

6.1 ECONOMIC DEVELOPMENT

Theresa's economy, the way its residents support themselves and the goods and services produced by and provided to the residents, is critical to future development. Without a viable and competitive economy, people will leave to better their circumstances in other locations. A community of Theresa's size will provide a specialized economy as part of a broader economic network, and that specialization will influence the number and type of persons who will prosper in Theresa. Assessing the current economy and setting direction for change are an important part of the planning process.

Family Income

The number of families with incomes below \$30,000 decreased from 232 in 1979 to 129 in 1989, and only 35 families had incomes below \$35,000 in 1999. There were 35 families with incomes below \$15,000 in 1989 and 11 families in 1999. This may imply some level of poverty among community residents. Table 6-1 shows family incomes in Theresa by range.

TABLE 6-1
Town of Theresa, Family Income

	<u>1979</u>	<u>1989</u>	<u>1999</u>
Less than \$10,000	49	13	4
\$10,000 - \$14,999	33	22	7
\$15,000 - \$24,999	111	66	17
\$25,000 - \$29,999	39	28	
\$25,000 - \$34,999			31
\$30,000 - \$39,999	57	48	
\$35,000 - \$49,999			56
\$40,000 - \$49,999	19	60	
\$50,000 - \$74,999	15	59	127
\$75,000 - \$99,999	1	24	34
\$100,000 - \$149,999	0	0	28
\$150,000 - \$199,999	0	0	11
\$200,000 or more	0	0	2
Total	<u>324</u>	<u>320</u>	<u>317</u>
Median Income			\$56,927

Source: U.S. Census of Population

The number of families with incomes above \$30,000 per year increased from 92 in 1979 to 191 in 1989, and 258 families had incomes above \$35,000 in 1999. In 1989, the largest number of families in the Town of Theresa received between \$40,000 and \$50,000 in annual income. In 1999, the largest number of families received between \$50,000 and \$75,000 in annual income. The number of families at the upper end of the income scale has increased considerably over the years.

Employment by Industry Group

Of the 15 industry groups in which employed persons in Theresa work, 11 showed increases in employment between 1980 and 1990, and four showed declines. The

declining industries were agriculture, manufacture of durable goods, wholesale trade and health care. In the 2000 census, some of the industry groups were combined and the number of industry groups was reduced to 13. Using the new categories, four industry groups showed declines between 1990 and 2000. They were agriculture, manufacturing, retail trade, and finance/insurance/real estate.

In 1980, agriculture employed 27.4 percent of Theresa's workers and durable and non-durable manufacturing employed 44.7 percent. In 1990, agriculture employed 22.4 percent while durable and non-durable goods manufacturing employed 37.3 percent. In 2000, agriculture employed 17.2 percent and manufacturing employed 33.9 percent. Even though the percentage of people working in manufacturing is declining, it remains the leading source of employment, followed by agriculture. The number of people employed in the education/health care/social services industry group has increased dramatically over the years from 16 in 1980 to 26 in 1990 to 85 in 2000.

Table 6-2 shows Theresa's employment by industry group.

TABLE 6-2
Town of Theresa, Employment by Industry

Industry Group	Number Employed		
	1980	1990	2000
Agriculture and Mining	139	132	
Agriculture, forestry, fishing, hunting and mining			111
Construction	28	38	53
Manufacturing, Non-durable	63	67	
Manufacturing, Durable	163	153	
Manufacturing			219
Transportation	17	21	
Transportation, warehousing and utilities			28
Communication, Public Utility	0	9	
Information			10
Wholesale Trade	14	10	11
Retail Trade	42	81	42
Finance, Insurance, Real Estate	9	16	
Finance, insurance, real estate, and rental and leasing			13
Business and Repair Services	2	13	
Professional, scientific, management administration and waste management services			23
Entertainment, Recreation	5	6	
Arts, entertainment, recreation, accommodation and food services			28
Health Care	13	12	
Education	3	14	
Educational, health and social services			85
Other Professional	4	12	
Other services (except public administration)			14
Public Administration	4	5	8
Total	506	589	645

Source: U.S. Census

Employment by Occupation

Within each industry group, Theresa workers work in a variety of occupations. Table 6-3 presents employment by occupation in 1980, 1990 and 2000 for the Town of Theresa. The occupation categories changed in the 2000 census, so it is difficult to make accurate comparisons for some of the occupations. Farming, other services and operative, assembly and inspection declined from 1980 to 1990. The largest employment gains during this period were among precision production and repair, administrative support and clerical, sales and handler, cleaner, laborer. From 1990 to 2000, employment in 'farming, fishing, forestry occupations' and 'production, transportation, material moving occupations' decreased, while employment increased in the other four occupation groupings.

Table 6-3
Town of Theresa, Employment by Occupation
Number Employed

<u>Occupation</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>
Executive, Administrator, Manager	9	23	
Professional	10	26	
Technician	7	15	
Management, professional, related positions			182
Sales	23	43	
Administrative Support, Clerical	41	63	
Sales and office occupations			117
Protective Service	4	4	
Other Service	48	44	
Service occupations			65
Farming	139	118	
Farming, fishing, forestry occupations			38
Precision Production and Repair	64	90	
Operative, Assembly, Inspection	118	90	
Transportation, Material Mover	30	40	
Production, transportation, material moving occupations			174
Handler, Cleaner, Laborer	13	33	
Construction, extraction, maintenance occupations			69
Total	506	589	645

Source: U.S. Census of Population

Place of Employment

As the number of farmers declines, fewer people will find work in Theresa unless appropriate new jobs are created. The number of persons traveling long distances to employment centers in the region is likely to continue to increase. This trend will result in greater demand for good highway connections between Theresa and these employment centers, and in greater demand for highway maintenance and snow removal. More workers bring home paychecks earned in some other location can also be expected to increase the demand for more local convenience goods and service outlets.

Value of Real Estate

The amount of land in Theresa cannot be increased, and its value depends on how it's used. In 1990, real estate in the Town of Theresa was valued at \$27,139,265 and agricultural land was valued at \$18,390,640 or 67.7 percent of the total valuation. Residential land was valued at \$7,770,410 or 28.6 percent in 1990. Commercial development represented 1.6 percent of development and industrial, 0.5 percent. By 1995, real estate in the Town of Theresa was valued at \$32,889,300 an increase of 21 percent since 1990. Almost all of the increase in value was in residential - which nearly doubled in value to \$13,535,750, or 41 percent of total valuation. The value of agricultural land declined slightly to \$18,218,950, to comprise 55.4 percent of total valuation.

In 1996 almost half of the agricultural land value was moved to a new category called 'Other' when agricultural use value assessment first went into effect. In the years since that change occurred, agricultural land value has decreased while 'residential' and 'other' valuations have increased. In 2003, assessment categories were changed and 'waste & swamp' and 'forest' values were reassigned to 'undeveloped', 'forest' and 'ag forest'. In 2005, all properties in the Town were reassessed and valuation in all categories increased. The total valuation was raised from \$54,558,300 in 2004 to \$74,187,100 in 2005, a 35.98 percent increase in total assessed valuation. Table 6-4 traces assessed values in the Town of Theresa.

Manufacturing

There is very little manufacturing in the Town of Theresa. One firm, Vivid Image, Inc., manufactures large rear-projection television screens. Vivid Image employs eight full-time employees and exists as an independent firm, supplying a distributor in Indiana who distributes worldwide. Vivid Image has no services provided by the Town; they have their own well and septic system. The firm originally selected the location because the existing building fit their needs perfectly and the site was close to US 41.

Commerce

Few commercial establishments exist in the Town, so residents must shop elsewhere for most goods and services. The five retail establishments and service businesses identified in the Town of Theresa in 1996 were two taverns, one carpenter shop, one auto repair shop and one insurance agency. Based on studies done in 1991 by the Dodge County Planning and Development Department, seven businesses could be supported by the Town of Theresa's estimated 1996 population of 1,120. According to the study, in addition to the already established businesses, another tavern and a restaurant could be established in the Town and supported by the Town's population.

Population figures from Table 1-9 indicate that the Town of Theresa's population will decline in the years to come. Even assuming a positive rate of growth, as the state's Official Population Estimates indicate in Table 1-2, the population of the Town is not likely to grow very much. Using an assumed one percent population growth per year in the county's model for potential commercial development in Table 6-5, by the year 2025 nine businesses could be supported by the Town's estimated population of 1,385.

Table 6-4
Town of Theresa, Assessed Values

<u>Year</u>	<u>Residential</u>	<u>Commercial</u>	<u>Manufacturing</u>	<u>Agricultural</u>	<u>Wetland (Swamp & Waste)</u>	<u>Forest</u>	<u>Other</u>	<u>Totals</u>
1987	18,189,200	1,025,300	236,100	18,972,700	33,350	97,500		38,554,150
1988	18,401,500	1,081,600	234,000	18,556,750	33,350	85,500		38,392,700
1989	7,623,890	429,505	160,100	18,600,185	96,290	251,870		27,161,840
1990	7,770,410	426,595	125,500	18,390,640	184,600	241,520		27,139,265
1991	8,402,825	461,325	99,000	18,324,955	184,060	249,445		27,721,610
1992	11,233,850	499,750	105,300	18,662,300	258,950	241,250		31,001,400
1993	11,797,600	499,750	104,600	18,607,000	258,950	241,250		31,509,150
1994	12,217,850	376,250	236,800	18,442,700	258,700	241,150		31,773,450
1995	13,535,750	455,000	187,200	18,218,950	257,250	235,150		32,889,300
1996	14,408,100	501,300	170,800	9,964,750	257,350	234,900	8,295,800	33,833,000
1997	??	??	??	??	??	??	??	??
1998	24,956,350	722,000	137,400	9,267,200	548,600	258,550	11,538,450	47,428,550
1999	31,541,400	824,800	??	9,373,200	650,700	604,700	12,679,200	??
2000	32,064,700	815,500	169,600	7,514,900	656,200	600,900	12,785,900	54,607,700
2001	33,389,600	815,500	??	7,462,600	652,700	596,200	12,869,000	??
2002	34,109,000	815,900	153,800	3,780,300	651,700	596,200	12,915,000	53,021,900
					<u>Undeveloped</u>			
							<u>Ag Forest</u>	
2003	35,602,600	811,900	152,900	2,777,200	650,700	594,700	12,836,200	53,426,200
2004	37,129,000	811,900	139,500	2,770,800	336,600	594,700	12,775,800	54,558,300
2005	51,442,300	864,000	190,000	2,776,300	1,154,700	133,500	17,075,200	74,187,100
2006	52,637,700	1,025,100	186,300	2,774,000	1,154,000	133,500	16,860,600	75,322,300
2007	53,602,500	1,084,200	184,300	2,772,500	1,153,800	126,500	16,972,500	76,446,200
2008	54,165,300	1,090,700	184,700	2,771,600	1,154,600	126,500	16,982,200	77,023,900

Using an assumed population growth of 0.6 percent per year, the Town's population would be 1,254 people in 2025 and residents may be able to support nine businesses. It is likely, however, given the ease of transportation to the Village of Theresa, the City of Mayville, and other nearby cities, that businesses that do develop because of a slightly increased population in the Town will locate in these urban areas instead of in the Town of Theresa.

TABLE 6-5
Commercial Development Potential in the Town of Theresa

Commercial Development Potential		1996 Actual Business	1996 Pop. Est. 1,120	2000 Census 1,080	1% growth		.6% growth	
Type of Business	Minimum Population				2010 Pop. Est. 1,193	2025 Pop. Est. 1,385	2010 Pop. Est. 1,147	2025 Pop. Est. 1,254
Tavern	400	2	3	3	3	3	3	
Carpenter	800	1	1	1	1	1	1	
Auto Repair Shop	1,000	1	1	1	1	1	1	
Insurance Agent	1,100	1	1	1	1	1	1	
Restaurant	1,200		1		1	1	1	
Convenience Store	1,300					1	1	
Hair Salon	1,300					1	1	
Plumbing/Heating Contractor	1,600							
Dentist	1,700							
Service Station	1,800							
Local Hauler	1,800							
Farm Supply	1,900							
Bank	2,100							
Welding Service	10,700							

Source: Dodge County Planning and Development Department, 1991 Study

Local Government

The revenues and expenditures of local government play some part in the local economy. Government purchasing provides some jobs and supports local businesses. Theresa's municipal revenue by source is shown in Table 6-6. In 1990, property taxes provided about 63 percent of Theresa's municipal revenue. State aids of various sorts provided about 28.5 percent of local government revenue. Fees for 'licenses, permits,' 'fines, penalties' and 'charges for services' provided about four percent of local government revenue. 'Interest' and 'other revenue' provided about four percent. In 2000, property taxes provided 50.6 percent of the Town's municipal revenue. State aids provided 34.7 percent of total revenue. Fees for 'licenses, permits,' 'fines, penalties,' and 'charges for services' provided about 7 percent. 'Interest' and 'other revenue' provided 7.7 percent. In 2007, property taxes provided 58.5 percent of the Town's municipal revenue. State aids provided 31.7 percent of total revenue. Fees for 'licenses, permits,' 'fines, penalties,' and 'charges for services' provided 5.5 percent. 'Interest' and 'other revenue' provided 4.3 percent of the Town's revenue.

Table 6-6
Town of Theresa, Municipal Revenue by Source

Source	1980	1990	2000	2005	2006	2007	2008
Property Tax	199	208	204	247	252	257	266
Other Tax	1	0					
State Aids	83	94	140	136	137	139	142
Licenses, Permits	1	1	17	12	13	10	8
Fines, Penalties	0	1		2			
Charges for Services	5	11	11	14	17	14	15
Interest Income	17	13	9	4	7	9	6
Other Revenue	140	1	22	11	14	10	23
Totals (x \$1000)	448	331	403	427	440	439	460

Source: Wisconsin Department of Revenue and Town of Theresa Annual Reports

Table 6-7 shows Theresa's municipal expenditures in recent years. In 1990, 'highway maintenance' and 'highway construction' consumed 41.6 percent of the Town of Theresa budget. Public safety, including 'law enforcement', 'fire protection' and 'ambulance,' used 27.2 percent of the budget, 'general government' used 9.6 percent, 'solid waste collection' 1.0 percent, 'library and recreation' accounted for 7.3 percent, and 'other expenditures' were 13.3 percent. In 2000, 'highway maintenance' and 'highway construction' consumed 43.5 percent of the Town of Theresa budget. Public safety, including 'law enforcement', 'fire protection' and 'ambulance', used 17.3 percent of the budget, 'general government' used 19.4 percent, 'solid waste collection' 1.8 percent, 'library and recreation' and 'planning and zoning' accounted for 7.6 percent, and 'other expenditures' were 10.5 percent. Some of the expenses for construction of the new Town Hall were included in 'general government'. In 2007, 'highway maintenance' and 'highway construction' consumed 49.8 percent of the Town of Theresa budget. Public safety, including 'law enforcement', 'fire protection' and 'ambulance', used 13.7 percent of the budget, 'general government' used 17.1 percent, 'solid waste collection' 1.8 percent, 'library and recreation' and 'planning and zoning' accounted for 8.3 percent, and 'other expenditures' were 9.3 percent.

Table 6-7
Town of Theresa, Municipal Expenditure by Use

Expenditure	1980	1990	2000	2005	2006	2007	2008
General Government	32	38	74	86	76	74	76
Law Enforcement	1	1	0	0	0	0	0
Fire Protection	107	103	64	47	67	56	58
Ambulance	2	3	2	3	3	3	3
Other Public Safety	1	1					
Highway Maintenance	116	110	89	114	119	115	140
Highway Construction	55	55	77	90	90	100	96
Solid Waste Collection	9	4	7	8	8	8	9
Library and Recreation	49	29	16	25	25	25	27
Planning and Zoning			13	12	10	11	10
Other Expenditures (debt)	21	53	40	40	40	40	40
Totals (x \$1000)	393	397	382	425	438	432	461

Source: Wisconsin Department of Revenue and Town of Theresa Annual Reports

6.2 Economic Development Goals, Objectives, Policies, Recommendations

Goal: Enhance and diversify the local agricultural and business economy consistent with other goals and objectives.

Objective: Accommodate home-based businesses that are consistent with farm-family business guidelines but do not significantly increase noise, traffic, odor, lighting or would otherwise negatively impact the surrounding area.

Objective: Permit development only if it conforms to the natural surroundings of the Theresa Marsh Wildlife Area.

Objective: Encourage business property improvements.

Objective: Encourage landscaping and beautification projects.

Recommendation: Encourage the redevelopment of properties in Theresa Station.

Recommendation: Allow Rezoning of the Industrial and Commercial District in Theresa Station to Residential (R-1).

Goal: Promote a strong local economy.

Objective: Support efforts that maintain agriculture as a major component of the local economy.

Policy: Town shall support efforts to maintain agriculture as a major component of the local economy.

Policy: Industrial and large-scale commercial development should be steered to neighboring cities capable of providing sewer and water services.

Recommendation: Stabilize tax rates to the extent possible.

Objective: Use state and federal grant programs to supplement local tax revenue whenever practical and advantageous.

Objective: Insist that new land development pays for its own improvements.

Objective: Continue to encourage volunteerism to keep costs down.

6.3 Economic Development Programs

The following programs are currently utilized by the community or are available for use by the community to implement the goals, objectives, policies, and recommendations identified.

University of Wisconsin Extension - Dodge County

The purpose of the Community Resource Development Program (CRD), within the Dodge County UW-Extension, is to strengthen the ability of citizens, community and business leaders, and local government officials to identify and resolve crucial community needs and issues in three broad, interrelated areas -- communities, natural resources, and economic development. For more information about Extension services visit www.uwex.edu/ces/cty/dodge.

Dodge County Economic Development Revolving Loan Program

The Dodge County Land Resources and Parks Department operates a revolving loan program for local businesses and industry. The Revolving Loan Fund program provides low-interest loans for proposed projects that will create new jobs, help businesses maintain or expand existing operations, and advance the County's economic development goals and objectives. The Fund is intended to provide financial incentive for business and industries to invest in their own growth by providing "leverage". The funds, therefore, are meant to serve an important, secondary role to the private financing available. For further information contact the Dodge County Land Resources and Parks Department or visit Dodge County's website at www.co.dodge.wi.us.

Dodge County Business Retention Program

The Dodge County Land Resources and Parks Department assists businesses in obtaining grant funding for business expansion and development. Activities that the grant money may be spent on include: feasibility studies, market research, attorney and accountant fees, business planning, engineering studies, developing training programs, and other required services.

Wisconsin Agricultural Development Zone Program

An Agricultural Development Zone has been established in five south central Wisconsin counties, including Dodge County. Agricultural related businesses are eligible for tax credits that can be applied against their state income tax liability. These credits are based on the number of new jobs that are created, the wage level, and the benefit package that is offered. Businesses may also be eligible for a 3% capital investment credit for real and personal property and a credit equal to 50% of any eligible environmental remediation costs.

Community Development Block Grant for Economic Development (CDBG-ED)

The CDBG-ED program was designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Commerce awards the funds to a general-purpose unit of government (community) which then loans the funds to a business. When the business repays the loan, the community may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the community. For more information contact the Wisconsin Department of Commerce.