

Bay-Lake Regional Planning Commission
Comprehensive Economic Development Strategy
30-Day Public Review Draft



2022-2027 Regional Comprehensive Economic
Development Strategy
30-Day Public Review Draft

Prepared by:
Bay-Lake Regional Planning Commission
1861 Nimitz Drive
De Pere WI, 54115

Bay-Lake RPC Staff

Cindy Wojtczak
Executive Director

Brandon Robinson
Assistant Director

Jeff Agee-Aguayo
Transportation Planner

Nicole Barbiaux
GIS Specialist/Planner

Sydney Swan
Economic Development Planner

Jessica Missall
Community Assistance Planner

Heena Bhatt
Transportation Planner

Izzy Fuller
Environmental Planner

Makayala Lesperance
GIS Intern

Yorchei Xiong
Economic Development Intern

Raquel Orta
Administrative Assistant

Fabiola Ramirez
Accounting

Commissioners

Florence County
Larry Neuens
Rich Wolosyn
Ed Kelley

Kewaunee County
Mary Ellen Dobbins
Donna Thomas
Tom Romdenne

Manitowoc County
Dan Koski
Greg Grotegut
James Falkowski

Marinette County
Ann Hartnell
Michael Kunesh
Thomas Mandli

Oconto County
Karl Ballestad
Terry Brazeau
Denis Kroll

Sheboygan County
Ryan Sorenson
Mike Hotz

TABLE OF CONTENTS

Introduction	5
What is a CEDS?	5
CEDS Planning Process	6
About Bay-Lake Regional Planning Commission.....	6
Regional Background Summary	7
Regional Overview	7
Demographic Profile	8
Environmental Profile	17
Infrastructure Profile	19
Economic Profile	25
SWOT Analysis.....	32
Method	32
SWOT ANALYSIS RESULTS.....	32
Strategic Direction/Action Plan.....	34
Method	34
Vision Statement.....	34
Goals and Objectives.....	35
Evaluation Framework.....	44
Performance Measures.....	44
Appendix	51
CEDS Committee	52
Individual County Infographics	53

INTRODUCTION

The *2022-2027 Comprehensive Economic Development Strategy (CEDS)* was developed by the Bay-Lake Regional Planning Commission (Bay-Lake RPC) as required by the U.S. Economic Development Administration (EDA). In 1974, EDA designated the Bay-Lake Regional Planning Commission as the provisional Economic Development District (EDD) for the region and in 1979, EDA recognized Bay-Lake RPC as the official planning organization of the Economic Development District. To maintain eligibility as the EDD, Bay-Lake RPC is responsible for updating the CEDS annually and completely revising the CEDS every five years. This document is the 5-year revision of the 2017 CEDS document. The CEDS documents was prepared on behalf of the entire Bay-Lake RPC region which consists of Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Oconto, and Sheboygan counties.

What is the *CEDS*?

This CEDS document is intended to serve as a blueprint for the future economic development of the region and provides strategies for guiding community growth. Regional partners have collaborated to identify strengths and assets, new opportunities, and needs and risks to develop this plan to move our region forward, increase quality of life, and prepare for growth with measurable goals and objectives.

The *CEDS* contributes to effective economic development in America's communities and regions through a locally based, regionally driven economic development planning process. Economic development planning, as implemented through the CEDS, is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but successfully serves to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

Simply put, a CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.² It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success. The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region. The CEDS should consider and, where appropriate, integrate or leverage other regional planning efforts, including the use of other available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives. Regions must update their CEDS at least every five years to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs. In addition, a CEDS is a prerequisite for designation by EDA as an Economic Development District (EDD).

From the regulations governing the CEDS (see 13 C.F.R. § 303.7), the following sections *must* be included in the CEDS document:

- *Summary Background*: A summary background of the economic conditions of the region;
- *SWOT Analysis*: An in-depth analysis of regional strengths, weaknesses, opportunities and threats (commonly known as a "SWOT" analysis);

- *Strategic Direction/Action Plan:* The strategic direction and action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other regional plans or strategies where appropriate as determined by the EDD or community/region engaged in development of the CEDS. The action plan should also identify the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds;
- *Evaluation Framework:* Performance measures used to evaluate the organization’s implementation of the CEDS and impact on the regional economy.

In addition to the sections noted above, the CEDS must incorporate the concept of economic resilience (i.e., the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.).

CEDS Planning Process

The 2022-2027 CEDS was developed by Bay-Lake RPC with the assistance of the CEDS Committee. The establishment and participation of the CEDS committee is required by the EDA when updating the CEDS document and regular convergence of this group is recommended. The CEDS Committee is made up a diverse set of stakeholders that represent various public/private sectors, non-profits, educational institutions, and community organizations. The make up of the CEDS Committee can be found in the appendix.

Public and committee participation included with the CEDS is broken down in **Table 1.1** below:

CEDS Committee and Public Participation	
Date of Event	Outreach Type
4/15/2022	CEDS Committee 2017 SWOT Analysis Survey
5/6/2022	CEDS Committee Meeting
7/28/2022	CEDS Committee 2022 SWOT Analysis Survey
7/28/2022	Commissioner 2022 SWOT Analysis Survey
8/2/2022	CEDS Committee Meeting
10/19/2022	CEDS Committee Meeting
9/30/2022	2022 CEDS Priority Project Survey
11/9/2022	Goals/Objectives CEDS Committee Exercise
12/27/2022	30-Day Public Review

Table 1.1: CEDS Committee Schedule of Participation

About Bay-Lake Regional Planning Commission

The Bay-Lake Regional Planning Commission was established in 1972 by Governor Lucey under Wisconsin Statutes s. 66.945 (re-titled 66.0309) as the official area-wide planning agency for northeastern Wisconsin and functions to serve the local governments and local government officials comprising the region.

Bay-Lake RPC provides community assistance, economic development, transportation, environmental, and GIS planning and advisory services to our region and member communities. Furthermore, Bay-Lake RPC is the official Metropolitan Planning Organization (MPO) for Sheboygan County. To learn more about Bay-Lake RPC and the services offered by the organization, please visit: www.baylakerpc.org.

REGIONAL BACKGROUND SUMMARY

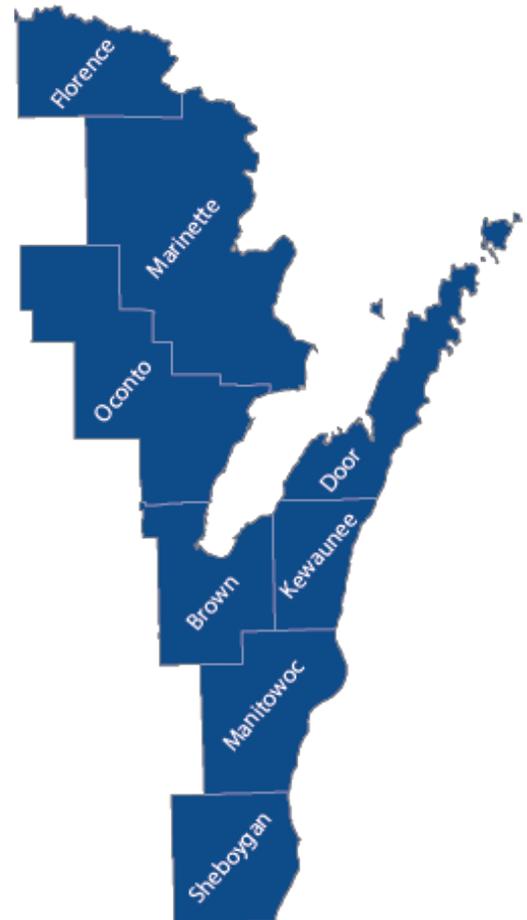
The regional background summary provides regional socioeconomic data and an analysis of this information. There are four different profiles included in the background summary including the Demographic Profile, Environmental Profile, Infrastructure Profile, and Economic Profile.

Regional Overview

The Bay-Lake Region consists of eight counties located in northeast Wisconsin. Lake Michigan borders the region to the east and the Upper Peninsula of Michigan borders the northern portion of the region.

The eight-county region is comprised Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Oconto and Sheboygan counties which cover approximately 5,433 square miles, or 9.7% of the area of the State of Wisconsin. Overall, the region covers 185 local units of government and the Oneida Nation Native American tribe. The 2020 U.S. Census population of the region was 604,157 persons which is approximately 10.3% of the total population of the State of Wisconsin. **Table 2.1** below shows the breakdown of local units of government by county.

The region is known for its natural beauty, strong industries, and high quality of life. Along the east side of the region, sits over 400 miles of Lake Michigan coastal shoreline. The northern portion of the region is rural in nature with vast hardwood forest and the central and southern portions of the region are more urbanized. It is the natural and built environment that has contributed to the establishment of the region, its beauty, and the overall economy.



Bay-Lake Region Municipal Breakdown			
County	Cities	Towns	Villages
Brown	2	13	9
Door	1	14	4
Florence	0	8	0
Kewaunee	2	10	2
Manitowoc	3	18	9
Marinette	3	18	4
Oconto	3	23	3
Sheboygan	3	15	10
Total	17	119	41

Table 2.1: Breakdown of cities, towns, and villages in the Bay-Lake Region

Demographic Profile

The Demographic Profile includes information about the region’s residents and populations. The profile was developed using data collected primarily through the US Census Bureau 2020 American Community Survey (ACS) 5-year estimates, as well as 2020 decennial census data as available.

Historic and Current Population

According to the 2020 decennial census, the population of the region is 604,157. The most populous counties, Brown (268,740), Sheboygan (118,034), Manitowoc (81,359), and Marinette (41,872) counties, make up nearly 85% of the total regional population while Florence (4,558), Kewaunee (20,563), Door (30,066), and Oconto (38,965) counties make up the remaining population.

Between 1950 and 2020, the region’s population increased 73% from 350,000 in 1950 to about 604,000 in 2020. Brown County experienced a 173% change in population between 1950 and 2020. The region’s most rural counties, Florence and Kewaunee, experienced a 21% and 18% change in population, respectively. Populations of the remaining counties changed at rates between 17% - 49%. Overall, the greatest rates of growth in the region occurred in the 1950s, 1960s, and 1990s. **Table 2.2** shows a breakdown of historical and current population by county and region.

1950-2020 Historical Population								
County	1950	1960	1970	1980	1990	2000	2010	2020
Brown	98,314	125,082	158,244	175,280	194,594	226,778	248,007	268,740
Door	20,870	20,685	20,106	25,029	25,690	27,961	27,785	30,066
Florence	3,756	3,437	3,298	4,172	4,590	5,088	4,423	4,558
Kewaunee	17,366	18,282	18,961	19,539	18,878	20,187	20,574	20,563
Manitowoc	67,159	75,215	82,294	82,918	80,421	82,893	81,442	81,359
Marinette	35,748	34,660	35,810	39,314	40,548	43,384	41,749	41,872
Oconto	26,238	25,110	25,553	28,947	30,226	35,652	37,660	38,965
Sheboygan	80,631	86,484	96,660	100,935	103,226	112,656	115,507	118,034
Region	350,082	388,955	440,926	476,134	498,173	554,599	577,147	604,157

Table 2.2: 1950-2020 Historical Population; Source: US Census Bureau Decennial Census

Table 2.3 shows county and regional population change experienced in the past two decades. Between 2000 and 2020, the region’s population grew by 9%, nearly 50,000 people. Counties that experienced population growth include Brown (19%), Oconto (9%), Door (8%), Sheboygan (5%), and Kewaunee (2%). Florence County’s population decreased by 10% from 5,088 in 2000 to 4,558 in 2020. Manitowoc and Marinette counties also experienced a decline in population, decreasing by 2% and 3%, respectively.

2000-2020 Population Change				
County	Population			Percent Change 2000-2020
	2000	2010	2020	
Brown	226,778	248,007	268,740	19%
Door	27,961	27,785	30,066	8%
Florence	5,088	4,423	4,558	-10%
Kewaunee	20,187	20,574	20,563	2%
Manitowoc	82,893	81,442	81,359	-2%
Marinette	43,384	41,749	41,872	-3%
Oconto	35,652	37,660	38,965	9%
Sheboygan	112,656	115,507	118,034	5%
Region	554,599	577,147	604,157	9%
WI	5,363,675	5,686,986	5,893,718	10%

Table 2.3: 2000 – 2020 Population Change; Source: US Census Bureau Decennial Census

Age and Sex

The median age in the Bay-Lake Region is 46 years, which is higher than the average median age in Wisconsin (40) and the United States (38). As shown in **Table 2.4**, Brown County is the only county in the region that has a median age lower than the regional, state, and national average.

Figures 2.1 shows the regional distribution of population by age and gender. The distribution of males and females in the region is evenly split with 277 more females than males. Brown county has about 2,000 more females than males and Sheboygan has about 1,000 more males than females. The greatest difference in age by sex in the region can be found in the 65+ category, which shows more females in this age group. Close attention should be paid to the region’s aging population.

Median Age	
County	Age
Brown	37.5
Door	53.3
Florence	54.3
Kewaunee	44.2
Manitowoc	44.9
Marinette	48.9
Oconto	47.2
Sheboygan	41.3
Region	46.5
WI	39.6
US	38.2

Table 2.4: Median Age; Source: US Census 2020 ACS 5-Year Estimates

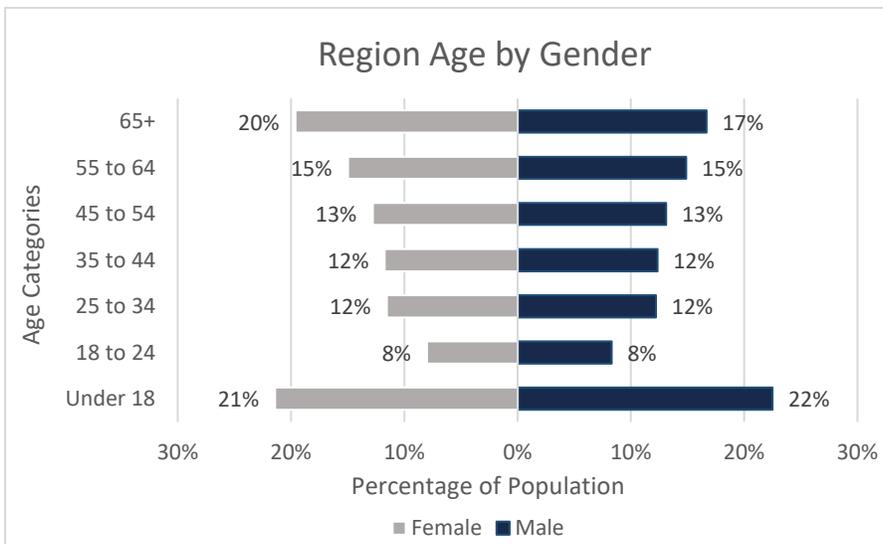


Figure 2.1: Population Distribution by Age and Gender; Source: US Census 2020 ACS 5-Year Estimates

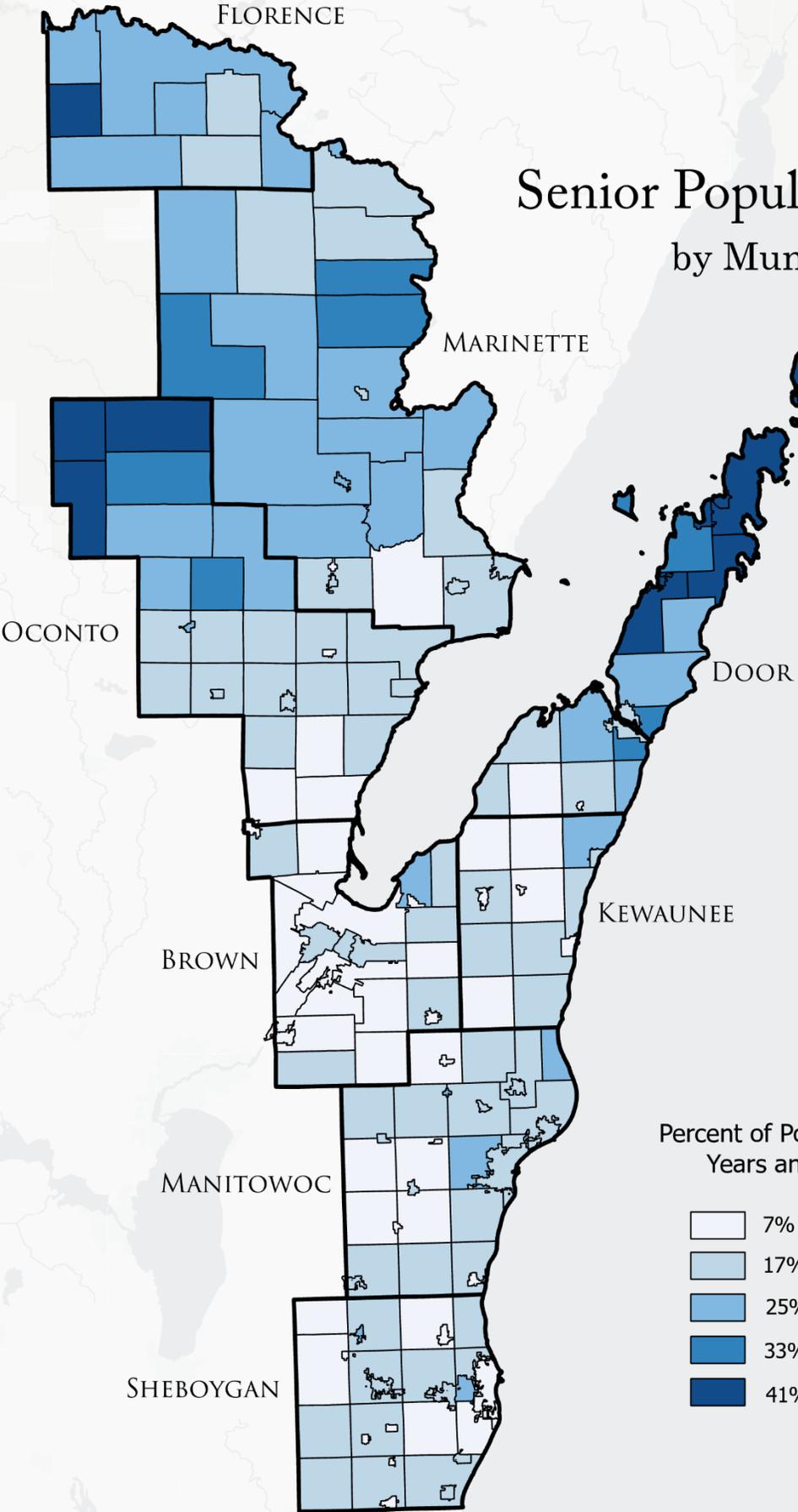
Approximately 18% of the region’s population are under the age of 15. The working age population is defined as those between the ages of 15 and 64, which makes up about 64% of the region’s population falls within this category. The senior population, defined as those over the age of 65, makes up about 18% of the region’s overall population.

Senior (65+) Population	
County	Percent of Population
Brown	15%
Door	30%
Florence	26%
Kewaunee	21%
Manitowoc	20%
Marinette	24%
Oconto	21%
Sheboygan	18%
Region	18%
WI	17%
US	15%

Table 2.5: Senior Population; Source: US Census 2020 ACS 5-Year Estimates

Table 2.5 shows the percent of senior population (65+) in each county. Nearly one in five residents in the region are over the age of 65, which is slightly higher than state and national averages. Door County has a significantly higher than average senior population (30%) compared to the region (18%), state (17%), and nation (15%). Florence (26%) and Marinette (24%) counties also have a higher distribution of seniors within their residential population compared to regional, state, and national averages. Sheboygan (18%) and Brown (15%) counties have the lowest distribution of senior-aged population in the region. The map on the following page shows the senior population density within the region.

Senior Population Density by Municipality



Percent of Population 65
Years and Older

- 7% to 16%
- 17% to 24%
- 25% to 32%
- 33% to 40%
- 41% to 56%

Data Source: U.S. Census Bureau, ACS 2020, 5-year Estimates; Municipality Boundaries, 2020; Bay-Lake RPC 2022.

Projected Population

By 2040, the region’s population is projected to increase by 8%, or 50,000 people, slightly lower than the projected growth of Wisconsin (10%). Not all counties in the region are projected to experience positive population growth as shown in **Table 2.6**. Counties projected to gain population by 2040 include Brown (16%), Oconto (15%), Sheboygan (6%) and Kewaunee (4%). Those projected to lose population include Florence (-12%), Door (-11%), Manitowoc (-3%) and Marinette (-1%).

2020-2040 Projected Population						
County	2020 Census	2025	2030	2035	2040	% Change (2020-2040)
Brown	268,740	285,650	299,540	308,730	312,320	16%
Door	30,066	28,310	28,365	27,755	26,620	-11%
Florence	4,558	4,445	4,455	4,360	4,030	-12%
Kewaunee	20,563	21,525	21,940	21,870	21,475	4%
Manitowoc	81,359	82,045	82,230	81,450	78,920	-3%
Marinette	41,872	42,865	43,400	42,955	41,445	-1%
Oconto	38,965	43,030	44,850	45,430	44,985	15%
Sheboygan	118,034	123,400	126,160	126,830	125,160	6%
Region	604,157	631,270	650,940	659,380	654,955	8%
WI	5,893,718	6,203,850	6,375,910	6,476,270	6,491,635	10%

Table 2.6: Projected Population; Source: US Census Bureau Decennial Census and WDOA Population Estimates

Figure 2.2 below shows the 2020 and 2040 projected population by age. The population of those 65 and older is projected to increase 7% by the year 2040, while a 3% decrease is expected for those aged 55-64 as they move into the 65+ age category. A 1% decrease in population is expected for the following age categories: 15-24, 25-34, 35-44, and 45-54. Population aged 5-14 and under the age of 5 will remain the same as the 2020 population levels.

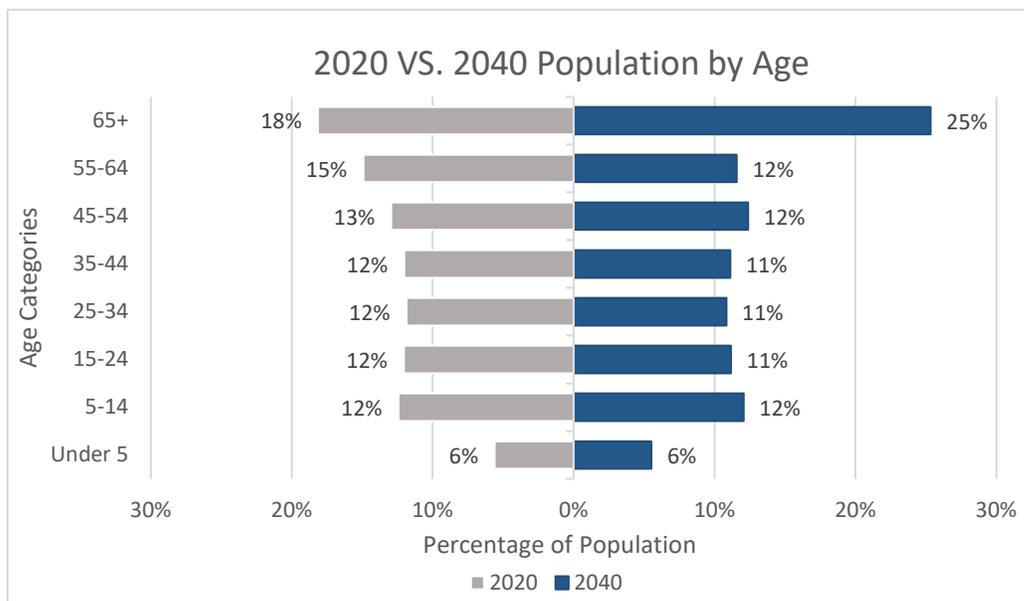


Figure 2.2: Projected population by age; Source: US Census Bureau Decennial Census and WDOA Population Estimates

Race and Ethnicity

The region's population is predominantly white (86%), which is slightly higher, but similar to the overall white population in the state (81%). Other races and ethnicities present in the region as shown in **Figure 2.3**, include Hispanic or Latino (6%) and Asian (3%), which is also similar to Wisconsin's percentage of Hispanic/Latino (7%) and Asian (7%) population. The racial makeup of the other 5% of the region's population include black or African American (2%), Two or more races (2%) and American Indian/Alaska Native (1%).

Six of the eight counties that make up the Bay-Lake Region have a higher population of white individuals than the regional and state average. Those counties include Florence (97%), Marinette (95%), Oconto (95%), Kewaunee (94%), and Door (94%). Brown County is considered the most diverse in the Bay-Lake Region, followed by Sheboygan County. Approximately 83% of the overall Hispanic or Latino population found in the region reside in Brown or Sheboygan counties, and 85% of the region's Asian population reside in these counties.

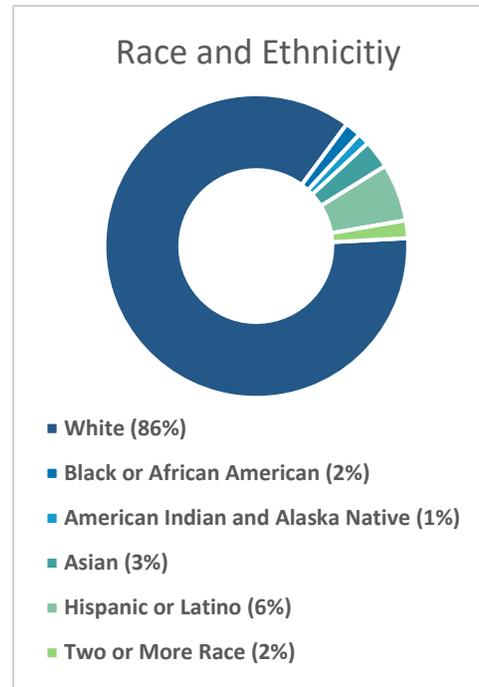


Figure 2.3: Race and Ethnicity; Source: US Census 2020 ACS 5-Year Estimates

Educational Attainment

Education attainment levels within the region and state are shown in **Figure 2.4** below. The education attainment level in the region is similar to Wisconsin. The region has a greater percentage population that have received their high school diploma than the state, as well as a greater percentage of population that have had some sort of collegiate background or received an associate degree. The population that has a bachelor's degree or higher is lower in the region than that of the state.

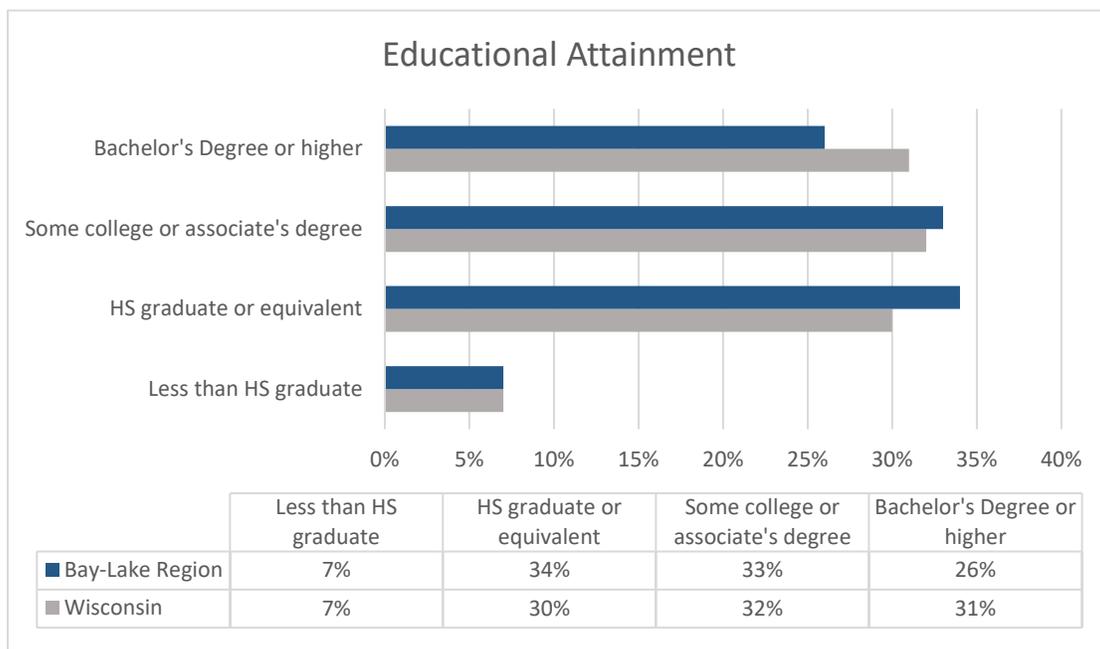


Figure 2.4: Educational Attainment; Source: US Census 2020 ACS 5-Year Estimates

Household Characteristics

Family Households make up 63% of the total households in the region with the remaining being non-family households (37%). The average household size in the region is 2.25 and the average family size is 2.77 people. By year 2040, the average household size is projected to decrease to 2.17.

Homeownership is more common in the region than other areas of the state, as nearly three out of every four adults in the region own their home versus rent their home. One in four homes in the region are owned by someone between the ages of 55-64. **Figure 2.5** shows the percentage of adults by age that own or rent their home in Wisconsin and the region. The data shows trends consistent with the idea that young households start out as renters, become homeowners, and continue to own a home for many years.

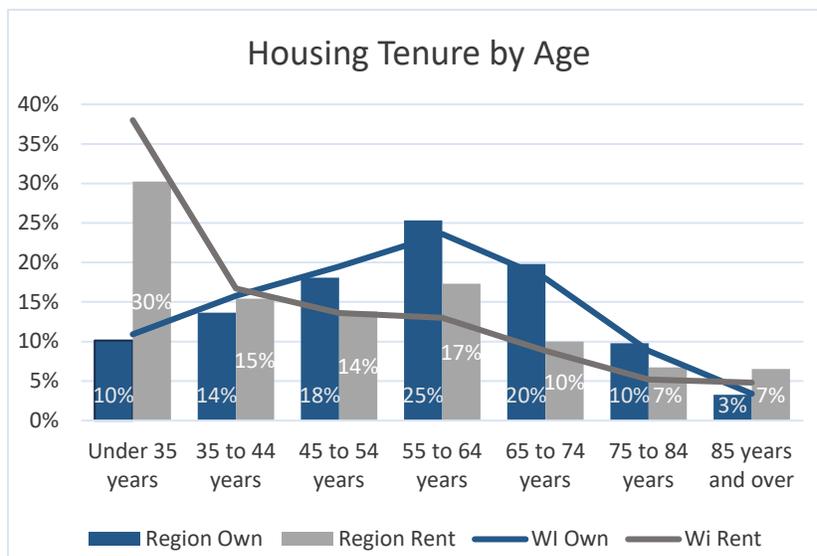


Figure 2.5: Housing Tenure by Age; Source: US Census 2020 ACS 5-Year Estimates

As shown in **Table 2.7**, the median household income in the region is \$60,408, which is lower than the median household income of Wisconsin and the United States. Of all the regional households, about 18% have an income under \$25K, 12% earn between \$25K-\$49K, 35% make between \$50K-\$99K, and 23% make over \$100K. Kewaunee County has the highest median household family income and Florence County has the lowest median household income.

Household Income	
County	Income
Brown	\$64,728
Door	\$61,765
Florence	\$50,821
Kewaunee	\$68,474
Manitowoc	\$58,464
Marinette	\$52,385
Oconto	\$64,528
Sheboygan	\$62,101
Region	\$60,408
WI	\$63,293
US	\$69,717

Table 2.7: MHI; Source: US Census 2020 ACS 5-Year Estimates

Approximately 9% of individuals and 6% of families in the region live in poverty as shown in **Table 2.8**. The regional percentage of families that live in poverty is lower than the national level (13%) and the state level (7%). Furthermore, families in the region are less impoverished than the national level of families (9%) and the state level (7%). When looking at poverty by housing tenure, about 18% of families that rent are in poverty whereas only 3% of families that own their home are in poverty. Marinette county has the highest percentage of individuals and families in poverty and Kewaunee and Sheboygan have the lowest.

Poverty Levels											
County	Brown	Door	Florence	Kewaunee	Manitowoc	Marinette	Oconto	Sheboygan	Region	WI	US
Individuals	10%	8%	10%	7%	9%	11%	9%	7%	9%	11%	13%
Families	7%	5%	6%	4%	6%	8%	6%	4%	6%	7%	9%

Table 2.8: Poverty Rate; Source: US Census 2020 ACS 5-Year Estimates

Housing Unit Characteristics

There are 293,775 total housing units in the region. Of that, 84% or 247,088 are considered occupied and 16% are vacant. Approximately 71% of occupied housing units are occupied by homeowners and 29% are occupied by renters. The homeownership rate (71%) in the region is higher than the national average and slightly higher than the state average as shown in **Table 2.9**. On average, the region has a lower percentage of residents that rent compared the state (33%) and national (36%) average. The lower percentage of renters in the region is attributed to the age of the population and rural nature of the northern portion of the region.

Of the nearly 47,000 vacant housing units in the region, approximately 70% are for seasonal or recreational uses, which is much greater than the overall percentage of seasonal homes in the state (58%) and significantly greater than the percentage of seasonal homes nationally (4%). Northern counties, such as Door, Florence, Marinette, and Oconto have the greatest share of seasonal homes in the region due to the abundance of recreational opportunity in these areas.

Housing Occupancy					
County	Total Housing Units	Occupied	Vacant	% Owner Occupied	% Renter Occupied
Brown	110,414	106,031	4,383	65%	35%
Door	25,024	13,429	11,595	80%	20%
Florence	4,854	2,038	2,816	87%	13%
Kewaunee	9,442	8,249	1,193	81%	19%
Manitowoc	37,538	34,435	3,103	76%	24%
Marinette	30,910	18,869	12,041	76%	24%
Oconto	24,344	16,283	8,061	83%	17%
Sheboygan	51,249	47,754	3,495	70%	30%
Region	293,775	247,088	46,687	71%	29%
WI	2,709,444	2,377,935	331,509	67%	33%
US	138,432,751	122,354,219	16,078,532	64%	36%

Table 2.9: Housing Occupancy; Source: US Census 2020 ACS 5-Year Estimates

The age of the housing stock is an important indicator of housing condition as older housing units will ultimately require remodeling or renovation. Most housing units found in the region were built prior to 2000 as shown in **Figure 2.6**. Nearly half of the housing stock was constructed during a 40-year period between 1960-1999. Approximately 17% of housing units were built in the 2000s with only 4% built after 2010. Additional housing units will need to be constructed to meet projected population growth throughout the region.

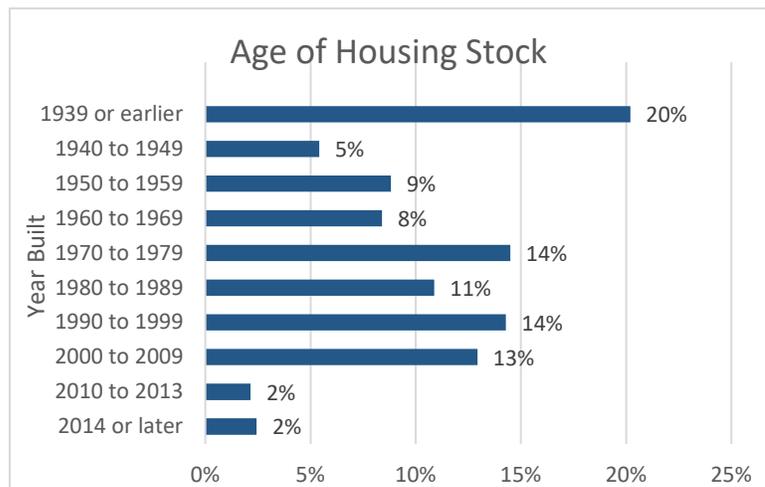


Figure 2.6: Age of Housing Stock; Source: US Census 2020 ACS 5-Year Estimates

Single-family housing dominates most community’s housing stock in the United States. However, construction of single-family housing has dropped in recent years as multi-family housing has become more popular among residents and more economical for developers.

Figure 2.7 shows the breakdown of regional housing structure types. Not surprisingly, the most common structure type found in the region are single family – detached homes, which make up 75% of the entire regional housing stock. The second most common housing structure is mobile or manufactured homes (7%), followed by 10+ unit apartments (5%), and duplex or 2-unit structures (5%).

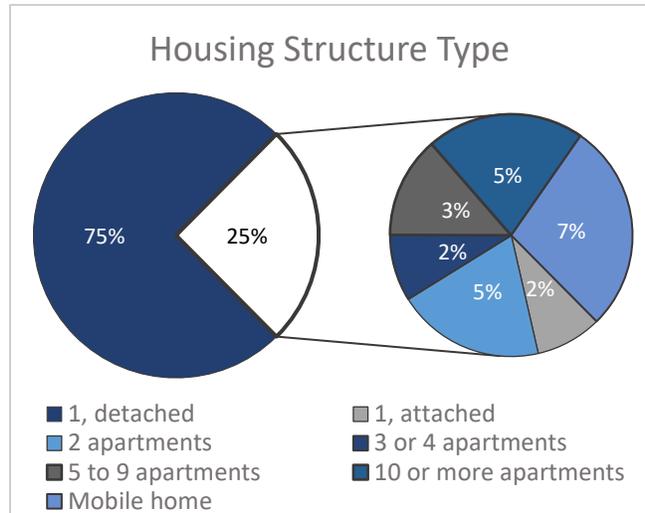


Figure 2.7: Housing Structure Type; Source: US Census 2020 ACS 5-Year Estimates

Housing Affordability

The median home value in the region is about \$161,000, significantly lower than the average home value in the state (\$189,000) and United States (\$230,000). Door County has the highest median home value at \$223,000 and Florence County has the lowest at \$132,000.

The median rent price in the region is \$703, which is also significantly lower than the average cost of rent in the state (\$872) and United States (\$1,096). Those renting in Brown County pay the highest amount in the region (\$820) and those in Florence County pay the lowest (\$478).

In recent years, the cost of housing has skyrocketed. Between 2010 and 2020, the regional median home value has increased by 12% from \$143,475 in 2010 to \$161,088 in 2020 and median rent increased by 28% from \$548 in 2010 to \$703 in 2020. This is a trend seen nationally and throughout the state.

Median Rent and Home Value		
County	Median Rent	Median House Price
Brown	\$820	\$181,300
Door	\$806	\$223,200
Florence	\$478	\$130,700
Kewaunee	\$719	\$166,900
Manitowoc	\$679	\$133,200
Marinette	\$686	\$125,600
Oconto	\$695	\$162,400
Sheboygan	\$744	\$165,400
Region	\$703	\$161,088
WI	\$872	\$189,200
US	\$1,096	\$229,800

Figure 2.10: Median Rent and Home Value; Source: US Census 2020 ACS 5-Year Estimates

According to the U.S. Department of Housing and Urban Development (HUD), the definition of housing affordability is for a household to pay no more than 30% of its annual income on housing (including utilities). Moderately cost burdened is defined as households that are paying between 30% and 50% of their income for housing and severely cost burdened households are those paying more than 50% of their income for housing. Housing costs include expenses like rent and utilities for renter-occupied households, and mortgage payments, taxes, insurance, and utilities for owner-occupied households.

A cost burden analysis was conducted to determine the percentage of homeowners and renters that are cost burdened or severely cost burdened based on their total monthly housing costs. It is important to note that the cost burden analysis for renters is based solely on their cost of rent and does not include other payments such as insurance or utilities.

When looking at the percentage of homeowners in the region (**Figure 2.8**) that are considered cost burdened in some way, it was found that about 10% are considered cost burdened and 7% are considered severely cost burdened, which is similar to the cost burdened percentages in the state. Nationally, 21% of homeowners are considered moderately cost burdened and 14% are severely cost burdened, which is significantly higher than the region and state. Housing costs have increased since 2020, so it is likely there are more cost burdened households today.

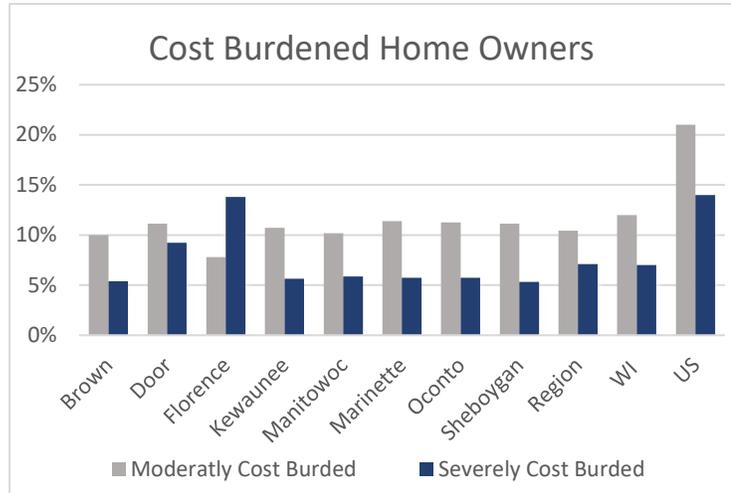


Figure 2.8 Cost Burdened Home Owners; Source: US Census 2020 5-Year ACS Estimates

Within the region, about 18% of renters are moderately cost burdened and 14% are severely cost burdened. As shown in **Figure 2.9**, Door County has the highest percentage of moderately cost burdened renters (26%) and Marinette County has the highest percentage of severely cost burdened renters (21%). Approximately 12% of the state’s renter population are moderately cost burdened, which is slightly higher than the percentage in the region and significantly lower than the national average (21%). The percent of severely cost burdened renters in the region (14%) is significantly lower than the state (20%) and nation (23%).

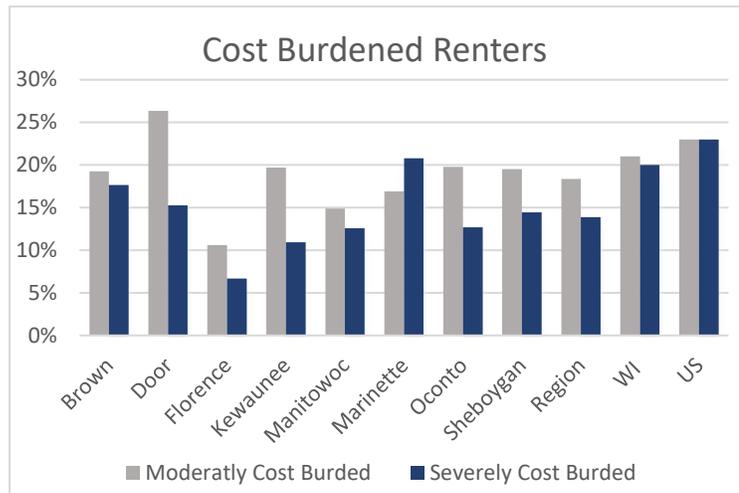


Figure 2.9 Cost Burdened Renters; Source: US Census 2020 5-Year ACS Estimates

Housing Problems

HUD’s Comprehensive Housing Affordability Strategy (CHAS) was used to demonstrate the extent of housing problems and housing need in the region. Housing problems, as defined by the CHAS, are households that have one or more of the following: incomplete kitchen facilities, incomplete plumbing facilities; overcrowding (more than 1 person per room), and/or are considered cost burdened. Severe housing problems are defined as households that have one of the following issues: incomplete kitchen facilities, incomplete plumbing facilities, severe overcrowding (more than 1.5 persons per room), and/or are considered severely cost burdened. The most up to date ACS data was analyzed to determine how many households have housing problems or severe housing problems. The analysis found that at least 25% of households (owner-and renter-occupied) with the region have one or more housing problems or severe housing problems.

Environmental Profile

The Bay-Lake Region is home to many geographical, environmental, and cultural areas of significance. This section of the background summary focuses on the region's geographic, environmental, and cultural assets that are unique to the region.

Natural Resources

The Bay-Lake Region has extensive and diverse natural resources that create recreation opportunities, drive tourism, and benefit the regional and local economies. The northern portion of the region is known for its extensive forests, wetlands, rivers, and lakes while the central and southern portion consists of agriculture, forests, wetlands, and the Green Bay and Lake Michigan coastlines.

The physical natural environment, including soils, geology, topography, water features, and other natural resources, can impact regional development and can directly and indirectly constrain or encourage growth. The history of the region is tied directly to the availability of resources which played a primary factor in the establishment and growth of communities that now make up the region. Natural resources of importance that helped to form or establish the region include Lake Michigan and the Bay of Green Bay, extensive hardwood forests, and fertile soils. These features have economic benefits that are significant to region.

Water resources are of great importance within the region. The abundance of water resources in the area benefits the region from an economic industry standpoint but also impacts the adjacent land use during times of heavy rain fall or snow melt. The region has over 400 miles of coastal shoreline along Lake Michigan and the Bay of Green Bay and contains 12 major watershed areas that drain into the waters of Green Bay and Lake Michigan.

The Bay-Lake RPC has developed an online mapping tool called the [Environmental Corridors of the Bay-Lake Region](#). The tool is an interactive database that identifies primary, secondary, and tertiary corridors within the region. Primary corridors include environmentally sensitive areas of steep slopes (greater than 12%), wetlands (with a 50-foot buffer), surface water (with a 75-foot buffer), and floodplains which are legally protected. These are areas that are set aside for sewer service areas and environmental corridors within them. Secondary corridors are areas that are sensitive in nature and should be protected but may not necessarily have rules and regulations for protection. Tertiary corridors include significant and vulnerable ecosystems that have been designated by the Wisconsin Wildlife Action Plan.

Renewable Energy

Expansion of the renewable energy grid was identified as an opportunity in the regional SWOT analysis. Within the Bay-Lake Region, six counties have at least one form of renewable energy source. Florence County has three dams producing hydroelectric energy, Marinette County has seven, and Oconto has three. Brown County has three types of renewable energy sources: hydropower, wind, and biomass energy. Kewaunee County has energy producing wind turbines. Manitowoc County has three renewable energy producing sources including biomass, solar, and nuclear energy

The potential of having renewable resources brings environmental, social, and economic benefits. Identifying RE-Powering sites (brownfields, landfills, mine sites, and other contaminated lands) can aid in renewable energy development. According to the Environmental Protection Agency (EPA), there are 33,779 RE-Powering sites in the State of Wisconsin with 3,662 in the Bay-Lake Region. The conversion of brownfield sites into reusable property was identified as an opportunity with the regional SWOT analysis.

Historical and Cultural Resources

The great lakes and fur trading endeavors played a major role in early European settlement in the area. The area of the region that is now Brown County was believed to be the first area settled in the region, and Brown County is one of Wisconsin's two original counties. Like much of Wisconsin, the northeast portion of the state was once inhabited by Native Americans. The Wisconsin Oneida is an Iroquoian-speaking Native American tribe currently residing on a reservation in northeastern Wisconsin within the boundaries of both Brown and Outagamie counties.

Lake Michigan is a particularly important asset to the region. Parts of the region border the Wisconsin Shipwreck Coast National Marine Sanctuary which was designated as an official National Marine Sanctuary by National Oceanic and Atmospheric Administration (NOAA) in 2021. The Wisconsin Shipwreck Coast National Marine Sanctuary consists of 36 known shipwrecks and 59 potential shipwrecks within a 962 square mile sanctuary boundary. Much of the boundary and a vast majority of known and potential shipwreck sites can be found along the coast of the Bay-Lake Region, primarily Sheboygan and Manitowoc Counties and parts of Kewaunee County to the north and Ozaukee County to the south. Manitowoc County has 16 known shipwrecks, Sheboygan has 13, Kewaunee has one. The historic shipwreck sites within the sanctuary represent vessels that played a central role in building the nation between the 1830s and 1930s. More information about the Wisconsin Shipwreck Coast National Marine Sanctuary can be found [here](#).

Tourism

When it comes to tourism, the Bay-Lake Region has much to offer both local and out-of-town visitors. Tourism, including outdoor, entertainment, arts and culture, and food and drink tourism, is a major driver of the economy in the Bay-Lake Region.

Outdoor tourism is a year-round driver in the state economy. In 2020, the outdoor recreation economy in Wisconsin contributed \$7.8 billion, or 2.4%, to Wisconsin's GDP. The largest contribution to state GDP is from nature-based activities, led by motorcycling and ATVing, boating/fishing, RV-ing, and bicycling.

According to the WI Department of Tourism, \$1.7 billion in direct visitor spending in 2021 generated a total economic impact (total business sales) of \$2.6 billion in the Bay-Lake Region alone. Furthermore, the tourism industry generated \$200 million in state and local tax revenues and helped sustain nearly 21,000 jobs in the region in 2021. While all counties in the region experienced double-digit growth in overall economic impact in 2021, Door County followed by Florence County were among the highest in the region. Oconto County experienced the least amount of growth in overall economic impact in 2021.

Overall, Wisconsin experienced a 31% increase in direct visitor spending between 2020 and 2021 and the Bay-Lake Region online experienced a 32% increase in direct visitor spending. While the spike in tourism between 2020 and 2021 is seen as a win for the state and region, 2021 spending levels are still below pre-pandemic spending levels in 2019, meaning the tourism industry is still recovering from pandemic losses. Additional information about the economic impact of the state and region's tourism industry can be found [here](#).

Infrastructure Profile

The region’s transportation network is vast and all-encompassing to allow for effective intermodal and interconnected travel. The infrastructural assets of the region provide connections to the region from outside counties and states. This profile inventories important land, air, water, and digital networks that make the region accessible and attractive for residents, industries, and businesses alike. Maintenance, preservation, and expansion of these networks is vital to the sustainability of the economy.

Highways and Local Roads

The interstate and highway network covers approximately 3,900 miles. Interstate highways make up 197 miles, US highways total 285 miles, state highways amount to 793 miles, the county highways account for 2,302 miles, and other (ramp, connector highway, etc.) covers 320 miles.

The major north-south routes within the region are I-41, I-43, US 141, US 41, and US 151:

- Interstate 41 connects at the interchange of I-94 and US 41 south of the Wisconsin-Illinois border. I-41 travels in tandem with US 41, I-194, US 45, I-43, and portions of I-94 in Wisconsin and Illinois. This interstate runs through Brown County, connecting Green Bay to Milwaukee.
- Interstate 43 connects I-39/I-90 in Beloit to US 41 and US 141 in Green Bay. I-43 journeys through Sheboygan, Manitowoc, and Brown counties.
- US Highway 141 connects Wisconsin to Michigan from an interchange with I-43 in Bellevue, WI to US 41/ M-28 near Covington, MI. US 141 passes through Brown, Oconto, and Marinette counties, with a brief dip into Dickinson County, Michigan, before passing through Florence County.
- US Highway 41 runs from the Illinois border north to Marinette on the Michigan border. Most of the route is concurrent with I-41. US 41 navigates through Brown, Oconto, and Marinette Counties.
- US 151 runs through the states of Iowa and Wisconsin with the north end in Manitowoc.

The major east-west routes within Bay-Lake are US 8, US 10, and US 29.

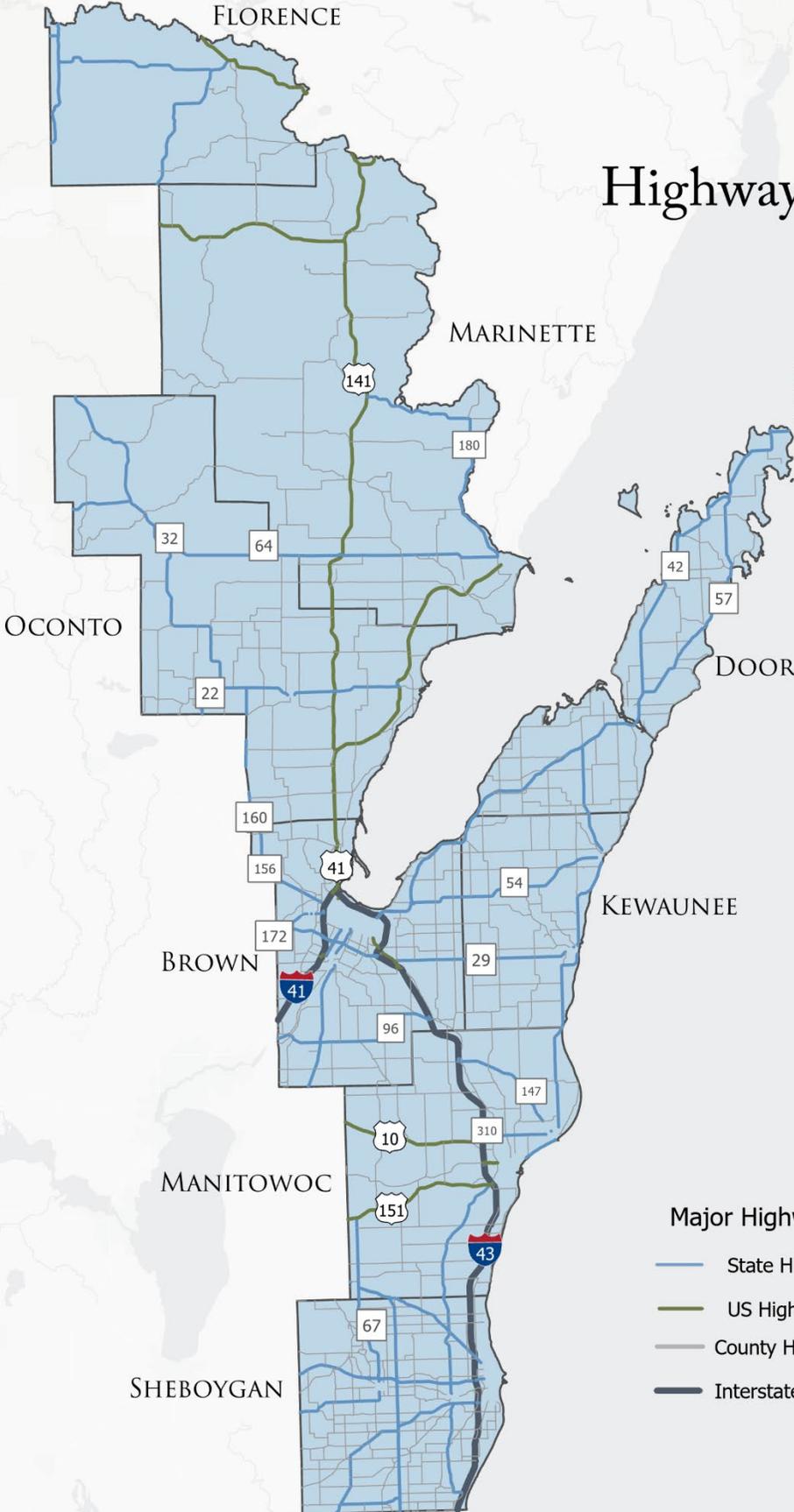
- US 8 highway connects I-35 in Minnesota to US 2 to the Upper Peninsula of Michigan passing through Marinette County.
- US 10 runs through the central part of Wisconsin, connecting St. Croix valley to Manitowoc.
- US 29 highway connects the Twin Cities (via Interstate 94) with the Eau Claire/Chippewa falls area, Wausau and Green Bay.

Roadway mileage by county and the region can be found in **Table 2.11**. There is approximately 9,000 miles of locally-owned roadway and 2,300 miles of county-owned roadway in the region. State-owned roadway totals about 1,050 miles. In total, the region has 12,654 miles of roadway.

Roadway Mileage by County					
County	State	County	Local	Other	Total
Brown	190	361	1,799	5	2,356
Door	102	296	872	0	1,270
Florence	67	49	379	60	555
Kewaunee	62	219	548	0	829
Manitowoc	155	284	1,224	0	1,663
Marinette	154	334	1,640	234	2,362
Oconto	150	319	1,541	44	2,054
Sheboygan	167	449	949	0	1,565
Region	1,047	2,311	8,952	343	12,654

Table 2.11: Roadway Mileage by County; Source: WI Department of Transportation

Highway Network



- Major Highways**
- State Highway
 - US Highway
 - County Highway
 - Interstate Highway

Data Source: WISLR, 2021; Bay-Lake RPC, 2022.

Airports

The Bay-Lake Region has eight (8) commercial airports. These commercial aviation facilities are county or municipal-owned and public-use airports. Austin Straubel International Airport in the Green Bay area involves commercial service, while the remaining facilities are general aviation airports. The aviation facilities within the Bay-Lake Region are listed below.

- J. Douglas Bake Memorial Airport- Oconto
- Austin Straubel International Airport
- Door County Cherryland Airport
- Manitowoc County Airport
- Sheboygan County Memorial Airport
- Crivitz Municipal Airport
- Ephraim - Gibraltar Airport
- Washington Island Airport

Bridges

The National Association of Counties (NACO) annually releases bridge inventory profiles by county. **Table 2.12** below summarizes the inventory by county. In 2022, there were a total of 1,391 bridges in the region. Approximately 23% of bridges are locally-owned. A total of 57 bridges are considered structurally deficient, meaning the deck, superstructure, substructure, or culverts are rated in poor condition. Structurally deficient bridges should be prioritized for improvement and maintenance.

2022 Bridge Inventory			
County	Number of Bridges	Share of County Owned Bridges	Structurally Deficient Bridges
Brown	459	17%	15
Door	31	13%	0
Florence	20	15%	3
Kewaunee	93	39%	6
Manitowoc	266	19%	11
Marinette	135	23%	2
Oconto	149	30%	6
Sheboygan	238	30%	14
Region	1,391	23%	57

Table 2.12: 2022 Bridge Inventory; Source: National Association of Counties Bridge Inventory

Commercial Ports

Being located along the shoreline of Lake Michigan, the Bay-Lake Region naturally holds many of the harbors and ports in the state. The region has 14 commercial ports, with at least one located in every county, except Florence. This is nearly half of all commercial ports in Wisconsin. Commercial ports are located in:

- Marinette
- Oconto
- Pensaukee
- Big Suamico
- Green Bay
- Sister Bay
- Detroit Harbor
- Northport
- Sturgeon Bay
- Algoma
- Kewaunee
- Two Rivers
- Manitowoc
- Sheboygan

Ferry Service

The Washington Island Ferry is located at the tip of the Door Peninsula and carries passengers, vehicles, and freight to the Detroit Harbor in Washington Island. Washington Island is a 22-square mile, year-round home to over 700 people and a destination for thousands of visitors annually. The Washington Island Ferry is a vital, year-round mode of transportation, crossing Death's Door passage on the way to the island. The Washington Island Ferry started in 1940 with wooden ferries. Today, coast guard approved vessels make up to 25 round trips per day during the spring, fall, and summer and two round trips per day in the winter. The Rock Island Ferry travels from Jackson Harbor in Door County to Rock Island State Park, a 912-acre island situated northeast of Washington Island in Lake Michigan.

The S.S. Badger is the largest cross-lake passenger service on the great lakes. This ferry service takes passengers, vehicle, and freight across Lake Michigan between the City of Manitowoc, Wisconsin and the City of Ludington, Michigan. The ferry line has been in service since 1952 and makes approximately 450 crossings per season. The S.S. Badger is a national historic landmark and is the last coal-fired passenger steamship in operation in the United States.

Freight and Passenger Rail

Within the region, there are 512.5 miles of rail line. There are five main rail freight service providers in the Bay-Lake Region:

- Canadian National
- Escanaba & Lake Superior
- Fox Valley & Lake Superior
- Union Pacific
- Wisconsin & Southern Railroad

The Canadian National (CN) railway travels North to South, passing through Marinette, Oconto and Brown Counties, and travels south to the Fox Cities. In addition, it passes through Manitowoc County from west to east. Over 300 million tons of cargo are carried annually by CN.

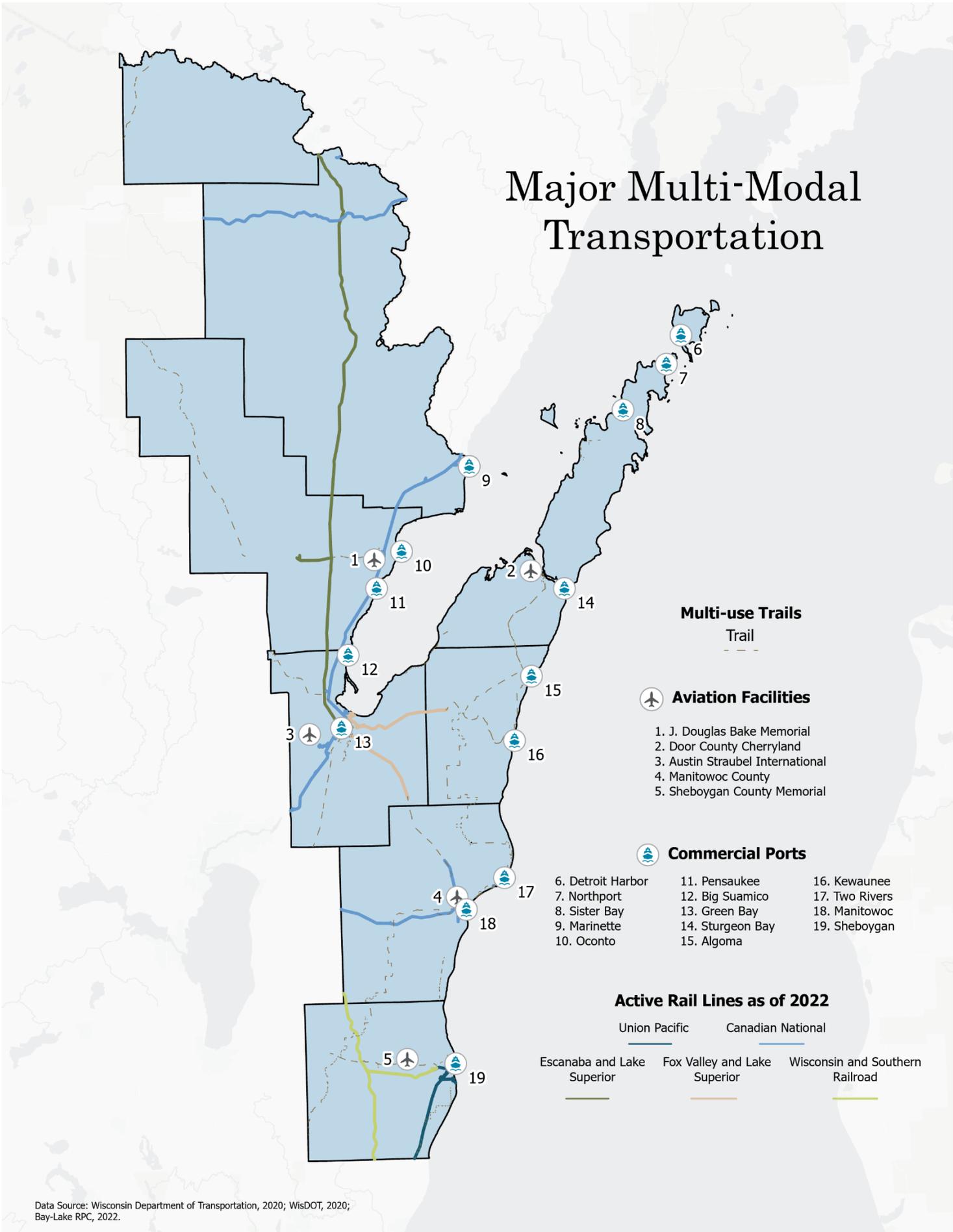
The Escanaba & Lake Superior (ELS) is a 196-mile railway running from Rockland, Michigan, to Green Bay. ELS passes through Marinette and Oconto Counties and finally ends in Brown County. ELS ships or receives 10.5 million tons of logs, lumber, wood, and pulp products annually from 41 businesses.

The Fox Valley & Lake Superior (FOXY) railway travels 261 miles within the state.

Union Pacific (UP) rail lines in the region run parallel to the lakeshore running north from Milwaukee, and end in the City of Sheboygan. Another UP line connects the City of Sheboygan to the Village of Kohler where a Wisconsin and Southern Railroad (formerly UP) line connects Kohler and Sheboygan Falls to Plymouth. The main commodity shipped by UP in the region is bituminous coal, which is an incoming commodity; with the eventual decommissioning of the Edgewater Generating Plant on the south side of the City of Sheboygan, this line will need to find other customers to continue operating profitably.

When the Canadian National Railroad abandoned operations on its line from Saukville to Kiel in 2004, the Wisconsin and Southern Railroad (WSOR) assumed operations of this line (with support from the Wisconsin Department of Transportation and Sheboygan County). Sheboygan County communities served by the WSOR include Random Lake, Adell, Waldo, Plymouth, Elkhart Lake, Sheboygan Falls and Kohler.

Major Multi-Modal Transportation



Multi-use Trails

Trail

Aviation Facilities

- 1. J. Douglas Bake Memorial
- 2. Door County Cherryland
- 3. Austin Straubel International
- 4. Manitowoc County
- 5. Sheboygan County Memorial

Commercial Ports

- | | | |
|-------------------|------------------|----------------|
| 6. Detroit Harbor | 11. Pensauckee | 16. Kewaunee |
| 7. Northport | 12. Big Suamico | 17. Two Rivers |
| 8. Sister Bay | 13. Green Bay | 18. Manitowoc |
| 9. Marinette | 14. Sturgeon Bay | 19. Sheboygan |
| 10. Oconto | 15. Algoma | |

Active Rail Lines as of 2022

- | | | |
|----------------------------|------------------------------|---------------------------------|
| Union Pacific | | Canadian National |
| Escanaba and Lake Superior | Fox Valley and Lake Superior | Wisconsin and Southern Railroad |

Data Source: Wisconsin Department of Transportation, 2020; WisDOT, 2020; Bay-Lake RPC, 2022.

Broadband

There are two methods of receiving broadband: internet subscription and without having internet subscription. The American Community Survey breaks internet subscription into different categories of broadband: broadband (cable, fiber optics, or DSL), cellular data plan, satellite, fixed wireless subscription, or other non-dial up subscription. Any household can have one or any combination of the different broadband types.

According to 2020 5-Year ACS Estimates, about 87% of the region had broadband coverage in 2020 as shown in **Figure 2.10**. Just over 85% of the region had an internet subscription and 2% were without an internet subscription. The remaining 12% of the region did not have internet access. Sheboygan had the highest proportion of broadband coverage (about 90%) followed by Brown (89%). The county with the lowest proportion of broadband coverage was Marinette (83%) followed by Kewaunee (84%). Rural areas have less broadband coverage and therefore less access to internet connectivity. The Bay-Lake Region is on par with Wisconsin and the national average of broadband coverage of any type.

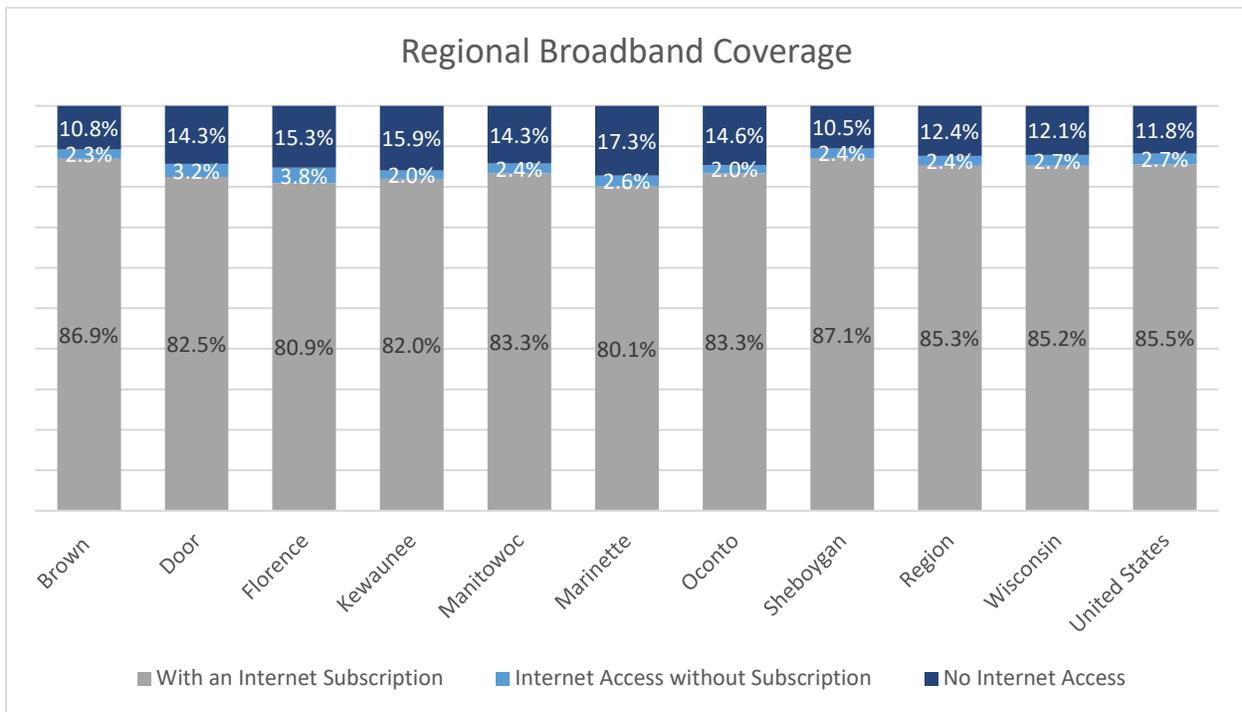


Figure 2.10 Regional Broadband Coverage; Source: US Census 2020 5-Year ACS Estimates

Economic Profile

The economic profile summarizes the current state of the local and regional economy by providing economic data such as employment and workforce characteristics, business and industry data, commuting, and more. Data contained in this section was collected from various sources including the Bureau of Labor Statistics, Census Bureau American Community Survey, the Bureau of Economic Analysis, and Lightcast (formally EMSI Economic Modeling Tool).

Per Capita Income

Per Capita Income (PCI) is one of the economic distress criteria and thresholds used by EDA to qualify an area as eligible for funding assistance through selected EDA programs. The most recent 5-Year American Community Survey (ACS) published by the U.S. Census Bureau must be utilized in EDA applications when identifying economic distress levels. Projects may be eligible for up to 50% EDA funding if they are located in an area with a PCI that is not more than 80% of the national average.

Table 2.13 shows the PCI of the region according to the most recent ACS data as well as the threshold calculation that is used to determine eligible for EDA programs. In 2020, the regional PCI was \$33,088, which is lower than the PCI of Wisconsin (\$34,450) and the United States (\$35,384). Door County had the highest PCI (\$39,162) and Marinette County had the lowest (\$29,395).

2020 Per Capita Income (PCI)		
Jurisdiction	PCI	Threshold Calculation
Brown	\$34,157	96.5
Door	\$39,162	110.7
Florence	\$31,961	90.3
Kewaunee	\$31,723	89.6
Manitowoc	\$31,375	88.7
Marinette	\$29,395	83.1
Oconto	\$31,827	90
Sheboygan	\$32,360	91.4
Region	\$33,088	93.5
Wisconsin	\$34,450	97.3
US	\$35,384	100

Table 2.13: Per Capita Money Income; Source: US Census 2020 5-Year ACS Estimates

Unemployment

The unemployment rate within the region varies drastically by geography and year. **Figure 2.11** shows the 2010 through 2021 unemployment rates by region, state, and the United States. The regions average unemployment rate was at its height in 2010 at 9.7%. Since then, unemployment rates have steadily decreased apart from the year 2020 when the COVID-19 pandemic resulted in mass layoffs and decreased labor force participation. In 2020, unemployment jumped to 6.5% but has since rebounded to 3.8% in 2021, which is slightly lower than the national rate of 5.3%.

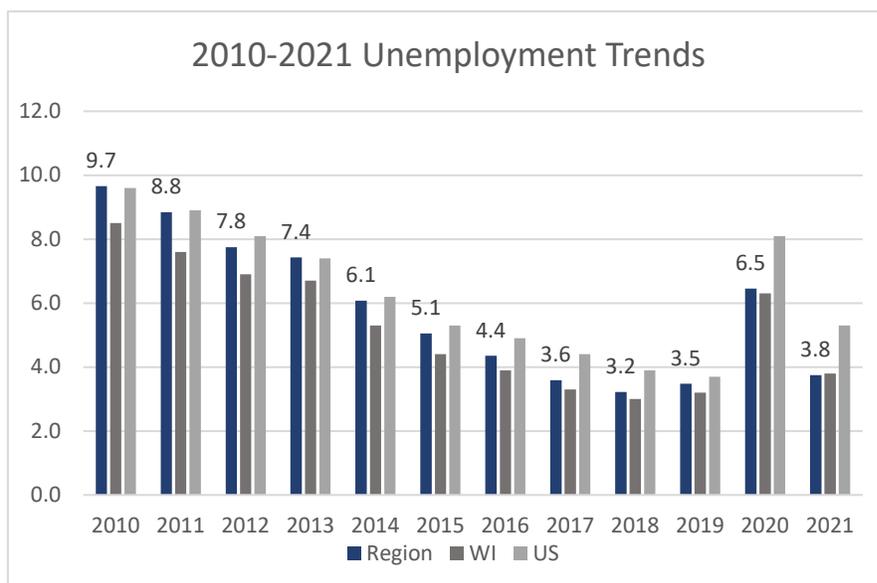


Figure 2.11: 2010-2021 Unemployment Rate; Source: Bureau of Labor Statistics

Table 2.13 shows unemployment by county and the map on the following page shows unemployment rate by municipality. Within the region, the highest overall unemployment rates on average since 2010 have been recorded in Door County (7% on average) and Florence County (6.8). Brown, Kewaunee, and Sheboygan counties have had the lowest unemployment rates on average at 4.8%. The average unemployment rate for the remaining counties are: Manitowoc (5.6%), Oconto (6%) and Marinette (6.6%).

2010-2021 Unemployment Trends by County (%)												
County	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Brown	7.7	7.0	6.5	6.2	4.8	4.0	3.5	2.9	2.7	3.0	6.1	3.4
Door	11.1	11.7	10.1	9.8	8.1	6.5	4.8	3.8	3.5	3.6	6.8	4.4
Florence	10.2	9.7	8.2	8.2	7.4	6.6	5.8	4.7	3.8	4.5	8.0	4.8
Kewaunee	8.0	7.2	6.4	6.3	5.0	4.0	3.6	3.1	2.9	3.1	4.6	2.8
Manitowoc	9.7	8.2	7.6	7.3	6.0	4.9	4.2	3.5	3.1	3.2	6.2	3.4
Marinette	10.9	9.5	8.2	7.9	6.7	5.7	5.3	4.4	4.0	4.4	7.8	4.4
Oconto	10.6	9.4	8.3	7.7	6.1	5.0	4.3	3.5	3.3	3.4	6.3	3.7
Sheboygan	9.1	8.0	6.7	6.0	4.5	3.7	3.3	2.8	2.5	2.6	5.8	3.1

Table 2.13: 2010-2021 Unemployment rates by County; Source: US Bureau of Labor Statistics

Labor Force

The labor force is comprised of individuals of working age (16+). Between 2010 and 2021, the labor force participation was at its highest in 2017 (68%). In 2018 and 2019, participation began to decrease and continued to decrease to 65% in 2020. In 2021, labor force participation increased making a slight rebound to pre-COVID-19 levels.

Figure 2.12 to the right shows the labor force participation rates for the region between 2010 and 2021.

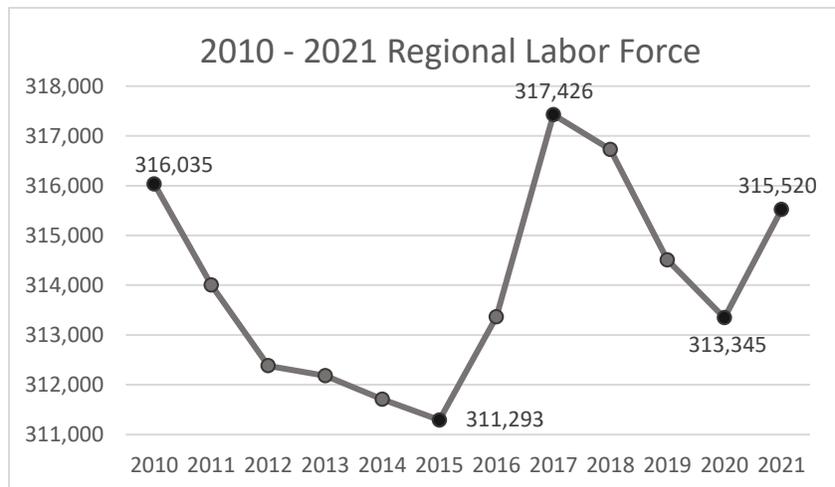


Figure 2.12: Labor Force Participation Rates; Source: US Bureau of Labor Statistics

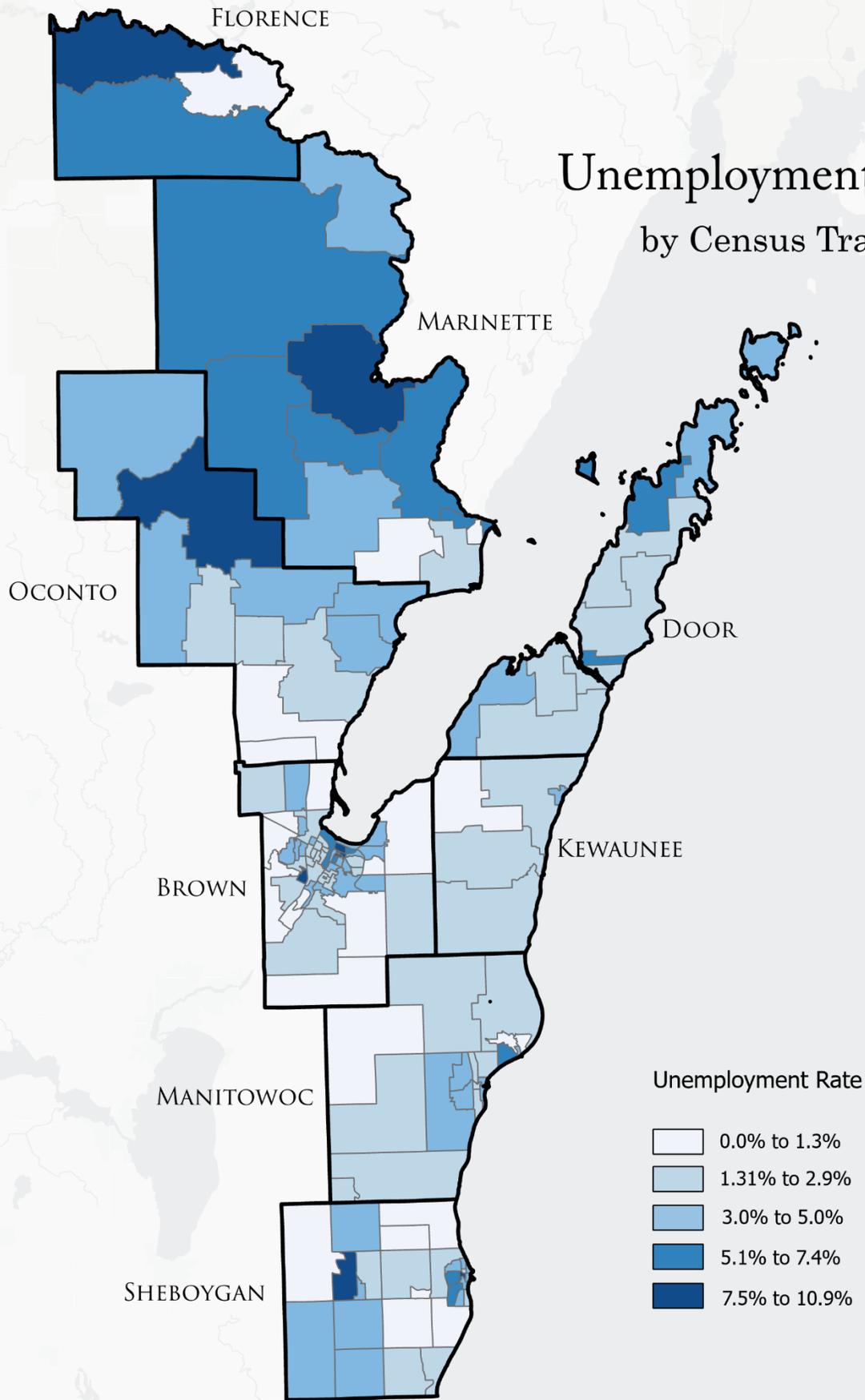
Business Establishments

According to the Bureau of Labor Statistics (BLS), there were a total of 16,222 business establishments in the region in 2021. The region holds 9% of the overall state's business establishments. Over 60% of region's business establishments are in Brown (45%) and Sheboygan (18%) counties. Manitowoc County has a 12% share of the region's businesses followed by Door County (8%), Marinette County (8%), Oconto County (5%), Kewaunee County (3%) and Florence County (1%). **Table 2.14** shows the number of business establishments by county in 2021.

Business Establishments	
County	2021
Brown	7,319
Door	1,348
Florence	130
Kewaunee	550
Manitowoc	1,915
Marinette	1,238
Oconto	831
Sheboygan	2,891
Region	16,222

Table 2.14: Business Establishments; Source: US Bureau of Labor Statistics

Unemployment Rate by Census Tract



Data Source: U.S. Census Bureau, ACS 2020, 5-Year Estimates; Municipality Boundaries, 2020; Bay-Lake RPC, 2022.

Industry Employment

According to the WI Department of Workforce Development, there were 287,039 industry jobs in the region in 2021. **Table 2.15** shows industry employment by county. Industries in Brown County employed over 150,000 people alone in 2021 and Sheboygan County industries employed nearly 60,000 people. The highest annual average wage can be found in Brown County followed by Sheboygan.

As shown in **Table 2.16**, manufacturing was the leading industry employer in the region (69,219), followed by health care and social assistance (40,567), and retail trade (30,635). The highest paid industry was management of companies and enterprises (\$101,278), which employed 6,491 people in 2021. The lowest paid industry was accommodation and food services (\$17,425) followed by retail trade (\$30,404). The average annual wage in the region was \$50,574.

2021 Industry Employment by County		
County	Employment	Annual Wage
Brown	152,244	\$61,424
Door	12,882	\$45,037
Florence	440	\$29,650
Kewaunee	5,258	\$46,753
Manitowoc	32,681	\$51,847
Marinette	17,310	\$47,817
Oconto	8,231	\$46,238
Sheboygan	57,993	\$52,718

Table 2.15: Industry Employment by County; Source: Department of Workforce Development

2021 Industry Characteristics			
Industry Title	Average Employment	Number of Establishments	Average Annual Wage
Manufacturing	69,219	1,074	\$55,002
Health Care and Social Assistance	40,567	2,500	\$51,606
Retail Trade	30,635	1,862	\$30,404
Accommodation and Food Services	22,948	1,576	\$17,425
Educational Services	17,856	313	\$45,045
Finance and Insurance	14,068	895	\$66,949
Construction	13,217	1,540	\$58,600
Transportation and Warehousing	12,409	695	\$48,694
Wholesale Trade	10,501	794	\$58,338
Public Administration	10,614	363	\$41,992
Administrative and Support, and Waste Management and Remediation Services	10,194	828	\$32,252
Professional; Scientific; and Technical Services	9,090	1,101	\$57,160
Management of Companies and Enterprises	6,491	114	\$101,278
Other Services (except Public Administration)	6,591	1,169	\$33,429
Arts; Entertainment; and Recreation	4,801	301	\$31,024
Information	2,168	187	\$44,549
Agriculture; Forestry; Fishing and Hunting	1,998	372	\$39,721
Real Estate and Rental and Leasing	1,888	466	\$36,880
Utilities	1,641	57	\$84,754
Mining; Quarrying; and Oil and Gas Extraction	143	15	\$76,372
Total	287,039	16,222	\$50,574

Table 2.15: Employment by Industry; Source: Department of Workforce Development

Because data varies by source, an economic modeling software known as Lightcast (formerly EMSI) was used to analyze industry characteristics. According to Lightcast, there was a total of 309,774 industry jobs in the region in 2010, 310,079 in 2020 and 315,969 in 2022, representing a 0% change in employment between 2010 and 2020 and a 2% growth in jobs between 2020 and 2022. Manufacturing is by far the leading industry employer in the region (69,892), followed by health care and social assistance (40,336), and government (34,903). Between 2020 and 2022, the arts, entertainment, and recreation industry grew 18%. The utilities industry had the least amount of growth, decreasing by 11%, or about 140 jobs between 2020 and 2022. Total industry employment in 2010, 2020, and 2022 (according to Lightcast) is shown in **Table 2.17**.

2010-2022 Industry Characteristics					
Description	2010 Jobs	2020 Jobs	2010 - 2020 % Change	2022 Jobs	2020 - 2022 % Change
Agriculture, Forestry, Fishing and Hunting	9,815	9,323	-5%	9,347	0%
Mining, Quarrying, and Oil and Gas Extraction	266	286	8%	284	-1%
Utilities	1,981	1,321	-33%	1,180	-11%
Construction	14,586	16,450	13%	16,351	-1%
Manufacturing	64,420	68,653	7%	69,892	2%
Wholesale Trade	10,779	10,387	-4%	10,749	3%
Retail Trade	29,525	30,711	4%	31,397	2%
Transportation and Warehousing	10,576	11,328	7%	11,888	5%
Information	2,997	1,998	-33%	1,985	-1%
Finance and Insurance	15,050	15,643	4%	15,143	-3%
Real Estate and Rental and Leasing	2,189	2,233	2%	2,245	1%
Professional, Scientific, and Technical Services	8,107	9,273	14%	9,740	5%
Management of Companies and Enterprises	6,329	6,704	6%	6,523	-3%
Administrative and Support, and Waste Management and Remediation Services	12,054	10,582	-12%	10,149	-4%
Educational Services	4,163	4,282	3%	4,761	11%
Health Care and Social Assistance	36,370	39,711	9%	40,336	2%
Arts, Entertainment, and Recreation	4,166	4,183	0%	4,951	18%
Accommodation and Food Services	24,798	21,161	-15%	22,795	8%
Other Services (except Public Administration)	14,437	11,345	-21%	11,349	0%
Government	37,148	34,504	-7%	34,903	1%
Unclassified Industry	17	0	-100%	0	0%
Total	309,774	310,079	0%	315,969	2%

Table 2.17: Employment by Industry; Source: Lightcast

Economic Development Capacity Index

The Economic Development Capacity Index (EDCI) was developed by Argonne National Laboratory as a tool to assist economic development stakeholders by characterizing local economic development capacity across the United States. It provides a data-driven estimation of capacity, including relative strengths and potential areas for growth or maturation across five capacity areas composed of 53 unique indicators. The EDCI provides county-level quantitative and qualitative scores by capacity area, as well as the national percentile for each individual indicator. The five capacity areas include:

- **Human Capital:** This capacity area focuses on the overall composition of the workforce and the quality of life for all residents in a county. This capacity area includes indicators related to educational attainment, creative or inventive occupations, homeownership, housing burden, income and income inequality, and healthcare access.
- **Financial:** This capacity area considers the financial environment within a county. Ready access to capital can spur economic growth and entrepreneurship. This capacity area includes indicators related to local government financial health, private sector access to small business loans, small business access to federal seed funding for technology and research development activities, and access to local banks.
- **Industry:** This capacity area considers the overall business environment within a county. This capacity area includes measures related to local clusters for establishments and employment, industry diversity, business entries and exits, and the presence of advanced industries.
- **Infrastructure:** This capacity area considers the physical and environmental resources that make business and economic development activities possible. Infrastructure facilitates the movement of goods, services, and people and enables the operations of businesses. Indicators related to the status, quality, or accessibility of infrastructure and natural systems, including transportation, ports, transit, broadband, energy reliability, air and water quality, and access to green space.
- **Institutions and Partnerships:** This capacity area focuses on the public and private entities that support and facilitate economic development through collaborative networks. This capacity area includes indicators related to local government capacity, experience with grants, participation in EDDs, institutions of higher education, non-profits, and cultural organizations.

Overall scores for each capacity area are calculated by taking the average of all indicators within the capacity area, which are then translated into qualitative percentiles to facilitate comparisons among counties. Qualitative scores given to each of the capacity areas and are defined as:

- **Low:** Capacity is well below the national average
- **Limited:** Capacity is slightly below or approaching the national average
- **Moderate:** Capacity close to the national average
- **Elevated:** Capacity is above the national average
- **High:** Capacity is well above the national average

Table 2.18 on the following page breaks out EDCI scores and percentiles that have been generated for each county within the Bay-Lake Region. All scores were averaged to find the region's EDCI scores. Additional information about the EDCI and reports for each county can be found [here](#).

The Human Capital capacity area for the region is considered above the national average. This correlates to the high quality of life that was identified as a strength in the regional SWOT analysis. The region’s score for the financial capacity area is considered close to the national average. The industry capacity area for the region is well above the national average, which also correlates to the regional SWOT analysis and strong industry sectors present in the region. The infrastructure capacity area for the region is between limited and moderate, meaning the region is slightly below or close to the national average. The institution and partnership score for the region is also between limited and moderate.

Of all economic development capacity indexes calculated at the regional level, the infrastructure capacity is the lowest. The EDCI shows the index is low in Kewaunee County and limited in Marinette and Oconto counties. According to the EDCI, infrastructure plays a critical role in the well-being of the economy and overall quality of life at the local, regional, and national levels. From an economic growth perspective, infrastructure facilitates the movement of goods, services, and people and enables the operations of businesses. It enables development and growth. Well-functioning infrastructure improves efficiency, reduces transaction costs, and can increase the overall competitiveness of a local economy. Quality infrastructure can also enhance community well-being and overall quality of life, making a given community or region more attractive to individuals, families, and businesses. Conversely, a lack of quality infrastructure can increase costs for businesses and households, reduce productivity, and ultimately negatively affect quality of life.

Economic Development Capacity Index					
County	Human Capital	Financial	Industry	Infrastructure	Institutions & Partnerships
	Score (Percentile)				
Brown	Elevated (0.85)	Moderate (0.65)	High (0.95)	Elevated (0.85)	Limited (0.54)
Door	High (0.92)	Elevated (0.91)	High (0.91)	Moderate (0.50)	Elevated (0.95)
Florence	High (0.95)	Moderate (0.72)	Limited (0.13)	Moderate (.0.65)	Moderate (0.71)
Kewaunee	High (0.95)	Moderate (0.68)	High (0.80)	Low (0.08)	Limited (0.59)
Manitowoc	Elevated (0.88)	Moderate (0.58)	High (0.80)	Moderate (0.61)	Moderate (0.72)
Marinette	Elevated (0.73)	Moderate (0.78)	High (0.91)	Limited (0.32)	Moderate (0.77)
Oconto	Elevated (0.90)	Limited (0.36)	Elevated (0.71)	Limited (0.12)	Limited (0.45)
Sheboygan	Elevated (0.87)	Moderate (0.71)	High (0.89)	Elevated (0.80)	Limited (0.50)
Region	0.88	0.67	0.76	0.49	0.65

Table 2.18: Economic Development Capacity Index; Source: Argonne National Laboratory EDCI Tool

SWOT ANALYSIS

The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity. A SWOT analysis identifies the region’s competitive advantages as well as internal or external factors that can keep a region from realizing its potential.

SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region’s relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are internal in nature;
- **Weaknesses** are a region’s relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often internal in nature;
- **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and
- **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.

Methodology

Bay-Lake RPC staff and the CEDS Committee reviewed the 2017 SWOT Analysis results that were incorporated into the 2017-2022 CEDS document. The CEDS committee was asked to rank the 2017 SWOT results to determine their relevancy today. Results determined to be applicable today were incorporated into the 2022 SWOT analysis. The CEDS Committee had the opportunity to provide additional input during the 2022 SWOT analysis. Via an online survey, they were asked to identify strengths, weaknesses, opportunities, and threats that are currently or potentially impacting the region. The 2022 SWOT analysis survey was also provided to Bay-Lake RPC Commissioners and other local/county officials for input. Results from the online survey were discussed with the CEDS committee and further refined during meetings.

SWOT ANALYSIS RESULTS

A summary of the top strengths, weaknesses, opportunities, and threats is provided below.

Strengths

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Low Cost of Living• Bountiful Natural Resources• Abundance of Recreation Opportunities• High Quality of Life• Strong Industry Sectors and Specialized Workforce• Growing Education Pipeline• Lower Rates of Crime Compared to National and State Average | <ul style="list-style-type: none">• Varied Transportation Network• Access to Lake Michigan Waterfront• Strong Tourism Industry• Quality Of Workforce• Strong Community Pride• Workforce Industry Training Programs• Strong And Diverse Manufacturing and Food Processing Industries |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Weaknesses

- Lack of Affordable, Available Housing Options
- Lack of Available and Affordable Childcare
- Areas Lacking Adequate Broadband
- Aging and/or Inadequate Infrastructure
- Labor Shortages
- Low Racial Diversity Compared to National and State Average
- Decreasing Labor Force Participation Rates
- Rising Unemployment in Working Age Population

- Lack of Local Government Coordination
- Lower Educational Attainment Compared to National Average
- Hourly Wages and Salaries Lower than State Average
- Funding Availability and Resources Compared to Larger Regions
- High Medical Costs and Limited Mental Health Resources
- Limited Public Transportation Opportunities

Opportunities

- Broadband Connectivity
- Redevelopment of Underutilized and Contaminated Sites
- Expansion of Renewable Energy Grid
- Transportation Improvement (Port, Rail, Highway)
- Waterfront Development and Improvements
- Green Infrastructure Improvements
- Ecotourism Expansion

- Advancing Industries
- Economic Development Collaboration
- Short-Term Federal Financial Incentives
- Tech And Innovation Growth
- Small Business Start-Ups and Entrepreneurial Growth
- Remote Working Opportunities and Talent Attraction
- Availability of Land for Future Development

Threats

- Aging Workforce
- Aging Population
- Decreasing Labor Force Participation
- Recent Growth in Unemployment of Working Age Population
- Senior And Workforce Housing Shortages
- Lack Of Child Care Services that are Available and Affordable
- Workforce Retention and Talent Attraction

- Supply Chain Issues
- Increase of Adverse Climate Related Events and Environmental Concerns
- Limited High-Skilled and High-Paying Jobs
- Aging Housing and Limited Housing Investments
- Infrastructure Improvement Costs and Will
- Increased Automation in Manufacturing

STRATEGIC DIRECTION/ACTION PLAN

The Strategic Direction and Action Plan is a required element of the CEDS and includes the Vision Statement for the document, goals, objectives, and actions. According to EDA, the strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions 'Where do we want to go?' and 'How are we going to get there?' by leveraging the analysis undertaken in the SWOT.

Methodology

The Strategic Direction and Action Plan was developed using SWOT Analysis and background summary results as well as through CEDS Committee and staff input. To develop the Vision Statement, the CEDS Committee was asked to provide key words to describe where they would like to see the region in the next 5-10 years. These key words were used to develop several draft vision statements for the document. The CEDS Committee provided input on the draft vision statements and voted on final vision statement for the overall CEDS document.

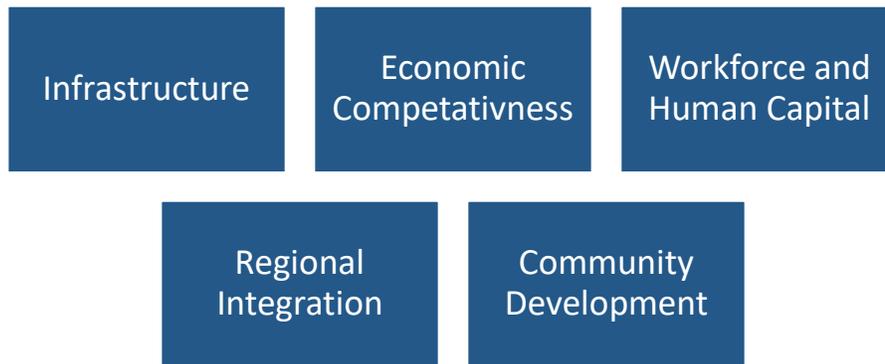
The goals and objectives contained within the CEDS were also built upon the SWOT results, background summary, other regional and state planning documents, and input from the CEDS Committee and Bay-Lake RPC staff. The CEDS Committee reviewed draft goals and provided input during CEDS Committee meetings and later participated in a two-part virtual workshop that ranked the goals by importance and asked for final input on the draft goals, objectives, and actions.

Vision Statement

*Sustain the quality of life and natural beauty of the region while **driving** economic vitality and community prosperity to create a **diverse and** improved environment for residents and businesses while meeting the varied and changing needs of the region.*

Goals and Objectives

The goals and objectives contained within the CEDS provide the basis for formulating the action plan and serve as milestones to evaluate regional progress. The CEDS committee assisted with developing the goals and objectives and ranked the goals for prioritization for implementation within the region. Each goal contains several objectives which were further broken into measurable actions that were used to create the Evaluation Framework. Goals were found to focus on one or more of the following:



The final goals below are ranked by priority, with the first being the most important for implementation as determined by the CEDS Committee. Goals are organized by area of focus and discussed further on the following pages.

1. Support initiatives that lead to investment in affordable housing and childcare as essential elements to community and economic growth.
2. Encourage activities that will result in the maintenance, improvement, and development of infrastructure to meet and respond to the region's current needs and future demand.
3. Encourage the growth and diversification of new and expanding businesses and create an environment that provides broad support to start-up and entrepreneurial business
4. Support activities that will provide or enhance essential services or amenities and endorse equitable investment in all communities to diversify, attract, and grow population and the economy.
5. Promote community and economic resilience and enhance the region's capability to adapt and recover from economic downturns and natural or man-made disasters
6. Facilitate and strengthen private and public partnerships and encourage collaboration between economic development partners and local units of government.
7. Preserve the region's natural beauty and high quality of life while encouraging sustainable development and healthy growth of communities and businesses of all sizes.
8. Promote year-round tourism throughout the region and support industries that are integral to the region and tourism sector.

Infrastructure Goals, Objectives, and Actions

Goal: Encourage activities that will result in the maintenance, improvement, and development of infrastructure to meet and respond to the region’s current needs and future demand.

Objectives

- 1. Identify current and future infrastructure needs throughout the region.**
- 2. Inventory and promote available funding for infrastructure projects.**
- 3. Assist local units of government in obtaining funding for infrastructure projects.**

Actions

- 1. Identify current and future infrastructure needs throughout the region.**
 - Continue to collect project inventory surveys from all communities, EDCs, and other partners annually.
 - Work with local units of government, state and federal agencies, and other regional partners to identify needs.
 - Analyze current and projected regional economic and demographic trends and relay information to local units of government to identify future community needs.
 - Continue to develop necessary community and regional plans and studies that justify needs when applying for funding through state and federal agencies.
- 2. Inventory and promote available funding for infrastructure projects.**
 - Establish effective communication and collaboration at the local, state, and federal level to identify and promote financial and technical assistance opportunities available for infrastructure projects.
 - Maintain the [BLRPC Funding Opportunities Portal](#) as a resource tool for identifying available funding.
- 3. Assist local units of government in obtaining funding for infrastructure projects.**
 - Provide technical assistance services, including grant writing and administration, that support infrastructure projects.
 - Develop and maintain the BLRPC Regional Transportation Dashboard to be used by local units of government.

Infrastructure

Economic Competitiveness Goals, Objectives, and Actions

Goal: Encourage the growth and diversification of new and expanding businesses and create an environment that provides broad support to start-up and entrepreneurial business.

Objectives

1. Encourage the development of business and industrial parks, as well as incubator and co-working spaces, that will support new and expanding businesses of all sizes.
2. Support education, training, and workforce development programs to help bolster the region's current and future talent pipeline and meet employer and business needs.
3. Identify solutions to workforce development issues that may be impacting the businesses and employers.

Actions

1. Encourage the development of business and industrial parks, as well as incubator and co-working spaces, that will support new and expanding businesses of all sizes.
 - Assist with site selection efforts and maintain an inventory of available business or industrial park land or commercial space available to businesses of all sizes.
 - Provide demographic and economic data and resources to EDC's and local units of government to enhance attraction and development opportunities.
 - Provide funding information to communities and support efforts to redevelop or increase available land for business and industrial development.
2. Support education, training, and workforce development programs to help bolster the region's current and future talent pipeline and meet employer and business needs.
 - Foster partnerships between business communities, business organizations, educational partners, and local units of government to develop and strengthen talent-attraction efforts.
 - Collaborate with business organizations, economic development organizations, and educational partners to identify potential opportunities for training and upskilling.
 - Support the creation of regional programs to train, hire and retain young professionals, non-traditional workers, underemployed workers, and unskilled workers.
3. Identify solutions to workforce development issues that may be impacting the businesses and employers.
 - Track and analyze data related to labor force, education, commuting, and more to identify current and projected workforce trends.
 - Facilitate and participate in private/public collaboration to expand services that address workforce/employer related needs such as childcare, transportation, housing, and other support services.

Goal: Promote community and economic resilience and enhance the region's capability to adapt and recover from economic downturns and natural or man-made disasters.

Objectives

1. Encourage the development of reliable and resilient critical infrastructure.
2. Prepare for sudden events that may impact people, businesses, communities and/or the economy.
3. Assist communities when recovering from events that have negatively impacted their economy or community.

Actions

- 1. Encourage the development of reliable and resilient critical infrastructure.**
 - Support efforts and investments that lead to the development, maintenance, and improvement of critical infrastructure, including transportation, telecommunication, energy, water, and wastewater systems, etc.
 - Identify available funding and resources for critical infrastructure improvement.
 - Support development practices that do not impact environmentally sensitive lands or areas prone to major flooding or other hazards.
- 2. Prepare for sudden events that may impact people, businesses, communities, or the regional economy.**
 - Assist local units of government with projects intended to reduce potential impact from adverse climate events.
 - Develop plans, studies, and resources to help communities prepare for adverse events, such as comprehensive plans, hazard mitigation plans, economic recovery plans, etc.
 - Partake in events held by state and federal leaders to increase awareness about potential impacts to the environment or economy that may one day affect communities.
 - Facilitate meetings between state and federal groups and local units of government to establish relationships and enhance readiness.
- 3. Provide support to communities recovering from events that have negatively impacted their economy or community.**
 - Promptly conduct outreach and identify community needs following an adverse event or impact.
 - Connect local units of government with state and federal agencies to identify resources available to communities, people, and businesses.
 - Seek and disseminate funding opportunities and assist with grant writing to acquire funding for recovery efforts in a timely manner.
 - Continue to administer the Disaster Recovery Microloan Program and assist EDC efforts in supporting businesses adapting to disaster events and economic downturns.

Work Force and Human Capital Goals, Objectives, and Actions

Workforce and Human Capital

Goal: Support initiatives that lead to investment in affordable housing and childcare as essential elements to community and economic growth.

Objectives

1. **Identify gaps in housing and childcare throughout the region.**
2. **Promote investment in childcare and housing throughout the region.**
3. **Work with public/private partners to address childcare and housing needs throughout the region.**

Actions

1. **Identify gaps in housing and childcare throughout the region.**
 - Develop plans or studies that identify childcare and housing gaps and insufficiencies in the region.
 - Attend meetings and events held by local, regional, state, and other partners to gain insight on childcare and housing issues that impact the region.
2. **Promote investment to address childcare and housing needs throughout the region**
 - Take an active role in learning about available funding and strategies to address housing and childcare issues.
 - Maintain and promote an up-to-date list of available funding for childcare and housing.
3. **Work with public/private partners to address childcare and housing needs throughout the region.**
 - Promote ways to create a more inclusive housing environment through zoning, policies, programs and more.
 - Collaborate with partners that play a role in housing and childcare, including housing authorities, schools, developers, economic development organizations, etc.

Goal: Facilitate and strengthen private and public partnerships and encourage collaboration between economic development partners and local units of government.

Objectives

1. **Identify issues and opportunities that may be relevant to the region and local communities.**
2. **Coordinate collaboration around local and regional economic development efforts.**
3. **Foster relationships with communities, including underserved rural communities and tribal governments, to promote opportunities and enhance economic development.**

Actions

1. **Identify and assess economic development issues and opportunities that may impact the region.**
 - Attend conferences, meetings, and networking events held by local, state, and federal governments and organizations.
 - Participate in training and informational webinars that relate to regional economic development.
2. **Coordinate collaboration around local and regional economic development efforts**
 - Continue to convene the CEDS committee on a quarterly basis or provide quarterly updates to the committee.
 - Facilitate and promote educational workshops for local units of government on topics such as funding identification, grant writing and administration, and more.

- Partake in economic development committees and continue to collaborate with regional economic development partners, local government officials, and other RPCs.
 - Continue to maintain and promote the use of the [BLRPC Community Resource Portal](#).
- 3. Foster relationships with communities, including underserved communities and tribal governments, to promote opportunities and enhance economic development.**
- Build connections with tribal government entities and deliver opportunities, funding, and resources that may be available.
 - Work with underserved local units of government to identify areas of need and solutions.

Community Development Goals, Objectives, and Actions

Community Development	<p>Goal: Support activities that will provide or enhance essential services or amenities and endorse equitable investment in all communities to diversify, attract, and grow population and the economy.</p>
	<p>Objectives</p>
	<ol style="list-style-type: none"> 1. Identify gaps in services and amenities when developing plans and working with communities. 2. Promote flexible land use and development practices throughout the region. 3. Identify and pursue funding for community and economic development projects in underserved or underrepresented areas.
	<p>Actions</p>
	<ol style="list-style-type: none"> 1. Identify gaps in services and amenities when developing plans and working with communities. <ul style="list-style-type: none"> • Integrate extensive public participation in plan development to identify and track community needs as perceived by the public. • Continue to maintain and update the BLRPC Public Participation Plan to incorporate new and effective techniques to involve the public, stakeholders, and local officials. • Conduct feasibility studies when requested to identify the possibility or likelihood of use for additional services or amenities to a community. 2. Promote flexible land use and development practices throughout the region. <ul style="list-style-type: none"> • Provide technical assistance to local units of government and encourage inclusive development when identifying and recommending changes to outdated zoning, policies, and programs. 3. Identify and pursue funding for community and economic development projects in underserved or underrepresented areas. <ul style="list-style-type: none"> • Work to engage underserved or underrepresented populations (e.g., low income, minority, elderly, disabled, rural, etc.) in regional planning efforts. • Support broadband projects that allow for equitable opportunities for learning and work throughout all communities. • Provide funding opportunities and enhanced technical assistance to areas in need, especially rural areas. • Promote available mental health resources and encourage development of facilities that provide essential services for the community.
	<p>Goal: Promote year-round tourism throughout the region and support industries that are integral to the region and tourism sector.</p>
<p>Objectives</p>	
<ol style="list-style-type: none"> 1. Provide support and promote identified industries that are of importance to the region's tourism economy. 2. Promote arts, culture, and downtown placemaking throughout the region. 3. Support activities that enhance and provide access to waterfront property. 	

Actions

- 1. Identify and support industries that are of importance to the region's tourism economy.**
 - Collaborate with and provide technical support to tourism organizations throughout the region.
 - Work in collaboration with tourism organizations, local units of government, and more to encourage the development and maintenance of areas that are key to recreational and regional tourism.
 - Preserve and promote maritime activities and marine tourism along coastal communities throughout the region.
 - Promote ecotourism throughout the region's diverse landscape.
- 2. Promote arts, culture, and downtown placemaking throughout the region.**
 - Work with downtown organizations, local units of government, and more to revitalize main street corridors.
 - Work to protect areas of historic significance throughout the region.
 - Identify funding for arts, culture, historic preservation, and more available to local units of government, organizations, non-profits and more.
- 3. Support activities that enhance or provide access to waterfront property.**
 - Identify and promote public/private funding for public waterfront development.
 - Educate local units of government and the public on the importance of sustainable development practices near waterfront properties.
 - Continue to develop downtown waterfront plans, water revitalization studies, and other redevelopment plans and ensure public engagement is received throughout the planning process.

Goal: Preserve the region's natural beauty and high quality of life while encouraging sustainable development and healthy growth of communities and businesses of all sizes.

Objectives

- 1. Encourage sustainable land use development in all communities.**
- 2. Identify local programs, policies, ordinances, or regulations at the local level that may discourage sustainable, compatible, or inclusive land use patterns.**
- 3. Encourage the development and growth of all communities.**

Actions

- 1. Encourage sustainable land use development in all communities.**
 - Promote local and regional efforts to improve land and water conservation, air and water quality, and more.
 - Continue to implement the regional brownfields program and support the redevelopment of properties that may be blighted throughout the region.
 - Maintain, update, and promote the [BLRPC Environmental Corridors Dashboard](#).
 - Work with local, state, and federal environmental groups and connect communities to funding programs.
 - Promote green energy expansion, where feasible, throughout the region.
- 2. Identify programs, policies, ordinances, or regulations at the local level that may discourage sustainable, compatible, or inclusive land use patterns.**
 - Assess practices that may be negatively impacting built and natural environments throughout the region.

- Identify and promote current tools, trends, and research that encourages sustainable and inclusive development patterns.
- Support sustainable, flexible, and inclusive development when conducting technical assistance and developing local and regional planning documents.

3. Encourage the development and growth of all communities.

- Promote tools that allow communities to analyze and track current and projected socio-economic conditions, such as the [BLRPC Community Profiles Dashboard](#).
- Provide technical assistance with planning projects that are important to the growth of communities including comprehensive plans, site planning, and more.
- Coordinate and facilitate meetings with state, federal, and local environmental organizations to align current and future planning efforts.

EVALUATION FRAMEWORK

The Evaluation Framework includes performance measures used to evaluate the implementation of the CEDS and its impact on the regional economy. The performance measures identified tie back to the CEDS vision, goals, and objectives, which in turn flow from the SWOT analysis and background summary. The Evaluation Framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?”.

Bay-Lake RPC will evaluate the regional impact of the CEDS by reporting performance measures in the CEDS Annual Performance Reports, as required by EDA. Measurable actions included in the previous chapter will be used to convey progress in achieving the region’s economic development goals. Broad performance measures will also be used to show success when implementing the region’s goals and will be conveyed through reporting on the actions.

Performance Measures

Actions identified for of the overall goals can be found below and are listed by priority as identified CEDS Committee. Actions will be implemented throughout the life of the CEDS (2022-2027) by the EDD and regional stakeholders. Because economic development success is a regional effort and rarely achieved by one sole entity, those responsible for implementing CEDS include the EDD, CEDS Committee, economic development stakeholders, local communities, and more.

The overall successful implementation of the CEDS and economic development goals will be measured through the following broad performance measures, which will be tracked throughout the life of implementation.

- Number of Funding Opportunities and Resources Identified
- Number of Grant Applications and Funded Projects
- Outreach and Regional Collaboration Efforts
- Jobs Created and Workforce Characteristics
- Business and Industry Success
- Community and Economic Growth
- Number of Plans and Studies Developed
- Infrastructural Improvements

Priority Goal 1: Support initiatives that lead to investment in affordable housing and childcare as essential elements to community and economic growth.

Goal 1 Actions

Identify gaps in housing and childcare throughout the region.

- Develop plans or studies that identify childcare and housing gaps and insufficiencies in the region.
- Attend meetings and events held by local, regional, state, and other partners to gain insight on childcare and housing issues that impact the region.

Promote investment in childcare and housing throughout the region.

- Take an active role in identifying available funding and strategies to address housing and childcare issues.

- Maintain and promote an up-to-date list of available funding for childcare and housing.

Work with public/private partners to address childcare and housing needs throughout the region.

- Promote ways to create a more inclusive housing environment through zoning, policies, programs and more.
- Collaborate with public and private partners that play a role in housing and childcare, including housing authorities, schools, developers, economic development organizations, etc.

Priority Goal 2: Encourage activities that will result in the maintenance, improvement, and development of infrastructure to meet and respond to the region's current needs and future demand.

Goal 2 Actions

Inventory and promote available funding for infrastructure projects.

- Establish effective communication and collaboration at the local, state, and federal level to identify and promote financial and technical assistance opportunities available for infrastructure projects.
- Continue to maintain the BLRPC Funding Opportunities Portal as a resource tool for identifying available funding.

Assist local units of government in obtaining funding for infrastructure projects.

- Provide technical assistance services, including grant writing and administration, that support infrastructure projects.
- Develop and maintain the BLRPC Regional Transportation Dashboard to be used by local units of government.

Identify current and future infrastructure needs throughout the region.

- Continue to collect project inventory surveys from all communities, EDCs, and other partners annually.
- Work with local units of government, state and federal agencies, and other regional partners to identify needs.

- Analyze current and projected regional economic and demographic trends and relay information to local units of government to identify future community needs.
- Continue to develop necessary community and regional plans and studies that justify needs when applying for funding through state and federal agencies.

Priority Goal 3: Encourage the growth and diversification of new and expanding businesses and create an environment that provides broad support to start-up and entrepreneurial business.

Goal 3 Actions

Encourage the development of business and industrial parks, as well as incubator and co-working spaces, that will support new and expanding businesses of all sizes.

- Assist with site selection efforts and maintain an inventory of available business or industrial park land or commercial space available to businesses of all sizes.
- Provide demographic and economic data and resources to EDC's and local units of government to enhance attraction and development opportunities.
- Provide funding information to communities and support efforts to redevelop or increase available land for business and industrial development.

Support education, training, and workforce development programs to help bolster the region's current and future talent pipeline and meet employer and business needs.

- Foster partnerships between business communities, business organizations,

educational partners, and local units of government to develop and strengthen talent-attraction efforts.

- Collaborate with business organizations, economic development organizations, and educational partners to identify potential opportunities for training and upskilling.
- Support the creation of regional programs to train, hire and retain young professionals, non-traditional workers, underemployed workers, and unskilled workers.

Identify solutions to workforce development issues that may be impacting the businesses and employers.

- Track and analyze data related to labor force, education, commuting, and more to identify current and projected workforce trends.
- Facilitate and participate in private/public collaboration to expand services that address workforce/employer related needs such as childcare, transportation, housing, and other support services.

Priority Goal 4: Support activities that will provide or enhance essential services or amenities and endorse equitable investment in all communities to diversify, attract, and grow population and the economy.

Goal 4 Actions

Identify gaps in services and amenities when developing plans and working with communities.

- Integrate extensive public participation in plan development to identify and track community needs as perceived by the public.
- Continue to maintain and update the BLRPC Public Participation Plan to incorporate new and effective techniques to involve the public, stakeholders, and local officials.
- Conduct feasibility studies when requested to identify the possibility or likelihood of use for additional services or amenities to a community.

Promote flexible land use and development practices throughout the region.

- Provide technical assistance to local units of government and encourage inclusive development when identifying and

recommending changes to outdated zoning, policies, and programs.

Identify and pursue funding for community and economic development projects in underserved or underrepresented areas.

- Work to engage underserved or underrepresented populations (e.g., low income, minority, elderly, disabled, rural, etc.) in regional planning efforts.
- Support broadband projects that allow for equitable opportunities for learning and work throughout all communities.
- Provide funding opportunities and enhanced technical assistance to areas in need, especially rural areas.
- Promote available mental health resources and encourage development of facilities that provide essential services for the community.

Priority Goal 5: Promote community and economic resilience and enhance the region's capability to adapt and recover from economic downturns and natural or man-made disasters.

Goal 5 Actions

Encourage the development of reliable and resilient critical infrastructure.

- Support efforts and investments that lead to the development, maintenance, and improvement of critical infrastructure (including transportation, broadband and telecommunication, energy, water, and wastewater systems, etc.).
- Identify available funding and resources for critical infrastructure improvement.

- Support development practices that do not impact environmentally sensitive lands or areas prone to major flooding or other hazards.

Prepare for sudden events that may impact people, businesses, communities, or the regional economy.

- Assist local units of government with projects intended to reduce potential impact from adverse climate events.

- Develop plans, studies, and resources to help communities prepare for adverse events, such as comprehensive plans, hazard mitigation plans, economic recovery plans, etc.
- Partake in events held by state and federal leaders to increase awareness about potential impacts to the environment or economy that may one day affect communities.
- Facilitate meetings between state and federal agencies and local units of government to establish relationships and enhance readiness.

Provide support to communities recovering from events that have negatively impacted their economy or community.

- Promptly conduct outreach and identify community needs following an adverse event or impact.
- Connect local units of government with state and federal agencies to identify resources available to communities, people, and businesses.
- Seek and disseminate funding opportunities and assist with grant writing to acquire funding for recovery efforts in a timely manner.
- Continue to administer the Disaster Recovery Microloan Program and assist EDC efforts in supporting businesses adapting to disaster events and economic downturns.

Priority Goal 6: Facilitate and strengthen private and public partnerships and encourage collaboration between economic development partners and local units of government.

Goal 6 Actions

Identify and assess economic development issues and opportunities that may impact the region.

- Attend conferences, meetings, and networking events held by local, state, and federal governments and organizations.
- Participate in training and informational webinars that relate to regional economic development.

Foster relationships with communities, including underserved communities and tribal governments, to promote opportunities and enhance economic development.

- Build connections with tribal government entities and deliver opportunities, funding, and resources that may be available.

- Work with underserved local units of government to identify areas of need and solutions.

Coordinate collaboration around local and regional economic development efforts.

- Continue to convene the CEDS committee on a quarterly basis or provide quarterly updates to the committee.
- Facilitate and promote educational workshops for local units of government on topics such as funding identification, grant writing and administration, and more.
- Partake in economic development committees and continue to collaborate with regional economic development partners, local government officials, and other RPCs.
- Continue to maintain and promote the use of the [BLRPC Community Resource Portal](#).

Priority Goal 7: Preserve the region’s natural beauty and high quality of life while encouraging sustainable development and healthy growth of communities and businesses of all sizes.

Goal 7 Actions

Identify programs, policies, ordinances, or regulations at the local level that may discourage sustainable, compatible, or inclusive land use patterns.

- Evaluate practices that may be negatively impacting built and natural environments throughout the region.
- Identify and promote current tools, trends, and research that encourages sustainable and inclusive development patterns.
- Support sustainable, flexible, and inclusive development when conducting technical assistance and developing local and regional planning documents.

Encourage the development and growth of all communities.

- Promote tools that allow communities to analyze and track current and projected socio-economic conditions, such as the BLRPC Community Profiles Dashboard.
- Provide technical assistance with planning projects that are important to the growth of

communities including comprehensive plans, site planning, and more.

- Coordinate and facilitate meetings with state, federal, and local organizations to align current and future planning efforts.

Encourage sustainable land use development in all communities.

- Promote local and regional efforts to improve land and water conservation, air and water quality, and more.
- Continue to implement the regional brownfields program and support the redevelopment of properties that may be blighted throughout the region.
- Maintain, update, and promote the BLRPC Environmental Corridors Dashboard.
- Work with local, state, and federal environmental groups and connect communities to funding programs.
- Promote green energy expansion, where feasible, throughout the region.

Priority Goal 8: Promote year-round tourism throughout the region and support industries that are integral to the region and tourism sector.

Goal 8 Actions

Identify and support industries that are of importance to the region’s tourism economy.

- Work in collaboration with tourism organizations, local units of government, and more to encourage the development and maintenance of areas that are key to recreational and regional tourism.

- Preserve and promote maritime activities and marine tourism along coastal communities throughout the region.
- Promote ecotourism throughout the region’s diverse landscape.

Promote arts, culture, and downtown placemaking throughout the region.

- Work with downtown organizations, local units of government, and more to revitalize main street corridors.
- Work to protect areas of historic significance throughout the region.
- Identify funding for arts, culture, historic preservation, and more available to local units of government, organizations, non-profits and more.

Support activities that enhance or provide access to waterfront property.

- Identify and promote public/private funding for public waterfront development.
- Educate local units of government and the public on the importance of sustainable development practices near waterfront properties.
- Continue to develop downtown waterfront plans, water revitalization studies, and other redevelopment plans throughout the planning process.

APPENDIX

CEDS Committee

Adam Tegen - City of Manitowoc, Community and Economic Development Director

Ann Hartnell - Green Bay SCORE, BLRPC Commissioner and Marinette County Board

Barb LaMue - New North, Executive Director

Ben Nelson - Kewaunee County, KCEDC Executive Director

Brian Doudna - Sheboygan County, SCEDC Executive Director

Cathi Malke - City of Peshtigo, Mayor

Chad Pelishek - City of Sheboygan, Director of Planning and Development

Eric DeKorne - Greater Green Bay Chamber, Business Retention and Expansion Manager

Eric Printz - Florence County, Economic Development Director

Jamie Zastrow - Manitowoc County, Progress Lakeshore Executive Director

Jayme Sellen - Oconto County, OCEDC Executive Director

Jennifer Short - Marinette County, Community and Economic Development Director

Jim Rosenberg - WEDC, Regional Economic Development Director

Kevin Englebert - East Central Wisconsin RPC, Assistant Director

Marc Schaffer - Saint Norbert's College, Center for Economic and Business Analysis

Mathew Buchanan - City of Green Bay, Economic Development Specialist

Matthew Raunio - UWGB, Associate Professor of Business and Economics

Michelle Lawrie - Door County, DCEDC Director of Business Development

Mike Kunesh - Marinette County, BLRPC Commissioner

Naletta Sanchez - WEDC, Regional Economic Development Director

Neil Stechschulte - City of Green Bay, Planning Director

Samantha Boucher - Oconto County, OCEDC

Scott Feldt - Kewaunee County, County Administrator

Troy Parr - Oneida Nation, Community Development Director



DEMOGRAPHICS

2020 POPULATION

268,740

% of REGIONAL POPULATION

45.2%

2040 POPULATION

312,320

MEDIAN AGE

37.5

2020-2040
POPULATION CHANGE

+16%
(43,580 People)

POPULATION DENSITY

502.74
(People Per Sq Mi)

MUNICIPALITIES (population)

CITIES

De Pere - 25,410
Green Bay - 107,395

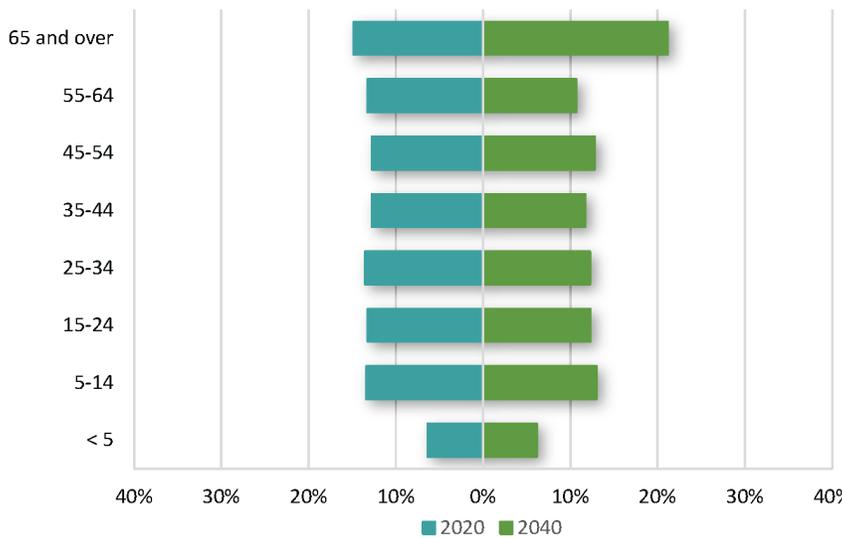
TOWNS

Eaton - 1,662
Glenmore - 1,045
Green Bay - 2,197
Holland - 1,559
Humboldt - 1,299
Lawrence - 6,306
Ledgeview - 8,820
Morrison - 1,689
New Denmark - 1,562
Pittsfield - 2,791
Rockland - 1,775
Scott - 3,636
Wrightstown - 2,578

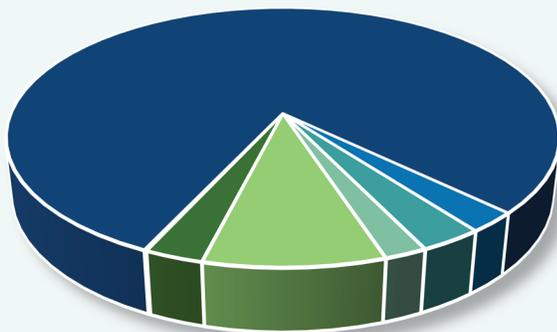
VILLAGES

Allouez - 14,156
Ashwaubenon - 16,991
Bellevue - 15,935
Denmark - 2,408
Hobart - 10,211
Howard - 19,950
Pulaski - 3,870
Suamico - 12,820
Wrightstown - 2,895

2020 VS. 2040 POPULATION BY AGE

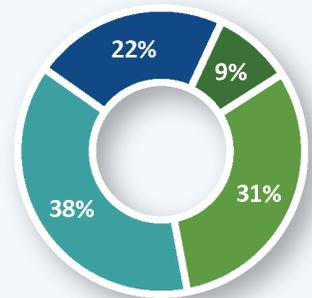


RACE AND ETHNICITY



- White - 80.3%
- Black or African American - 2.5%
- Asian - 3.1%
- American Indian and Alaska Native - 2.1%
- Hispanic or Latino - 9.0%
- Two or more Race - 2.9%
- Some other Race - 0.1%
- Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



- No Diploma - 9%
- High School diploma - 31%
- Associate's degree - 38%
- Bachelor's or higher - 22%

HOUSING

TOTAL HOUSING UNITS

110,414

MEDIAN HOME VALUE

\$270,000

AVERAGE HOUSEHOLD SIZE

2.41

MEDIAN RENT PAID

\$820

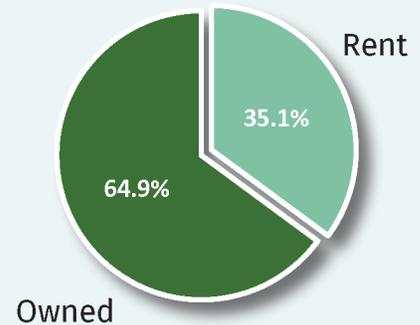
SEASONAL HOMES

949

HOUSING COST BURDENED HOUSEHOLD

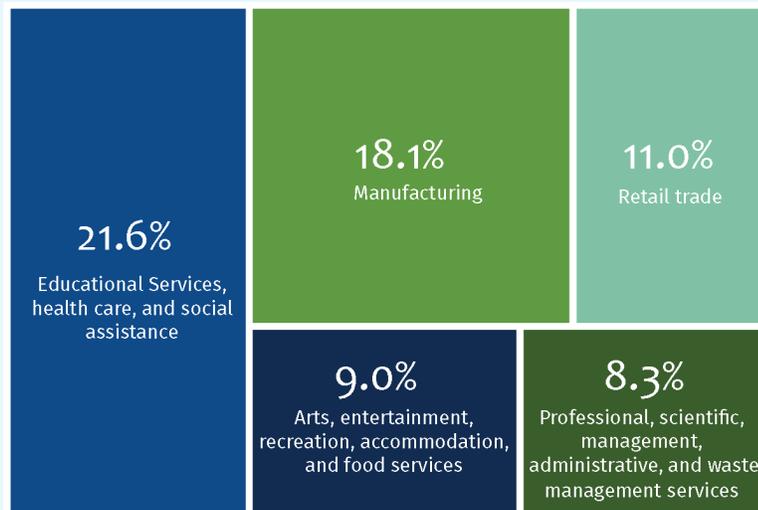
10,281

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

138,713

MEDIAN HOUSEHOLD INCOME

\$64,728

AVERAGE ANNUAL WAGE

\$56,729

2021 ESTABLISHMENTS

7,213

LABOR FORCE

142,598

COUNTY JOBS

152,321

EMPLOYED

137,757

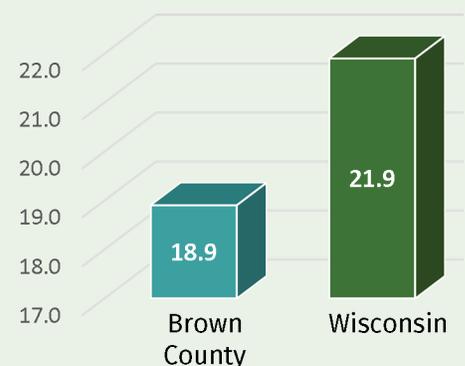
SHARE JOBS IN REGION

46%

UNEMPLOYMENT RATE

3.4%

AVERAGE COMMUTING TIME (Minutes)





DEMOGRAPHICS

2020 POPULATION

30,066

% OF REGIONAL POPULATION

4.7%

2040 POPULATION

26,620

MEDIAN AGE

53.3

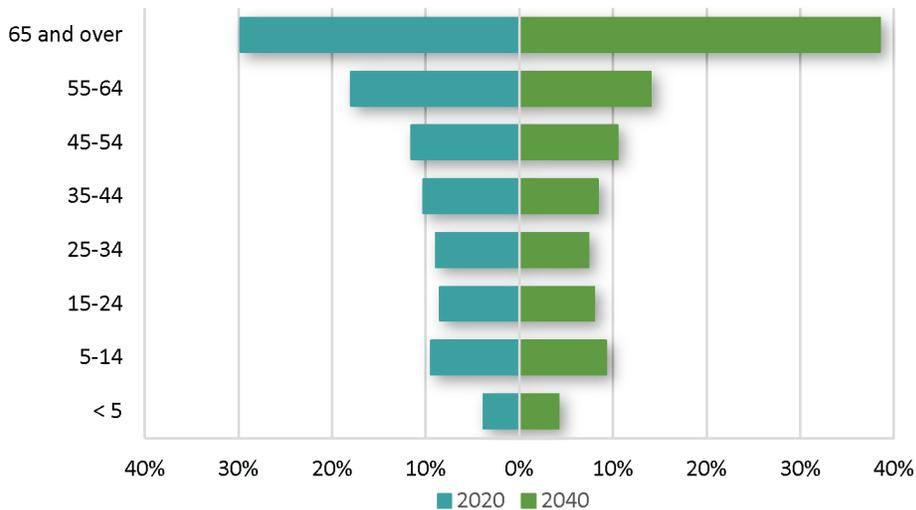
2020-2040
POPULATION CHANGE

-11%
(3446 People)

POPULATION DENSITY

61.64
(People Per Sq Mi)

2020 VS. 2040 POPULATION BY AGE



MUNICIPALITIES (population)

CITY

Sturgeon Bay - 9,646

TOWNS

Baileys Harbor - 1,223

Brussels - 1,125

Clay Banks - 385

Egg Harbor - 1,458

Forestville - 1,063

Gardner - 1,218

Gibraltar - 1,228

Jacksonport - 878

Liberty Grove - 2,096

Nasewaupee - 1,984

Sevastopol - 2,826

Sturgeon Bay - 821

Union - 1,005

Washington - 777

VILLAGES

Egg Harbor - 358

Ephraim - 345

Forestville - 482

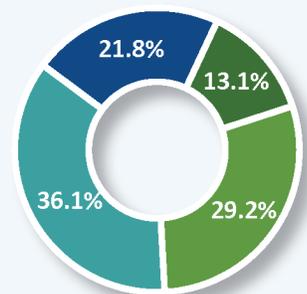
Sister Bay - 1,148

RACE AND ETHNICITY



White - 93.6%	Hispanic or Latino - 3.3%
Black or African American - 0.4%	Two or more Race 1.4%
Asian - 0.5%	Some other Race - 0.1%
American Indian and Alaska Native - 0.7%	Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



No Diploma	13.1%
High School diploma	29.2%
Associate's degree	36.1%
Bachelor's or higher	21.8%

HOUSING

TOTAL HOUSING UNITS

25,024

MEDIAN HOME VALUE

\$350,500

AVERAGE HOUSEHOLD SIZE

2.03

MEDIAN RENT PAID

\$806

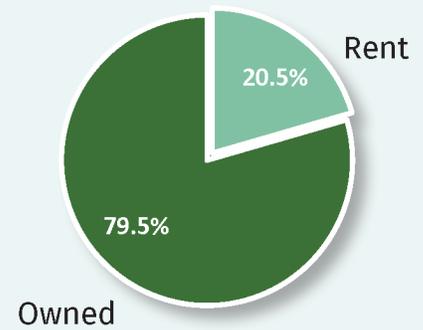
SEASONAL HOMES

9,570

HOUSING COST BURDENED HOUSEHOLD

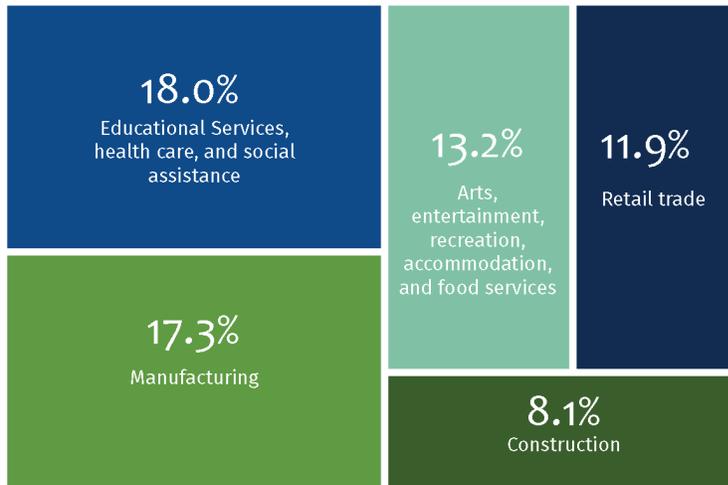
1,407

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

13,719

MEDIAN HOUSEHOLD INCOME

\$61,565

AVERAGE ANNUAL WAGE

\$40,783

2021 ESTABLISHMENTS

1,334

LABOR FORCE

15,656

COUNTY JOBS

13,366

EMPLOYMENT

683

SHARE JOBS IN REGION

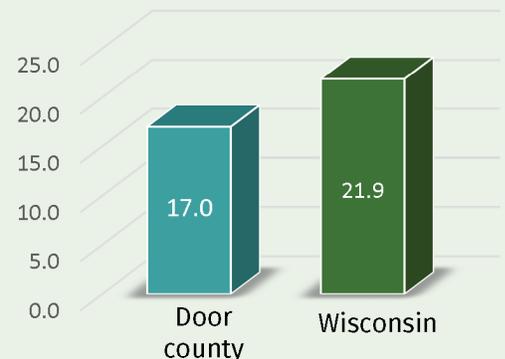
5%

UNEMPLOYMENT RATE

4.4%

AVERAGE COMMUTING TIME

(Minutes)



DEMOGRAPHICS

2020 POPULATION

4,558

% of REGIONAL POPULATION

0.7%

2040 POPULATION

4,030

MEDIAN AGE

54.3

2020-2040
POPULATION CHANGE

-12%
(528 People)

POPULATION DENSITY

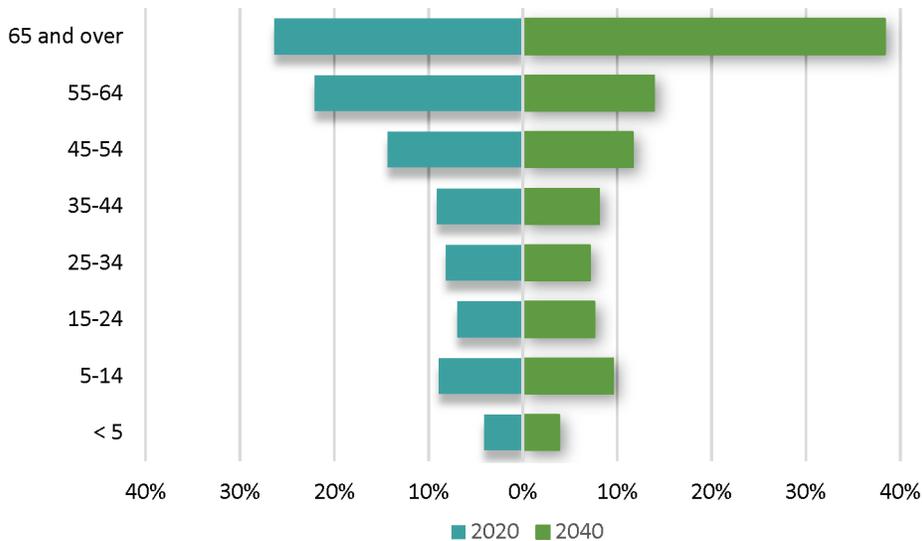
9.17
(People Per Sq Mi)

MUNICIPALITIES (population)

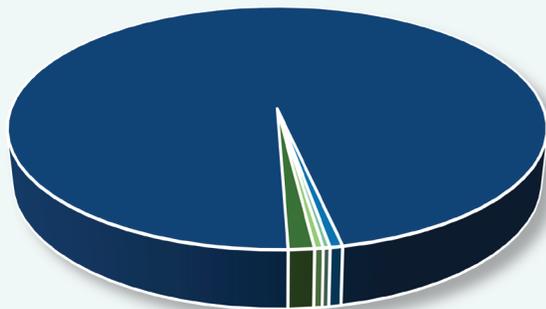
Aurora - 987
Commonwealth - 390
Fence - 183
Fern - 181
Florence - 2,096
Homestead - 383
Long Lake - 178
Tipler - 160

TOWNS

2020 VS. 2040 POPULATION BY AGE

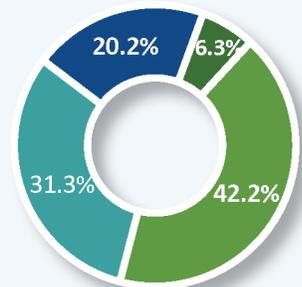


RACE AND ETHNICITY



- White - 97.2%
- Black or African American - 0.6%
- Asian - 0.0%
- American Indian and Alaska Native - 0.3%
- Hispanic or Latino - 0.4%
- Two or more Race 1.3%
- Some other Race - 0.0%
- Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



- No Diploma
- High School diploma
- Associate's degree
- Bachelor's or higher



HOUSING

TOTAL HOUSING UNITS

4,854

MEDIAN HOME VALUE

\$218,500

AVERAGE HOUSEHOLD SIZE

2.09

MEDIAN RENT PAID

\$478

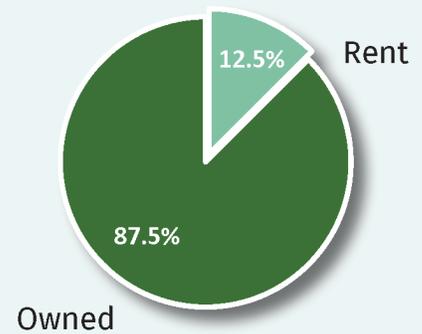
SEASONAL HOMES

2,443

HOUSING COST BURDENED HOUSEHOLD

263

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

1,905

MEDIAN HOUSEHOLD INCOME

\$50,821

AVERAGE ANNUAL WAGE

\$30,501

2021 ESTABLISHMENTS

127

LABOR FORCE

2,244

COUNTY JOBS

989

EMPLOYMENT

2,137

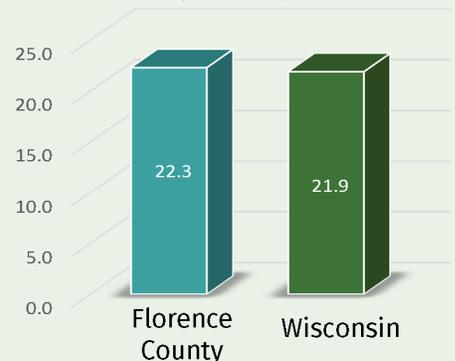
SHARE JOBS IN REGION

1%

UNEMPLOYMENT RATE

4.8%

AVERAGE COMMUTING TIME (Minutes)





DEMOGRAPHICS

2020 POPULATION

20,563

% of REGIONAL POPULATION

3.5%

2040 POPULATION

21,475

MEDIAN AGE

44.2

2020-2040
POPULATION CHANGE

+4%
(912 People)

POPULATION DENSITY

59.79
(People Per Sq Mi)

MUNICIPALITIES (population)

CITIES

Algoma - 3,243
Kewaunee - 2,837

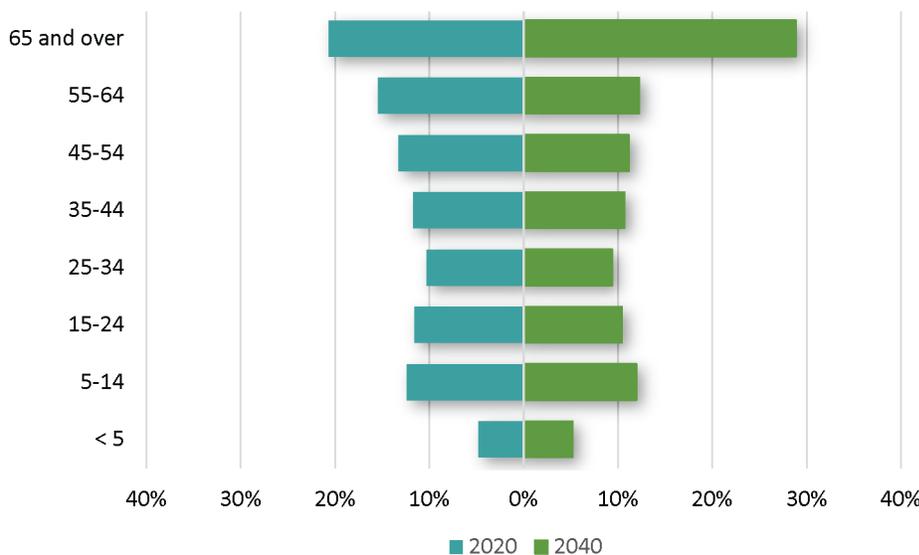
TOWNS

Ahnapee - 870
Carlton - 1,008
Casco - 1,150
Franklin - 964
Lincoln - 932
Luxemburg - 1,458
Montpelier - 1,362
Pirece - 772
Red River - 1,374
West Kewaunee - 1,278

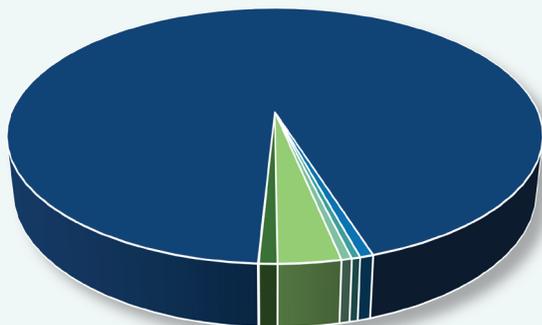
VILLAGES

Casco - 630
Luxemburg - 2,685

2020 VS. 2040 POPULATION BY AGE

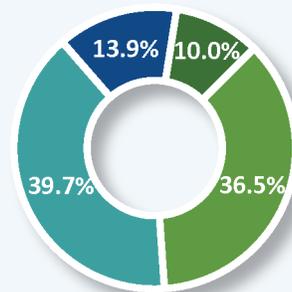


RACE AND ETHNICITY



- White - 94.2%
- Black or African American - 0.7%
- Asian - 0.4%
- American Indian and Alaska Native - 0.5%
- Hispanic or Latino - 3.2%
- Two or more Race - 0.9%
- Some other Race - 0.0%
- Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



- No Diploma - 10.0%
- High School diploma - 36.5%
- Associate's degree - 39.7%
- Bachelor's or higher - 13.9%

HOUSING

TOTAL HOUSING UNITS

9,442

MEDIAN HOME VALUE

\$190,000

AVERAGE HOUSEHOLD SIZE

2.45

MEDIAN RENT PAID

\$719

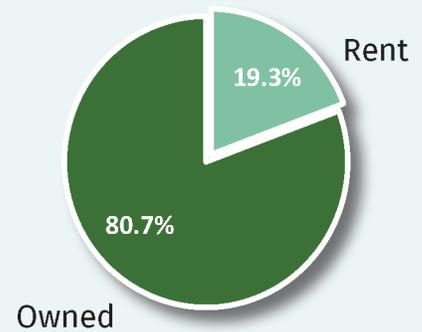
SEASONAL HOMES

614

HOUSING COST BURDENED
HOUSEHOLD

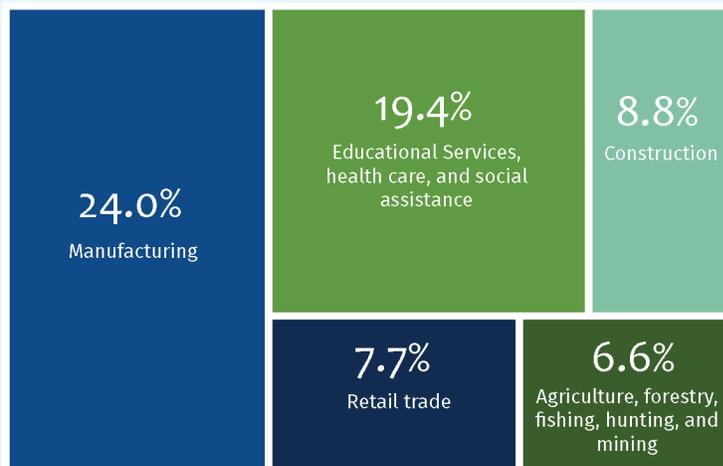
550

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

10,794

MEDIAN HOUSEHOLD INCOME

\$68,474

AVERAGE ANNUAL WAGE

\$43,317

2021 ESTABLISHMENTS

545

LABOR FORCE

10,882

COUNTY JOBS

6,523

EMPLOYMENT

10,572

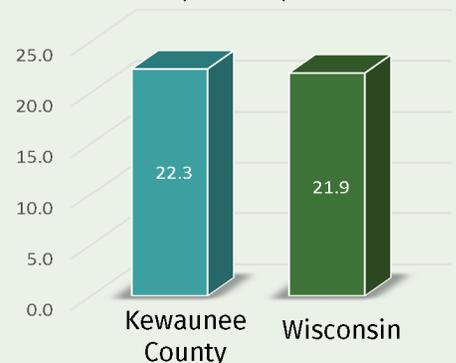
SHARE JOBS IN REGION

4%

UNEMPLOYMENT RATE

2.8%

AVERAGE COMMUTING TIME (Minutes)



DEMOGRAPHICS

2020 POPULATION

81,359

% of REGIONAL POPULATION

13.3%

2040 POPULATION

78,920

MEDIAN AGE

44.9

2020-2040
POPULATION CHANGE

-3%
(2,439 People)

POPULATION DENSITY

136.45
(People Per Sq Mi)

MUNICIPALITIES (population)

CITIES

Kiel - 3,932
Manitowoc - 34,626
Two Rivers - 11,271

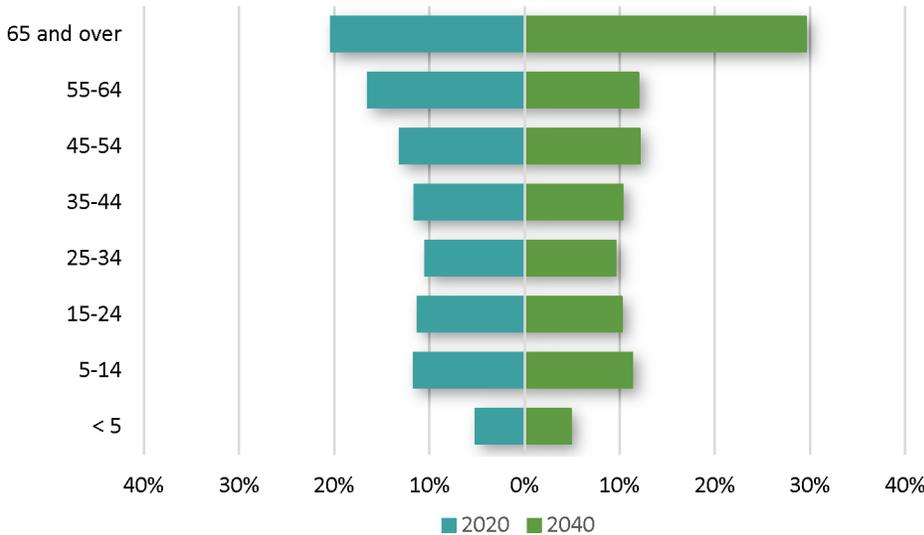
TOWNS

Cato - 1,621
Centerville - 631
Cooperstown - 1,300
Eaton - 814
Franklin - 1,250
Gibson - 1,315
Kossuth - 1,969
Liberty - 1,245
Manitowoc - 1,076
Manitowoc Rapids - 2,114
Maple Grove - 774
Meeme - 1,440
Mishicot - 1,327
Newton - 2,122
Rockland - 995
Schleswig - 1,912
Two Creeks - 390
Two Rivers - 1,672

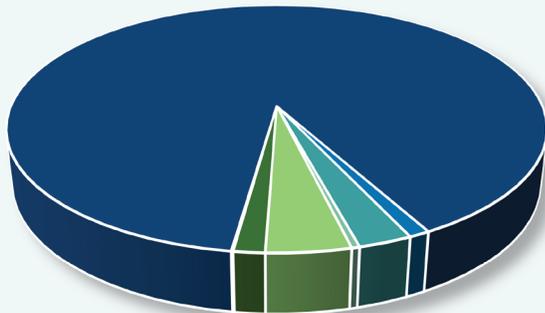
VILLAGES

Cleveland - 1,579
Francis Creek - 659
Kellnersville - 307
Maribel - 336
Mishicot - 1,432
Reedsville - 1,195
St. Nazianz - 714
Valders - 952
Whitlaw - 737

2020 VS. 2040 POPULATION BY AGE

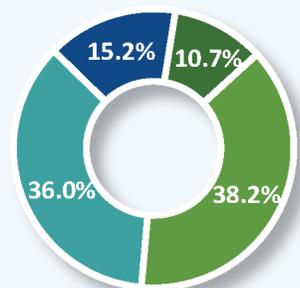


RACE AND ETHNICITY



White - 89.9%	Hispanic or Latino - 4.3%
Black or African American - 1.1%	Two or more Race - 1.6%
Asian - 2.7%	Some other Race - 0.1%
American Indian and Alaska Native - 0.4%	Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



No Diploma - 10.7%
High School diploma - 38.2%
Associate's degree - 36.0%
Bachelor's or higher - 15.2%



HOUSING

TOTAL HOUSING UNITS

37,538

MEDIAN HOME VALUE

\$165,400

AVERAGE HOUSEHOLD SIZE

2.26

MEDIAN RENT PAID

\$679

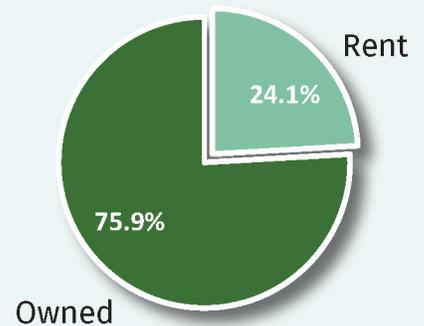
SEASONAL HOMES

1,000

HOUSING COST BURDENED
HOUSEHOLD

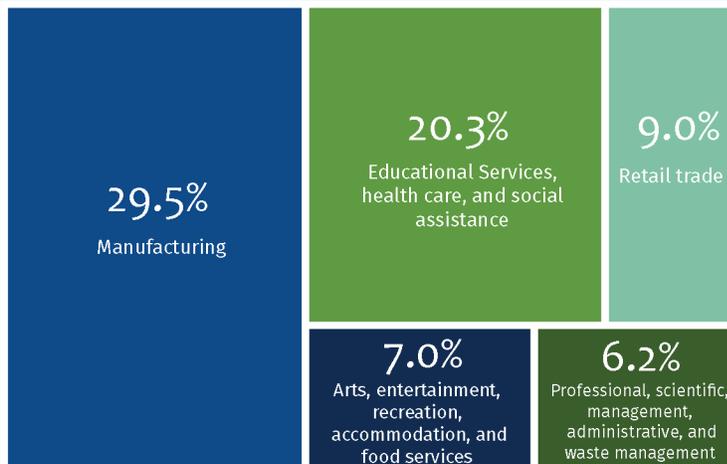
2,578

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

40,306

MEDIAN HOUSEHOLD INCOME

\$58,464

AVERAGE ANNUAL WAGE

\$48,351

2021 ESTABLISHMENTS

1,901

LABOR FORCE

41,403

COUNTY JOBS

32,665

EMPLOYMENT

39,988

SHARE JOBS IN REGION

13%

UNEMPLOYMENT RATE

3.4%

AVERAGE COMMUTING TIME (Minutes)



DEMOGRAPHICS

2020 POPULATION

41,872

% of REGIONAL POPULATION

6.8%

2040 POPULATION

41,445

MEDIAN AGE

48.9

2020-2040
POPULATION CHANGE

-1%
(427 People)

POPULATION DENSITY

29.31
(People Per Sq Mi)

MUNICIPALITIES (population)

CITIES

Marinette - 11,119
Niagara - 1,602
Peshtigo - 3,420

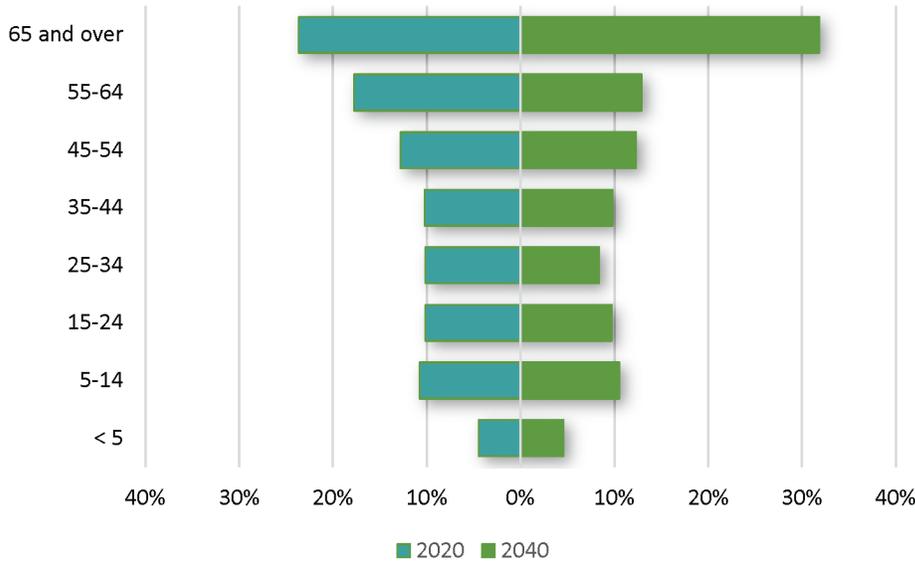
TOWNS

Amberg - 693
Athelstane - 554
Beaver - 1,153
Beecher - 786
Dunbar - 605
Goodman - 607
Grover - 1,731
Lake - 1,186
Middle Inlet - 851
Niagara - 852
Pembine - 877
Peshtigo - 4,006
Porterfield - 1,888
Pound - 1,412
Silver Cliff - 514
Stephenson - 3,494
Wagner - 653
Wausaukee - 1,097

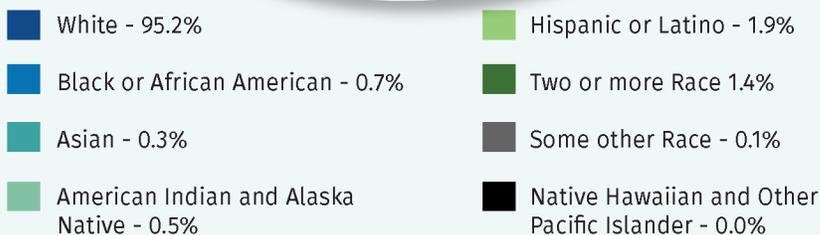
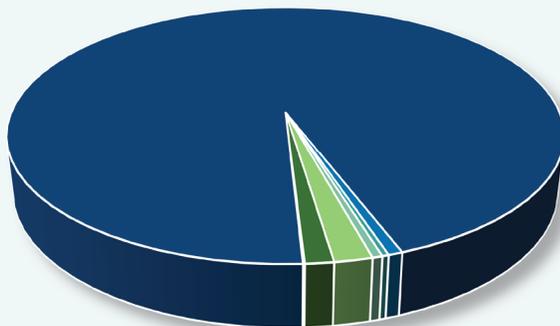
VILLAGES

Coleman - 726
Crivitz - 1,093
Pound - 357
Wausaukee - 596

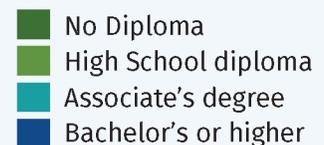
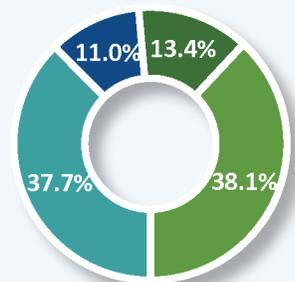
2020 VS. 2040 POPULATION BY AGE



RACE AND ETHNICITY



EDUCATIONAL ATTAINMENT



HOUSING

TOTAL HOUSING UNITS

30,910

MEDIAN HOME VALUE

\$165,956

AVERAGE HOUSEHOLD SIZE

2.09

MEDIAN RENT PAID

\$686

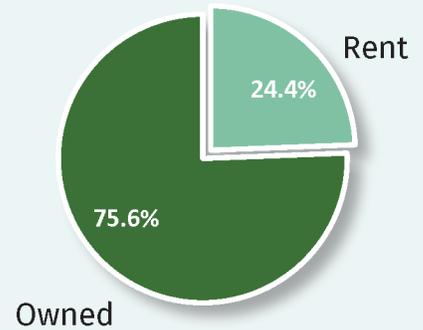
SEASONAL HOMES

10,125

HOUSING COST BURDENED
HOUSEHOLD

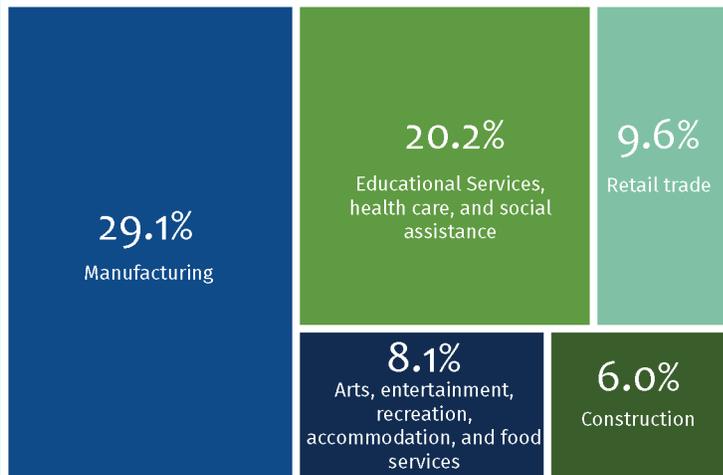
1,772

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

18,573

MEDIAN HOUSEHOLD INCOME

\$52,385

AVERAGE ANNUAL WAGE

\$47,002

2021 ESTABLISHMENTS

1,218

LABOR FORCE

19,634

COUNTY JOBS

17,843

EMPLOYED

18,777

SHARE JOBS IN REGION

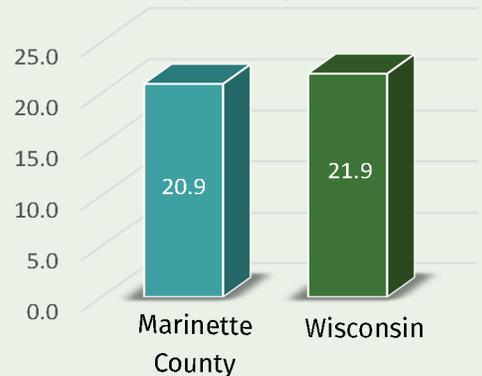
6%

UNEMPLOYMENT RATE

4.4%

AVERAGE COMMUTING TIME

(Minutes)



HOUSING

TOTAL HOUSING UNITS

24,344

MEDIAN HOME VALUE

\$210,000

AVERAGE HOUSEHOLD SIZE

2.31

MEDIAN RENT PAID

\$695

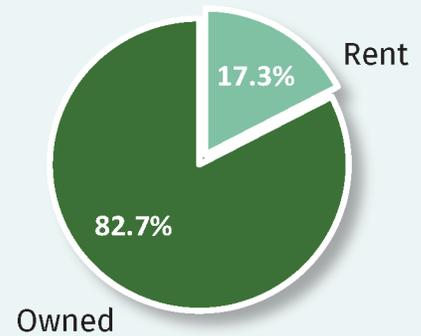
SEASONAL HOMES

6,848

HOUSING COST BURDENED HOUSEHOLD

1,130

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

18,950

MEDIAN HOUSEHOLD INCOME

\$64,528

AVERAGE ANNUAL WAGE

\$41,490

2021 ESTABLISHMENTS

819

LABOR FORCE

20,816

COUNTY JOBS

8,688

EMPLOYED

20,039

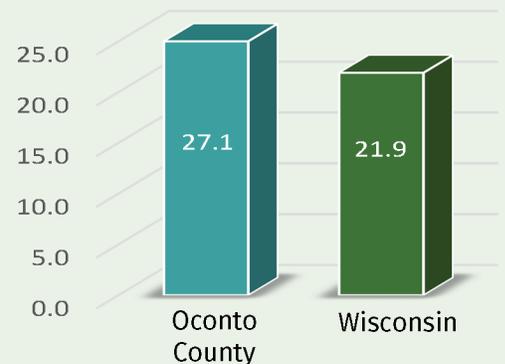
SHARE JOBS IN REGION

6%

UNEMPLOYMENT RATE

3.7%

AVERAGE COMMUTING TIME (Minutes)



DEMOGRAPHICS

2020 POPULATION

118,034

% of REGIONAL POPULATION

19.5%

2040 POPULATION

125,160

MEDIAN AGE

41.3

2020-2040
POPULATION CHANGE

+6%
(7,126 People)

POPULATION DENSITY

227.98
(People Per Sq Mi)

MUNICIPALITIES (population)

CITIES

Plymouth - 8,932
Sheboygan - 49,929
Sheboygan Falls - 8,210

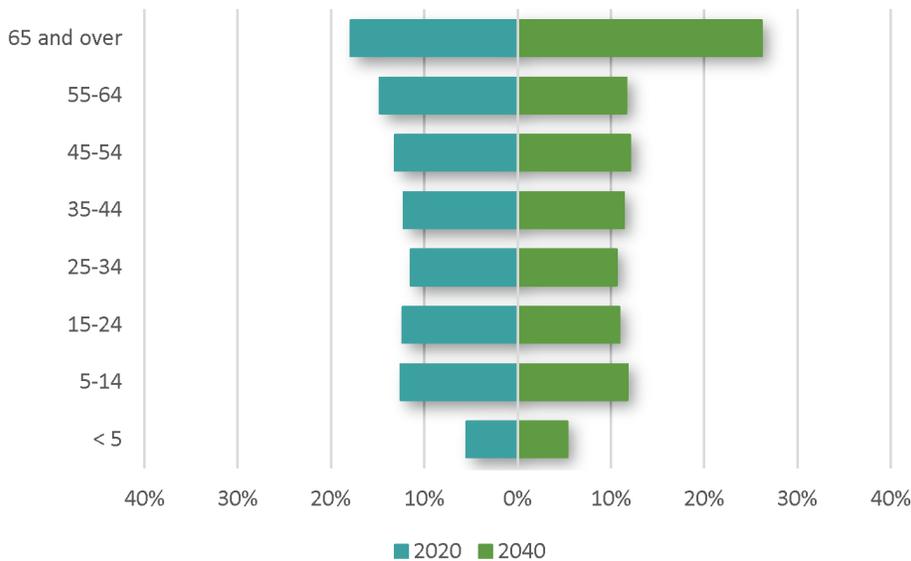
TOWNS

Greenbush - 1,903
Herman - 2,162
Holland - 2,273
Lima - 2,956
Lyndon - 1,526
Mitchell - 1,900
Mosel - 748
Plymouth - 3,083
Rhine - 2,139
Russell - 384
Scott - 1,764
Sheboygan - 8,136
Sheboygan Falls - 1,824
Sherman - 1,452
Wilson - 3,484

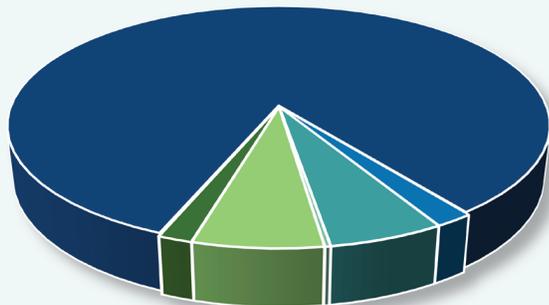
VILLAGES

Adell - 498
Cascade - 722
Cedar Grove - 2,101
Elkhart Lake - 941
Glenbeulah - 451
Howards Grove - 3,237
Kohler - 2,195
Oostburg - 3,056
Random Lake - 1,561
Waldo - 467

2020 VS. 2040 POPULATION BY AGE

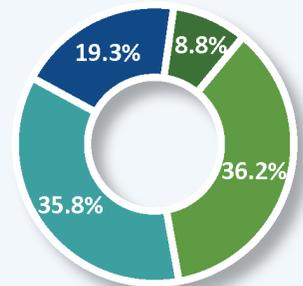


RACE AND ETHNICITY



- White - 83.6%
- Black or African American - 2.0%
- Asian - 5.9%
- American Indian and Alaska Native - 0.3%
- Hispanic or Latino - 6.6%
- Two or more Race - 1.7%
- Some other Race - 0.0%
- Native Hawaiian and Other Pacific Islander - 0.0%

EDUCATIONAL ATTAINMENT



- No Diploma - 8.8%
- High School diploma - 36.2%
- Associate's degree - 35.8%
- Bachelor's or higher - 19.3%

STEEBOYAN
COUNTY



HOUSING

TOTAL HOUSING UNITS

51,249

MEDIAN HOME VALUE

\$213,850

AVERAGE HOUSEHOLD SIZE

2.35

MEDIAN RENT PAID

\$744

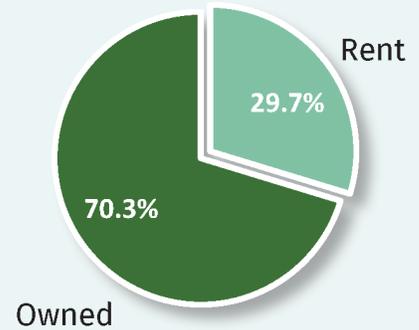
SEASONAL HOMES

969

HOUSING COST BURDENED HOUSEHOLD

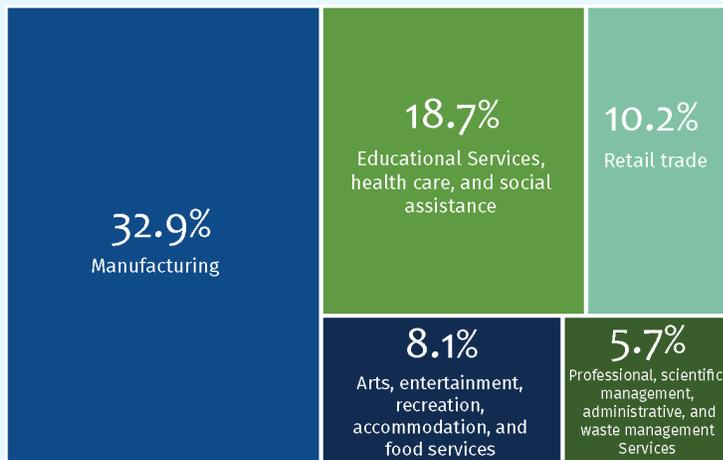
3,837

HOUSING OCCUPANCY



ECONOMIC

TOP EMPLOYMENT BY INDUSTRY



INDUSTRY JOBS

59,448

MEDIAN HOUSEHOLD INCOME

\$62,101

AVERAGE ANNUAL WAGE

\$55,476

2021 ESTABLISHMENTS

2,851

LABOR FORCE

20,816

COUNTY JOBS

58,601

EMPLOYED

20,039

SHARE JOBS IN REGION

19.7

UNEMPLOYMENT RATE

3.7%

AVERAGE COMMUTING TIME

(Minutes)

