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**2004 Heartland Professional  
Development Symposium**

*Creating Thriving Communities –  
One Person at a Time*

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**The NorthEast  
Wisconsin Economic  
Opportunity Study**

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# The NorthEast Wisconsin (NEW) Economic Opportunity Study

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Sponsored by:

**Fox Valley Workforce Development Board**

**Bay Area Workforce Development Board**

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# NEW Economic Opportunity Study: Overview

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Cheryl Welch,  
Fox Valley Workforce  
Development Board



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# Purpose

- The last 24 months the Northeast Wisconsin Region has experienced:
  - Approximately 35% Job Loss in Manufacturing Industry
  - Replacement wages less than 85% for Displaced Workers Re-employed
  - Other Industry Markets Impacted by Downturn in the Economy
  - Wisconsin has low personal incomes
  - Out-migration of college graduates

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# NEW Economic Opportunity Study

## Working Premise

Workforce development  
and  
economic development  
are  
interrelated and interdependent  
for a  
strong creative economy.

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# Seventeen County Project

- Calumet
- Fond du Lac
- Green Lake
- Outagamie
- Waupaca
- Waushara
- Marquette
- Winnebago
- Brown
- Door
- Manitowoc
- Sheboygan
- Marinette
- Shawano
- Oconto
- Kewaunee
- Menominee

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# NEW Economic Opportunity Study: Phase 1

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Harlan Kiesow, East Central  
Wisconsin Regional  
Planning Commission

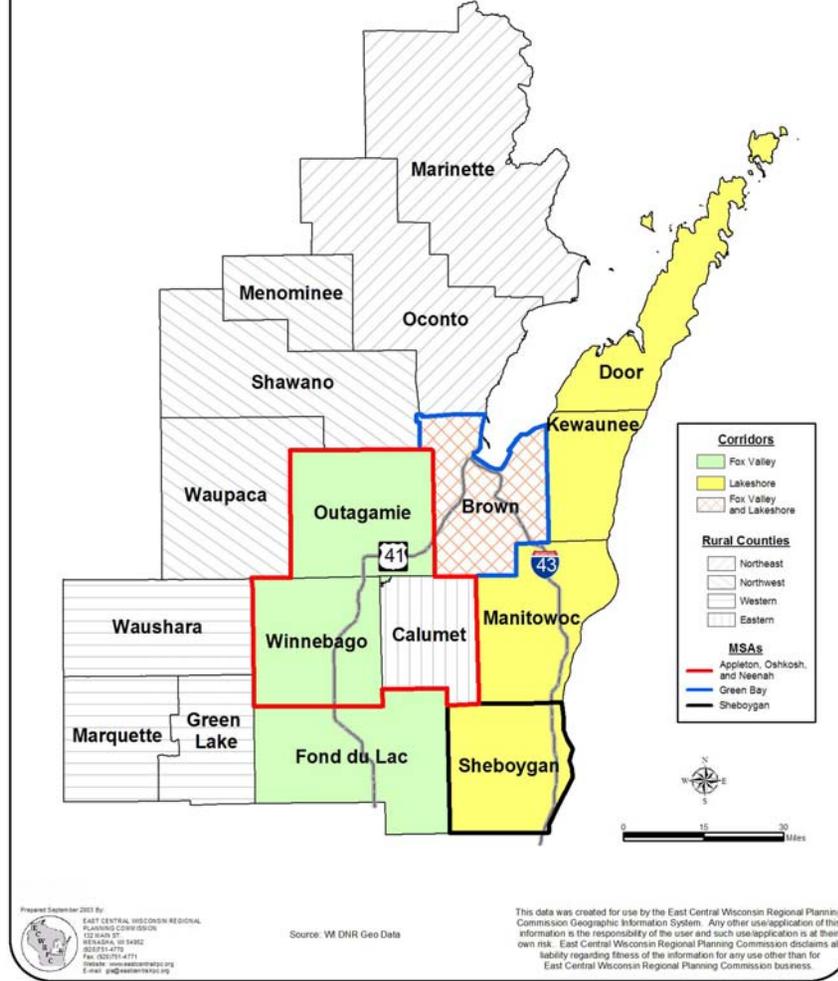


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# Phase 1 Base Data

- Historic Population
- Population by Race
- Educational Attainment
- Employment
- Labor Force Participation Rate
- Per Capita Income
- Commuting Patterns
- Commodity Shipments

# NEW ECONOMIC OPPORTUNITY STUDY AREA



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Source: WI DNR Geo Data

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# Historic Population

Jurisdiction	Census 1950	Census 1960	Census 1970	Census 1980	Census 1990	Census 2000	DOA 2001	DOA 2002	% Change 1990 - 2000	% Change 2000-2002
Wisconsin	3,434,575	3,951,777	4,417,821	4,705,642	4,891,769	5,363,701	5,400,004	5,453,896	9.6%	1.7%
Entire Region	713,213	798,915	912,718	982,995	1,036,946	1,159,035	1,168,292	1,182,585	11.8%	2.0%
Brown	98,314	125,082	158,244	175,280	194,594	226,778	228,817	231,858	16.5%	2.2%
Calumet	18,840	22,268	27,604	30,867	34,291	40,631	41,475	42,497	18.5%	4.6%
Door	20,870	20,685	20,106	25,029	25,690	27,961	28,220	28,641	8.8%	2.4%
Fond du Lac	67,829	75,085	84,567	88,964	90,083	97,296	97,927	98,589	8.0%	1.3%
Green Lake	14,749	15,418	16,878	18,370	18,651	19,105	19,164	19,282	2.4%	0.9%
Kewaunee	17,366	18,282	18,961	19,539	18,878	20,187	20,312	20,487	6.9%	1.5%
Manitowoc	67,159	75,215	82,294	82,918	80,421	82,887	83,244	83,925	3.1%	1.3%
Marinette	35,748	34,660	35,810	39,314	40,548	43,384	43,804	43,804	7.0%	1.0%
Marquette	8,839	8,516	8,865	11,672	12,321	14,555	14,663	14,771	18.1%	1.5%
Menominee	2,653	2,345	2,607	3,373	3,890	4,562	4,591	4,595	17.3%	0.7%
Oconto	26,238	25,110	25,553	28,947	30,226	35,634	36,220	36,811	17.9%	3.3%
Outagamie	81,322	101,794	119,398	128,730	140,510	161,091	162,833	165,570	14.6%	2.8%
Shawano	32,576	32,006	32,650	35,928	37,157	40,664	40,944	41,273	9.4%	1.5%
Sheboygan	80,631	86,484	96,660	100,935	103,877	112,646	113,378	114,139	8.4%	1.3%
Waupaca	35,056	35,340	37,780	42,831	46,104	51,825	52,052	52,622	12.4%	1.5%
Waushara	13,920	13,497	14,795	18,526	19,385	23,066	23,365	24,560	19.0%	6.5%
Winnebago	91,103	107,128	129,946	131,772	140,320	156,763	157,283	159,161	11.7%	1.5%

Source: U.S. Census: 1950, 1960, 1970, 1980, 1990 and 2000; WI DOA, 2001, 2002. Compiled by Bay Lake and East Central RPCs, 2003.

# Population by Race

<b>County</b>	<b>Year</b>	<b>White</b>	<b>African American</b>	<b>Native American</b>	<b>Asian/Pacific Islander</b>	<b>Other Races</b>	<b>Two or More Races</b>
Wisconsin	1970	4,258,959	128,224	18,924	6,557	5,067	n.a.
	1980	4,446,088	183,169	30,788	22,043	23,679	n.a.
	1990	4,512,523	244,539	39,387	53,583	41,737	n.a.
	2000	4,769,857	304,460	47,228	90,393	84,842	66,895
Region	1970	901,893	908	n.a.	n.a.	3,157	n.a.
	1980	965,750	1,678	10,717	3,262	1,588	n.a.
	1990	1,006,650	2,970	13,746	10,402	3,178	n.a.
	2000	1,091,767	8,284	17,298	25,089	11,128	11,128

# Educational Attainment

Jurisdiction	Less than 9th Grade		9 - 12 Grade, No Diploma		High School Graduate		College				Total Persons Age 25 and Older		High School Graduation Rate	
	Number	Percent	Number	Percent	Number	Percent	1 - 3 Years		4 Years or More		Number	Percent	Number	Percent
							Number	Percent	Number	Percent				
Wisconsin	186,125	5.35%	332,292	9.6%	1,201,813	34.6%	976,375	28.1%	779,273	22.4%	3,475,878	100.0%	2,957,461	85.1%
Region	43,924	5.78%	69,666	9.2%	300,713	39.6%	202,961	26.7%	142,604	18.8%	759,868	100.0%	646,278	85.1%
Brown	8,754	6.07%	10,989	7.6%	50,311	34.9%	41,729	28.9%	32,389	22.5%	144,172	100.0%	124,429	86.3%
Calumet	1,464	5.62%	1,840	7.1%	10,575	40.6%	6,774	26.0%	5,415	20.8%	26,068	100.0%	22,764	87.3%
Door	923	4.60%	1,530	7.6%	7,741	38.6%	5,574	27.8%	4,294	21.4%	20,062	100.0%	17,609	87.8%
Fond du Lac	3,635	5.72%	6,391	10.1%	25,479	40.1%	17,328	27.3%	10,715	16.9%	63,548	100.0%	53,522	84.2%
Green Lake	998	7.54%	1,396	10.6%	5,547	41.9%	3,372	25.5%	1,916	14.5%	13,229	100.0%	10,835	81.9%
Kewaunee	1,135	8.51%	998	7.5%	6,338	47.5%	3,345	25.1%	1,520	11.4%	13,336	100.0%	11,203	84.0%
Manitowoc	3,697	6.67%	4,865	8.8%	23,853	43.0%	14,458	26.1%	8,579	15.5%	55,452	100.0%	46,890	84.6%
Marquette	1,803	6.10%	3,364	11.4%	13,221	44.7%	7,372	24.9%	3,815	12.9%	29,575	100.0%	24,408	82.5%
Marquette	817	7.15%	1,603	14.0%	4,733	41.4%	3,121	27.3%	1,154	10.1%	11,428	100.0%	9,008	78.8%
Menominee	113	4.71%	409	17.0%	1,009	42.1%	558	23.3%	310	12.9%	2,399	100.0%	1,877	78.2%
Oconto	1,782	7.37%	2,903	12.0%	10,908	45.1%	6,029	24.9%	2,564	10.6%	24,186	100.0%	19,501	80.6%
Outagamie	4,834	4.73%	7,296	7.1%	38,594	37.8%	28,478	27.9%	23,016	22.5%	102,218	100.0%	90,088	88.1%
Shawano	2,196	7.98%	2,904	10.6%	12,594	45.8%	6,343	23.1%	3,466	12.6%	27,503	100.0%	22,403	81.5%
Sheyboygan	4,335	5.81%	7,270	9.8%	29,779	39.9%	19,821	26.6%	13,356	17.9%	74,561	100.0%	62,956	84.4%
Waupaca	2,175	6.26%	3,847	11.1%	15,148	43.6%	8,400	24.2%	5,156	14.8%	34,726	100.0%	28,704	82.7%
Wausara	1,134	6.95%	2,323	14.2%	7,034	43.1%	3,908	24.0%	1,911	11.7%	16,310	100.0%	12,853	78.8%
Winnebago	4,129	4.08%	9,738	9.6%	37,849	37.4%	26,351	26.1%	23,028	22.8%	101,095	100.0%	87,228	86.3%

Source: 2000 Census; Bay Lake and East Central RPCs, 2003.

# Employment

	<b>1990</b> Seasonally Adjusted	<b>2000</b> Seasonally Adjusted	<b>2001</b> Seasonally Adjusted	<b>2002</b> Seasonally Adjusted	<b>2003*</b> Not Seasonally Adjusted	<b>% Change</b> <b>1990-2000</b>	<b>% Change</b> <b>2000-2003</b>
<b>Wisconsin</b>							
Civilian Labor Force	2,581,079	2,934,931	2,990,578	3,027,589	3,078,254	13.7%	4.9%
Employed	2,466,597	2,831,162	2,854,473	2,860,916	2,904,721	14.8%	2.6%
Unemployed	114,483	103,769	136,105	166,673	173,533	-9.4%	67.2%
Unemployment Rate	4.4%	3.5%	4.6%	5.5%	5.6%	-0.9	2.1
<b>Region</b>							
Civilian Labor Force	564,753	667,425	681,985	687,578	653,089	18.2%	-2.1%
Employed	538,951	646,772	652,531	647,069	615,380	20.0%	-4.9%
Unemployed	25,802	20,683	29,454	37,455	37,709	-19.8%	82.3%
Unemployment Rate	4.6%	3.1%	4.3%	5.4%	5.8%	-0.3	0.9

# Labor Participation Rate

Jurisdiction	1997	1998	1999	2000	2001	2002
State	75.1%	74.3%	71.6%	72.0%	72.8%	73.0%
BROWN	81.7%	80.5%	78.8%	79.4%	80.2%	81.0%
CALUMET	87.6%	85.6%	84.3%	84.3%	83.9%	85.4%
DOOR	75.6%	74.6%	72.8%	69.5%	71.3%	72.1%
FOND DU LAC	76.7%	75.2%	72.5%	73.3%	74.7%	76.0%
GREEN LAKE	71.0%	69.5%	68.3%	69.9%	71.8%	70.3%
KEWAUNEE	70.0%	71.4%	68.1%	68.1%	69.5%	68.2%
MANITOWOC	70.0%	70.7%	67.7%	69.8%	71.9%	69.6%
MARINETTE	64.4%	65.1%	63.4%	62.2%	64.0%	64.9%
MARQUETTE	65.3%	64.3%	62.7%	60.7%	61.3%	62.2%
MENOMINEE	88.2%	85.5%	82.0%	79.1%	77.6%	79.7%
OCONTO	60.7%	60.6%	60.2%	58.3%	60.6%	57.7%
OUTAGAMIE	87.4%	86.4%	83.7%	85.2%	85.8%	86.0%
SHAWANO	72.6%	71.1%	67.2%	64.0%	65.3%	65.4%
SHEBOYGAN	72.9%	72.7%	72.0%	72.0%	74.0%	74.4%
WAUPACA	73.4%	71.8%	68.7%	68.3%	68.8%	69.3%
WAUSHARA	64.5%	63.1%	61.1%	59.2%	62.8%	63.7%
WINNEBAGO	83.8%	82.8%	78.2%	80.3%	81.6%	82.9%

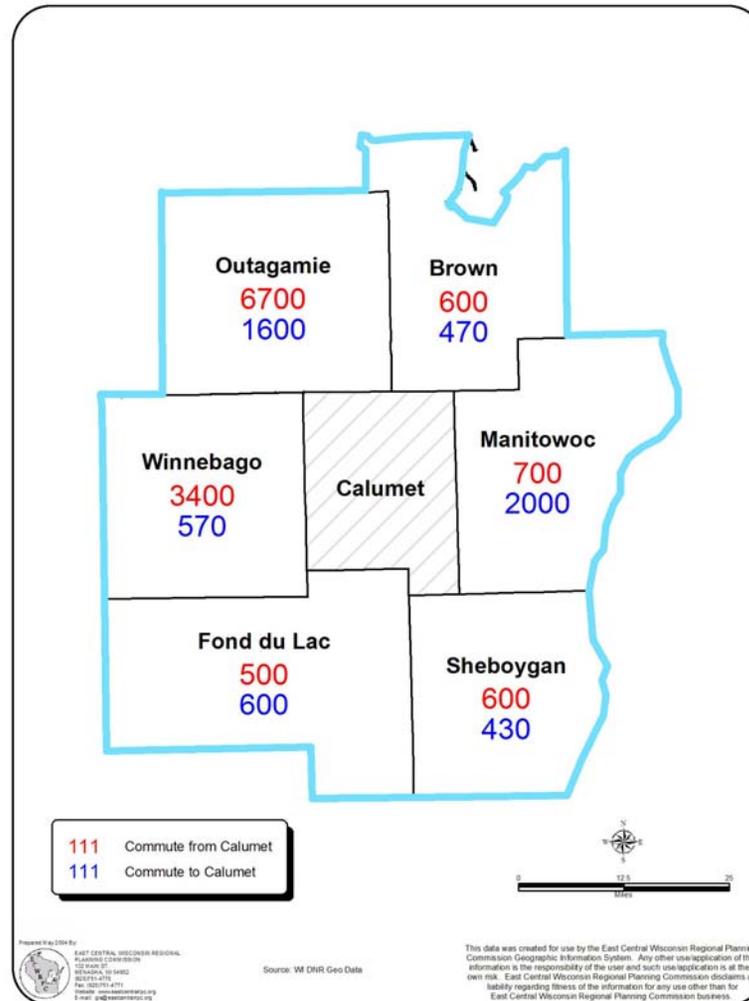
*Source: Wisconsin Department of Workforce Development. Compiled by Bay Lake and East Central RPCs, 2003*

# Per Capita Income

	<b>1990*</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>% Change 1990-2000</b>	<b>% Change 2000-2001</b>
<b>Wisconsin</b>						
Per Capita Income (dollars)	18,152	26,869	28,100	29,923	54.8%	6.1%
Per Capita Income Percent of US Average	93%	97%	95%	97%	2.9%	1.6%
<b>Region</b>						
Per Capita Income (average in dollars)	15,933	23,105	24,286	24,987	52.4%	2.8%
Per Capita Income Percent of US Average	81%	83%	82%	82%	0.2%	0.3%

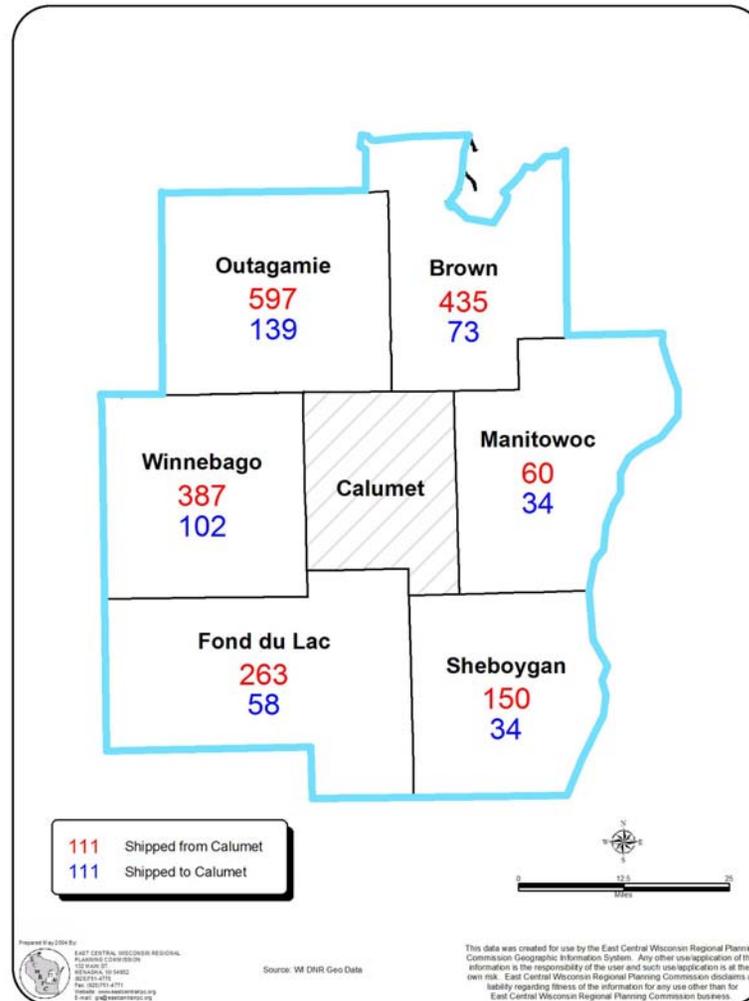
# Commuting Patterns

trips- year 2000



# Commodity Shipments

'000 tons/1997



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# NEW Economic Opportunity Study: Phase 2

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Dave Muench, University of Wisconsin-  
Extension

Steve Deller, University of Wisconsin-  
Extension/Madison



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# What is Phase II?

- Continuation of Phase I, with more details
- Lots of Economic and Demographic Data
- Some projections on Population and Age
- Explore occupational forecasts
- Gap Analysis and Import Substitution
- Area and Subregional Reports

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# Educational Element

- Pre Phase I – Raised awareness about changes in the economy of Wisconsin and U.S.
- Phase II – Details the Subregions
  - Economic Measures
  - Demographics
  - Gaps and Disconnects
  - Occupational Forecasts

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# Issues Phase II Identified

- Getting manufacturing as the only option out of people's minds.
- Raising the educational and income levels of the area.
- Raise cooperation and collaboration among businesses, chambers of commerce and communities.
- Diversify the economic base.
- Need more recent data to be more convincing.

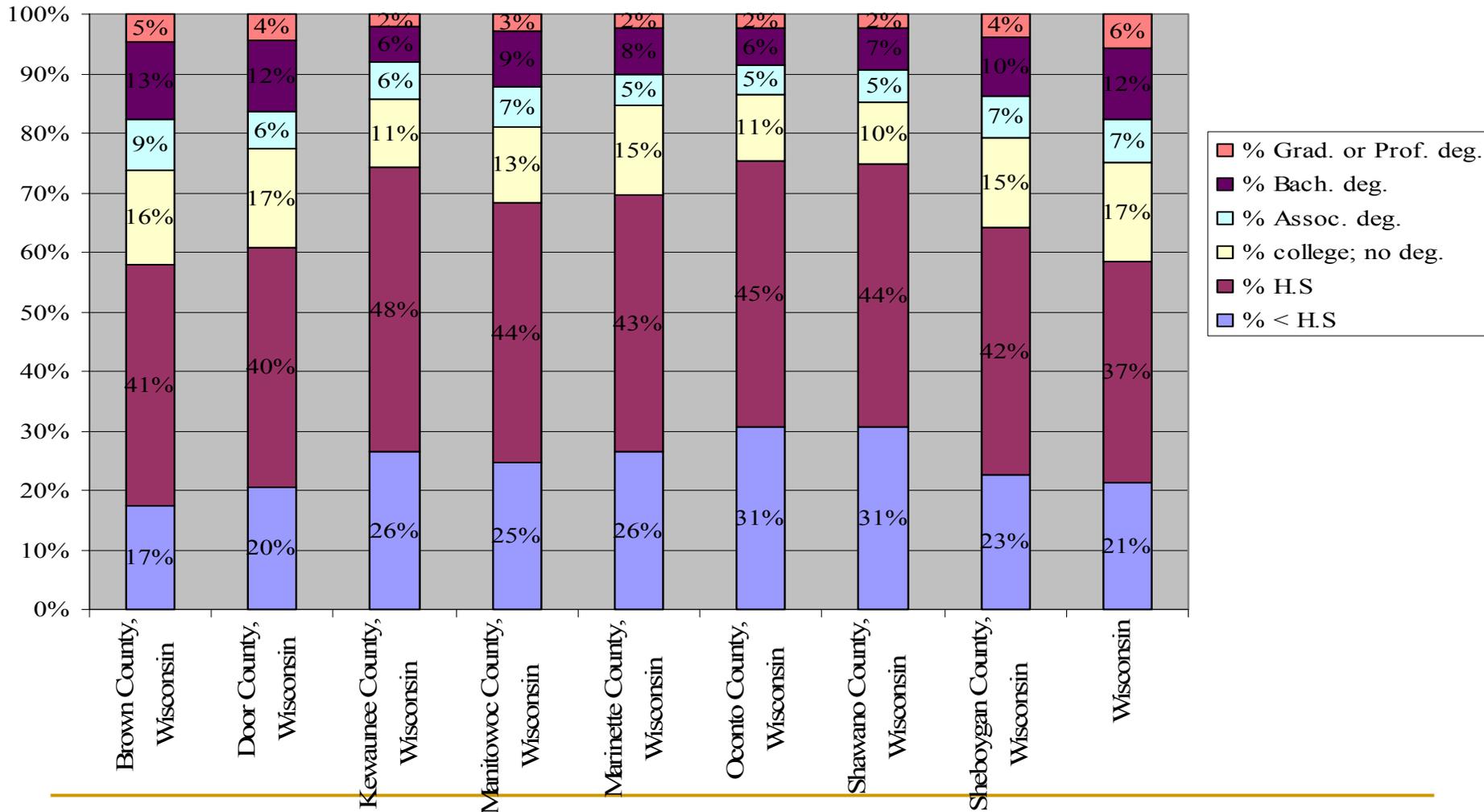
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# The Educational Process:

## Generating and Distributing Information

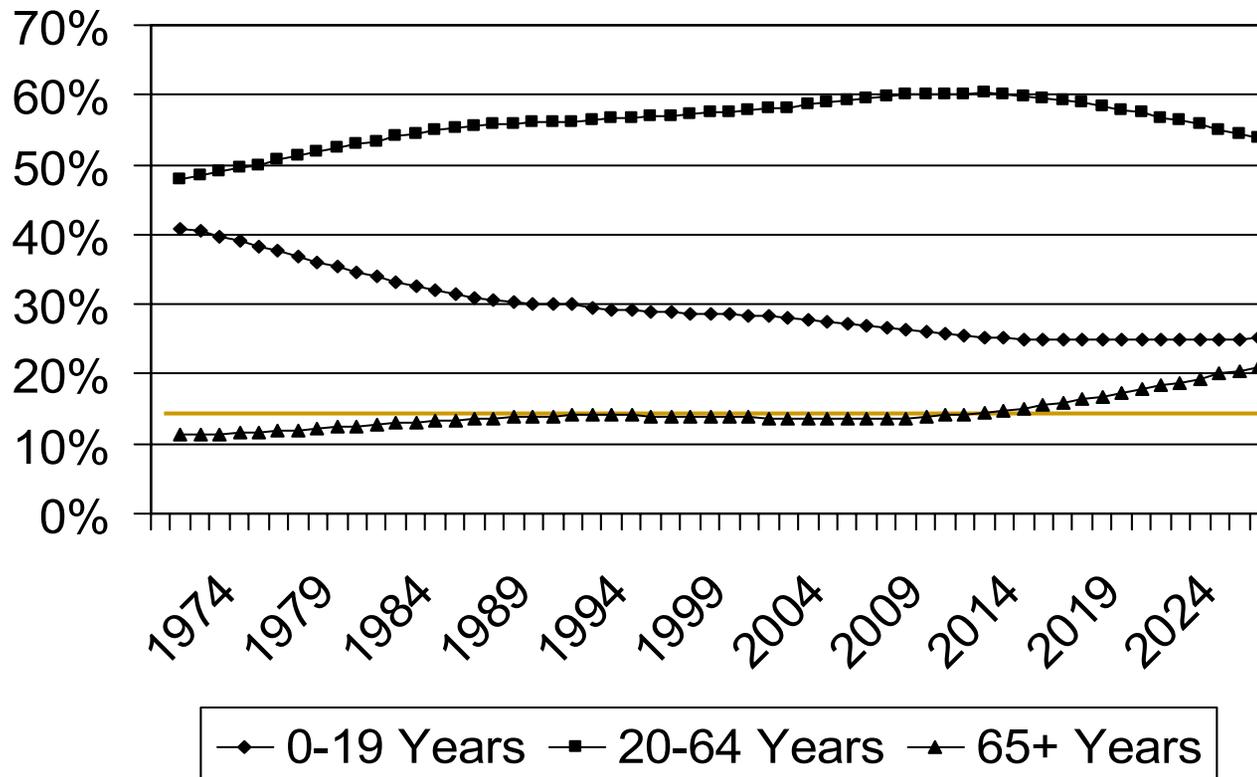
- Bringing NEWREP and UW-Extension together to better understand each other.
- Feeding related stories via e-mail/web site
- Generating educational materials for use in the region
- Sharing knowledge uniformly
- Central clearinghouse for information

# Bay Area WDA Educational Attainment 2000



# The Economic Structure of the Fox Valley WDA

**Figure 2: Bay Area WFD Population Age Profile 1970-2025**



Source: Woods and Poole, Inc

Department of Agricultural and Applied Economics, University of Wisconsin-Madison/Extension

# The Economic Structure of the Fox Valley WDA

Table 1. Percent Employment Growth: 1969-2001			
	BAWDB	US	WI
TOTAL EMPLOYMENT	98.4%	86.4%	79.5%
FARM EMPLOYMENT	-33.8%	-22.0%	-32.4%
AGRICULTURAL SERVICES, OTHER	229.9%	337.0%	398.3%
MINING	83.5%	9.2%	-0.7%
CONSTRUCTION	143.9%	118.4%	102.2%
MANUFACTURING	48.0%	-6.8%	19.7%
TRANSPORT, COMM. & PUBLIC UTIL	138.1%	74.5%	80.2%
WHOLESALE TRADE	100.3%	88.4%	110.0%
RETAIL TRADE	87.0%	105.3%	82.4%
FINANCE, INS. & REAL ESTATE	230.1%	131.4%	142.0%
SERVICES	270.5%	225.1%	220.1%
FEDERAL CIVILIAN GOVT	35.5%	-3.8%	19.6%
FEDERAL MILITARY GOVT	-15.0%	-39.3%	-22.6%
STATE AND LOCAL GOVT	80.2%	89.7%	60.6%

Table 4: Wage & Salary Income per Job	US	Wisconsin	BWDA
Commercial Sports Except Racing	\$ 74,644	\$ 111,336	\$ 264,294
Mineral Wool	56,852	57,882	118,808
Railroads and Related Services	78,902	71,780	73,414
Electric Services	76,729	69,544	71,845
Gas Production and Distribution	85,598	61,167	70,018
Flavoring Extracts and Syrups, N.E.C.	106,049	53,430	67,802
Security and Commodity Brokers	141,646	87,385	67,700
Iron and Steel Forgings	48,584	51,484	66,528
Surgical Appliances and Supplies	53,253	36,380	64,948
Pulp Mills	69,418	62,037	64,732
Chemical Preparations, N.E.C	66,317	60,122	62,041
Malt	58,114	60,249	61,467
Synthetic Rubber	64,469	60,324	59,315
Glass and Glass Products, Exc Containers	51,376	37,610	58,859
Paper Mills, Except Building Paper	67,395	64,186	58,650
Machine Tools, Metal Cutting Types	53,063	55,062	58,132
Cyclic Crudes, Interm. & Indus. Organic Chem.	81,413	49,335	57,572
Bags, Plastic	39,349	44,167	57,448
Paperboard Mills	65,016	58,599	57,238
Power Transmission Equipment	46,965	54,514	57,006
U.S. Postal Service	63,291	60,375	56,722
Minerals, Ground Or Treated	51,407	57,095	56,462
Special Industry Machinery N.E.C.	77,869	54,719	56,432
Hoists, Cranes, and Monorails	49,864	61,813	56,427
Animal and Marine Fats and Oils	43,574	39,264	56,303
Totals	34,000	30,274	29,112

All figures are for 2000.

Table 7: Location Quotient BWDA

Metal Sanitary Ware	267.62
Paper Industries Machinery	64.63
Malt	63.75
Laboratory Apparatus & Furniture	57.51
Creamery Butter	53.45
Cheese, Natural and Processed	43.11
Carburetors, Pistons, Rings, Valves	28.27
Paper Mills, Except Building Paper	24.10
Public Building Furniture	22.67
Leather Gloves and Mittens	21.99
Special Product Sawmills, N.E.C	21.15
Aluminum Foundries	20.62
Metal Stampings, N.E.C.	17.05
Boat Building and Repairing	16.76
Printing Trades Machinery	16.24
Manifold Business Forms	16.19
Converted Paper Products, N.E.C	13.20
Packaging Machinery	12.80
Industrial Furnaces and Ovens	11.31
Leather Tanning and Finishing	10.55
Blended and Prepared Flour	9.75
Minerals, Ground Or Treated	9.54
Industrial Patterns	9.15
Lime	9.11
Pickles, Sauces, and Salad Dressings	9.05

All figures are for 2000.

Table 8: Top 25 Industry on Exports

Bay Area BWDA	Total Exports*	Intermediate Imports*	Employment	Wage/Salary Income per Job
Paper Mills- Except Building Paper	\$1,443.80	\$265.70	7,260	\$58,650
Cheese- Natural and Processed	\$1,273.80	\$18.80	3,868	\$44,132
Miscellaneous Plastics Products	\$1,074.20	\$477.20	6,173	\$36,293
Paperboard Mills	\$771.40	\$124.50	327	\$57,238
Metal Sanitary Ware	\$767.70	\$3.90	8,534	\$45,409
Meat Packing Plants	\$588.50	\$7.50	2,017	\$32,460
Electric Services	\$578.50	\$68.30	2,568	\$71,845
Metal Stampings- N.E.C.	\$420.50	\$15.70	3,039	\$44,881
General Merchandise Stores	\$343.60	\$0.60	10,664	\$25,167
Aluminum Foundries	\$323.20	\$62.40	2,687	\$44,622
Motor Freight Transport and Warehousing	\$304.90	\$ -	10,718	\$32,336
Boat Building and Repairing	\$276.20	\$8.00	2,544	\$32,672
Canned Fruits and Vegetables	\$258.90	\$11.80	1,216	\$40,439
Iron and Steel Foundries	\$230.10	\$78.80	1,652	\$48,107
Public Building Furniture	\$228.90	\$0.00	2,721	\$38,036
Insurance Carriers	\$227.50	\$18.60	5,203	\$37,401
Construction Machinery and Equipment	\$223.80	\$3.60	1,094	\$53,858
Manifold Business Forms	\$212.20	\$5.00	1,436	\$45,073
Banking	\$207.50	\$214.10	4,888	\$32,410
Commercial Printing	\$196.40	\$69.90	2,895	\$38,295
Sanitary Paper Products	\$194.20	\$7.40	573	\$36,824
Pickles- Sauces- and Salad Dressings	\$179.90	\$2.70	385	\$38,896
Sausages and Other Prepared Meats	\$175.20	\$0.10	1,011	\$47,193
Amusement and Recreation Services- N.E.C.	\$172.30	\$0.80	8,721	\$12,098
Industrial Machines N.E.C.	\$168.40	\$149.50	1,558	\$42,278

\*Millions of dollars, all figures are for 2000.

Table 9: Top 25 Industry on Imports

Bay Area BWDA	Total Exports*	Intermediate Imports*	Employment	Wage/Salary Income per Job
Wholesale Trade	\$125.30	\$834.70	14,548	\$39,811
Miscellaneous Plastics Products	\$1,074.20	\$477.20	6,173	\$36,293
Computer and Data Processing Services	\$1.70	\$428.40	1,361	\$39,017
Cyclic Crudes- Interm. & Indus. Organic Chem.	\$1.30	\$321.60	8	\$57,572
Petroleum Refining	\$0.40	\$299.10	5	\$19,429
Blast Furnaces and Steel Mills	\$20.70	\$297.70	0 \$	-
Real Estate	\$36.10	\$291.60	5,765	\$7,667
Communications- Except Radio and TV	\$2.80	\$282.60	786	\$45,746
Paper Mills- Except Building Paper	\$1,443.80	\$265.70	7,260	\$58,650
Dairy Farm Products	\$0.50	\$265.00	2,024	\$21,097
Management and Consulting Services	\$1.50	\$228.40	1,006	\$23,223
Cattle Feedlots	\$0.10	\$222.10	47	\$20,294
Banking	\$207.50	\$214.10	4,888	\$32,410
Security and Commodity Brokers	\$2.10	\$177.40	497	\$67,700
Personnel Supply Services	\$0.20	\$167.60	4,233	\$14,476
Advertising	\$100.30	\$158.70	432	\$38,326
Feed Grains	\$161.30	\$152.90	741	\$3,171
Industrial Machines N.E.C.	\$168.40	\$149.50	1,558	\$42,278
Pulp Mills	\$92.30	\$148.60	57	\$64,732
Sawmills and Planing Mills- General	\$9.20	\$140.60	510	\$25,216
Hogs- Pigs and Swine	\$0.00	\$127.90	35	\$7,761
Paperboard Mills	\$771.40	\$124.50	327	\$57,238
Gas Production and Distribution	\$0.80	\$120.00	107	\$70,018
Other Business Services	\$0.20	\$118.90	2,557	\$16,341
Logging Camps and Logging Contractors	\$1.60	\$118.40	103	\$21,833

\*Millions of dollars, all figures are for 2000.

Table 10: Top 5 Imported Commodities and Importing Industries

Imported Commodity	Industries Importing Commodity		
<u>Wholesale Trade</u>	Paper Mills, Except Building Paper	\$	78.8
	Cheese, Natural and Processed	\$	76.4
	New Residential Structures	\$	38.7
	Miscellaneous Plastics Products	\$	32.2
	Public Building Furniture	\$	25.2
<u>Cyclic Crudes, Interm. &amp; Indus. Organic Chem.</u>	Plastics Materials and Resins	\$	105.3
	Paper Mills, Except Building Paper	\$	100.4
	Miscellaneous Plastics Products	\$	35.5
	Paints and Allied Products	\$	14.7
	Paperboard Mills	\$	8.3
<u>Computer and Data Processing Services</u>	Wholesale Trade	\$	37.9
	Banking	\$	36.4
	Paper Mills, Except Building Paper	\$	31.1
	Doctors and Dentists	\$	26.5
	Engineering, Architectural Services	\$	14.4
<u>Miscellaneous Plastics Products</u>	Miscellaneous Plastics Products	\$	79.3
	Paper Mills, Except Building Paper	\$	47.8
	Public Building Furniture	\$	38.5
	Plastics Materials and Resins	\$	26.4
	New Residential Structures	\$	23.7
<u>Communications, Except Radio and TV</u>	Wholesale Trade	\$	25.1
	Communications, Except Radio and TV	\$	22.9
	Motor Freight Transport and Warehousing	\$	20.9
	Doctors and Dentists	\$	12.4
	Other Business Services	\$	11.1

\*Millions of dollars, all figures are for 2000.

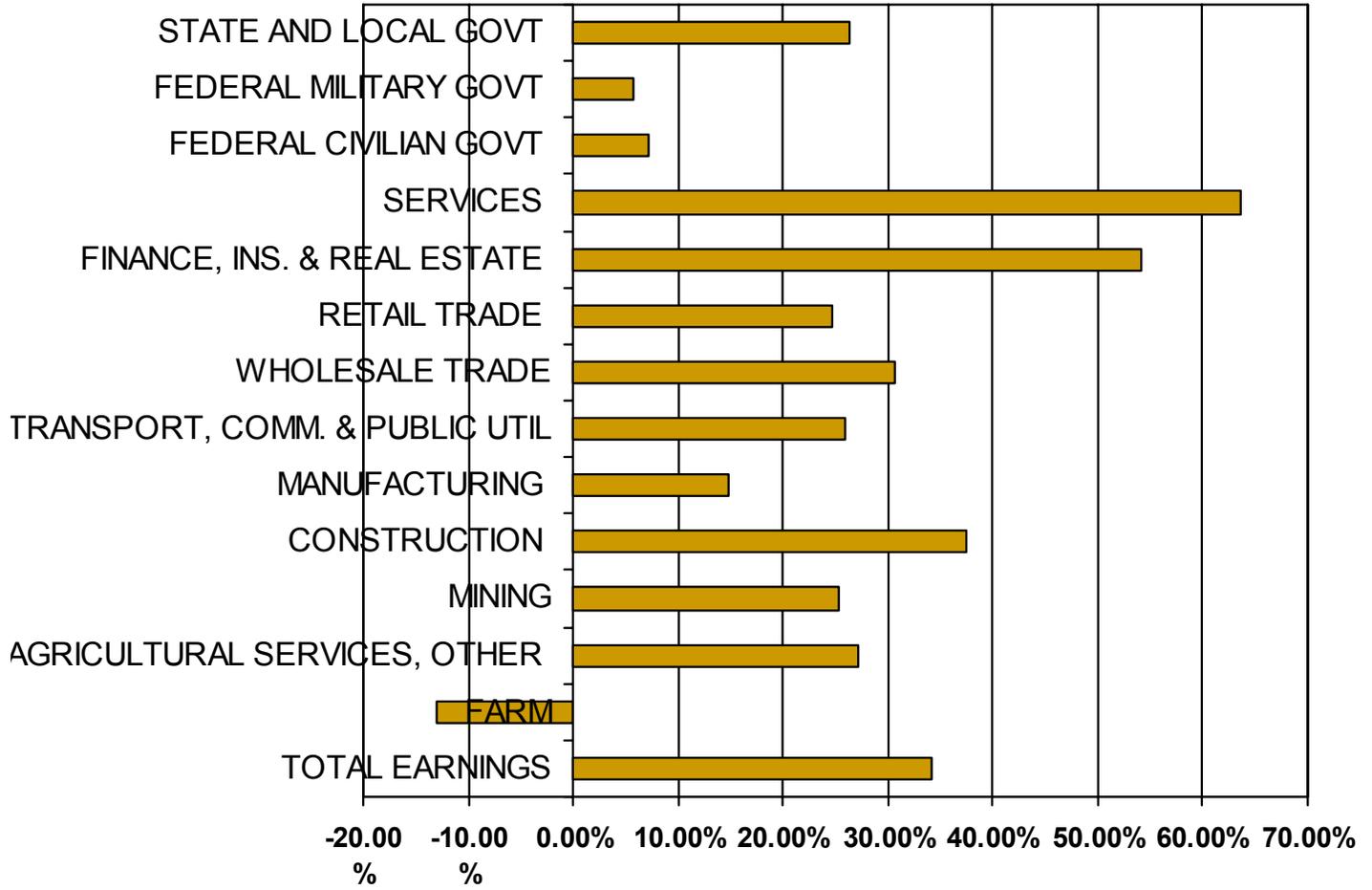
SIC Code <sup>(1)</sup>	Industry Title	2000 Estimated Annual Average Employment <sup>(2)</sup>	2010 Projected Employment <sup>(2)</sup>	2000-2010 Employment Change	2000-2010 Percent Change
89	Services, Not Elsewhere Classified	440	630	190	43.20%
79	Amusement & Recreation Services	31,070	42,790	11,720	37.70%
7	Agricultural Services	15,680	20,860	5,180	33.00%
83	Social Services	76,420	100,500	24,080	31.50%
84	Museums, Botanical, Zoological Gardens	1,420	1,850	430	30.30%
87	Engineering & Management Services	40,650	52,750	12,100	29.80%
75	Auto Repair Services and Parking	22,040	28,540	6,500	29.50%
81	Legal Services	13,850	17,760	3,910	28.20%
47	Transportation Services	6,510	8,130	1,620	24.90%
80	Health Services	233,240	287,930	54,690	23.40%
70	Hotels & Other Lodging Places	30,770	36,600	5,830	18.90%
73	Business Services	152,990	181,300	28,310	18.50%
41	Local and Interurban Transit	15,920	18,520	2,600	16.30%
59	Miscellaneous Retail Stores	73,760	85,760	12,000	16.30%
86	Membership Organizations	74,740	86,860	12,120	16.20%
67	Holding & Other Investment Offices	4,550	5,280	730	16.00%
62	Security & Commodity Brokers	8,240	9,450	1,210	14.70%
25	Furniture and Fixtures	18,640	21,300	2,660	14.30%
58	Eating and Drinking Places	173,380	197,940	24,560	14.20%
57	Furniture & Homefurnishings Stores	19,210	21,780	2,570	13.40%
65	Real Estate	20,270	22,760	2,490	12.30%
72	Personal Services	26,170	29,310	3,140	12.00%
45	Transportation by Air	13,990	15,550	1,560	11.20%
16	General Contractors, Except Building	12,600	13,860	1,260	10.00%
82	Educational Services	245,780	270,350	24,570	10.00%
55	Auto Dealers & Service Stations	58,560	64,300	5,740	9.80%
17	Special Trade Contractors	81,110	88,850	7,740	9.50%
63	Insurance Carriers	48,600	53,200	4,600	9.50%
15	General Building Contractors	30,360	33,090	2,730	9.00%
61	Nondepository Institutions	6,930	7,540	610	8.80%

**Source:** Wisconsin Department of Workforce Development, Division of Workforce Solutions, Bureau of Workforce Information, Projections Unit, March 2003

SIC Code <sup>(1)</sup>	Industry Title	2000 Estimated Annual Average Employment <sup>(2)</sup>	2010 Projected Employment <sup>(2)</sup>	2000-2010 New Jobs	2000-2010 Percent Change
80	Health Services(3)	233,240	287,930	54,690	23.40%
73	Business Services	152,990	181,300	28,310	18.50%
82	Educational Services(3)	245,780	270,350	24,570	10.00%
58	Eating and Drinking Places	173,380	197,940	24,560	14.20%
83	Social Services	76,420	100,500	24,080	31.50%
86	Membership Organizations	74,740	86,860	12,120	16.20%
87	Engineering & Management Services	40,650	52,750	12,100	29.80%
59	Miscellaneous Retail Stores	73,760	85,760	12,000	16.30%
79	Amusement & Recreation Services	31,070	42,790	11,720	37.70%
93	Hospitals(4),(5)	126,080	135,000	8,920	7.10%
17	Special Trade Contractors	81,110	88,850	7,740	9.50%
75	Auto Repair Services and Parking	22,040	28,540	6,500	29.50%
50	Wholesale Trade, Durable Goods	80,850	86,960	6,110	7.60%
70	Hotels & Other Lodging Places	30,770	36,600	5,830	18.90%
55	Auto Dealers & Service Stations	58,560	64,300	5,740	9.80%
7	Agricultural Services	15,680	20,860	5,180	33.00%
53	General Merchandise Stores	66,360	71,500	5,140	7.70%
63	Insurance Carriers	48,600	53,200	4,600	9.50%
81	Legal Services	13,850	17,760	3,910	28.20%
51	Wholesale Trade, Nondurable Goods	57,740	61,540	3,800	6.60%
42	Trucking and Warehousing	53,590	57,370	3,780	7.10%
54	Food Stores	65,150	68,400	3,250	5.00%
72	Personal Services	26,170	29,310	3,140	12.00%
24	Lumber and Wood Products	32,220	35,000	2,780	8.60%
15	General Building Contractors	30,360	33,090	2,730	9.00%
25	Furniture and Fixtures	18,640	21,300	2,660	14.30%
41	Local and Interurban Transit	15,920	18,520	2,600	16.30%
57	Furniture & Homefurnishings Stores	19,210	21,780	2,570	13.40%
65	Real Estate	20,270	22,760	2,490	12.30%
52	Building Materials & Garden Supplies	26,140	28,280	2,140	8.20%

**Source:** Wisconsin Department of Workforce Development, Division of Workforce Solutions, Bureau of Workforce Information, Projections Unit, March 2003

# Projection of Employment: 2001-2025



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# NEW Economic Opportunity Study: Phase 3

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Dennis Winters,  
NorthStar Economics

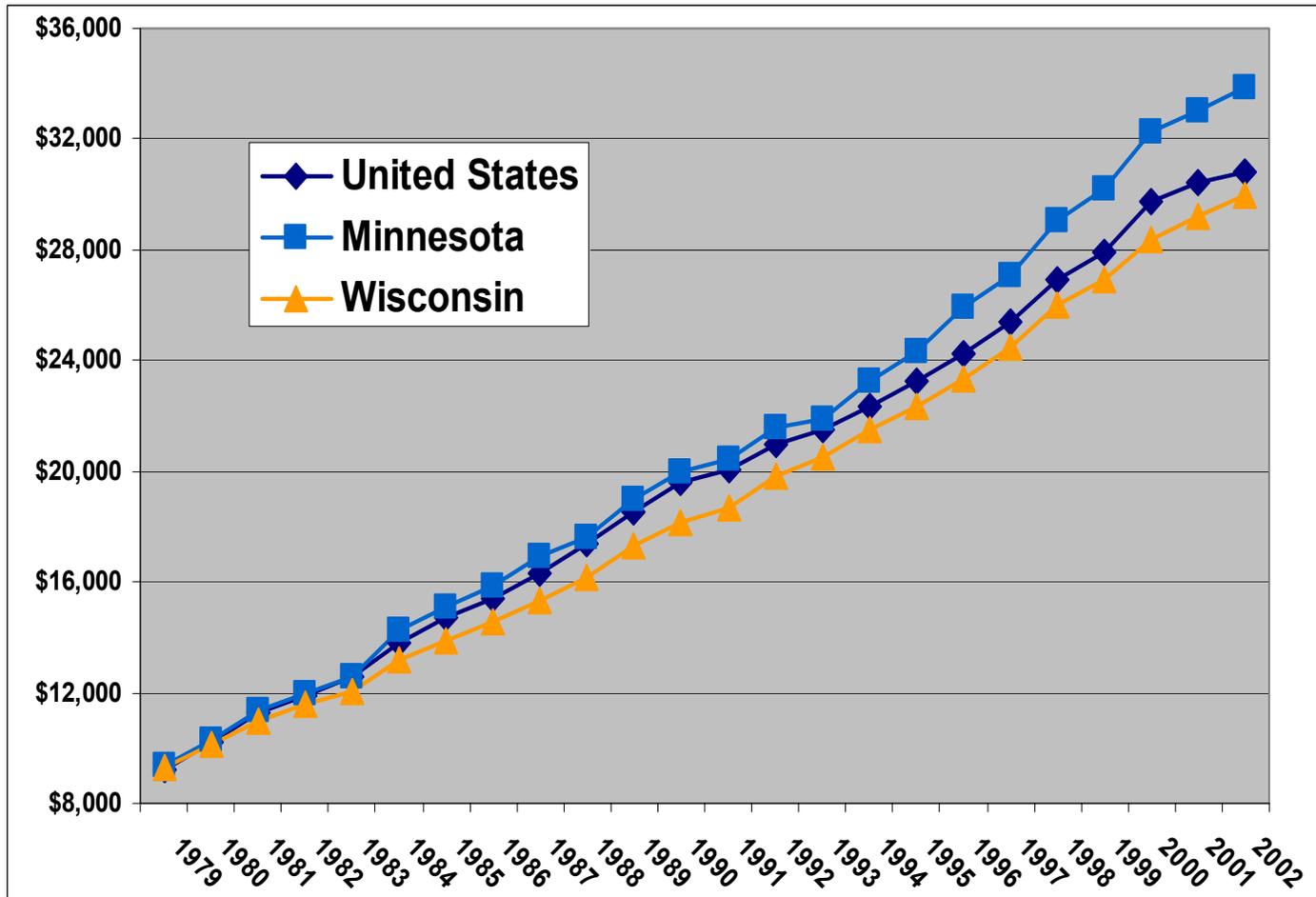


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# Why Do We Need To Change?

- We have a slow-growing economy that is falling behind other states.
- We need a strategy to create a high growth economy.
- We need a shared vision to focus efforts on building the New Economy.

# PERSONAL INCOME PER CAPITA OF THE U.S., MINNESOTA, AND WISCONSIN



# New Economic Drivers

- Brain Power
- Technology
- Capital and High-Tech Startups
- Research and Development
- Quality of Life



# High Growth Economy: NEW 2020

- High per capita income
- High growth industries
- Well funded schools
- Excellent quality of life



# Must Expand Relationships



From

**Cooperation**



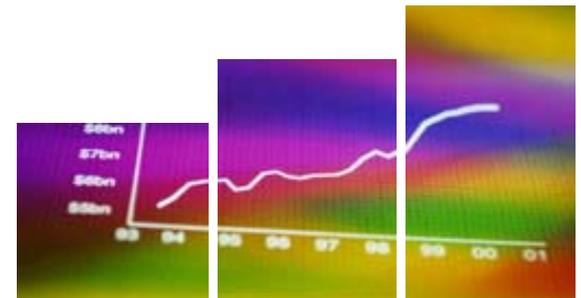
through

**Coordination**

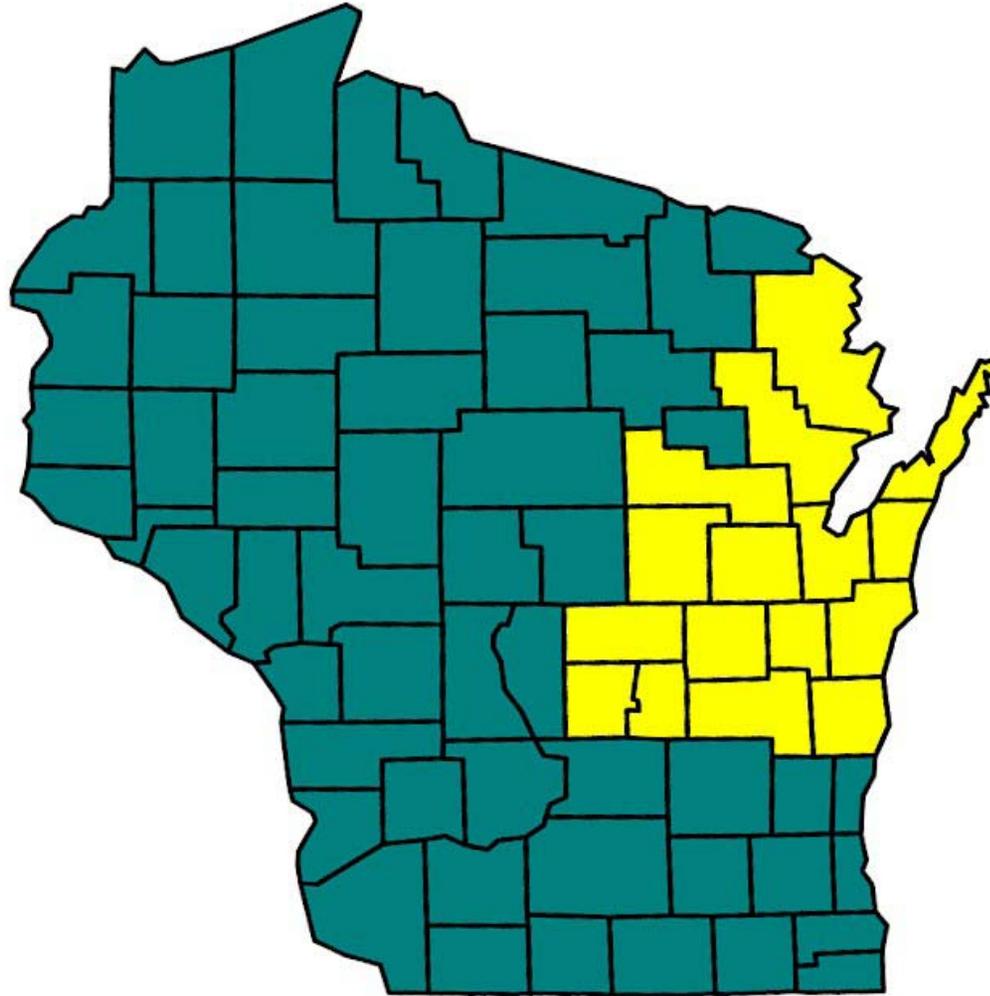


to

**Collaboration**

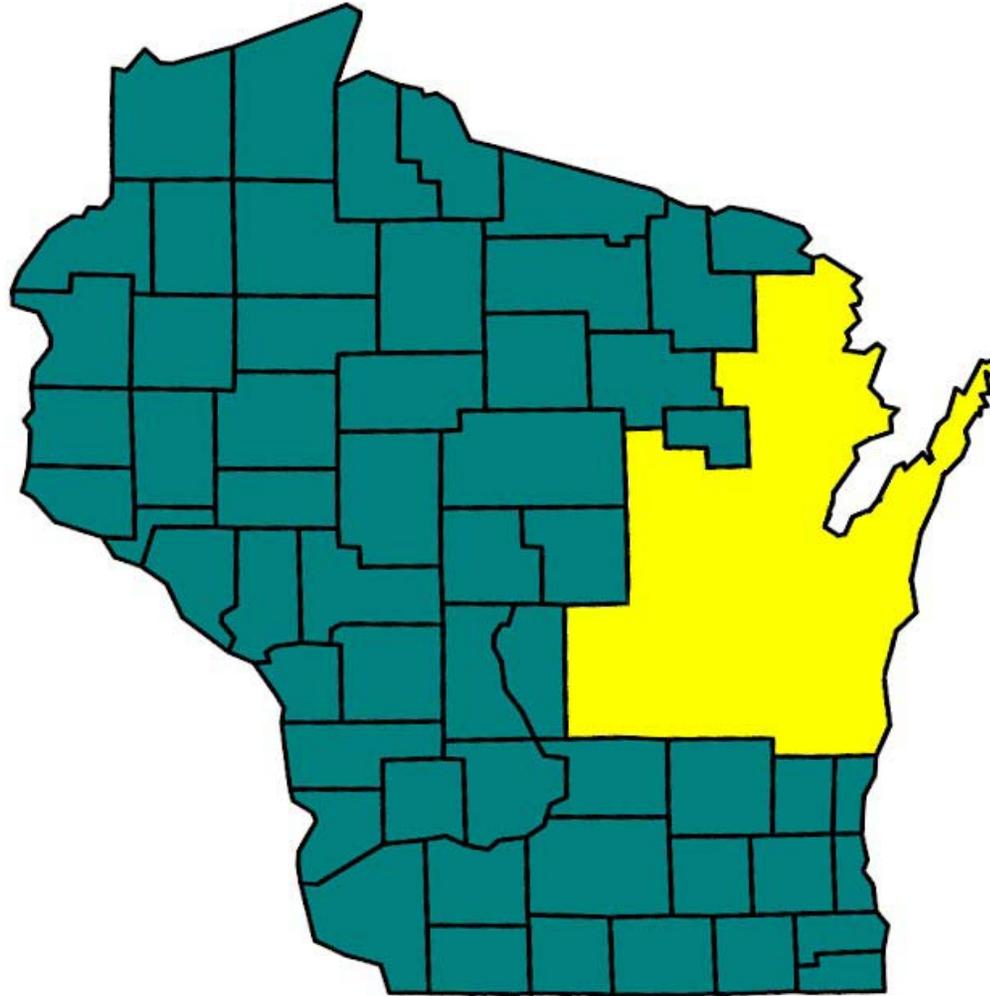


# Think Regionally Not Locally



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# Think Regionally Not Locally



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# NEW Economic Opportunity Study

## Working Premise

Workforce development  
and  
economic development  
are  
interrelated and interdependent  
for a  
strong creative economy.

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# Study Provides Opportunity To:

- Build private/public partnerships
- Create stronger regional linkages
- Develop economic and workforce strategies
- Create well-paying jobs with bright futures

# Phase III Economic Development Strategy

## Provided by NorthStar Economics

- Assess the challenges and opportunities facing the region
- Determine how to reach goals
- Recommend actions for future economic prosperity in the region



# Phase III Methodology

- Benchmark economic/demographic data collected in Phases I & II
- Gather more data
  - Longitudinal Location Quotient
  - Shift-share data inputs
  - Industry Cluster data - M. Porter
- Gather more information



# Phase III Methodology (continued)

- Gather more information
  - CEIGS Groups
  - Survey Questionnaire
  - Interviews

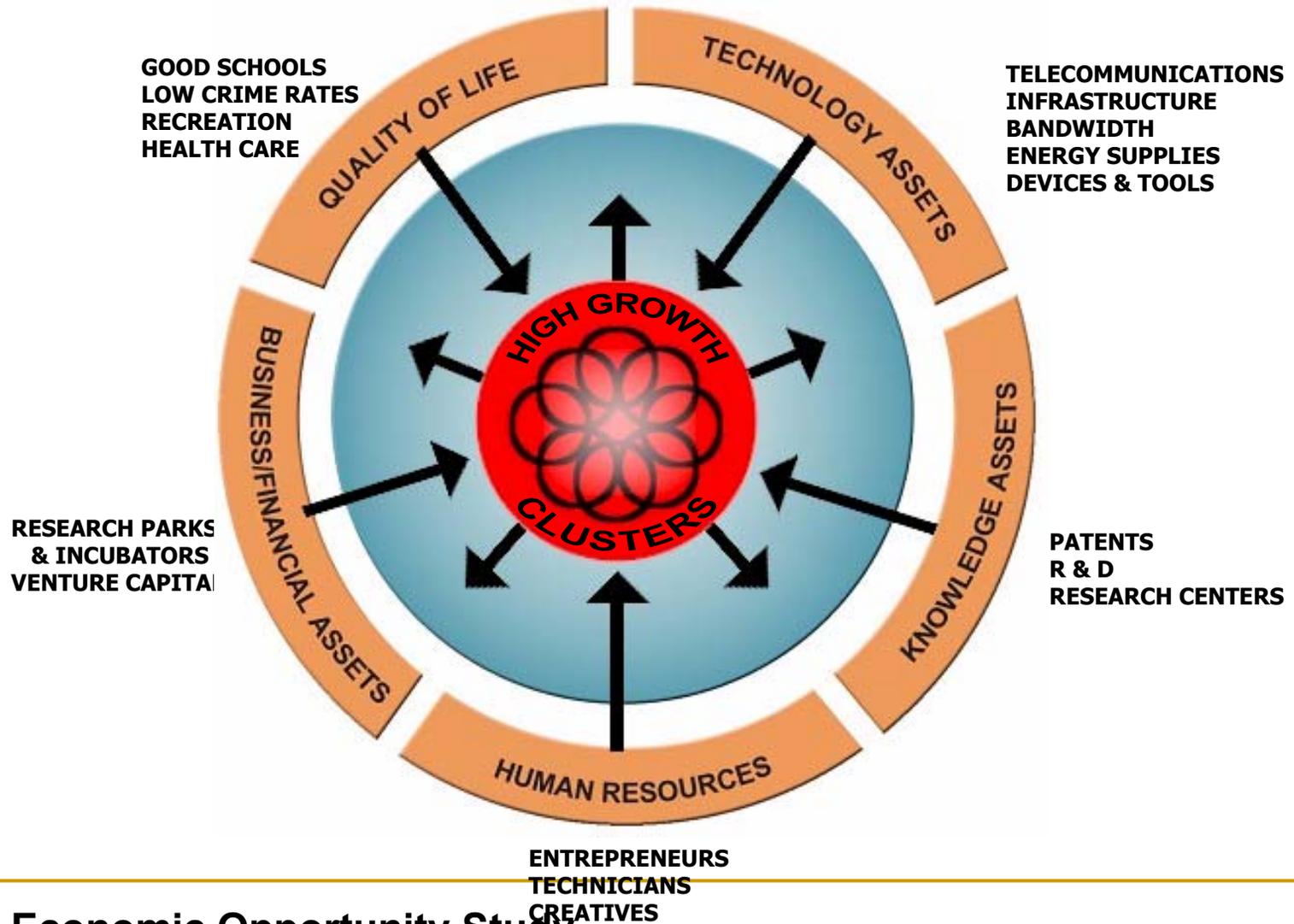


# Phase III Methodology (continued)

- Analyze the data & information
  - SWOT Analysis
  - Compare Perceptions with Realities
  - Meld Assets
  - Design Strategies to Overcome Challenges



# NorthStar High Growth Economic Model



# Phase III Results

- Economic Development Strategy for the Seventeen County Region of NorthEast Wisconsin
- Findings and Recommendations
- List of Action Items



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# Phase III Outcomes

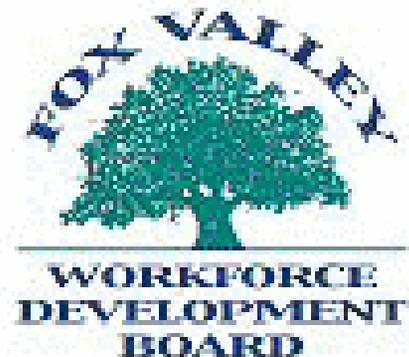
- An economic development strategy for the Northeast Wisconsin Region.
- An impetus to develop policies geared toward a strong economy.
- A strategy for effective use of resources for developing a skilled workforce to match key industry and industry clusters needs.

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# NEW Economic Opportunity Study: Phase 4 – Next Steps

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Cheryl Welch,  
Fox Valley Workforce  
Development Board

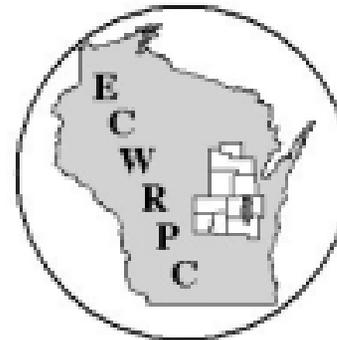


# NEW Economy Partners

- Fox Valley Workforce Development Board
- Bay Area Workforce Development Board
- East Central Wisconsin Regional Planning Commission
- UW-Extension
- NorthStar Economics, Inc.



*Bay Area Workforce Development Board*



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# NEW Economy Partners

- Northeast Wisconsin Regional Economic Partnership (NEWREP)
- UW County Extension offices in the 17 county area
- Bay Lake Regional Planning Commission
- Local Economic Development partners
- Private sector business
- Chambers