



Village of Harrison  
**Economic Development  
Strategic Plan**

2023-2032

# ACKNOWLEDGMENTS

## Public Officials

Allison Blackmer, Village President

## Village Trustees

Julene Baldwin

Darlene Bartlein

Mike Brantmeier

Scott Handschke

Matt Lancaster

Mark Van Hefty

## City Staff

Chad Pelishek, Assistant Village Manager

Matt Heiser, Village Manager

## Consultant Team

Redevelopment Resources

Kristen Fish-Peterson, CEcD, EDFP

Thomas Fish

Dayna Sarver, CEcD



# TABLE OF CONTENTS

INTRODUCTION	6
.....	
COMMUNITY PROFILE	8
.....	
ECONOMIC ANALYSIS	10
.....	
SWOT ANALYSIS	18
.....	
KEY ECONOMIC DEVELOPMENT AREAS	21
.....	
ECONOMIC DEVELOPMENT GOALS & OBJECTIVES	34
.....	
FUNDING STRATEGIES	40
.....	

# LIST OF FIGURES

Figure 1. Population Growth Rate Comparison (2020, 2023)	9
Figure 2. Village of Harrison Population by Age Cohort (2023)	9
Figure 3. Median Household Income Comparison (2023)	9
Figure 4. Surrounding Communities Map	10
Figure 5. Official Zoning Map	11
Figure 6. Development Site Map	12
Figure 7. Calumet County Annual Employment Trends (2014-2023)	13
Figure 8. Calumet County Unemployment Rate Trends (2014-2023)	13
Figure 9. Harrison Employees by Home Location	14
Figure 10. Trade Area Image	15
Figure 11. Housing Units by Year Built	16
Figure 13. Vacancy Rate Trends (2015-2022)	16
Figure 12. Housing Units by Type (2022)	16
Figure 14. Response to Survey Question: What is the top reason you chose to live in the Village of Harrison?	17
Figure 15. SWOT Table	20
Figure 16. Response to Survey Question: What type(s) of commercial development would you support/patronize in the Village (select all that apply)?	21
Figure 17. Menasha Business Park Table	22
Figure 18. Menasha Business Park Map Image	22
Figure 19. Kimberly Business Park Table	23
Figure 20. Kimberly Business Park Map Image	23
Figure 21. Kaukauna Business Park Table	24
Figure 22. Kaukauna Business Park Map Image	25
Figure 23. Kaukauna Agriculture Park Table	26
Figure 24. Kaukauna Agriculture Park Map Image	26
Figure 25. Appleton Business Park Table	27
Figure 26. Appleton Business Park Map Image	28
Figure 27. Industrial Corridor near Harrison Table	29
Figure 28. Industrial Corridor near Harrison Map Image	29
Figure 29. Industrial Park Gap Analysis Table	30
Figure 30. Water Quality Management Map	31
Figure 31. Response to Survey Question: Please choose types of residential units that you believe are missing from the Village.	32
Figure 32. Annual Visit Trends	32
Figure 33. Unmet Visitor Demand (Demand-Supply)	33
Figure 34. Implementation Table	38

# Introduction



## Purpose of the Plan

Action. Change. Evolution. These are the things that drive engagement, vibrancy, and ultimately result in that intangible essence that is so widely sought by private and public organizations alike. Allowing a community to stagnate – for buildings to remain functionally obsolete and deteriorating, for infrastructure and amenities to not evolve to meet current needs – is the direct path away from economic solvency and is, in effect, the willful release of the unique personality of your community.

Of course, action, change, and evolution are the result of focused, dogged implementation of a plan. Plans must be rooted in the market realities that have evolved over the recent past and look to build on current assets to affect a positive future. Plans such as these require a mission, vision, values, understanding of the environment, goals, objectives, strategies, timeline, responsible parties, measures of success, and budget estimates.

The Village of Harrison desires to diversify its tax base from primarily residential to a better mix of commercial, industrial, retail, and office land uses along with existing residential. This five-to ten- year strategic plan includes strategies and tactics that will equip the Village of Harrison Board and staff to implement the plan and facilitate new development from the first phone call to ribbon cutting.

## Summary of Public Input & Interviews

Elected officials, key staff, and several local stakeholders including realtors, contractors, and developers were interviewed. Contractors/developers encouraged the Village to continue developing residential neighborhoods, since that is what attracts commercial development. They also requested that the Village market available land and commercial development opportunities. They believe these opportunities need to be marketed to developers, bankers, attorneys, accountants, builders, and realtors. One member of a local contracting company stated that it didn't seem like Harrison was interested in using the resources available to them.

The private sector interviewees see an opportunity to create a commercial corridor along Hwy. N, with amenities for people, activities to do with families who have young children. They also saw this as a place for small offices, small medical services, a bank, coffee shop and small retail shops.

They believe Harrison could support warehousing and speculative industrial space. They also encourage the Village to provide shovel-ready lots, that have utilities, roads, storm sewer, and other utilities installed. Since Appleton is planning its next growth move, these developers encourage the Village to be proactive now.

Another developer reiterated the sentiment about adding rooftops, stating that it should be the highest priority for the Village of Harrison. He said the village is not positioned well for industrial development due to the lack of transportation infrastructure (direct access to I-41). He stated that since Menasha and Appleton are almost built out, there is opportunity for Harrison to capture some commercial development, but Kimberly and Kaukauna can still expand, so the best



opportunity would be for Harrison to construct a business park and focus on other (not industrial) development.

Of the elected officials interviewed, there was universal support for industrial and commercial development, including light industrial and warehousing along Hwy. KK and Hwy. 55, and along Hwy. 10 and Hwy 114. They also support commercial development such as services (banks, medical, office), and retail, along with gas station/convenience stores and fast food.

Most elected officials support installing the necessary infrastructure to facilitate new development, particularly sewer service. There is a difference of perspectives on continuing to encourage and facilitate residential development, though some are interested in seeing developments for seniors and single family residential continue to be expanded in the Village.

Most elected officials see value in creating shovel-ready sites so businesses can immediately build and generate a positive return on investment.

An electronic survey was conducted from October 27, 2023, until January 16, 2024. More than 760 people responded to the survey. Most of those respondents were aged 45-64 and more than 46% of respondents have lived in the community for 10-24 years. Many resident survey respondents express a desire to maintain the rural character of the area and resist resembling larger urban centers like Appleton. Suggestions for commercial development include small local businesses, such as specialty retail, grocery stores, pharmacies, and eateries, particularly those offering locally sourced or unique products. Others emphasize the importance of outdoor activities, parks, walking paths, and facilities for fitness and recreation. Some advocate for essential services like healthcare, post offices, and public safety buildings, while others caution against excessive development or noise pollution, favoring preservation of green spaces and farmland. Additionally, there are calls for specific amenities like a community pool or venues for events and gatherings, with an emphasis on fostering a sense of community and catering to diverse needs, including those of children and seniors.

A full environmental scan was conducted to identify best practices, programs, and policies at the state and local level from peer communities and others who have had success through strategic planning. A SWOT analysis was conducted and reviewed with staff. Goals, objectives, and strategies were set, and it was all brought together into a format that will facilitate implementation and tracking of results. Finally, specific parcels within the village have been identified as prime for development and redevelopment. A map of these properties and a property marketing brochure were created.

## Background Information about the Community



Harrison is on the scenic northeast shores of Lake Winnebago, in the northwestern portion of Calumet County, incorporating a satisfying blend of urban and rural settings. It was chartered in 1853 as the Town of Lima and became the Town of Harrison in 1858. In 2013, the residents of the Town voted to incorporate the Town into the Village of Harrison. Secretary of State, Douglas LaFollette, certified the incorporation on March 8th, 2013. After the incorporation, both the Village of Harrison and the Town of Harrison entered into a boundary agreement that reunified both the Town of Harrison and the Village of Harrison into one community known as the Village of Harrison.

The Village of Harrison encompasses approximately 32 sq. miles and has a population of 14,424. The Village is experiencing considerable urban growth pressures. Harrison is part of both the Appleton Metropolitan Statistical Area, which includes Outagamie and Calumet Counties and the greater Fox Valley, with strong connections to other major service and manufacturing centers in eastern Wisconsin. Harrison is served by several major highways, including US Highway 10, State Highways 55 and 114, and County Highways KK, LP, AP, N, and M.

While much of the Village is rural/agriculture land, the northernmost part of the Village is rapidly developing. Residential development has been robust over the past five years. The Village of Harrison has students who attend school in five different school districts.

Industrial development is designated along Highway N, 114, and Manitowoc Road. Agricultural uses are scattered throughout the existing Town and Village with heavy concentrations on highways 55, 110, and 114. The Village also benefits from part of the tourism economy with the proximity of Lake Winnebago to the southwest and High Cliff State Park to the southeast. The Village has expressed interest in increasing commercial development to balance out residential growth.

The Village of Harrison's overarching vision is to create a more balanced economy between commercial and residential development. Residents would like access to more goods and services within the village boundaries. By increasing the commercial property tax base in the village, it will put less pressure on the residential tax base to cover Village expenses and support the infrastructure needs of a growing community.



# Community Profile

## Demographic Analysis

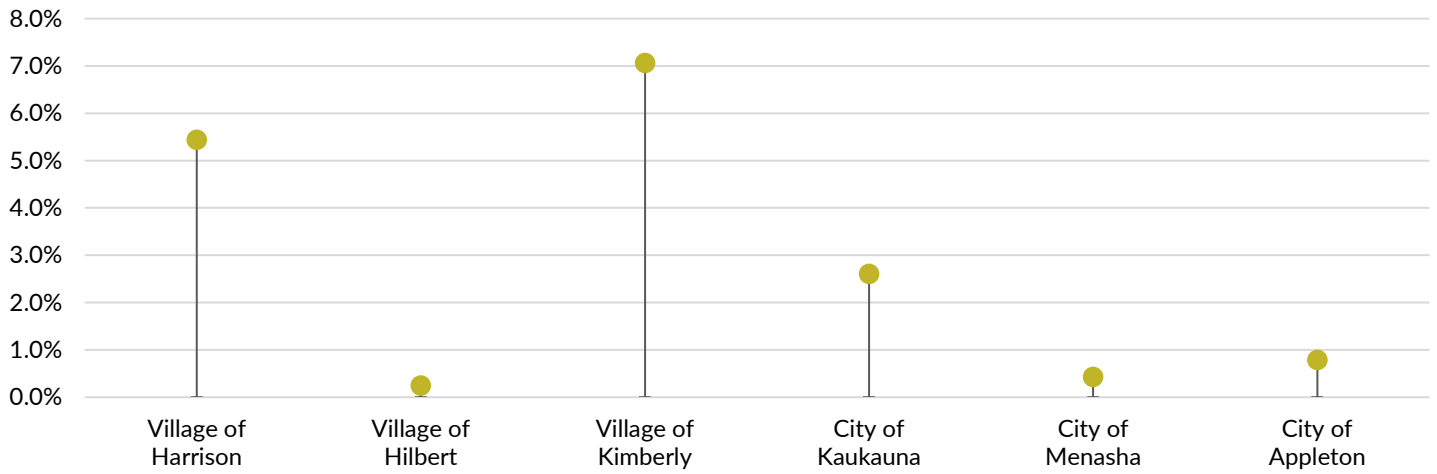
The Village of Harrison is one of the fastest-growing communities in the Fox Valley. Its estimated population in 2023 was 13,093, up 5.4% since 2020. Its population growth rate is second only to Kimberly's population growth of 7.2% over the past three years.

The village also has a comparably younger population with a median age of 36.5 years. Compared to other age ranges, the 35-44 years of age cohort dominates the village. Comparable communities have median ages that range from 38.5 (Kaukauna) to 41.1 (Hilbert).

Nearly 46% of residents have a bachelor's degree or higher. Most residents (38%) are employed in the services industry which includes occupations such as professional, scientific, and technology services; management of companies or enterprises; health care and social assistance; and tourism-oriented occupations. The second largest industry that employs village residents is manufacturing (24%).

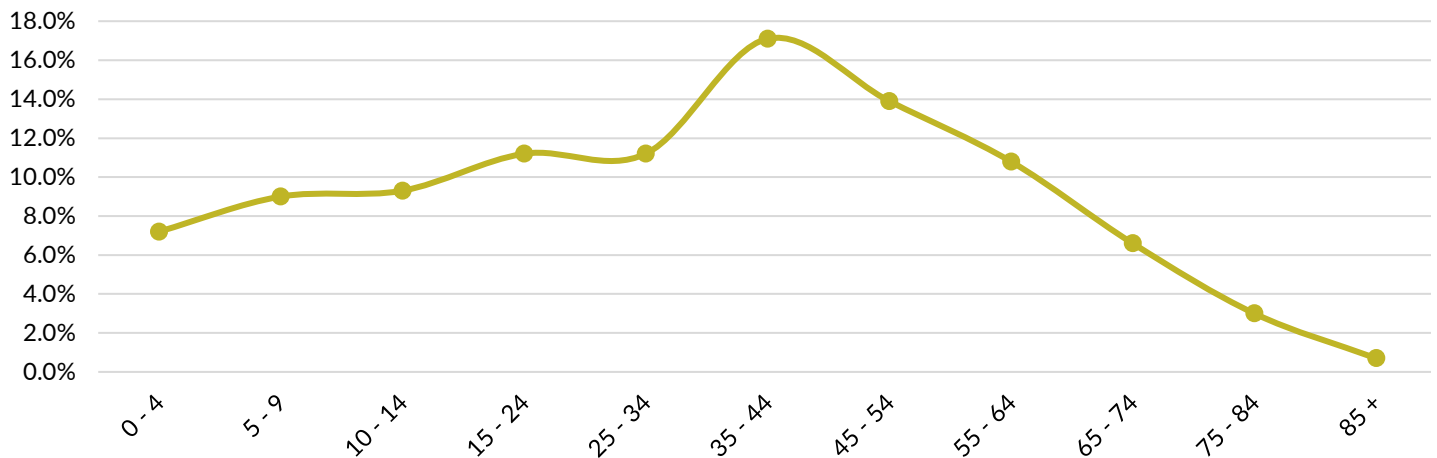
The estimated median household income of the village is \$113,004 while its comparable communities have median household incomes that range from \$62,989 (Kimberly) to \$76,426 (Kaukauna). Nearly 72% of households in the village

**Figure 1. Population Growth Rate Comparison (2020, 2023)**



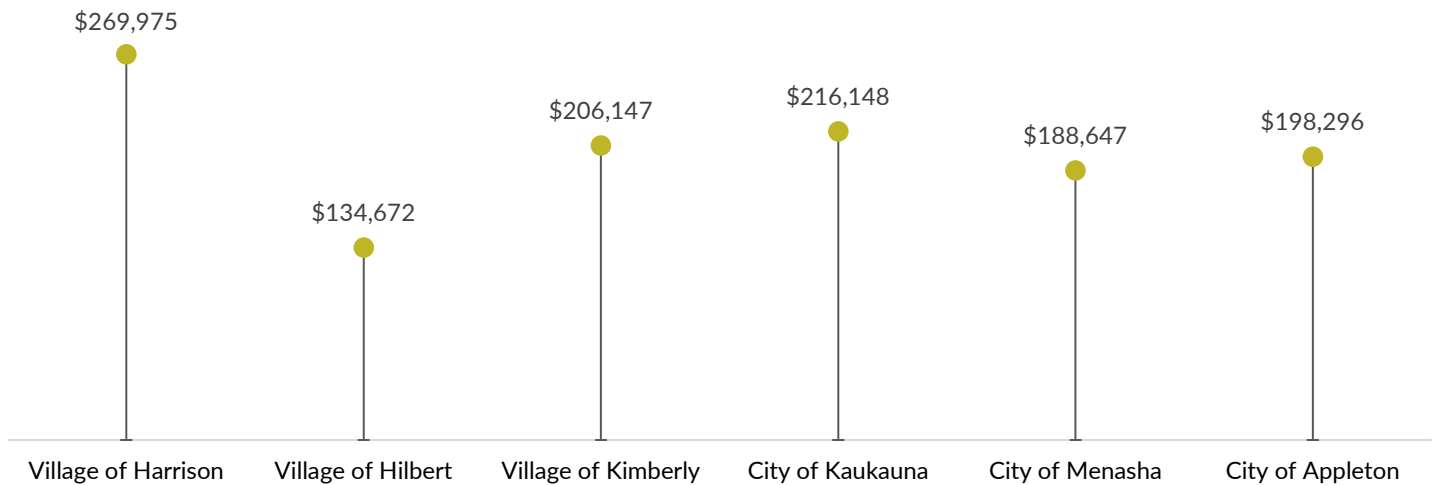
Data Source: ESRI Community Profile, Redevelopment Resources.

**Figure 2. Village of Harrison Population by Age Cohort (2023)**



Data Source: ESRI Community Profile.

**Figure 3. Median Household Income Comparison (2023)**



Data Source: ESRI Community Profile.



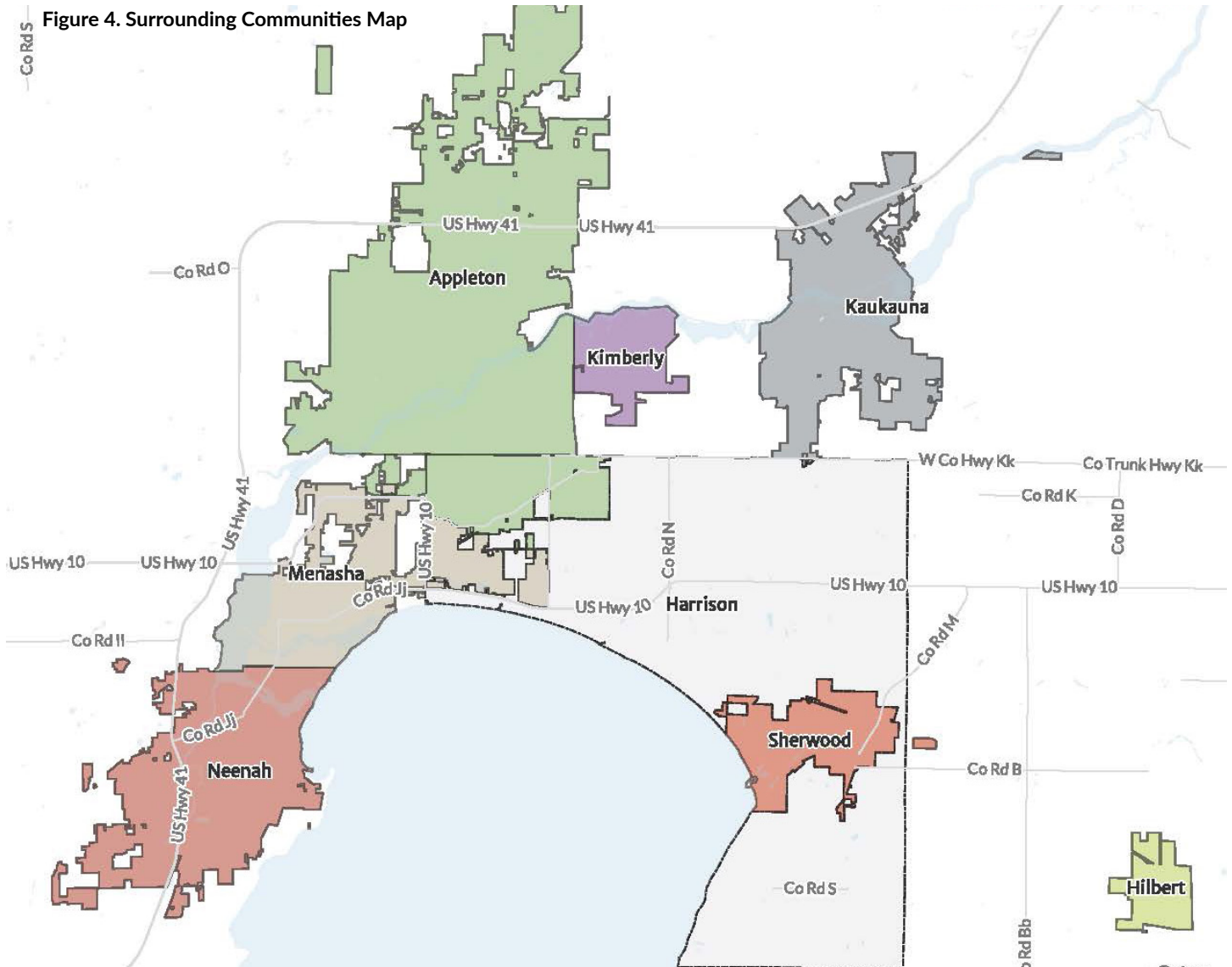
earn more than \$75,000 per year.

The age and income level of current village residents are likely due to the significant amount of new residential development, the values of the housing stock, and the typical age of first-time home buyers.



# Economic Analysis

## Regional Context



The Village of Harrison is on the northwest shore of Lake Winnebago, southeast of Appleton, the largest city in the Appleton Metropolitan Statistical Area (MSA). Neighboring communities include Menasha, Appleton, Sherwood, Kimberly, Kaukauna, and Hilbert. Harrison has direct access to State Highway 10, Hwys. 114 and 55, and various county roads. It does not have direct access to Interstate 41 but is very close to Hwy. 441 which links directly to I-41. Residents of Harrison are served by five different school districts; Appleton, Menasha, Kimberly, Kaukauna and Hilbert.

## Land Availability

A significant share of land within the village is zoned for agriculture and residential uses. Approximately 284 acres have been identified for development or redevelopment for commercial or light industrial uses.

Figure 5. Official Zoning Map

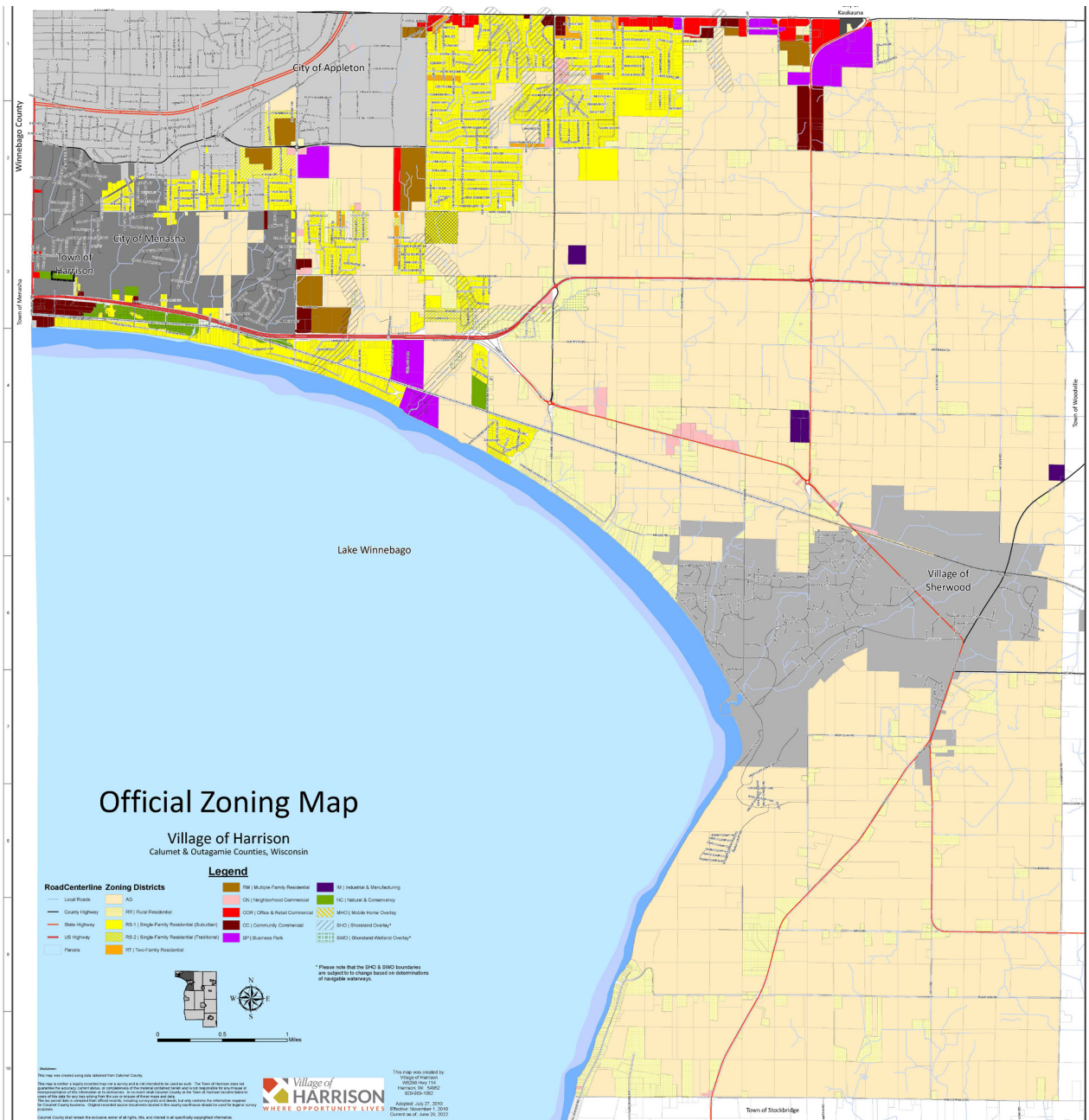
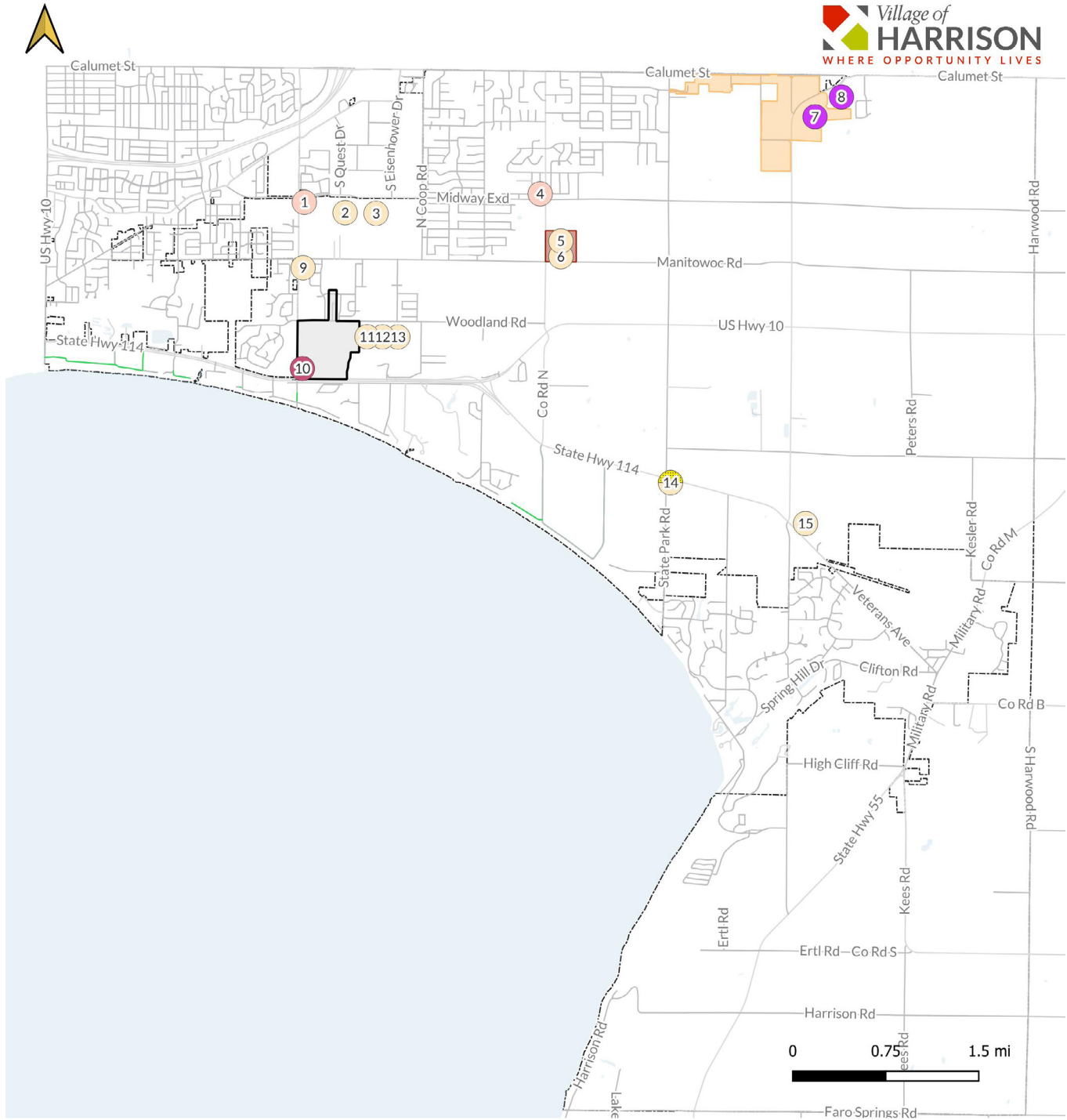


Figure 6. Development Site Map



**Development Site Map**

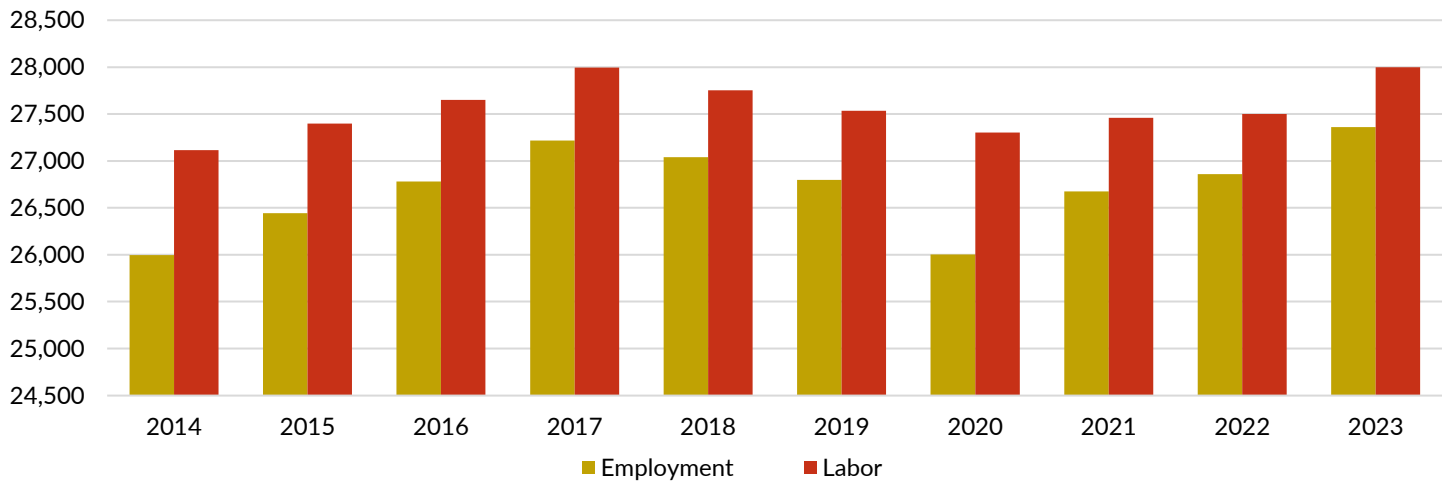
- Agriculture
- Business Park
- Community Commercial
- Neighborhood Commercial
- Rural Residential/Agriculture
- Village Harrison

<ul style="list-style-type: none"> <li>1 US Oil Co Inc</li> <li>2 Lynn C Uitenbroek</li> <li>3 Joseph M Schreiber</li> <li>4 Ronald J Hoelzel</li> <li>5 Village of Harrison</li> <li>6 Village of Harrison</li> <li>7 Crossroads Land Development LLC</li> </ul>	<ul style="list-style-type: none"> <li>N9234 Lake Park Road</li> <li>44.226043, -88.354241</li> <li>44.225535, -88.350067</li> <li>N9329 County N</li> <li>Manitowoc Road</li> <li>W5662 Manitowoc Road</li> <li>Hwy 55</li> </ul>	<ul style="list-style-type: none"> <li>8 Village of Harrison</li> <li>9 Dennis A Schiller</li> <li>10 Harrison Utilities</li> <li>11 Christ The Rock Com Church Inc</li> <li>12 Randall J Jahnke</li> <li>13 Gem Family LLC</li> <li>14 Todd Wittmann</li> <li>15 Joseph D Grishaber Jr.</li> </ul>	<ul style="list-style-type: none"> <li>Hwy 55</li> <li>W6471 Manitowoc Road</li> <li>N8722 Lake Park Road</li> <li>Hwy 10 &amp; 114</li> <li>44.212102, -88.351131</li> <li>Woodland Road</li> <li>W5297 Hwy 114</li> <li>W4892 Hwy 55 &amp; 114</li> </ul>
---	--	---	---

# Labor Market Trends

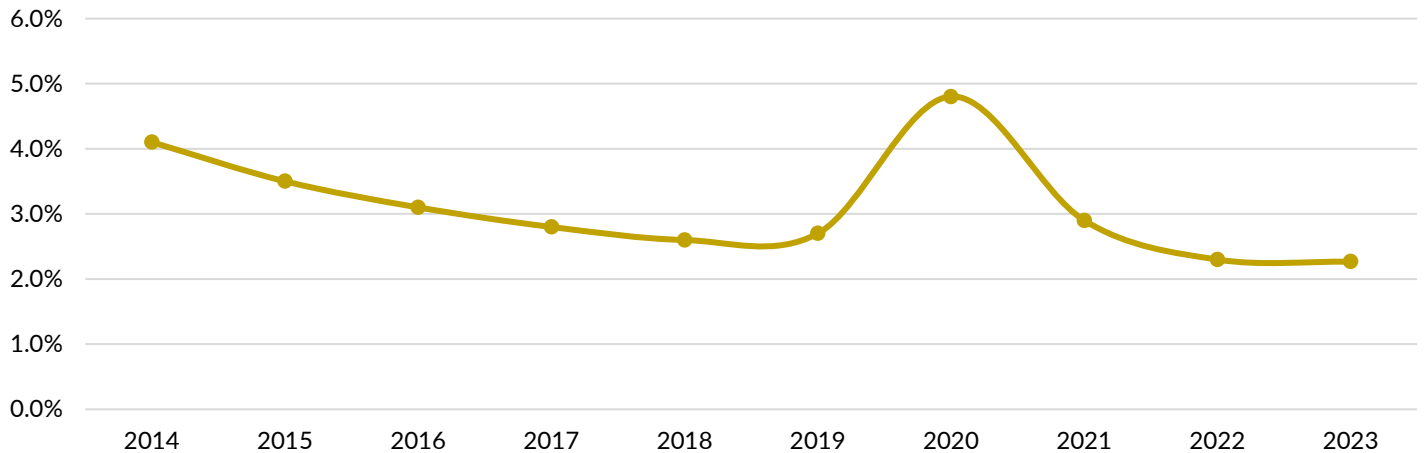
The Bureau of Labor Statistics provides labor information for municipalities greater than 25,000 or counties, therefore, labor market trends were analyzed for Calumet County. Employment within the county has ebbed and flowed since 2014, but has generally been increasing, however, the labor force available within the county has not been increasing at the same rate. This has resulted in a tightening labor market and shrinking unemployment rate.

**Figure 7. Calumet County Annual Employment Trends (2014-2023)**



Data Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, Labor Force, employment; RR.

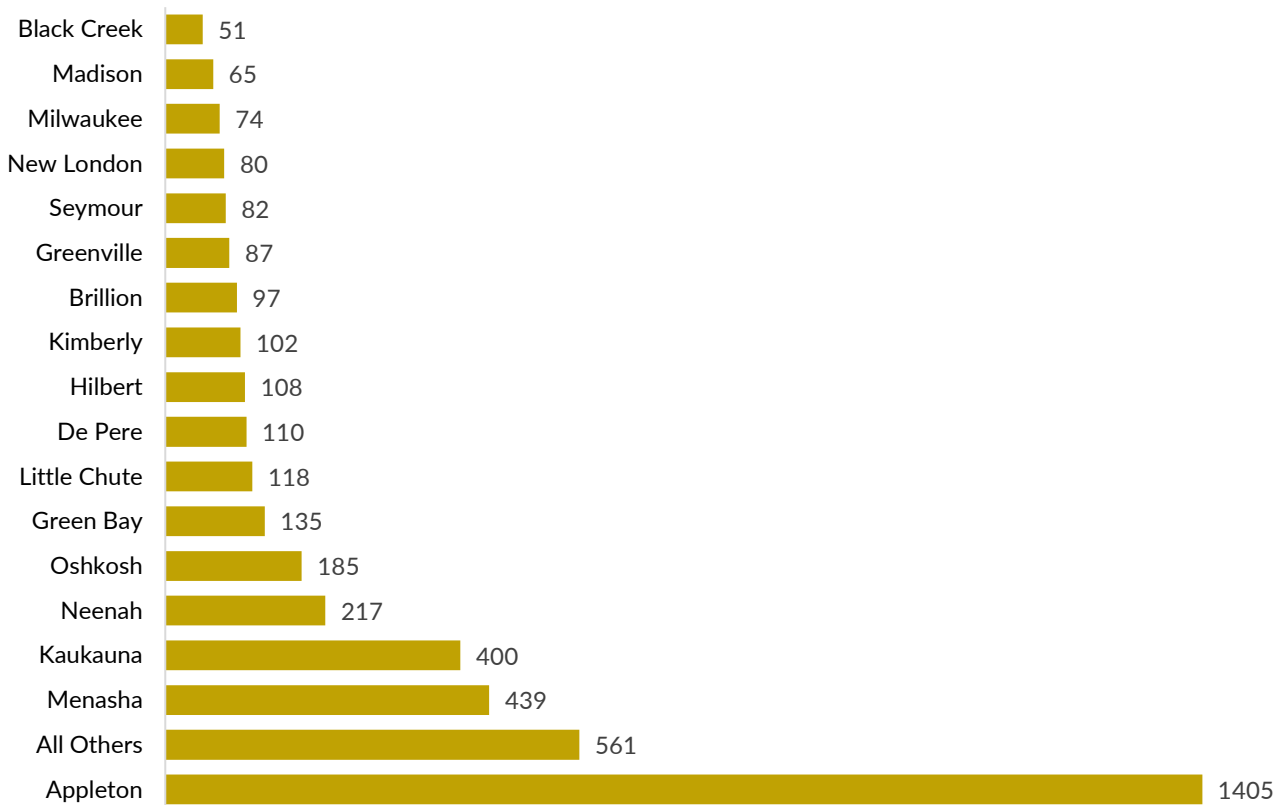
**Figure 8. Calumet County Unemployment Rate Trends (2014-2023)**



Data Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, Unemployment Rate; RR.

Placer.ai is a location analytics service provider that collects geolocation data from apps installed on mobile devices and shares in an anonymized, aggregated manner to ensure reliability and validity. The consultant team used this data to understand where employees of the village are traveling from for work. The following chart summarizes communities in which there are at least 50 employees. A majority are commuting within the Fox Valley, however there are a couple of outliers such as Madison and Milwaukee.

**Figure 9. Harrison Employees by Home Location**

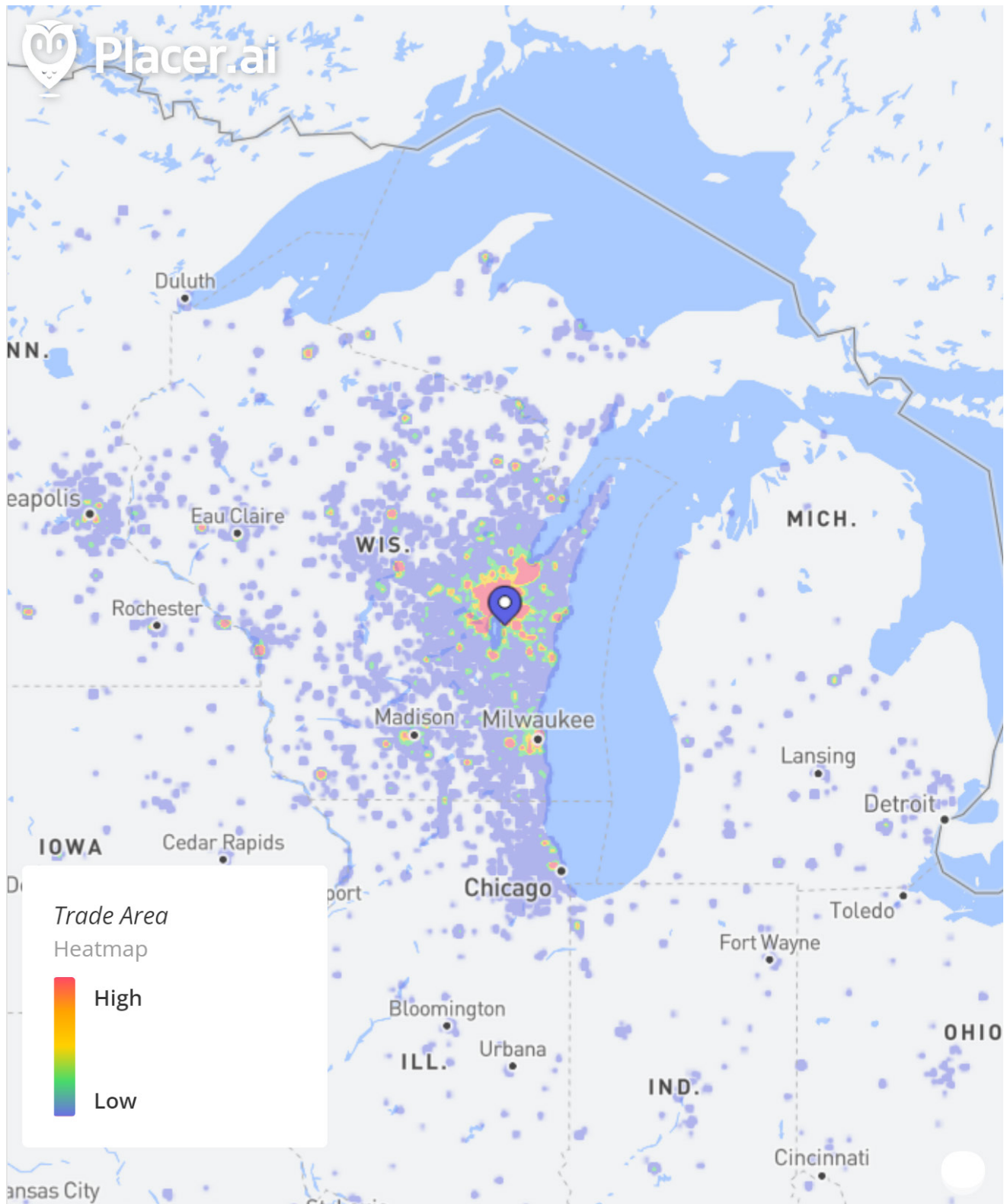


Data Source: Placer.ai, Village of Harrison Employees by Home Origin from Jan. 1, 2023 - Dec. 31, 2023.

Data Note: Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.



Figure 10. Trade Area Image



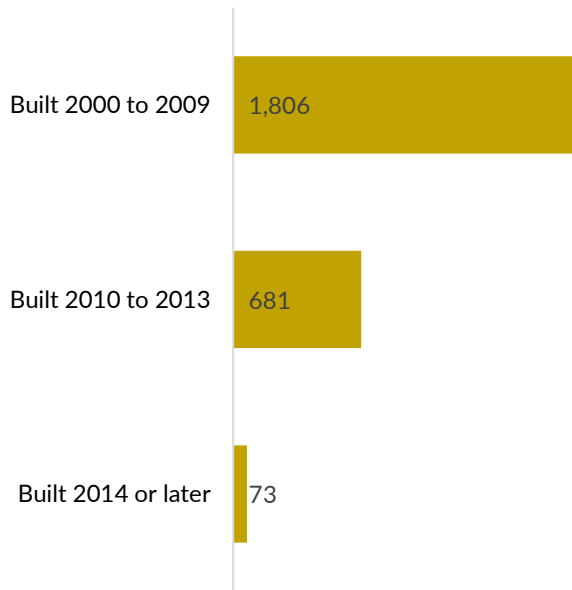
Village of Harrison, WI Boundary | | Jan 1st, 2023 - Dec 31st, 2023

Data provided by Placer Labs Inc. ([www.placer.ai](http://www.placer.ai))

# Housing

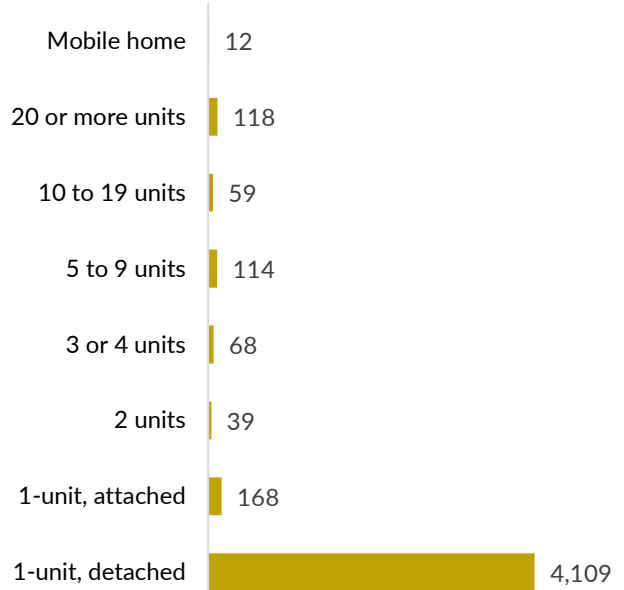
Significant housing development has occurred since 2000, however not at the same pace in the past couple of years according to publicly available data. Most of the housing stock in the village is single-family detached housing with the largest share of the housing built between 2000-2009.

**Figure 11. Housing Units by Year Built**



Data Source: American Community Survey 5-Year Estimates, Housing Characteristics.

**Figure 12. Housing Units by Type (2022)**

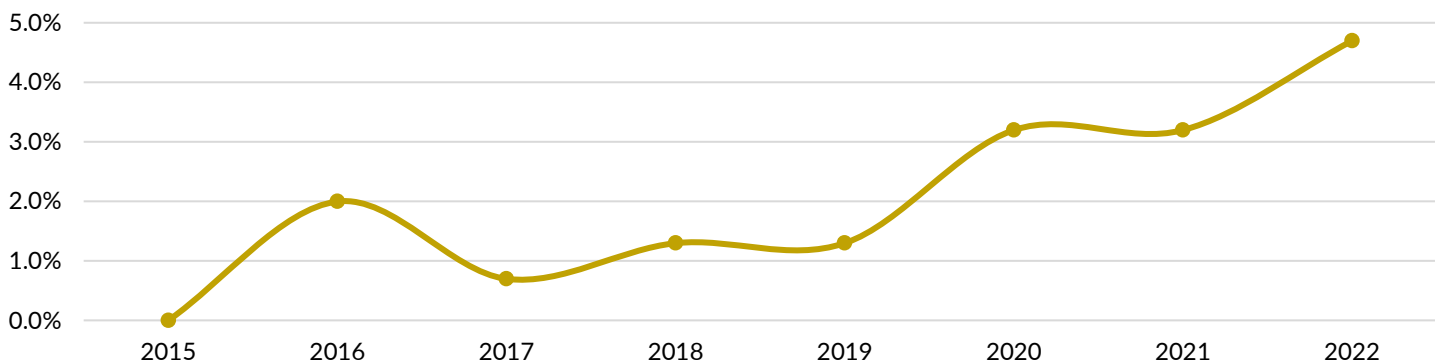


Data Source: American Community Survey 5-Year Estimates, Housing Characteristics.

Arthur Nelson, author of Planner’s Estimating Guide: Projecting Land-Use and Facility Needs, states “Some amount of vacant residential units is needed to facilitate the free movement of population and choice of reasonable alternatives.” The estimated vacancy rate in 2015 was 0.0%. This prevents new residents from moving in, and existing residents to downsize or scale up. Vacancy rates have steadily increased, which may be the result of units being built to meet pent up demand.

The median home value in the village is \$269,975. These are the highest-valued homes in the area which ranges from \$134,672 (Hilbert) to \$216,148 (Kaukauna).

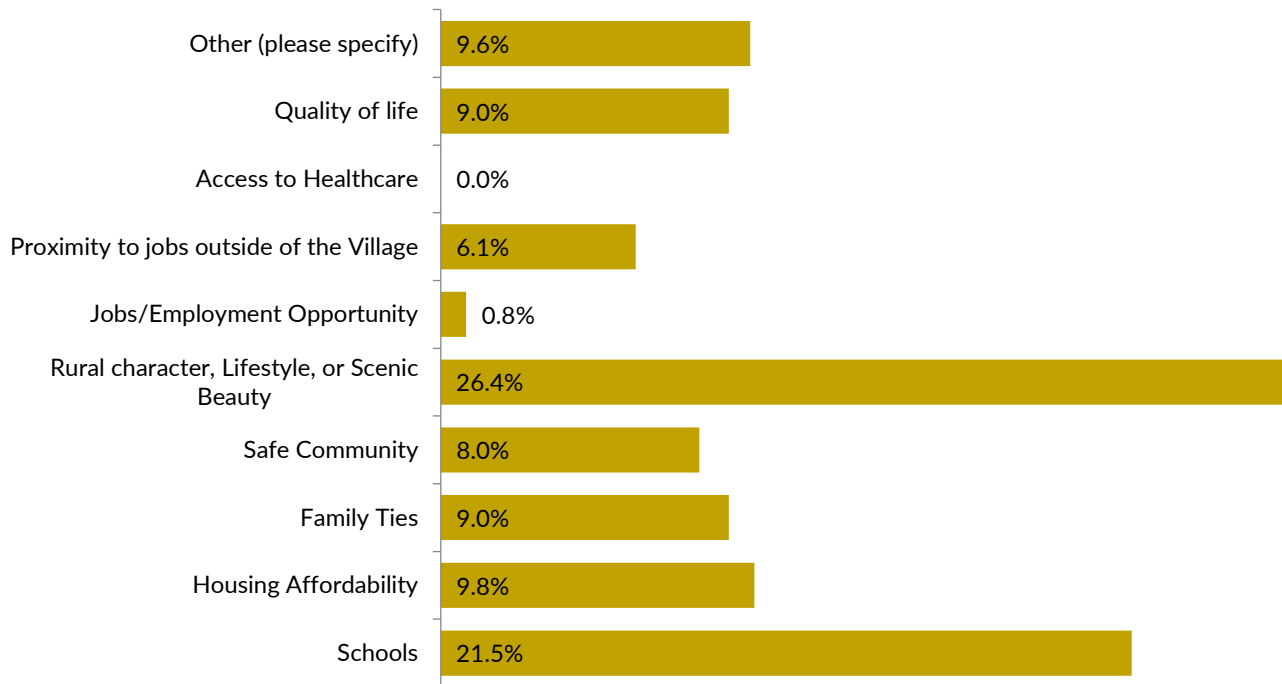
**Figure 13 Vacancy Rate Trends (2015-2022)**



Data Source: American Community Survey 5-Year Estimates, Housing Characteristics.

# Quality of Life Factors

Figure 14. Response to Survey Question:  
What is the top reason you chose to live in the Village of Harrison?



Note: Question was answered by 759 and skipped by 3.

Survey respondents emphasized the rural character of the community and quality of public education was what they found most attractive when they moved to the community. Respondents expressed concern about the availability of senior housing. More than 46% of respondents have lived in the community for 10-24 years. The responses overwhelmingly express a desire to limit or cease the development of multi-family housing, particularly apartments and duplexes, with concerns about overpopulation, traffic congestion, and maintaining the rural character of the community. Many respondents emphasize the need for more affordable single-family homes, preferably with larger lots or acreage, tailored to various demographics such as seniors or independent empty nesters. Suggestions for residential development include smaller detached homes for seniors, starter homes, and single-story dwellings with specific features like two to three bedrooms, two-car garages, or single-story designs. Some advocate for estate-sized lots or green spaces, while others stress the importance of focusing on sustainability and providing housing options that cater to a wide range of income levels without compromising the existing community's character or infrastructure. Overall, there is a strong sentiment against further multi-family development and a preference for maintaining or enhancing the existing residential landscape with a focus on single-family housing options.<sup>1</sup>

Common themes include the appeal of lower taxes, proximity to family or specific locations, especially near lakes like Lake Winnebago, and factors related to housing such as affordability, size, and availability. Some respondents emphasize the importance of schools, safety, and rural character, while others mention specific amenities like community centers or proximity to shopping and healthcare. Overall, the responses reflect a mix of practical considerations and sentimental attachments.

<sup>1</sup> These resident desires are in conflict with one another and there may be the opportunity for some education on what is realistic in today's market.

# SWOT Analysis



The primary objective of a SWOT analysis is to help organizations develop a full awareness of all the factors involved in making decisions. Albert Humphrey of the Stanford Research Institute created this method in the 1960s during a study conducted to identify why corporate planning consistently failed. Since its creation, the SWOT analysis has become one of the most useful tools for businesses and communities to successfully run their organizations. A discussion on the strengths and weaknesses, as well as the opportunities and threats for the Village of Harrison as it relates to economic development and community growth can be found in the following paragraphs.

## Internal Analysis (Strengths and Weaknesses)

Strengths for Harrison include the fact that it has land available for development. There is available land for residential and commercial development and a significant amount of agriculture land, and otherwise undeveloped land.

It is one of the fastest growing communities in the Fox Valley. Of the communities of Kimberly, Kaukauna, Hilbert, Menasha, and Appleton, only Kimberly has added more population between 2020 and 2023 than Harrison. Harrison's population has grown 5.4%, and while Kimberly's population has grown 7.2%, the other communities have not grown as significantly over the past three years.

From an economic standpoint the Village of Harrison has the highest median household income among its peers at \$113,004. The average home value is also the highest among its peers at \$269,975.

Harrison has the youngest median age of its peer communities at 36.5 years. The Village boasts the highest level of educational attainment among its peers.

Geographically, Harrison has state and county highway connectivity with state highways 10, 114, and 55 within the Village, and county highways N, and KK traveling through as well.

Being on the lake is also a strength for Harrison. Many people in the community survey stated that is why they moved to the community.

Strengths outweigh weaknesses when it comes to the internal perspective of economic development features for Harrison.

Although Harrison is well connected with state and county highway access, a weakness is that it does not have direct access to Interstate 41. This makes the Village less appealing to manufacturers and distribution centers requiring direct access to that transportation corridor.

Not all available properties are served by utilities. While this is surmountable, it will add time and expense considerations for any business interested in locating in Harrison.

The Village of Harrison is known as a bedroom community. While that may be an accurate description of the community as it is currently, over time, with more commercial development it could become its own commercial center but will likely always rely on Appleton for services such as major medical care, higher education and high-ticket shopping expenditures.

Another weakness is the Village's lack of a full-time fire department/EMT service. The paid, on-call services the Village has are excellent, but response time with volunteers is typically longer than with full-time departments.

## External Analysis (Opportunities and Threats)

One of the greatest opportunities for the Village of Harrison to increase its commercial development is its village-owned land. The Village can market this land and promote development that will likely be the first new development in the Village. This is a key opportunity.

Homeowner and renter vacancy rates are low, and this is another opportunity. The Village should continue to encourage residential development which will add to the tax base and only help to attract commercial development.

Opportunities to attract retail are the strongest in the following categories: building materials, gas stations, lawn/garden supply, beer/liquor/wine, specialty food, health/personal care, home furnishings, limited-service restaurants.

Commercial service opportunities are the strongest in the following categories: banking, accounting, legal, engineering, architecture, construction services, business to business services, and health/personal care.

Light industrial opportunities are the strongest in the following categories: construction services, warehousing, data centers, metal finishing, machine shops, light assembly, laser fabrication, welding shops, smaller startups.

Another economically invigorating opportunity for Harrison is Agri-tourism. Attracting Agri-tourism businesses to the community can be a great way to promote local agriculture, boost the economy, and provide unique experiences for visitors.

Longer term, the Village can create a business park on a large tract of land served by utilities. Neighboring communities are land locked for new business parks or expansion of existing business parks.

Threats (like weaknesses) are not as numerous as opportunities. However, it will be important to acknowledge and address the following threats to be able to capitalize on opportunities facing the village.

There is a lack of consensus on the Village Board regarding community growth. Housing is an economic development strategy. Businesses are attracted to residential density. The more housing a community has, the more easily commercial businesses will be attracted to the community. Employers will also be interested in locating in a community that has a robust residential component to their economy. If Harrison is seen as a growing community, employers, retailers, service-related businesses and restaurants will all be more interested in locating in Harrison.

Another threat to the community comes from its ability to manage growth. When infrastructure and service costs outpace revenue from new development, elected officials must be strategic about how these things are prioritized. It's not impossible, but it can be challenging to strike the most appropriate balance when needing to support growth during a growth spurt.

As mentioned above, retailers and restaurants need more housing density to justify a new location. If Harrison is not interested in continuing to add residential development, it will be difficult to attract certain retail and restaurant establishments.

In conversation with local realtors, a comment was made that is worth mentioning. The realtor said, "there has to be a reason to go to Harrison." This sounds like there are not many destinations/attractions. As available sites start to attract development, people will find their way to Harrison. This could be viewed as an opportunity or a threat.

Economic development covers a variety of categories of activities, and over the years the number of categories fitting into economic development has grown significantly. What contributes to economic development?





Figure 15. SWOT Table

<p><b>Strengths</b></p> <p>Land available for development</p> <p>One of the fastest growing community in the valley</p> <p>Median household income highest among peers at \$113,004</p> <p>Average home value highest among peers at \$269,975</p> <p>Median age youngest among peers at 36.5</p> <p>Highest level educational attainment among peers</p> <p>Harrison's location on Lake Winnebago</p> <p>State &amp; County Hwy. connectivity (10, 114, 55, N, KK)</p>	<p><b>Weaknesses</b></p> <p>Lack of direct access to I-41</p> <p>Not all available properties are served by utilities</p> <p>Known as a bedroom community</p> <p>Volunteer fire dept., no ambulances</p>
<p><b>Opportunities</b></p> <p>Village owned land to market</p> <p>Homeowner and renter vacancy rates low</p> <p>Retail opportunities include building materials, gas stations, lawn/garden supply, beer/liquor/wine, specialty food, health/person care, home furnishings, limited service restaurants</p> <p>Commercial opportunities include banking, real estate, insurance, accounting, legal, engineering, architecture, construction services, business to business, health/personal care, and hospitality</p> <p>Light industrial opportunities include construction services, agriculture-related services, distribution, warehousing, data centers, metal finishing, machine shops, light assembly, laser fab, weld shops, smaller startups</p> <p>Agri-tourism development will attract visitors to Harrison and expose more people to the local economy.</p> <p>Creating a business park will attract tenants</p>	<p><b>Threats</b></p> <p>Lack of consensus re: community growth on Village Board</p> <p>Managing growth can be challenging</p> <p>Many retailers need more housing density to justify a new location</p> <p>Quote from Realtor: "There has to be a reason to go to Harrison"</p>



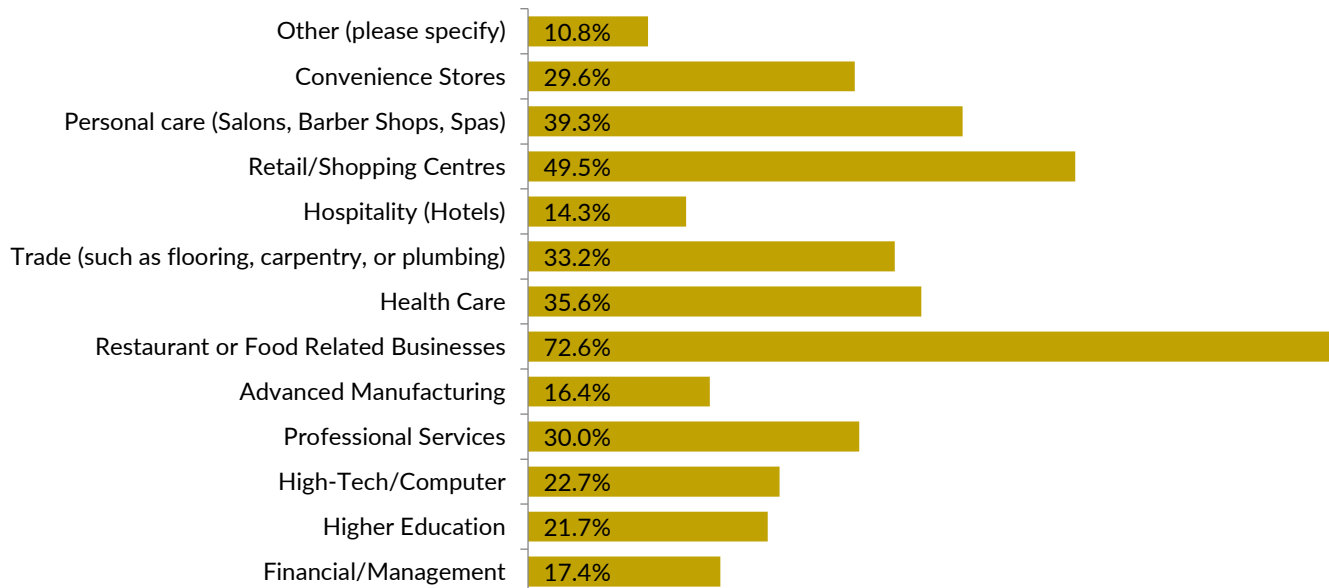
# Key Economic Development Areas

## Business Attraction and Retention

Many survey respondents express a desire to maintain the rural character of the area and resist resembling larger urban centers like Appleton. Suggestions for commercial development include small local businesses, such as specialty retail, grocery stores, pharmacies, and eateries, particularly those offering locally sourced or unique products. Others emphasize the importance of outdoor activities, parks, walking paths, and facilities for fitness and recreation. Some advocate for essential services like healthcare, post offices, and public safety buildings, while others caution against excessive development or noise pollution, favoring preservation of green spaces and farmland. Additionally, there are calls for specific amenities like a community pool or venues for events and gatherings, with an emphasis on fostering a sense of community and catering to diverse needs, including those of children and seniors.

**Figure 16. Response to Survey Question:**

What type(s) of commercial development would you support/patronize in the Village (select all that apply)?



Note: Question was answered by 748 and skipped by 14.

## Competitive Analysis

There are four business/industrial parks near Harrison, one each in Menasha, Appleton, Kimberly, and Kaukauna. Each one has its unique features and geographic benefits. They are compared below to provide context for what is in the area and how Harrison can position itself and its available space to maximize economic benefit for the community. Data on Appleton’s advertised Southwest Industrial Park is included, along with a summary of the businesses clustered in the business park adjacent to Harrison’s west side, as it was believed this would offer the most comprehensive analysis of nearby businesses in Appleton.

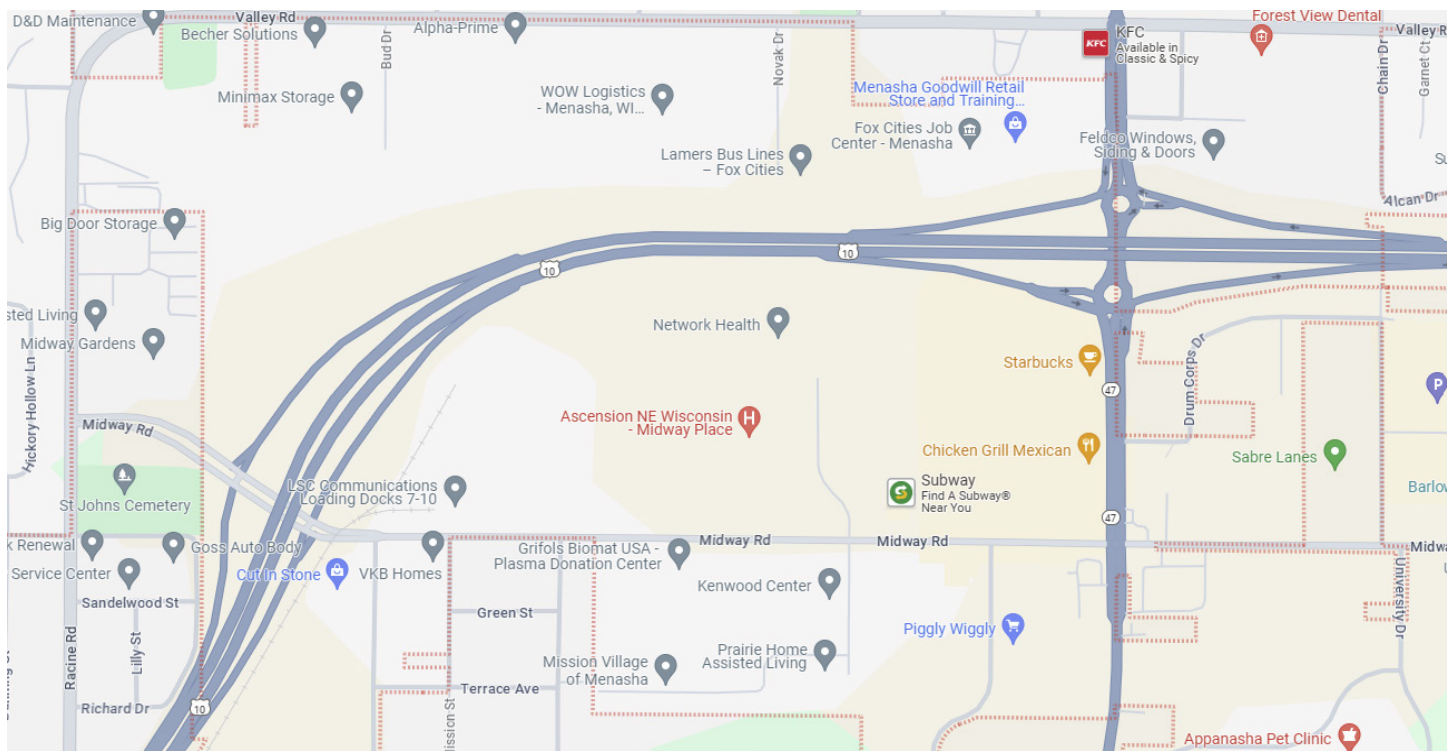
## Menasha Business Park

Menasha has a cluster of businesses north of Hwy. 10, west of Hwy. 47. A list and map are shown below. Menasha is primarily built out for commercial/industrial.

Figure 17. Menasha Business Park Table

Business Name	Business Type
Becher Solutions	Plastics Recycling
Minimax Storage	Self-Storage
Alpha-Prime	Paper Converting
WOW Logistics - Menasha	Supply Chain Management
Lamers Bus Lines - Fox Cities	Transportation
Fox Cities Job Center	Government Services
Network Health	Healthcare
Lakeside Book Company	Book Manufacturing
LSC Communications Loading Docks	Commercial Printing & Logistics
Orthopedic & Spine Therapy Menasha	Physical Therapy
Ultimate Fusion Athletics	Athletic Equipment & Apparel

Figure 18. Menasha Business Park Map Image



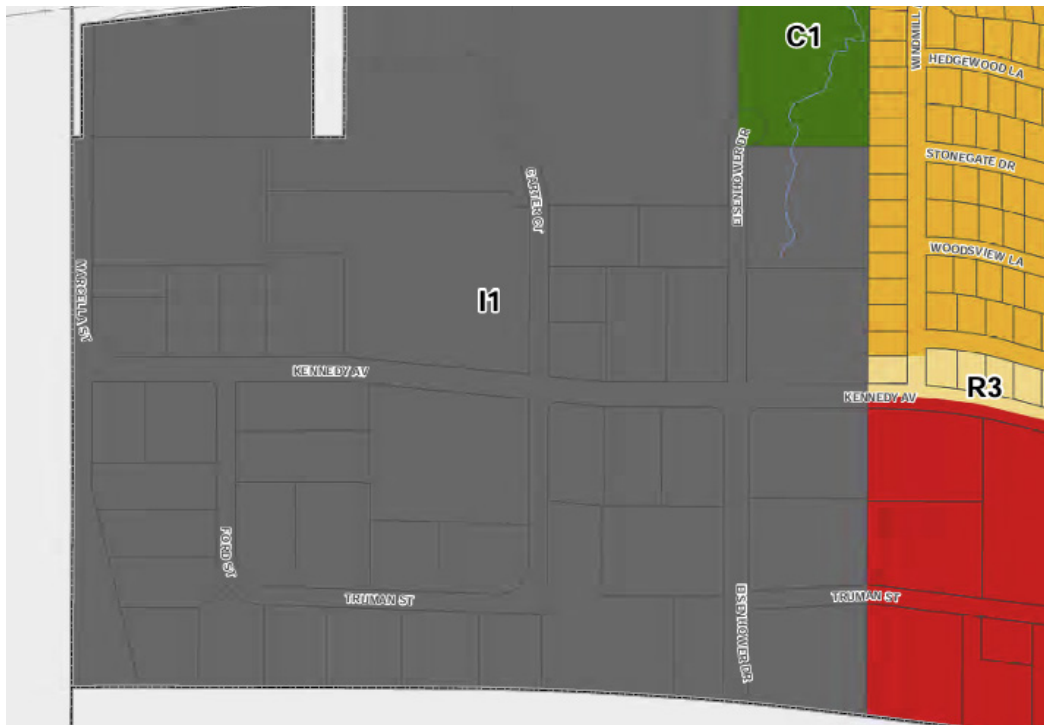
## Kimberly Industrial Park

Kimberly's industrial park is east of Hwy. 441, north of College Avenue, in the southwest corner of the Village of Kimberly. This is the primary land the Village has zoned as for Industrial. It has direct access to two major transportation corridors, College Ave., and Hwy. 441.

Figure 19. Kimberly Business Park Table

Business Name	Business Type
Design Air	HVAC Wholesale
Luvata	Copper Alloy Wire Products
EnergiTech Services	Aboveground Tank System Installer
Safety-Kleen Systems	Parts Cleaing, Recycling
Aurizon Ultrasonics	Rotary Ultrasonic Equipment
USI Insurance Services	Insurance
Zimmer Financial Group	Financial Services
Trident Automation	Engineering Services
Crane Engineering	Industrial Pumps, Valves, Seals, Filters
Landro Realty	Real Estate Services
Birch Bark Veterinary Care	Veterinary Care
Rochling Leripa Papertech	Customized Plastics
Gerber Collision & Glass	Automotive Repair Services
Harrison Printing & Promotions	Screen Printing, Embroidery
Concentric	Forklift Services
Sewing Services, Inc.	Advertising & Marketing
U-Haul Moving & Storage of Fox Cities	Moving & Storage
Richeson School of Art & Gallery	Art Gallery
Numotion	Wheelchairs & Mobility
AIT Business Technologies	IT Consulting

Figure 20. Kimberly Business Park Map Image



## Village of Kaukauna

Kaukauna has a large industrial park that straddles Interstate 41. It has a significant number of businesses and room to expand.

Figure 21. Kaukauna Business Park Table

<b>Business Name</b>	<b>Business Type</b>
Tann Corporation	Air Pollution Control Equipment
Harp Gallery Antiques and Vintage Furniture	Antiques, Furniture
G&G Machine, Inc.	CNC Machining, Milling, Boring
Performance Machine & Manufacturing	CNC Machining, Water Jet Cutting, 3D Printing, EDM
Hi-Tech Plastics	Colored Stretch Film Manufacturing
Weinert Roofing	Commercial Roofing
Fox Valley Tool & Die	Design and Build Dies for Lawn and Garden Industry
Fresenius Kidney Care Kaukauna	Dialysis
Quality Mail Marketing	Direct Mail Service, Courier
Elmstar Electric Corporation	Electrical Contracting Services
Weimer Bearing & Transmission	Electrical Motion Control, Power Transmissions, Fluid Control Products
Van Ert Electric Company, Inc.	Electricians, Electrical Services
Otis Elevator Company	Elevators, Moving Walkways
Precision Paper Converters	Facial Tissue, Paper Products
MGD Industrial Corporation	Fastener Manufacturing
Bernatello Foods	Food Manufacturing
Frito-Lay	Food Manufacturing
Modern Dairy	Food Service Distributor
Equipment Depot - Green Bay	Forklifts, Rentals, Warehousing
Carl Bowers & Sons Construction	General Contracting
Milbach Construction Services, Co.	General Contracting
Profile Finishing Systems	Industrial Paint, Blasting
Blackhawk Industrial	Industrial Supplies, Products, Equipment
EMS Electric Motor Services	Industrial Tools, Cranes, Hoists, Electric Motors
The Handyman HQ	Installation, Removal, Domestic Services
Aflac Regional Office	Insurance
Bob & Dave's Lawn & Landscape	Lawncare, Landscaping
Milton Propane	Liquid Propane Delivery and Service
Accurate Machine	Machining Services
Advantage Machine	Machining, CNC
Bassett Mechanical	Mechanical Contracting, Metal Fabricating, Maintenance
Classic Gears & Machining	Open Gearing, Roller Chain Manufacturing
Konecranes	Overhead Crane Equipment
Valley Tissue Packaging	Paper Product Manufacturing
TMC North America	Pharmaceutical Manufacturing



Business Name	Business Type
Team Industries, Inc.	Pipe & Tank Fabricator
Morton Buildings, Inc.	Post-Frame Construction, Custom Building
Dawes Rigging & Crane Rental	Rigging & Crane Rentals
R&R Technologies, Inc.	Satellite TV & Internet Services
Eagle Graphics	Signage, Design
Midwest Carriers	Trucking
Truck Country	Trucking
UPS Freight	Trucking, Logistics
Ditch Witch Midwest	Underground Construction Equipment Dealer
Matheson	Welding Gas, Welding Equipment, Compressed Gases
Wisconsin Aging & Grading Cheese, Inc.	Wholesale Cheddar Cheese Warehousing
Great Lakes Beverage	Wholesale Food & Beverage
Windows of Wisconsin	Window Manufacturing

Figure 22. Kaukauna Business Park Map Image

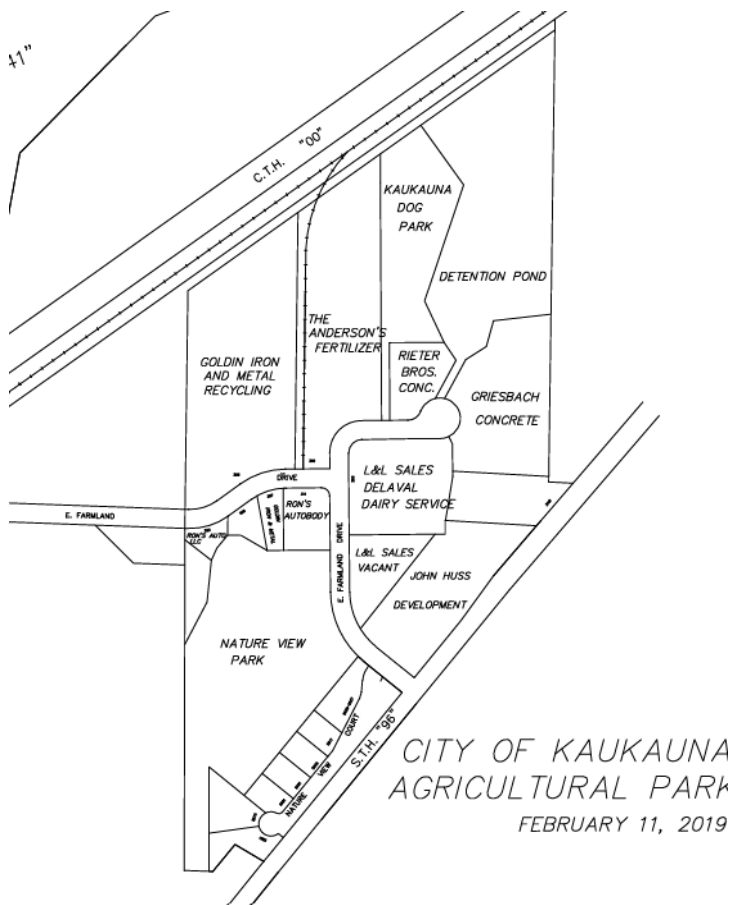


The Village of Kaukauna also has an Agriculture Park. It is north of Hwy. 96 and south of County Hwy. OO.

Figure 23. Kaukauna Agriculture Park Table

Business Name	Business Type
Goldin Iron and Metal Recycling	Recycling
The Anderson's Fertilizer	Lawncare Products
Rieter Bros. Concrete	Concrete Manufacturing & Installation
Griesbach Concrete	Concrete Manufacturing & Installation
Ron's Autobody	Auto Repair
Delaval Dairy Service	

Figure 24. Kaukauna Agriculture Park Map Image



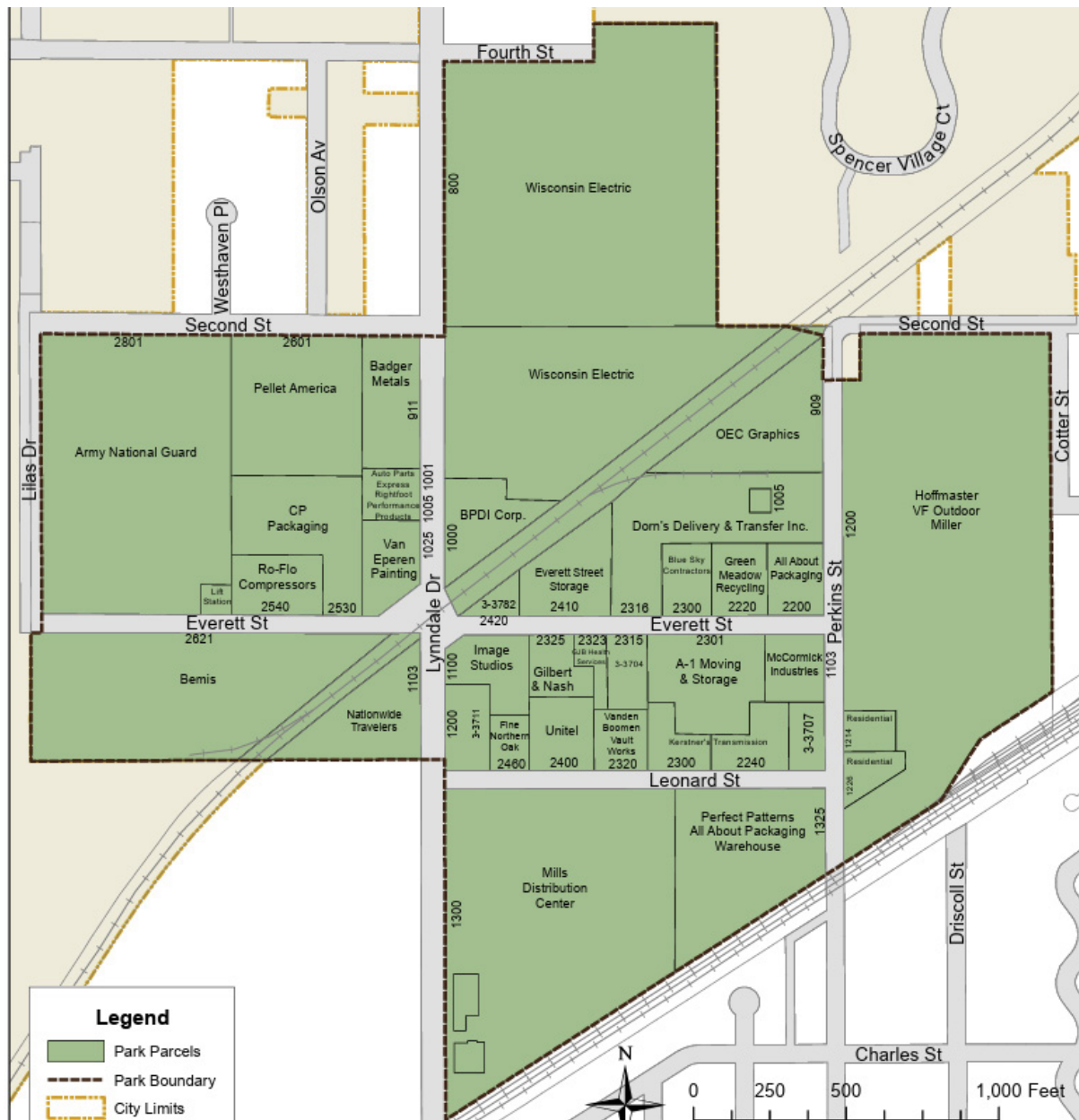
## City of Appleton

This city of Appleton has an industrial park called Southwest Industrial Park, located in the southern part of the City, south of College Avenue, with access to rail. This industrial park is built out, with no room to expand in any direction.

**Figure 25. Appleton Business Park Table**

<b>Business Name</b>	<b>Business Type</b>
Wisconsin Electric	Electrical Service
OEC Graphics	Graphics, Print, Media
Pellet America	Fuel Pellets
Army National Guard	Defense
Badger Metals	HVAC Equipment & Parts
CP Packaging	Packaging & Labeling
Bemis	Toilet Seat Manufacturing
Nationwide Travelers	Guided Tours
Van Eperen Painting	Commercial Painting
Ro-Flo Compressors	Gas Compressors, Rotary Sliding Vane Compressors
BPDI Corp.	Wholesale Books/Newspapers, Teaching Materials
Mills Distribution Center	Distribution Center
Perfect Patterns All About Packaging Warehouse	Precision Tooling, Foundry Tooling
McCormick Industries	CNC Machining
A-1 Moving and Storage	Movers, Storage
Hoffmaster VF Outdoor Miller	Apparel, Footwear, Accessories
Green Meadow Recycling	Recycling
Blue Sky Contractors	General Contractor
Dorn's Delivery & Transfer Inc.	Trucking
Everett Street Storage	Self-Storage
Gilbert & Nash	Industrial Equipment, Parts, Service
Fine Northern Oak	Wood Products
Image Studios	Commercial Photography
Unitel	Telecommunications
Kerstner's Transmission	Mail Order, Web Stores
GJB Health Services	Counseling
Auto Parts Express Rightfoot Performance Products	Automotive Parts, Products

Figure 26. Appleton Business Park Map Image



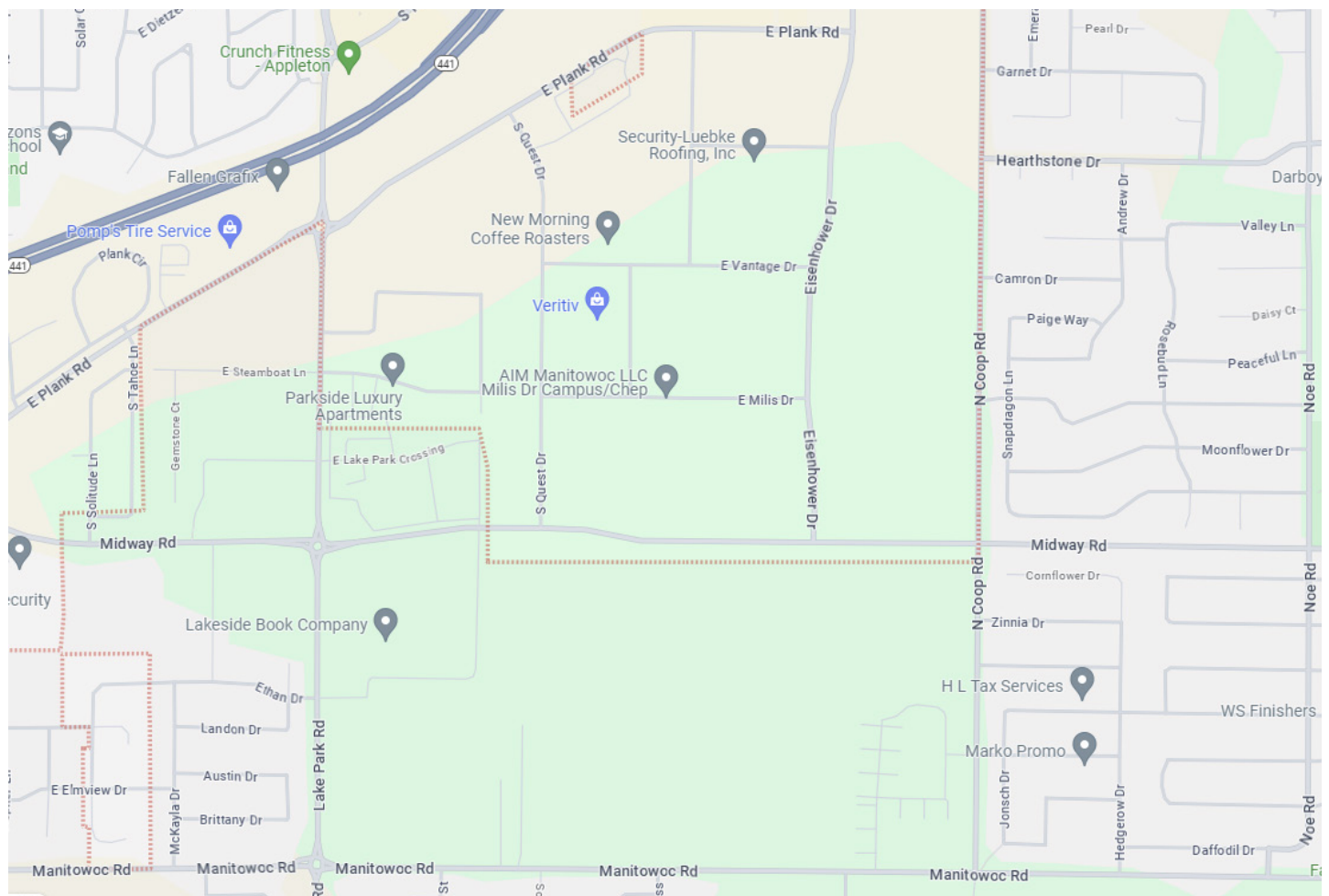
Appleton also has a cluster of industrial businesses in an area appropriately zoned for light industrial but not in a formal industrial park which is on the western edge of the Village of Harrison.



Figure 27. Industrial Corridor near Harrison Table

Business Name	Business Type
Appleton Hydraulic Components	Hydraulic Systems Repair
Farrell Equipment & Supply - Appleton	Construction Industry Supplier
Security-Luebke Roofing, Inc.	Roofing Construction
ClIC Eyewear	Eyewear Manufacturing & Retail
New Morning Coffee Roasters	Coffee Manufacturing
Veritiv	Office Supplies
Encapsys	microencapsulation
4imprint Screen Print Facility	Screen Printing
AIM Manitowoc LLC	Real Estate Developer
FLAIR Flexible Packaging Corporation	Packaging

Figure 28. Industrial Corridor near Harrison Map Image





## Analysis of Competitive Markets

Based on the lists of businesses in the business and industrial parks surrounding Harrison, there are several categories of enterprise, ranging from manufacturing to services. The lists have been analyzed to determine potential gaps or complementary businesses.

Figure 29. Industrial Park Gap Analysis Table

Sector	Complementary	Potential Gap
<b>Manufacturing</b>	Precision calibration services, industrial design firms, and specialized logistics for manufacturers could complement the existing base.	There seems to be a concentration in manufacturing, yet there could be a need for ancillary businesses that handle recycling of industrial materials or offer remanufacturing services.
<b>Logistics &amp; Transportation</b>	Given the presence of trucking and logistics, a vehicle fleet maintenance service, or a commercial vehicle dealership could be beneficial.	Advanced logistics services like cold chain for food and pharmaceuticals or specialized transport services for oversized machinery might be missing.
<b>Healthcare</b>	With dialysis and veterinary care present, other medical specialties, a medical supply business, or a compounding pharmacy could provide added value.	Biotech firms or medical research and development facilities could find a niche here.
<b>Construction &amp; Contracting</b>	Rental services for specialized construction equipment, architectural firms, or smart home technology installers might be welcomed.	Sustainable or green building materials and services could fill an environmental-friendly niche.
<b>Food &amp; Beverage</b>	Businesses like specialized food processing equipment, a culinary school, or a food safety and inspection consultancy would enhance this sector.	There's an opportunity for a business that provides food waste recycling or creates energy from waste products.
<b>Retail &amp; Consumer Services</b>	Given the range of businesses, a B2B wholesale marketplace or a trade school focusing on industrial skills could thrive.	Specialty retail for professionals (e.g., workwear, tools).
<b>Technology &amp; IT</b>	Cybersecurity firms, software development companies specialized in industrial applications, and data centers could complement existing IT services.	Technology incubators or coworking spaces targeting tech startups could be absent.
<b>Cultural &amp; Lifestyle</b>	With an art gallery listed, other cultural venues like a music school, performance theater, or an artist co-op workspace could create a cultural hub.	Recreational facilities for workers in the industrial park, such as fitness centers or a small cinema, might be lacking.
<b>Environmental &amp; Recycling</b>	The existing recycling businesses could be complemented by a company specializing in the sale and refurbishment of used industrial equipment.	There's a chance for businesses in renewable energy sectors, like solar panel installers or wind energy consultants.
<b>Professional Services</b>	Legal firms specializing in industrial and IP law, or a consulting firm for industrial efficiency and lean manufacturing.	Perhaps there is no dedicated agency for staffing and recruitment specializing in the industries represented in the area.

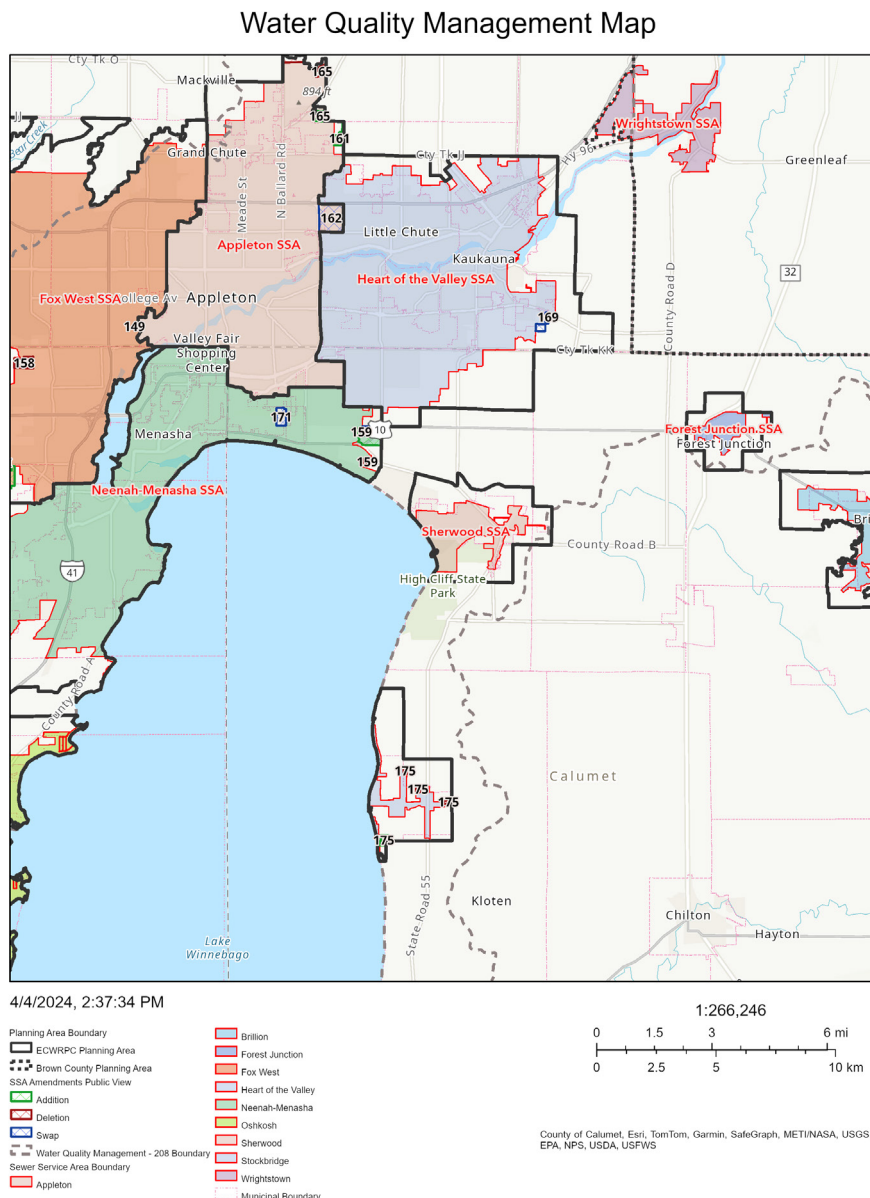
# Entrepreneurship and Small Business Support

The Venture Center at Fox Valley Technical College serves the Fox Valley region. Since 2000, they have helped launch 600 new businesses. Developing a solid, healthy relationship with the Venture Center could provide a pipeline of commercial activity within the village. One way to develop that relationship would be to refer professionals and entrepreneurs to the center for customized training, legal, accounting, human resources, technology, etc.

# Infrastructure and Transportation

Parts of the village are in various water and sewer planning areas within the East Central Wisconsin Regional Plan Commission. Immediate access to sewer and water will help spur industrial and commercial development along transportation corridors. The village may lose out to other communities if these vital services are not readily available. The village should continue to advocate for service extensions along highways 10 and 114.

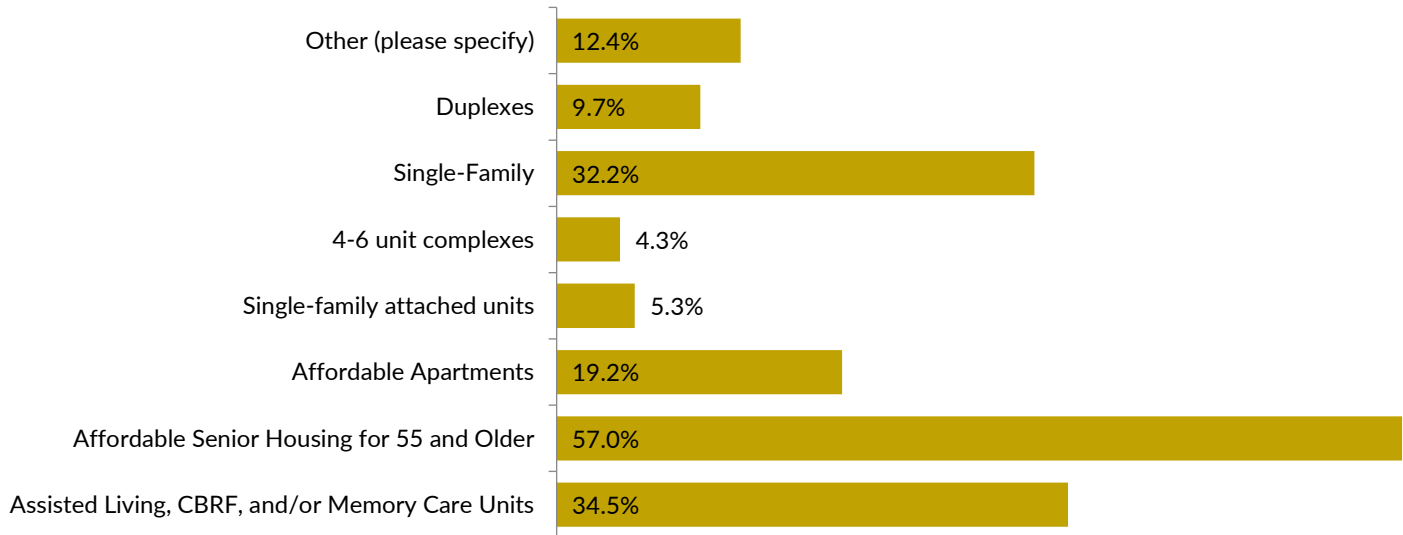
Figure 30. Water Quality Management Map



# Housing and Real Estate

A significant share of survey respondents were aged 45-64 (45%) and most concerned about the availability of affordable senior housing, assisted living and/or memory care facilities. While additional single-family homes are desired, there is additional interest in the development of affordable multifamily units.

**Figure 31. Response to Survey Question:**  
Please choose types of residential units that you believe are missing from the Village.

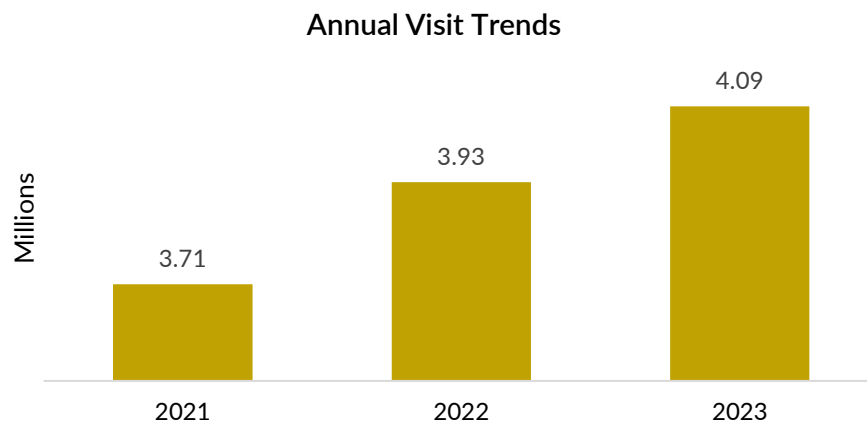


Note: Question was answered by 702 and skipped by 60.

# Tourism and Recreation

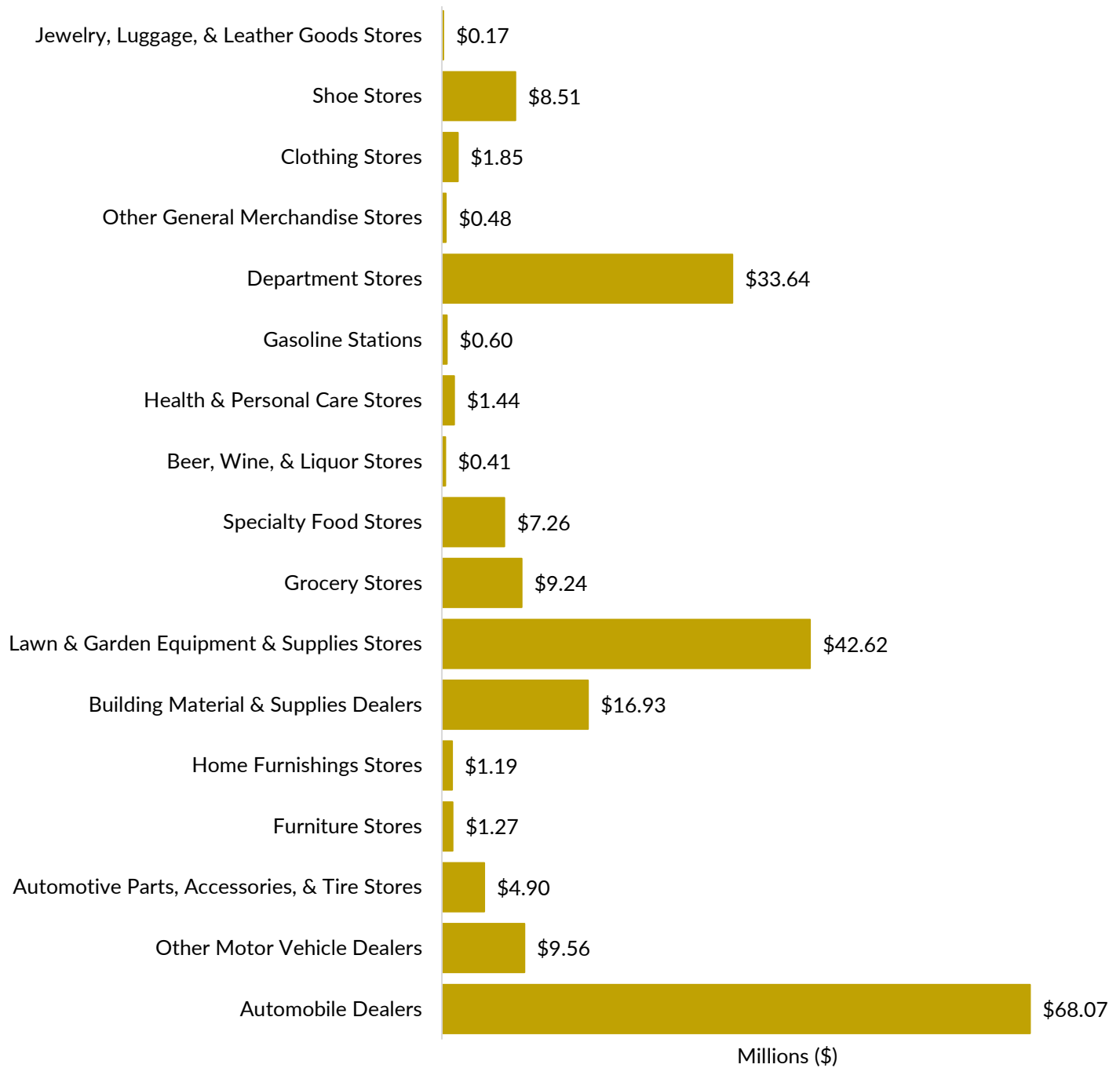
Placer.ai is a location intelligence and foot-traffic data software company that extracts cellphone data to learn about consumer behavior. Visits within the village boundaries have significantly grown over the last two years. From 2021 to 2022, visits grew 5.9% and from 2022 to 2023 visits grew 4.2%. A significant number of those visits occur during the summer months (May-August). Visitors come from as far as Minneapolis and Chicagoland.

**Figure 32. Annual Visit Trends**



Data Source: Placer.ai visits to the Village of Harrison from 1/1/2023 - 12/31/2023.

**Figure 33. Unmet Visitor Demand (Demand-Supply)**



Data Source: Placer.ai 100 % of Visits within 5 mi | 01.01.2023 - 12.31.2023 | Benchmark state | VISITORS | Potential Market.

The graphic above depicts unmet visitor demand within five miles of Harrison. This shows the amount of disposable income available to be spent by category on specific items. If there were places for people to spend their money in Harrison, in the categories noted above (department stores, shoe stores lawn/garden/equipment, building materials/supplies, and specialty food stores to name a few) those dollars could potentially be captured by businesses located in Harrison. There is not as large a gap in grocery stores as this graphic depicts, however, and we are not recommending adding a grocery store in the Village now. Automobile dealers always show up with unmet demand in these charts because they are a destination purchase and it is not practical to have multiple automobile dealers located in every community.

# Economic Development Goals and Objectives



1. Undertake a robust business attraction effort directed at retail and commercial development to attract up to five new businesses in the next 3-5 years.
  - a. Target the property on County Hwy. N, north of Manitowoc Rd. for a commercial center.
  - b. Send marketing materials (find new prospects monthly) to banks, hotels, real estate brokers representing retail, restaurants, coffee shops, and developers of commercial/retail centers.
  - c. Engage a planning/architecture firm to create a design for the development to include some public gathering space and well laid out buildings, parking, and amenities (or work with a developer who will do this).
  - d. Invite developers and commercial brokers to an event at Village Hall where this property is presented and highlighted, with the Village's vision for its build-out and occupancy.
  
2. Undertake a targeted business attraction effort directed at light industrial, warehousing, agriculture-related services, distribution, and data center opportunities to attract up to five new businesses in the next 3-5 years.
  - a. Host a meeting with existing businesses (either individually or in a group) and ask them who they know may want to expand or move to Harrison. Use it as an opportunity to conduct a retention conversation, discovering their needs that the Village could assist them with.
  - b. Create a mailing list of businesses in target industries and send marketing material to them on a regular (quarterly or semi-annually) basis. Send the marketing material to commercial brokers and contractors as well. Target businesses in the large metro areas to the north and south of Harrison (Green Bay and Milwaukee).
  - c. For specific targets such as data centers, make sure New North has site specific information about areas you would locate a data center in Harrison. Make sure the community has all the qualifying features researched in advance, such as electricity redundancy, distance from highways and airports, flood plains mapped, high speed internet or fiber capacity and location, and other necessary features.
  
3. Undertake a visitor-focused business attraction effort direct at Agri-tourism opportunities to attract 2 new Agri-tourism businesses in the next 3-5 years.

By diversifying the range of Agri-tourism offerings in your community, you can appeal to a broader audience and create memorable experiences that display the unique character and attractions of your area.

  - a. Create an attractive market piece that lets people in the village know there is an interest in fostering this type of development.
  - b. Publicize on the village website, and in other resident communication to encourage people to consider any of the following opportunities to highlight Agri-tourism in Harrison.
    - i. **Heritage Farms:** Farms that focus on preserving and showcasing heritage breeds of animals or heirloom varieties of crops, offering educational tours and opportunities for visitors to learn about agricultural biodiversity.
    - ii. **Farm Workshops and Retreats:** Hosting workshops, retreats, and team-building events on farms, covering topics such as organic farming practices, permaculture design, beekeeping, or



artisanal food production.

- iii. **Eco-Friendly Accommodation:** Developing eco-friendly accommodation options such as glamping sites, eco-lodges, or sustainable farm stays that emphasize environmental stewardship and connection with nature.
- iv. **Agri-Wellness Retreats:** Combining agriculture and wellness by offering retreats focused on activities like yoga, meditation, farm-to-table cooking classes, and nature walks, providing visitors with a rejuvenating and holistic experience.
- v. **Farm Festivals and Events:** Organizing seasonal festivals, agritourism events, or farm-to-fork dinners that celebrate local food, culture, and traditions, attracting both tourists and locals to participate in community festivities.
- vi. **Farm-Based Education Programs:** Collaborating with schools, universities, and educational organizations to develop farm-based learning programs, outdoor classrooms, and agricultural internships that engage students and promote hands-on learning.
- vii. **Agri-Culinary Tours:** Curating guided tours that explore the culinary heritage of the region, including visits to artisanal food producers, farm-to-table restaurants, specialty food shops, and cooking demonstrations with local chefs.
- viii. **Agri-Artisan Markets:** Hosting artisan markets or craft fairs on farms, featuring handmade goods, artisanal products, and locally produced crafts alongside fresh farm produce, creating a vibrant marketplace for artisans and visitors alike.

ix. **Corn mazes, pumpkin patches, and other seasonal attractions.**

- x. **Agricultural Museums and Interpretive Centers:** Establishing museums or interpretive centers that display the history, technology, and cultural significance of agriculture in the region, providing immersive and educational experiences for visitors of all ages.

- xi. **Community Gardens and Urban Farms:** Supporting community-driven initiatives such as community gardens, urban farms, or rooftop gardens that promote urban agriculture, food security, and community engagement, while also offering opportunities for volunteerism and educational programming.

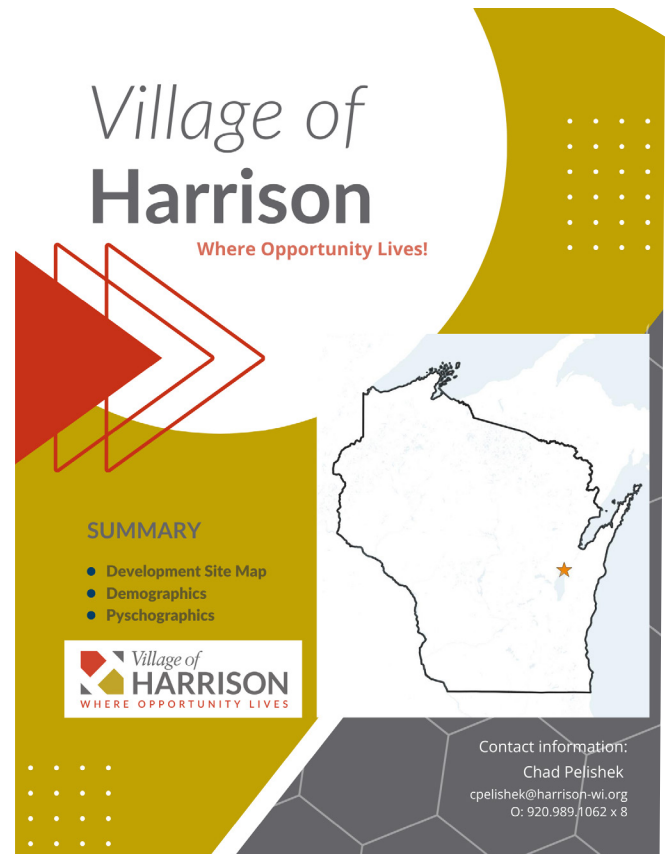
- xii. **Farm-Based Adventure Sports:** Integrating adventure sports such as zip-lining, hiking, mountain biking, or horseback riding into farm landscapes, providing outdoor recreation opportunities for thrill-seekers and nature enthusiasts.

- xiii. **Agri-Heritage Trails:** Developing self-guided or guided tours that follow Agri-heritage trails, highlighting historical landmarks, agricultural landmarks, and points of interest related to the region's farming heritage.

- 4. **Market the available commercial real estate** in Harrison so that a minimum of 10 new contacts, with businesses, site selectors and developers are made each quarter.



- a. Post all available commercial sites on the Harrison website, both village-owned property and privately owned/marketed property.
- b. Develop a network of brokers and developers and regularly share new sites with them, including the Village's vision for the site, whether it is commercial, retail, or light industrial development. Reach beyond the local market to Green Bay and Milwaukee to promote Harrison outside the Fox Valley. Attend NAIOP events in the Milwaukee market and network with brokers who represent retailers and restaurants.
- c. Connect with New North to participate in their marketing efforts. Make sure Harrison is on the distribution list for any Requests for Proposals or Requests for Information coming from WEDC (Wisconsin Economic Development Corporation) through New North. Attend New North events to network with their site selector and developer contacts.



5. **Explore the feasibility of developing a business park** in the Village of Harrison within the next 5-10 years.
  - a. Appleton and Menasha have little space for business park development on the east side of the metro area. Kaukauna and Kimberly have space available in their parks, but there may be an opportunity for businesses to locate within Harrison as the Village grows. Complete a needs assessment for the area for new business park space. Consider past and potential future absorption rates for business and industrial park land.
  - b. Conduct internal marketing, (listening session, survey, and town hall-style forums) to ensure there is agreement and buy in from the residents and local elected officials.
  - c. Consider health care, fitness, R&D, office, and other commercial types. Understand market needs and current access to services.
  - d. Have ongoing conversations with New North, major healthcare providers, and large employers in the region to determine their expansion plans and the possibility that if you build it, they will come.
6. **Extend sanitary sewer service** throughout more of the Village to enhance infrastructure to support the growth Harrison is planning for the next 10 years.
  - a. Continue to work with East Central Wisconsin Regional Planning Commission to update the Sanitary District so that sewer service can be extended along Hwys. 10 and 114 to allow more land to be available for development in the next 5-10 years.
  - b. Host informational meetings where stakeholders can get together and become informed about the process and post progress on the village website.
7. **Continue to facilitate the development of residential units** to provide a base for commercial businesses to justify establishing a location in Harrison. When interviewing commercial brokers and developers, one message resounded: do not stop developing residential. Because commercial businesses need to see density of residential to

justify a move or additional location, these brokers and developers wanted to encourage the Village of Harrison to continue encouraging new residential development.

- a. Identify residential neighborhood sites and market them like the commercial sites.
- b. Encourage developers to continue to develop in Harrison.
- c. Look farther into the future to continue to plan where the village can expect to see residential development occur. Plan for utility expansions to meet housing demands.

8. **Conduct business retention visits** with existing businesses annually.

- a. Establish an annual meeting schedule with all businesses in the Village of Harrison.
- b. Record details about the visits, such as successes and challenges the businesses are having, their plans for growth, and if they are trying to add new employees. Inquire about their supply chain and customer base since this is where many new business prospects for Harrison could come from.

9. **Facilitate business start-up growth** in Harrison.

- a. Since the Fox Valley is well-served by the Venture Center at Fox Valley Technical College, it is not recommended that Harrison host a business incubator or other startup facility. However, establishing relationships with the businesses in the Venture Center and entrepreneurs in the region will give Harrison an advantage when it comes time for those business startups to seek their own space.
- b. The Village of Harrison can also provide a solid network of referrals to professionals in and around the Village, so business startups know who to reach out to for support, whether it is legal, accounting, HR, technology/IT, or other kind of assistance. Establish a solid group of local businesses in a database to which businesses can be referred when seeking help.

## Alignment with Community Vision and Needs

The Village of Harrison's overarching vision is to create a more balanced economy between commercial and residential development. Residents would like access to more goods and services within the village boundaries. By increasing the commercial property tax base in the village, it will put less pressure on the residential tax base to cover Village expenses and support the infrastructure needs of a growing community.

From the Village's Comprehensive Plan, in the Agriculture, Cultural and Natural Resources chapter, it states the goal is "to protect the productive agricultural lands in the Village for long-term farm use and maintain agriculture as a major economic activity and way of life outside the sewer service area; to conserve, protect, and enhance the natural resources and environmentally sensitive areas that exist in the Village; and to balance responsible growth with protection of resources in the Village based on community needs". While the Village is interested in preserving its agricultural land and heritage, a focus in businesses within the Agri-tourism sector will bring in visitors and allow showcasing of the agricultural nature of the village while maximizing economic opportunities for growth and development in areas more prone to density commercial activity.

Figure 34. Implementation Table

Goal	Action Step	Responsible Parties	Timeline	Budget Impact
<b>Retail Attraction</b>	Create commercial center at Hwy. N north of Manitowoc Rd.	Village Staff	Q2 2024 and ongoing	Staff time, marketing materials, commercial area design, event refreshments
	Send marketing materials monthly			
	Engage planning firm or developer to design commercial district			
	Host event for developers, brokers to highlight this development			
<b>Industrial Attraction</b>	Host meeting with existing businesses	Village staff	Q2 2024 and ongoing	Staff time, marketing materials, event refreshments
	Create email list of target industries, send marketing materials			
	Engage with New North on business attractions			
<b>Agri-Tourism Attraction</b>	Create attractive marketing piece	Village staff	Q3 2024 and ongoing	Staff time, marketing materials
	Publicize Village's interest on web site and other communications			
<b>Market Available Commercial Real Estate</b>	Post all available commercial property on web site	Village staff, Brokers, New North	Q4 2024 and ongoing	Staff time, marketing, conference expense, travel
	Develop network of brokers and developers, attend NAIOP events, target Green Bay, Milwaukee			
	Connect with New North to market properties			
<b>Explore Feasibility of Business Park</b>	Complete needs/feasibility analysis for new business park	Village staff and elected official	Q4 2024 - Q3 2025	Will require a new Tax Increment District
	Conduct internal marketing to ensure support			
	Consider a variety of potential tenant sectors			
	Have ongoing conversations with New North and other major stakeholders			
<b>Extend sanitary sewer</b>	Continue working with ECWRPC, sanitary districts	V. Staff, Elec. Officials, Sanitary Districts	Q3 2024 and ongoing	CIP
	Host info meetings for residents			
<b>Continue Facilitating Housing Development</b>	Identify and market residential sites	Village staff and elected official	Q3 2024 and ongoing	Any necessary utility extension
	Encourage residential developers to come to Harrison			
	Plan future residential development and utilities			

Goal	Action Step	Responsible Parties	Timeline	Budget Impact
Business Retention	Establish annual meeting schedule w/ existing businesses	Village staff	Q2 2024 and ongoing	Staff time
	Record details about visits, keep a database			
Facilitate Business Startups	Meet with startups, especially in Venture Center	Village staff	Q4 2024 and ongoing	Staff time
	Create a network of local professionals to support start ups			



# Funding Strategies



## Tax Increment Financing

The Village of Harrison can use Tax Increment Financing to support new developments throughout the community. This tool, if used effectively, is a self-funding mechanism and has negligible risk. Each development should support itself.

**Tax Increment District Number 2 (TID #2)** was created as a mixed-use district in 2018. It serves the area along County Rd. KK and Hwy. 55. Much of the investments made in TID #2 have been for infrastructure but there is a significant amount in the project plan identified for incentives to developers. Marketing this, and then being willing to support new developments with incentives will be critical to this district's success.

**Tax Increment District Number 4 (TID #4)** is in the northwestern portion of the Village, along the west side of Lake Park Road and bisected by Midway Road/County Road AP. TID #4 includes approximately 122-acres of land. There are 4 different property owners and two existing homes within the TID #4 boundary. The District is a "Mixed Use District" based upon a finding that at least 50%, by area, of the real property within the District is suitable for a combination of commercial, industrial, and residential uses as defined within the meaning of Wisconsin Statutes 66.1105(2)(cm).

**Tax Increment District Number 5 (TID #5)** was created as a mixed-use district in the central part of the Village, along the east side of County Road N north of Manitowoc Road. TID #5 includes 40-acres of land. There are 2 different property owners and no residences within the TID #5 boundary. To the extent that project costs will be incurred by the Village for newly platted residential development (totaling less than 35% of the area of the District), the residential development will have a density of at least 3-units per acre as required by Wisconsin Statutes 66.1105(2)(f)3.a.

The other active TIDs in Harrison will support development as well, and if/when the Village is interested in starting a business park, it would be another opportunity to use tax increment financing.

## Community Development Authority

The Village of Harrison could create a Community Development Authority. While a Community Development Authority (CDA) is not a source of funding, it is a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects and housing projects. §66.1335(1). It is authorized by the Village Board and comprised of "7 resident persons having sufficient ability and experience in the fields of urban renewal, community development and housing, as commissioners of the community development authority", §66.1335(2).

Activities that a CDA can undertake include:

1. Acquisition of all or a portion of a blighted area.
2. Demolition and removal of buildings and improvements.
3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, and other improvements necessary for carrying out in the project area the objectives of this section in accordance with the redevelopment plan.

4. Disposition of any property acquired in the project area, including sale, initial leasing or retention by the authority itself, at its fair value for uses in accordance with the redevelopment plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the redevelopment plan.
6. Acquisition of any other real property in the project area where necessary to eliminate unhealthful, insanitary, or unsafe conditions, lessen density, eliminate obsolete or other uses detrimental to the public welfare, or otherwise to remove or prevent the spread of blight or deterioration, or to provide land for needed public facilities.
7. Studying the feasibility of and initial design for an arts incubator, developing and operating an arts incubator, and applying for a grant or loan under s. 41.60 in connection with an arts incubator.
8. Studying the feasibility of an initial design for a technology-based incubator and developing and operating a technology-based incubator.
9. Prepare, carry out, acquire, lease, and operate housing projects approved by the council; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part of a housing project.

The screenshot shows the LoopNet website interface. At the top, there is a search bar with filters for 'For Sale', 'Property Types', 'Price', 'Building Size', and 'All Filters'. The results show 2 properties. The first property is 'W5297 State Road 114' in Menasha, WI, priced at \$435,000, with 1 Commercial Lot and 4.50 AC. The second property is 'State Hwy 114 & State Hwy 55' in Sherwood, WI, priced at \$435,000, with 1 Commercial Lot and 17.59 AC. A map on the left shows the location of these properties in the Menasha/Sherwood area.

While the Village does not have a significant number of blighted properties, the CDA could own the new business park, for example, and if there was debt incurred to start the development, it would not impact the Village’s borrowing capacity. The Village could also use the CDA to review and conduct due diligence on new development projects before presenting them to the Village Board. It would serve as a committee through which new projects could flow and through which funding could be structured.

**Other sources of funding** include but are not limited to:

1. The Board of Commissioners of Public Lands is a fund that supports communities with development projects. Loans of 10 years or less may be made to facilitate the performance of any power or duty of the borrowing municipality, including operations and maintenance. Loans greater than 10 years are restricted to the financing or refinancing of public purpose projects including “the acquisition, leasing, planning, design, construction, development, extension, enlargement, renovation, rebuilding, repair or improvement of land, waters, property,

highways, buildings, equipment, or facilities”, or any purpose otherwise allowed by law.

- Economic Development Lending: BCPL is a major source of funding for economic development projects including pass-through loans or grants made for private development, funding development incentives, TID infrastructure loans, land acquisition and development of business parks, and similar projects. Upon request, BCPL can provide critical flexibility in the repayment schedule if expected revenues are delayed.
2. Business Development Tax Credits - The Business Development Tax Credit (BTC) Program supports job creation, capital investment, training and the location or retention of corporate headquarters by providing companies with refundable tax credits. This program is offered through the Wisconsin Economic Development Corporation (WEDC).
  3. Data Center Sales and Use Tax Exemption - Wisconsin offers a Data Center Sales and Use Tax Exemption for projects that involve buildings constructed or rehabilitated to house a group of networked computer servers to centralize the processing, storage, management, retrieval, communication, or dissemination of data and information. Data centers are a rapidly growing industry across the U.S., and Wisconsin has fewer data centers as a percentage of total businesses than other states. This program aims to attract more data centers to Wisconsin, along with the highly educated workforce, high wages, and significant capital investment these projects bring to communities. This program is offered through WEDC.
  4. Industrial Revenue Bonds (IRBs) - IRBs can be used to stimulate capital investments and job creation by providing private borrowers with access to financing at interest rates that are typically lower than conventional bank loans. The Wisconsin Economic Development Corporation (WEDC) allocates the bonding authority or the volume cap for the program.
  5. Brownfield Site Assessment Grants - Wisconsin’s Brownfield Site Assessment Grant (SAG) Program provides grant funds to approved projects to assist local governments with conducting initial environmental assessment and demolition activities on an eligible abandoned, idle or underutilized industrial or commercial site. This program is offered through WEDC.
  6. Brownfield Grants Wisconsin’s Brownfields Grant Program provides funds to help assess and remediate environmental contamination of abandoned, idle or underused industrial or commercial facilities or sites. This program helps convert contaminated sites into productive properties that are attractive and ready for redevelopment. This program is offered through WEDC.
  7. Community Development Investment Grant - The CDI Grant Program will support urban, small city and rural community (re)development efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. This program is offered through WEDC.

