



CHAPTER 6

Economic Development

CHAPTER 6: ECONOMIC DEVELOPMENT

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CHAPTER 6: ECONOMIC DEVELOPMENT

INTRODUCTION

Planning for economic development is an on-going process in which a community organizes for the creation and maintenance of an environment that will foster both the retention and expansion of existing businesses and the attraction of new businesses. It is important to understand the existing resources that serve as assets for economic development efforts.

The state's "Smart Growth" legislation requires that the Economic Development element of a comprehensive plan contain objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion of the economic base and quality employment opportunities in the jurisdiction including an analysis of the labor force and economic base of the community. The element must also address strengths and weaknesses for economic development in the Village and identify key types of industry or business that the residents of the Village of Hortonville would like to see within the Village. This chapter, along with Chapter 2: Plan Framework, addresses these requirements.

INVENTORY AND ANALYSIS

Determining what the existing economic conditions are within the Village of Hortonville provides a factual basis upon which to build the Village's goals, strategies and recommendations (see Chapter 2). This section inventories the Village's labor force characteristics, provides an economic base analysis, discusses brownfield sites, presents economic projections, and provides an assessment of economic development strengths and weaknesses.

Some data in the following chapter was obtained from the American Community Survey (ACS). The ACS is an ongoing statistical survey by the U.S. Census Bureau representing a sample of the population over a period of time, differing from the Decennial U.S. Census where figures are based on actual counts during a point in time. ACS estimates are controlled to decennial population estimates and become less accurate over the decade, meaning estimates are only as accurate as the census count on which they are based.

ACS data can be used to draw conclusions, however, due to the limitations of these estimates, patterns can only be inferred through the data and consequently there is a larger margin of error (MOE). Small sample size increases the MOE, indicating inaccuracy and rendering the data unreliable. As a result, annual fluctuations in the ACS estimates are not meant to be interpreted as long-term trends and caution should be taken when drawing conclusions about small differences between two estimates because they may not be statistically different. It should also be noted when comparing ACS multi-year estimates with decennial census numbers that some areas and subjects must be compared with caution, or not compared at all.

Labor Force Characteristics

Labor Force

Labor force is defined as individuals currently with a job (the employed); and those without a job and actively looking for one (the unemployed). Labor force trends are one indicator of the economy's performance. Labor force trends can demonstrate the rate of growth of the labor force as well as the extent potential workers are able to find jobs.

According to the 2007-2011 ACS 5-Year Estimates, 77.6 percent of the Village of Hortonville's population 16 years old and older were in the civilian labor force (Table 6-1). This was higher than Outagamie County's participation rate of 72.3 percent and the State of Wisconsin's participation rate of 68.6 percent. The labor force participation rate in the Village of Hortonville was the only jurisdiction among the three that showed an increase between 2000 and the 2007-2011 ACS-5 Year Estimates. The civilian labor force grew faster than the population age 16 years old and older. Between the two time periods, participation rates in Hortonville increased by 4.3 percent. In 2000, Hortonville's participation rate was approximately 73.3 percent.

Table 6-1: Population 16 Years Old and Older in Civilian Labor Force, 2000 and 2007-2011 ACS 5-Year Estimates

Jurisdiction	2000			2007-2011 5-Year Estimates					
	Total	In Labor Force		Total		In Labor Force			
		Number	Percent	Estimate	MOE +/-	Estimate	MOE +/-	Percent	MOE +/-
Village of Hortonville	1,730	1,268	73.3%	2,059	101	1,598	106	77.6%	3.8
Outagamie County	121,728	88,426	72.6%	136,771	277	98,899	858	72.3%	0.6
Wisconsin	4,157,030	2,869,236	69.0%	4,487,568	1,437	3,079,790	5,762	68.6%	0.1

Source: U.S. Census 2000, DP-3; 2007-2011 American Community Survey 5-Year Estimates, DP03

The proportion of men outnumbered women in the workforce, in both 2000 and 2007-2011, in all jurisdictions (Table 6-2 and 6-3). **Per the 2007-2011 ACS 5-Year Estimates, in the Village of Hortonville, 54.2% of the workforce was male compared to 45.8 percent female** (Table 6-2). These percentages (men vs women) were similar to the share of men versus women (in the civilian labor force) in the surrounding towns where the percentage of men ranged from a low of 54.2 percent in the Town of Ellington to a high of 56.3 percent in the Town of Dale.

Table 6-2: Total Civilian Labor Force, 2000

Jurisdiction	Total	Men		Women	
		Number	Percent	Number	Percent
Village of Hortonville	1,268	666	52.5%	602	47.5%
T. Dale	1,326	763	57.5%	563	42.5%
T. Ellington	1,513	803	53.1%	710	46.9%
T. Greenville	3,848	2,141	55.6%	1,707	44.4%
T. Hortonia	576	301	52.3%	275	47.7%
Outagamie County	88,426	47,418	53.6%	41,008	46.4%
Wisconsin	2,869,236	1,505,853	52.5%	1,363,383	47.5%

Source: U.S. Census 2000, DP-3

Table 6-3: Total Civilian Labor Force, 2000 and 2007-2011 ACS 5-Year Estimates

Jurisdiction	Total		Men			Women		
	Estimate	MOE +/-	Estimate	MOE +/-	Percent	Estimate	MOE +/-	Percent
Village of Hortonville	1,598	106	866	132	54.2%	732	79	45.8%
T. Dale	1,643	116	925	141	56.3%	718	80	43.7%
T. Ellington	1,564	98	848	122	54.2%	716	73	45.8%
T. Greenville	5,781	238	3,234	306	55.9%	2,547	192	44.1%
T. Hortonia	630	90	351	102	55.7%	279	47	44.3%
Outagamie County	98,899	858	51,879	1,046	52.5%	47,020	598	47.5%
Wisconsin	3,079,790	5,762	1,604,258	6,928	52.1%	1,475,532	3,846	47.9%

Source: U.S. Census 2007-2011 American Community Survey 5-Year Estimates, DP03

Between the 2000 U.S. Census and the 2007-2011 ACS 5-Year Estimates the civilian labor force grew by 26 percent in the Village of Hortonville, far outpacing the surrounding towns of Ellington (3.4%) and Hortonia (9.4%), Outagamie County (11.8%) and the State of Wisconsin (7.3%) (Table 6-4). In the Village of Hortonville, the number of total men (30%) in the labor force grew at a faster pace than the number of total women (21.6%). As a result, the share of total men in the total labor force increased from 52.5 percent in 2000 to 54.2 percent in the 2007-2011 ACS 5-Year Estimates (Table 6-2 and 6-3).

Table 6-4: Civilian Labor Force Percent Change, 2000 and 2007-2011 ACS 5-Year Estimates

Jurisdiction	Percent Change, 2000 to 2007-2011 5-Year Estimates		
	Total	Men	Women
Village of Hortonville	26.0%	30.0%	21.6%
T. Dale	23.9%	21.2%	27.5%
T. Ellington	3.4%	5.6%	0.8%
T. Greenville	50.2%	51.1%	49.2%
T. Hortonia	9.4%	16.6%	1.5%
Outagamie County	11.8%	9.4%	14.7%
Wisconsin	7.3%	6.5%	8.2%

American Community Survey 5-Year Estimates, DP03

Unemployment

The unemployment rate is calculated by dividing the number of unemployed persons by the total civilian workforce. **Although almost all jurisdictions (Table H-1 and H-2, Appendix H) experienced an increase in the total number of employed persons from 2000 to the 2007-2011 ACS 5-Year Estimates, all jurisdictions experienced a decline in the overall employment rate.** In 2000, 98.4 percent of the civilian labor force was employed in the Village

of Hortonville. This was slightly more than the towns of Ellington (96.9%) and Greenville (97.5%), Outagamie County (96.8%) and the state (95.3%). While all jurisdictions saw a decrease in the employment rate between 2000 and the 2007-2011 ACS 5-Year Estimates, Hortonville and the Town of Ellington observed the greatest decline: 4.8 percent and 5.8 percent respectively. By the 2007-2011 ACS 5-Year Estimates, 93.6 percent of the civilian labor force was employed in the Village. Only the Town of Ellington (91.1%) and the state (92.9%) was lower.

In 2012, according to the Wisconsin Department of Administration (WDOA), overall unemployment rates have been declining in Outagamie County and Wisconsin since reaching a high in 2009 (Table 6-5 and Figure 6-1). This is a result of the 2008 recession, coined “The Great Recession”.

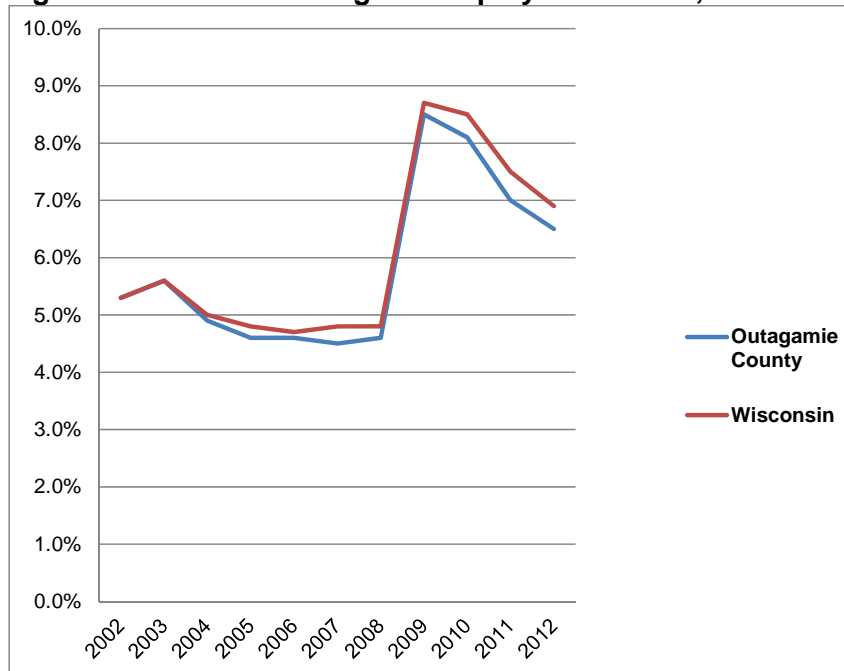
Table 6-5: Annual Average Unemployment Rates, 2002-2012

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Outagamie County	5.3%	5.6%	4.9%	4.6%	4.6%	4.5%	4.6%	8.5%	8.1%	7.0%	6.5%
Wisconsin	5.3%	5.6%	5.0%	4.8%	4.7%	4.8%	4.8%	8.7%	8.5%	7.5%	6.9%

Source: WI Dept of Workforce Development, Office of Economic Advisors, LAUS 2002-2012

According to the WDOA, the unemployment rate reached a high of 8.5 percent and 8.7 percent respectively in Outagamie County and Wisconsin in 2009. Since 2009, unemployment rates have been steadily declining, falling 2.0 percent in Outagamie County and 1.8 percent in Wisconsin.

Figure 6-1: Annual Average Unemployment Rates, 2002-2012



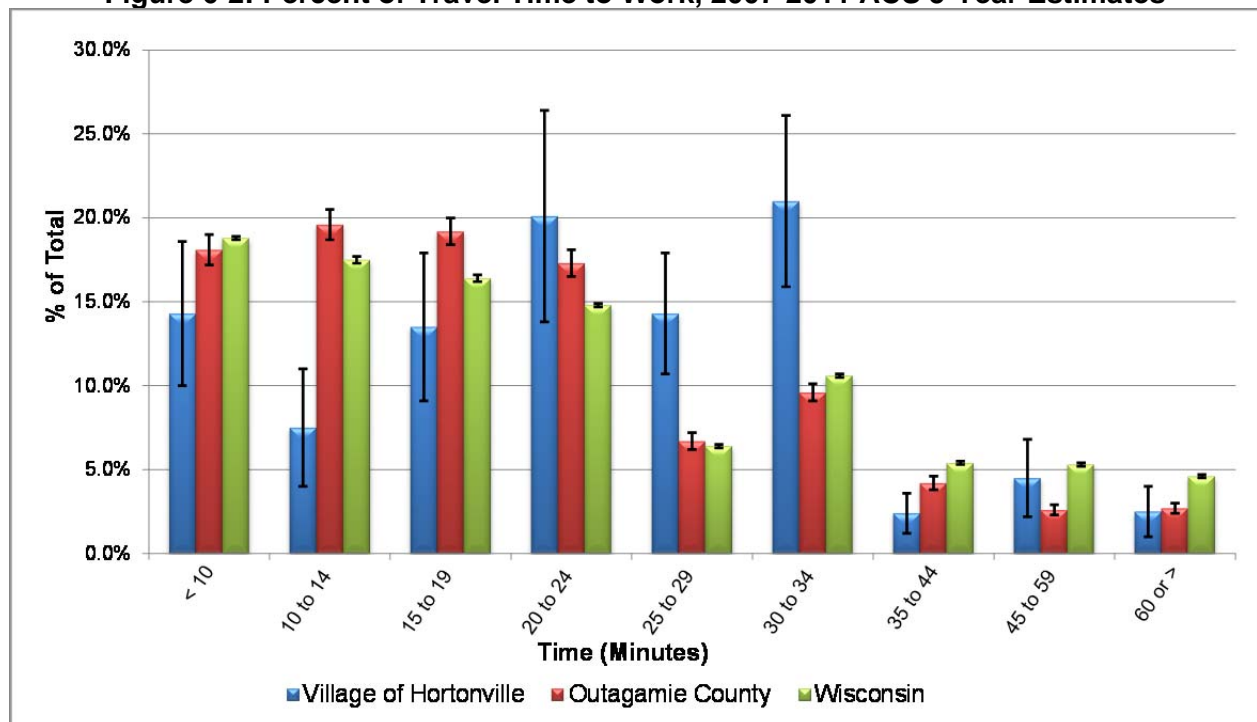
Source: WI Dept of Workforce Development, Office of Economic Advisors, LAUS 2002-2012

Commuting Patterns

Commuting patterns provide some indication of the distance residents have to travel to find employment. **According to the 2007-2011 ACS 5-Year Estimates, the Village's workforce traveled an average of 23.6 minutes to their workplace** (Figure 6.2; Table H-3, Appendix H). This was higher than both the county (19.4 minutes) and the state (21.5 minutes).

Average commute time increased in the Village of Hortonville, Outagamie County and Wisconsin between 2000 and the 2007-2011 ACS 5-Year Estimates. **In 2000, the mean travel time for Hortonville residents was 22.7 minutes or 0.9 minutes shorter than the 2007-2011 ACS 5-Year Estimates.** Similarly average commute times in Outagamie County increased by 1.3 minutes and the state 0.7 minutes between 2000 and the 2007-2011 ACS 5-Year Estimates.

Figure 6-2: Percent of Travel Time to Work, 2007-2011 ACS 5-Year Estimates



Source: U.S. Census 2007-2011 ACS 5-Year Estimates, S0802

Analyzing journey to work data illustrates the interconnectedness of the Village's economy with communities throughout the Fox Cities, New London and beyond. The U.S. Census, Center for Economic Studies "On the map" data¹ provides an analysis of workplace destinations at the census block level. Table 6-6 and 6-7 illustrate where Hortonville residents work and where those who work in Hortonville live. **The top workplace destinations for Hortonville residents include the City of Appleton (21.8%), the City of New London (9.7%) the City Neenah (6.8%) and the Village of Hortonville (5.2%), as depicted in Table 6-6.** This corresponds to the average commute time of 23 minutes as reported in the 2007-2011 ACS 5-Year Estimates.

¹ <http://onthemap.ces.census.gov/>

Table 6-6: Top 10 Places of Employment for Hortonville Residents, 2011

Rank	MCD	No. of Workers	Percent
1	City of Appleton	329	21.8%
2	City of New London	147	9.7%
3	City of Neenah	102	6.8%
4	Village of Hortonville	79	5.2%
5	City of Milwaukee	54	3.6%
6	City of Oshkosh	54	3.6%
7	City of Madison	38	2.5%
8	City of Manawa	23	1.5%
9	City of Green Bay	20	1.3%
10	City of De Pere	15	1.0%
n/a	Other	650	43.0%
n/a	Total	1,511	100.0%

Source: U.S. Census Bureau, Center for Economic Studies

The top places of residence for persons working in Hortonville include the City of New London (11.2%), Village of Hortonville (7.1%) and the City of Appleton (6.2%) (Table 6-7).

Table 6-7: Top 10 Places of Residence for Hortonville Employees, 2011

Rank	MCD	No. of Workers	Percent
1	City of New London	125	11.2%
2	Village of Hortonville	79	7.1%
3	City of Appleton	69	6.2%
4	City of Oshkosh	23	2.1%
5	Village of Little Chute	18	1.6%
6	City of Neenah	16	1.4%
7	Village of Black Creek	12	1.1%
8	City of Clintonville	12	1.1%
9	City of Kaukauna	12	1.1%
10	City of Menasha	12	1.1%
n/a	Other	739	66.2%
n/a	Total	1,117	100.0%

Source: U.S. Census Bureau, Center for Economic Studies

Economic Base Analysis

Employment

The composition and types of employment provide a snapshot of the Village and area's economic base. Table H-4, Appendix H indicates that **the top three occupations for Village residents were Management, Business, Science, and Arts (27.4%); Production,**

Transportation, and Material Moving (24.1%); and Sales and Office (21.0%)². Almost a third of county (31.2%) and state (33.3%) workers were employed in Management, Business, Science and Arts occupations, as a result this garnered the largest share of workers at these levels as well. Unlike the Village, the second largest share (about a quarter) of workers were employed in Sales and Office occupations in Outagamie County and Wisconsin, then Production, Transportation, and Material Moving occupations.

The Manufacturing Sector employed about a quarter (24.7%) of Village of Hortonville and Outagamie County (22.4%) employees according to the 2007-2011 ACS 5-Year Estimates (Table H-5, Appendix H). Less than 20 percent (18.6%) of Wisconsin employees were employed in this section. Unlike local employment, about a quarter (22.4%) of Wisconsin residents were employed in the Educational Services, and Recreation, and Accommodation and Food Service Sector. Locally this sector employed less than a fifth of all workers; 17.9% in the Village of Hortonville and 18.0% in Outagamie County.

Local Employers

Table 6-8 lists the top 20 employers with facilities located in the Village of Hortonville.

Table 6.8: Top 20 Public and Private Employers in the Village of Hortonville

Rank	Employer Name	Industry Type	Employee Range
1	Hortonville Area School District	Elementary & Secondary Schools	250-499 employees
2	Skids Crates & Pallets Inc.	Wood Container and Pallet Manufacturing	50-99 employees
3	DBA Piping Systems, Inc.	Fabricated Pipe and Pipe Fitting Manufacturing	50-99 employees
4	Tom-Cin Metals Inc.	Plate Work Manufacturing	50-99 employees
5	Gardan Inc.	Motor Vehicle Electrical and Electronic Equipment Manufacturing	50-99 employees
6	Fox Valley Steel and Wire	Other Fabricated Wire Product Manufacturing	20-49 employees
7	Midcon Products Inc.	Other Concrete Product Manufacturing	20-49 employees
8	Global Fab Inc.	Sheet Metal Work Manufacturing	20-49 employees
9	Bob & Geri's Black Otter Supper Club	Full-Service Restaurants	20-49 employees
10	Gilbert's Supervalu Inc.	Supermarkets and Other Grocery (except Convenience) Stores	20-49 employees
11	Wolf River Community Bank	Commercial Banking	20-49 employees
12	Village of Hortonville	Executive and Legislative Offices, Combined	20-49 employees
13	Heritage Animal Hospital Ltd	Veterinary Services	20-49 employees
14	Kwik Trip	Gasoline Stations with Convenience Stores	20-49 employees
15	Smiles by Design SC	Offices of Dentists	20-49 employees
16	PSI, Piping Systems Inc.		20-49 employees
17	Thermach Inc.	Other Industrial Machinery Manufacturing	10-19 employees
18	Schmidt's New London Auto	Used Car Dealers	10-19 employees
19	Dairy Queen	Limited-Service Restaurants	10-19 employees
20	JBC Machine Inc.	Machine Shops	10-19 employees
20	Neyers Communication Services, Inc.	Residential Electrical Contractors	10-19 employees

Source: WI Dept. of Workforce Development, Largest Employer, 1st Quarter 2013

Note: Table lists employers with facilities in the Village of Hortonville only. Riesterer & Schnell Inc. and Ahlgrimm Explosives Co. Inc. were listed under Hortonville by the Wisconsin Dept. of Workforce Development, however these two businesses are actually located outside of the Village's corporate boundary. Taher Inc. lists offices in Plymouth, WI but does not appear to have a local address, therefore this company was not included on the above list. Finally, PSI is located in the Village and has 38 employees per the Village, but is not found on the list. Therefore it was added as number 16, though it is unknown where it actually would fit into the list based on the employee range.

² Source: U.S. Census 2007-2011 ACS 5-Year Estimates, DP03.

As can be seen in Table 6-8, by far the largest local employer is the Hortonville Area School District. The next seven employers are in the Manufacturing Sector, reflecting the top industry sector employing the largest share of Village residents.

Employment Forecast

Employment forecasts for the Village of Hortonville were developed utilizing Economic Modeling Specialists International's (EMSI) Analyst program. **The projections indicate that the largest industry in 2022 will continue to be Government, which is expected to grow by three percent between 2012 and 2022** (Table 6-9). The largest industry growth areas will occur within the Health Care and Social Assistance (49%), Professional, Scientific and Technical Services (28%), Manufacturing (26%), Accommodation and Food Services (24%), and Construction (21%). Industries expected to see decreases include Agriculture, Forestry, Fishing and Hunting (-13.0%), Transportation and Warehousing (-10%) and Arts, Entertainment and Recreation (-0.4%).

Table 6-9: Village of Hortonville (Zip 54944) Industry Employment Projections, 2012-2022

NAICS Code	Description	2012 Jobs	2022 Jobs	Change	% Change	2013 Avg. Earnings Per Job
11	Agriculture, Forestry, Fishing and Hunting	194	169	-25	-13%	\$32,053
21	Mining, Quarrying, and Oil and Gas Extraction	33	38	5	15%	\$53,221
22	Utilities	<10	0	--	--	--
23	Construction	159	192	33	21%	\$52,004
31	Manufacturing	269	339	70	26%	\$58,875
42	Wholesale Trade	70	76	6	9%	\$59,314
44	Retail Trade	130	134	4	3%	\$27,485
48	Transportation and Warehousing	31	28	-3	-10%	\$50,357
51	Information	<10	<10	--	--	--
52	Finance and Insurance	57	62	5	9%	\$68,230
53	Real Estate and Rental and Leasing	<10	<10	--	--	--
54	Professional, Scientific, and Technical Services	53	68	15	28%	\$49,263
55	Management of Companies and Enterprises	<10	<10	--	--	--
56	Administrative and Support and Waste Management and Remediation Services	54	55	1	2%	\$39,498
61	Educational Services (Private)	<10	<10	--	--	--
62	Health Care and Social Assistance	61	91	30	49%	\$35,697
71	Arts, Entertainment, and Recreation	23	22	-1	-4%	\$17,953
72	Accommodation and Food Services	136	169	33	24%	\$13,837
81	Other Services (except Public Administration)	104	107	3	3%	\$21,755
90	Government	1,260	1,297	37	3%	\$58,739
99	Unclassified Industry	0	0	0	0%	\$0
	Total	2,645	2,858	213	8%	\$49,563

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

Industrial and Business Park Information

Two separate business parks are situated on the west side of the Village of Hortonville. Located north of CTH TT, the Hortonville Business Park is completely developed. **The second park, the Hortonville Industrial and Business Park, is located south of CTH TT and has 54.99 acres available for development.** (Table 6-10; see also Chapter 5: Land Use Exhibit 5-1).

Table 6-10: Available Industrial/Business Parcels

Parcel Number	Acres
Parcel 1	3.29
Parcel 2	7.07
Parcel 3	3.17
Parcel 4	5.00
Parcel 5	36.46
Total	54.99

Below is additional information on the business/industrial park. As the park continues to develop and become full it is important that the Village plan for future industrial and business sites.

Village of Hortonville Business and Industrial Park

Location: CTH TT and Industrial Park Avenue
 Contact Person: Patrick Vaile, Administrator
 Organization/Company: Village of Hortonville

Phone Number: 920-779-6011
 Type of Park: Business/Industrial
 Total Acreage: 95.85
 Acreage Available: 54.99

Parcel Size

Minimum Acreage: 1.5 acres

Adjacent Land Uses

North: Residential/Industrial
 South: Agricultural
 East: Agricultural
 West: Agricultural

Park Features

Acres Available for Expansion: Contact Patrick Vaile
 Fire Insurance Classification: 6
 Protective Covenants: Yes

Floodplain: No
 Topography: Level
 Paved Street: Binder Course
 Curb/Gutter: No

Utilities

Electricity: WE Energies
 Gas: WE Energies
 Sanitary Sewer: Village of Hortonville
 Storm Sewer: Installed retention pond

Transportation

Nearest Commercial Airport:
 Outagamie County Regional Airport
 Distance to Airport: 10 miles
 Nearest Major Highway: STH 15
 Distance to Highway: 1 Block
 Number of Lanes: 2
 Rail Service: Nearby
 Rail Spur: Not available
 Port Service: Port of Green Bay
 Location of Port Service: 40 miles

Tax Incremental District

A Tax Incremental District (TID) is created by a community as a way to promote tax base expansion. **The Village of Hortonville has two active TIDs.** TID 2 was created in 2000 to finance development and public improvement costs as a way to promote industrial development. The district, located in the western portion of the Village, includes the Village's

southern Business and Industrial Park (south of Nye Street) and portions of the Village's northern Business and Industrial Park. TID 3 was created in the fall of 2013 as a mixed-use district (retail and one residential lot) to finance development and public improvement costs to retain and promote retail development. The district is located just north of East Main Street on the eastern side of the Village.

Economic Development Strategy and Assessment

A variety of factors influence the economic climate of the Village of Hortonville. Determining what the Village's strengths and weaknesses are will help the Village build upon its assets and develop strategies to overcome its challenges.

Strengths and Weaknesses

By developing a set of strengths and weaknesses, the Village of Hortonville is better prepared to develop an economic development strategy. These strengths and weaknesses are listed below.

Strengths

- Key transportation links (e.g. STH 15, USH 41, Outagamie County Regional Airport, near rail service);
- Availability of infrastructure (e.g. sewer, water, telecommunications, stormwater retention pond);
- Natural areas, open space and recreational opportunities;
- Highly rated school system (Primary and Secondary);
- Proximity to UW-Fox Valley and Fox Valley Technical College;
- Access to metropolitan areas;
- Low crime rate;
- Low taxes;
- Low cost of living;
- Availability of business and industrial space;
- Educated labor force; and
- New community amenities (e.g. municipal center that includes a new library and police department and a new grocery store).

Weaknesses

- Revitalization of the downtown area (e.g. retail, restaurant, lodging and entertainment);
- Lack of public transportation and services connections to metro area;
- Shortage of local healthcare facilities/providers;
- Low housing density creating a higher cost of communities utilities and services;
- Lack of diversity in economic base and employment options;
- Need for pedestrian/bicycling infrastructure; and
- Lack of amenities and service needs for seniors.

Economic Development Focus

The goals, strategies and recommendations for economic development are provided in Chapter 2, "Plan Framework". The Economic Development Framework Plan presents the economic development focus for the Village of Hortonville. According to the framework plan, the Village should:

-
- Provide and support a range of economic development activities that encourages retail, commercial and industrial growth through partnerships, promotion of the Village's business and industrial park, identification of underutilized commercial/industrial properties, working cooperatively with individual property owners and the towns of Greenville and Hortonville to develop the area surrounding the proposed roundabouts by directing new development to areas already served by public infrastructure, supporting existing businesses, soliciting the expansion of existing and/or creation of new complementary industrial and commercial businesses, and by supporting compatible home based businesses.
 - Build Community and Neighborhood Identity by enhancing the downtown business district, reviewing proposed developments for quality construction and architectural design features, providing directional signage, supporting and promoting development that builds upon and supports community and neighborhood character, and marketing area tourism opportunities.

Future Sites for Business and Industry

Locations for future business and industrial development are shown on Exhibit 2-1, "Year 2040 Land Use Framework". ***Four growth areas were identified for business and industrial development.*** These areas include a priority industrial growth area in the southwest corner of the Village, south and west of the current business and industrial park(s); a priority mixed use growth area adjacent and east of the existing business and industrial park; a priority mixed use growth area on the east side of the Village, near the school campus area; and long-term mixed use growth area outside of and adjacent to the existing corporate limits in the northwest corner of the Village. Other improvements were recommended in the downtown business district, and on two larger industrial sites that are currently vacant.

Brownfield Redevelopment. Brownfields are sites where development or redevelopment is complicated by real or perceived hazardous substances, pollutants, or contamination. Knowing the location of brownfields and the extent of pollution greatly improves the likelihood that these sites will be redeveloped.

The Wisconsin Department of Natural Resources Bureau for Remediation and Redevelopment maintains a listing of brownfields and contaminated sites. This website lists 44 entries for the Village of Hortonville, classified in the following six categories: Leaking Underground Storage Tank (LUST), Environmental Repair (ERP), Spill, General Property Information (GP), Liability Exemption (VPLE) and No Action Required (Table H-6, Appendix H). The Village's entries and corresponding categories are described in further detail below:

- ***There were 14 Leaking Underground Storage Tanks (LUST) listed for the Village of Hortonville.*** The WDNR defines LUST sites as having "contaminated soil and/or groundwater with petroleum, which includes toxic and cancer causing substances." ***All but three LUST sites listed within the directory are closed.*** Schwan Oil Company – Bulk Plant Alley Number 2, Kringel Property, Highway 45 ROW and Fulcer Property are listed as open.
- ***There were 5 Environmental Repair sites (ERP) listed for the Village of Hortonville.*** The WDNR defines ERPs as "sites other than LUSTs that have contaminated soil and/or groundwater. Examples include industrial spills (or dumping) that need long term

investigation, buried containers of hazardous substances, and closed landfills that have cause contamination.” **All but two ERP sites listed within the directory are closed.** Fox Valley Steel and Wire and Keystone Consolidated Industries Incorporated are listed as open.

- **There were 17 Spills listed for the Village of Hortonville.** The WDNR defines Spills as having “a discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare or the environment...[which are] usually cleaned up quickly.” Spills are listed as either “Closed” or “Historic”.
- **There was one General Property Information (GP) listed for the Village of Hortonville.** General Property is an activity type consisting of records of various milestones related to liability exemptions, liability clarifications, and cleanup agreements that have been approved by the DNR to clarify the legal status of the property. American Toy and Furniture is listed as a GP.
- **There was one Liability Exemption (VPLE) listed for the Village of Hortonville.** VPLEs are an elective process in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability for that contamination under s. 292.15, Wisconsin Statutes. An individual, business or unit of government can receive the liability exemption after a completed cleanup is approved. American Toy and Furniture is listed as “open”.
- **There were 6 No Action Required (NAR) listings for the Village of Hortonville.** The WDNR defines NAR as occurrences where “there was, or may have been, a discharge to the environment and, based on the known information, WDNR has determined that the responsible party does not need to undertake an investigation or cleanup in response to that discharge.”

The Village of Hortonville could complete and maintain an inventory of existing vacant buildings and land identified as “Brownfields”. This information could be used to encourage infill development and redevelopment opportunities that take advantage of existing infrastructure and services and removes blight created by vacant and dilapidated buildings and parcels. Once identified, the Village could utilize state and federal programs to further study, clean, and redevelop these Brownfields.

KEY ECONOMIC DEVELOPMENT SUMMARY POINTS

- According to the 2007-2011 ACS 5-Year Estimates, 77.6 percent of the Village of Hortonville’s population 16 years old and older was in the civilian labor force.
- Per the 2007-2011 ACS 5-Year Estimates, in the Village of Hortonville, 54.2% of the workforce was male compared to 45.8 percent female.
- Between the 2007-2011 5 Year Estimates and the 2000 U.S. Census, the civilian labor force grew by 26 percent in the Village of Hortonville, far outpacing the surrounding towns of Ellington (3.4%) and Hortonia (9.4%), Outagamie County (11.8%) and the State of Wisconsin (7.3%).
- Although almost all jurisdictions experienced an increase in total number of employed persons from 2000 to 2007-2011 ACS 5-Year Estimates, all jurisdictions experienced a decline in the overall employment rate.

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- According to the WDOA, the unemployment rate reached a high of 8.5 percent and 8.7 percent respectively, in Outagamie County and Wisconsin in 2009.
 - According to the 2007-2011 ACS 5-Year Estimates, the Village's workforce traveled an average of 23.6 minutes to their workplace.
 - In 2000, the mean travel time for Hortonville residents was 22.7 minutes or 0.9 minutes shorter than the 2007-2011 ACS 5-Year Estimates.
 - The top workplace destinations for Hortonville residents include the City of Appleton (21.8%), the City of New London (9.7%) the City Neenah (6.8%) and the Village of Hortonville (5.2%).
 - The top three occupations for Village residents were Management, Business, Science, and Arts (27.4%); Production, Transportation, and Material Moving (24.1%); and Sales and Office (21.0%).
 - The Manufacturing Sector employed about a quarter (24.7%) of Village of Hortonville and Outagamie County (22.4%) employees according to the 2007-2011 ACS 5-Year Estimates.
 - By far the largest local employer is the Hortonville Area School District.
 - The projections indicate that the largest industry in 2022 will continue to be Government, which is expected to grow by three percent between 2012 and 2022.
 - Two separate business parks are situated on the west side of the Village of Hortonville. The second park, the Hortonville Industrial and Business Park, is located south of CTH TT and has 54.99 acres available for development.
 - The Village of Hortonville has two active TIDs.
 - Economic strengths generally include the proximity to key transportation links, available public infrastructure, natural areas, open space and recreational opportunities, good school system, proximity to metropolitan areas, low crime rate, low taxes, educated workforce, and new community amenities.
 - Economic weaknesses generally include a need to revitalize the downtown area, lack of public transportation, shortage of local healthcare facilities/providers, low housing density, lack of diversity in the economic base, need for pedestrian/bicycling infrastructure and lack of amenities for seniors.
 - Four growth areas were identified for business and industrial development.
 - The Wisconsin Department of Natural Resources Bureau for Remediation and Redevelopment maintains a listing of brownfields and contaminated sites. This website lists 44 entries for the Village of Hortonville.
 - There were 14 Leaking Underground Storage Tanks (LUST) listed for the Village of Hortonville. All but three LUST sites listed within the directory are closed.
 - There were 5 Environmental Repair sites (ERP) listed for the Village of Hortonville. All but two ERP sites listed within the directory are closed.
 - There were 17 Spills listed for the Village of Hortonville.
 - There was one General Property Information (GP) listed for the Village of Hortonville.
 - There was one Liability Exemption (VPLE) listed for the Village of Hortonville.
 - There were 6 No Action Required (NAR) listings for the Village of Hortonville.

GOALS, STRATEGIES AND RECOMMENDATIONS

The goals, strategies and recommendations for economic development are provided in Chapter 2: Plan Framework which presents the economic development focus for the Village of Hortonville.

POLICIES AND PROGRAMS

Policies and programs related to the Economic Development element can be found in Appendix E.