

Chapter 6

ECONOMIC DEVELOPMENT

INTRODUCTION

The first European visitors to the area that now includes the Town of Washburn found the Ojibwa Indians engaged in an economy based mainly on hunting and gathering. These first European visitors, who explored and exploited, but did not settle in the area, lived lives similar to that of the natives, but also were part of an extensive fur trading network, trading with the Indians for furs that were much in demand in Europe.

The next wave of economic activity was based on extracting the timber resources, feeding the growth of cities like Chicago that occurred after the Civil War. More people began settling in the area, practicing subsistence farming when not working in the woods, and by the late 1800s, a thriving community had developed. Other activities included milling, sandstone quarrying, and shipping, with the port at what is now the City of Washburn being for a time one of the busiest on the Great Lakes. The waterfront at this time was lined with large sawmills and lumber yards.

By the early decades of the 20th century, the timber resources were mostly depleted, bringing an end to the great “cutover”. About the same time, the demand for sandstone and brownstone declined with the introduction of concrete, and people turned to farming in a bigger way. The State, as well as the companies that owned the now deforested land, were anxious to promote agricultural development. Some of those farms were located in parts of the area with soils not really suited to farming, and those farms were later abandoned.

The economic development element provides a resource that details a community’s general economic health and characteristics that affect it, including workforce, economic base and opportunities. A number of factors contribute to the economic conditions in a community, especially a small town such as Washburn where many of the economic forces are generated from outside its boundaries.

Oftentimes, data are not available at the town level of government. Therefore, in addition to the specific data on the Town of Washburn, this element will include information on Bayfield County and the State of Wisconsin. This chapter will discuss how the economy of the Town could be guided in ways that are consistent with the overall desired condition of the Town, and a summary of the Town’s economic strengths and weaknesses will be provided. This chapter provides an analysis of the Town of Washburn’s existing economy, and it provides

goals, objectives, policies, and programs (including state, county and regional programs and organizations) that will help the Town work toward the kind of future desired by its citizens.

INVENTORY AND ANALYSIS

LABOR FORCE

General Characteristics

The labor force is defined as that portion of the population 16 years or older that is employed, unemployed but able to work, or actively seeking employment. Referring to Table 6-A, one can see that by several measures, the labor force in the Town compares favorably to the work force in the surrounding area and the State. The median income in the Town exceeds that of the City of Washburn and of Bayfield County by about \$13,000, and exceeds the State median by nearly \$3,000. Similarly, with only about 1.2% of the Town labor force unemployed, the Town has higher percentages of the work force employed than any of those three entities. In terms of the percentage of the labor force with at least a high school education, the Town's value is only slightly higher than those for the City, County or State, but it has a greater edge in percentages holding post-secondary degrees. Given all of these factors, it is not surprising that the percentage of Town residents living below the poverty level, 4.3%, is less than half of the 8.7% State level.

TABLE 6-A: GENERAL CHARACTERISTICS OF THE LABOR FORCE – 2000				
Characteristic	Town of Washburn	<i>City of Washburn</i>	<i>Bayfield County</i>	<i>State of Wisconsin</i>
Total Population	541	2,280	15,013	5,363,675
Population 16-Yrs. and over	420	1,803	11,813	4,157,030
Employed in Labor Force	70.7%	56.0%	57.1%	65.8%
Unemployed in Labor Force	1.2%	4.0%	5.3%	3.2%
Not in Labor Force	29.3%	40.0%	37.5%	30.9%
Median Household Income	\$46,500	\$33,257	\$33,390	\$43,791
Per Capita Income	\$17,892	\$15,331	\$16,407	\$21,271
Median Earnings, Male, Full-Time, Year-Round	\$36,696	\$31,875	\$31,699	\$37,062
Median Earning, Female, Full-Time, Year-Round	\$24,500	\$23,235	\$21,731	\$25,865
Individuals Below Poverty Level	4.6%	10.3%	12.5%	8.7%
High School Education or Higher (25 or Older)	89.8%	86.6%	86.9%	85.1%
Bachelor's Degree or Higher (25 or Older)	29.3%	24.2%	21.2%	22.4%
Walk to Work	4.4%	10.1%	7.5%	3.7%
Mean Travel Time to Work	19 min.	13.8 min.	20.9 min.	20.8 min.

Source: US Census Bureau, 2000

Commute to Work

According to the 2000 US Census, workers living in the Town of Washburn travel an average of 19 minutes to their places of employment, suggesting that many of them commute to the City of Ashland and elsewhere. This compares to the State mean travel time of 20.8 minutes. 80.4% of Town workers commute alone, a number near the State average of 79.5% and less than the City of Washburn's 84.3%. Only 4.4% of Town workers walk to work, but this is still higher than the 3.7% State average. As discussed in the Transportation Element of this Plan, the introduction of mass transit opportunities to the Town and construction of more pedestrian walkway facilities may help reduce the percentage of people commuting alone and increase the percentage of people walking.

The Wisconsin Department of Workforce Development estimated that in 2000, 3,718 people lived and worked in Bayfield County. 2,824 people lived in Bayfield County, but worked elsewhere - mostly in Ashland County (1,927) and Douglas County (365). Conversely, 655 people lived in other counties - most notably Ashland County (301), but worked in Bayfield County. In other words, Bayfield County's labor force is greater than its employment base.

Table 6.B below shows the numbers of people commuting into and out of the Town to get to their jobs, and also shows where those people live and where they work. Of the 275 residents (Workers 16 Yrs. and over) in the Town who commute to work, 72, or 26.1% work in the Town. Over 112, or 40.7% of Washburn residents work in the City of Ashland, and 54, or 19.6% work in the City of Washburn. Of the 120 people who are employed in the Town of Washburn, over 60% are residents of the Town, 10% arrive from Town of Bayview, and 0.06% from City of Ashland, and the remaining 30% are from the surrounding communities.

TABLE 6-B: TOWN OF WASHBURN COMMUTE PATTERNS - 2000					
Leaving From	Traveling to/Work Site	Count	Traveling to Work Site	Leaving/Commuting From	Count
Town of Washburn	City of Mountain Iron, MN	2	Town of Washburn	Logan Co. AR	3
	Clark Co. NV	2		City of Ashland, WI	7
	City of Ashland, WI	112		Town of Ashland, WI	2
	Town of Ashland, WI	1		Town of Barksdale, WI	4
	Town of La Pointe	2		Town of Bayview, WI	12
	City of Mellen, WI	3		Town of Bell, WI	3
	City of Bayfield, WI	12		Town of Clover, WI	3
	Town of Bayfield, WI	2		Town of Drummond, WI	3
	Town of Cable, WI	2		Town of Grandview, WI	1
	Town of Clover, WI	2		Town of Iron River, WI	1
	Town of Iron River, WI	4		Town of Mason, WI	2
	City of Washburn, WI	54		Town of Port Wing, WI	2
	Town of Washburn, WI	72		Town of Russell, WI	3
	City of Eau Claire, WI	3		Town of Washburn, WI	72
	City of Hayward, WI	2		Town of Spider Lake, WI	2
TOTAL	275	TOTAL	120		

Source: U. S Census 2000, MCD/County to MCD/County Worker Flow files

Impending Decline of the Labor Force

The Town of Washburn, like the much of the country, has a relatively high percentage of aging residents that are nearing retirement and birth rates and family sizes continue to decline. In addition, many of the Town's young people are leaving for employment opportunities elsewhere. Unless the Town can find a unique way of retaining its youth and attract new people to the labor force, the Town of Washburn and the area's employment bases may experience a labor shortage in the future, which will have a negative impact on the economy within and around the Town of Washburn.

ECONOMIC BASE & EMPLOYERS

The Town of Washburn is located immediately west of the City of Washburn in the north central and northeastern sections of Bayfield County. State Highway 13 runs along the far southeastern corner of the Town and Bayfield County Highway C cuts a rough diagonal course along the far easterly quarter of the community. Both of these road systems provide excellent routes to and from the nearby major employment bases in the cities of Washburn and Ashland, and the surrounding Bayfield County communities. The Town does not have any large employer or any significant commercial or service industry for its residents as a main place of employment. Most of the residents commute to their work sites outside the Town, and what little work does take place inside the Town is primarily limited to agriculture and/or forestry activities, and some small home-based businesses/offices.

Employment by Industry

Table 6.C below lists the number and percent of employed residents in the town by industry sector from the U.S. Census 2000 data, along with the 2002 and 2005 annual average pay for each industry sector for Bayfield County. The 2002 data were culled from the North American Industry Classification System (NAICS) – U.S. Census Bureau and the 2005 wage data from the Bayfield County Workforce Profile (State of WI Workforce Development Office).

TABLE 6-C: TOWN OF WASHBURN EMPLOYMENT BY INDUSTRY & AVG. COUNTY WAGE			
INDUSTRY	Census 2000 Figure	Percentage	2002/2005 Avg. Annual Wage for Bayfield County
All Industries	292	100%	\$21,096
Agriculture, forestry, fishing, mining	27	9.2%	\$21,041
Construction	36	12.3%	\$24,487
Manufacturing	22	7.5%	\$25,847
Wholesale Trade	6	2.1%	\$29,663
Retail Trade	27	9.2%	\$18,353
Transportation and warehousing, and utilities	16	5.5%	\$21,113
Information	8	2.7%	\$40,319
Finance, insurance, real estate, rental, leasing	7	2.4%	\$28,632
Professional, scientific, management	8	2.7%	\$21,612
Educational, health, and social services	77	26.4%	\$23,543
Arts, entertainment, accommodation, food	26	8.9%	\$14,584
Public Administration	27	9.2%	\$25,499
Other services (except public administration)	5	1.7%	\$20,128

Source: U.S. Census Bureau 2002 and Bayfield County Workforce Profile 2005 (State of WI Workforce Development Office).

Table 6-D (below) provides a percentage comparison of the different occupations between the Town, City of Washburn, Bayfield County and State of Wisconsin.

TABLE 6-D: PERCENTAGE COMPARISON OF EMPLOYMENT BY INDUSTRY				
Industry	Town of Washburn	City of Washburn	Bayfield County	State of Wisconsin
Agriculture, forestry, fishing, mining	9.2%	1.4%	6.0%	2.8%
Construction	12.3%	7.1%	10.3%	5.9%
Manufacturing	7.5%	7.9%	9.1%	22.2%
Wholesale Trade	2.1%	1.5%	2.1%	3.2%
Retail Trade	9.2%	11.2%	10.6%	11.6%
Transportation and warehousing, and utilities	5.5%	3.9%	4.7%	4.5%
Information	2.7%	3.7%	2.0%	2.2%
Finance, insurance, real estate, rental, leasing	2.4%	8.2%	4.5%	6.1%
Professional, scientific, management	2.7%	3.0%	4.3%	6.6%
Educational, health, and social services	26.4%	30.5%	22.4%	20.0%
Arts, entertainment, accommodation, food	8.9%	11.8%	12.8%	7.3%
Public Administration	9.2%	5.8%	7.7%	3.5%
Other services (except public administration)	1.7%	3.8%	3.6%	4.1%

Source: U.S. Census Bureau 2000

Table 6-E (below) provides a listing of Occupation types and classes of workers for people living in the Town, and provides a percentage comparison between the City of Washburn, Bayfield County and State of Wisconsin.

TABLE 6-E: OCCUPATION TYPES AND CLASS OF WORKERS (EMPLOYED CIVILIANS 16 Yrs. +)				
	Town of Washburn	City of Washburn	Bayfield County	State of Wisconsin
TOTAL WORKERS	292	994	6,749	2,734,925
Occupation Types				
Management, Professional, and related	32.2%	39.2%	31.5%	31.3%
Service	16.1%	17.8%	16.9%	14%
Sales and office	20.2%	24%	23%	25.2%
Farming, fishing, and forestry	5.5%	1%	3.1%	0.9%
Construction, extraction and maintenance	13%	7.9%	12.8%	8.7%
Production, transportation, and material moving	13%	10%	12.7%	19.8%
Class of Workers%				
Private Wage and salary workers	66.8%	73.1%	65.1%	81.1%
Government Employees	21.6%	20%	22%	12.5%
Self-Employed (unincorporated business)	11.6%	6.8%	12.4%	6.1%
Unpaid Family workers	--	--	0.5%	0.3%

Source: U.S. Census Bureau 2000

Industries that make up a community's economic base can be broadly classified as basic or non-basic industries. Basic industries include manufacturers that export products and bring dollars into a community. Due in large part to its rural character, there are no major manufacturers or industrial bases in the Town. The nearest manufacturers are located in the nearby cities of Washburn and Ashland. Non-basic industries provide services to basic industries and to local residents. They circulate dollars within a community. Education, healthcare, and social services, as well as retail and entertainment businesses are examples of non-basic industries. There is actually one commercial or service business in the Town, known locally as the C-Side Bar and Restaurant, located at 28545 County Highway C. This facility is fairly small on-site liquor establishment and sit-down style restaurant, and employs 2-4 people.



C-Side Bar and Restaurant – 28545 County Highway C

The tables above illustrate that a majority of the Town of Washburn's economy is primarily a service-based economy. In 2000, 26.4% of the residents were primarily engaged in the education, health, and social service vocations, which is fairly consistent with the other entities. The second highest occupation level was shown in the construction trades, at 12.3%, followed by the agriculture/forestry, retail trade

and public administration at 9.2% each. Only 7.5% of Town residents were employed in manufacturing jobs, which is considerably lower than the State average of 22.2%. One may deduce that this low average is due to the higher education levels in the Town (as represented earlier in this chapter) and the small amount of available manufacturing jobs in nearby Washburn and Ashland.

Most communities seek a diverse economic base that includes a good balance of basic and non-basic industries. This suggests that Washburn may want to seek ways to bring new dollars to the community.

Home Based Businesses

Due to the rural nature of the Town, and the residents' increasing desire to rely less on the personal automobile (for environmental reasons and to avoid commutes), along with the introduction of wireless/satellite telecommunications and high-speed internet access throughout the Town, there may be opportunities to expand home-based business within the Town of Washburn. These businesses are typically built around arts and crafts, but also include home offices for sales and other types of businesses. They generally do not generate high traffic volumes, require no municipal water or sewer services, and need no off-street parking facilities.

Agriculture Based Businesses & Enterprises

There are a few rural farmsteads and residences that provide a limited agriculture based business and small, entrepreneurial enterprises throughout the Town. Some of these include the Tetzner's Farm (*overhead aerial photo to the right*) is located off Nevers Road, consists of a large dairy operation, which provides milk, cheese and ice-cream products to the general public. Tetzner's also has a number of small green houses established on another parcel of property for the sale of vegetable seedlings, annuals and perennial plants for sale to the general public.



Maple Hill Farms, located at _____???, provides for woolens, honey, natural soaps and eggs for sale to the general public.

Cook's Tractor Place, located at 28800 Cook Road provides tractor parts and sales, and employs approximately 2 employees



These farm based or home based businesses are what the Town residents support and desire most for their community, as opposed to the large scale factories or industrial centers typically found in urbanized areas. All home based businesses require a special use permit issued and approved by the Town Board and Bayfield County, so the regulation of these businesses can be effectively controlled by the Town and its citizens.

Tourism Impact upon the Town

Information on tourism is not available at the town level; therefore, Bayfield County data, as compiled by the Wisconsin Department of Tourism, must be used for the Town of Washburn. As denoted by the following figures, tourism can play a significant role in sustaining the overall health, marketing, and economic vitality of local governments and employment centers. Tourism ranks as the State of Wisconsin's second largest industry, accounting for nearly \$11.4 billion in revenue per year. In 2002, visitors spent nearly \$131 million in Bayfield County, with the summer season providing \$62 million, the fall generated \$34 million; and winter/spring revenues generated \$35 million. Although most of this spending was probably done near and along the Lake Superior/Apostle Islands shore regions, with the variety of restaurants, lodges, hotels/motels, campgrounds golf courses and other recreation facilities not available to the Town of Washburn, we must surmise that some of this \$131 million total was provided by the Town's own recreational resources.

The Town's numerous seasonal residents, along with the ATV/snowmobile trails, various campgrounds, and fishing and hunting sites surely must have provided activities or areas for these tourists to enjoy themselves and experience firsthand the Town's wonderful recreational and natural resources. The impact of tourism extends far beyond the impact to the county, whereby the revenues generated from this industry makes considerable contributions back to the local schools and local governments. The Town should continue to promote these trails, recreational areas and activities that are drawing-in this obviously large number of tourists and visitors to the town and county areas. Town leaders should encourage and support the continued maintenance and upkeep of these recreational resources and facilities in the Town, in order to provide more enjoyable activities for the tourists who do decide to visit.

LOCAL, REGIONAL, AND STATE ECONOMIC DEVELOPMENT ORGANIZATIONS AND PROGRAMS

Many organizations promote economic development or provide assistance to Washburn businesses. The following describes key organizations that provide economic development assistance.

Bayfield County Economic Development Corporation

The Bayfield County Economic Development Corporation (BCEDC) provides incentives and support for qualifying new business ventures and existing businesses. BCEDC participates with five other Northwest Wisconsin counties in the Superior Life Technology Zone making funds available as tax credits for businesses that use new technology to expand jobs. Early Planning Grants are also available to help new and existing small businesses prepare detailed business plans.

University of Wisconsin Extension Office – Bayfield County

The University of Wisconsin Extension Office brings the education programs and resources of the University of Wisconsin to people and businesses throughout Wisconsin. The Community Development Program provides seminars, programs, and expert advice to area businesses and those interested in starting businesses. The Community Development Program also provides assistance with land use planning and natural resource planning, which can benefit economic development.

Northwest Regional Planning Commission

The Northwest Regional Planning Commission (NWRPC) was created in 1959. Its purpose is to improve the quality of life of the residents of the region by increasing the number of jobs and wages paid, while recognizing the importance of planning for balanced use of natural resources.

The NWRPC has three affiliated corporations that focus on economic development issues. Northwest Wisconsin Business Development Corporation, created in 1984, manages NWRPC's loan funds. Northwest Affordable Housing Inc., established in 1996, coordinates the Commission's creation of affordable housing. Wisconsin Business Innovation Corporation (WBIC), created in 1996, encourages development of technology-based companies in rural Wisconsin. The WBIC created its own subsidiary, Badger Oil Company, in 1999.

The Chequamegon Group

The Chequamegon Group is a regional economic development partnership formed in 1999 to develop the technology-based segment of the Chequamegon Bay economy. It has undertaken a range of efforts to encourage, promote, and identify sources of capital or other resources to technology companies and improve technology education in the region. The Chequamegon Group lobbied the State to designate the region as a "Technology Zone" to confer tax benefits and other incentives to technology startups or expansions.

Northwest Concentrated Employment Program, Inc.

The Northwest Concentrated Employment Program, Inc. (NWCEP) is a private, non-profit corporation dedicated to meeting the workforce development needs of businesses, job seekers, incumbent workers and students. The NWCEP has been in existence since 1968. It administers programs that help Northwest Wisconsin youth and adults gain marketable skills and obtain better jobs. It also provides a variety of services for businesses and business development. The NWCEP covers a ten-county region in northwest Wisconsin.

Wisconsin Indianhead Technical College

Wisconsin Indianhead Technical College has four campuses in northern Wisconsin, including one in nearby Ashland. WITC provides a wide variety of classes and training as well as associate and technical degree programs. WITC works with area employers providing customized training consisting of specific courses that are developed and taught by WITC instructors at an employer's work site. WITC provides instruction for apprentices in cooperation with employees, employers, and the State of Wisconsin.

Wisconsin Job Center

A Wisconsin Job Center is located in nearby Ashland. The center assists employers who want to upgrade their workforce. It also helps individuals who want to improve their job skills. It links people looking for a job with employers looking for employees. The center serves the region and is a good resource for Washburn businesses.

Joint Economic Development in Ashland, Bayfield, and Iron Counties

The Northwest Regional Planning Commission (NWRPC), in conjunction with Ashland, Bayfield, and Iron Counties, created a Tri-County Economic Development Plan in 1998. The Economic Development Plan includes background information on each county, a series of goals and objectives that resulted from each county's economic prioritization process, and a series of strategic recommendations. Considerable progress has been made on implementing the plan. Refer to the Tri-County Economic Development Plan for more information.

Financing Opportunities

Several programs can help attract new investment, retain existing businesses, and enhance the opportunities of existing businesses to expand in Washburn. Table 9-C provides a partial list financing and technical assistance programs available to area businesses and investors.

Table 6-F: Partial List of Washburn Area Financing Opportunities		
Entity	Program Name	Finance Type
Northwest Wisconsin Business Development Corporation (NWWBDC)	Northwest Wisconsin Business Development Fund and Intermediary Relending Program	Loan Program
Xcel Energy – Wisconsin	Economic Development Loan Program	Loan Program
Bayfield County	Economic Devel. Revolving Loan Fund	Direct Loan Program
Wisconsin Department of Commerce (WDOC)	CDBG-ED Program; Rural Economic Development Program; Community Development Zone Program; Recycling Loan Program	Loan Programs
Wisconsin Housing and Economic Development Authority (WHEDA)	Small Business Guarantee; Linked Deposit Loan (LiDL) Subsidy	Loan Guarantee Program; Loan subsidy at reduced interest rate
Small Business Administration (SBA)	Business Loan Program – 7(A) Loan Guarantee Program, Certified Develop. Co (504)	Loan Guarantee
Impact Seven	Micro-Loan Program Intermediary Relending Program	Amortizing loans (monthly payment of principal, interest)
USDA Rural Development	Rural Economic Development Loan & Grant Program	Maximum size: Loan \$450,000 Minimum size: Loan \$10,000
City of Washburn	Revolving Loan Fund Program	Loan Program

BROWNFIELDS AND CONTAMINATED SITES

Brownfields are locations in the community that are contaminated (or believed to be contaminated), limiting the potential for development, redevelopment, or expansion of otherwise viable businesses on the site. Brownfields can limit economic activity, affect the viability of surrounding sites or businesses, and may pose a threat to human health or natural resources. Brownfields include sites with known contamination, but also include old gas stations, dumps, industrial facilities, and other potentially contaminated sites, that may or may not have documented contamination. [The only site the Town has that may be considered a Brownfield is the old landfill on South Maple Hill Road. However, this site requires and is receiving monitoring, and so far, all testing and monitoring indicates this site to be contained and not creating any negative impact upon the community.](#)

Many agencies provide technical and financial tools for brownfields cleanup and redevelopment. Check with the appropriate agency listed below for further information. In addition, the WDNR's Remediation and Redevelopment Department has several publications with information pertaining to local governments about brownfields remediation.

1. **Brownfields Site Assessment Grant.** This Department of Natural Resources (DNR) program is available to local governments to fund investigation, demolition, and other specific preliminary activities at brownfields.
2. **Land Recycling Loan.** The DNR administers this 0% interest loan program for remediation of landfills and brownfields owned by local governments.
3. **Stewardship.** Grants for urban green space, urban river, and recreational trail projects are possible through Stewardship funds at the DNR. Money can be used for land acquisitions or easements.
4. **Environmental Remediation Tax Incremental Financing (ER TIF) & Tax Incremental Financing (TIF).** These Department of Revenue financing tools are available to local governments to reimburse eligible environmental remediation expenses.
5. **Commerce Brownfields Grants.** Local officials with remediation and redevelopment projects that have economic development potential may want to consider these Department of Commerce grants.

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), also known as the Superfund Law, is a national program enacted by Congress in 1980. Superfund was created to help cleanup the country's worst waste disposal and hazardous substances spill sites that endanger human health and/or the environment. The Wisconsin Department of Natural Resources compiles a list of Wisconsin Superfund sites based on the federal National Priority List. There are no Superfund sites in Washburn.

PUBLIC INPUT

Attracting and retaining small businesses and potential employment opportunities, can be quite a challenge for rural communities such as the Town of Washburn. Without the ability to provide adequate water and sewer services, or limited transportation resources, the ability to market and attract new businesses or industries can become difficult. However, the Town residents should always explore the opportunity to promote certain levels of businesses or enterprises that may contribute some level (even if it is small) of increased employment numbers or property tax revenue to the Town

Respondents to the 2006 community survey conducted as part of the comprehensive planning process identified the importance of economic development to the community, and indicated which businesses the Town should promote or support. When asked to rate how important it was for the Town of Washburn to promote various types of businesses, the following percentage of respondents indicated that it was either very important or important: The following Table 6-G summarizes these survey results as they relate to business economic development. Refer to Appendix A for full and detailed survey results.

TABLE 6-G: TYPES OF BUSINESSES to be PROMOTED IN THE TOWN OF WASHBURN					
Business/Uses	Very Important	Important	Not Important	Do Not Promote	No Opinion/Response
Service Business	11%	40%	21%	9%	19%
Home Based	17%	49%	12%	6%	16%
Recreation Based	14%	49%	12%	11%	15%
Commercial/Retail	8%	26%	29%	20%	16%
Light Manufacturing	6%	28%	27%	24%	15%
Agriculture Based	29%	47%	5%	6%	13%
Tourism Based	15%	35%	22%	14%	14%
Technology Businesses	11%	38%	22%	10%	20%
Forestry Based	25%	44%	9%	8%	14%

Source: 2006 Town of Washburn Community Survey

(Combined Percentages of Very Important to Important for each use)

▪ Commercial/retail businesses (34%)	▪ Agriculture based: (76%)
▪ Service businesses (51%)	▪ Forestry based industries (69%)
▪ Recreation based businesses (63%)	▪ Light manufacturing (34%)
▪ Technology based businesses (49%)	▪ Home based businesses (66%)
▪ Tourist based industries (50%)	

The strongest support for types of businesses or activities were Agriculture based and Forestry based at 76% and 69%, respectively. Home based businesses and recreation based businesses came in strong with 69% and 63%, respectively. Although Commercial and Manufacturing came in at 34% of positive support, 49% indicated commercial activities are not important or should not be promoted, and 51% indicated the same for manufacturing uses. Tourism based was split with 50% in support and 36% felt it was not important and not to promote. However, as shown by the earlier figures, tourism in Bayfield County and the surrounding localities, and the potential reward of tourism dollars, can play a major part or provide a wonderful opportunity for the Town to “show itself” off and promote the Town as fantastic place for potential new residents to live and enjoy the natural rural beauty and wonderful recreational activities.

GOALS, OBJECTIVES, AND POLICIES

The following goal is a broad statement that reflects the City’s vision for economic development. It represents the end that the City is striving to attain. The following objectives are specific, measurable, intermediate ends that are achievable and mark progress towards the goal. The following policies are key actions intended to accomplish the stated objectives.

Goal: The Town of Washburn will help foster and provide a healthy environment in the creation of well-paid and full-time employment opportunities for its residents, and will assist in the retention, expansion, and recruitment opportunities for the local area employment providers, thereby allowing more working individuals to live and reside within the community, which in turn will provide a strong municipal tax base and enhanced quality of life in the Town.

Objective 6.1: Retain and support the expansion of local business and industry.

Policy 6.1a: Set retention of existing businesses and industries as a top priority of the Town’s economic development plan.

Policy 6.1.b: Develop and implement a program where the Town Chairman and/or Board Members (or the Town’s special representative) meets periodically with the surrounding local government leaders, Chamber of Commerce’s, businesses and employers, to listen to concerns and discuss opportunities for growth that benefit the Town.

Policy 6.1.c: Work with government agencies, organizations, and others to promote training opportunities to help businesses and industries prosper.

Policy 6.1.d: Work to implement programs that conserve energy and are more environmentally sensitive and promote the development of “green buildings” as alternatives to protecting the natural environment and resources.

Objective 6.2: Recruit new working residents in cooperation with local businesses and employers and those that help diversify Washburn's economic base.

Policy 6.2.a: Recognize and promote the arts, recreation, and natural resources as major contributors to the Town of Washburn's high quality of life and as major economic forces in the community. Promote the Town's high quality of rural life to help attract new residents and even small businesses that can take advantage of the Town's rural amenities and natural resources.

Policy 6.2.b: Enhance the Town of Washburn's existing rural living economy by marketing the Town to artists, writers, crafts persons, small home-based businesses or entrepreneurs who are developing new products and new markets to locate in Washburn.

Policy 6.2.c: Encourage new working residents and small businesses that can help serve the area's growing population of elderly residents.

Policy 6.2.d: Support eco-tourism and other tourism opportunities that are self-supportive revenue generators.

Policy 6.2.e: Partner with or work in close cooperation with the City of Washburn's or other local municipalities Chambers of Commerce, to help promote tourism and the quality of life factor in the Town.

Policy 6.2.f: Identify new economically and environmentally sustainable uses for the City's and the region's natural resources.

Objective 6.3: Encourage the formation of new businesses.

Policy 6.3.a: Inform those interested in starting a new business about available business counseling programs.

Policy 6.3.b: Support and promote business management education and training programs.

Policy 6.3.c: Promote the establishment of an organized business support network for new startup businesses.

Policy 6.3.d: Identify and provide information on available business financing programs.

Policy 6.3.e: Support the establishment of entrepreneurship education programs in the schools.