

CHAPTER 4

Economic Development

Formatted: Font: 10 pt

Local governments play an increasingly critical role in promoting private sector economic development because economic strength is critical to the vitality of a community. Economic development is the process by which a community organizes and then applies its energies to the task of creating the type of business climate that will foster the retention and expansion of existing businesses, attract new businesses, and develop new business ventures.

Deleted: ,

The key to an economic development strategy is having a quality product/community to market. Factors that weigh in Rockland's favor include its natural setting, close proximity to the metropolitan area, and many acres of developable land. Rockland's mixture of desirable natural attributes, including the Niagara escarpment, Fox River, and Fox River State Trail and local food production (think cheese!) also lends itself to tourism opportunities. The Town of Rockland Comprehensive Plan is geared toward capitalizing on these attributes and promoting future development in Rockland that helps to create a community that is even more attractive to new residents, businesses, and visitors.

Deleted: ,

Deleted: ,

Labor Force Analysis

Formatted: Font: 10 pt

Figure 4-1 shows that the percentage of Town residents 16 years of age and older who are in the labor force is slightly higher than the percentage of people in the labor force in Brown County and Wisconsin. Rockland's 2023 estimated unemployment rate of 15 percent is also significantly lower than Brown County's 19 percent and the State of Wisconsin's 215 percent.

Deleted: much

Deleted: , indicating that many of the households in Rockland likely have two incomes.

Deleted: 2010

Deleted: 2.4

Deleted: 4

Deleted: 5.1

Figure 4-1: Town of Rockland, Brown County, and State of Wisconsin Employment Status by Percent of Population 16 Years and Older, 2023

Status	Town of Rockland	Brown County	Wisconsin
In labor force	70.59%	68.32%	65.50%
Civilian labor force	70.59%	68.30%	65.42%
Employed	70.45%	66.39%	63.27%
Unemployed	0.15%	1.91%	2.15%
Armed Forces	0.00%	0.02%	0.07%
Not in labor force	29.41%	31.68%	34.50%

Deleted: Figure 4-1: Employment Status by Percentage of Population 16 Years and Older¶

¶ Status

¶ Status

... [1]

Source: U.S. Bureau of the Census, 2023 American Community Survey 5-Year Estimate

Formatted: Font: 10 pt

Deleted: Source: U.S. Bureau of the Census: 2008-2012 American Community Survey 5-Year Estimates.¶

Deleted: manufacturing;

Deleted: ; transportation, warehousing, and utilities; and wholesale trade ...

When compared to the state and the county, the Town of Rockland has a higher percentage of people employed within the construction, retail trade, arts, recreation and food services and agriculture industries than either the county or state. The Town is significantly lower in service industries (retail trade and finance, insurance, real estate, and rental and leasing industry) which are likely due to relatively few service-oriented jobs being located within the community. (See Figure 4-2).

Figure 4-2: Town of Rockland, Brown County, and State of Wisconsin Percent of Employed People 16 Years and Older by Industry, 2023

Industry	Town of Rockland	Brown County	Wisconsin
Agriculture, forestry, fishing and hunting and mining	2.39%	1.38%	2.08%
Construction	10.18%	5.87%	6.24%
Manufacturing	18.17%	18.55%	18.04%
Wholesale trade	3.12%	2.90%	2.48%
Retail trade	13.71%	10.64%	10.99%
Transportation and warehousing and utilities	2.49%	6.17%	4.91%
Information	0.93%	1.15%	1.44%
Finance and insurance, real estate, rental and leasing	7.68%	7.08%	6.13%
Professional, scientific, management and administrative and waste management services	5.61%	8.64%	9.09%
Educational services and health care and social assistance	20.04%	22.25%	23.31%
Arts, entertainment, recreation and accommodation and food services	9.76%	7.81%	7.53%
Other services, except public administration	3.53%	4.60%	4.23%
Public administration	2.39%	2.98%	3.56%

Source: U.S. Bureau of the Census, 2023 American Community Survey 5-Year Estimate

Economic Base Analysis

The economic base of the Town of Rockland is intricately tied to that of the Green Bay Metropolitan Area in terms of employment and business opportunities. The vast majorities of Rockland residents work within the Green Bay Metropolitan Area and therefore, depend on a sound economy throughout Brown County for their financial well-being. Key industry groups in the Green Bay Metropolitan Area include health care; paper and related products; insurance, financial services, and government offices; hospitality; food processing and logistics (trucking, warehousing, and related services). Due to the Town's rural nature and a majority of the Town's residents likely working in the Green Bay Metropolitan Area, a Location Quotient Analysis to determine basic and non-basic sector employment was performed utilizing Brown County as the local level for analysis as compared to the United States.

Basic sector employment typically produces goods or services that are exported out of the local economy and into the larger national economy. These goods and services and therefore, employment, are thus less likely to be affected by a downturn in the local economy. Non-basic sector employment includes those industries that produce goods or services that are consumed at the local level or are not produced at a sufficient level to be exported out of the local market.

Formatted: Font: 10 pt

Deleted: ----- Page Break -----

¶
Figure 4-2: Employed Civilian Population as a Percentage of People 16 Years and Above¶

... [2]

Deleted: ,

Deleted: ,

Deleted: ;

Deleted: ,

Deleted: ,

Deleted: ,

The Location Quotient Analysis compares the local economy (in this case Brown County) to the United States. This allows for identifying basic and non-basic sectors of the local economy. If the location quotient (LQ) is less than 1.0, all employment is considered non-basic, meaning that local industry is not meeting local demand for certain goods or service and may be more subject to downturns in the local economy. An LQ equal to 1.0 suggests that the local economy is exactly sufficient to meet the local demand for given goods or service. However, the employment is still considered to be non-basic. An LQ of greater than 1.0 suggests that the local employment industry produces more goods and services than the local economy can consume and therefore, these goods and services are exported to non-local areas and considered to be basic sector employment. The Location Quotient Analysis for Brown County is displayed in Figure 4-3.

Figure 4-3: Employment by Industry Group, 2020; Brown County and the United States Location Quotient Analysis

Employment Industry	Brown County	United States	Location Quotient
Natural resources and mining	0.63%	1.28%	0.49
Construction	4.85%	5.18%	0.94
Manufacturing	17.60%	8.69%	2.03
Trade, transportation and utilities	20.02%	19.03%	1.05
Information	0.92%	1.95%	0.47
Financial activities	7.50%	5.90%	1.27
Professional and business services	11.89%	14.61%	0.81
Education and health services	15.64%	16.02%	0.98
Leisure and hospitality	8.07%	9.20%	0.88
Other services	2.31%	2.84%	0.81
Unclassified*	0.00%	0.10%	0.00
Government (Local, State, and Fed)	10.57%	15.21%	0.69
Total Employees	100.00%	100.00%	

Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages, 2020

*Value of zero assumed since "Unclassified" was not present in Brown County data

According to the LQ analysis, there are three general industries in Brown County that can be considered to be basic employment sectors: manufacturing, trade transportation and utilities and financial activities. Therefore, these industries are most likely exporting goods and services to other parts of the country and contributing to a more stable local economy. Industries such as natural resources/mining and information with an LQ significantly below 1.0, indicate that there may be demand within Brown County's local economy to support increases in these industry sectors.

Although there is ample room for growth in some of the industry fields, overall, Brown County's economy is rather diversified and provides a variety of employment opportunities and a generally stable economy for Town of Rockland and Brown County residents.

Deleted: ,

Deleted: Figure 4-3: Employment by Industry Group, 2020; Brown County and the United States Location Quotient Analysis¶
Employment by Industry Employment by Industry ... [3]

Formatted: Font: 10 pt

Deleted: Source: U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages Data, Location Quotient Calculator. ¶

Deleted: two

Economic Development Assessment and Recommendations

Formatted: Font: 10 pt

While the Town of Rockland has extensive vacant land available for economic development, it also has limited infrastructure and services available to business and industry. Although these limitations are significant, they do not preclude the Town from attracting new businesses and promoting the expansion of existing businesses. It is important for the community to focus its attention on businesses that are not dependent on these services.

It is not realistic for the Town of Rockland to expect to recruit a large employer, such as a paper mill or corporate headquarters, due to the lack of utility services, limited access to transportation facilities, and a very limited market for customers and employees. However, there are many businesses that supply or provide services to these industries that do not have the need for extensive public services. A trucking business, for example, would be complementary to the key industries of the area but would not require extensive utility services.

Deleted: ,

Deleted: ,

Residents in the Town of Rockland largely must travel to the nearby Green Bay and Fox Valley Metropolitan Areas or to the rural Villages of Greenleaf, Wrightstown and Denmark. The relatively small population and density in the Town currently limit the commercial market potential for Rockland. However, future population growth may improve the potential for increased retail and service activity. The Town should focus its efforts to encourage the location of local businesses that utilize locally-produced agricultural, viticulture, fruit, vegetable, and dairy products.

Deleted: ,

Deleted: villages

Deleted: ,

A recent trend in rural communities has been toward the development of cottage-type industries and at-home businesses that can operate from within residential dwellings. With advances in telecommunications, at-home businesses may become increasingly common. At-home businesses serve as a business incubator until the business expands to a point that requires a rezoning, if appropriate, or relocation to an area that is predominantly composed of business uses.

Land in the Town of Rockland contains resources for nonmetallic mining that has provided materials for the development and construction of roads and pavement throughout the region. The nonmetallic mining industry has worked to improve their operations to be better, accepted within communities. The Town of Rockland can promote the success of these operations through adequate zoning restrictions that regulate facility locations and designs, hours of operation, erosion control, restrictions on routes for trucking, etc. State requirements for closure plans for quarry facilities require that financial resources are available for planned land uses after the active operations cease. Additionally, to prevent future land use conflicts and encourage nonmetallic mining, Rockland should strongly discourage the placement of new residential developments near active mining operations.

Deleted: so that they have been

Strengths and Weaknesses for Attracting/Retaining Business and Industry

Formatted: Font: 10 pt

It is necessary to look at the factors that influence the economic climate in the Town of Rockland. From a quality of life perspective, the Town has a quality housing stock that has maintained property values. The Town has a number of natural features across its landscape, including the Fox River, East River, and Niagara Escarpment, that all help to

Deleted: ,

create the "rural feel" that Rockland residents cherish. Additionally, Rockland is located within quick commuting distance to quality education facilities, entertainment centers, medical facilities, and other various urban amenities.

Deleted: ,

Residents of Rockland have access to a high quality road network, including STH 32/57 and a number of county trunk highways. The South Bridge Connector, will eventually cross the Fox River, thereby creating a more convenient crossing point for vehicles, pedestrians, and bicyclists in Rockland. The Town is not served by any rail lines; however, a former rail line is now the Fox River State Recreational Trail, which runs north to south through the Town.

Deleted: A bridge

The biggest impediment to economic development activity in the Town of Rockland is the lack of public sewer and water facilities. Larger businesses and industries require these utilities for wastewater treatment, various production processes, and fire suppression. Although public water and sewer is not currently available, other similarly sized towns in Brown County have in the past moved ahead with the installation of these public utilities. Rockland should evaluate the long-term potential to provide these services through partnerships with neighboring communities as a means to enhance economic development activity in the Town.

Deleted: ,

Economic development services to assist businesses with location or relocation are provided throughout Brown County by the Greater Green Bay Chamber of Commerce. The Business Retention & Expansion program and the Startup Hub. Training services for businesses are provided by UW-Green Bay, St. Norbert College, Lawrence University, the UW-Extension services, and Northeastern Wisconsin and Fox Valley Technical Colleges. While none of the main buildings of these educational institutions are located in the Town of Rockland, all are within a 30-minute drive.

Deleted: Advance, which is the economic development section of the Green Bay Area Chamber of Commerce

Formatted: Font: 10 pt

Deleted: 2015

Deleted: 46

Deleted: 473

Deleted: Working Lands Initiative

Deleted: (formerly Farmland Preservation Program).

Deleted:

Deleted: e

Deleted: ,

Deleted: 2007

Deleted: 253

Deleted: 240,985

Formatted: Not Highlight

Deleted: 46

Formatted: Not Highlight

Deleted: 11

Deleted: 2007

Deleted: Besides the economic benefit, agricultural production does not require the public services that are typically required by an industry with \$11 million in sales, and it helps to maintain the Town's rural charact

Formatted: Not Highlight

Formatted: Not Highlight

Deleted: er. Therefore, the Town of Rockland should support active farmers ...

Deleted: by discouraging new residential development near active farming operations due to the potential conflicts between the two uses.

Economic Development Recommendations, Programs, and Policies

Agriculture

Agricultural production remains a large component of Rockland's and Brown County's overall economy and is one of the characteristics that make up the rural character of Rockland. Although Rockland is feeling the impacts of suburban development pressures, in 2025 there are still 45 property owners with 4,207 acres of land within the Wisconsin Farmland Preservation Program. In order to participate and receive the Farmland Preservation Income Tax Credit, a participant must make over \$6,000 in gross farm receipts per acre, have the land zoned for exclusive agricultural use, be up to date on all taxes, and practice agricultural shoreland and nutrient management.

According to the 2022 Census of Agriculture, Brown County's total market value of agricultural products sold was over \$154 million, with an average per farm of \$501,000. Utilizing the county average and applying it to the 45 Working Lands Initiative participants in Rockland yields a total market value of agricultural products sold of over \$22 million in 2022. The Town's support of Rockland's farming community allows the prized rural character to remain in tact.

Tourism

Rockland’s natural beauty associated with the Fox River, Niagara escarpment, and farm fields, recreational opportunities on the Fox River State Trail, and proximity to major metropolitan areas lends itself well to tourism potential. Specifically, the local ~~and~~, sustainable food movement provides an opportunity for the Town to capitalize on its locational advantages to bring tourists into the community.

Deleted: ,

Consumers spend a significant amount of money on groceries and at restaurants and most of this food comes from distant locations. For example, a study by the University of Iowa noted that the typical tomato, can of corn, and loaf of bread travels 1,500 miles from field to plate. Coupled with changes in consumer awareness and demands, opportunities abound for local farmers to provide greater amounts of produce to local consumers. Additionally, the middleman processing, packaging, advertising and distribution often account for 80 percent of the cost of food. By partnering and advertising with local food related businesses such as Scray’s Cheese, ~~area wineries~~, and local restaurants, Rockland could draw local food tourists (or “foodies” as they are popularly known) to the area.

Deleted: ,

Deleted: ,

Deleted: ,

Deleted: Apple Valley Orchard,

Deleted: ,

Furthermore, Rockland should capitalize on its location within the Wisconsin Ledge American Viticultural Area (AVA) to assist in its marketing efforts. Viniculture, or the science, production, and study of grapes for wine-making, has recently become a fast-growing niche in southern and eastern Brown County, including the Town of Rockland. In 2012, Brown County was included as part of the newly established Wisconsin Ledge AVA that encompasses approximately 3,800 square miles of east-central Wisconsin, from the tip of Door County, south through Ozaukee County, west through Dodge County, and then north through along the west shore of Lake Winnebago including Winnebago County and the Fox Valley. A designated AVA allows vintners to better describe the origin of their wines and allow consumers to identify the area from which a wine comes from that they may purchase. The designation provides national recognition to the legitimacy and quality of the wines produced from the area.

Deleted: ,

The Fox River provides multiple recreational opportunities for residents and tourists alike, from power boating, canoeing, kayaking, fishing and birding among others. However, at this point in time, ~~there is one access point to the Fox River within the Town of Rockland.~~ ~~Much of the river frontage has banks that make boat access very difficult.~~ Rockland has a 60’ wide access point at the intersection of Wrightstown Road and CTH ZZ in the southernmost part of the Town. This access point is currently not marked as public access and ~~has been repurposed by Brown County for drainage.~~

Deleted: ,

Deleted: to

Deleted: ,

Deleted: the only public access to the Fox River in the Town of Rockland is a...

Deleted: is overgrown with thick, brushy vegetation and trees. In addition to providing signage or other public notice that this location provides public access to the Fox River, the Town may want to evaluate additional locations for public access to the Fox River further north along the River.

Entrepreneurial Agriculture

In addition to traditional agricultural activities, numerous untapped and underutilized opportunities exist in agriculture. Entrepreneurial agriculture, for instance, is a new way of thinking of farms as innovative small businesses. The Michigan Land Use Institute states that entrepreneurial agriculture does not seek to replace current large scale mass market agriculture but to complement it to find new opportunities, new markets, and to recognize the importance of local agriculture not only to the local economy but also to local lives and landscapes. Entrepreneurial agriculture is about adding value to products by providing local friendly service, by special processing, or by finding niches and new ways to market goods to consumers. It can be as simple as new ways of selling, labeling, processing, packaging or creating a new perspective about raising crops.



Deleted: ,

Examples of entrepreneurial agriculture include:

- Direct marketing of agricultural products to consumers, such as local schools, farmers markets, and custom production for local restaurants.
- Niche marketing, such as ethnic foods, organic foods, and specialty farm products.
- Value added approaches to farming, such as fruit drying, jellies and jams, wine making, and agri-tourism.
- New grazing systems.
- Cooperatives marketing local free-range poultry, beef, or pork.
- Community supported agricultural operations where local consumers pay local farmers for a share of the following year's crops.
- Local marketing and/or direct delivery of all-natural products, such as grass-fed all-natural milk to local grocers and health food stores.
- Opportunities to create net returns of 40 to 50 percent compared to conventional agriculture's 15 to 20 percent.
- Thinking and acting as a small business can keep small farms viable and provide another option to competing with the large-scale mass-market approach more typical of conventional agriculture.
- Small viable farms on the outskirts of communities can contribute more greenspace, fresh food, and local commerce to the community and the region.
- Creating a viable mix of large and small agricultural operations can contribute to the local community and region's farmland protection strategies.

Deleted: ,

Deleted: ,

Deleted: ,

Deleted: ,

Deleted: <#>Potential benefits associated with entrepreneurial agriculture and the flexibility behind the idea include:¶

Deleted: ,

Entrepreneurial agriculture is more appropriate now than ever before because of continuing shifts in consumer awareness and demands. For instance, farmers markets have increased in number from about 5,000 nationwide in 2005 to 8,600 in 2025, according to the U.S. Department of Agriculture (USDA). USDA also reports direct sales of food products from farmers to individual consumers rose to \$14.2 billion in 2022.



According to the Michigan Land Use Institute, for entrepreneurial agriculture to work, it requires close relationships between economic development professionals and the agricultural sector. It requires the involvement of local leaders to connect the small and mid-sized farms to the local economy and to bring business expertise and market knowledge to those farmers. It also requires state and federal cooperation in terms of working with and helping farmers understand regulations, particularly those pertaining to food inspection. Additionally, it requires the community to understand farmers and vice-versa so that communities can take advantage of the locations of local farms and for farmers to know local consumers' needs.

- Deleted: 144
- Deleted: 2013
- Deleted: by nearly 50 percent
- Deleted: between 2002 and 2007
- Deleted: and local food sales grew nationwide to \$4.8 billion in 2007 and nearly \$7 billion in 2012.

Future Business and Industrial Development

Businesses and industries that wish to locate in Rockland and do not require public sewer and water should be located along State Hwy 57 in the Town. The South Bridge Connector will enhance traffic flow from the north. Locating new businesses along State Hwy 57 will provide a useful and convenient way for residents, transients and visitors to access our business and commerce. Utilizing frontage roads or common driveways will eliminate multiple access points. Keeping business in a common area will protect the rural character of the Town. This is consistent with the results of the Community Survey. Businesses that should specifically be encouraged in Rockland are those that contribute to the success of the farming economy such as farm implement sales and welding shops, direct farm to market sales operations, while other business types that should be encouraged are small retail shops that provide retail goods and/or services to the local residents of Rockland.

- Formatted: Font: Not Bold
- Formatted: Justified, Space Before: 6 pt, After: 12 pt
- Deleted: in nodes near the major intersections
- Deleted: rather than as strip development along entire lengths of major roads, such as STH 32/57 or CTH PP.

Deleted: Traffic congestion, driveway access points, and loss of rural character all become problematic when concentrations of retail sales or service establishments are located in strips. Therefore, future businesses in Rockland should be located near major intersections and separated from other nodes of businesses by residential, agricultural, or other low-intensity uses.

Industrial and Commercial Design Standards

The Town can promote higher quality development and minimize the visual impact of commercial and industrial development on Rockland's rural landscape through the use of zoning conditions and design standards. Business site plans should include pedestrian amenities, such as sidewalks or trails (where appropriate), parking (preferably behind the building), and parking lot landscaping standards, including landscaped islands within large parking lots that break up the expanse of asphalt. Rockland's current Site Plan Review and Design Standards Ordinance (Chapter 20) provides a clear process and performance standards for new commercial, industrial, and multi-family developments.

- Deleted: , such as
- Deleted: and
- Deleted: ,
- Deleted: ¶
- Page Break -----
- Formatted: Underline

Sensitivity to Natural Areas

Formatted: Underline

The East River, Fox River, Niagara Escarpment, agricultural activity, and numerous woodlands and wetlands all combine to help create the rural character that Town of Rockland residents treasure. Business development should be designed with consideration and integration of these natural features to help maintain the rural atmosphere of the Town. The natural areas properly integrated into business development can help to create potential trail linkages, provide wildlife corridors, and help to facilitate stormwater management.



Deleted: ,

Formatted: Font: 10 pt

Special care should also be taken to ensure that commercial and industrial activities are not located within environmentally sensitive areas (ESAs) by placing the ESAs in a conservancy zoning district. These features should be included in the design of business developments as integral amenities and, if possible, maintained in common ownership.

Home Occupations

Home occupations can fill a number of roles for economic development in the Town and should be encouraged as long as they remain consistent with the zoning ordinance requirements. If/when home occupations wish to expand, they should either request a zoning change to an appropriate zone (if compatible with surrounding land uses) or move to a site that is properly zoned for more intensive commercial or industrial uses.

Town, County, Regional, and State Economic Development Programs

Formatted: Font: 10 pt, Underline

This section contains a brief explanation of local economic development actions and a description of various agencies and programs that could potentially help the Town and Town's businesses achieve their stated economic development goals and objectives. The Implementation chapter contains a comprehensive listing and description of programs the Town may wish to utilize in achieving its economic development objectives.

Town

Residents of the Town of Rockland rely heavily on the Green Bay Metropolitan Area and other nearby communities for many of their commercial needs. While commercial activity in the Town is minimal, it is critically important that residents in Rockland patronize the businesses that exist or new businesses that start up in the Town. Failure to do so will result in a reduction of available commercial services, reduced retail options, and vacant buildings.

Although the Town has no established incentive programs for economic development, it can continue to make positive planning and financial management decisions that can result in the community being an attractive place for people and businesses. The most important economic activity that Rockland can pursue is the creation of an environment that encourages entrepreneurs to engage in business activities.

As previously mentioned, agricultural activity is estimated to account for over \$22 million in products sold from Rockland farms. Because agriculture is such a large component of Rockland's economy, it should be encouraged to continue through Town policies that do not impede its continued viability. For the small-scale farms, entrepreneurial agricultural activities, such as truck farming, direct farm-to-market sales, and farm-based value-added manufacturing, should be actively encouraged as a means to maintain farming and the rural character in Rockland.

Deleted: 11
Formatted: Not Highlight

One economic development tool now available to Towns in the State of Wisconsin is the utilization of Tax Incremental Financing District, commonly called TIF or TID. Tax Incremental Districts allow a town to expend money or incur debt for projects related to agriculture, forestry, manufacturing, or tourism. TIDs can also be used for retail development that is limited to retail sale of products produced due to agriculture, forestry, or manufacturing project. The State Department of Revenue must approve any proposed TID project.

Deleted: Until 2003, this redevelopment tool was only available to cities and villages. The law
Deleted: s
Deleted: he law
Deleted: allows TIDs to

Generally, the type of uses that commonly occur within a TID include acquisition and demolition of blighted properties in commercial areas or industrial areas and extension of roads, sewer, storm sewer, and water mains to serve expected new agriculture, forestry, manufacturing, or tourism related development expected to locate in the tax increment district.

Once the TID is established, the aggregate equalized value of taxable property within the district is established. This is called the tax incremental base. All the taxing entities of the area (Town, school districts, county, technical school) continue to receive their share of the annual taxes generated by the tax incremental base of the district throughout the life of the TIF project. The municipality then installs the improvements to the TID. As development occurs, the property values within the district grow. Taxes paid on the increased value from the growth are called tax increments and are used to pay for the public improvements made to the district by the municipality. These moneys are put in a separate TID fund to finance the public improvements made to the district. Expenditures for the project costs to the district must be made no later than five years after the district is started. The maximum life of a TID district is 16 years with options for extensions. If the value increases to the district are not enough to pay off the costs of the project within the life of the district, the municipality must incur the costs that still need to be paid. Taxing jurisdictions do not benefit from the value added increase in the district until the district project costs have been paid off and/or the life of the district is over. Once the life of the district has expired, the added value of the district is then apportioned out to all taxing districts similar to anywhere else in the Town.

Municipalities thinking about utilizing this economic development technique must carefully consider the benefits to the community, the potential pitfalls, and the likelihood of success of the district.

Businesses can use economic development loan programs, such as the Brown County Revolving Loan Fund administered through the Brown County Planning Commission to obtain low-interest loans that will generate new employment opportunities and encourage expansion of the tax base. The USDA also provides grants to local utility organizations which use the funding to establish Revolving Loan Funds. Loans are made from the revolving loan fund to projects that will create or retain rural jobs. When the revolving loan fund is terminated, the grant is repaid to USDA.

Deleted: Economic Development
Deleted: and Advance,

Deleted: Through Brown County's partnership with Advance, the Town of Rockland also has access to development and grant information, their microloan program, and economic development marketing services.

Regional

The New North

The New North is a 501(c)3 non-profit regional marketing and economic development corporation that was founded to foster collaboration between the private and public sectors to promote Northeastern Wisconsin for increasing economic development. According to the New North website, their key initiatives include:

- Attract, develop, and retain diverse talent.
- Foster targeted industry clusters and new markets.
- Support an entrepreneurial climate and small businesses.
- Encourage educational attainment.
- Elevate sustainability as an economic driver.
- Promote the regional brand.

More information can be found at <https://www.thenewnorth.com>.

Deleted: organization that promotes
Deleted: Wisconsin Public Service¶
 ¶ Wisconsin Public Service Corporation (WPS) contributes a number of economic development services that Brown County communities should be aware of for their businesses. The WPS economic development webpage provides a number of programs and resources for communities interested in expanding economic development opportunities. More information about WPS economic development services may be found at: ¶
<http://www.wisconsinpublicservice.com/business/economic.aspx>.

Formatted: Font: 10 pt, Highlight

Formatted: Font: 10 pt

Deleted: Brown County Economic Development Revolving Loan Fund (RLF)¶

Deleted: and Advance

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Not Highlight

Deleted: principally for persons of low and moderate incomes

Formatted: Not Highlight

Deleted: Additional information on the Brown County Economic Development RLF may be found at: <http://www.co.brown.wi.us/planning> and clicking on the "Economic Development" link.¶

Deleted: ¶ ... [4]

Formatted: Not Highlight

Deleted: Advance is the economic development division of

Deleted: t

Deleted: Area

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Not Highlight

Brown County

Businesses can use economic development loan programs, such as the Brown County Economic Development Revolving Loan Fund administered through Brown County Planning Commission and the Greater Green Bay Chamber of Commerce to obtain low-interest loans that will generate new employment opportunities and encourage expansion of the tax base.

Program loans are available to eligible applicants for the following activities:

- Acquisition of land, buildings, and fixed equipment.
- Site preparation and the construction or reconstruction of buildings or the installation of fixed equipment.
- Clearance, demolition, or the removal of structures or the rehabilitation of buildings and other such improvements.
- The payment of assessments for sewer, water, street, and other public utilities if the provision of the facilities will directly create or retain jobs.
- Working capital (inventory and direct labor costs only).

Greater Green Bay Chamber of Commerce

The Greater Green Bay, Chamber of Commerce is committed to improving and

diversifying the economy of Brown County. The Chamber provides confidential site selection assistance, in-depth statistical and demographic data, and administers a microloan program geared to small businesses and entrepreneurs. Additionally, the Chamber powers the Startup Hub, which provides both a physical space and the virtual front door to the greater Green Bay entrepreneurial ecosystem. The Hub provides support services (clerical, connectivity, mentoring, etc.) within a flexible space for business and non-profit start-ups. Information regarding the Startup Hub and the business incubator may be found at: <https://www.greatergbc.org/startup-hub/>.

State

Wisconsin Economic Development Programs

The Wisconsin Economic Development Corporation (WEDC) works with Wisconsin communities to provide training, technical support, and funding to facilitate public infrastructure improvements, brownfield redevelopment, and Main Street improvements to foster economic growth. Additional information regarding WEDC can be found at <https://wedc.org/programs/?category=wisconsin-business>.

Wisconsin Investment Fund

The Wisconsin Investment Fund (WIF) is a public-private venture capital initiative that aims to invest 100 million in startup business throughout the state. The fund is administered by the Wisconsin Economic Development Corporation. Additional information on WIF may be found at <https://www.wedc.org/>.

University of Wisconsin-Extension

The University of Wisconsin-Extension provides a number of resources and information related to agriculture and rural living. Information ranges from locations of nearest farmers markets to tips on saving for retirement. Additional information regarding the University of Wisconsin-Extension can be found at the following website: <http://www.uwex.edu/topics/Agriculture.cfm>.

Federal

There are a number of federal economic development programs available to municipalities. Each program generally has specific criteria established that it uses to determine which municipalities get funding. The U.S. Department of Agriculture - Rural Development Programs and Rural Development Economic Assistance Programs are examples of federal programs available to municipalities. The Town should contact potential government departments that administer economic development programs that it may have interest in to determine whether or not it is eligible.

- Deleted: Advance
- Formatted: Not Highlight
- Formatted: Not Highlight
- Formatted: Not Highlight
- Deleted: Advance manages the Business & Manufac (... [5])
- Deleted: tor on
- Formatted: Not Highlight
- Formatted: Not Highlight
- Formatted: Not Highlight
- Deleted: the Northeast Wisconsin Technical College (... [6])
- Deleted: legal, accounting
- Formatted: Not Highlight
- Formatted: Not Highlight
- Deleted: Advance
- Formatted: Not Highlight
- Formatted: Not Highlight
- Formatted: Not Highlight
- Deleted: titletown.org/programs/economic-development
- Formatted: Not Highlight
- Deleted: ¶
- Formatted: Highlight
- Deleted: Advance offers the Advance Microloan Prog (... [7])
- Formatted: No underline
- Formatted: Font: 10 pt
- Deleted: There are many state programs that commun (... [8])
- Deleted: Additionally, the Wisconsin Housing and Ec (... [9])
- Deleted: Equity
- Deleted: Equity
- Deleted: E
- Deleted: is a program designed to spur direct equity (... [10])
- Deleted: funded
- Deleted: State Small Business Credit Initiative, adm (... [11])
- Deleted: E
- Deleted: . ¶ (... [12])
- Field Code Changed
- Deleted: articipation Lending Program¶ (... [13])
- Formatted: Font: 10 pt
- Formatted: Underline
- Formatted: Underline
- Deleted: U.S. Department of Agriculture - Rural (... [14])

Recommendations

Formatted: Font: 10 pt

The following is a summary of economic development recommendations for the Town of Rockland:

General Recommendations

- Encourage farming as an economic activity by discouraging new residential development near active farms.
- Coordinate local food-based tourism efforts to promote Town-based dairy products, produce, vineyards, and wineries.
- Promote use of the Wisconsin Ledge American Viticultural Area in business and tourism marketing materials.
- Promote the Fox River, Niagara Escarpment, and Fox River State Trail for their recreational tourism potential.
- Develop additional public access points or parks along the Fox River.
- Support efforts by local farmers in entrepreneurial agricultural through direct farm-to-market sales and farm-based value-added business activities, among others.
- Continue to permit home occupations as small business incubators as long as they are clearly secondary to the residential use and meet the Town Zoning Ordinance requirements and restrictions.
- Implement a commercial and industrial site and building design standards ordinance to ensure that the development is consistent with the rural character of Rockland.
 - Attract small businesses that don't require public utilities.
- Locate businesses along Highway 32/57.
- Ensure that future residential development does not adversely impact active nonmetallic mining operations in Rockland and likewise that new residential development doesn't encroach on non-metallic mining operations.
- Business development should be designed with consideration of the sensitivity of the environmental features that this plan identifies along the Town's primary drainage corridors and Niagara Escarpment.
- Business site plans should include pedestrian access (where appropriate), parking (preferably behind the building), and parking lot landscaping standards, including landscaped islands within large parking lots that break up the expanse of asphalt.
- Contact the various economic development agencies for technical support and grant resources listed in this chapter when evaluating specific economic development projects.
- Coordinate with neighboring communities to investigate the installation of extension of public utilities into Rockland for the purposes of economic development.

Deleted: escarpment

Deleted: <#>Coordinate with Brown County to provide signage or other marking that there is a 60' wide public access point to the Fox River west of the Wrightstown Road / CTH ZZ intersection.¶

Deleted: .

Formatted: Indent: Left: 0.25", No bullets or numbering

Deleted: in nodes near intersections

Deleted: rather than in long strips along main roads.

Deleted: <#>Work with the City of De Pere to develop an agreement that includes a revenue sharing component for business and/or industrial development on land annexed from the Town.¶
Coordinate with the City of De Pere in siting businesses that are part of a Green Bay/Fox Valley region business cluster or that fulfill employment needs in the area.¶
E...

Formatted: Font: 10 pt

Page 83: [1] Deleted	Julie Koenig	8/13/2025 9:19:00 AM
Page 84: [2] Deleted	Julie Koenig	8/13/2025 10:39:00 AM
Page 85: [3] Deleted	Julie Koenig	8/13/2025 9:14:00 AM
Page 93: [4] Deleted	Julie Koenig	8/26/2025 6:27:00 PM
Page 94: [5] Deleted	Julie Koenig	8/26/2025 6:29:00 PM
Page 94: [6] Deleted	Julie Koenig	8/26/2025 6:30:00 PM
Page 94: [7] Deleted	Julie Koenig	8/26/2025 6:24:00 PM
Page 94: [8] Deleted	Julie Koenig	8/26/2025 6:49:00 PM
Page 94: [9] Deleted	Julie Koenig	8/26/2025 6:53:00 PM
Page 94: [10] Deleted	Julie Koenig	8/26/2025 6:57:00 PM
Page 94: [11] Deleted	Julie Koenig	8/26/2025 6:58:00 PM
Page 94: [12] Deleted	Julie Koenig	8/26/2025 7:00:00 PM
Page 94: [13] Deleted	Julie Koenig	8/26/2025 7:00:00 PM
Page 94: [14] Deleted	Julie Koenig	8/26/2025 7:06:00 PM