

CHAPTER 6: ECONOMIC DEVELOPMENT

INTRODUCTION

This chapter provides an assessment of state, regional, and county economic development characteristics and trends. State and regional background information is presented first in order to provide context for measuring the county's economic standing against the rest of the state. Discussed in the remainder of the chapter are Door County's market opportunities and major industries; population and labor force characteristics, including educational attainment, income, labor force participation and unemployment rates, number of hours worked, and commuting patterns; labor shortage problems; and discussion as to business and industrial (re)development activities, including infrastructure improvements, business and workforce development, and community cash flow. Finally, information is provided regarding environmentally contaminated sites tracked by the Wisconsin Department of Natural Resources (DNR).

Economic development was ranked as either the second- or third-highest priority for the county's future at the countywide visioning sessions held in 2006 and 2007. As noted in the public input exercises conducted at these sessions, participants' vision for Door County's economy is tightly woven into many other aspects of the county's future. Comments from these public input exercises emphasized the importance of economic development to attracting and keeping youth and young families, its strong relationship to housing costs, and the need to balance economic development with other important county resources such as the environment and rural character. Tourism was also viewed as an important economic activity for the county, but one that needs to become more year round and better balanced with less seasonal industries.

Note that because economic development issues are inextricably intertwined with population, housing, and land use issues, it is recommended that readers also review Chapters 2, 5, and 9 in this report as those contain information related or relevant to the economic development information found in this chapter. Also, as stated in the housing chapter, there are many different agencies – using many different methods – to collect data at many different times, so figures in these chapters often can serve only as guides to trends or issues. Note, too, that when this document was being finalized, the national economy officially entered a severe recession, the likes of which has not been seen since The Great Depression. This recession is clearly being felt at the state, regional, and local levels as well, with daily reports of job and business losses, increasing unemployment claims, etc. Figures and projections provided herein, may, therefore, be overly optimistic.

STATE AND REGIONAL BACKGROUND INFORMATION

STATE BACKGROUND INFORMATION

In 2006, Wisconsin's per capita income (PCI) of \$34,405 was 94% of the nation's PCI of \$36,714. Wisconsin's PCI ranked the state 25th in the nation – higher than Indiana, Michigan, and Ohio, but less than Illinois and Minnesota. Wisconsin's PCI is consistently below in recent years, by about \$4,000, PCI levels of both Minnesota and Illinois residents.

Between 1995 and 2002, Wisconsin lost 80,000 manufacturing jobs. As of December 2003, the northeast Wisconsin region, including Door County, had in the past two years experienced a job loss of approximately 35% in the manufacturing industry. Replacement wages for re-employed displaced workers were at levels less than 85% of previous wages.

Compounding these problems is the fact that the percent of Wisconsin's workforce with a four-year college degree is lower than that for Minnesota, Illinois, and the nation overall. This is

significant as persons with bachelor's degrees or higher earn far more than those with only high school education. And, Wisconsin schools graduate more college students than the state retains, experiencing a net migration of 50,772 college graduates between 1989 and 1999 (a far higher number than other states losing college graduates, such as Montana, North Dakota, and South Dakota). Minnesota had a net gain of college graduates during that same time period of 141,055 people.

In order to address the state's economic issues, in September of 2003 Governor Doyle unveiled the "Grow Wisconsin" plan to provide an overarching umbrella of economic ideas for the state to follow as the basis for being competitive in a global economy. At the heart of the plan is the idea that economic development in the state is about creating a "high-end" economy with good paying jobs. Grow Wisconsin outlines the following goals:

1. Retain and create high-wage jobs
2. Prepare workers for tomorrow's economy
3. Add value to Wisconsin's economic base
4. Create and unleash knowledge to build emerging industries
5. Tap into Wisconsin's urban potential
6. Implement strategies regionally
7. Lower regulatory burden, but keep standards high
8. Build a world-class infrastructure

Evidence of this plan being implemented in Door County is reflected in the recent initiative to support the shipbuilding cluster project and worker training as part of the Grow Wisconsin initiative. See the Major Industries/Manufacturing and Workforce Development sections later in this chapter for more information.

REGIONAL BACKGROUND INFORMATION

According to the Wisconsin Department of Workforce Development (DWD) projections for 2004 – 2014, the ten-county Bay Area Workforce Development district (Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee, Oconto, Shawano, and Sheboygan counties) is likely to experience the following:

- Overall total non-farm employment will increase by 10%, or 30,670 new jobs.
- Manufacturing, currently the largest employing industry sector in the region, will remain the largest industry sector through 2014. Manufacturing jobs, however, are projected to decrease by about 1,700 jobs, with 1,070 of those jobs being in paper manufacturing.
- Occupations in manufacturing are expected to move away from general labor positions to more semi-skilled and skilled operator and technician jobs, primarily due to production processes that have integrated more efficient technologies.
- The education and health services sector is projected to show the largest numeric employment growth, adding 11,690 jobs.
- The leisure and hospitality industry will demonstrate strong growth, adding nearly 4,520 new jobs by 2014.

The Northeast Wisconsin (NEW) Economic Opportunity Study, completed in November of 2004, covers 18 counties in northeastern Wisconsin and is the first comprehensive regional economic study for this area. The NEW study emphasizes regional planning, a key strategy in "Grow Wisconsin." Listed below are the five regional strategies outlined in the plan, which Bay-Lake Regional Planning Commission (BLRPC) – the regional planning commission encompassing Door and seven other northeast Wisconsin counties – is now working to implement.

1. Move to a “New Economy” model of economic development. (The New Economy is based upon knowledge and abundance theory, the concept that collaboration will “grow the pie” sufficiently large enough to serve an ample piece to everyone. A skilled workforce is imperative in this economic model. Creativity and innovation coupled with entrepreneurship and risk capital generate high value-added products. These products yield higher margins, better pay, and more community wealth.)
2. Move to a collaborative (regional) model of economic development.
3. Change the social and cultural mindset on risk and collaboration.
4. Change the regional image.
5. Promote industry cluster development in the following clusters.
 - a. Biorefining/paper products
 - b. Printing and publishing
 - c. Insurance products
 - d. Nutraceuticals (Nutraceuticals are natural, bioactive chemical compounds that have health promoting, disease preventing, or other medicinal properties.)
 - e. Machine tool design
 - f. Healthcare
 - g. Biomass/agriculture/food processing
 - h. Maritime vessels and equipment
 - i. Tourism
 - j. Specialty crops
 - k. Automated manufacturing technology
 - l. Education and workforce training services

See the Resources and Further Information section for more information regarding the NEW study.

COUNTY-LEVEL TRENDS AND DATA

GENERAL INFORMATION

The Door County Economic Development Corporation (DCEDC) was established and has been working in the county since 1989 to address various economic development issues facing the area. While DCEDC has historically primarily focused on Sturgeon Bay employers – and, more specifically, on manufacturing employers – they are now looking at larger issues such as the county’s rising housing costs and lack of telecommunications infrastructure, discussed further in the Business and Industrial (Re)Development Issues and Opportunities section at the end of this chapter.

DOOR COUNTY ECONOMIC DEVELOPMENT ADJUSTMENT PLAN

In 2005, DCEDC published a Door County Economic Development Adjustment Plan (EDAP) that provides descriptions of potential market opportunities, demographic and economic analysis, and seven strategic recommendations regarding economic development for the county. DCEDC is using this document to guide its activities over the next 5-10 years, following the EDAP goals listed below:

- Goal 1:** Create high-paying year-round jobs by retaining and attracting a skilled workforce, ensuring a long-term competitive advantage to businesses in Door County.
- Goal 2:** Grow and expand existing businesses and business clusters that have market and growth opportunities.

- Goal 3:** Tap into the visitor, seasonal resident, and retiree populations as sources of entrepreneurship and new business formation.
- Goal 4:** Establish and implement economic development strategies that will reduce the seasonality of the county's economy, create better balance in the economy, and are consistent with maintaining the quality of life and the natural environment.
- Goal 5:** Create economic development and opportunity around future demographic trends for the county.
- Goal 6:** Improve the county's basic physical and business infrastructure including bridges, telecommunications, capital formation, the power grid, business networks, and business support systems.
- Goal 7:** Attract younger families as permanent residents of Door County to increase the talent pool, create better balance in the future age distribution, and maintain a high level of energy in the county.

The EDAP focuses on the nine market opportunities listed below. It also recommends the intersection of these specific markets with general demographic groups such as seasonal residents, high-end destination tourists, and the aging population.

- Manufacturing/shipbuilding
- Healthcare
- Marine services
- Professional/financial services
- Arts
- Environmental education and services
- Agriculture
- Construction
- Retail

OVERALL REVENUES BY INDUSTRY

Table 6.1 provides an overview of the income each industry sector has contributed to the overall Door County economy for 1980, 1990, and 2000. (Please note this table does not include agriculture, discussed in a separate section below.) Manufacturing constituted the largest sector of the county's economy in 1980 and 1990, but dropped to third in 2000 and has shown the smallest percentage increase between 1980 and 2000 of any industry. The services and construction industries grew 396% and 341%, respectively, between 1980 and 2000. Overall, income from all industries rose 160% over the 20-year time period.

An industry is a group of establishments that produce similar products or provide similar services. For example, all establishments that manufacture automobiles are in the same industry. A given industry, or even a particular establishment in that industry, might have employees in dozens of occupations. The North American Industry Classification System (NAICS) groups similar establishments into industries. An establishment is generally a single physical location where services are provided or goods are produced. Examples of establishments include a factory, mine, store, or office.

Table 6.1: Revenues by Industry Type, Door County

Area	1980*	1990*	2000*	Percent Change
Mining	\$1,246	\$345	(DS)	--
Construction	\$12,118	\$21,295	\$53,451	341%
Manufacturing	\$66,018	\$78,437	\$75,131	14%
Transportation and Public Utilities	\$3,853	\$6,671	(DS)	--
Trade	\$26,273	\$45,692	\$75,966	189%
Services	\$29,920	\$67,495	\$148,269	396%
Government	\$18,749	\$40,490	\$58,382	211%
Total	\$158,177	\$260,425	\$411,199	160%

Source: Wisconsin Department of Commerce, for the years cited.

*Figures Provided in Thousands.

(DS) - Data suppressed; not shown to avoid disclosure of confidential information.

MAJOR INDUSTRIES

Door County's economy has traditionally depended on the agriculture, manufacturing, and tourism industries. Largely, those industries are split into three general geographic areas within the county: manufacturing in the city, agriculture in the south, and tourism in the north. Manufacturing has always been concentrated in the City of Sturgeon Bay, with very little in the southern and northern areas. Agriculture, especially dairy production, had been widespread throughout the county, though more recently it has declined drastically in Northern Door and somewhat in central Door, but remaining predominant in Southern Door. As discussed in Chapter 4, Agricultural and Natural Resources, both the orchard and dairy industries have significantly decreased in the northern areas of the county. Northern Door County is much more tourism oriented than the rest of the county, with agriculture continuing to decline and very little manufacturing present.

AGRICULTURE

As discussed in Chapter 4, Agricultural and Natural Resources, Door County has a long history in agriculture, most notably including dairy and orchard crops. Though dairy production is down, mostly due to declining dairy production in Northern Door, it continues to contribute the most to the county's agricultural economy (see below). Cherry production continues to decline, but the county is experiencing some renewed growth in apple production, as well as advancing in other specialty crops such as wine grapes. Though the growing of grapes is still in the experimental stage, there are four wineries engaged in the production of wine primarily using grapes imported from outside the state; some local fruit is used mostly for sweet wines. The county is also experiencing growth in the organic, naturally grown, and greenhouse foods, and in the production of landscape plants and trees.

Economic Impact

As noted in Chapter 4, Agricultural and Natural Resources, the Door County University of Wisconsin - Extension reported that agriculture in Door County in 2000:

- Provided jobs for 2,199 county residents, or 11.3% of the county's entire workforce.
- Constituted \$188.9 million (14%) of the county's total economic activity. Of this \$188.9 million:
 - o \$143 million resulted from the sale of all farm and value-added products;
 - o \$39.8 million from business-to-business purchases; and
 - o \$5.9 million from the spending of earnings by those in agriculture related occupations.

- Constituted \$42.1 million (6.1%) of the county's total income.
- Paid nearly \$4.6 million in taxes, not including all property taxes paid to local schools.

Dairy is the largest part of Door County's agricultural activity, contributing \$119.3 million (63%) of the \$188.9 million to the county's economy in 2000. The on-farm production and sale of milk accounted for \$70.2 million and processing accounted for the remaining \$49.1 million. In 2000, there were five dairy processing plants in Door County.

After dairy, the top commodities contributing to farm product sales are respectively grains, cattle and calves, vegetables, and tart cherries and apples. The production of landscape trees and plants, as well as landscape and grounds maintenance, are rapidly growing segments of Door County's agricultural industry. In 2000, horticulture generated \$1.5 million in county economic activity and provided more than 36 full-time and many seasonal jobs.

MANUFACTURING

Door County has a substantial manufacturing base that exports products including water vessels, wire products, specialty machines, and marine service equipment. Shipbuilding is by far the top revenue producing manufacturing industry in the county. As described in the EDAP and the Shipbuilding Cluster Master Plan (described below), supporting the modernization and expansion of the shipbuilding cluster will help keep Door County competitive in the shipbuilding industry.

Shipbuilding

Much of Door County's long history in manufacturing has been concentrated in the shipbuilding industry. Both Bay Shipbuilding Company (owned by an Italian parent company) and Palmer Johnson are well-established shipbuilding businesses that have developed a skilled labor force in the county. Growing demand for both luxury yachts and double-hulled vessels has helped to revive the industry in recent years.

Bay Shipbuilding has evolved from building freshwater vessels to building a variety of ocean-going vessels used along all U.S. coastlines. They also dry-dock and repair a significant portion of the Great Lakes working vessel fleet as well as Coast Guard vessels. In 2006, Bay Shipbuilding employed 654 people, the highest of any other employer in the county. Palmer Johnson, having evolved from building wooden boats to large custom motor yachts, is experiencing accelerated growth due to their development of a new sport yacht design. Palmer Johnson employed 330 people in 2006.

Shipbuilding Cluster Master Plan

A Shipbuilding Cluster Master Plan was developed by DCEDC, the City of Sturgeon Bay, Bay Shipbuilding, and Palmer Johnson in order to preserve and possibly expand high paying manufacturing jobs in the shipbuilding industry and to improve the competitive position of both shipbuilders. A "cluster" is defined as a geographically neighboring group of organizations in a particular field linked by what they have in common and the ways in which they complement one another. Bay Shipbuilding and Palmer Johnson form the current center of this cluster with other companies in the area helping to define the extent of the cluster. This cluster also includes the U.S. Coast Guard, marinas, boat and ship maintenance and repair services, marine towing and salvage, marine design and engineering, and boat brokerage and sales.

The overall project would modernize local production facilities in order to better compete for ship and boat building projects and for skilled workers. The goal of the project is to make the Door County shipbuilding industry stable and competitive for the next 20-30 years. Financing of the project requires a combination of private, state, and local funding. As part of the Shipbuilding Cluster Master Plan, Palmer Johnson recently completed an addition to their current building, and

constructed a new painting facility and a new production facility. Palmer Johnson received a \$2 million state Community Development Block Grant to help pay for these projects.

Other market opportunities derived from shipbuilding include promoting it as a tourism destination attraction, and developing existing and new shipbuilding industry suppliers considered critical to the shipbuilding supply chain.

TOURISM

The Door County Visitor Bureau (DCVB) is the county's official tourism marketing organization whose mission is to generate incremental economic impact for the community by attracting visitors with strategies that ensure sustainable tourism.

Tourism is a vital component of Door County's economy; according to the DCVB, Door County receives over 2.2 million visitors a year. Businesses that cater to tourism, such as resorts, motels, campgrounds, bed and breakfasts, and retail stores, are expanding their services to meet the diverse needs of people who come to the county. Tourists visit Door County to take advantage of the walking and biking trails, state and local parks and other natural areas, golf courses, historic sites, approximately 300 miles of coastal shoreline, commercial districts, and the arts community.

Door County Strategic Destination Marketing and Management Plan

In 2005, the Door County Strategic Marketing Coalition (SMC) formed as an independent group of business interests to develop a marketing plan for Door County in order to address a perceived decline in tourism spending in retail, lodging, and restaurant establishments. (Note that data collected at the state level does not support this perceived decline, at least at the industry level. See the economic impact of tourism section, below. It is true, however, that individual businesses dependent upon tourism, such as restaurants and lodging establishments, report seeing declines.) In 2006, the SMC published a report titled "Preparing Door County Tourism for Long Term Success – The Door County Strategic Destination Marketing and Management Plan." The plan concluded that the county's marketing efforts need to consistently target the upscale visitor who has the disposable income for both weeklong stays and shorter getaways and who will engage in activities such as outdoor recreation, culture and arts, food and wine, and boating/fishing. Listed below are the major recommendations outlined in the plan for a "Destination Door County Peninsula Campaign."

- Launch a major year-round, brand-oriented publicity program on TV, radio, and in the press.
- Advertise Door County's compelling visitor appeal in upscale magazines to reach the high-end demographic of impulse travelers.
- Introduce an innovative Internet-based campaign.
- Target the small corporate meetings market and group tour travel market.
- Increase the length of visitors' stays while enhancing the value of their experience to encourage repeat visitation.
- Build new business partnerships throughout the county, producing new members to support DCVB programs.

Door County Tourism Zone

The SMC Plan's number one recommendation for substantially increasing the funding for marketing Door County as a tourism destination was through a local dedicated hotel tax or "room tax." The room tax is the number one financial resource for convention and visitor bureau funding throughout the United States and is a tax paid by travelers staying at hotels and other lodging businesses. The room tax is implemented through tourism zone commissions.

Door County Tourism Zone Commission

The Door County Tourism Zone Commission (TZC) is a government entity created by an intergovernmental agreement (s.66.0615, Wis.Stats.). The TZC is responsible for issuing the lodging permits, collecting the room tax, preparing and delivering all the required reports, contracting with a tourism entity (DCVB) for the purpose of marketing the destination, approving the marketing plan, and reviewing performance measurements.

All of the room tax dollars collected in Door County are paid to the TZC. The intergovernmental agreement that was part of the adoption of the tax split the total tax into 30% and 70% shares. The 30% share is distributed proportionally to the member municipalities. Of the remaining 70%, 4% goes to the TZC for operations and 66% to the DCVB for marketing and operations. The TZC contracts with the DCVB to develop and undertake a variety of marketing efforts designed to increase the number of overnight stays in lodging establishments in member municipalities.

Currently, all 19 municipalities have adopted ordinances imposing the 5.5% room tax on transient lodging.

Brand Development

In 2008, the DCVB published the results of a brand development study that attempted to clearly define the county's unique and distinctive attributes and their emotional and functional benefits to visitors. The report outlined specific action steps to develop the Door County "brand" as follows:

1. Align the Door County/community brand between all communities.
2. Enhance partnership formations between DCVB and local government and non-profit agency leaders.
3. Coordinate a countywide community visitor information services network.
4. Develop a "brand service excellence" training program for employees.
5. Integrate a gateway and directional signage system throughout the county.
6. Institute "shoulder season" destination brand marketing research and planning.
7. Formulate a cultural tourism strategy.
8. Formulate an ecotourism strategy.

More information on the brand development study can be found in the Resources and Further Information section at the end of this chapter.

Economic Impact of Tourism

The Wisconsin Department of Tourism's Economic Impact Fact Sheet for Door County reported that in 2006:

- Door County ranked 7th of all counties in the state for traveler spending at an estimated \$421 million, representing an increase of 5.4% from 2005. The following accounted for expenditures by season in 2006:
 - o 19% in the spring (\$81 million);
 - o 48% in the summer (\$202 million);
 - o 24% in the fall (\$101 million); and
 - o 9% in the winter, (\$36 million).
- Employees earned an estimated \$167 million in wages generated from tourist spending, increasing 5.4% from 2005.
- Traveler spending in 2006 supported 13,760 full-time equivalent jobs in Door County, increasing 5.4% from 2005.

- Local revenues (property taxes, sales taxes, lodging taxes, etc.) collected as a result of travelers amounted to an estimated \$21 million, increasing 5.5% from 2005.
- Travelers to Door County generated \$39 million in state revenues (lodging, sales, and meal taxes, etc.), increasing 5.4% from 2005.

GROWING INDUSTRIES

Both the NEW plan and the EDAP predict that health care will be a major growth industry for northeast Wisconsin and for Door County. Not only will there be increased jobs in health care, but wages will be commensurate to manufacturing wages for appropriately trained workers. The EDAP suggests exploring the idea of developing Door County into a specialty health care destination for cosmetic surgery, stress management, weight loss, exercise therapy, high-end spas, and other specialty interests related to lifestyle interests and aging.

The EDAP also identifies further strengthening the marine cluster by growing marine service businesses. Marine service businesses include software, insurance, publishing, and finance. The EDAP suggests exploring marine and marina employee training programs and schools for both commercial and private boats.

MAJOR EMPLOYERS

Table 6.2 lists the top fifteen employers in Door County – in terms of number of total employees, regardless of numbers of hours worked per week – for the year 2006. Public sector employers on the list include the county itself and two of the county’s five local public school districts. The private industries are from a number of different sectors, including manufacturing, health care, and banking. Bay Shipbuilding and Door County Memorial Hospital are the largest private employers, each employing well over 500 people.

Table 6.2: Top Fifteen Employers, Door County

Largest Employers	Type of Business	Number of Employees
Bay Shipbuilding	Ship Repair & Construction	750
Door County Memorial Hospital	Health Care	550
Palmer Johnson	Luxury Yacht Builder	408
Baylake Bank	Commercial Banking	340
County of Door	County Government	329
Hatco Corporation	Commercial Kitchen Equipment	298
Marine Travelift/ExacTech	Boat & Industrial Hoists	237
School District of Sturgeon Bay	Elementary & Secondary Schools	213
Southern Door Public School	Elementary & Secondary Schools	174
NEW Industries	Custom Machining	130
Therma-Tron-X	Industrial Finishing Systems	123
Door County YMCA	Civic & Social Organization	115
Wal-Mart Associates	Discount Department Store	100
WireTech Fabricators	Wire Products	100
Portside Builders	Construction	86

Source: Door County Economic Development Corporation, October 2008.

POPULATION AND LABOR FORCE CHARACTERISTICS

This section provides information on the county's labor force, including the types of industries and occupations where the labor force participants are employed, education levels, income, commuting patterns, labor participation rates, unemployment rates, and a brief description of labor shortage problems.

INDUSTRY

According to the DWD, Door County averaged 1,344 employers in 2006, providing 13,393 jobs and a total payroll of over \$346 million. Though down 20 establishments from 2005, there was a net change of 53 additional jobs in 2006. This change was primarily due to a decrease of 80 jobs in leisure and hospitality and an increase of 125 jobs in manufacturing.

The DWD releases Workforce Profiles annually for Door County which analyze changes in population, labor force, and employment by industry and wages. The three industries described below – leisure and hospitality; trade, transportation, and utilities; and manufacturing – are the top industries in Door County, respectively.

LEISURE AND HOSPITALITY

Leisure and hospitality jobs rank first in total number of jobs, but employees earn far less than workers in other industries. In 2006, 22% percent of the total jobs in Door County's were in leisure and hospitality, earning only 12% of the total payroll for the county. The average annual wage for leisure and hospitality jobs in 2006 was \$13,500 for Door County, 3.4% higher than the state average of \$13,058 for the same year.

Many jobs in this occupation are entry-level, part-time, and seasonally based. Employers in this industry tend to be small – in Door County in 2006, an average of 12 workers per establishment – thus no leisure and hospitality business appears on the list of top fifteen employers.

TRADE, TRANSPORTATION, AND UTILITIES

The trade, transportation, and utilities industry ranked second in terms of number of jobs accounted for in the county, making up just less than 17% of the total job base. Note that retail trade is included in this category and makes up approximately 14% of the total job base. The total payroll for trade, transportation, and utilities made up less than 15% of the total payroll for all industries in the county. Jobs in this industry are also somewhat seasonally based, partly accounting for the average annual wage of \$22,427, which is only 70% of the state's average annual wage.

MANUFACTURING

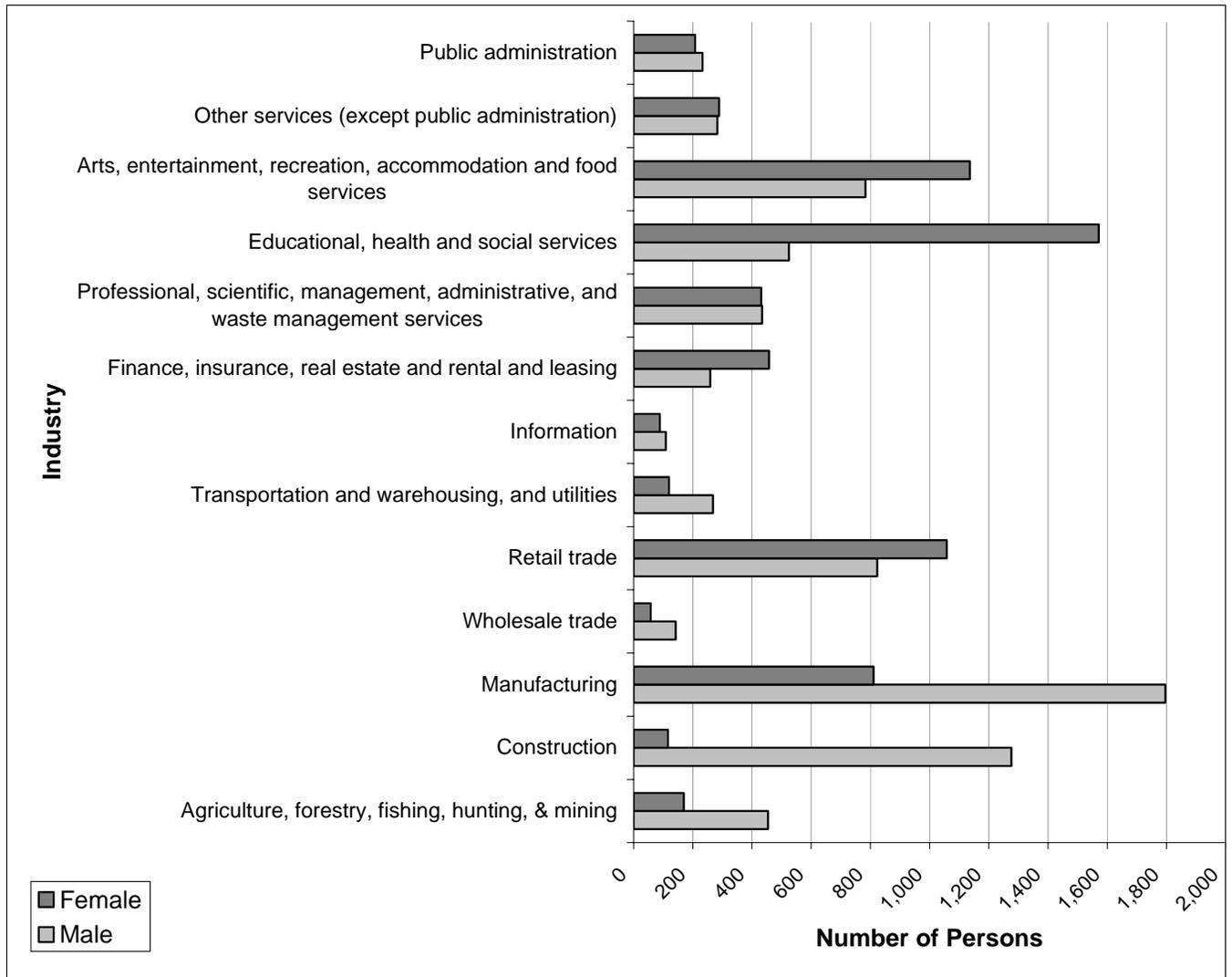
During the 1980s, manufacturing accounted for over 30% of the jobs in the county, mostly due to shipbuilding. Shipbuilding experienced an economic downturn in the 1990s, drastically reducing the number of manufacturing jobs in the county. As of the end of 2007, manufacturing jobs made up 17% of the total number of jobs, up from just over 16% in 2006. Though ranking third highest in terms of number of jobs, manufacturing ranked the highest in terms of total payroll – approximately 23% percent of the total payroll for the county in 2006 was paid to manufacturing industry jobs. The 2006 average annual wage in manufacturing was \$36,349, the highest average annual wage in Door County, though only 79% of the state's average annual wage for manufacturing.

In April of 2008, Door County had 2,377 jobs in manufacturing, an increase of 8% from 2,190 in 2006 and holding at about 17% of total jobs.

INDUSTRY EMPLOYMENT BY GENDER

Figure 6.1 illustrates the different industries – as grouped by the 2000 Census – where men and women work in Door County. Male-dominated industries are manufacturing; construction; agriculture, forestry, fishing, hunting, and mining; transportation, warehousing, and utilities; and wholesale trade. Female-dominated industries are educational, health, and social services; arts, entertainment, recreation, accommodation and food services; retail trade; and finance, insurance, real estate, and rental and leasing sectors.

Figure 6.1: Industry by Gender, Door County



Source: U.S. Bureau of the Census, 2000 Census, DP-3.

OCCUPATIONS

Table 6.3 compares employed persons by occupation for Door County with the state overall. In 1999, a majority of Door County residents were employed in management, professional and related service fields (27.5%), or sales and office (23.6%). The farming, fishing, and forestry occupation had the fewest employed persons – 1.9% of all employed persons – compared to all the occupation groups.

An occupation is a set of activities or tasks that employees are paid to perform. Employees that perform essentially the same tasks are in the same occupation, whether or not they are in the same industry. Some occupations are concentrated in a few particular industries, while other occupations are found in the majority of industries.

Table 6.3: Employed Persons by Occupation, Door County and Wisconsin

Occupation	Door County		Wisconsin	
	Number	Percent	Number	Percent
Management, professional, and related	3,828	28%	857,205	31%
Service	2,172	16%	383,619	14%
Sales and office	3,285	24%	690,360	25%
Farming, fishing, and forestry	267	2%	25,725	1%
Construction, extraction, and maintenance	1,847	13%	237,086	9%
Production, transportation, and material moving	2,502	18%	540,930	20%
Total	13,901	100%	2,734,925	100%

Source: U.S. Bureau of the Census, 2000 Census, SF-3 (sample data).

The number of employed persons by occupation for each municipality in Door County in 2000 can be found in Table 6.4. The Village of Ephraim had the highest percentage of people working in “management, professional, and related” occupations, at 45%, followed by the Towns of Clay Banks and Gibraltar at 36% and 35%, respectively. The Village of Sister Bay had the highest percentage of people working in the “service” occupation at 24%, followed closely by the Village of Ephraim and the Town of Baileys Harbor. The Village of Egg Harbor had the highest percentage of people working in “sales and office” at 34%.

Table 6.4: Employed Persons by Occupation, Door County Municipalities

Location	Management, professional, and related occupations		Service occupations		Sales and office occupations		Farming, fishing, and forestry occupations		Construction, extraction, and maintenance occupations		Production, transportation, and material moving occupations		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
T. Baileys Harbor	132	25%	117	22%	139	27%	9	2%	76	15%	49	9%	522
T. Brussels	200	32%	69	11%	118	19%	7	1%	84	13%	145	23%	623
T. Clay Banks	63	36%	18	10%	38	21%	4	2%	21	12%	33	19%	177
T. Egg Harbor	147	23%	134	21%	141	22%	27	4%	94	15%	92	14%	635
T. Forestville	147	25%	63	11%	102	17%	16	3%	91	15%	178	30%	597
T. Gardner	132	22%	76	13%	133	22%	18	3%	104	17%	135	23%	598
T. Gibraltar	193	35%	105	19%	129	24%	8	1%	62	11%	51	9%	548
T. Jacksonport	110	28%	68	17%	85	21%	13	3%	69	17%	53	13%	398
T. Liberty Grove	254	30%	146	17%	250	29%	15	2%	135	16%	51	6%	851
T. Nasewaupée	263	26%	178	18%	197	19%	9	1%	128	13%	241	24%	1,016
T. Sevastopol	426	30%	168	12%	343	24%	37	3%	174	12%	256	18%	1,404
T. Sturgeon Bay	136	29%	56	12%	128	27%	5	1%	62	13%	80	17%	467
T. Union	138	30%	68	15%	74	16%	12	3%	62	13%	110	24%	464
T. Washington	63	25%	47	19%	38	15%	7	3%	67	26%	32	13%	254
V. Egg Harbor	37	34%	6	6%	37	34%	0	0%	20	19%	8	7%	108
V. Ephraim	69	45%	36	23%	30	19%	0	0%	12	8%	7	5%	154
V. Forestville	37	17%	23	10%	61	27%	2	1%	37	17%	64	29%	224
V. Sister Bay	85	27%	74	24%	90	29%	0	0%	43	14%	22	7%	314
C. Sturgeon Bay	1,196	26%	720	16%	1,152	25%	78	2%	506	11%	895	20%	4,547
Door County	3,828	28%	2,172	16%	3,285	24%	267	2%	1,847	13%	2,502	18%	13,901
Wisconsin	857,205	31%	383,619	14%	690,360	25%	25,725	1%	237,086	9%	540,930	20%	2,734,925

Source: U.S. Bureau of the Census, 2000, SF-3 (sample data).

EDUCATIONAL ATTAINMENT

In 2000, the percentage of individuals who had a high school diploma or equivalent in Door County was approximately 39%, significantly higher than the state average of 35%. (See Table 6.5.) An additional 21% of Door County residents had “some college, no degree,” equivalent with the state. However, Door County had fewer individuals holding an Associate Degree or higher (approximately 29%) than state residents overall (approximately 30%). The educational attainment for residents within each municipality in Door County can be found in Table 6.6.

Table 6.5: Educational Attainment (Age 25 and Over), Door County and Wisconsin

Education Level	Door County		Wisconsin	
	Number	Percent	Number	Percent
Less than 9th grade	923	5%	186,125	5%
9th to 12th grade, no diploma	1,530	8%	332,292	10%
High school diploma or equivalent	7,741	39%	1,201,813	35%
Some college, no degree	4,246	21%	715,664	21%
Associate degree	1,328	7%	260,711	8%
Bachelor's degree	2,935	15%	530,268	15%
Graduate or professional degree	1,359	7%	249,005	7%
High school graduate or higher	17,609	88%	2,957,461	85%
Bachelor's degree or higher	4,294	21%	779,273	22%
Total persons 25 years and over	20,062	100.0	3,475,878	100.0

Source: U.S. Bureau of the Census, 2000, DP-2.

Table 6.6: Educational Attainment (Age 25 and Over), Door County Municipalities

Location	Less than 9th grade		9th to 12th grade, no diploma		High school graduate (includes equivalency)		Some college, no degree		Associate degree		Bachelor's degree		Graduate or prof. degree		Total (Age 25+)
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
T. Baileys Harbor	24	3%	42	5%	239	30%	192	24%	53	7%	156	20%	81	10%	787
T. Brussels	41	6%	65	9%	366	49%	113	15%	64	9%	71	10%	21	3%	741
T. Clay Banks	15	5%	17	6%	115	41%	53	19%	20	7%	43	15%	19	7%	282
T. Egg Harbor	33	4%	86	10%	409	46%	134	15%	33	4%	132	15%	56	6%	883
T. Forestville	39	6%	69	10%	307	45%	139	20%	42	6%	79	12%	11	2%	686
T. Gardner	61	7%	87	10%	458	53%	138	16%	41	5%	62	7%	23	3%	870
T. Gibraltar	6	1%	38	4%	238	28%	219	26%	23	3%	230	27%	95	11%	849
T. Jacksonport	17	3%	46	9%	201	38%	105	20%	35	7%	85	16%	45	8%	534
T. Liberty Grove	34	2%	88	6%	392	27%	346	24%	75	5%	359	25%	163	11%	1457
T. Nasewaupee	67	5%	118	9%	569	43%	278	21%	75	6%	154	12%	71	5%	1332
T. Sevastopol	43	2%	133	7%	722	37%	469	24%	151	8%	266	14%	180	9%	1964
T. Sturgeon Bay	17	3%	53	8%	253	39%	151	23%	59	9%	76	12%	44	7%	653
T. Union	43	7%	61	10%	301	50%	72	12%	42	7%	53	9%	27	5%	599
T. Washington	18	4%	29	6%	151	32%	98	21%	35	7%	81	17%	56	12%	468
V. Egg Harbor	7	4%	7	4%	34	19%	49	27%	8	4%	51	28%	24	13%	180
V. Ephraim	3	1%	6	2%	45	17%	81	31%	2	1%	77	30%	47	18%	261
V. Forestville	9	3%	32	11%	181	61%	42	14%	13	4%	18	6%	2	1%	297
V. Sister Bay	53	7%	41	5%	257	34%	145	19%	27	4%	157	21%	72	10%	752
C. Sturgeon Bay	393	6%	512	8%	2503	39%	1422	22%	530	8%	785	12%	322	5%	6467
Door County	923	5%	1,530	8%	7,741	39%	4,246	21%	1,328	7%	2,935	15%	1,359	7%	20,062
Wisconsin	186,125	5%	332,292	10%	1,201,813	35%	715,664	21%	260,711	8%	530,268	15%	249,005	7%	3,475,878

Source: U.S. Bureau of the Census, 2000, SF-3.

PER CAPITA PERSONAL INCOME

Per Capita Personal Income (PCPI) is calculated by adding together all sources of personal income received by all persons in an area, and dividing that number by the number of persons in the county, regardless of age or employment status. Personal income is the sum of net earnings, rental income, personal dividend income, personal interest income, and personal current transfer (government) receipts.

Table 6.7 illustrates the PCPI from 2000 – 2006 for Door County, neighboring counties, and the state. Door County's PCPI was higher than the state in all years 2000 – 2006, except for 2003, and fifth highest in the state in 2006. Door County's PCPI exceeded that of Kewaunee County's PCPI for all years between 2000 and 2006, and exceeded Brown County's PCPI between 2004 and 2006.

Table 6.7: Per Capita Personal Income, Door County and Selected Areas

Area	2000	2001	2002	2003	2004	2005	2006
Door	29,124	30,011	30,011	30,405	33,818	34,825	37,245
Kewaunee	25,051	25,354	24,968	26,167	28,687	30,014	30,719
Brown	29,805	30,415	31,333	31,939	32,739	33,526	34,718
Wisconsin	28,570	29,377	29,992	30,705	31,697	32,829	34,405

Source: U.S. Bureau of Economic Analysis, 2000 - 2006.

MEDIAN HOUSEHOLD INCOME

The 1999 median household income (sum of all personal income for household occupants 15 years and older) for Door County was \$38,812, an increase of \$12,553 from the median of \$26,259 in 1989. (See Table 6.8.) Door County's median household income was, however, significantly less than Brown and Kewaunee counties and the state in 1999. The median household income for each municipality in Door County can be found in Table 6.9. In 1999, the Village of Ephraim had the highest median household income at \$52,500 and the City of Sturgeon Bay had the lowest at \$31,935.

Table 6.8: Median Household Income, Door County and Selected Areas

	Door Co.	Kewaunee Co.	Brown Co.	Wisconsin
Median Household Income	38,812	43,824	46,447	43,791

Source: U.S. Bureau of the Census, 2000 (1999 income).

Table 6.9: Median Household Income, Door County Municipalities

Area	1989	1999	% Change
Town of Baileys Harbor	\$25,809	\$41,350	60%
Town of Brussels	\$22,500	\$42,212	88%
Town of Clay Banks	\$30,938	\$42,708	38%
Town of Egg Harbor	\$26,853	\$43,098	60%
Town of Forestville	\$26,250	\$39,167	49%
Town of Gardner	\$22,357	\$39,063	75%
Town of Gibraltar	\$27,875	\$47,604	71%
Town of Jacksonport	\$30,221	\$42,404	40%
Town of Liberty Grove	\$26,957	\$43,472	61%
Town of Nasewaupée	\$26,434	\$43,292	64%
Town of Sevastopol	\$32,188	\$47,227	47%
Town of Sturgeon Bay	\$27,188	\$42,434	56%
Town of Union	\$30,781	\$47,604	55%
Town of Washington	\$21,204	\$31,146	47%
Village of Egg Harbor	\$26,250	\$41,667	59%
Village of Ephraim	\$27,500	\$52,500	91%
Village of Forestville	\$25,268	\$39,167	55%
Village of Sister Bay	\$20,083	\$33,224	65%
City of Sturgeon Bay	\$24,612	\$31,935	30%
Door County	\$26,259	\$38,812	48%
State of Wisconsin	\$29,442	\$43,791	49%

Source: U.S. Bureau of the Census, 1990 Census of Population and Housing, STF 3A Table P080A; U.S. Bureau of the Census, 2000, DP-3.

EARNINGS AND WAGE INCOME

Earnings are defined as the sum of wage or salary income and net income from self-employment. Median earnings for Door County residents age 16 and over was \$20,531 in 1999, significantly less than neighboring counties and the state. (See Table 6.10.)

Table 6.10: Median Earnings, Door County and Selected Areas

	Door Co.	Kewaunee Co.	Brown Co.	Wisconsin
Median Earnings	20,531	23,011	24,220	23,601

Source: U.S. Bureau of the Census, 2000 (1999 income).

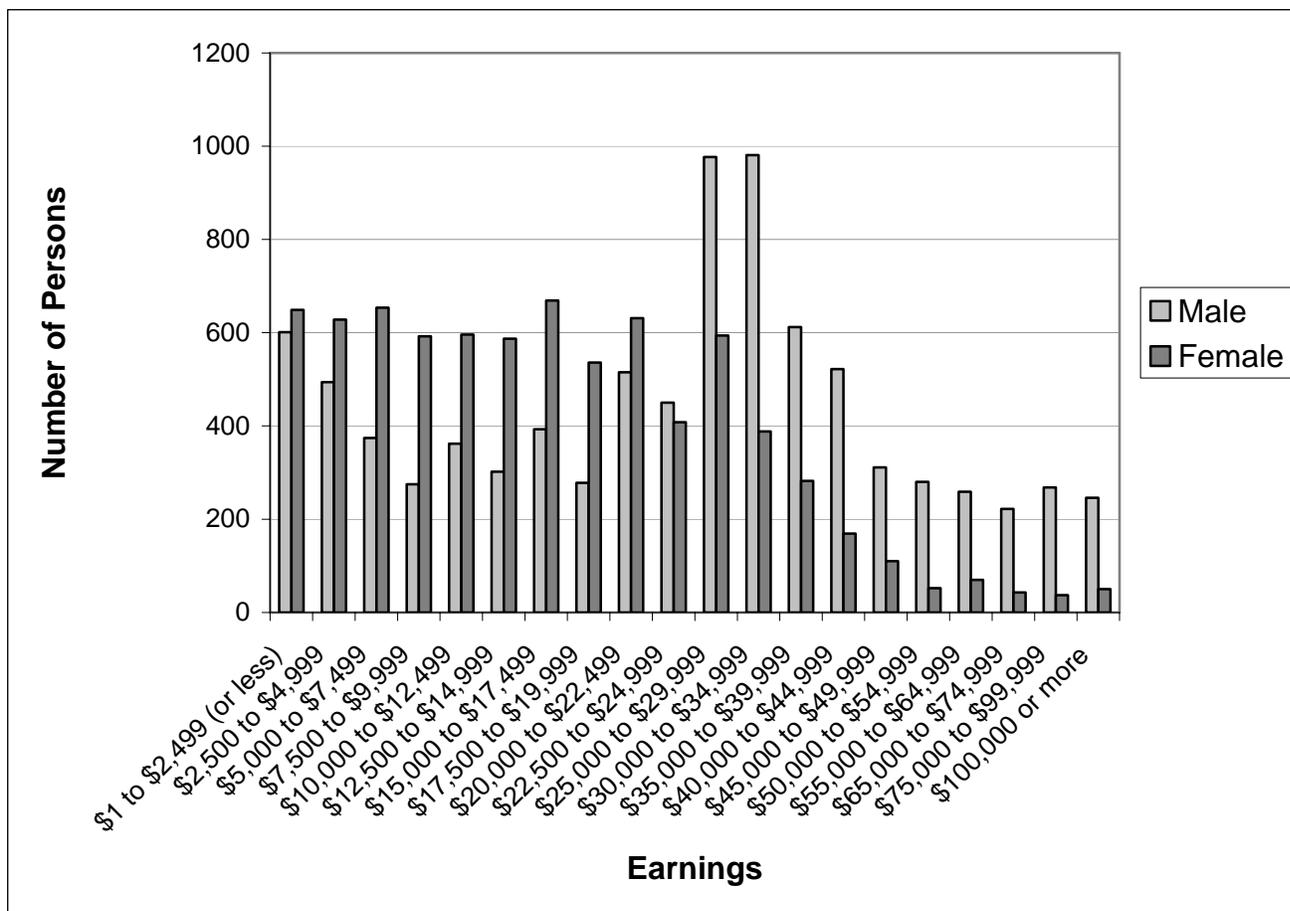
NET EARNINGS

Net earnings typically consist of 68 – 70% of total personal income. According to the DWD, net earnings accounted for only 53.3% of the total personal income of Door County residents in 2005. In comparison, net earnings accounted for 69.3% of the state's and 69.5% of the nation's total personal income for the same year. Dividends, interest, and rents accounted for 30% of Door County residents' total personal income, nearly twice the share for the state and nation, reflecting the number of retirees that live in the county.

EARNINGS, MEN VERSUS WOMEN

Figure 6.2 illustrates the differences in earnings between men and women for 1999. A higher number of women made "earnings" in all income categories up to \$22,500, while more men than women made "earnings" in all income categories at \$22,500 and above. The graph shows, therefore, that men in the county are in the higher-paying spectrum when compared to women in the county.

Figure 6.2: Earnings, Men Versus Women, Door County



Source: U.S. Bureau of the Census, 2000.

AVERAGE ANNUAL WAGES

Door County has a higher PCPI than the state average, but a lower average annual wage income. An average annual wage is estimated by calculating the sum of wages of all the employees in a given industry or occupation and then dividing the total wages by the number of employees. In 2006, the average annual wage was \$25,857 for Door County and \$36,830 for the state. This difference is largely due to the seasonality of much of the county’s economy and the county demographics; retirees have moved here who are receiving higher percentages of dividends, interest, and rent from investments, and transfer payments including social security and pension, driving up PCPI.

Table 6.11 compares the average annual wage by industry division for 2006 between Door County and the state. Door County was less than the state average in all categories except for Leisure and Hospitality.

Table 6.11: Average Annual Wage by Industry Division, Door County and Selected Areas

Industry	Brown Co.	Kewaunee Co.	Door Co.	Wisconsin	Door County % of Wisconsin
All Industries	37,472	34,931	25,857	36,830	70%
Natural Resources	27,585	23,089	19,467	28,301	69%
Construction	44,109	38,608	36,080	44,682	81%
Manufacturing	44,030	36,996	36,349	45,952	79%
Trade, Transportation & Utilities	35,836	51,931	22,427	31,935	70%
Information	(DS)	11,333	(DS)	45,704	not avail.
Financial Activities	40,042	33,330	30,151	48,859	62%
Professional & Business Services	42,793	61,790	30,166	42,612	71%
Education & Health	40,180	30,118	33,073	38,492	86%
Leisure & Hospitality	20,566	6,961	13,500	13,058	103%
Other Services	19,333	19,453	15,560	21,228	73%
Public Administration	40,112	26,026	26,748	38,294	70%

Source: WI DWD, Workforce Training, QCEW, June 2007.

(DS) - Data suppressed; not shown to avoid disclosure of confidential information.

LABOR FORCE PARTICIPATION RATE

According to the DWD, approximately 68% of Door County's population age 16 and older participated in the labor force in 2006. This percentage is referred to as the labor force participation rate (LFPR). The LFPR is a strong economic measure that is sometimes a better indicator of the area's labor market health than its unemployment rate. Door County's LFPR was slightly below the state's LFPR of 70%, but higher than the national LFPR of 66.2%. Like the state and nation, the county's LFPR is projected to decrease over the coming decades due to an aging, and retiring, population. Since Door County already has an older median age – in 2000 it was 42.9 for the county, compared to 36.0 for the state and 35.3 for the nation – it will likely experience a decline in LFPR earlier than the state or the nation as a whole.

UNEMPLOYMENT RATE

The unemployment rate represents the number of unemployed persons as a percent of the labor force. Unemployment rates are calculated by a variety of agencies in a variety of ways. Table 6.12 below gives the unemployment rates for Door County between 1990 and 2007, as reported by the DWD and estimated by the Bureau of Labor Statistics – Local Area Unemployment Statistics (LAUS).

In Wisconsin, unemployment data are produced using models which combine current and historical data from the Current Population Survey, the Current Employment Statistics program, the state Unemployment Insurance system, the Quarterly Census of Employment and Wages program, and the Decennial Census.

The LAUS are based on two broad categories of unemployed persons classified by their previous status: 1) those who were last employed in industries covered by state unemployment insurance laws; and 2) those who either entered the labor force for the first time or reentered after a period of separation. The "covered" category further consists of two unemployed worker groups: a) those who are currently receiving unemployment insurance benefits; and b) those who have exhausted their benefits. Those receiving unemployment benefits is an actual count, while the number of persons who have exhausted their benefits is estimated based on unemployment insurance statistics. The second category of "new entrants and reentrants into the labor force" is derived from econometric models based on current and historical state entrants data from a current population survey.

Between 1990 and 2007, the county's labor force increased by 1,872 workers, or 12.6%, to a total of 16,706 persons (see Table 6.12). During that same time period, the county's unemployment rate amongst the civilian labor force averaged 6.2%, fluctuating between a low of 3.9% in 2000 and a high of 8.7% in 1994.

The state's labor force increased by 18.9% between 1990 and 2007, with an average of 4.4% unemployment. The state's lowest unemployment rate was 3.1% in 1999 and its highest was 5.6% in 2003.

Table 6.12: Average Civilian Labor Force Estimates, Door County

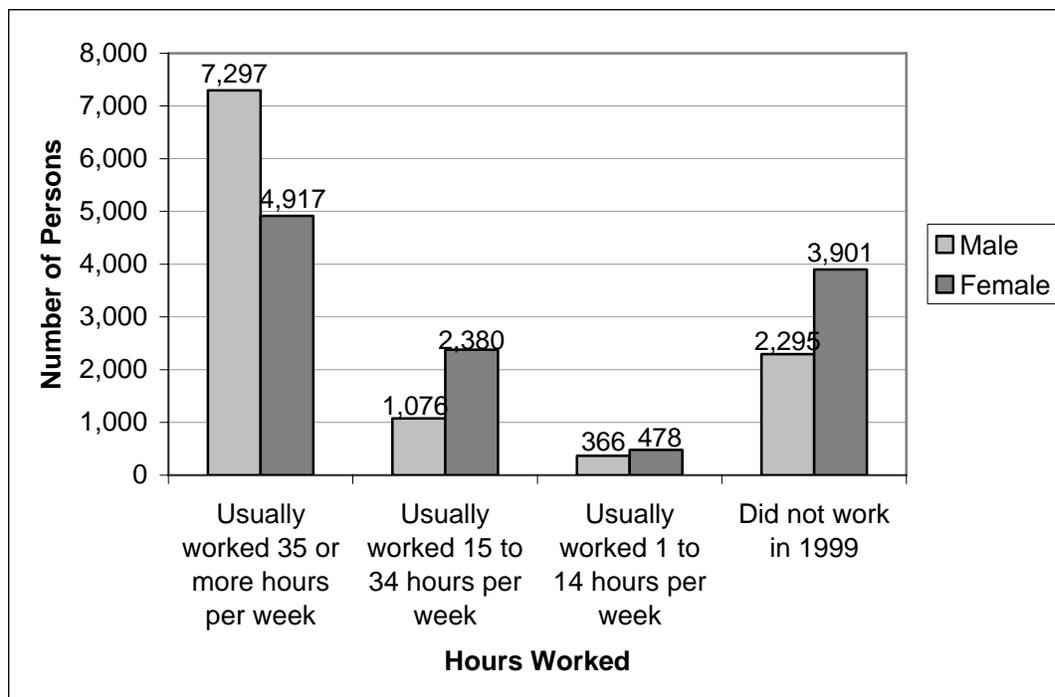
Year	Labor Force	Employed	Unemployed	Unemployment rate (%)
1990	14,834	13,853	981	6.6
1991	14,662	13,544	1,118	7.6
1992	14,767	13,618	1,149	7.8
1993	14,606	13,430	1,176	8.1
1994	14,952	13,648	1,304	8.7
1995	15,036	14,017	1,019	6.8
1996	15,572	14,581	991	6.4
1997	15,754	14,847	907	5.8
1998	15,730	14,924	806	5.1
1999	15,643	14,963	680	4.3
2000	16,518	15,873	645	3.9
2001	17,144	16,346	798	4.7
2002	17,198	16,314	884	5.1
2003	16,930	15,676	1,254	7.4
2004	16,671	15,650	1,021	6.1
2005	16,711	15,772	939	5.6
2006	16,714	15,813	901	5.4
2007	16,706	15,778	928	5.6

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information, 1990 – 2007.

NUMBER OF HOURS WORKED, MEN VERSUS WOMEN

Per the 2000 Census, in Door County in 1999 a total of 7,297 men worked outside the home 35 hours or more per week (full time) and 4,917 women worked outside the home 35 hours or more per week (see Figure 6.3). More than twice as many women as men worked between 15 and 34 hours per week – 2,380 and 1,076, respectively – indicating that more women work part time. Also, more women than men did not work in 1999 (3,901 and 2,295, respectively).

Figure 6.3: Number of Hours Worked, Men Versus Women, Door County



Source: U.S. Bureau of the Census, 2000.

COMMUTING PATTERNS

In 2000, approximately 89% or 12,058 of the 13,614 employed Door County residents worked within Door County. (See Table 6.13.) In the same year, 1,556 working residents of Door County commuted out of the county for work, whereas 1,022 workers from other counties traveled into Door County to work. The result is a net loss of 534 Door County working age residents to other counties for employment.

Door County’s commuting residents primarily traveled to the neighboring counties of Brown and Kewaunee for work, although many traveled to Manitowoc, Milwaukee, Oconto, and Outagamie counties, and some even further distances such as Cook County, Illinois.

Table 6.13: County-to-County Worker* Flow, Door County

County	County Residents Commute to	County Workers Commute from	Net Commute
Brown Co. WI	728	294	-434
Cook Co. IL	42	5	-37
Kewaunee Co. WI	430	548	118
Manitowoc Co. WI	38	17	-21
Milwaukee Co. WI	31	24	-7
Oconto Co. WI	17	12	-5
Outagamie Co. WI	43	21	-22
Elsewhere	227	101	-126
Total	1,556	1,022	-534
Work w/in Door	12,058	--	--

Source: U.S. Census Bureau, 2000 Census; DOA.

*Workers 16 years old and older.

LABOR SHORTAGE

In 2000, the DCEDC published a report titled “The Current Door County Employment Crisis,” which identified tourism and manufacturing as the two major industry sectors in Door County experiencing labor shortages. Though these industry labor shortages are widespread throughout the state, the report identified three factors exacerbating the situation for Door County: its isolated geography; the fact that annual earnings in the county are generally less than those for similar jobs in other parts of the state; and the disconnect between local wage rates and housing costs.

Door County continues to have a seasonal labor shortage problem, particularly for the leisure and hospitality industry. In addition, local manufacturing firms recently report being unable to fill positions due to lack of appropriate worker training. Other labor and economic development challenges facing the county include a seasonal tourism cycle, an aging population, and the lack of a modern physical and business infrastructure, particularly with regard to telecommunications.

BUSINESS AND INDUSTRIAL (RE)DEVELOPMENT INITIATIVES

Successful economic development activities typically involve at least one of four components: 1) infrastructure improvements; 2) business development; 3) workforce development; and 4) increasing community cash flow.

INFRASTRUCTURE DEVELOPMENT

An effective support system is generally considered to include land available with public infrastructure, inexpensive incubator space with services, adequate transportation options, Internet availability with high-speed access, and easily obtained permits for home-based businesses. Both government and private business can provide the infrastructure needed for producing and delivering goods and services. Examples of infrastructure include:

- Utilities (e.g., water, sanitary and storm sewer, electric, natural and other gas)
- Transportation services (e.g., roads, parking lots, airports, ports, rail, signage, sidewalks, trails)
- Social infrastructure (e.g., schools, hospitals, government, and other public services)
- Communications infrastructure (e.g., telephone, radio, television, video, satellite, cellular)

Multiple economic development plans and visioning sessions have identified Door County’s utilities, transportation, and communications infrastructure as major weaknesses. More about utilities and communications infrastructure development issues for Door County can be found in Chapter 8, Utilities and Community Facilities; more about transportation issues can be found in Chapter 7, Transportation.

Although broadband Internet is available to Sturgeon Bay residents, most of the rest of the county is limited to digital dial-up access. The county’s technology infrastructure will require substantial improvements in order to attract and retain competitive business enterprises. In 2008, the Door County Board of Supervisors released a request for proposals from service providers for a countywide fiber optics telecommunications network that would dramatically improve the speed of information and data for county businesses and residents. The proposed network would help existing businesses grow and also potentially lure new businesses. More about the potential fiber optics telecommunications network development for Door County can be found in Chapter 8, Utilities and Community Facilities.

BUSINESS DEVELOPMENT

Business development refers to business retention, expansion, attraction, and start-up activities. A business retention and expansion program identifies and monitors the existing and changing

needs of core employers. It also helps existing businesses remain competitive by appropriately removing or offsetting any obstacles that restrict their growth and through the establishment of workforce development programs, integration of technology, and other initiatives. Business attraction activities are designed to create a competitive and attractive environment for new businesses looking to relocate. Marketing activities promote such attributes as a positive business climate, key quality of life elements, skill level of the workforce, and available services. New business development helps to diversify and stabilize the economic base by creating new jobs. Workforce development programs in Door County are discussed in further detail below.

The DCEDC works with existing businesses on an ongoing basis to determine the health and strength of the local economy. The DCEDC staff and volunteer members serve on a Business Retention committee that works to make local companies stronger by identifying and helping to address their business needs. Staff members also meet with area business owners and leaders to discuss and figure out methods to address a number of business retention topics:

- Issues with local government
- Resources that foster business success
- Information for appropriate policy makers
- Trends affecting local business conditions

In 2006, DCEDC started using Executive Pulse, an on-line business retention software tool that helps economic development organizations and technical colleges throughout northeast Wisconsin track and manage the data collected by interviews with corporate leaders. The system has reporting capabilities, including aggregate trend analysis, comparative jurisdictional analysis, and predictive reports.

Other business retention/expansion activities conducted by DCEDC include administering multiple business financing programs, operating a business incubator, and running the Door County Inventors & Entrepreneurs Club.

WORKFORCE DEVELOPMENT

Workforce development programs are primarily conducted through partnerships with local job centers, local school districts, and institutions of higher education. Occasionally, local employers will provide instructors and equipment for use in these training programs. Many companies find it more economical to share training resources and facilities with other employers, often resulting in better working relationships among the participating businesses.

Door County needs a well-rounded workforce to stay competitive, keep existing businesses strong, retain young people in the county, and raise the area's general standard of living. Yet the EDAP states that the number one threat to Door County's economic future is the projected workforce shortage – the labor force is projected to peak around 2010 and then decline for almost 20 years. The county currently has a good base of workers with strong skills, work ethic, and productivity, especially in manufacturing, shipbuilding, and construction. However, employers in both the northeast Wisconsin region and Door County are concerned because a high proportion of their workers are in their 50s and 60s and close to retirement. Their retirement is likely to leave a dearth of experienced and appropriately trained workers.

Multiple efforts to address both the projected labor shortage and gap in job skills have been put into motion by DCEDC in partnership with local business and state, regional, and local agencies.

Other workforce development programs in the county are offered through the Door County Job Center, the Women's Employment Opportunity Project, and the Sunshine House.

- **Door County Job Center:** The mission of the Door County Job Center is to help county residents achieve and maintain quality employment, and to partner with employers to obtain and maintain a well-trained and qualified workforce. Their goal is to make the recruitment, hiring, and training process easier and more efficient for businesses and job seekers, thereby reducing everyone's costs and time.
- **Women's Employment Opportunity Project (WEOP):** The WEOP provides programs and services for disadvantaged women and girls that promote social change, improve family economic self-sufficiency, and provide opportunities in training, employment, and business. The organization also serves as a resource to advocate, educate, and address the social disparities that impact women.
- **Sunshine House, Inc.:** Since 1971, the Sunshine House Inc. has been providing services to Door County residents with special needs and/or disabilities. Employment services offered include work for pay opportunities that offer a variety of jobs at a pace and skill level adapted to the individual. Much of the work involves mailing services and packaging/assembly. Other activities designed to employ clients in the community include assessments to determine vocational interests and capabilities, job placement, and support in maintaining employment.

REGIONAL AND LOCAL WORKFORCE DEVELOPMENT EFFORTS

The Bay Area Workforce Development Board serves ten counties in northeast Wisconsin to develop a skilled workforce by allocating and coordinating resources to address community workforce needs. DCEDC is also organizing a Workforce Taskforce of human resource professionals from around the peninsula to prioritize and strategize solutions to workforce issues facing local businesses. Between 2002 and 2004, DCEDC also administered nearly \$459,000 in federal Department of Labor grant funds for customized training projects for fifteen Door County businesses. The grant provided training to almost 1,200 area workers, exceeding the original contract goal of 793 Door County workers.

AFFORDABLE HOUSING INITIATIVES

Rising land values and the lack of affordable housing have been identified in multiple plans and visioning sessions as major impediments to attracting a skilled workforce to the county. Quality housing stock is a crucial component of a community's economic profile. Owner occupied housing not only creates a need for consumer products and goods, driving the local economy, it also contributes to providing local businesses with a long term, dependable employee base. The DCEDC has maintained their Attainable Housing Committee for nearly ten years to address issues related to affordable worker housing in Door County.

The Attainable Housing Committee has developed a brochure to consolidate homebuyer assistance information into one source. It has also presented a series of on-site homebuyer awareness programs to employees of local companies. Other projects have included infrastructure improvements for an attainable housing project in the Town of Liberty Grove, and the successful administration of a \$467,500 Community Development Block Grant that funded the Door County Housing Assistance program and a zero-percent interest down payment loans for first-time homebuyers in the county.

DOOR/KEWAUNEE BUSINESS AND EDUCATION PARTNERSHIP

The Door/Kewaunee Business and Education Partnership (DKBEP) nurtures business and education connections in Door and Kewaunee counties by providing referral services to match needs and resources. The DKBEP works toward ensuring that all area students have the skills and behaviors necessary to succeed in the ever-changing global economy, and that every

student graduate from high school prepared to enter skilled entry-level employment, technical college or training, or a post secondary university or college. Programs and projects are:

- Local Advanced Manufacturing Career Promotional Video
- Job Shadow Program
- Career Day (in partnership with NWTC)
- Tool Time, Careers on Wheels - career exploration events focused on grades 2-6 in Sturgeon Bay.
- Contact between business and schools - DKBEP can help the schools and students with contacting businesses to help in the exploration of careers, class projects, and guest speaking.
- High School Home Construction Program
- High School Certified Nursing Assistant Program
- Youth Co-op Program
- Career exploration program for high school juniors and seniors
- Advanced Manufacturing Field Study Class
- Business and Technology Education Roundtable (Tech Teachers Council)

The DKBEP recently received a state grant to fund a Regional Training and Development Program designed to provide career awareness for area youth to help fill future local employment needs. The program has four components, including producing a video on local manufacturing employment opportunities, a post-high school training and employment program, a high school advanced manufacturing field study class, and the development of a business and technology education roundtable. The DKBEP has also organized the High School Home Construction Program, a collaboration between area high schools and the local construction industry on the construction of student-built homes. The Home Construction Program completed and sold their first home in 2008 and began the construction of a second home in the fall of 2008.

COMMUNITY CASH FLOW

Increasing a community's cash flow can positively affect its economic development activities. Cash flow may be increased due to individuals moving into an area, bringing in earned income (wage and salary) or transfer income (government payments and investment dividends); existing residents may also increase earned or transfer income levels. Cash flow may also be increased due to efforts by (or establishment of) organizations or governments, with new incoming funds, including increased tourism revenue, increased aid or shared revenues for governmental services, and new contracts, grants, or investments for public and private ventures. Likewise, new business ventures – whether creation of new businesses, jobs, buildings, infrastructure improvements, or other investments – bring new cash flow into a community.

While a variety of bank loans and other debt programs are available to businesses, such programs are often targeted at businesses with existing assets as collateral. The Wisconsin Angel Network strives to increase the number and amount of early-stage equity investments in Wisconsin start-ups by offering services to create and strengthen angel networks and to enhance cooperation among early-stage investors. For communities competing for new or re-locating/expanding professional firms and high-tech businesses that pay high wages – such businesses seen by many as having more potential than traditional manufacturing businesses – the availability of such “high-risk” capital is an important factor. Access to high-risk capital has been identified as a major weakness for Door County, as well as the region, as it seeks to attract new businesses.

A county also has the ability to take on development and infrastructure projects needed to attract new business through debt financing. The ability of a government to finance development and

infrastructure projects is calculated by general obligation debt capacity. According to Wisconsin state statutes, the aggregate amount of indebtedness, including existing indebtedness of any municipality, shall not exceed 5% of the equalized value of the taxable property located in the municipality. Door County's tax base is growing at a steady rate, while the county maintains a manageable debt; therefore, the county has access to considerable financing for future projects such as emergency, technology, facilities, or other infrastructure improvements.

Door County's debt entering 2008 was about \$23.5 million, leaving a debt margin of over \$331 million. (See Table 6.14.) Historically, the county had little debt up until 2002, when the county borrowed over \$29 million to build the new Justice Center. Though the county's debt margin then dropped in 2002, it has since remained higher than in 2001 before the Justice Center debt was incurred.

Table 6.14: Public Indebtedness, Door County, 2000 – 2007

Year	Full Value	Debt Limit*	Existing Debt	Debt Margin
2000	4,382,530,100	219,126,505	2,050,000	217,076,505
2001	4,916,696,800	245,834,840	1,585,000	244,249,840
2002	5,238,984,300	261,949,215	29,650,000	232,299,215
2003	5,579,066,200	278,953,310	28,075,000	250,878,310
2004	5,888,738,300	294,436,915	26,435,000	268,001,915
2005	6,233,636,100	311,681,805	25,330,000	286,351,805
2006	6,683,046,000	334,152,300	24,190,000	309,962,300
2007	7,095,359,400	354,767,970	23,553,446	331,214,524

Source: Wisconsin Department of Revenue, Bureau of Local Finance Assistance, Equalized Value and Debt Limit Value, for years cited.

*Debt Limit equals five percent of the full value.

ENVIRONMENTALLY CONTAMINATED SITES

Environmentally contaminated sites can present both issues and opportunities for economic development in a community – sites may be more costly to safely (re)develop, but funding opportunities may be available for cleanup and re-use of those sites.

The DNR's Bureau for Remediation and Redevelopment Tracking System (BRRTS) is an on-line database that provides information about contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin. As of July 2008, the BRRTS reports 655 remediation activity cases in Door County, dating back to 1971. Of those 655 cases, 64 of those remain classified as "open" (see definition below).

Remediation activity types reported as occurring in Door County are:

- Leaking Underground Storage Tank (LUST) - A LUST site has contaminated soil and/or groundwater with petroleum, which includes toxic and cancer causing substances. The DNR reports 132 LUST sites in Door County, with 16 of those cases classified as "open." Many of these open cases involve gas stations. One site is classified as "conditionally closed" and the rest are "closed."
- Environmental Repair (ERP) - ERP sites are sites other than LUSTs that have contaminated soil and/or groundwater. Examples include industrial spills (or dumping) that need long term investigation, buried containers of hazardous substances, and closed landfills that have caused contamination. The DNR reports 90 ERP sites in Door County, with 48 of those cases still "open" and the rest "closed." Most of these open cases involve orchards with arsenic and lead contaminated soils.

- Spills - A discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare or the environment. Spills are usually cleaned up quickly. The DNR reports 330 Spills sites in Door County, with 205 of those cases classified as "historic" and the rest classified as "closed."
- General Property Information (GP) - This activity type consists of records of various milestones related to liability exemptions, liability clarifications, and cleanup agreements that have been approved by DNR to clarify the legal status of the property. The DNR reports 8 GP sites in Door County.
- Voluntary Party Liability Exemption (VPLE) - VPLEs are an elective process in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability for that contamination under s. 292.15, Wisconsin Statutes. The DNR reports 1 VPLE site in Door County, with that case still being open.
- No Action Required by RR Program (NAR) - There was, or may have been, a discharge to the environment and, based on the known information, DNR has determined that the responsible party does not need to undertake an investigation or cleanup in response to that discharge. There are 94 cases classified as NAR in Door County.

Remediation status categories are:

- Open – Spills, LUST, ERP, VPLE and Abandoned Container activities in need of cleanup or where cleanup is still underway. Not applicable to activity types of "General Property" and "No Action Required by RR Program."
- Closed Status - Activities where investigation and cleanup of the contamination has been completed and the state has approved all cleanup actions. Not applicable to activity types of "General Property" and "No Action Required by RR Program."
- Conditionally Closed Status - Activities where cleanup actions were approved, but the site closure will not be approved pending receipt of documentation of abandonment of wells or disposal of soil. Not applicable to activity types of "General Property" and "No Action Required by RR Program."
- Historic Spill - Spills (see above) where cleanups may have been completed prior to 1996 and no end date for that case is shown.

Please refer to the Web site located at <http://dnr.wi.gov/org/aw/rr/brrts/index.htm> for further details on these remediation activity types and their status.

RESOURCES AND FURTHER INFORMATION

LOCAL AGENCIES

Door County Economic Development Corporation (DCEDC)

(<http://www.doorcountybusiness.com/>)

185 East Walnut Street

Sturgeon Bay, WI 54235

Phone: (920) 743-3113

The DCEDC is a public/private partnership funded by a combination of investments from private companies and local government, as well as grants and contract service fees. These funds provide the money necessary for DCEDC to provide business assistance, financial incentives, and other initiatives designed to strengthen the local business climate.

DCEDC provides the following economic development services:

- Entrepreneurial services
- Financing and incentives
- Location assistance
- Retention and expansion
- Export assistance
- Workforce development

The Door County Economic Development Adjustment Plan (EDAP) can be found at <http://www.doorcountybusiness.com/edap.html>.

Door County Job Center (<http://www.doorcountyjobcenter.org/>)

Email: dcjc@charterinternet.net

Cherry Point Mall

1300 Egg Harbor Road, Suite 124

Sturgeon Bay, WI 54235

Phone: (920) 743-6915

The Job Center assists employers with recruitment, retention, and referral services for labor related information tailored to their individual needs. The Job Center also assists job seekers with job search, work readiness, job skill building, and employment retention.

Employer Services:

- Post job openings on JobNet
- Employee recruitment services
- Wage subsidy/tax incentive programs
- Layoff & worker dislocation services
- Labor law information
- Labor market information

Job Seeker Services:

- Conducting a job search
- Resume, cover letter, and follow-up letter preparation assistance & critique
- Skill and interest assessments
- Computer basics assistance

- Education and training
- Career counseling
- Workshops
- Referrals to appropriate community agencies for your needs

Door County Visitor Bureau (<http://www.doorcountyvisitorbureau.org/home.htm>)

1015 Green Bay Road
Sturgeon Bay WI 54235

Phone: (920) 746-6663 or (920) 868-3521

The Door County Visitor Bureau is the official tourism marketing organization whose mission is to generate incremental economic impact for the Door County Peninsula and Washington Island by attracting visitors with strategies that ensure sustainable tourism marketing and management principles.

- Door County Strategic Marketing Coalition (<http://www.doorcountymarketing.com/>)
“The Door County Strategic Destination Marketing and Management Plan”
(<http://www.doorcountychamber.org/Marketing/StrategicMarketingPlan.pdf>)
- Door County Destination Brand Blueprint
(<http://www.doorcountyvisitorbureau.org/BrandBlueprint.pdf>)
- Door County Tourism Zone Commission Documents
(<http://intranet.sisterbay.com/Tourism%20Zone%20Commission/Forms/AllItems.aspx>)

Northeast Wisconsin Technical College (NWTC) (<http://www.nwtc.tec.wi.us/>)

229 North 14th Avenue
Sturgeon Bay, WI 54235-1317

Phone: (920) 746-4900

NWTC recently received two Workforce Advancement training grants totaling \$58,000 to train 245 workers in welding and metal fabrication at Bay Shipbuilding and Palmer Johnson Yachts.

Sunshine House Inc. (<http://www.sunshinehouseinc.org>)

55 West Yew Street
Sturgeon Bay, WI 54235

Phone: (920) 743-7943

Since 1971, the Sunshine House Inc. has been providing services to Door County residents with special needs and/or disabilities.

University of Wisconsin Extension-Door County (<http://www.uwex.edu/ces/cty/door/>)

Door County Government Center
421 Nebraska Street

Sturgeon Bay, WI 54235

Phone: (920) 746-2260

Community Resource Development (CRD) Educators work to strengthen the ability of citizens, community leaders, and local officials and can provide information on:

- Community revitalization.
- Demographic information.
- Resource management, environmental education and growth management.
- Small business education.
- Recreation and tourism.
- Community economic analysis.

Women's Employment Opportunity Project (WEOP) (<http://www.weop.org/>)

Email: info@weop.org

Cherry Point Mall

1300 Egg Harbor Road

Sturgeon Bay, WI 54235

Phone: (920) 743-7273

The WEOP provides programs and services for disadvantaged women and girls that promote social change, improve family economic self-sufficiency and provide opportunities in training, employment and business. The organization also serves as a resource to advocate, educate and address the social disparities that impact women.

STATE AGENCIES

Wisconsin Angel Network (WAN) (<http://www.wisconsinangelnetwork.com/>)

455 Science Drive, #240

Madison, WI 53711

Phone: (608) 442-7557 #23

The WAN was founded in January 2005 as an umbrella organization providing services and resources to the early-stage investing community. The mission of the WAN is to build early-stage capital capacity throughout Wisconsin, increasing the number and amount of equity investments in Wisconsin's entrepreneurs.

Wisconsin Department of Commerce – Division of Business Development (DBD)

(<http://commerce.wi.gov/BD>)

201 West Washington Avenue

P.O. Box 7970

Madison, WI 53707-7970

Phone: (608) 266-1018

The mission of the DBD is to help Wisconsin businesses prosper in a marketplace that is subject to constant change. The DBD utilizes a combination of technical and financial assistance programs, including: business planning, site selection, initial capitalization, permitting, employee training, research and development, and business expansion.

Wisconsin Department of Natural Resources - Bureau for Remediation and Redevelopment Tracking System (BRRTS) (<http://dnr.wi.gov/org/aw/rr/brrts/>)

101 South Webster Street

P.O. Box 7921

Madison, Wisconsin 53707-7921

Phone: (608) 266.2621

BRRTS on the Web is the DNR's on-line database that provides information about contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin.

Wisconsin Department of Workforce Development (DWD) (www.dwd.state.wi.us)

P.O. Box 7946

201 East Washington Avenue

Madison WI 53703

Phone: (608) 266-3131

The DWD is a state agency charged with building and strengthening Wisconsin's workforce. The DWD's primary responsibilities include providing job services, training and employment assistance to people looking for work, and working with employers on finding the necessary workers to fill current job openings.

Wisconsin Entrepreneurs' Network (WEN) (<http://www.wenportal.org/>)

423 Extension Building
432 Lake Street
Madison, WI 53706-1496
Phone: (608) 263-0398

WEN's mission is to provide seamless access to the statewide network of entrepreneurial resources and expertise to create new ventures; help grow existing business, and move forward high potential entrepreneurs to enable Wisconsin to be competitive in a global economic environment.

Wisconsin Housing and Economic Development Authority (WHEDA®)

(<http://www.wheda.com/welcome.asp>)

140 South First Street, Suite 200
Milwaukee, WI 53204
Phone: (414) 227-4341 or (800) 628-4833

WHEDA provides small business financing products including the following:

- WHEDA Small Business Guarantee
- Linked Deposit Loan Subsidy
- Neighborhood Business Revitalization Guarantee
- Agribusiness Guarantee
- Contractors Loan Guarantee

Wisconsin Technology Council (<http://www.wisconsintechcouncil.com/>)

455 Science Drive #240
Madison, WI 53711
Phone: (608) 442-7557 or (888) 443-5285 (toll free)

The Tech Council is the science and technology advisor to the Governor and the Legislature. Launched in 2001, the Tech Council was created by a bipartisan act of the governor and the Legislature. It is an independent, non-profit, and non-partisan board with members from tech companies, venture capital firms, and all levels of education, research institutions, government and law.

FEDERAL AGENCIES

U.S. Bureau of Labor Statistics (BLS) (<http://www.bls.gov/>)

Postal Square Building
2 Massachusetts Avenue, NE
Washington, DC 20212-0001
Phone: (202) 691-5200

The BLS is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

U.S. Department of Commerce - Bureau of Economic Analysis (BEA) (<http://www.bea.gov/>)

Email: CustomerService@bea.gov
Washington, DC 20230
Phone: (202) 606-9900

The BEA is an agency of the Department of Commerce. The BEA is part of the Department's Economics and Statistics Administration, along with the Census Bureau and STAT-USA.

U.S. Department of Housing and Urban Development (HUD) (www.hud.gov)

310 West Wisconsin Avenue, Room 1380

Milwaukee, WI 53203-2289

Phone: (414) 297-3214

HUD's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination.

USDA Wisconsin Rural Development Programs (www.rurdev.usda.gov/wi)

Email: RD.Shawano@wi.usda.gov

Shawano Area Office

603B Lakeland Road

Shawano, WI 54166

Phone: (715) 524-8522

The USDA offers programs for qualifying applicants, including guaranteed or direct home purchase loans with no down payment or private mortgage insurance, long-term fixed-rate mortgages with payment subsidies based on income level, and low-interest loans or grants for home repair or improvements.