hytrek</a></li><li>• Northeast Wisconsin Technical College<br/><a href="#">President Rafn</a></li><li>• University of Wisconsin Extension (<i>state wide</i>)<br/><a href="#">Interim Chancellor Marv Van Kekerix</a></li><li>• University of Wisconsin-Fond du Lac<br/><a href="#">CEO &amp; Campus Dean Short</a></li></ul> | <ul style="list-style-type: none"><li>• University of Wisconsin-Green Bay<br/><a href="#">Chancellor Harden</a></li><li>• University of Wisconsin-Manitowoc<br/><a href="#">Interim Dean/CEO Rudd</a></li><li>• University of Wisconsin-Marinette<br/><a href="#">Campus Dean Langteau</a></li><li>• University of Wisconsin-Oshkosh<br/><a href="#">Chancellor Wells</a></li><li>• University of Wisconsin-Sheboygan<br/><a href="#">Campus Dean &amp; CEO Hardersen</a></li><li>• University of Wisconsin-Fox Valley<br/><a href="#">Dean Perry</a></li></ul> |
|---|---|

### New North's Private Universities:

- Marian University, Fond du Lac
- Ripon College, Ripon
- Lawrence University, Appleton
- St. Norbert University, De Pere
- Silver Lake College, Manitowoc

The region has 13 post-secondary campuses in the New North, with two within the University of Wisconsin system, including multiple private colleges. There are five two-year campuses within the University of Wisconsin system and four technical colleges, along with the College of the Menominee Nation – a two-year land-grant community college chartered by the Menominee people.

Training programs have all evolved into customized approaches: academic training mixed with on-the-job experience or internships are common collaboration-approaches. Workforce training for new and incumbent workers is available through a variety of sources that are focused on rapid curriculum development, implementation and flexible delivery systems. Key to the success of these programs is the

direct involvement of the employer in building effective content in the training curriculum and the screening/selection of quality candidates for training.

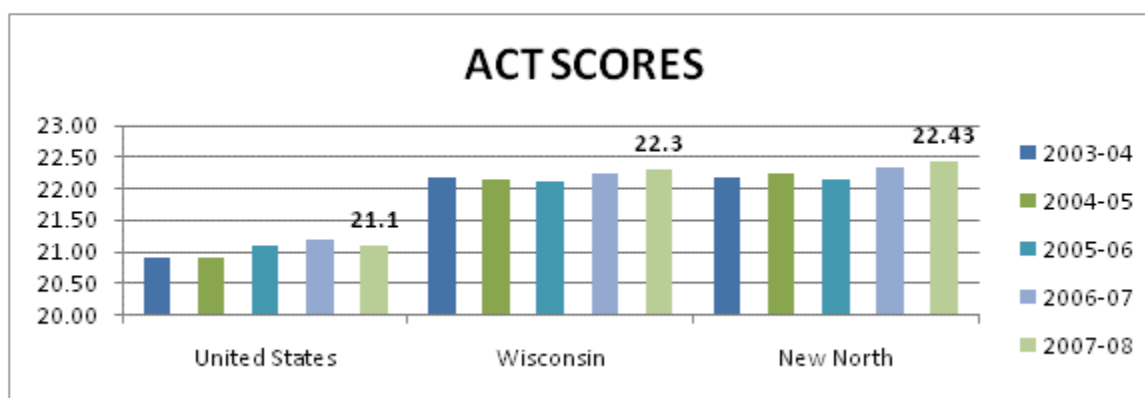
The state of Wisconsin is dedicated to superior educational resources and research capabilities. The Technology Development Fund makes grants in support of university and industry R & D for new products and processes, while a customized labor training fund and more than 500 technical outreach training locations assist companies in their specific training needs. **The University of Wisconsin receives more research and development money than any other public university in the country, and no public institution – anywhere – spends as much on transfer of applicable technology to private industry.** Finally, Wisconsin's technical college system offers more than 800 degree programs and serves one out of every eight adults--twice the national average.<sup>1</sup> Occupational associate degrees are held by almost one in 10 Wisconsin workers – and ranks third in the nation for the number of workers with an occupational AA degree.<sup>2</sup>

Fox Valley Technical College and Northeast Wisconsin Technical College have developed training programs specifically for call center employees. Representatives from local companies in this industry are involved with program development – resulting in comprehensive course work that prepares students to work in various kinds of contact centers.

## K-12 Resources

Regional educational resources are regularly recognized on a national level. For example, four New North areas appear on *Expansion Management Magazine's* "25 Top Metros for Public Schools": Sheboygan (5), Appleton (16), Oshkosh-Neenah (20), and Fond du Lac (24). All of those regions, plus Green Bay, were further awarded a Gold Medal designation for secondary school districts. The magazine ranks the school districts to give employers an idea of what type of workforce they can expect in the region.

In addition, Wisconsin student ACT and SAT scores remain steadily and considerably above the national average, testifying to the quality of both the school systems and the students they produce. In 2008, Wisconsin high school seniors topped the nation in ACT scores for the 14th straight year, and high school graduation rates are 10% higher than national average.



Source: Wisconsin Taxpayers Alliance Report, 2010

<sup>1</sup> Forward Wisconsin, Business Advantages, <http://www.forwardwisconsin.com/category36/Business-Advantages>.

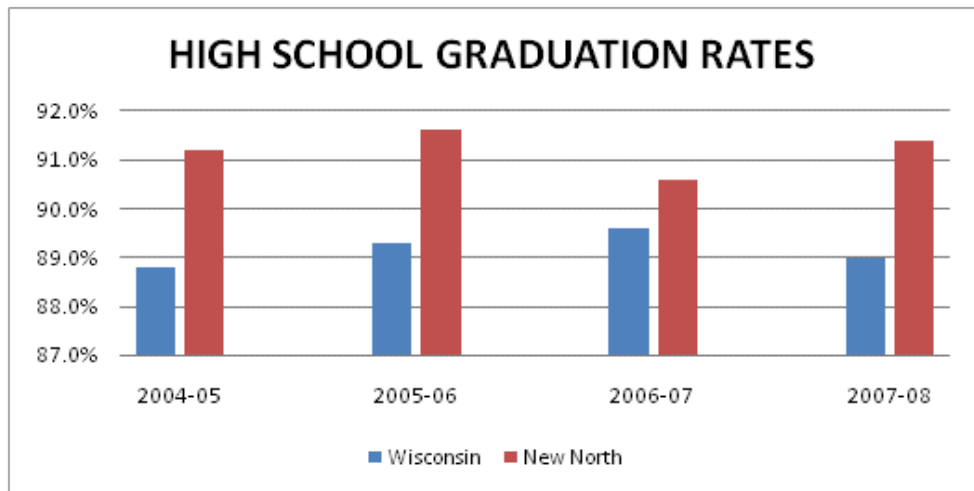
<sup>2</sup> *The State of Working Wisconsin 2008*, Center on Wisconsin Strategy, p. 26

<b>SAT Mean Scores</b>	<b>Critical Reading</b>	<b>Mathematics</b>	<b>Writing</b>
National Mean	502	515	494
Wisconsin Mean	587	604	577

Source: <http://cfpolicyblog.blogspot.com/2008/08/sat-scores-by-the-state.com> Retrieved 6/25/09

Northeast Wisconsin schools support students through their entire K-12 education, reporting higher High School graduation rates in the region compared to the rest of the Wisconsin each year. Wisconsin reports the highest graduation rate of all States in the United States in 2008, with 89.6% of those freshmen entering in 2004, graduating in 2008, while the U.S. average is at 74.9.

Source: IBM Research, June 2010



Source: Wisconsin Taxpayers Alliance Report, 2009

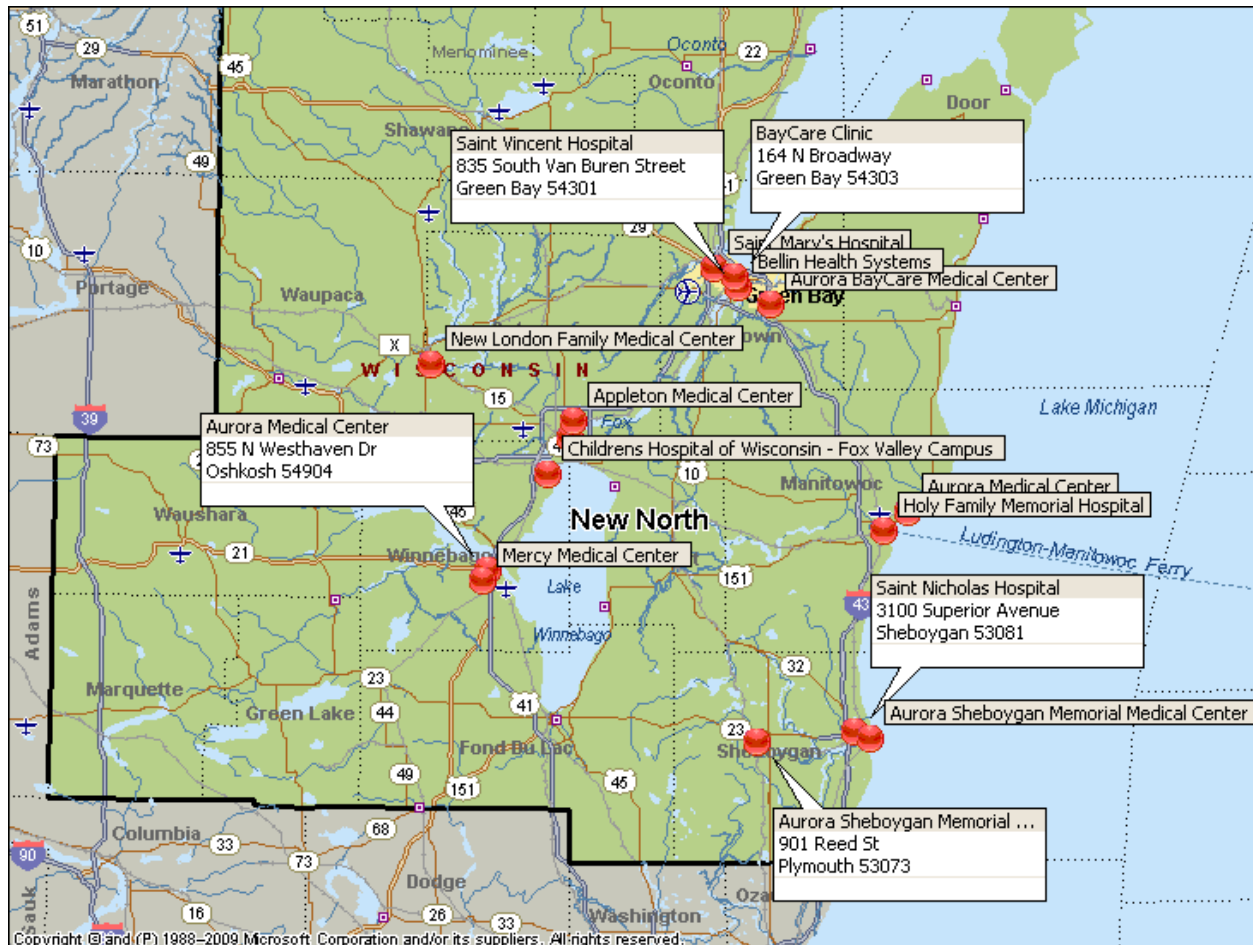
A higher percentage of graduating high school seniors in Wisconsin passed AP tests than in any other states in the College Board's 13-state Midwestern region. Among Wisconsin's Class of 2010, slightly more than 18 percent of graduates scored three or higher on an AP test, more than in Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota or West Virginia. That means that almost 70 percent of Wisconsin seniors who took an AP test passed it.<sup>2</sup>

New North prides educational achievement and continuing education, with over 132,000 people, roughly 12% of the New North region are taking courses at one of the 14 post-secondary education colleges in the Fall of 2010.

<sup>2</sup> Source: College Board Reports 2010 <http://www.milwaukeebuzz.com/?p=476470>

# Health Care Availability

Major Medical Facility	Street Address	City	Zip Code
Aurora BayCare Medical Center	2845 Greenbrier Road	Green Bay	54311
Bellin Health Systems	744 South Webster Avenue	Green Bay	54305
BayCare Clinic	164 N Broadway	Green Bay	54303
Saint Mary's Hospital	1726 Shawano Avenue	Green Bay	54303
Saint Vincent Hospital	835 South Van Buren Street	Green Bay	54301
Aurora Medical Center	5000 Memorial Drive	Two Rivers	54241
Holy Family Memorial Hospital	2300 Western Avenue	Manitowoc	54220
Appleton Medical Center	1818 N Meade St	Appleton	54911
Saint Elizabeth Hospital	1506 S Oneida St	Appleton	54915
New London Family Medical Center	1405 Mill Street	New Londo	54961
Aurora Sheboygan Memorial Medical Center	2629 N 7th Street	Sheboygan	53081
Saint Nicholas Hospital	3100 Superior Avenue	Sheboygan	53081
Aurora Sheboygan Memorial Medical Center - Valley	901 Reed St	Plymouth	53073
Aurora Medical Center	855 N Westhaven Dr	Oshkosh	54904
Mercy Medical Center	500 S Oakwood Rd	Oshkosh	54904
Childrens Hospital of Wisconsin - Fox Valley Campus	130 2nd Street	Neenah	54956



# Cost of Doing Business

## Sales Tax

County	State	County Tax	Stadium	Total
Brown	5%	N/A	.50%	5.50%
Fond du Lac	5%	N/A	N/A	5%
Kewaunee	5%	N/A	N/A	5%
Manitowoc	5%	N/A	N/A	5%
Outagamie	5%	N/A	N/A	5%
Sheboygan	5%	N/A	N/A	5%
Winnebago	5%	N/A	N/A	5%

Source: Wisconsin Department of Revenue, 2010

## Average unemployment compensation tax rate

As a newly subject employer, you are assigned a standard fixed rate for the first three calendar year. New employer rates can be found on the Department of Workforce Development web site at: <http://dwd.wisconsin.gov/ui/employers/taxrates.htm>.

## Real property tax rate per dollar of market value

Community dependent

## Personal property tax rate per dollar of market value

Personal property used for business purposes is generally subject to property taxes. Machinery and equipment that is used exclusively and directly in the manufacturing process is exempt from property taxes in the state of Wisconsin. To receive the manufacturing exemption, companies must be classified as a manufacturer by the Department of Revenue before a certain deadline. Machinery and equipment and leasehold improvements are still taxable.

## Basis for property tax assessment and Five-year trend for tax rates

The WI Dept of Revenue determines the market value of your property from a review of the manufacturing property report forms (M-forms) that you are required to file each year and from field reviews of your property and records which are made every five years.

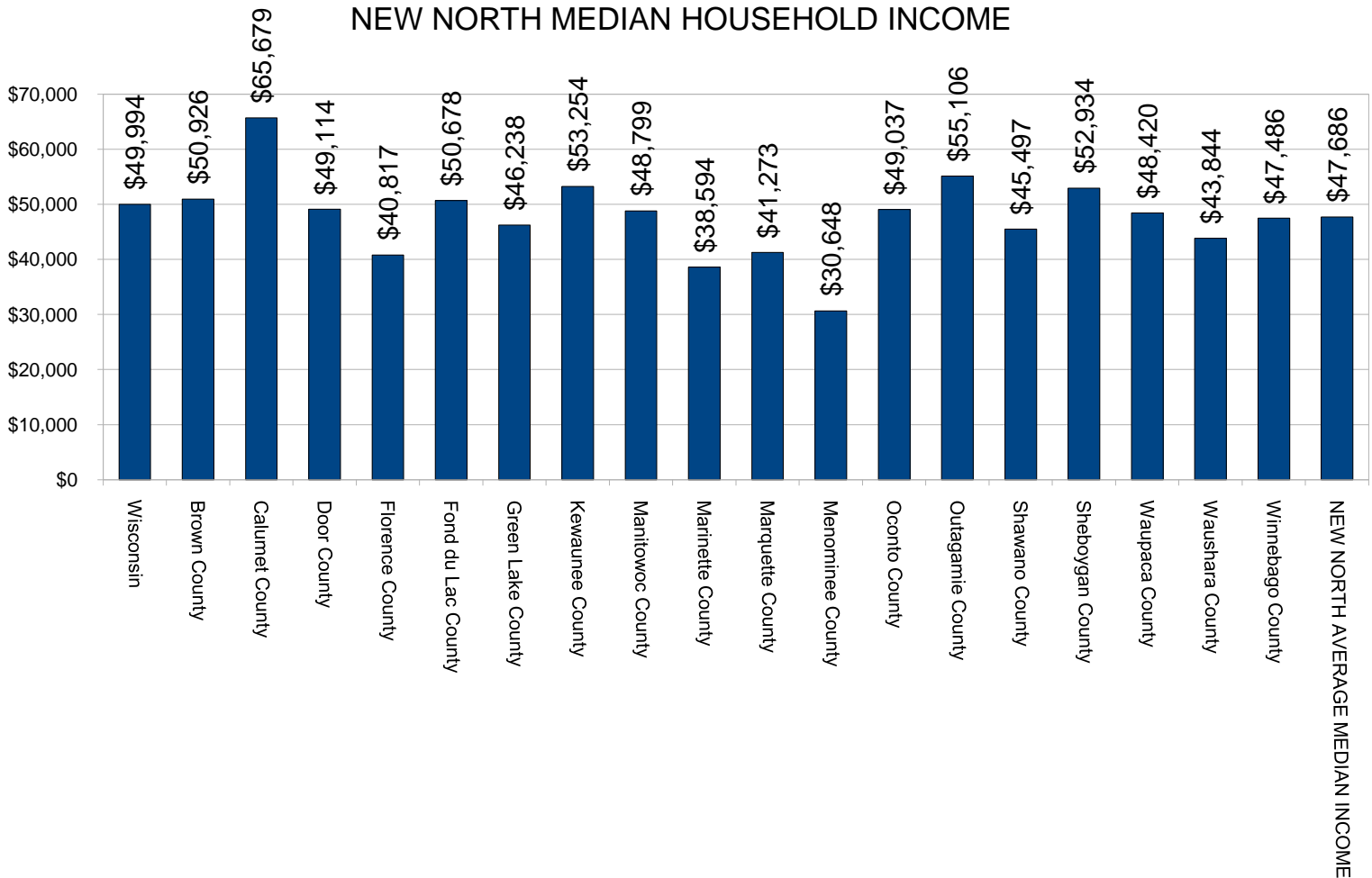
## Quality of Life in Northeastern Wisconsin

The New North has been repeatedly recognized for its high quality of life. Quality schools (previously highlighted in Section 2), low crime rates, low cost of living, and a variety of indoor and outdoor entertainment and recreation.

### General

- Appleton ranked among the top Most Affordable Places to Live in the U.S – *Forbes*
- Appleton and Oshkosh ranked as two of the Top 100 Best Places to Live – *Money Magazine*
- Oshkosh named one of the "50 Smart Places to Live" in the United States – *Kiplinger's Personal Finance*
- Wisconsin was ranked as the 14th Most Livable State - *InfoPlease.com*
- *Reader's Digest*
  - Sheboygan named #1 place to raise a family out of 301 metropolitan areas
  - Appleton-Neenah-Oshkosh ranked 37<sup>th</sup>
  - Study was based on a number of factors, weighted according to their average importance to parents (Numbers represent a 1-10 rating with 10 being "extremely important")
    - Low crime rate [9.7]
    - Low drug/alcohol problem [9.6]
    - Good public schools [9.5]
    - Quality health care [9.3]
    - Clean environment [9.2]
    - Affordable cost of living [8.9]
    - Strong economic growth [8.8]
    - Extracurricular school activities[8.7]
    - Access to colleges [8.3]
    - Many activities for youth [7.8]
    - Less than one hour to major city [7.0]
    - Many private schools [6.9]
    - Warm and sunny weather [6.0]
- Appleton and the surrounding Fox Cities as well as Green Bay named two of the 100 best areas for young people – America's Promise – the Alliance for Youth

## NEW NORTH MEDIAN HOUSEHOLD INCOME



### Housing Costs

Median Housing Cost of Single-Family Homes in 18 County New North Region: \$125,000

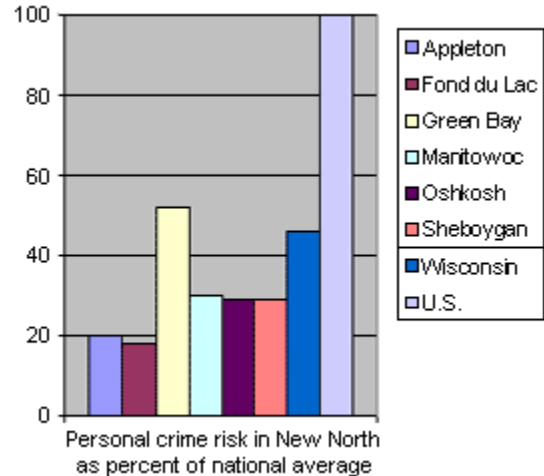
Source: 2010 Second Quarter Housing Costs, Wisconsin Association of Realtors

### Safety

- According to the FBI, Wisconsin's rates for total crime, violent crime, and property crime are among the lowest in the U.S.
- *Morgan Quitno Press*
  - Four New North cities are consistently ranked within the top 15 safest metropolitan areas. In 2007: Fond du Lac (1st), Appleton (5th), Sheboygan (6th) and Oshkosh-Neenah (12th)
  - Appleton-Neenah-Oshkosh is repeatedly ranked as the safest metropolitan area in the nation
  - Wisconsin placed more metro areas in the top 15 Safest Metro Areas than any other state

- In *Sperling's Best Places'* list of America's Best and Worst Cities for Crime, two New North communities rank in the top twenty of all U.S. mid-size metro areas.
  - Appleton-Oshkosh-Neenah (10)
  - Green Bay (19)

- Move, Inc. indexes U.S. cities by crime rates, where 100 equals the national average, 50 is half the national average and 200 is twice the national average.
  - Personal crime rates, which include murder, rape and assault, are particularly notable, with New North city rates between one-half and one-fifth of the national rate.
  - The table at right reflects the low crime rates that have earned the New North its reputation as one of the safest regions in the country.



## Recreation

- The Bull at Pinehurst Farms golf course in Sheboygan Falls recognized as one of the top 10 new golf courses in the country – *Golf Magazine*
- Whistling Straits golf course in Sheboygan, WI ranked #38 best golf course in the country – *Golf Magazine*

## Additional Resources for Quality of Life Measures in the New North

Individual quality of Life factors can be viewed for each of the 18 counties in the New North region on the New North web site at:

New North's Community Map: <http://www.thenewnorth.com/communitiesmap/>

Also view New North's "Living in the New North" brochure at: [http://zegapi.com/view/?book\\_name=NewNorth](http://zegapi.com/view/?book_name=NewNorth)