

Chapter 9: ECONOMIC DEVELOPMENT

INTRODUCTION

Communities with strong economies have the financial resources necessary to support the services that their residents need and desire. However, sustainable communities recognize that economic development is not simply about increasing the financial resources of the community. It is not simply about promoting businesses and industries that will create more products and deliver more services without regard to the natural or social environment. Nor is it simply about increasing the financial wealth of individuals. Economic development in a sustainable community is about balancing and bringing together social, natural, and financial resources to sustain the “whole” community, including the natural environment and all people in the community. This chapter provides an analysis of Washburn’s existing economy. It also describes goals, objectives, policies, maps, and programs that will help Washburn enhance and sustain its economy.

INVENTORY AND ANALYSIS

LABOR FORCE

General Characteristics

The labor force is that portion of the population, 16 years or older, that is employed, unemployed, or actively seeking employment. Refer to Table 9-A for an overview of the general characteristics of Washburn’s labor force. The City of Washburn’s labor force is similar to the Bayfield County’s labor force, but different from the State’s labor force. In particular, Washburn has a lower percentage of people in the labor force than the State, and it has a higher unemployment rate. The median household income in Washburn in 2000 was \$33,257, compared to the State’s median household income of \$43,791. Of the City’s population, 10.3% lived below the poverty level in 2000, whereas 8.7% of the State’s population lived below the poverty level. The education level of the City’s population, however, was comparable to the education level of the State’s population.

Seasonal Employment

The unemployment rate in Washburn typically decreases starting in May of each year as construction and tourism employers begin hiring for the summer months. After the construction and tourism season ends unemployment rates typically raise again. This fluctuation affects housing, community services, and the economy of the City.

TABLE 9-A: GENERAL CHARACTERISTICS OF THE LABOR FORCE – 2000

Characteristic	City of Washburn	Bayfield County	State of Wisconsin
Employed in Labor Force	56.0%	57.1%	65.8%
Unemployed in Labor Force	4.0%	5.3%	3.2%
Not in Labor Force	40.0%	37.5%	30.9%
Median Household Income	\$33,257	\$33,390	\$43,791
Per Capita Income	\$15,331	\$16,407	\$21,271
Median Earnings, Male, Full-Time, Year-Round	\$31,875	\$31,699	\$37,062
Median Earning, Female, Full-Time, Year-Round	\$23,235	\$21,731	\$25,865
Individuals Below Poverty Level	10.3%	12.5%	8.7%
High School Education or Higher (25 or Older)	86.6%	86.9%	85.1%
Bachelor's Degree of Higher (25 or Older)	24.2%	21.2%	22.4%
Walk to Work	10.1%	7.5%	3.7%
Mean Travel Time to Work	13.8 minutes	20.9 minutes	20.8 minutes

Source: US Census Bureau, 2000

Commute to Work

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

According to the 2000 US Census, the mean travel time for the Washburn labor force to get to their place of employment was 13.8 minutes, which suggests that a number of Washburn's residents commute to the City of Ashland. This compares to the State mean travel time of 20.8 minutes. Of Washburn's labor force, 10.1% walks to work, whereas only 3.7% of the State's labor force walks to work.

Impending Decline of the Labor Force

Washburn, like the much of the country, has a relatively high percentage of aging residents that are nearing retirement. In addition, many of Washburn's young people are leaving for employment opportunities elsewhere. Unless the City can retain its youth and attract new people to the labor force, Washburn will experience a labor shortage in the future, which will have a negative impact on Washburn's economy.

WASHBURN'S ECONOMIC BASE AND MAJOR EMPLOYERS

Industries that make up a community's economic base can be broadly classified as basic or non-basic industries. Basic industries include manufacturers that export products and bring dollars into a community. Washburn Ironworks, Inc. is an example of a basic industry.

Non-basic industries provide services to basic industries and to local residents. They circulate dollars within a community. Education, healthcare, and social services, as well as retail and entertainment businesses are examples of non-basic industries.

Although basic industries (also referred to as goods producing industries) dominated Washburn's economy in the late 1800s and early 1900s, non-basic industries (service industries) dominate Washburn's current economy. Major non-basic employers in Washburn include Bayfield County government, Washburn School District, Northern Lights Health Care Center, Washburn IGA, and the City of Washburn. Washburn Ironworks, Inc. is the major basic employer in Washburn.

Table 9-B illustrates that Washburn's economy is primarily a service-based economy. In 2000, 30.5% of Washburn residents 16 years old and over were employed in the education, health, and social service jobs, which is considerably higher than the State average of 20.0%. Conversely, only 7.9% of Washburn residents were employed in manufacturing jobs, which is considerably lower than the State average of 22.2%. Washburn also had a 20% of its workforce employed in government jobs, whereas statewide 12.5% of workers were employed in government jobs.

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

**TABLE 9-B: EMPLOYMENT OF
CIVILIAN POPULATION 16 YEARS AND OVER BY INDUSTRY**

Industry	City of Washburn	Bayfield County	Wisconsin
Educational, health, and social services	30.5%	22.4%	20.0%
Arts, entertainment, accommodation, food	11.8%	12.8%	7.3%
Retail Trade	11.2%	10.6%	11.6%
Finance, insurance, real estate, rental, leasing	8.2%	4.5%	6.1%
Manufacturing	7.9%	9.1%	22.2%
Construction	7.1%	10.3%	5.9%
Public Administration	5.8%	7.7%	3.5%
Transportation and warehousing, and utilities	3.9%	4.7%	4.5%
Other services (except public administration)	3.8%	3.6%	4.1%
Information	3.7%	2.0%	2.2%
Professional, scientific, management	3.0%	4.3%	6.6%
Wholesale Trade	1.5%	2.1%	3.2%
Agriculture, forestry, fishing, mining	1.4%	6.0%	2.8%

Source: US Census Bureau, 2000

Area Wages

According to the Wisconsin Department of Workforce Development, the average weekly wage for all workers in Bayfield County in 2005 was \$406, which is only 59% of the average wage for all workers in Wisconsin. Government workers make up a significant part of the labor force in Bayfield County and Washburn. The average weekly wage of government workers in Bayfield County was \$490, which is still below the state average for all workers, but considerably higher than the leisure and hospitality workers in Bayfield County, which averaged \$259 per week in 2005.

LOCAL, REGIONAL, AND STATE ECONOMIC DEVELOPMENT ORGANIZATIONS AND PROGRAMS

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

Washburn Area Chamber of Commerce

The Washburn Area Chamber of Commerce provides services to its business members, promotes economic development initiatives in Washburn, and promotes tourism, recreation, and events in and around Washburn.

Bayfield County Economic Development Corporation

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

University of Wisconsin Extension Office – Bayfield County

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

Northwest Regional Planning Commission

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

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

The Chequamegon Group

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

Northwest Concentrated Employment Program, Inc.

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

Wisconsin Indianhead Technical College

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

Wisconsin Job Center

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

Joint Economic Development in Ashland, Bayfield, and Iron Counties

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

Financing Opportunities

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

Table 9-C: Partial List of Washburn Area Financing Opportunities

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

BROWNFIELDS AND CONTAMINATED SITES

Brownfields are locations in the community that are contaminated (or believed to be contaminated), limiting the potential for development, redevelopment, or expansion of otherwise viable businesses on the site. Brownfields can limit economic activity, affect the viability of surrounding sites or businesses, and may pose a threat to human health or natural resources. Brownfields include sites with known contamination, but also include old gas stations, dumps, industrial facilities, and other potentially contaminated sites, that may or may not have documented contamination.

The Washburn Public Works Garage had a leaking underground tank remediated in 2006. The Washburn Marina has a leaking underground tank that will be remediated in 2007. Five other sites in Washburn have a leaking underground tank or some sort of ground or groundwater contamination. Refer to the Wisconsin Department of Natural Resources (WDNR) Bureau for Remediation and Redevelopment Tracking System (BRRTS) for current information.

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

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

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

ISSUES, OPPORTUNITIES, AND FUTURE ECONOMIC TRENDS

Washburn has transitioned from predominantly basic industries (manufacturing) to non-basic industries (services). While Washburn would welcome new basic industries to the community (especially ones that relate to Washburn's sustainable vision), the City recognizes that the traditional manufacturing sector is generally declining throughout the country and region, and that the future economy of Washburn will continue to be dominated by non-basic industries (services).

Nevertheless, many organizations in the Chequamegon Bay area are working to diversify the economy and promote quality jobs that bring new dollars into the area. This new economy could involve information technology businesses (like software companies) and creative economy businesses (like artists, writers, and graphic designers) that do not require high start-up and infrastructure costs, and that do not produce large amounts of waste nor use large amounts of natural resources. Washburn's high quality of life provides a strong foundation to attract and grow businesses relating to this new economy.

PUBLIC INPUT

Respondents to the community survey conducted as part of the comprehensive planning process identified the importance of economic development to the community. The following list summarizes key survey results as they relate to economic development. Refer to Appendix A for detailed survey results.

When asked to rate how important it was for the City of Washburn to promote various types of businesses, the following percentage of respondents indicated that it was either very important or important:

- Commercial/retail businesses (93.2%)
- Service businesses (88.3%)
- Recreation based businesses (86.9%)
- Technology based businesses (83.1%)
- Tourist based industries (81.6%)
- Eco-tourism based industries (77.9%)
- Light manufacturing (74.6%)
- Home based businesses (69.6%)

Most respondents indicated it was either very important or important for the City of Washburn to support all of the business types listed in the survey.

93.7% of respondents indicated that they strongly agree or agree that the City of Washburn should pursue ways to enhance the downtown business district, whereas 50.2% indicated that they strongly agree or agree that the City of Washburn should develop a business park. 52.5% strongly agreed or agreed that the City should develop a business building with shared services to house new start-up businesses.

GOALS, OBJECTIVES, AND POLICIES

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

Goal: Washburn retains, expands, recruits, and diversifies local businesses and industries to provide adequate jobs, meet the retail and service needs of residents and visitors, provide a strong municipal tax base, and enhance the quality of life in Washburn.

Objective 9.1: Retain and support the expansion of local business and industry.

Policy 9.1.a: Set retention of existing businesses and industries as a top priority of the City's economic development plan.

Policy 9.1.b: Develop and implement a program where the Mayor (or the Mayor's representative) meets periodically on an individual basis with businesses and industries to listen to concerns and discuss opportunities for growth.

Policy 9.1.c: Work with government agencies, organizations, and others to promote training opportunities to help businesses and industries prosper. Co-sponsor and/or offer City facilities for employee training programs and help coordinate existing resources to present training seminars.

Policy 9.1.d: Promote the downtown business district and enhance the capability of downtown businesses to meet the daily needs of local, regional, and tourist customers.

Policy 9.1.e: Use physical design, investments in the public realm, appropriate signage, and coordinated promotions to strengthen the link between the City's downtown business district and the City's waterfront.

Policy 9.1.f: Work to implement programs that conserve energy resources and reduce energy costs to businesses, industries, and residents.

Policy 9.1.g: Explore participating in the Main Street Program as a way to help revitalize downtown businesses.

Objective 9.2: Recruit industries and businesses that have a synergistic relationship with existing industries, businesses, and institutions, and those that help diversify Washburn's economic base.

Policy 9.2.a: Recognize and promote the arts, recreation, and natural resources as major contributors to Washburn's high quality of life and as major economic forces in the community. Promote the City's high quality of life to help attract new businesses.

Policy 9.2.b: Recruit value-added industries and businesses that can take advantage of the City's and the region's amenities and natural resources.

Policy 9.2.c: Enhance Washburn's existing "creative economy" by marketing Washburn to artists, writers, crafts persons, entertainers, musicians, and others.

Policy 9.2.d: Develop and maintain an inventory of public and private lands and buildings that are suitable for development or redevelopment of businesses and industries and that are consistent with the City's natural and social policies.

Policy 9.2.e: Identify blighted or potentially contaminated sites. Provide technical, financial, or administrative assistance for brownfields mitigation. Identify resources, promote state and federal programs, and invest in vacant sites to remediate risk and blight in the community.

Policy 9.2.f: Encourage new businesses and industries that can help serve the area's growing population of elderly residents.

Policy 9.2.g: Develop new opportunities for the City to stand out as a leader in sustainable business and community development.

Policy 9.2.h: Support eco-tourism and other tourism opportunities that are self-supportive revenue generators.

Policy 9.2.i: Partner with Chambers of Commerce, neighboring and overlapping jurisdictions, and others to promote tourism.

Policy 9.2.j: Promote a range of business types to help diversify Washburn's economy and enhance employment opportunities for its residents.

Policy 9.2.k: Identify under-utilized local resources and develop programs that create or encourage investment in these resources. Assist businesses to create new markets for products and services.

Policy 9.2.l: Identify under-utilized or under-served local and regional markets and encourage local business development to service these markets.

Policy 9.2.m: Encourage entrepreneurs who are developing new products and new markets to locate in Washburn.

Policy 9.2.n: Identify new economically and environmentally sustainable uses for the City's and the region's natural resources.

Objective 9.3: Encourage the formation of new businesses.

Policy 9.3.a: Inform those interested in starting a new business about available business counseling programs.

Policy 9.3.b: Support and promote business management education and training programs.

Policy 9.3.c: Promote the establishment of an organized business support network for new startup businesses.

Policy 9.3.d: Encourage local economic development organizations to study and make available information on Washburn's market potential for new retail, wholesale, service, and manufacturing businesses.

Policy 9.3.e: Identify and provide information on available business financing programs.

Policy 9.3.f: Support the establishment of entrepreneurship education programs in the schools.

ECONOMIC DEVELOPMENT PLAN

Washburn's economy thrived in the late 1800s and early 1900s based on a linear model of processing and shipping the area's natural resources as quickly and as cheaply as possible. Once the resources were exhausted or it was no longer profitable to process or ship the resources to or from Washburn, the economy of Washburn and the surrounding region began to decline. This linear model was not sustainable.

In contrast, Washburn's Comprehensive Plan promotes a sustainable community that balances and brings together social, natural, and financial resources to sustain the "whole" community, including the natural environment and all people in the community. The following summarizes and builds on the goals, objectives, and policies described in this Plan. Refer to Figure 9-1: Generalized Economic Development Plan for a map that illustrates key areas relating to economic development in Washburn.

RETAIN AND SUPPORT THE EXPANSION OF EXISTING BUSINESSES AND INDUSTRIES

Although recruitment of new businesses and industries is an important component of Washburn's Economic Development Plan, it is equally as important to retain and support the expansion of existing businesses and industries. The following describes key strategies to retain and support local businesses and industries.

Promote Communication and Coordination

A simple strategy of this Plan is to promote communication and coordination between existing businesses, the City, and economic development organizations. Listening to and then addressing the hopes and concerns of existing businesses and industries can help ensure the success of existing businesses. The Mayor (or the Mayor's representative) will meet periodically with businesses and industries to listen to concerns and discuss opportunities for growth. For example, existing businesses might be concerned about the lack of convenient parking or they may be concerned about the overall image of the downtown. Good communication and coordination allows all parties to be proactive in ensuring existing businesses and industries have the foundation and the tools to succeed.

Promote and Support Training Efforts

The training and skills necessary to succeed in business are changing. For example, computer technology has become an important part of most businesses. If Washburn's businesses and industries are to thrive, they need to have a workforce with the skills necessary to succeed in today's economy. Washburn and the surrounding region are fortunate to have access to many entities (like the Wisconsin Indianhead Technical College and Northland College in nearby Ashland) that can help provide training. The City can help promote these training efforts by facilitating communication between businesses and training providers and by offering facilities and resources to help in the training efforts.

Promote Physical Planning Efforts that Enhance Existing Businesses and Industries

The Comprehensive Plan promotes the downtown area as the heart of the business community. It supports investment in the downtown area that will enhance its appearance and function. For example, the Plan promotes enhancements to existing buildings, infill development that relates to the existing character of the downtown, streetscape enhancements, and strong connections between the downtown area and the waterfront. In addition, the Plan promotes a mixture of new housing and businesses in the downtown area that can help support and complement existing businesses.

Promote Energy Conservation and Sustainable Practices

The Plan promotes and supports the efforts of energy providers and government agencies to help businesses, industries, and residences conserve energy and develop sustainable practices. These efforts will not only provide economic benefits for businesses and industries, but they will also provide natural and social benefits for the community and region.

RECRUIT BUSINESSES AND INDUSTRIES

The Comprehensive Plan acknowledges that Washburn's economy is predominantly a service-based economy. However, the Plan also recognizes that Washburn should diversify its economy and attract new businesses and industries that bring dollars into the community and help sustain the community. The following describes key strategies to recruit new businesses and industries.

Insert Figure 9-1: Generalized Economic Development Plan

Promote and Enhance Washburn's High Quality of Life

Washburn has many qualities that make it an attractive community to live, work, and play in. It is located in a scenic natural setting on the shores of Lake Superior. Numerous recreation opportunities exist in Washburn and the surrounding area. It offers a variety of housing, cultural activities, interesting shops, and small town charm. Washburn has a high quality of life that many cities cannot offer.

The Comprehensive Plan recognizes a strong relationship between Washburn's quality of life and Washburn's ability to recruit new businesses and industries. For example, it acknowledges that views and access to Lake Superior contribute greatly to Washburn's quality of life. Therefore, if Washburn hopes to attract businesses and workers to the community, it needs to protect and enhance views and access to the lake. Likewise, enhancing the appearance and function of businesses on Bayfield Street can help improve the image of Washburn and make it more attractive for new businesses and people to come to Washburn. Washburn's economy is linked to the social and natural aspects of the community. Therefore, Washburn must view the community as a whole if it is to succeed in recruiting new businesses and industries.

Promote the Creative Economy in Washburn

Numerous artists, writers, graphic designers, crafts persons, software writers, and other creative professionals live in Washburn and the surrounding area. Many of these people could work anywhere in the country, but they choose to work in the area, in part, because of area's quality of life. Consequently, Washburn will help support and expand the creative economy by promoting and enhancing Washburn's quality of life. For example, the City will ensure public access to Lake Superior, enhance the appearance and function of the downtown, and so on. The City will also help ensure that creative professionals have adequate facilities and services to conduct their work. For example, the City can help make sure creative professionals have access to high-speed Internet. The City could also help create synergy between professionals by promoting clusters of artist studios that share basic services, like administrative help, equipment, and so on. The proposed waterfront mixed use area provides an excellent opportunity to promote the creative economy in Washburn.

Recruit Value-Added, Start-Up, and Sustainable Businesses and Industries

The Comprehensive Plan supports the creation of value-added industries that can use the area's resources or by-products in a sustainable manner. For example, the Plan supports opportunities to create a new industry that would build off products that Washburn Ironworks could produce. Likewise, the Plan supports new industries that could recycle or reuse waste products that would otherwise be shipped out of the community for disposal or reuse. The Plan also supports new industries that would offer sustainable sources of energy for the region.

The Plan does not guide land in Washburn for development of a conventional industrial park. Instead, the Plan promotes a mixture of businesses and light industries in the downtown and waterfront mixed use areas. However, if opportunities come forward to recruit or develop conventional industries that would not be compatible with the downtown or waterfront mixed use area, the City would consider guiding and rezoning land for additional industrial development.

ENCOURAGE THE FORMATION OF NEW BUSINESSES

In addition to retaining existing businesses and recruiting businesses, the Comprehensive Plan presents several strategies to encourage the formation of new businesses. For example, the Plan

promotes programs that can provide training and support for those interested in starting a business in Washburn. These strategies may be particularly helpful in retaining Washburn's young people.

INTEGRATION OF ECONOMIC, NATURAL, AND SOCIAL ISSUES

The Comprehensive Plan strongly promotes economic development, but not at the expense of natural and social issues. The Plan stresses the need to consider economic, natural, and social issues simultaneously. For example, the Plan promotes industries that do not deplete or damage natural resources. It also promotes efforts to reduce, reuse, and recycle products. This approach makes good economic sense, but it also helps address natural and social issues.

The Plan identifies areas where economic development can best happen in the City so that it does not adversely affect the natural or social environment. For example, it promotes mixed-use development in the downtown area that will allow people to live, work, and play within a relatively compact area served by existing urban services. It also sets policies for developing sustainable development standards.

The Plan recognizes the impending loss of its labor force and provides strategies to help retain its youth and attract additional people. To that end, it recognizes that quality of life issues like promoting views and access to Lake Superior and having an attractive and functional downtown are important components of economic development.