

CHAPTER 4 - ECONOMIC DEVELOPMENT

INTRODUCTION

Comprehensive planning recognizes the connection between economic development and quality of life. New growth and redevelopment can improve a community. The reason is quite simple: economic development helps pay the bills. Economic development is about working together to maintain a strong economy by creating and retaining desirable jobs, which provide a good standard of living for individuals. Increased personal income and wealth increases the tax base, so a community, county, or state can provide the level of services residents expect. Even though the private sector is the primary source of economic activity, the public sector plays an important and, ideally, complementary role. Economic development expenditures are an investment in the community.

Influencing and investing in the process of economic development allows a community to determine its future direction and guide appropriate types of development according to its own values. Economic development planning is the process by which a community organizes, analyzes, plans, and then applies its energies to the tasks of improving the economic well-being and quality of life for those in the community.

Even though the Town of Lima is a small, rural community with limited businesses and industries, it is still important for local officials to review the economic factors listed in this chapter to understand the community's strengths and weaknesses (in economic terms) so that the Town can work towards promoting its identified goals.

66.1001(2)(b)

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.

CHAPTER SUMMARY

The economic development inventory conducted for the Town of Lima has established that more residents than ever before work outside the Town and in many cases outside Sheboygan County. The unemployment rate has been relatively low, with about 38% of workers being employed in manufacturing related jobs. Manufacturing has continued to remain fairly strong despite competition from overseas — much of its continued success is attributable to niche products and high tech processes requiring advanced skill sets from workers. In fact, manufacturing is the primary sector exporting goods/services out of the County and thereby bringing wealth and

investment into the area. Agriculture also continues to play a significant role in the Town and County economy.

With excellent access to STH 28 and 32, the Town of Lima has about ten strengths from an economic development perspective and perhaps a half-dozen weaknesses. The Town has a higher proportion of residential and agricultural property value than most towns in the state, but a much lower proportion of commercial. Its debt is low and its debt service is also low. The Town of Lima's tax base has grown steadily in the recent past, at about the same pace as most other towns on average.

The Town would like to continue to foster a strong agricultural base. Small-scale and home-based business development that is sensitive to the environment and the Town's rural atmosphere is preferred, with larger development focused in other municipalities or near the unincorporated villages of Gibbsville and Hingham. There are a variety of County, regional, state, and federal programs that might suit the Town of Lima as the right opportunities arise.

LABOR FORCE CHARACTERISTICS

The labor force is comprised of employed persons and those seeking employment, and excludes persons in the armed forces or under age 16. Variations in the number of persons in the labor force are the result of many factors, such as shifts in the age and gender characteristics of the population, changes in the number of residents aged 16 and over, the proportion of this group (16 and over) working or seeking employment, and seasonal factors. An understanding of the characteristics of the local and regional labor force is an important consideration when planning an economic development strategy, since businesses and industries require an adequate supply of qualified workers.

Place of Work

Due to the rural nature of towns, it is not surprising that only 9.5% of workers living in the Town of Lima worked within the Town, and that 90% of workers living in the Town of Lima worked somewhere in Sheboygan County. See Figure 4.1 for a local Town comparison.

The low percentage of Town of Lima residents remaining near their homes to work is mirrored in other nearby towns and is therefore not a trend unique to Lima. This indicates that local officials should keep in mind that an increasingly higher percentage of residents commuting to work outside the town and even outside the county often means they are also probably doing their shopping at stores near where they work and will not be as likely to need/support local stores. Long commutes also leave less time for family, community, and entrepreneurial activities.



Town	Place of Work	1990	2000	Percentage Change
Lima residents	Within the Town	-	9.5%	-
	Within Sheboygan County	90.4%	90.8%	0.4%
Plymouth residents	Within the Town	-	18.8%	-
	Within Sheboygan County	92.0%	87.7%	-4.3%
Sheboygan Falls residents	Within the Town	-	10.4%	-
	Within Sheboygan County	95.8%	95.5%	-0.3%
Sheboygan residents	Within the Town	-	12.7%	-
	Within Sheboygan County	95.0%	91.8%	-3.2%

Source: U.S. Census Bureau sampling data

Occupation

Figure 4.2 shows, that in 2000, the majority of employed persons in the Town of Lima were either in “production, transportation, and material moving occupations” (28%) or “management, professional, and related occupations” (26%). There were, however, significant numbers in three other categories, indicating a fairly diverse employment base. Refer to Figure 1.9 for a comparison between 1990 and 2000 for the industry of employment for the Town of Lima and nearby Towns.

Occupation	Lima	Plymouth	Sheboygan	Sheboygan Falls
Management, professional, and related occupations	26.2% (427)	34.8% (578)	34.0% (1,127)	23.9% (251)
Service occupations	10.5% (171)	10.8% (180)	12.2% (406)	12.6% (132)
Sales and office jobs	21.2% (345)	24.5% (407)	21.2% (703)	18.2% (191)
Farming, fishing, and forestry occupations	1.9% (31)	0.5% (9)	0.7% (24)	3.1% (33)
Construction, extraction, and maintenance jobs	12.6% (205)	12.1% (202)	9.5% (314)	13.3% (140)
Production, transportation, and material moving jobs	27.6% (450)	17.3% (287)	22.4% (741)	28.9% (304)

Source: U.S. Census Bureau sampling data

Median Household Income

In 1989, the median household income in the Town of Lima was \$35,503. This was lower than a couple of the towns listed in Figure 4.3. By 1999, the median household income for the town had increased by \$18,107 to \$53,023, still in the lower half of the area towns compared.

Town	1989	1999	Percentage Increase
Lima	\$35,503	\$53,023	49.4%
Plymouth	\$28,918	\$61,038	52.6%
Sheboygan Falls	\$34,643	\$50,489	45.7%
Sheboygan	\$40,282	\$60,846	33.8%

Source: U.S. Census Bureau sampling data

Unemployment Rate

For the period 2000 to 2007, the civilian labor force in Sheboygan County increased 1.7% (compared to 4.0% for Wisconsin as a whole). Generally speaking, however, the County has had a lower unemployment rate than the rest of the state.

Figure 4.4 – Average Unemployment Rates, 2000-2007, Sheboygan County and Wisconsin				
Year	Sheboygan County Civilian Labor Force	Sheboygan County Unemployed	Sheboygan Co. Unemployment Rate	Wisconsin Unemployment Rate
2000*	64,523	1,592	2.5%	3.4%
2001*	64,818	2,449	3.8%	4.4%
2002*	64,555	3,090	4.8%	5.3%
2003*	64,798	3,278	5.1%	5.6%
2004*	64,664	2,864	4.4%	4.9%
2005*	64,751	2,613	4.0%	4.8%
2006*	65,510	2,596	4.0%	4.7%
2007*	65,644	2,804	4.3%	4.9%

Source: Wisconsin Department of Workforce Development, Civilian Labor Force Estimates, for years cited.

*Not seasonally adjusted.

Employment Forecast

The Wisconsin Department of Workforce Development created the *Wisconsin Detailed Industry Employment Projections, 2006-2016*, a projection for industries, occupations, and the labor force. These projections are for all of Wisconsin. The total number of non-farm jobs are projected to increase by 246,370 (8.0%) during the period. Leading the way are the categories of “Education and Health Services, including State and Local Government” with 92,560 new jobs projected and “Health Care and Social Assistance, including State and Local Government in Hospitals” with 81,420 new jobs. With the aging of the population, the increased demand for such services is no surprise. Other categories with substantial growth include “Professional and Business Services” (47,760), “Leisure and Hospitality” (29,640), “Accommodation and Food Services” (25,700), and “Administrative and Support and Waste Management and Remediation Services” (25,200). The manufacturing industry is projected to lose approximately 1.5% of its jobs by 2016; one exception is non-metallic mining, which is projected to increase by 13.1%.

From 1990 to 2000, the manufacturing industry continued to be the industry with the largest share of employment in Sheboygan County. The services industry and retail trade industry were the county’s second and third highest employers respectively. This trend is expected to continue, at least in the short-term, as decreases or stagnant growth in manufacturing are expected. This is due to local factory closings, advancing technologies in manufacturing and economic conditions.

ECONOMIC BASE ANALYSIS

Economic Sectors

The Economic Base Analysis technique divides the economy into basic and non-basic sectors. The basic sector is made up of local businesses that usually export their goods, and thus are more susceptible to market forces far outside of the local region. The non-basic sector, in contrast, is

composed of those firms that depend largely upon local markets and conditions. Economic Base Theory asserts that the means of strengthening and growing the local economy is to develop and enhance the basic sector, because it brings in wealth from outside the community.

Threshold Analysis

Export Base (Basic Employment)

According to the U.S. Dept of Commerce, Bureau of Economic Analysis, there were two areas within the 2000 Sheboygan County economy that could be considered basic employment areas: farm employment and manufacturing. These two areas produced more goods and services than the local economy could use. Having basic employment suggests that if a downturn in the local economy occurs, these sectors will not be strongly affected because they are more dependent on non-local economies. Having strong basic sector employment and industry strengthens the local economy.

Non-Basic Employment Industry

There were seven areas that could be considered primarily non-basic: agriculture services, forestry, fishing and other; mining; construction; transportation and public utilities; retail trade; finance, insurance, and real estate; and services.

Top Five Employers within Town of Lima

The Town of Lima is rural, and therefore, does not have large employers that cities or villages have, but the Town does have one large employer with over 50 employees. See Figure 4.5 for the top employers located within the Town of Lima.

Figure 4.5 – Top Five Employers, Town of Lima, 2008		
Company	Product or Service	Size
Van Wyks Inc.	Concrete Foundation & Structure Contractors	50-99
Ongna Wood Products	Custom Crating	10-19
Gibbsville Cheese Co. Inc.	Cheese Manufacturing	10-19
A-OK Farms LLC	Dairy Cattle and Milk Production	10-19
Quonset Farms	Dairy Cattle and Milk Production	5-9

Source: WI Department of Workforce Development and Town of Lima

Agricultural Economy

Sheboygan County agriculture is a large contributor to the local economy. Agriculture accounts for \$1.67 billion in economic activity, almost 20% of the County's total economic activity. The agricultural portion of Sheboygan County's economy contributes \$478.2 million in take-home income annually, 12.2% of the total income for Sheboygan County. There are almost 9,179 jobs tied to agriculture, nearly 12% of the total County workforce. Although specific numbers are not readily available for the Town of Lima, the high percentage of land use in the Town dedicated to farming indicates agriculture is a major component of the Town's economy.



STRENGTHS AND WEAKNESSES ANALYSIS

Certain factors about a community, some of which are beyond its control, may greatly influence the future economic climate over the next two decades and thus are important for the community to identify as part of this plan. This will allow the residents to understand their community's continued economic viability and future drawing power for new businesses. This portion of the chapter gives a perspective from a business owner's point of view. It reflects concerns, issues, and questions that current and future business owners might ask about a community when formulating a plan or expanding their business.

Strengths

While this is not an exhaustive list, it contains the major strengths of the Town of Lima from an economic development perspective.

- Two-lane STH 28 and STH 32 run through the Town of Lima.
- Proximity to Interstate 43 and STH 57
- Proximity to several different growing market/population centers.
- Presence of farming community and ag-related businesses throughout the Town of Lima gives the Town a strong agricultural infrastructure.
- Town has abundant non-metallic mining resources.
- Industrial park in nearby Oostburg.
- Stable and fiscally healthy local government.
- Strong local school systems
- Good working relationship with the City of Sheboygan Falls and Village of Oostburg.
- Public sewer provided in Hingham and Gibbsville
- Town residents comprise a relatively skilled and educated workforce.
- Low crime rate.
- High speed internet in the development districts of Hingham, Gibbsville and Ourtown.

Weaknesses

While this is not an exhaustive list, it contains the major weaknesses of the Town of Lima from an economic development perspective.

- Limited public sewer provided by the Town.
- Occasional heavy truck and tractor traffic, dust, and occasional odors.
- Must drive elsewhere for most business support services (groceries, retail shops, medical services).
- Sheboygan County is a non-attainment area from an air quality standpoint.

SITES FOR BUSINESS AND INDUSTRIAL DEVELOPMENT

Types of Businesses Desired by the Town

Agricultural and non-metallic mining businesses currently operate in the Town and are expected to continue. Input from the 2003 Citizen Input Survey and local officials indicated a limited desire for a small amount of light industrial and a limited amount of businesses to serve local needs.

Existing Site Inventory and Analysis

The Town of Lima has a small amount of developed commercial lands in Hingham and Gibbsville and scattered throughout the Town. Future commercial sites would most likely be in the unincorporated villages of Hingham and Gibbsville. These sites would likely capitalize on locations affording high visibility and good access to a concentrated customer base.



Although the exact number is uncertain, there are undoubtedly several home-based businesses scattered throughout the Town on parcels predominately residential or agricultural. Future locations of home-based businesses could be almost anywhere.

The major economic related use in the Town is agriculture, which is found throughout the Town, especially on well-drained soils and moderate or low sloping lands. While individual agricultural producers will likely expand, the overall use is not expected to

dramatically change.

While there are no current active non-metallic sites within the Town of Lima, there are five inactive non-metallic mining sites in the Town. They once produced sand and/or gravel for construction uses. Future non-metallic mining locations will depend on the need, costs and availability of these resources.

Evaluation of Environmentally Contaminated Sites

Recently, WDNR and the EPA have been urging the clean up of contaminated commercial or industrial sites so they can be used more productively. According to the 2007 WDNR list of Leaking Underground Storage Tanks (LUST) sites, the Town of Lima has one LUST site still classified as “Open.” The Town has one “Open” site, as of 2007, which is designated as part of the WDNR Environmental Repair Program (ERP). These ERP sites are areas other than LUST sites that have had contaminated soil and/or groundwater.

Designation of Business and Industrial Development

Commercial Uses

The Town of Lima will seek to steer most commercial activities toward Hingham and Gibbsville. Businesses along STH 32 or CTH W will be encouraged to have safe access and may require buffering and landscaping to help preserve the Town’s rural character. The Town will continue to allow home-based businesses, as well as those scattered types of businesses that provide needed services to locals.

Industrial Uses

Due to a limited supply of municipal utilities and services, the Town does not see itself as attracting industrial uses, since such uses would be better located in communities where the infrastructure is more supportive. Possible exceptions might include non-metallic mining and agricultural related industries, like biofuels.

COMMUNITY FINANCES

A community must be concerned about its ability to generate sufficient public revenues to provide the types and levels of services expected by its citizens. Figure 4.6 provides a history of the taxes levied in the Town of Lima as officially reported to the Wisconsin Department of Revenue. Overall, the Town's tax base has continued to grow. In 2005, the Town saw a decrease in the total property taxes, but that quickly rebounded in 2006 and grew even more in 2007.

Year Levied	Total Property Tax	Town Share of Property Tax	State Tax Credit
2007	\$3,397,997	\$163,237	\$262,579
2006	\$3,090,117	\$157,173	\$235,621
2005	\$2,996,459	\$153,000	\$191,411
2004	\$3,064,685	\$150,000	\$193,278
2003	\$2,837,470	\$141,300	\$198,919
2002	\$2,750,737	\$132,301	\$209,772

Source: Wisconsin Department of Revenue, Town, Village, and City Taxes, for years cited

Figure 4.7 breaks down the total property value in the Town into proportions of residential, commercial, industrial, agricultural, and forest. This is important because many studies have shown industrial, commercial, and agricultural properties usually generate more in tax revenues than they require back in public expenditures, while residential properties are just the opposite. Therefore, a community that experiences an increase in residential value as a proportion of its full property value may actually be seeing a decline in its revenues-to-expenditures ratio, which is the opposite of what a community desires.

The Town of Lima has a somewhat higher proportion of property values that were residential, on average, than towns statewide. The ratio of commercial was significantly lower; however the ratio of industrial was higher. Generally speaking, the Town should strive to maintain (or perhaps increase) its non-residential ratios, or it may find that it does not have the tax base to support the services that residential uses typically desire.

Figure 4.7 – Partial Breakdown of Full Value, 2002 & 2006 Town of Lima and State Mean Averages for all Towns				
	Town of Lima		State Mean for all Towns	
	2002	2006	2002	2006
Percentage of Property Values that were Residential	87.4%	87.9%	76.4%	79.6%
Percentage of Property Values that were Commercial	2.3%	1.9%	6.1%	5.6%
Percentage of Property Values that were Industrial*	1.2%	2.3%	1.1%	0.8%
Percentage of Property Values that were Agricultural, Undeveloped** or Other	8.9%	7.8%	8.5%	7.1%
Percentage of Property Values that were Forest	0.3%	0.1%	6.8%	6.0%

Source: Wisconsin Department of Revenue, Town, Village, and City Taxes, Statement of Equalized Values, and Statistical Report of Property Values. Note: Table does not include all possible property assessment classifications. *Classified as "Manufacturing" by WisDOR. **Classified as "Swamp & Waste" in 2002.

As shown in Figure 4.8, the full equalized value of property within the Town increased 43% for the period 2000 to 2007, from \$147,000,500 to \$210,330,200 (averaging 6.2% per year). For comparison's sake, the average increase over this same period for all towns in Wisconsin was 26%, and the average increase over the period for all towns in Sheboygan County was 30%. In general, property values increased about as fast in the Town of Lima as they did in other towns.

Figure 4.8 – Recent History of Full Value and Public Indebtedness Town of Lima				
Year	Full Value	Debt Limit	Existing Debt	Debt Margin
2007	\$210,330,200	\$10,516,510	\$0	\$10,516,510
2006	\$195,257,500	\$9,762,875	\$0	\$9,762,875
2005	\$183,320,300	\$9,166,015	\$0	\$9,166,015
2004	\$166,216,900	\$8,310,845	\$0	\$8,310,845
2003	\$158,426,300	\$7,921,315	\$0	\$7,921,315
2002	\$151,948,000	\$7,597,400	\$0	\$7,597,400
2001	\$147,000,500	\$7,350,025	\$0	\$7,350,025

Source: Wisconsin Department of Revenue, Town, Village, and City Taxes and County and Municipal Revenues and Expenditures, for years cited.

The ability to finance community projects is measured in general obligation debt capacity. According to the Wisconsin Constitution, there are limits on how much a municipality may borrow. Municipalities are limited to an amount equal to 5% of the equalized value, or full value, of the unit of government. As indicated by Figure 4.8, the Town of Lima's total general obligation debt as of December 31, 2007 was \$0, and could legally burrow up to \$10,516,510. Since WisDOR statistics for 2006 show that on average towns in the state borrow only about 2% of their legally authorized maximum, the Town of Lima has been equally conservative in its borrowing, which is a sound and legitimate financial strategy. However, it could also be said that

the Town has the capacity to more assertively invest in itself by taking advantage of its substantial debt margin to upgrade local infrastructure, provide additional services, or create improvement programs.

The Town of Lima's debt service in 2007 on its existing debt was \$0. (The average town in Wisconsin incurred debt service that was approximately 13% of its total debt obligation.)

ECONOMIC DEVELOPMENT PROGRAMS

This section contains a brief explanation of the agencies that could potentially help the Town's businesses with loans and grants.

Local

The Town of Lima does not currently have any local economic development programs, however, the Town can assist local businesses by officially supporting the business within the Bay-Lake Regional Planning Commission's *Overall Economic Development Strategy* document, published annually and reported to the Department of Commerce — thus making the business eligible for state grant consideration.

County

Sheboygan County, through its participation in the Wisconsin Community Development Grant Program, has retained funds for the establishment of a Business Revolving Loan Fund (RLF). This fund is designed to create employment opportunities, encourage private investment, and provide a financing alternative for small start-up or expanding businesses in the County. The RLF program includes interest rates and loan maturities that are designed to encourage business development, while providing for the recapitalization and growth of the RLF. Eligible activities include 1) acquisition of land, buildings, equipment, and fixed assets, 2) construction or reconstruction of buildings, 3) installation of fixed equipment, 4) working capital, and 5) buy-outs by purchase of assets. Eligible projects must also leverage private dollars, create jobs and provide collateral. Loans are generally for amounts greater than \$25,000.

In addition, Sheboygan County is assisted by the Sheboygan County Chamber of Commerce and Sheboygan County UW-Extension on economic development. Assistance from UW-Extension's Small Business Development Center is also available. The County has also been designated a Technology Zone by the Department of Commerce. This program is further described in the Regional portion below.

Regional

Sheboygan County is part of the Northeast Wisconsin Regional Economic Partnership (NEWREP) *Technology Zone* program. The program provides income tax incentives for high-tech development in the region. The zone is designed to enhance the region's attractiveness to high-tech businesses and workers, build on the success of the biotechnology and manufacturing companies in the region, attract auxiliary companies and help existing companies increase productivity. Eligible businesses will be certified for tax credits based on their ability to create high-wage jobs (any jobs created must pay a minimum of \$10.30 per hour), and investment and support the development of high-tech industries in the region. Contact the Department of Commerce for more information on the Technology Zone program. The Bay-Lake Regional

Planning Commission annually creates a Comprehensive Economic Development Strategy (CEDS) report that evaluates local and regional population and economic activity. Economic development trends, opportunities and needs are identified in the report. All communities that are served by the Commissions, including the Town of Lima, are invited to identify future projects for economic development the community would like to undertake. Those projects are included within the CEDS and may become eligible for federal funding through the Economic Development Administration (EDA) Public Works grant program.

Lakeshore Technical College in Cleveland formed the LTC Center for Entrepreneurship in 2005. The center helps prospective business owners launch new businesses, sustains existing companies, and collaborates with local agencies and governmental bodies to make sure business owners are provided with up-to-date information and resources. The Center's advisory committee is made up of area bankers, attorneys, accountants, businesspeople, and other officials from throughout Sheboygan and Manitowoc Counties. The advice offered is free of charge.

State

The Wisconsin Department of Commerce has several grant programs that would be available to the Town of Lima. The federally funded Community Development Block Grant (CDBG) program can be used for housing, economic development and public facility improvements. The program is designed to assist economically distressed smaller communities with improvements to such things as utilities and streets, fire stations, community centers, and housing rehabilitation, as well as many other improvements needed by a community. Specifically, the CDBG-Public Facilities for Economic Development (PFED) program is designed to assist communities with expanding or upgrading their infrastructure to accommodate businesses that have made a firm commitment to create jobs and invest in the community.

Tax incremental financing (TIF) is an economic development tool available to cities and villages (and to a much lesser extent towns) in Wisconsin. TIF provides the means for a developer to work together with a community to finance the clean up of a blighted area or to spur job-creating industrial and/or commercial development. For a time period up to 27 years, tax revenues generated by the new development can be allocated to pay for up-front infrastructure and related costs. This subsidy makes it easier for developers to take on large or expensive projects that would otherwise not have been attempted. Wisconsin Act 231 provides towns limited authority to create tax incremental financing (TIF) districts. The Act authorizes a town to use the TIF law for projects related to agriculture, forestry, manufacturing, or tourism. The Act defines the limited types of activities related to agriculture, forestry, manufacturing, or tourism that are eligible for town TIF projects. The Act authorizes a town to use the TIF law for limited residential development, as defined in the Act, but only to the extent that the development has a necessary and incidental relationship to an agriculture, forestry, manufacturing, or tourism project. The Act further authorizes towns to use the TIF law for retail development that is limited to the retail sale of products produced due to agriculture, forestry, or manufacturing projects. Regardless of what type of project is done, at least 75% of the proposed TID's area must be intended for agriculture, forestry, manufacturing, or tourism activities, as defined in the Act.

Federal

Some examples of federal programs that could assist the Town of Lima in economic development include:

USDA Wisconsin Rural Development Programs

- *Rural Business Opportunity Grants Program*
Zero interest loans may be made to any Rural Utilities Service (RUS) to promote economic development and/or job creation projects including, but not limited to, project feasibility studies, start-up costs, incubator projects, and other reasonable expenses. Grants can be provided to rural communities through RUS borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans.
- *Rural Business Enterprise Grants Program (RBEG)*
The Rural Business-Cooperative Service makes grants available under the RBEG Program to public bodies, private nonprofit corporations, and federally-recognized Native American Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 people or more and its immediately adjacent urbanized or urbanizing area. The small or emerging business to be assisted must have less than 50 new employees, less than \$1 million in gross annual revenues, have or will utilize technological innovations and commercialization of new products and/or processes to be eligible for assistance. Funds can be used for a variety of things including, but not limited to: construction of buildings and plants, equipment, access streets and roads, parking areas, utility and service extensions, and a variety of other costs.

US Department of Commerce, Economic Development Administration Programs

- *Public Works and Economic Development Program*
The Public Works Program empowers distressed communities in economic decline to revitalize expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

ECONOMIC DEVELOPMENT STRATEGY AND RECOMMENDATIONS

The Town of Lima will seek direction for this element from the vision and goals identified through the public participation process:

Vision

“We envision the Town of Lima as an area dominated by agriculture in harmony with a strong natural resource base. Situated between the two communities of Sheboygan Falls and Oostburg, the town does and will continue to provide a safe, quiet country atmosphere with friendly people. To preserve and maintain its uniqueness, careful planning is essential for continued slow, managed growth.”

Goals, Objectives, Policies, Programs

- 1) The primary economic development strategy within the Town of Lima will focus on maintaining and enhancing the local farm economy.**
 - a) Policy/program:* Work with farmers to offer viable alternatives to keep their lands in agriculture and agricultural related activities, utilizing state and federal programs to offer consulting.
 - b) Policy/program:* The Town will generally discourage development in economically productive farming and foresting areas that is incompatible with the continued viability of these industries.
 - c) Policy/program:* New businesses or expansions should not adversely threaten critical natural or historic resources.
 - d) Policy/program:* Encourage allowing Ag-related businesses in the rural areas of the Town.
 - e) Policy/program:* Work with the county and state in identifying the possible use of Purchase of Development Rights (PDR), Transfer of Development Rights (TDR) and/or Purchase of Agricultural Conservation Easement Program (PACE) within the county, to assist farmers and to help preserve farming within the Town.
 - f) Policy/program:* Consider developing and implementing techniques that preserve or protect agricultural land.

- 2) Due to the agricultural/residential nature of the Town of Lima, industrial development may be better suited in designated industrial areas.**
 - a) Policy/program:* The Town will strongly consider steering large commercial and industrial development to nearby communities better suited to such development.
 - b) Policy/program:* Monitor any commercial or industrial developments that occur adjacent to the town to ensure that the growth is compatible with the town's rural nature and in order to lessen potential conflicts.
 - c) Policy/program:* The Town will continue to work with future developers to approve compatible hours of operation, signage, lighting, parking, and landscaping requirements to meet the Town's desire for well planned growth and rural character preservation.

- 3) The Town of Lima supports the continuation of rail service in Sheboygan County to service Lima agriculture and businesses.**
 - a) Policy/program:* The Town of Lima will strive to remain involved and active in proposed changes and/or additions to rail service within the Town.
 - b) Policy/program:* Identify those businesses and farmers in the Town that actively rely on direct and indirect rail service to support their business.