



CITY OF APPLETON
Community & Economic
Development Department
May 4, 2017

GROWTH REPORT

2016

CITY OFFICIALS

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James Walsh, City Attorney
Kami Lynch, City Clerk

2016 COMMON COUNCIL

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District 2: Vered Meltzer
District 3: Curt Konetzke
District 4: Joe Martin
District 5: Ed Baranowski
District 6: Greg Dannecker
District 7: Kathleen Plank
District 8: Matthew Reed
District 9: Margret Mann
District 10: Christine Williams
District 11: Patti Coenen
District 12: Cathy Spears
District 13: Kyle Lobner
District 14: Christopher Croatt
District 15: Jeff Jirschele

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

Karen Harkness, Director
Monica Stage, Deputy Director
Matt Rehbein, Economic Development Specialist
Laura Bonnet, Housing Coordinator
David Kress, Principal Planner
Don Harp, Principal Planner
Jeff Towne, Principal Planner
Nikki Gerhard, Grants Administrator
Mark Lund, GIS Specialist
Jessica Schneider, GIS Specialist
Heath Anderson, GIS Specialist
Deann Brosman, City Assessor
Tim Smith, Property Assessor
Dan Steenbock, Property Assessor
Matt Tooke, Property Assessor
Lona Thelen, Personal Property Clerk
Karen Pietila, Real Estate Assessment Clerk
Brenda Broeske, Administrative Assistant

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INTRODUCTION

Each year, the Community and Economic Development Department prepares an Annual Growth Report (Report). The purpose of the Report is to analyze growth figures over a period of ten years to determine if Appleton is capturing its historically proportionate share of growth. The Report looks at Appleton's building permit activity, equalized valuation, and net new construction and compares them with the Fox Cities region. Equalized value is the estimated value of all taxable real and personal property in each taxation district by class of property. This year's Report will compare the City of Appleton to other competitor cities in the State of Wisconsin and throughout the United States that we compete with for jobs and economic development. Other areas addressed include: success in target growth areas, prospects for growth, barriers that need to be overcome to continue growth, and a synopsis of the marketing efforts taken to promote growth.

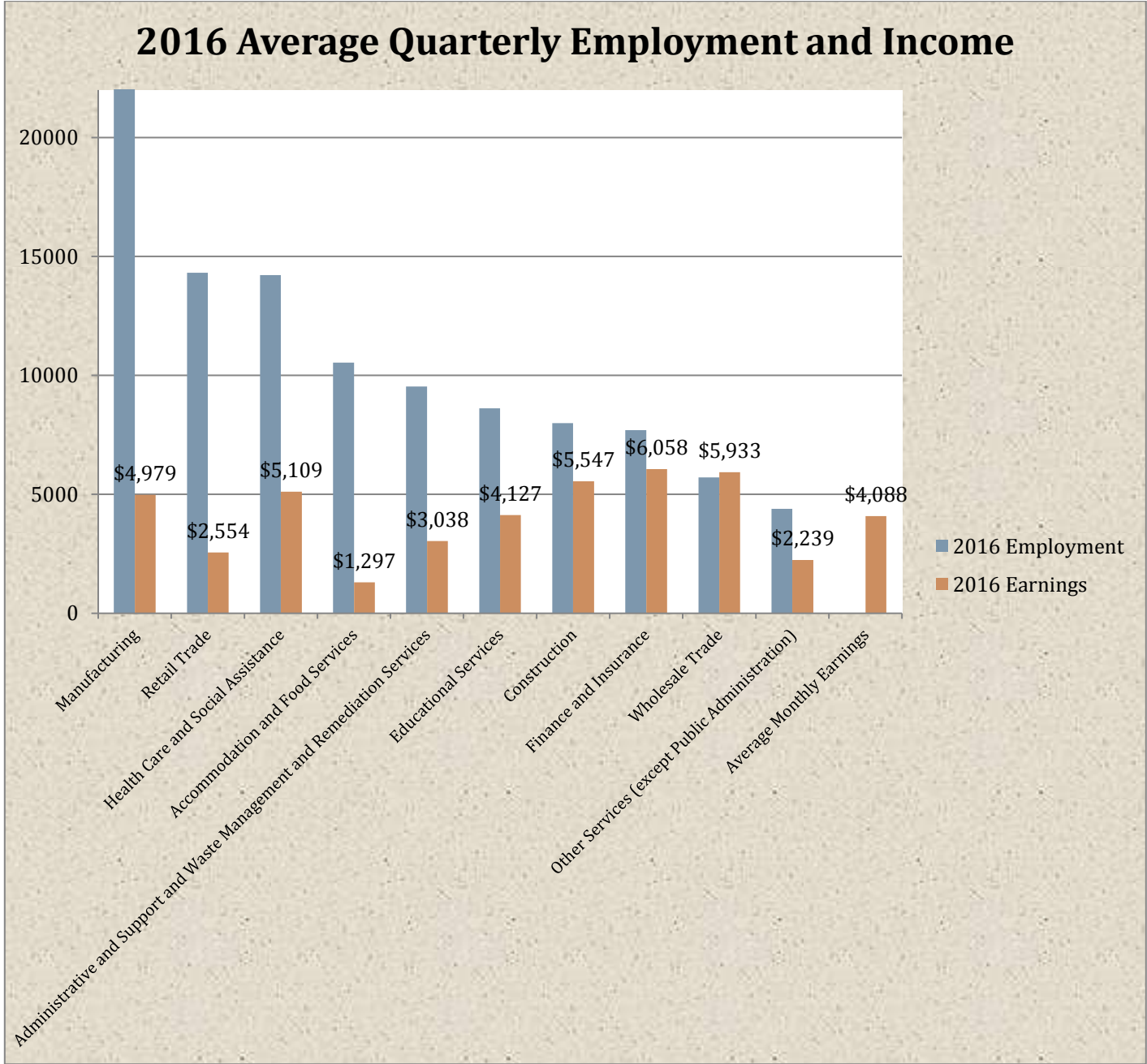
The City of Appleton saw a decrease in the number and dollar value of construction permits in 2016. This is not surprising as we saw significant construction in 2015 consisting of two cancer centers and several multi-family projects. Total dollar value of permitted construction of \$80,795,345 in 2016 is close to the 10-year average of \$81,114,301. The employment base in Appleton and the Fox Cities remains competitive and stable. The City of Appleton's unemployment rate declined slightly from an annual average 2015 rate of 4.0% to 3.9% in 2016. As a whole, the City of Appleton's Tax Increment Districts (TID) increased in value by 6.39% due in large part to improvements to existing properties and investments in personal property.

INCOME

The median household income in the City of Appleton increased slightly this year according to the U.S. Census Bureau, American Fact Finder data. The 2015 median household income in Appleton was \$53,439; the median household income for 2016 was \$53,588, which compares favorably to the median household income of \$53,357 for the State of Wisconsin and is very close to the U.S. average of \$53,889.

LABOR STATISTICS

The City of Appleton and the Appleton Metropolitan Statistical Area (MSA), defined by the Office of Management and Budget (OMB) as Outagamie and Calumet Counties, has a well-established labor force and is known internationally for its industry clusters of food processing, paper industry and manufacturing. The following chart shows the average quarterly employment by industry for the top 10 classifications and average monthly income within the Appleton MSA for 2016 (monthly earnings included in chart).



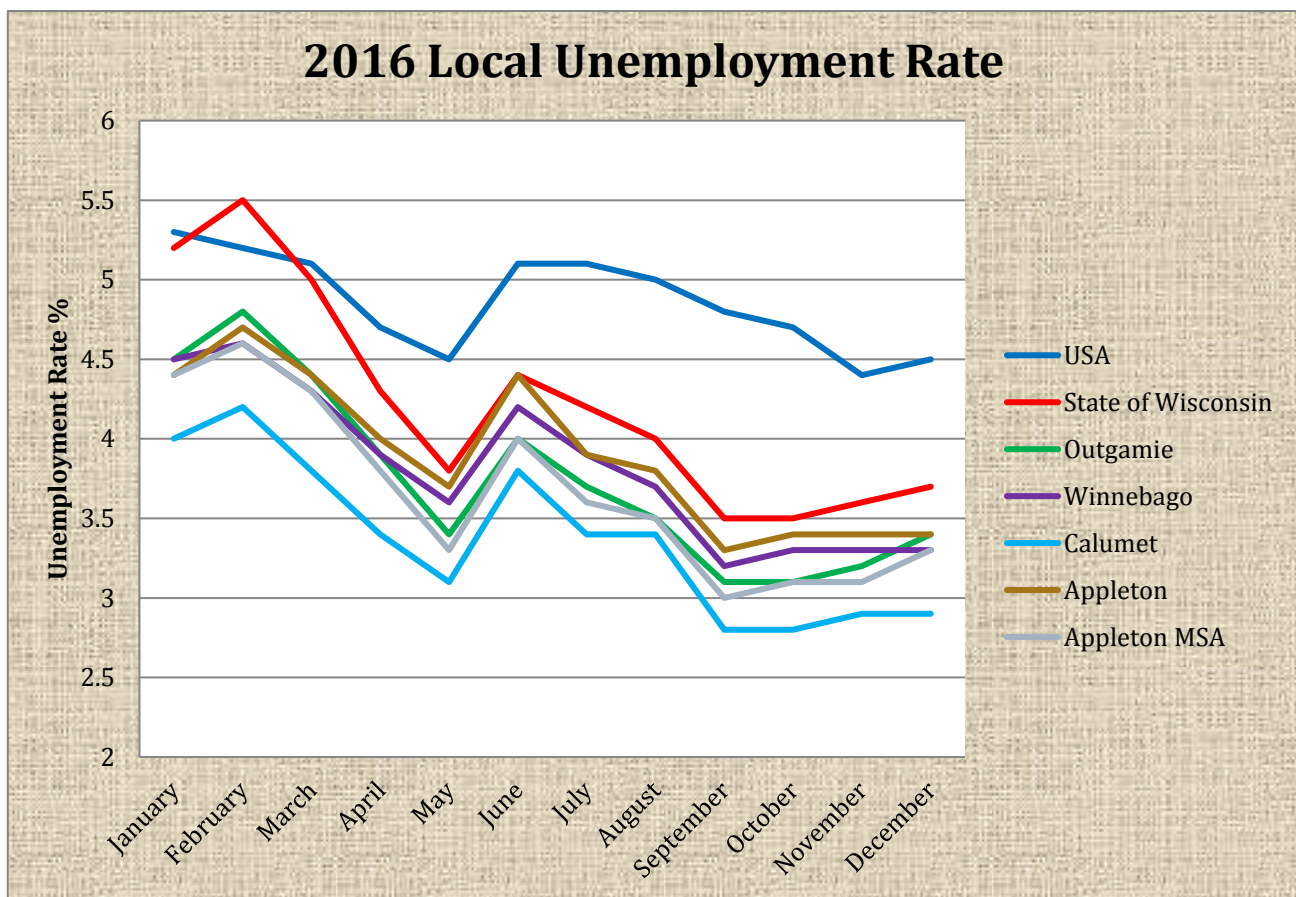
Source: US Census Bureau – Local Employment Dynamics

Manufacturing shows the highest quarterly employment, followed by Retail Trade. 2016 notes the first time Retail Trade job numbers have exceeded Health Care and Social Assistance which is worthy of mention since average earnings in Retail of \$2,554 are less than the average monthly earnings across all sectors.

Average monthly earnings ranged from \$1,297 to \$6,058 per position for the top ten employment sectors represented. As a reference point, the Department of Housing and Urban Development (HUD) considers a monthly household income of \$5,950 or less to be low income for a family of four in the Appleton MSA. It is important that we continue to invest in the necessary infrastructure, economic support, and educational systems to continue the growth of high wage industries to keep the income levels up in our community.

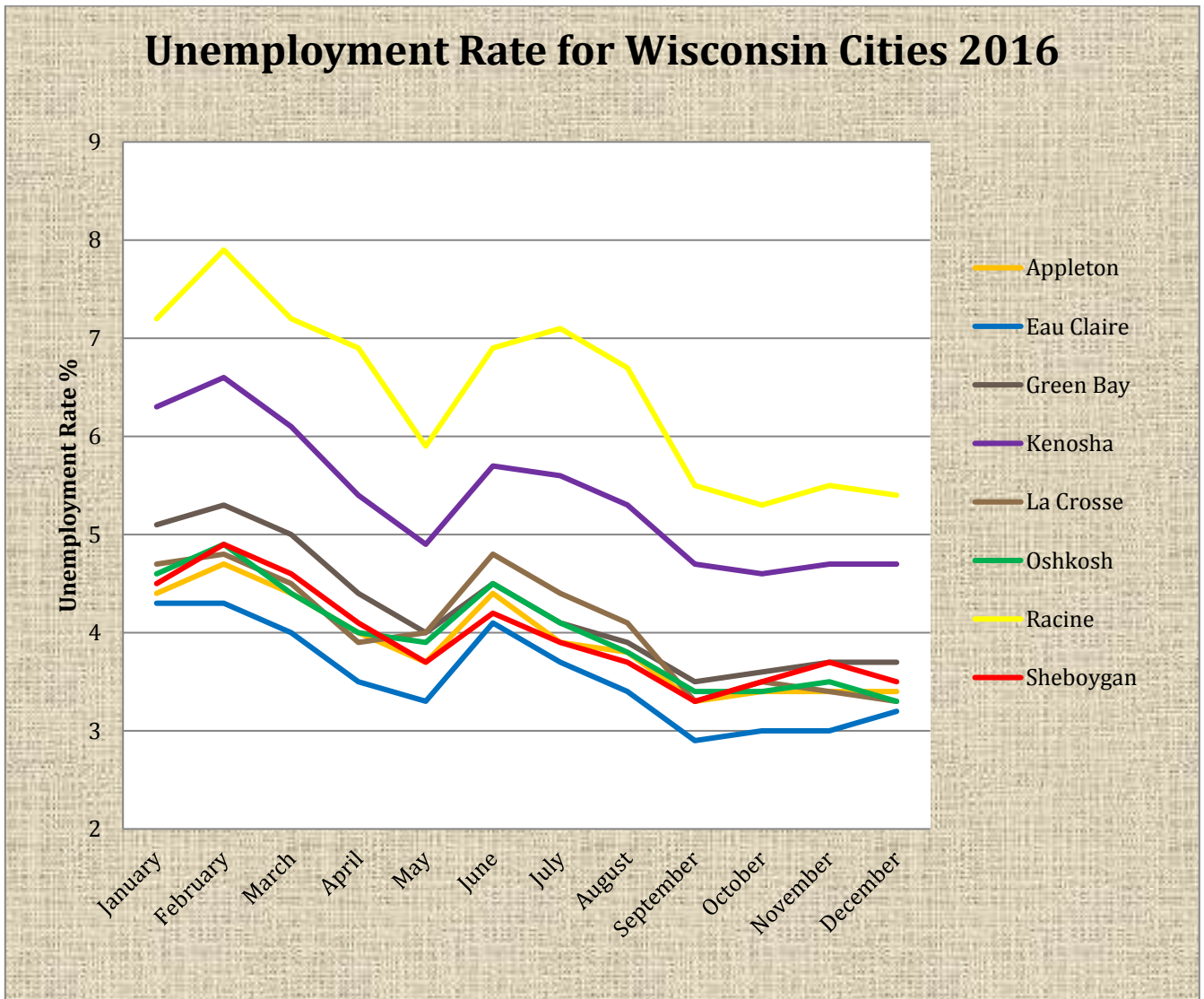
UNEMPLOYMENT

The City of Appleton has experienced a steady decline in its unemployment rate over the last year. The City started January 2016 at 4.4% unemployment and concluded the year at 3.4%. The average 2016 unemployment rate for Appleton was 3.9%. Included in the chart are the comparable unemployment rates for the United States, the State of Wisconsin, Appleton MSA, and the counties of Winnebago, Outagamie, and Calumet. The unemployment rate for the City of Appleton consists of persons who file an unemployment claim and live within the corporate City limits of Appleton.



Source: State of Wisconsin Department of Workforce Development

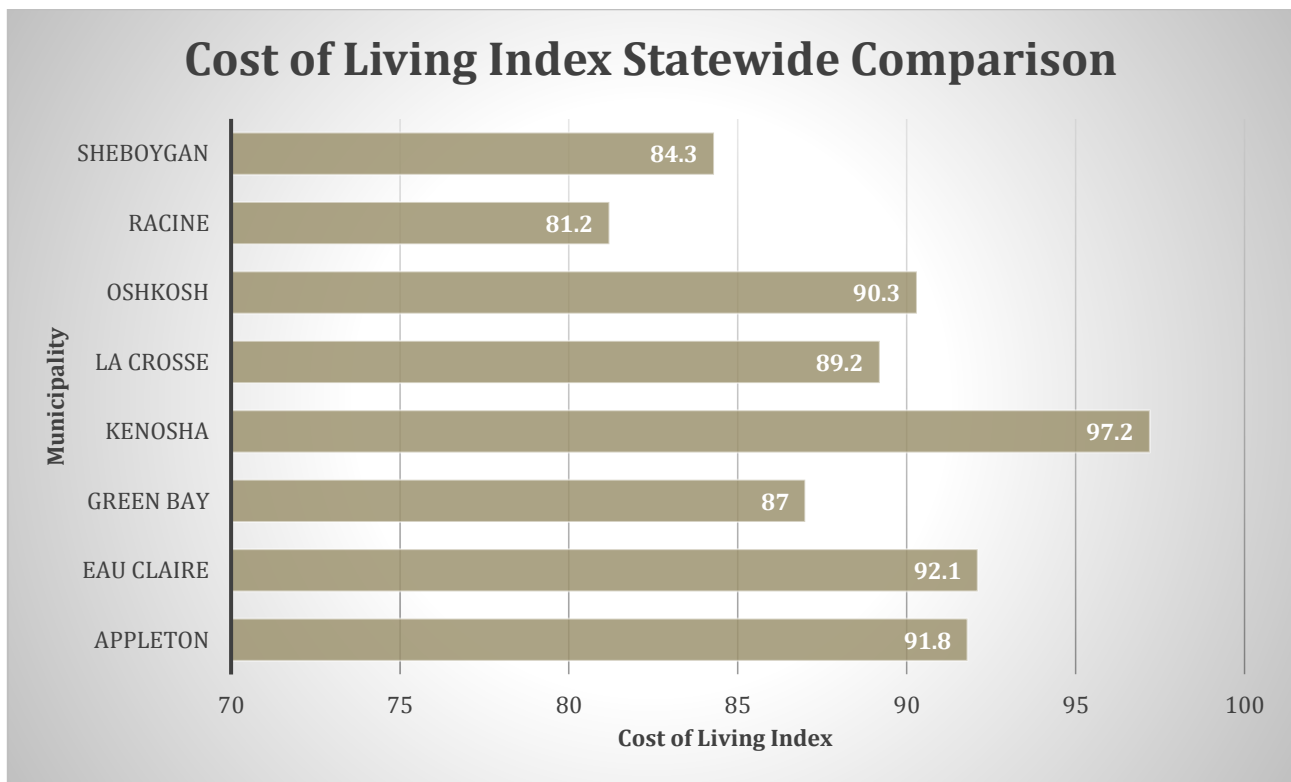
The following chart shows the unemployment rate of the medium size cities in the State of Wisconsin. The City of Eau Claire saw the lowest unemployment rate of 3.6% in 2016, while the City of Racine had the highest unemployment rate of 6.5%. The City of Appleton has the second lowest unemployment rate in 2016, ending the year at an average of 3.9%. This trend will be important to watch as there are many employers looking to hire in the Appleton area. To maintain competitiveness, availability of skilled workers is crucial.



Source: State of Wisconsin Department of Workforce Development

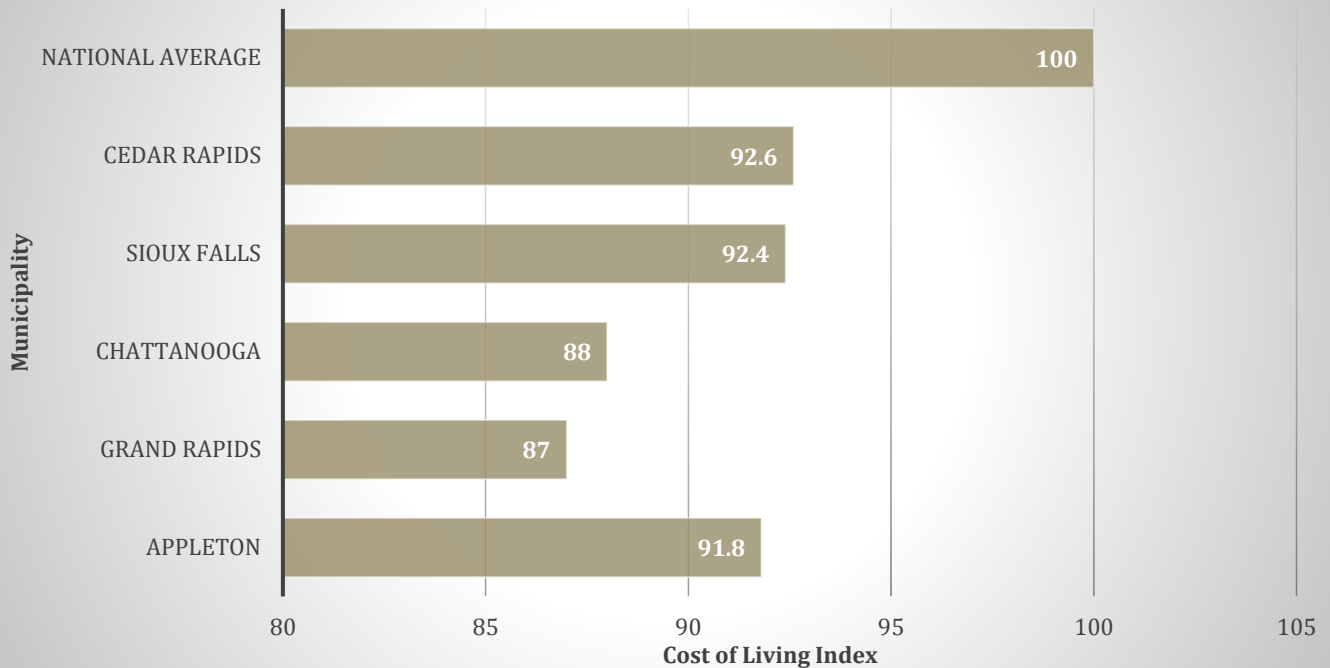
COST OF LIVING

The cost of living index is a number used as the total of all living expense categories. The categories used to determine the index include housing, food and groceries, transportation, utilities, health care, and miscellaneous expenses such as clothing, services, and entertainment. The definition of these variables that are evaluated for each index is included below. The City of Appleton has a cost of living index of 91.8 which compares favorably to the national average of 100. Appleton's rating of 91.8 is near the middle when compared to other communities across the State and Midwest. Compared to the nearby communities of Green Bay and Oshkosh, Appleton's cost of utilities, healthcare, and transportation were the highest, resulting in the higher cost of living overall among the three. The first chart below compares the City of Appleton to the other midsize cities in Wisconsin; the second chart, on the following page, compares Appleton to competitor cities throughout the United States.



Source: www.bestplaces.net

Cost of Living Index National Comparison



Source: www.bestplaces.net

Categories used to calculate the cost of living index are listed below along with the City of Appleton's ranking out of 100 in parentheses():

Food (94.6): The average cost of food and groceries, not including restaurants.

Housing (70): The average cost of an area's housing which includes mortgage payments, apartment rents, and property taxes.

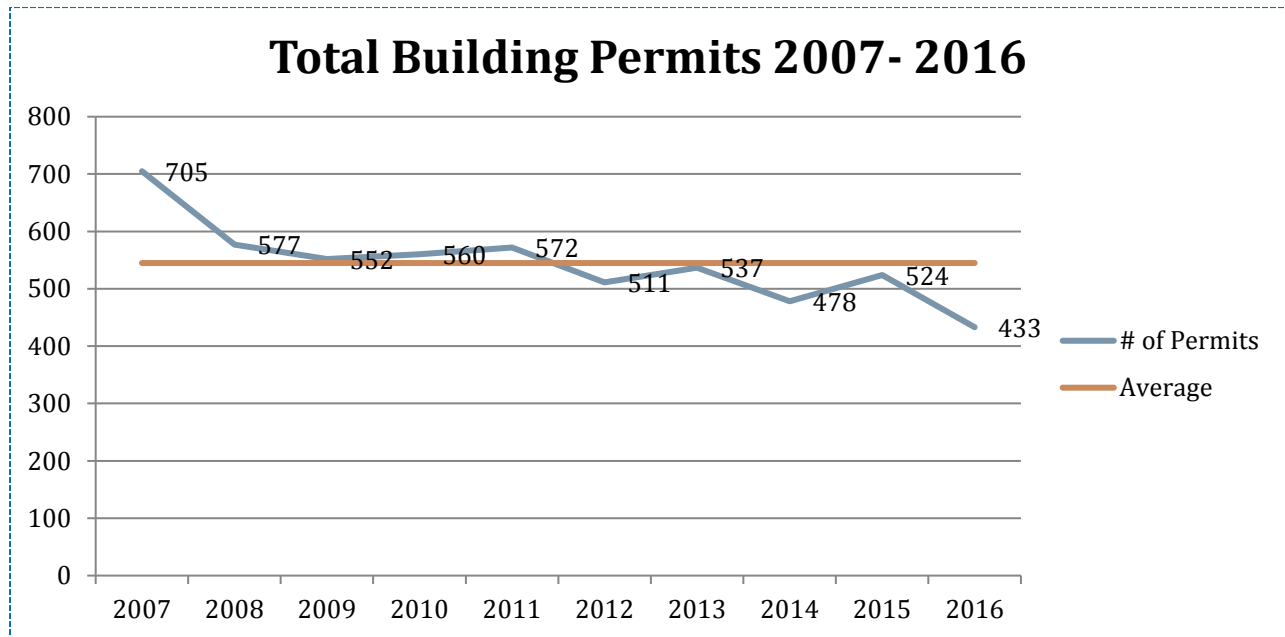
Utilities (112.7): The average cost of heating and cooling a typical residence for the area, including electricity and natural gas.

Transportation (108.1): The average cost of gasoline, car insurance, and maintenance expenses and mass transit expenses for the area. (Cost of the vehicle and vehicle registration and licensing taxes not included.)

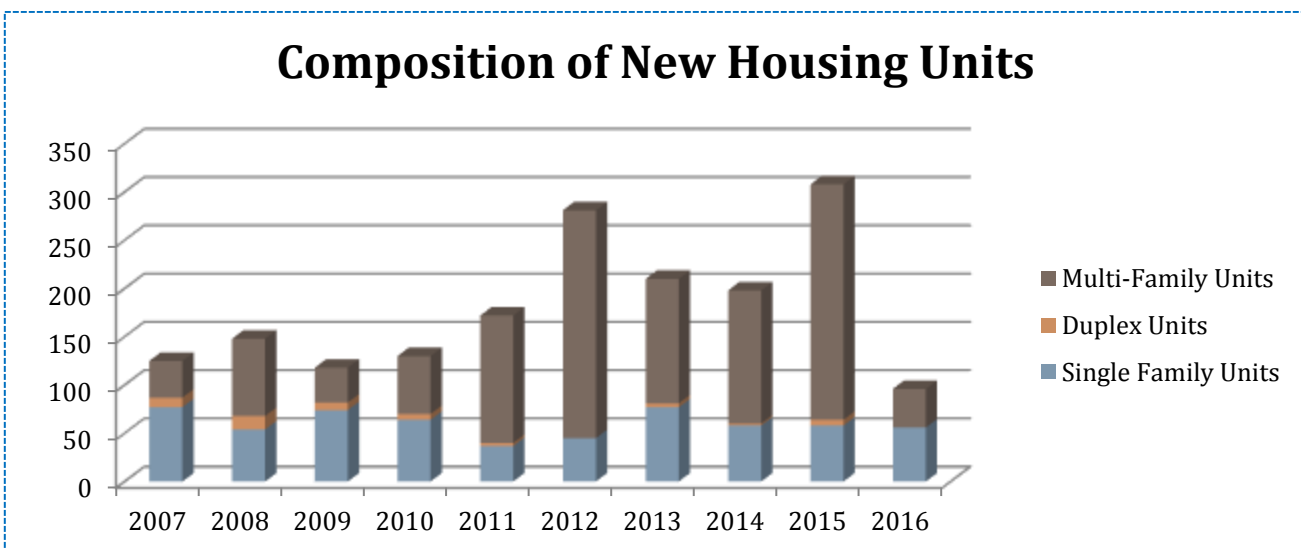
Health (108.3): The average cost of health care calculated using the standard daily rate for a hospital room and the costs of a doctor's office visit and a dental checkup.

BUILDING PERMIT ACTIVITY

The City of Appleton's building permit activity over the last ten years is shown below. The yearly total number of permits issued ranged from a low of 433 permits in 2016 to a high of 705 permits in 2007. The 10-year average was 545 permits a year. 433 permits were taken out in 2016, a nearly 16% decrease from 2015. The majority of the decrease was seen in the commercial and multi-family areas.



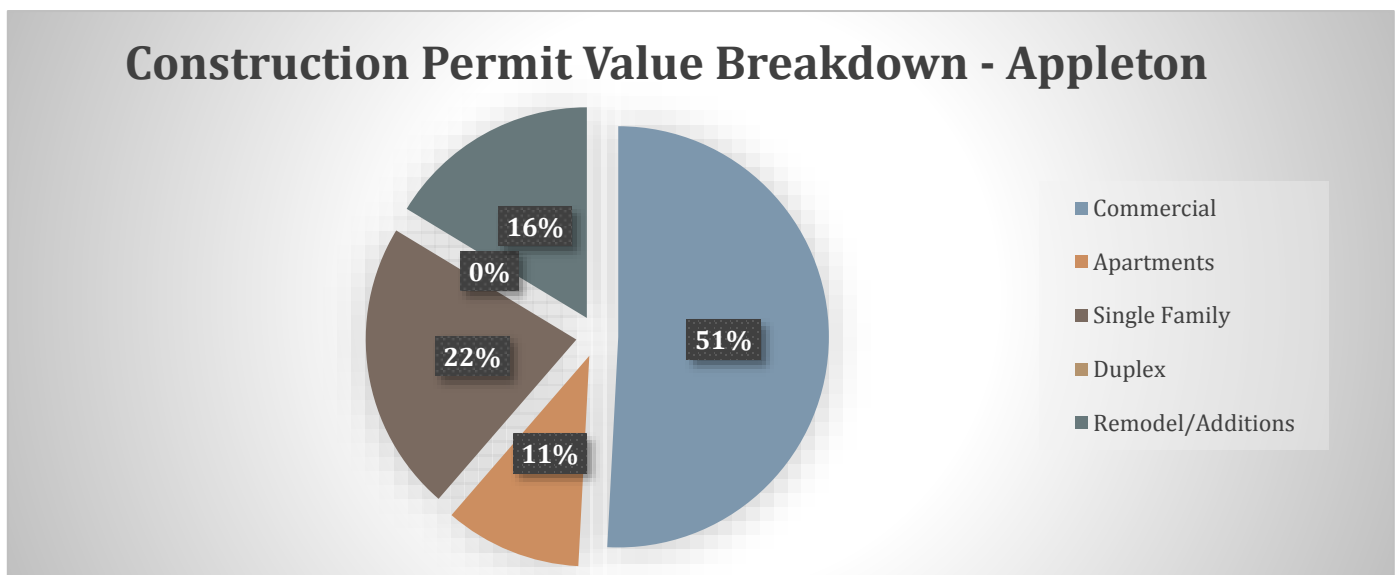
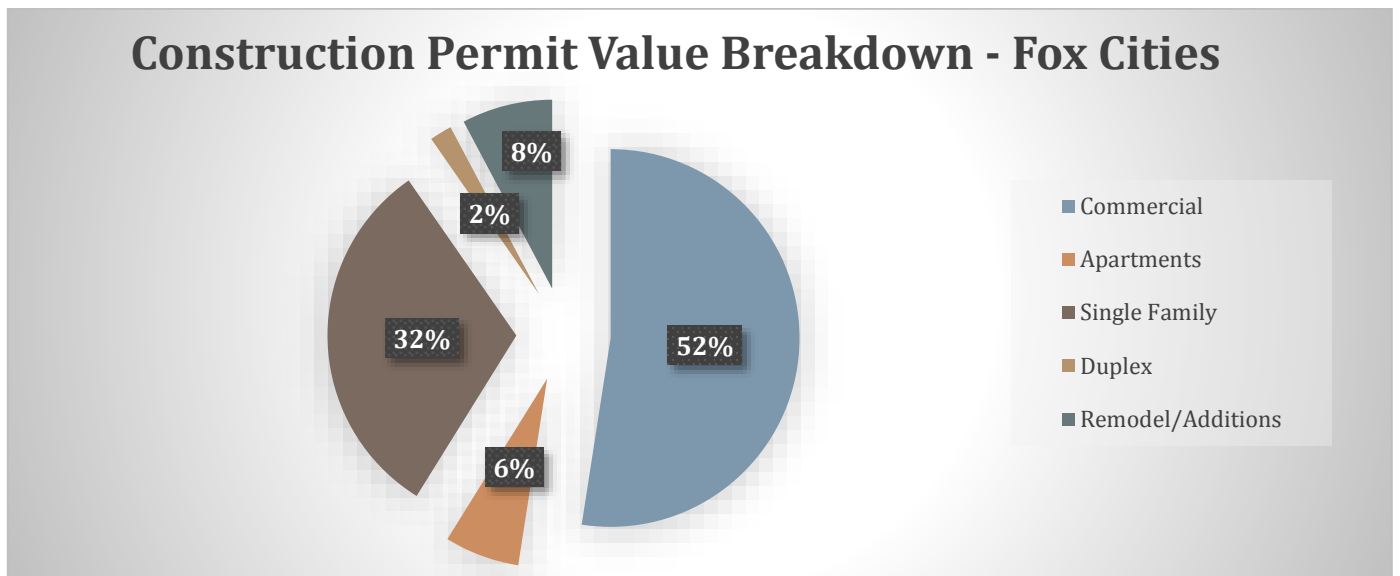
The number of single-family homes constructed in 2016 was 56, which is close to the 58 homes permitted in 2015. The number of multi-family building permits decreased from 26 permits to 1 permit in 2016. Total housing unit construction in Appleton decreased in 2016 to 96 units from 308 units in 2015. This is primarily due to the 244 multi-family units brought to market in 2015.



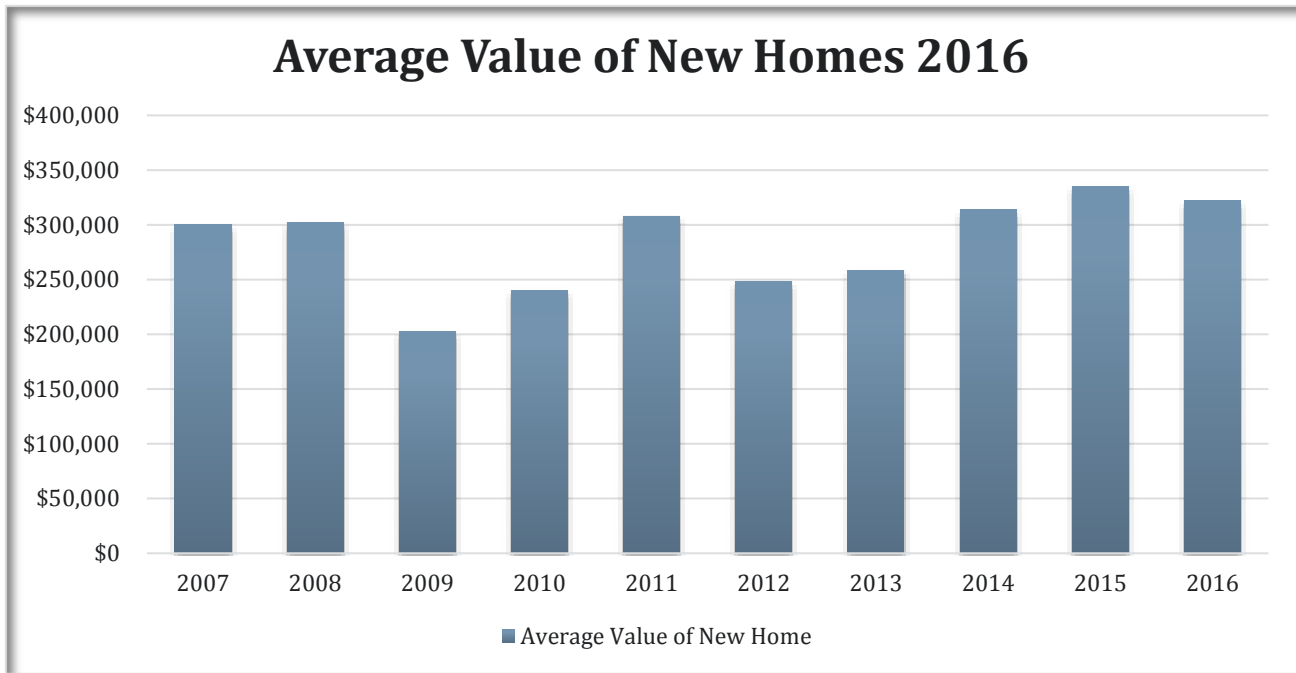
DOLLAR VALUE OF PERMITS

Appleton's total dollar value of construction in 2016 was \$80,795,347, which is a decrease from the 2015 number of \$144,450,267 but close to the 10-year average. The total dollar value of all construction in the City of Appleton between 2007 and 2016 ranged from a low of \$46 million in 2011 to a record high of \$144,450,267 in 2015. A significant contributor to 2015's high dollar value of construction is from the construction of two cancer centers totaling nearly \$60 million in construction value.

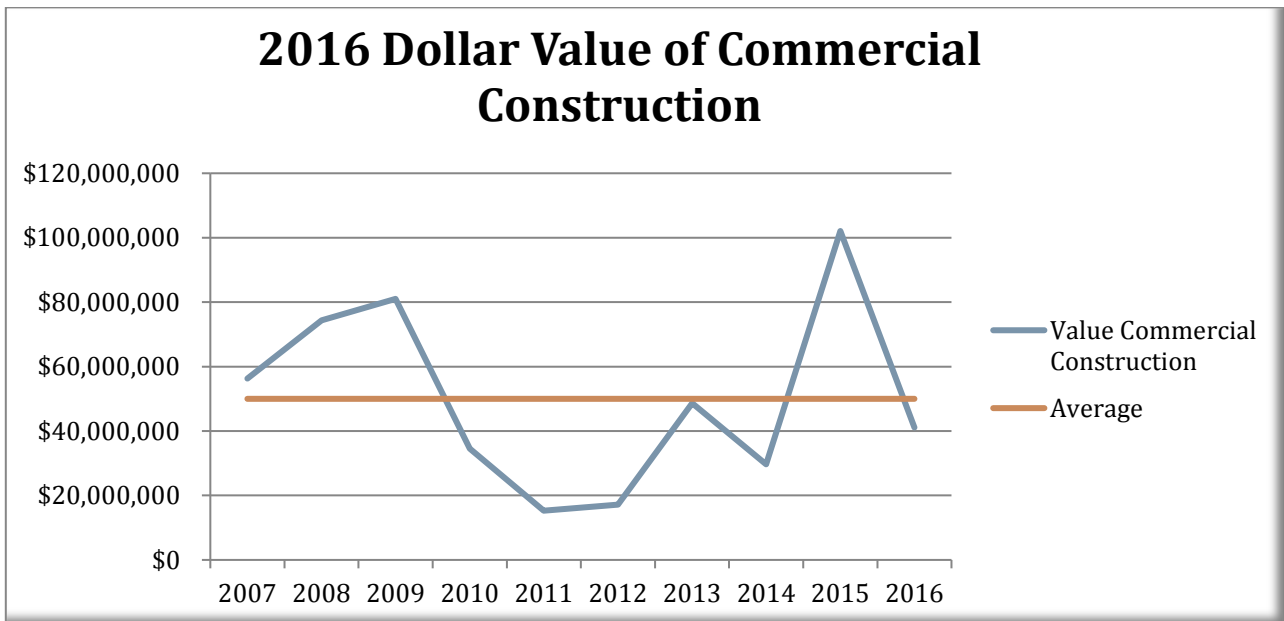
A comparison of the composition of permitted value in Appleton vs. the Fox Cities overall is to follow. As a percentage of total construction dollars spent, Appleton saw more remodels/additions (16%), was on par with commercial (51%), and behind in single family residential (22%).



The number of single family permits decreased slightly from 58 to 56 in 2015 and 2016 respectively. The total dollar value of single family permits decreased to \$18,028,796 from \$19,433,400, with an average permit value of new home construction at \$321,943 in 2016 compared to \$335,059 in 2015.



Commercial construction permit values dropped in 2016 to \$41,070,011 from 2015's 10-year high of \$102,085,061 in estimated value. This decrease is attributable largely to a few large projects started in 2015 including two cancer centers, an expansion by Neenah Papers, and several multi-family projects.



Commercial and multi-family permits including trades (Electrical, Plumbing and HVAC) over \$100,000 last year totaled \$82,363,087 of which \$15,169,478 is exempt from real estate tax (Note: These include permits issued for all trades vs. strictly those in the commercial category). The following is a list of all commercial and multi-family permits taken out in 2016 over \$100,000.

2016 COMMERCIAL & MULTI-FAMILY PERMITS IN APPLETON

Owner	Address	Estimated Cost	Reason	Description	Taxable Status
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$128,000	RT	1-MAKE UP AIR, 2 EXHAUST FANS	Y
RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$125,000	REMODEL INT	1ST FLR TENANT BUILD	Y
FRENCH QUARTER	5101 N FRENCH RD	\$1,595,000	NEW BUILDING	20 UNIT MEMORY CARE	Y
FRENCH QUARTER	5101 N FRENCH RD	\$2,913,000	NEW BUILDING	36 UNIT CBRF	Y
WOOLEN MILLS LOFTS -	218 E SOUTH ISLAND ST	\$6,436,227	REMODEL INT	60 UNIT APT BLDG	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$1,130,000	ADDITION	ADDN	Y
RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$150,349	REMODEL INT	ALTERATION/BUILDOUT	Y
WISC MUNICIPALITIES	5300 N MEADE ST	\$216,400	ADDITION	BLDG ADDN & BLDG RML	Y
MDC REAL ESTATE	536 N RICHMOND ST	\$140,000	REMODEL INT	COMM INT RMDL	Y
C & Z REALTY LLC	1919 S ONEIDA ST	\$100,000	REMODEL INT	COMMERCIAL	Y
MOTO INC	320 S KENSINGTON DR	\$337,566	NEW BUILDING	COMMERCIAL	Y
200 EAST LLC	3301 E EVERGREEN DR	\$610,000	ADDITION	COMMERCIAL	Y
RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$8,500,000	NEW BUILDING	COMMERCIAL/MULTIFAMILY	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$1,130,000	ADDITION	DATA CENTER	Y
EPIPHANY ROSE LLC	4211 N LIGHTNING DR	\$160,000	REMODEL INT	FIRE REPAIR	Y
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$250,000	FOOT&FOUNDATION	FT & FD	Y
BATRA HOSPITALITY	318 W COLLEGE AV	\$100,000	REMODEL INT	INT ALTER-PHASE 1	Y
EAST CAPITOL REALTY	2323 E CAPITOL DR	\$155,000	REMODEL INT	INT OFFICE BUILDOUT	Y
APPLETON KR ASSOCIATES	2700 N BALLARD RD	\$185,000	REMODEL INT	INT RENOV "COPPS"	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$100,400	REMODEL INT	INT RMDL	Y
EISENHOWER PROPERTIES	3845 E CALUMET ST	\$145,339	REMODEL INT	INT RMDL	Y

KT REAL ESTATE	1342 W PROSPECT AV	\$230,000	REMODEL INT	INT RMDL	Y
INTERTECH GROUP LLC	3916 N INTERTECH CT	\$1,117,012	REMODEL INT	INT RMDL	Y
DOC-3925 NORTH GATEWAY	3925 N GATEWAY DR	\$230,500	REMODEL INT	MEDICAL BUILDING	Y
WRP 1100 E WISCONSIN	1132 E WISCONSIN AV	\$100,000	NEW BUILDING	MINI STORAGE	Y
WRP 1100 E WISCONSIN	1132 E WISCONSIN AV	\$225,000	NEW BUILDING	MINI STORAGE	Y
CDR6 LLC	3100 E CAPITOL DR	\$300,000	NEW BUILDING	NEW BUILDING	Y
BETTENCOURT LIV TRUST	473 W CALUMET ST	\$693,000	NEW BUILDING	NEW BUILDING	Y
RIVERHEATH LLC	101 S RIVERHEATH WA	\$100,000	NEW BUILDING	NEW CONSTRUCTION	Y
ENCAPSYS SOUTHPOINT	2515 S EISENHOWER DR	\$13,200,000	NEW BUILDING	NEW CONSTRUCTION	Y
VERSATILE INVESTMENTS	3135 E LAKE PARK CR	\$300,000	NEW BUILDING	NEW OFFICE & REC BLD	Y
BARDON INVESTMENT LLC	2222 E NORTHLAND AV	\$175,000	PAVING	PAVING PERMIT	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$200,000	PAVING	PAVING PERMIT	Y
TFT WAREHOUSE LLC	3005 N MARSHALL RD	\$131,460	REMODEL INT	REMODEL	Y
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$1,600,000	NEW BUILDING	RENOVATION PHASE II	Y
EVANS	330 W COLLEGE AV	\$542,000	REMODEL INT	RENOVATION/ ALTERATION	Y
BDB COMPANY PARTNERSHP	535 N SUPERIOR ST	\$200,000	REMODEL INT	RMDL BSMT & 1ST FLR	Y
ST ELIZABETH HOSPITAL	1506 S ONEIDA ST	\$392,000	REMODEL INT	RMDL WIG ROOM	Y
PIONEER PROFESSIONAL	809 W COLLEGE AV	\$240,000	REMODEL EXT	ROOF STRUCTURE REPLA	Y
TEMMER PROPERTIES LLC	806 W CAPITOL DR	\$200,000	NEW BUILDING	STORAGE UNITS	Y
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$130,000	NEW BUILDING	WIRING A NEW WAREHOUSE BUILDING ON THE CUSTOMERS PROPERTY	Y
RIVERHEATH LLC	101 S RIVERHEATH WA	\$812,218	NEW BUILDING	TEMPORARY WILL BE 400A 120/240	Y
DAYTON HUDSON CORP	1800 S KENSINGTON DR	\$221,500	REWIRE	ROOF MOUNTED SOLAR PV SYSTEM INSTALLATION	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$125,000	REWIRE	REWIRE PARKING LOTS 1 & 1A	Y

APPLETON MEDICAL	1818 N MEADE ST	\$550,000	REWIRE	REMODEL OF IN-PATIENT OPERATING ROOMS AND AIR HANDLER UPGRADE	Y
FRENCH QUARTER	5101 N FRENCH RD	\$115,000	SAN & STRM	PIPING WITH (8) CATCH BASINS, INLETS, ETC	Y
FRENCH QUARTER	5101 N FRENCH RD	\$195,500	NEW BUILDING	NEW BUILDING	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$100,000	STORM SWR	M.H. B NEW - WEST OF ADDITION, TRENCH DRAIN	Y
CENTURY OAKS ON	2302 E GLENHURST LA	\$320,000	NEW BUILDING	FULL BUILDING ELECTRICAL-CBRF	Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$4,250,000	NEW BUILDING	CONSTRUCTION OF NEW DATA CENTER	Y
WOOLEN MILLS LOFTS -	218 E SOUTH ISLAND ST	\$386,000	REWIRE	50 UNIT APARTMENT	Y
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$100,000	SAN & STRM		Y
FRENCH QUARTER	5101 N FRENCH RD	\$104,500	NEW BUILDING		Y
FRENCH QUARTER	5101 N FRENCH RD	\$120,000	NEW BUILDING		Y
BATRA HOSPITALITY	318 W COLLEGE AV	\$124,100	UH		Y
FRENCH QUARTER	5101 N FRENCH RD	\$140,000	AC		Y
FRENCH QUARTER	5101 N FRENCH RD	\$200,000	AC		Y
CENTURY OAKS ON	2302 E GLENHURST LA	\$205,000	AC		Y
FRENCH QUARTER	5101 N FRENCH RD	\$240,000	NEW BUILDING		Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$250,000	NEW BUILDING		Y
CENTURY OAKS ON	2302 E GLENHURST LA	\$264,766	NEW BUILDING		Y
RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$269,900	NEW BUILDING		Y
RIVERHEATH LLC	101 S RIVERHEATH WA	\$289,000	SAN & STRM		Y
BOLDT CONSTRUCTION CO	2525 N ROEMER RD	\$345,600	AC		Y
WOOLEN MILLS LOFTS -	218 E SOUTH ISLAND ST	\$420,000	REMODELING		Y
FVOSA REAL ESTATE	2105 E ENTERPRISE AV	\$425,000	AC		Y
RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$496,301	NEW BUILDING		Y
RIVERHEATH LLC	101 S RIVERHEATH WA	\$525,000	NEW BUILDING		Y
WOOLEN MILLS LOFTS -	218 E SOUTH ISLAND ST	\$689,509	AC		Y

RIVERHEATH PRAIRIE LLC	181 S RIVERHEATH WA	\$750,000	AC		Y
ENCAPSYS SOUTHPOINT	2515 S EISENHOWER DR	\$750,000	NEW BUILDING		Y
ENCAPSYS SOUTHPOINT	2515 S EISENHOWER DR	\$941,361	NEW BUILDING		Y
APPLETON MEDICAL	1818 N MEADE ST	\$2,241,544	AC		Y
THRIVENT FINANCIAL	4321 N BALLARD RD	\$3,000,000	AC		N
CURWOOD INC	2621 W EVERETT ST	\$1,446,000	ADDITION	ADDITION/INT RMDL	Y
C3 REAL ESTATE	3300 E VENTURE DR	\$832,000	ADDITION	ADDN ALTERATION	Y
NORKA HOLDINGS LLC	3001 E NEWBERRY ST	\$950,000	ADDITION	BLDG ADD TO THE WEST	Y
KOWALCZYK PROPERTIES	3200 E PERSHING ST	\$195,000	FOOT& FOUNDATION	FOOTING & FOUNDATION	Y
FOX RIVER PAPER CO LLC	400 E NORTH ISLAND ST	\$150,000	PAVING	LOT PAVING	Y
MBMA PROPERTIES LLC	1718 E WISCONSIN AV	\$200,000	ADDITION	OFFICE ADDN	Y
VANDEWALLES CANDIES	1233 W SPENCER ST	\$180,000	REMODEL INT	REROOF/STRUC MODIF	Y
CURWOOD INC	2621 W EVERETT ST	\$461,777	REMODEL INT	STORAGE ENCL/PLATFOR	Y
CURWOOD INC	2621 W EVERETT ST	\$150,000	REWIRE	REMODEL AND SMALL ADDITION FOR A SOLVENT STORAGE AND SOLVENT MIXING ROOM	Y
FOX RIVER PAPER CO LLC	400 E NORTH ISLAND ST	\$250,000	REWIRE	NEW PROCESS EQUIP	Y
FOX RIVER PAPER CO LLC	400 E NORTH ISLAND ST	\$173,380	NEW BUILDING	INSTALL A NEW 2000A (480/277V) 30, 4W SERVICE ON THE NEENAH PAPER SLITTER	Y
CURWOOD INC	2621 W EVERETT ST	\$122,400	RT		Y
FOX RIVER PAPER CO LLC	400 E NORTH ISLAND ST	\$203,000	AC		Y
THE MISSION CHURCH INC	314 N APPLETON ST	\$490,000	ADDITION	ADDN	N
COVENANT CHRISTIAN	1601 S COVENANT LA	\$496,553	ADDITION	CHURCH	N
APPLETON	1800 N MORRISON ST	\$883,357	NEW BUILDING	DEMO&BUILD NEW POOL	N
APPLETON	1800 N MORRISON ST	\$417,088	NEW BUILDING	DEMO/NEW CONST POOL	N
APPLETON	1800 N MORRISON ST	\$379,991	NEW BUILDING	DEMO/RBLD POOL-PAVIL	N
APPLETON AREA SCHOOL	5000 N BALLARD RD	\$119,600	REMODEL INT	INT RMDL	N
ST PIUS X	500 W MARQUETTE ST	\$160,000	PAVING	PAVING	N

GOODWILL INDUSTRIES	1341 W SPENCER ST	\$248,000	PAVING	PAVING (P.T.S.)	N
GOODWILL INDUSTRIES	1341 W SPENCER ST	\$260,000	PAVING	PAVING EXISTING LOT	N
APPLETON AREA SCHOOL	225 N BADGER AV	\$175,000	REMODEL EXT	PAVING-PARKING LOT	N
APPLETON AREA SCHOOL	610 N BADGER AV	\$100,000	PRESS BOX	PRESS BOX	N
LAWRENCE UNIV OF WISC	739 E ALTON ST	\$100,000	REMODEL INT	RES TO COM USE	N
OUTAGAMIE COUNTY	320 S WALNUT ST	\$135,475	REMODEL INT	RMDL	N
RANDALL COURT	603 N KENSINGTON DR	\$120,540	REMODEL INT	RMDL INT & EXT	N
RANDALL COURT	1006 S MADISON ST	\$101,617	REMODEL INT	RMDL INT/EXT	N
RANDALL COURT	1524 S SCHAEFER ST	\$123,798	REMODEL INT	RMDL INT/EXT	N
RANDALL COURT	218 E RANDALL ST	\$3,055,319	REMODEL INT	RMDL UNITS & COMMON	N
APPLETON AREA SCHOOL	610 N BADGER AV	\$120,000	REMODEL INT	SCHOOL	N
APPLETON AREA SCHOOL	2121 E EMMERS DR	\$180,000	REMODEL INT	SCHOOL LIBRARY	N
APPLETON AREA SCHOOL	2514 N LINWOOD AV	\$150,000	NEW BUILDING	SINGLE FMLY/ATT GAR	N
FIRST ENGLISH LUTHERAN	326 E NORTH ST	\$320,000	REMODEL EXT	STAIR RECON/RENOV	N
APPLETON	1800 N MORRISON ST	\$570,000	NEW BUILDING	WIRE ALL POOLS, POOL EQUIPEMTN BUIDLING, BATH HOUSE AND PAVILION.	N
APPLETON	2006 E NEWBERRY ST	\$120,000	REWIRE	REPLACING (2) 4160 VOLT TRANSFORMER AND SWITCH GEAR	N
RANDALL COURT	218 E RANDALL ST	\$960,000	REWIRE	REMODEL OF UNITS - NEW DEVICES, LIGHTING, SERVICE	N
APPLETON	1800 N MORRISON ST	\$225,000	SAN & STRM	29 STRUCTURES-INLETS, CB, MH	N
COVENANT CHRISTIAN	1601 S COVENANT LA	\$137,440	AC		N
YMCA OF APPLETON	218 E LAWRENCE ST	\$168,700	RT		N
APPLETON	1800 N MORRISON ST	\$201,200	NEW BUILDING		N
OUTAGAMIE COUNTY	320 S WALNUT ST	\$238,000	AH		N
APPLETON	2625 E GLENDALE AV	\$338,800	OT		N
RANDALL COURT	218 E RANDALL ST	\$524,000	OT		N
RANDALL COURT	218 E RANDALL ST	\$550,000	REMODELING		N

MEASUREMENTS SUMMARIZED

The following chart has been added this year to demonstrate the relationship between the three measures of value discussed in this report.

PERMIT VALUE OF CONSTRUCTION:

The permitted value of construction is a sum total of estimated construction value identified on permitted projects. This is the most volatile line on this graph as it includes taxable and tax exempt real property. Permit value does not capture personal property investments or adjustments based on market factors.

EQUALIZED VALUE:

The equalized value is the estimated value of all taxable real and personal property in each taxation district, by class of property, as of January 1 and certified by DOR on August 15 of each year (Definition: Wisconsin Dept. of Revenue). Being the largest number (\$4.93B in 2016 vs. \$4.81B in 2015), it is also the least volatile. Equalized values capture the following changes:

- DOR's market field studies
- Demolition or destruction of buildings or other improvements
- Changes in property's exempt status
- Changes in classification of property
- Annexation gains or losses
- Other miscellaneous changes
- Adjustments (corrections) made under state law (sec. 70.57, Wis. Stats.)

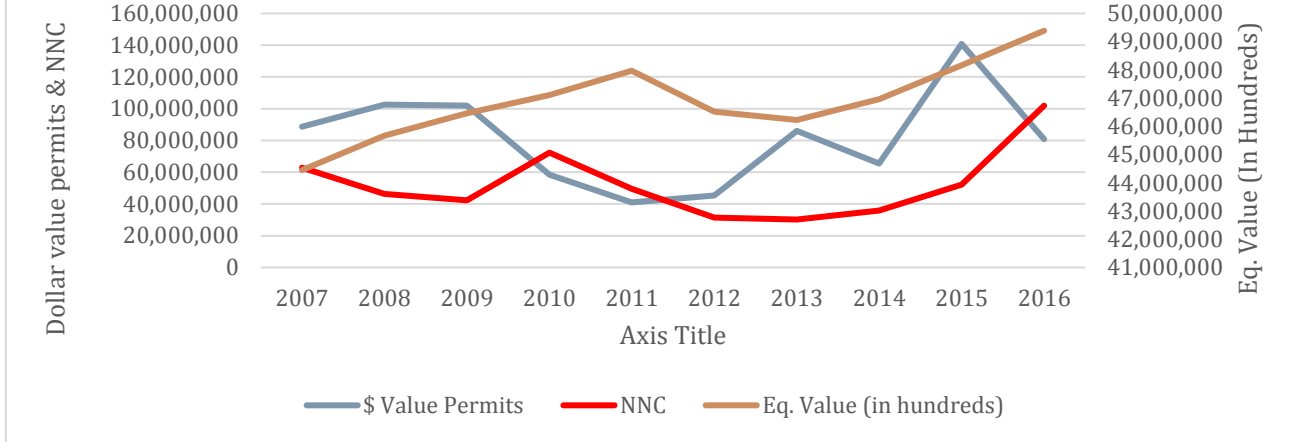
NET NEW CONSTRUCTION:

Net new construction captures the following:

- Land value changes are due to higher land utility
- Improvement value changes are due to construction of new buildings

This is a significant number to pay attention to because it ties directly to the City's available tax levy. A municipality is allowed to increase its levy over the amount it levied in the prior year by the percentage increase in equalized value from net new construction. If no new construction occurred in your community, then your allowable levy increase is zero percent.

City of Appleton Dollar Value of Permits/Equalized Values/Net New Construction



FOX CITIES REGION CONSTRUCTION VALUE

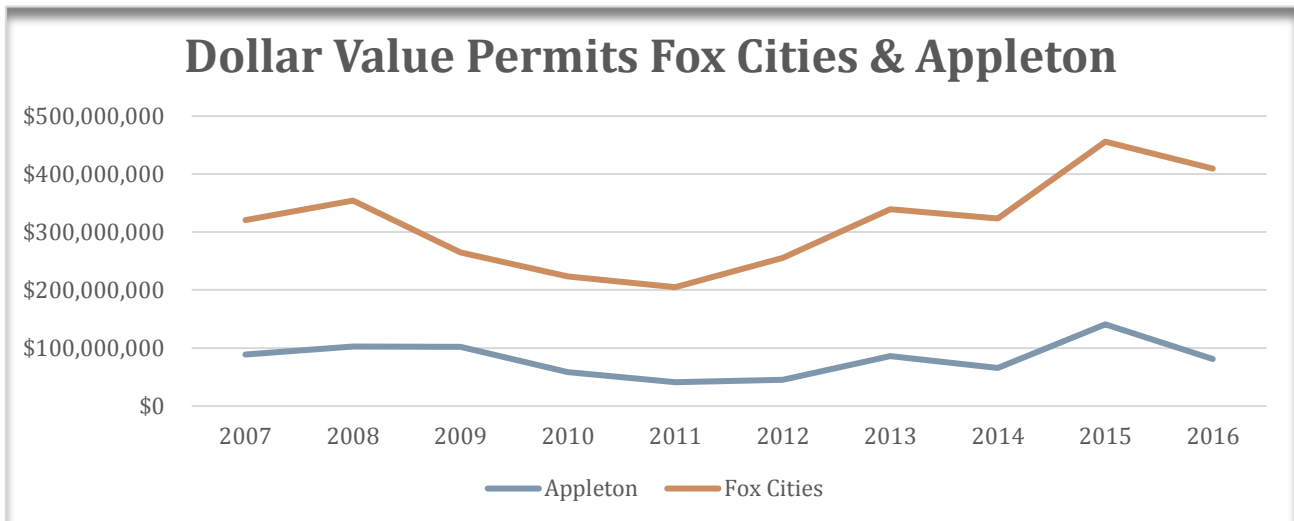
In an effort to compare Appleton to the Fox Cities region, data was collected from 13 municipalities surrounding Appleton and comprising the Fox Cities. These are the Cities of Kaukauna, Menasha and Neenah; Villages of Combined Locks, Kimberly, Hortonville and Little Chute and Towns of Buchanan, Grand Chute, Greenville, Vandenberg, Menasha and Harrison.

**Note: In 2013, the Town incorporated into the Village of Harrison, these figures include year-end data for both.*

***Note: The Village of Fox Crossing incorporated in 2016, which will result in changes to the data in 2017.*

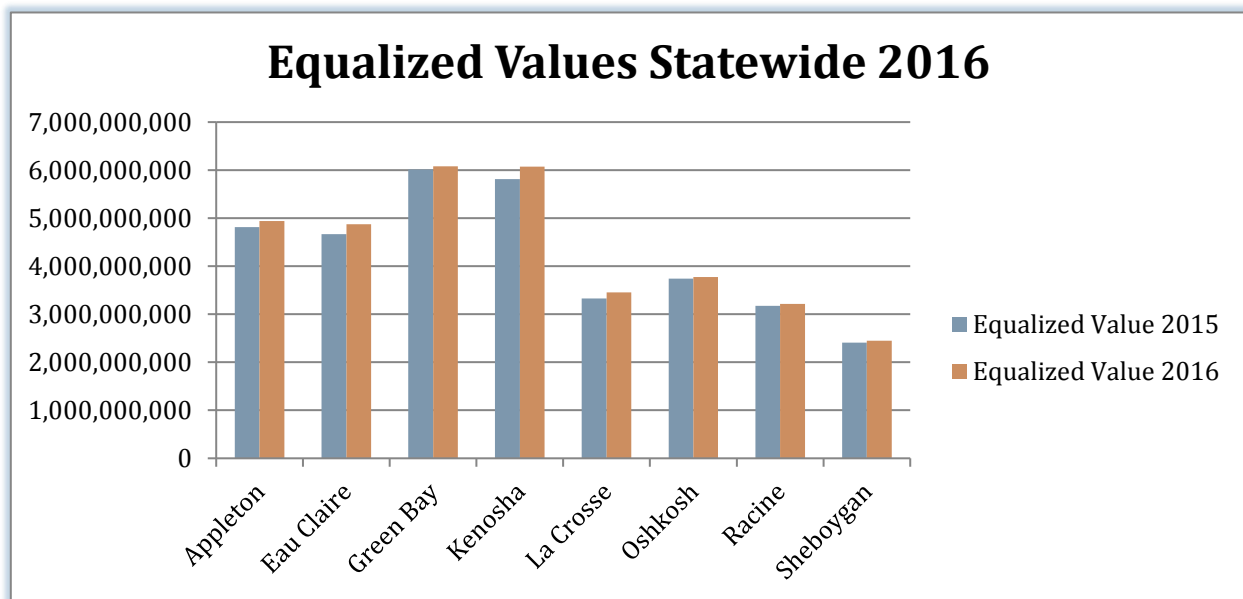
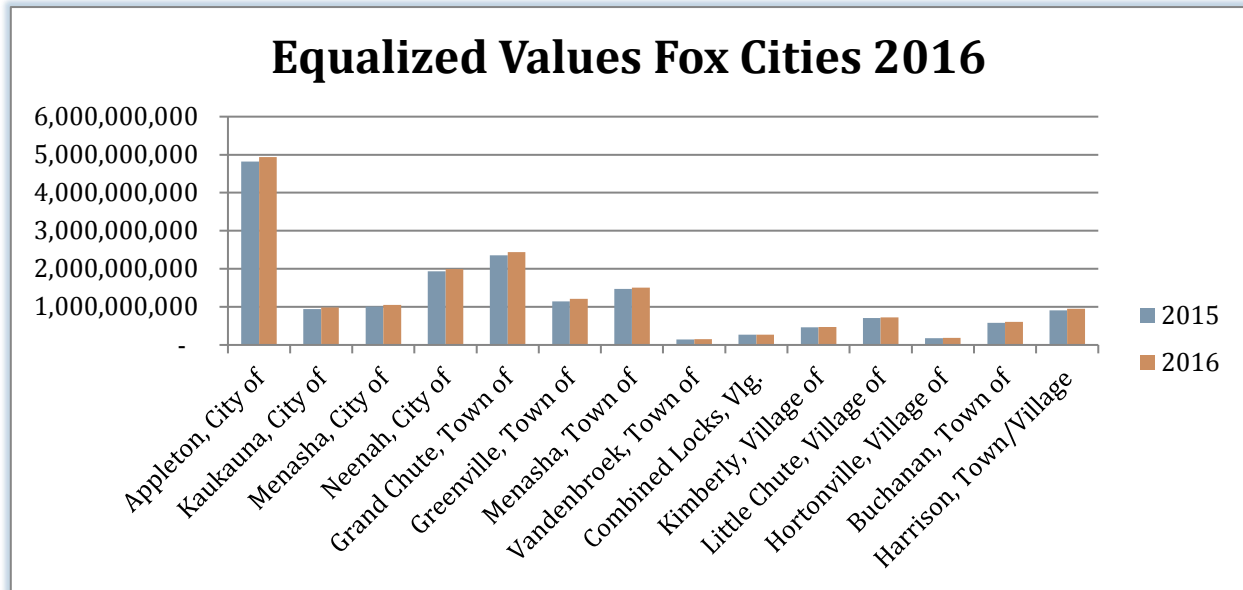
The total dollar value of construction in the Fox Cities decreased by 10.2% in 2016 to \$409,231,762 from \$455,859,676 in 2015. By comparison, Appleton’s dollar value of construction decreased by approximately 42.6% over 2016 going from \$140,806,509 in 2015 to \$80,793,345. The City of Appleton comprised 19.7% of the total dollars spent on construction in the Fox Cities in 2016.

Dollar Value Permits Fox Cities & Appleton



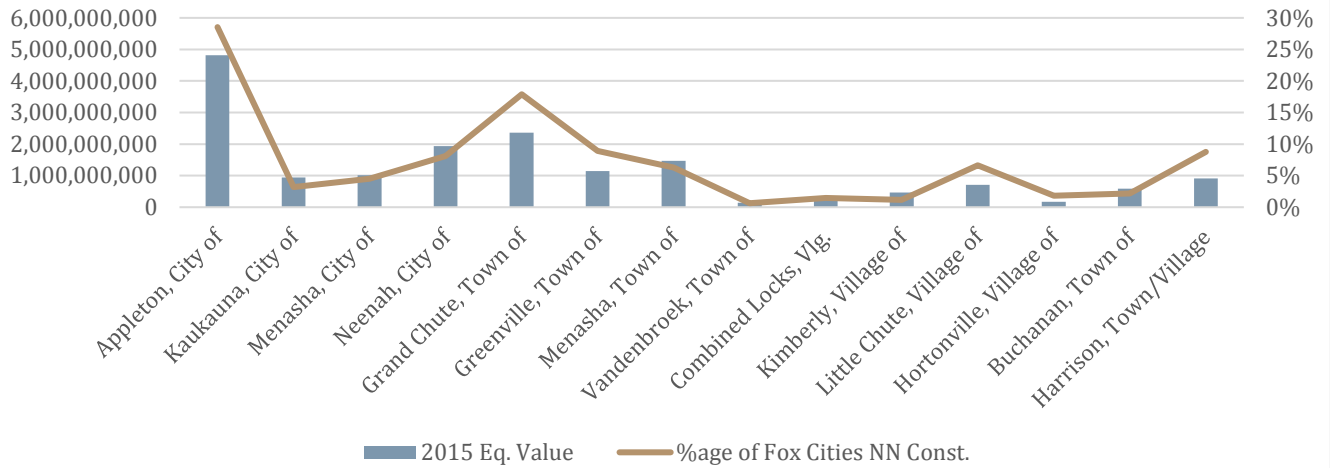
EQUALIZED VALUE

Appleton experienced an increase in equalized values for the City overall of 2.56%. The following charts compare Appleton's equalized value to the Fox Cities and other midsize cities in the State of Wisconsin.



In addition to equalized values, the following chart captures, more specifically, the Fox Cities percentage of net new construction added over the preceding year and their equalized values. Municipalities use the percentage increase of net new construction as a valuation factor in determining the allowable tax levy for the municipality.

Net New Construction



Municipality	2015 Eq. Value	Net New Const.	Percentage Increase	% of Fox Cities Net New Const.
Appleton, City of	4,816,754,800	101,886,500	2.12%	29%
Kaukauna, City of	944,939,900	11,385,600	1.20%	3%
Menasha, City of	1,010,047,700	16,181,500	1.60%	5%
Neenah, City of	1,933,055,000	28,868,900	1.49%	8%
Grand Chute, Town of	2,359,012,300	63,838,400	2.71%	18%
Greenville, Town of	1,146,625,700	31,924,400	2.78%	9%
Menasha, Town of	1,469,133,900	22,344,300	1.52%	6%
Vandebroek, Town of	145,332,700	2,260,700	1.56%	1%
Combined Locks, Village of	270,174,100	5,173,900	1.92%	1%
Kimberly, Village of	466,586,100	4,157,100	0.89%	1%
Little Chute, Village of	704,553,900	23,743,300	3.37%	7%
Hortonville, Village of	175,019,800	6,423,500	3.67%	2%
Buchanan, Town of	585,068,200	7,693,400	1.31%	2%
Harrison, Town/Village	909,352,200	31,217,600	3.43%	9%
Fox Cities Total	\$16,935,656,300	357,099,100	2.11%	100%

The City of Appleton represents 27.3% of the Fox Cities by total equalized value and captured 29% of net new construction equalized value. This indicates the City is capturing its “fair share” of net new construction.

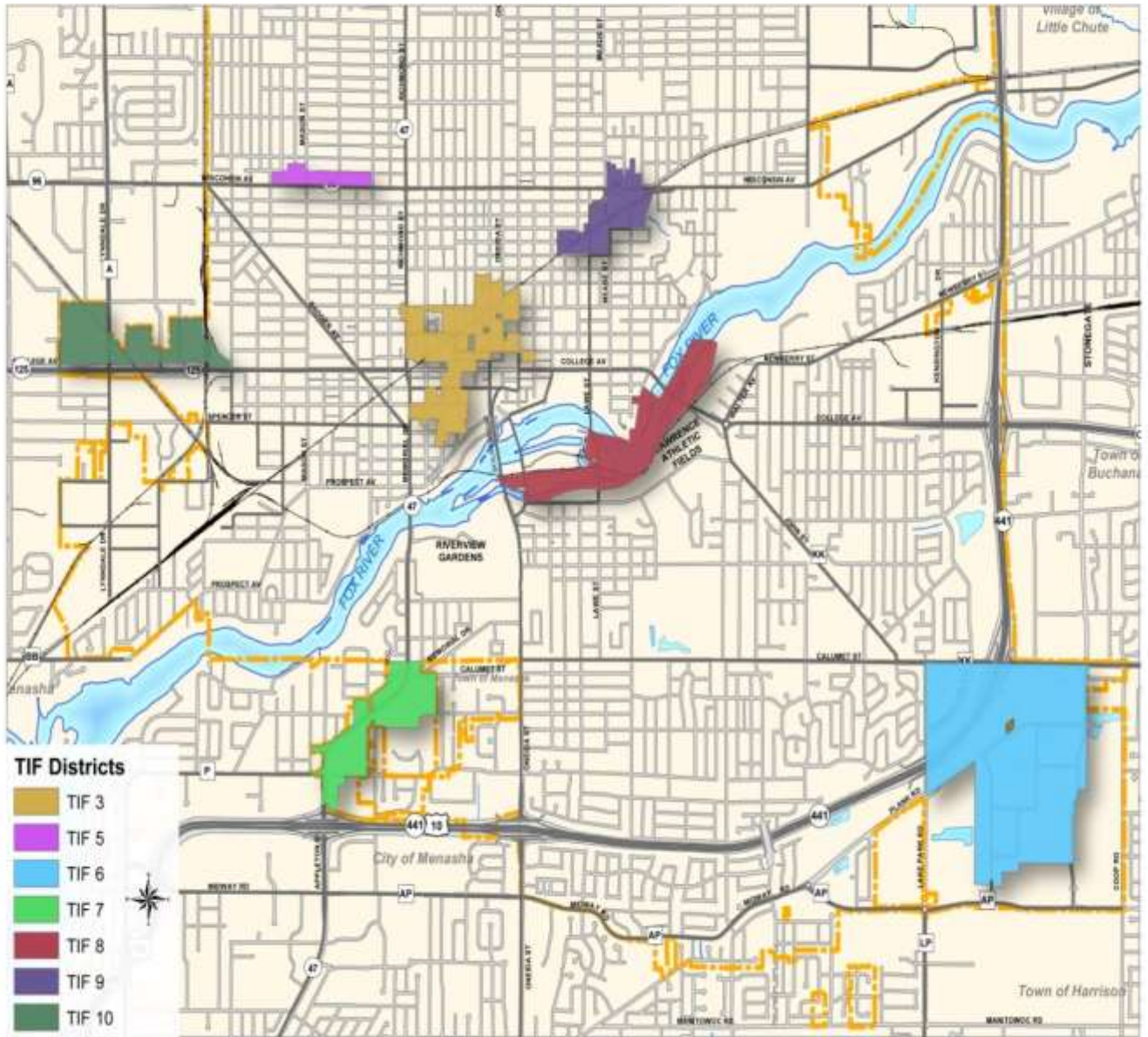
TAX INCREMENTAL DISTRICT

The table below shows the value increase/decrease of Tax Incremental Districts since creation, change during the past year, and an average annualized percentage change. All districts saw an increase in value with a cumulative increase in TIF District valuations of 6.39%.

Tax Incremental District Valuations									
TID #	Start	Base Value	2015 Value	2016 Value	Total Increment	2015-2016 Increment	% Change in 2015-2016 Value	Avg % Annual Change Since Start	% Change in Total Value Since Start
TID 3	1993	\$18,940,800	\$57,585,800	\$60,456,400	41,515,600	2,870,600	4.98%	10.44%	219.19%
TID 6	2000	\$12,141,600	\$100,497,400	\$104,849,300	92,707,700	4,351,900	4.33%	54.54%	763.55%
TID 7	2007	\$25,657,000	\$37,580,400	\$42,854,100	17,197,100	5,273,700	14.03%	9.58%	67.03%
TID 8	2009	\$6,135,100	\$17,187,200	\$19,937,600	13,802,500	2,750,400	16.00%	45.00%	224.98%
TID 9	2013	\$21,512,900	\$22,901,700	\$23,275,900	1,763,000	374,200	1.63%	8.20%	8.20%
TID 10	2013	\$24,543,900	\$25,045,600	\$26,091,900	1,548,000	1,046,300	4.18%	6.31%	6.31%
Total		\$108,931,300	\$260,798,100	\$277,465,200	\$168,533,900	\$16,667,100	6.39%		154.72%

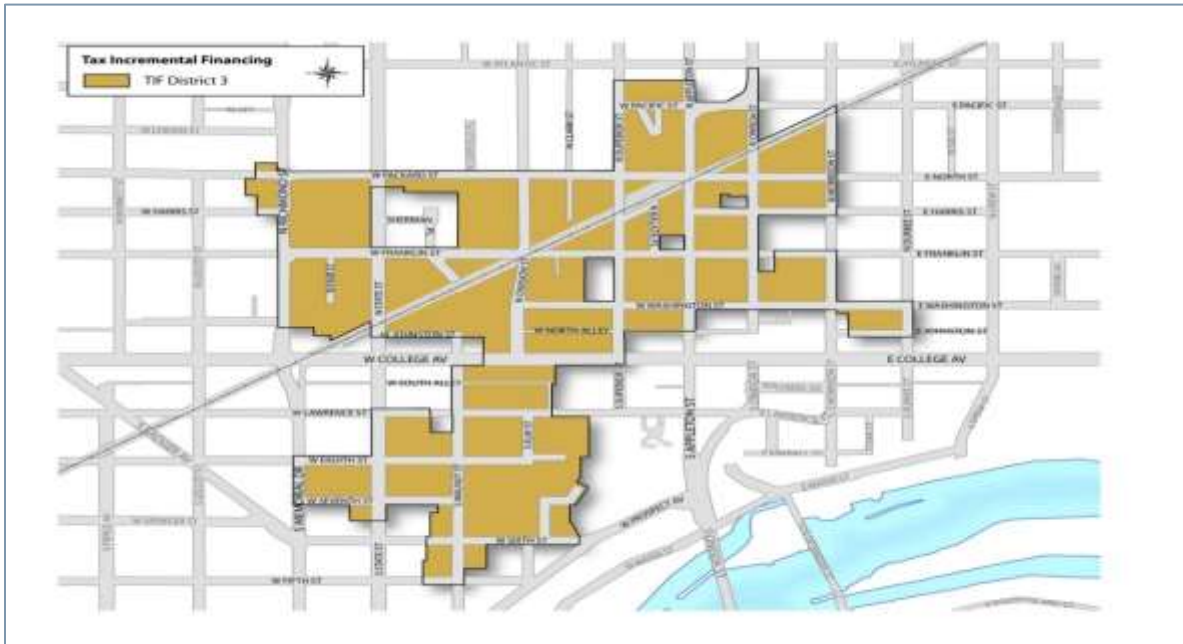
*Note TID #6 & TID #8 Base Value adjusted to include amended area that was added to the district.

The following is a City Map indicating locations of the TIDs and then a map of, and performance notes for each, along with the scheduled closing date of each TID:



TAX INCREMENTAL DISTRICT PERFORMANCE

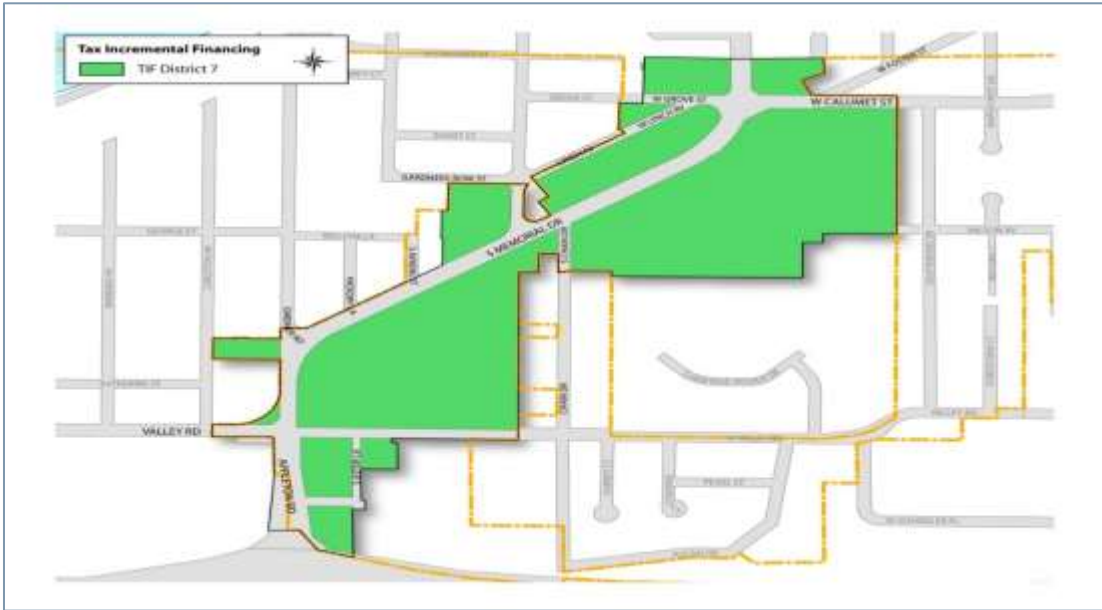
TID #3 Equalized valuations in TID #3 increased by \$2,870,600 or 4.98%. Much of this increase is attributable to newly permitted improvements to existing properties. This TID was declared Distressed in 2011, and is scheduled to close by 2031.



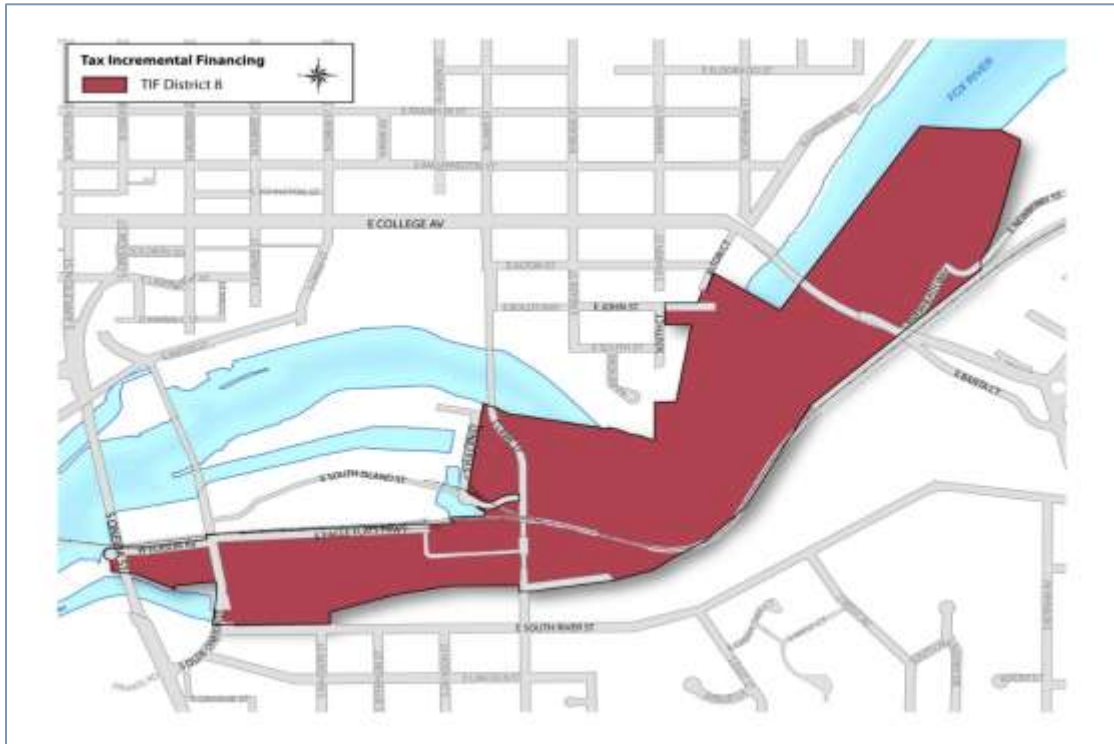
TID #6 Equalized valuations increased in TID #6 by \$4,351,900 or 4.33%. Much of this increase is due to the newly constructed Crunch Fitness Center. This TID is scheduled to close in 2023.



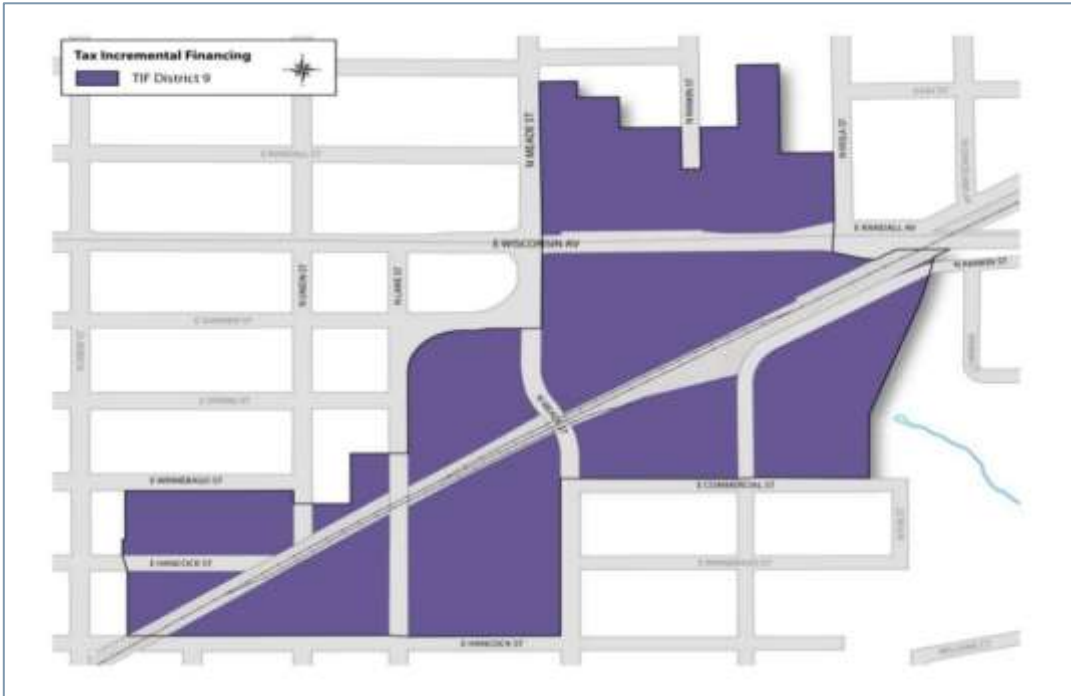
TID #7 TID #7 saw an increase in equalized valuation of \$5,273,700 which is 14.03%. Tenant improvements and investments in personal property at the former Kohl's building led to much of this increase. This TID is scheduled to close in 2034.



TID #8 In 2016, the equalized value of TID #8 increased by \$2,750,400 or 16%. Most of this growth is attributed to both residential apartments and commercial development in the RiverHeath project. This TID is scheduled to close in 2036.



TID #9 TID #9 was created in 2013 and saw an increase in value of \$374,200 or 1.63%, due mostly to adjustments in the assessment ratio. This TID is scheduled to close in 2039.



TID #10 TID 10, also created in 2013, saw an increase in value of \$1,046,300 or 4.18% due to adjustments in the assessment ratio and an adjustment to prior year values by the State of Wisconsin. This TID is scheduled to close in 2039.



BUSINESS DEVELOPMENT

The City, once again experienced a net gain in new businesses. During 2016, 76 new businesses opened in the City, while 18 closed for a net gain of 58. The following pages highlight the new businesses that opened in Appleton and the businesses that closed or moved in 2016.

New Businesses That Opened in the City of Appleton:

OVEREND TECHNOLOGIES LLC	CORRECTIONAL HEALTHCARE	STEWART TITLE GUARANTY
TOYS FOR TRUCKS	REED LAW LLC	DIAMOND MASSAGE & SPA
ABOUTHEALTH LLC	RSSCO APPLETON OUTLET LLC	RICHMOND STREET AUTOMOTIVE LLC
SWING SOLUTIONS INC	TAMARA'S THE CAKE GURU	LIFE ENRICHMENT WITH DR M LLC
CINCINNATI INSURANCE COMPANY	ATTIC TATTOO STUDIO THE	SIEBERS, BOBBIE JO, CHAIR; INSIDE THE CORNER BARBERSHOP
CONNECTING CARE CLINIC	LOU'S BREW CAFE & LOUNGE INC	SPROVIER, MEREDITH; MOASIS THERAPEUTIC MASSAGE
COUNTRY SIDE VETERINARY	HOBBY TOWN - APPLETON STORE	B BRAD CREATIONS LLC
DAIRYLAND BREW PUB DAIRYLAND	NIKOS HOME IMPROVEMENT LLC	FARMERS INSURANCE
DR TECH SERVICES LLC	AUTOZONE PARTS INC #106340	A. SALON % ASHLEY FULCER
EL JARIPEO APPLETON LLC	COMMUNITY DRIVING SCHOOL	LOCAL ROOTS LLC
FRESH MARKET COFFEE & DELI	FEATHER AND BONE LLC	LOS TRES MANANTIALES LLC
HEART FAILURE SURVIVAL CENTER	FANTASTIC SAMS - APPLETON	MERAKI A SALON LLC
MAC'S SMALL ENGINE LLC	MICHAEL P MULLEN CPA PLLC	NELSON, MOLLY; MOASIS THERAPEUTIC MASSAGE
MED SPEED LLC	SALON E'LAN	SCRIBNER, JOLENE; MOASIS THERAPEUTIC MASSAGE
MKM POTTERY TOOLS LLC	TEMPEST COFFEE COLLECTIVE LLC	TOLLEFSON, KATHRYN; MOASIS THERAPEUTIC MASSAGE
NAVITUS HEALTH SOLUTIONS LLC	UPCYCLED REMAINS	WATERS, SARAH; MOASIS THERAPEUTIC MASSAGE
WEEDMAN LAWN CARE	UPSIDE BOOKKEEPING LLC	CRICKET WIRELESS LLC
PRIMELENDING - A PLAINSCAPITAL	BARK AT THE MOON LLC	GABRIEL CLEARANCE/OUTLET CTR
PRIMERICA FINANCIAL PLANNING	CUSTOM CANINE GROOMING BY HOLLY LLC	ARBY'S #8552
SGTS INC	CUSTOM CANINE GROOMING BY TARA LLC	DRAFT GASTROPUB; MOJITOS MEXICAN GRILL & BAR LLC
STATE FARM MUTUAL AUTOMOBILE	INDIGO AYURVEDA & MASSAGE	CROSSFIT FOX VALLEY BY KRATOS
THEDACARE REGIONAL CANCER	METRO PCS - GO WIRELESS	FOX CITIES MARATHON INC
UNION SQUARE APARTMENTS LLC	SALON RETRO920	WISCONSIN LASER CENTER
BURDETTE BECKMANN INC	SHAHIN RUG GALLEY	NEW FLAG LLC
ATLAS GROUP	SMOKIN GLASS	
COLT'S TIMELESS TAVERN	STATE FARM MUTUAL AUTOMOBILE	

Businesses That Closed or Moved Out of the City of Appleton:

ACCURATE CONVERTERS INC	NOW THAT IS COOL	SONGS CUISINE LLC
CHICAGO GRILL	GLOBALLY SOUND/CANDID FX LLC	ESSENTIAL BODYWORK & MASSAGE
BE GALLERY- SHANA JOSEPH-LUCHT	GREAT HARVEST BREAD CO ON THE	HAIR HARMONY
CHAVLOVICH PHOTOGRAPHY	PSYCHIC GALLERY	CHERRY BERRY
GREEN 3	SCHUH SC, CARLTON H ATTORNEY	DIRECTBUY OF NORTHEAST WI
EDWARD KLUG INVESTMENTS LLC	NEW BEGINNINGS	POST NET

HOUSING & NEIGHBORHOOD SERVICES

HOMEOWNER REHABILITATION PROJECTS

The Homeowner Rehabilitation Loan Program provides financial and related technical assistance for low- to moderate-income homeowners in the City of Appleton for the rehabilitation of their property. In order to qualify, the property must be owner occupied as well as meet income, equity, and asset requirements.

Financial assistance is provided in the form of a 0% interest, deferred payment loan. The City places a lien on the property for the amount being spent on the rehabilitation, and the owner pays the loan back when the property is sold or vacated. This allows the City to assist property owners with maintaining and/or increasing their property values. When loans are repaid, the City reallocates those funds to future rehabilitation projects.

Priority is given to the following improvements: Lead-based paint hazards, roofing, foundation, electrical, plumbing, heating, windows, doors, insulation, interior walls/ceilings, private sidewalk, driveway, porches, siding, exterior trim, etc. The City does not provide funding for purchasing properties, additions to properties, cosmetic and/or luxury items.

The purpose of the program is two-fold: (1) to ensure decent, safe, and sanitary housing for low-income residents of the City of Appleton, and (2) to maintain the housing stock of these homes before they get to the point of being beyond repair. This stabilizes neighborhoods, maintains property values, and ultimately increases the tax base in the City.

The Program has five main objectives that directly benefit the City of Appleton:

1. Help low-income residents of the City of Appleton maintain decent, safe, and sanitary housing
2. Reduce the risk of lead poisoning from the older housing stock
3. Stabilize neighborhoods
4. Increase the tax base for the City
5. Create jobs in the community by hiring local contractors

The Program is considered to be very successful in achieving these objectives. Since 1979, the Homeowner Rehabilitation Loan Program has rehabbed over 1,100 homes in the City of Appleton and generated over \$6 million in outstanding loans. The City rehabilitated 23 housing units in 2016 and spent over \$350,000 on home improvement loans. 23 homes were rehabilitated in 2015 with loans exceeding \$300,000. The goal for 2017 is to rehabilitate an additional 24 housing units.

NEIGHBORHOOD PROGRAM

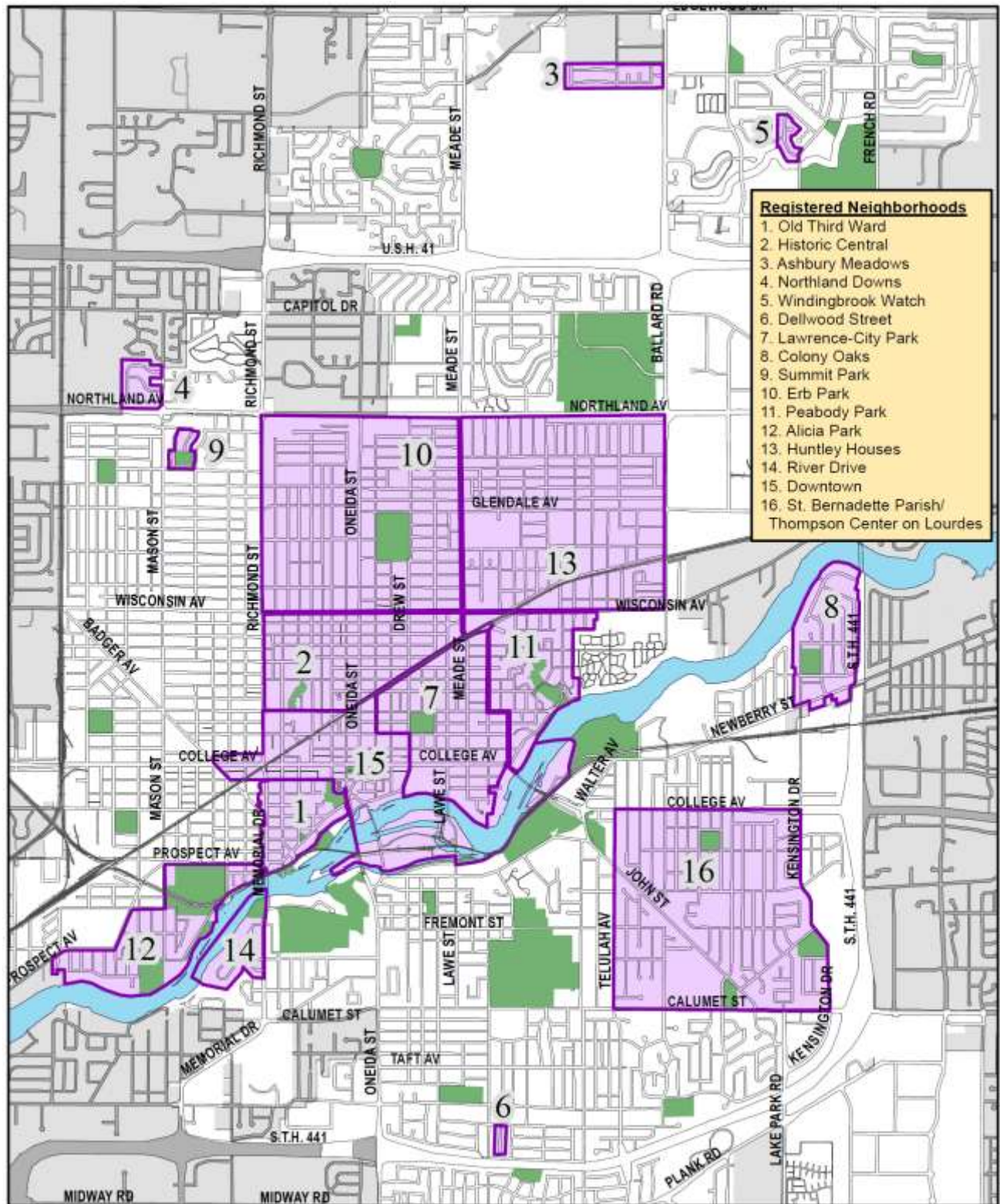
The Neighborhood Program was created in October 2012, with the goal of strengthening Appleton's neighborhoods by building strong bonds, engaging social capital, encouraging investment, and leveraging local resources. Beginning in the summer of 2013, staff developed a program brochure, conducted interviews with the Post-Crescent and local news and television agencies, and created the City's Neighborhood Program webpage which serves as the one-stop shop for all information on the program. These efforts increased awareness of the program and increased participation by Appleton residents.

The foundation of the program is the neighborhood registry. Residents are asked to register their neighborhoods by meeting with fellow residents to identify the neighborhood's primary and secondary contacts, create a neighborhood name, and define the neighborhood's boundaries. We have a total of 16 registered neighborhoods throughout the City. Registered neighborhoods are completely or partially located in 14 of the 15 Aldermanic Districts in the City. The central city neighborhoods north, south, and east of downtown are highly represented by five registered neighborhoods (Old Third Ward, Historic Central Neighborhood, Lawrence-City Park, Peabody Park, and Downtown).

One of the missions of the program is to strengthen neighborhoods through educational programs. The City contracted with Sustainable Fox Valley to collaborate on a neighborhood learning series called the Neighborhood Academy in 2013. The Neighborhood Academy is a learning series intended to provide the knowledge and tools for Appleton residents residing in registered neighborhoods to increase their effectiveness as neighborhood leaders. In 2016, the Neighborhood Academy was held a second time with 12 participants from 5 different registered neighborhoods. In 2016, the Huntley Houses Neighborhood completed a project to install a fitness playground with the assistance of a \$70,000 Neighborhood Grant.



The primary goal of the Neighborhood Program is to increase communication between Appleton's neighborhoods and City Hall. In order for residents to strengthen their neighborhoods, a clear line of communication with the City is important. Program staff assist Appleton's neighborhoods through communication in a variety of ways. First, we receive direct contact from neighborhood leaders regarding issues in their neighborhoods. Staff also contacts neighborhoods on various topics such as when a developer or the City is proposing a project which may directly or indirectly impact a registered neighborhood. A map of Registered Neighborhoods is on the following page:



Registered Neighborhoods - February 2017



PROSPECTS FOR GROWTH

1. Northside

- A. The City of Appleton purchased two properties totaling approximately 23 acres on Edgewood Drive long identified as future commercial/industrial use on the future land use map. While not yet served by City utilities, this will provide for additional growth in the future.
- B. Privately owned land is still available for office developments north of I-41 along Enterprise Avenue and Evergreen Drive and privately owned industrial sites are available south of I-41.
- C. The City of Appleton has approximately 210 single-family lots available for sale in established subdivisions, the majority of which are located on the north side. There are several acres of planned single family lots that are currently unplatted as well.
- D. A lift station is being added in 2017 to accommodate approximately 950 acres of growth on the north side southeast of the intersection of Broadway Drive and Richmond Street.

2. Southside

- A. The Wisconsin Department of Transportation (WisDOT) plans to construct a “Diverging Diamond” intersection at Hwy 441 and South Oneida Street starting in 2020. In addition, the City of Appleton plans to make updates to South Oneida Street between the Oneida Skyline Bridge to Hwy. 441. These improvements will further enhance this area’s attractiveness for commercial development/redevelopment.
- B. The City currently has 100+ acres of fully improved land available for development in the Southpoint Commerce Park and an additional 100+ acres with planned improvements. 2016 saw the sale of just over 7 acres for the new headquarters building for Encapsys which is under construction.

3. Downtown/Riverfront

- A. EAGLE FLATS: The developer is pursuing the next phase of the project, which is targeting the addition of residential units, visitors center in partnership with the Fox River Navigational Authority and public access at the property east of Lawe Street adjacent to Lock III. In addition, the site immediately west of Lawe Street was prepped for construction in 2016.
- B. RIVERHEATH DEVELOPMENT: Tanesay Development broke ground on a Courtyard by Marriott in 2016, a 100 room hotel expected to open in August 2017. Just under 6 acres are still available in this development for future projects.
- C. FORMER FOREMOST DAIRY SITE: The City took title to the former Foremost Farms USA property located at 935 E. John Street in July of 2011. The site has been remediated, the building demolished and the raceway abandoned to provide a site ready for development. The City rezoned this property on April 13, 2010 to R-3, Multi-Family Residential District. A request for proposals went out in 2012. The development agreement for this project was approved by Appleton Redevelopment Authority and Common Council in

2014. The City received notice that the developer was not going to be able to proceed with the project in 2015, and another RFP process was completed in 2015. Several responses were received. Community and Economic Development negotiated a development agreement with the selected development team, Alexander Company and Iconica. Sale and groundbreaking of the site occurred in early 2017. Phase I is anticipated to include 100 independent senior living units with future phase(s) under discussion.

BARRIERS TO GROWTH

1. Citywide

A. Workforce and Skilled Labor

While the unemployment rate for Appleton and the Fox Cities overall has been dropping and is currently quite low, that number alone does not tell the whole employment story. Underemployment and a skills gap exist which prevents maximizing potential in our labor force. Some suggested strategies for addressing future labor needs include:

- a. Aligning Workforce and Economic Development Efforts
- b. Engaging the Unemployed, Underemployed and Discouraged
- c. Talent Attraction and Retention
- d. Capital Improvement Funds
- e. Incumbent Worker Training
- f. Flexible Schedules
- g. Seasonal Programs
- h. Job Sharing Programs
- i. Phased Retirement Programs
- j. Knowledge Transfer and Reverse Mentoring

Source: Matt Kures, UW-Extension Center for Community and Economic Development

2. Northside

- A. Several significant road improvements are needed. Apple Creek Road, Edgewood Drive (east of Ballard Road) and Broadway Drive all require widening, including the acquisition of new right-of-way.
- B. Regulatory floodplains are known to exist on the northside.
- C. Enforcement of wetland regulations has delayed some projects.
- D. As growth continues to fill in subdivisions and commercial space, the area may need additional police, fire, school and recreational areas to meet growing demands.
- E. The City sold all available City Owned parcels in the Northeast Business/Industrial Park in 2016. The City no longer has any inventory of “ready to build” sites for sale on the north side with utilities and infrastructure in place.
- F. Limitations of the existing utility infrastructure and coordinating their expansion with timing of development will have to be closely coordinated.

3. Southside

- A. Recreational areas have been identified as a need on the south side.
- B. Enforcement of wetland regulations has delayed some projects.
- C. In 1999, the City of Appleton and Town of Harrison entered into an inter-municipal agreement in order to establish fixed boundaries, facilitate orderly development, and provide for cost effective governmental services. The agreed upon boundary line and the City of Appleton's future growth area are shown on the following map. In 2013, the Village of Harrison incorporated as an independent municipality, after initially meeting the Incorporation Review Board's standards. Later that year, the boundary line was significantly changed to transfer land from the Town of Harrison to the Village of Harrison, leaving only the City of Appleton and the City of Menasha growth areas remaining in the Town. While the area that the Village has either annexed, or will annex, was designated City growth area in a previous agreement with the Town, the court has held that the Village is not precluded from annexing that property. The City of Appleton is currently involved in litigation with the Village of Fox Crossing and Town of Menasha with regard to land designated as the City's future growth area located within the Village. Because of this pending litigation, additional information will be provided in a future report.

To date, the Village of Harrison has annexed land within the City's growth area totaling \$45,683,100 in assessed value, and the Village of Fox Crossing has annexed land within the City's growth area totaling \$61,108,900.

To follow are maps identifying annexed property within the City's growth area:

LAND ANNEXED BY VILLAGE OF HARRISON



LAND ANNEXED BY VILLAGE OF FOX CROSSING



1. Comprehensive Plan Update 2010-2030

In 2016, the City of Appleton began conducting a 5-year update to its 2010-2030 Comprehensive Plan, which includes updates to the Parks and Recreation Master Plan (Chapter 18) and a full re-write of the City's Downtown Plan (Chapter 14). Monthly Steering Committee meetings, workshops, walking and bicycle tours, presentations, and open houses were held over 11 months offering numerous opportunities for public input, in addition to an interactive website at <http://www.envisionappleton.org/> allowing for on-line comments.

A Comprehensive Plan is intended to guide the growth and development of a community. It is a long range plan, addressing current issues while also looking beyond to future issues and opportunities with the City. It includes analysis, recommendations and implementation strategies which will impact a community's population, economy, housing, transportation, community facilities, recreation-open space, and land use. A Comprehensive Plan establishes a vision for future land use, physical development, and quality of life in the City, as well as provides a comprehensive set of goals, policies and initiatives to achieve that vision.

A public hearing was held at the February 6, 2017 City Plan Commission meeting for the proposed City of Appleton Comprehensive Plan 2010-2030 Text and Future Land Use Map Amendments. The Comprehensive Plans was adopted by the Common Council on March 15, 2017.

2. 2015 Economic Development Strategic Planning

The Appleton Common Council approved the Appleton Economic Development Strategic Plan (EDSP) on June 17, 2015. The EDSP identifies where Appleton is today and where it wants to be tomorrow in terms of economic development. The EDSP is a "report card" of where we are now, identifying our strengths and weaknesses and sharing demographic data and community assets such as education, employment, local trends, availability of land, etc. The next component of the EDSP is where we, as a community and organization, want to go in the future. In technical terms, we establish goals. The EDSP outlines 4 Economic Goals.

1. Business Attraction
2. Business Retention and Expansion
3. General Economic Development
4. Workforce

Once the goals were established, the identification of key actions and measures support achievement of the Economic Goals. The EDSP outlines 16 key actions and measures.

1. Continue fast approvals & create more aggressive sales policies to drive business park purchase & construction activities, which will drive growth of tax base & jobs.
2. Create an email marketing campaign with a customer friendly web site.
3. Target highly-desirable site selectors, real estate brokers, & c-suite executives, growing the Appleton brand via website & online advertising.
4. Develop marketing campaign targeting key clusters: Office; Healthcare; Manufacturing; Food & Beverage; Retail; & Logistics.
5. Continue the visitors' attraction campaign targeting a 100-mile radius around the City with supplemental funding.
6. Conduct annual survey of businesses regarding City's customer service.
7. Create a single point of entry for projects through the Community and Economic Development Department.
8. Gather testimonials from businesses as evidence of consistent government responsiveness.
9. Continue 'fast-track permitting.' Review commercial permitting processes & streamline where appropriate to assure that permits are issued in a predictable & professional manner, & customers receive clear communication.
10. Restructure permit, inspection & storm water processes to be convenient for the consumer. Permit, water & storm water fees need to be competitive relative to nearby communities & other communities that the City competes for expansion & new projects.
11. Continue to conduct 40 annual site visits to key industries using business retention software to tabulate & analyze results.
12. Conduct Cost-Benefit analysis of completed and proposed projects.
13. Increase local food production and evidence of sales, distribution, processing and consumption.
14. Encourage & promote opportunities for executive, parent & student participation in coordinated programs with manufacturers, technology, & other key companies.
15. Assist with workforce efforts to sustain high student graduation rates, job placement.
16. Identify & implement best practices examples from neighboring communities.

Staff continually works to further these goals, key actions and measures.

3. The Fox Cities Economic Development Professionals

The creation and activities of the Fox Cities Regional Partnership has caused FCEDP to re-evaluate its role and necessity. Planning and evaluation of the role for this entity was completed in 2014, resulting in the Purpose Statement and Initiatives listed below:

PURPOSE STATEMENT

Building professional relationships and sharing best practices to advance our region's economy.

FOX CITIES ECONOMIC DEVELOPMENT PROFESSIONALS

STRATEGIC INITIATIVES

1. To provide for professional development and networking.
2. To encourage, facilitate communication, and participation among members and among economic development peers.
3. To learn about and work to establish economic development best practices.
4. To establish an educational and best practices manual for members.
5. To advance our region's economy.
6. To improve and establish collaborative efforts among economic development organizations in the region.

The City of Appleton was represented on the Executive Committee of FCEDP in 2016 and continues to remain engaged.

4. Fox Cities Regional Partnership

The City of Appleton has supported the efforts of the Fox Cities Regional Partnership, both financially and operationally since 2012. Many of these investments are to help support attracting and retaining an intelligent, innovative workforce to the City. The City contributed toward the following programs in 2016:

- PULSE Young Professionals Week
- Bazaar After Dark/Artery
- Site Selector Tour
- Talent Upload

5. Marketing

Staff partnered with Locate in Wisconsin, LoopNet and CoStar to reach the commercial real estate and development community. All of the above-mentioned services are online resources for commercial real estate brokers, site selectors, and companies to research available sites within our community.

Business Retention and Expansion Program - Assisting in the retention and expansion of local industries is a top priority in the City of Appleton because nine out of ten jobs created in the City are created by existing businesses expanding their operations or by local entrepreneurs starting businesses. In 2016, staff met with 41 businesses to resolve issues, help with retention, and assist with expansion plans.

The City of Appleton sponsored a booth at the Manufacturing First conference in 2016 which was shared with the East Central Wisconsin Regional Planning Commission. The conference was attended by over 1,100 manufacturers and 600 students. We also sponsored a booth at the InDevelopment Conference which is a gathering of the region's most influential people in commercial and economic development.

