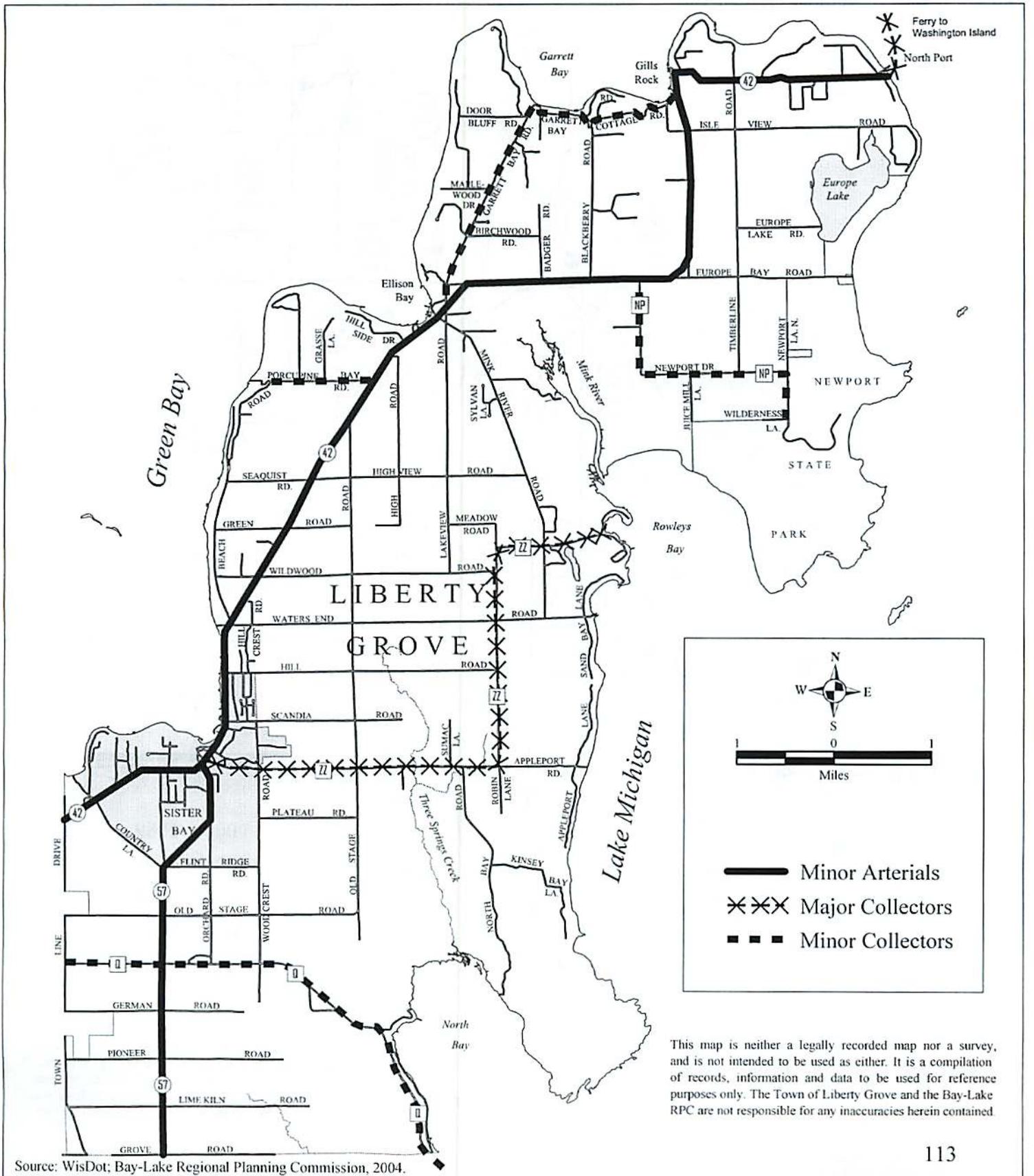


Functional Classification

Town of Liberty Grove Door County, Wisconsin



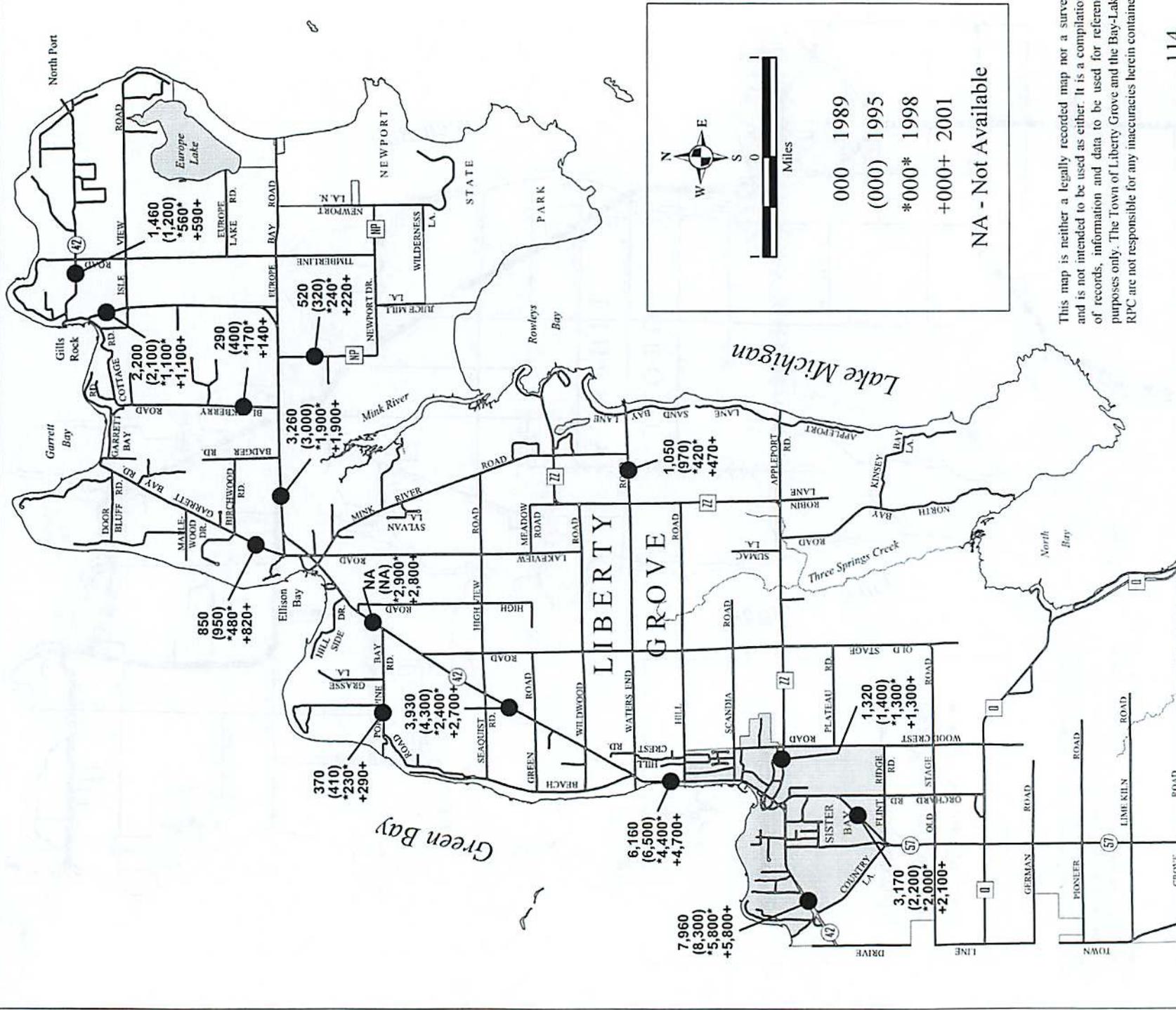
This map is neither a legally recorded map nor a survey, and is not intended to be used as either. It is a compilation of records, information and data to be used for reference purposes only. The Town of Liberty Grove and the Bay-Lake RPC are not responsible for any inaccuracies herein contained.

Source: WisDot; Bay-Lake Regional Planning Commission, 2004.

Annual Average Daily Traffic

Town of Liberty Grove
Door County, Wisconsin

Map 4.2



This map is neither a legally recorded map nor a survey, and is not intended to be used as either. It is a compilation of records, information and data to be used for reference purposes only. The Town of Liberty Grove and the Bay-Lake RPC are not responsible for any inaccuracies herein contained.

Chapter 5 - UTILITIES AND COMMUNITY FACILITIES

INTRODUCTION

As part of the comprehensive planning program, the Town of Liberty Grove utilities and community facilities were reviewed and evaluated as to their current condition and adequacy to meet the present and future needs of the community. Data and information were obtained through discussions and questionnaires filled out by the Town Clerk/Administrator, Town employees, and other representatives throughout the community.

To maintain a high level of public services, the community must continually monitor and upgrade their existing facilities as population increases. The recommendations contained in this section are based on general long-range planning considerations and should not be substituted for detailed architectural or engineering studies required before expending substantial community resources and undertaking specific public works projects.

UTILITY AND COMMUNITY FACILITY STRATEGY

Vision Statement:

To balance the need for Town growth with the cost of providing public and private utilities and community facilities.

Goal:

Preserve clean water, establish programs to monitor on-site treatment systems, and plan for cost-effective treatment of waste as growth occurs.

Objectives:

1. Provide for orderly development of safe water and sanitary sewer systems

Policies:

- A. Survey all private on-site wastewater treatment systems
 - B. Support the Door County Sanitation office inspection and maintenance program of all private on site wastewater treatment systems
 - C. Create an ad-hoc committee to consider planning for a sanitary sewer and potable water system in commercial centers
 - D. Explore the expansion of existing and the creation of new sanitary districts to accommodate future growth in the Town
 - E. Encourage participation in the Well Head Protection and Well Abandonment programs
 - F. Encourage citizens to have their well water tested on an annual basis to protect the health and safety of the citizens and visitors of the Town
2. Promote adequate and redundant power transmission facilities to accommodate future growth in the Town and explore alternative energy sources

Policies:

- A. Encourage additional high voltage lines into the Town

- B. Encourage upgrading of existing and the creation of additional substations to accommodate future demand in the Town
 - C. Encourage the installation of a redundant power grid in the Town
3. Establish a solid waste disposal plan for future growth that will be cost effective, efficient and environmentally sound

Policies:

- A. When practicable, support permit requests for local solid waste disposal transfer stations and recycling centers
 - B. Encourage proper disposal of hazardous waste in the Town by means, both public and private, as mandated by federal, state, and local regulations
 - C. Encourage the County to establish more frequent hazardous waste collections through programs such as "Clean Sweep"
 - D. Educate and encourage citizen participation in hazardous waste collection programs to protect the environment and the health, safety, and welfare of the citizens and visitors of the Town
 - E. Explore the establishment of an organic waste composting operation within the Town
4. Provide for future growth and for redundancy of telecommunications

Policy:

Encourage high-speed data and communication links

Goal:

Continue to supply accessible and adequate Town facilities that will meet the needs of a growing community.

Objectives:

1. Expand the Town facilities, as needed and within budget restraints, to enhance efficient administrative and service functions

Policy:

Review Town facilities periodically for adequacy of service to prioritize future expansion needs

2. Continue to operate a park system that provides recreational and open space with safe, passive and active opportunities for residents and visitors

Policies:

- A. Consider the purchase of properties for future expansion and development of parks, water access points and scenic vistas when they become available
- B. When necessary, professionally evaluate parks, water access points and scenic vistas to maximize safe and proper use and/or development
- C. Promote reclamation and adequately mark all rights-of-ways at road ends for access to water
- D. Promote public awareness of all public recreational lands, especially underused areas

3. Encourage the concentration of waterfront recreational facilities to where such uses currently exist or where future development is practicable to mitigate environmental impacts

Policies:

- A. Facilitate expansion of existing marinas, in appropriate zoning districts, as demand requires
- B. Enhance Town marina facilities in Ellison Bay, including parking facility
- C. Encourage new appropriately placed marinas in the Town
- D. Encourage expansion of existing boat ramp facilities as necessary

4. To provide adequate police, fire, and emergency medical protection for all citizens of and visitors to the Town of Liberty Grove

Policies:

- A. Explore a joint program with neighboring municipalities and/or County to share expense of full-time local law enforcement
- B. Improve fire protection by increasing the amount of water available to fight fires
- C. Stabilize or increase the size of fire fighting crews
- D. Continually evaluate, update and improve fire fighting facilities and equipment as demand requires and within budget constraints
- E. Encourage that ambulance and emergency medical services are maintained at the highest level practicable with service expansion to match population growth

5. To provide adequate burial locations for Liberty Grove residents and property owners

Policy:

Acquire land when available contiguous to existing cemeteries and/or develop a new cemetery as necessary

BOARDS AND COMMITTEES INVENTORY

Liberty Grove Town Board

The Liberty Grove Town Board consists of the Town Chairperson and four Supervisors, along with the Town Clerk/Administrator and Town Treasurer. The Town Board should work for the benefit of the public, recognizing that public interests must be their primary concern.

Town of Liberty Grove Plan Commission

The Town of Liberty Grove Plan Commission consists of seven members. The Town Board established the Plan Commission to develop the Town's Comprehensive Plan.

Other Boards and Commissions

In addition, there are four other Commissions to handle the Town's requirements:

The Fire Commission, which consists of five members, works jointly with the Village of Sister Bay to administer the Sister Bay – Liberty Grove Fire Department.

The Library Commission, which consists of six members, was developed to plan, build and administer the joint Sister Bay - Liberty Grove Library.

The Sanitary District Board, which consists of three members, is responsible for handling the sanitary sewer needs of the Town.

The Municipal Taxpayers Commission, which consists of eight members, was formed to pursue alternatives to funding the Northeastern Wisconsin Technical College with property taxes.

Electric Service

Wisconsin Public Service Corporation provides Liberty Grove with electric power. Electrical power is transmitted through a 69,000-volt transmission line extending from Sturgeon Bay to a substation located on Country Lane.

Natural Gas

Natural gas service is not available in the Town of Liberty Grove; however, liquid propane service is provided by a number of private vendors.

Public Water System

A public water system is provided only in the Liberty Grove Sanitary District No. 1. The district is located immediately north of the Village of Sister Bay and consists of approximately 265 acres. The remainder of the Town residents have individual or shared wells that are owned and maintained by the property owner(s).

Aquifer Recharge Area

The Silurian dolomite system, containing the Niagaran and Alexandrian aquifers, is the major source of groundwater in the area. Well yields are highly variable and the primary problems are hardness, locally high iron concentrations, and contamination from surface sources.

Future Services Area

Dependant upon capacity and density of homes that could be accommodated using the existing system.

Sanitary Sewer Service

A sanitary sewer system is provided only in the Liberty Grove Sanitary District No. 1. The district is located immediately north of the Village of Sister Bay and consists of approximately 265 acres. The remainder of the Town residents utilize private waste disposal systems.

The Wastewater Treatment facility has the capacity to treat the Village of Sister Bay, the Liberty Grove Sanitary District No. 1 and the remainder of the Town of Liberty Grove's

holding tank and septic tank waste. The Town owns 40.7 percent of the capacity of the Wastewater Treatment facility.

System Needs

Upgrades will be addressed as necessary.

Private Onsite Wastewater Treatment Systems (POWTS)

Private systems in the Town include a combination of holding tanks, conventional septic systems, mound systems and other systems permitted by Department of Labor Comm 83.

Storm Sewer System

The Town of Liberty Grove allows stormwater to drain through a series of ditches and culverts along a majority of the Town roads. In 2002, as part of the Highway 42 resurfacing project, the Town installed a stormwater system in the commercial district contiguous to the Village of Sister Bay.

Solid Waste & Recycling Facilities

Refuse pick-up and disposal is provided by private contractors. A recycling depot and local transfer station for solid waste are located on Old Stage Road, south of CTH ZZ.

Telecommunications Facilities

Verizon provides telephone service to the area. Verizon maintains a telephone facility on STH 57 just south of the STH 42-57 intersection in the Village of Sister Bay, and provides service for residential and commercial customers of the area. Cellular phone services are provided by Cellcom, US Cellular, as well as other service providers.

Cable Television

Charter Communications provides geographically limited cable television to subscribers in northern Door County. The system was upgraded to digital fiber optics in 2002 to add additional channels, provide clearer reception, and broadband internet access.

COMMUNITY FACILITIES INVENTORY AND ASSESSMENT

Cemeteries

There are five cemeteries in the Town of Liberty Grove including: Ellison Bay Cemetery, Rowley Bay Cemetery, Little Sister Cemetery, Trinity Lutheran Cemetery of Ellison Bay, and Sister Bay Moravian Cemetery.

Child Care Facilities

Northern Door Child Care Center is the major childcare facility in the Town area. It is supplemented by the Northern Door Branch of the YMCA and other private in-home providers. It has capacity for 80 full-time children. Current enrollment is approximately 69 children of whom 60 are part-time. Wisconsin State Statutes require that a caregiver with four or more children under age seven be licensed by the state. Up to eight children are allowed at in-home childcare facilities for State licensed facilities.

Emergency Services

Ambulance and emergency medical services are provided by a Door County rescue squad, which is headquartered at the Sister Bay fire station on Mill Road. The squad consists of two ambulances, seven paramedics, and three volunteer EMTs serving Sister Bay, Liberty Grove, Gibraltar, Baileys Harbor and portions of Jacksonport and Egg Harbor. The rescue squad responds to approximately 600 calls per year. The Northern Door First Responders, a twenty-four member volunteer group equipped with defibrillators, oxygen and first aid supplies, supports and assists County emergency medical personnel. They respond to between 120 and 200 calls per year.

Fire Department

The Town is protected by an all volunteer, "paid-by-call" Fire Department. Members each carry a pager unit capable of receiving calls from the 911 dispatch center in the County Communications Center. All members attend technical school basic training courses or in-house training sessions twice a month. The Fire Department is overseen by a joint Fire Commission between the Village of Sister Bay and Town of Liberty Grove. The Department also has a mutual aid agreement for water, air, and additional manpower with Ephraim, Baileys Harbor, Gibraltar, Egg Harbor and Jacksonport. Large amounts of water are received via tankers on a primary call basis for all structure fires. The Fire Department is housed in two locations; one in Sister Bay, the other in Ellison Bay. The facilities house the following equipment::

1. 1960 Pumper w/1,250 gpm pump, 750 gal. tank
2. 1971 Pumper w/1,500 gpm pump, 400 gal. tank
3. 1985 Pierce 50-foot ladder truck with snorkel, 1,000 gpm pumper and 400 gal. tank
4. 1988 Grass Truck, 4x4 w/350 gpm pump, 275 gal. tank
5. 1993 Tanker w/1,485 gal. tank
6. 1996 Tanker w/2,000 gal. tank
7. 2000 Hose/Pumper truck w/1,250 gpm pump
8. 2001 Pumper/Tanker w/2,000 gpm pump, 2,250 gal. tank
9. 2001 Brush truck 150 gpm pump, 300 gal tank

Sanitary District #1 within the Town of Liberty Grove is protected by a municipal water supply via fire hydrants.

Insurance Service Office (ISO) Grading

The adequacy of fire protection within the Town is evaluated by the Insurance Service Office (ISO) using the *Grading Schedule for Municipal Fire Protection*. The schedule provides criteria to be used by insurance grading engineers in classifying the fire defenses and physical conditions of municipalities. Gradings obtained under the schedule are used throughout the United States in establishing base rates for fire insurance. While ISO does not presume to dictate the level of fire protection services that should be provided, it generally contains serious deficiencies found, and over the years has been accepted as a guide by many municipal officials in planning improvements to their fire fighting services.

The grading is obtained by ISO by its Municipal Survey Office based upon their analysis of several components of fire protection including:

- Fire department equipment
- Alarm systems
- Water supply system
- Fire prevention programs
- Building construction
- Distance of potential hazard areas from a fire station

In rating a community, total deficiency points in the areas of evaluation are used to assign a numerical rating of one to ten, with one representing the best protection and ten representing an unprotected community. In 2001, the Town of Liberty Grove was rated 4-5 by the ISO. By comparison, the Town of Baileys Harbor, the Town of Gibraltar, the Village of Ephraim, and the Village of Sister Bay, received ratings of 8-9, 8-9, 7 and 7-9, respectively. Table 5.1 illustrates these ratings.

Table 5.1: ISO Fire Protection Ratings, 2001

Municipality	Fire Protection Rating
Town of Liberty Grove	4-5
Town of Gibraltar	8-9
Town of Baileys Harbor	8-9
Village of Ephraim	7
Village of Sister Bay	7-9

Source: ISO Commercial Risk Service Inc. 2001; and Bay-Lake Regional Planning Commission, 2001.

Future Growth Considerations

As a community grows, the need for adequate fire protection increases. Normally, newly developing residential and commercial areas are located further from the existing fire protection facilities, thereby increasing response times. A plan for the installation of new facilities should be determined prior to this growth. Property location/acquisition and water system improvements can be determined utilizing the Official Mapping and Capital Improvement Program procedures.

The location of a new fire protection facility can be based on several aspects. The rule utilized by the National Board of Underwriters recommends a maximum four-mile radius for service to a fire district, but different standards exist. The fire protection facility needs in the Town of Liberty Grove can be evaluated with the standards given in Table 5.2.

Table 5.2: Recommended Distribution Standards for Fire Protection

Type of Land Use	Suggested Service Radius	
	Engine or Pumper Company	Ladder Company
Commercial/Industrial	0.75-1.0 miles	1.0 miles
Medium/High Density Residential (<100 ft between structures)	2.0 miles	3.0 miles
Scattered Residential (>100 ft between structures)	4.0 miles	4.0 miles

Source: Small Town Planning Handbook, American Planning Assoc., 1988; and Bay-Lake Regional Planning Commission, 1999.

Sister Bay – Liberty Grove Library

The library is one of seven branches of the Door County Library System and a member of the Nicolet Federated Library System.

A 7,500 sq. ft. facility was completed in 2002 and is located on Mill Street, east of STH 42. A joint Library Commission of the Village of Sister Bay and the Town of Liberty Grove holds title to the building and is responsible for operation and maintenance of the building and furnishings.

Health Care Facilities

Liberty Grove has no hospital, however, major medical services are available at the Door County Memorial Hospital in Sturgeon Bay. In addition, there are four medical clinics, one paramedic service, and three dentists that serve the area. Hearthside-Cordial Care and Scandia Good Samaritan Village of Sister Bay also provide such services as assisted living, assisted care, nursing care, and care for Alzheimer's patients.

Municipal Building

Liberty Grove's administrative facilities are housed in the Town Hall located in the central portion of the Town, and the Town Chairman, Clerk/Administrator, Assessor and Building Inspector offices are housed in the building. There is off-street parking provided at the Town Hall.

The Town Hall was built in 1984 and is located on Old Stage Road. Facilities in the Town Hall include a meeting hall which serves as a community center; two office areas; a kitchen; and restroom facilities. The Town's main garage, shop and sand/salt building are located at the Town Hall. Separate storage facilities are found in Ellison Bay where fire equipment is located, and an equipment storage building at the quarry.

Municipal Streets and Ground Maintenance

The Town of Liberty Grove provides its own street maintenance services. The Town maintains its roads and parks, with Town personnel. Town maintenance equipment consists of three patrol trucks with snowplows and sanders, one grader, one backhoe, one loader, two

one-ton utility trucks, one highway mower, one utility tractor, two riding lawn mowers, a skidster loader, and one suburban utility van. For a current list of equipment, contact the Town Clerk/Administrator.

Parks and Open Spaces

There are currently nine Town parks, two county and one state park in the Town of Liberty Grove. A complete discussion of the parks and open spaces in the Town of Liberty Grove can be found in Chapter 2: Agricultural, Cultural and Natural Features.

Police Protection

Police protection is provided by the Door County Sheriff's Department.

Schools

Gibraltar Area School District

Liberty Grove belongs to the Gibraltar Area School District whose facility is located in the Town of Gibraltar approximately ten miles south of the Town Hall. The school district provides high school, middle school, elementary and preschool facilities to students in the northern part of Door County. Additional pre-school services are available at the Peninsula Preschool located in the Village of Ephraim.

Other educational facilities available include "The Clearing", located in Ellison Bay, Northeastern Wisconsin Technical College, located in Sturgeon Bay, and the Peninsula Art School located in Fish Creek.

Quarry

As an integral part of the Town's street maintenance program, the Town of Liberty Grove owns and operates a quarry located on Mink River Road, south of CTH ZZ. The Town engages in non-metallic mining at this site to provide material for the construction and maintenance of the Town roads.

Other Facilities

Postal Service

Post offices are located in Ellison Bay on Garrett Bay Road and Sister Bay on STH 42. Parking is available at the post office. The Ellison Bay post office was built in 1974. The building contains 620 square feet of floor space and 184 lock boxes. Most lock boxes are used during the summer, while an average of 65 are used during the winter, illustrating the effects of seasonal fluctuation in the population of the area.

PUBLIC/COMMUNITY FACILITY RECOMMENDATIONS

Over the course of the planning period, possible or likely improvements to the Town public/community facilities could include:

- Town Hall/Shop expansion
- Additional storage facility at Town quarry
- Wills Park and Marina improvement and expansion
- Women's Club expansion and remodel

- Cemetery improvement and land acquisition
- Miscellaneous park expansion/improvements
- Ellison Bay Post Office
- Wastewater treatment facility for Gills Rock/Ellison Bay
- Probable expansion of the service area and physical plant for both wastewater treatment and municipal water facilities

Chapter 6 - ECONOMIC DEVELOPMENT

INTRODUCTION

Throughout the planning process, many factors contribute to economic development opportunities and needs within a community. For this reason, labor force characteristics and economic base indicators were analyzed at the local, county, regional and state level to determine trends, opportunities and needs for the Town of Liberty Grove.

SUMMARY AND IMPLICATIONS

1. Federal, state, regional, and county programs exist to promote opportunities within the Town.
2. Employment opportunities for Town residents exist within the Town, the Village of Sister Bay, the Village of Ephraim, and other communities that are within an hour drive of the Town. The 1990 Census indicates that 97.6 percent of Town workers chose to remain in Door County for employment.
3. According to the 2000 Census, the greatest number of jobs for Town residents were in sales and office occupations, or in management, professional and related occupations. Most employed Town residents were in the arts, entertainment, recreation, accommodation and food service industry with a substantial number in the retail trade industry. (Reference Table 6.2)
4. For the period 1990-2001, the unemployed Door County civilian labor force ranged from a high of 9.5 percent in 1994 to a low of 4.4 percent in 1999. The number of employed persons grew from 13,747 in 1990 to 15,299 in 2001.
5. According to the Department of Workforce Development, the manufacturing group occupation is expected to continue to grow, however the rate of increase will slow down. The Service industry is also expected to continue to grow to accommodate an aging population.
6. In 1999, the Town had a median household income for employed and fixed income residents of \$43,472, resulting in a 61 percent increase from 1989. The Per Return Income of the Town was \$40,341 for the same period, which was higher than all other comparable areas except the State. (Reference Table 6.6)
7. Based on a Location Quotient Analysis of Door County, farm employment, construction and retail trade are the Basic Employment Industries in the county, producing more goods and services than the local economy can use. Non-basic industries include wholesale trade; finance, insurance, and real estate; manufacturing; and, services. (Reference Table 6.7)
8. Financially, the Town had an existing debt of \$1,849,563 as of December 2002, and a \$36,783,290 debt limit.

The Town is in a good position for limited business development given its many positive attributes, which include:

- An abundance of area for future growth,
- Access to state and county highways,
- The Town surrounds the Village of Sister Bay,
- A rural character and an abundance of natural features.

With controlled growth, the Town can look to expand its tax revenue, plus capitalize on future growth in nearby communities to afford greater job opportunities to its Town residents.

Identifying the location, type, and volume of businesses the Town wants will be key to the Town's long range planning regarding its vision. Therefore, the Town Board and Town Plan Commission will need to closely monitor growth, its impacts on existing infrastructure and determine the needed regulations to minimize any negative impacts it may have. A cost benefit analysis or a needs assessment may be required in order to determine all aspects of future development of industries throughout the planning period.

The Plan will direct development to designated commercial and industrial areas in the future, in order to steer incompatible uses away from the Town's defined residential and agricultural areas (See General Plan Design Map). This will help to enhance other land uses by minimizing and controlling likely nuisances.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

Goal:

Achieve economic stability by maintaining and enhancing our present diversity of commercial, agricultural, professional, service, construction and tourism related uses while simultaneously working to attract new economic development.

Objectives:

1. Focus on enhancing the number and value of wage earner positions in order to expand overall community resources.

Policies:

- A. Create an economic development plan for the Town of Liberty Grove that utilizes all available educational and professional resources, including Door County Economic Development Corporation and Door County Chamber of Commerce
 - i. Encourage local businesses to develop marketing strategies that utilize the Door County name and image
 - ii. Encourage local businesses to capitalize on the unique strength's of the Town of Liberty Grove
 - B. Identify target markets for retail and employment uses and aggressively recruit businesses to locate in the Town of Liberty Grove
 - C. Establish a program to attract and retain both traditional and technologically based businesses
2. Remain sensitive to the aesthetic and image appeal of the shoreline in the Town of Liberty Grove, while considering the need for public use of the shoreline to enhance the Town of Liberty Grove's economy.

Policies:

- A. Facilitate expansion of existing marinas
- B. Enhance Town marine facilities in Ellison Bay

- C. Encourage new appropriately placed marinas in the Town
 - D. Encourage expansion of existing boat ramps
 - E. Enhance use and expansion of park lands for recreation and tourism
3. Seek to maintain and build a skilled labor force. Attract required labor by providing information on appropriate training.

Policies:

Attract required labor by encouraging:

- i. Job training opportunities
 - ii. Affordable housing
 - iii. Year-round wage earning positions
4. Emphasize business retention as a key economic development strategy in job and community wealth growth. Explore the expansion of technological, consultation and information based business opportunities in the Town of Liberty Grove.

Policies:

- A. Work with all available private and professional resources, including Door County Economic Development Corporation and the Door County Chamber of Commerce, to help year round and seasonal businesses in the Town retain and/or expand customer base
- B. Explore the option of working with Door County and surrounding municipalities and private and professional resources to install a redundant power supply and telecommunication infrastructure
- C. Consider all business incentive options available to the Town , including but not limited to Town sponsored bond issues and Premier Resort Area Tax Districts
- D. Promote tourism by utilizing the Internet and other media
- E. Link the Town of Liberty Grove web-site to other pertinent sites, including but not limited to the Door County Chamber of Commerce site, the Door County Economic Development Corporation site, and the Door Bell link
- F. Develop and utilize performance measures to monitor the effectiveness of economic development programs in meeting the Town's objectives

Goal:

Work to mitigate property tax impact on businesses

Objectives:

- 1. Work independently and intergovernmentally to cause legislative change and to formulate policies to reduce property taxes

Policies:

- A. Consider options to reduce reliance on property tax, including but not limited to:
 - i. Expanded County and State Sales Tax
 - ii. Room Tax
 - iii. User Tax

- iv. Real Estate Transfer Tax
- v. Premier Resort Tax District
- B. Continue working to change the funding mechanism for Wisconsin Technical College system

2. Obtain an equitable return of tax revenue and services to Liberty Grove

Policy:

Develop effective communication between Town, County, and State regarding tax revenue generated and returned to Liberty Grove, including but not limited to:

- i. Shared Revenue
- ii. General Transportation Aid
- iii. County Services
- iv. DNR Lieu Tax
- v. Fire Dues Distribution
- vi. Forest Crop Payment
- vii. Payment of Municipal Services

Programs

Local

The Top of the Thumb Association and Sister Bay Advancement Association can provide local tourism-related programs and/or information for the Town of Liberty Grove.

County

The Door County Economic Development Corporation considers itself the point of contact for development assistance in Door County. Through this agency, businesses located in the Town of Liberty Grove would have access to the Door County revolving loan fund. In addition, the entire county has been designated as a community development zone by the Wisconsin Department of Commerce and is entitled to tax credits.

State

The Wisconsin Department of Commerce has several grant programs for which the Town of Liberty Grove could apply. The federally funded Community Development Block Grant (CDBG) can be used for housing and public facility improvements. The program is designed to assist economically distressed smaller communities with improvements to such things as utilities and streets, fire stations, community centers, and housing rehabilitation as well as many other improvements as needed by a community. The CDBG-Public Facilities for Economic Development (PFED) program is designed to assist communities with expanding or upgrading their infrastructure to accommodate businesses that have made a firm commitment to create jobs and invest in the community. The CDBG-Economic Development (ED) program assists businesses that will invest private funds and create jobs as they expand or relocate in Wisconsin. Funds are awarded to a community, which then loans the funds to a business. The community may retain the repaid loan to capitalize a local revolving loan fund.

Federal

Some examples of federal programs that could assist the Town of Liberty Grove in economic development include:

USDA Wisconsin Rural Development Programs

- **Rural Business Opportunity Grants Program**
Rural Business Opportunity Grant Funds provide for technical assistance, training, and planning activities that improve economic conditions in rural areas of 50,000 people or less. A maximum of \$1.5 million per grant is authorized.
- **Rural Economic Development Loans and Grants**
Zero interest loans may be made to any Rural Utilities Service (RUS) to promote economic development and/or job creation projects including, but not limited to: project feasibility studies, start-up costs, incubator projects, and other reasonable expenses. Grants can be provided to rural communities through RUS borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans.
- **Rural Business Enterprise Grants Program (RBEG)**
The Rural Business-Cooperative Service makes grants under the RBEG Program to public bodies and private nonprofit corporations to finance and facilitate development of small and emerging private business enterprises located in rural areas. The small or emerging business to be assisted must have fewer than 50 new employees, less than \$1 million in gross annual revenues, have or will utilize technological innovations and commercialization of new products and/or processes to be eligible for assistance. Funds can be used for a variety of things including, but not limited to: construction of buildings and plants, equipment, access streets and roads, parking areas, utility and service extensions, and a variety of other costs.

US Department of Commerce, Economic Development Administration Programs

- **Public Works and Economic Development Program**
The Public Works Program empowers distressed communities in economic decline to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Regional

The Bay-Lake Regional Planning Commission annually creates a Comprehensive Economic Development Strategy (CEDS) report, which evaluates local and regional population and economic activity. Economic development trends, opportunities and needs are identified in the CEDS report. Door County is invited to identify future projects for economic development. Those projects are included within the CEDS and may become eligible for Economic Development Administration (EDA) funding.

LABOR FORCE CHARACTERISTICS

The labor force is comprised of employed persons and those seeking employment, and excludes persons in the armed forces and those under age 16. Variations in the number of persons in the labor force are the result of many factors. Shifts in the age and sex characteristics of the population, changes in the number of residents age 16 and over, the proportion of this group working or seeking employment, and seasonal elements are all factors affecting the size of the labor force.

Place of Work

In 1990, approximately 98.8 percent of workers who were 16 years and older in the Town of Liberty Grove worked in Door County (see Table 6.1). When looking at the whole county, 93.3 percent of county residents worked within the county. These percentages indicate either that there is a sufficient amount of employment opportunities within the county or that residents are not near any other population centers to which commuting becomes feasible. The City of Green Bay, located to the south, is most likely the greatest source of out of county employment for Door County residents.

Table 6.1: Place of Work, 1990, Town of Liberty Grove & Selected Areas

Place of Work	Town of Liberty Grove	Town of Baileys Harbor	Village of Sister Bay	Door County	State of Wisconsin
Worked in state of residence	579	343	242	11,580	2,271,607
Worked in county of residence	572	336	242	10,808	1,846,382
Worked outside county of residence	7	7	0	772	425,225
Worked outside state of residence	7	6	2	81	78,084

Source: U.S. Bureau of the Census, Census of Population and Housing 1990, STF3A, Table P045; and Bay-Lake Regional Planning Commission, 2001.

Occupation

In 2000, the majority of employed persons in the Town of Liberty Grove were either in sales and office occupations (29.4 percent) or they were in management, professional and related occupations (29.8 percent). In addition, there was greater than 15 percent employment in service occupations (17.2 percent) and construction, extraction, and maintenance (see Table 6.2). Door County had the highest percentage of their employment opportunities in the same occupations as Liberty Grove. The Town of Baileys Harbor and the Village of Sister Bay had higher employment in the service occupations. For all the selected areas, trends in employment by occupation were somewhat similar.

Table 6.2: Employed Persons by Occupation, 2000, Town of Liberty Grove & Selected Areas

Occupation	Liberty Grove		Baileys Harbor		Sister Bay		Door County	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Management, professional, and related	254	29.8%	132	25.3%	85	27.1%	3,828	27.5%
Service	146	17.2%	117	22.4%	74	23.6%	2,172	15.6%
Sales and office	250	29.4%	139	26.6%	90	28.7%	3,285	23.6%
Farming, fishing, and forestry	15	1.8%	9	1.7%	0	0.0%	267	1.9%
Construction, extraction, maintenance	135	15.9%	76	14.6%	43	13.7%	1,847	13.3%
Production, transportation, material moving	51	6.0%	49	9.4%	22	7.0%	2,502	18.0%
Total	851	100.0%	522	100.0%	314	100.0%	13,901	100.0%

Source: U.S. Bureau of the Census, Census of Population and Housing 2000, DP-3; and Bay-Lake Regional Planning Commission, 2002.

Industry

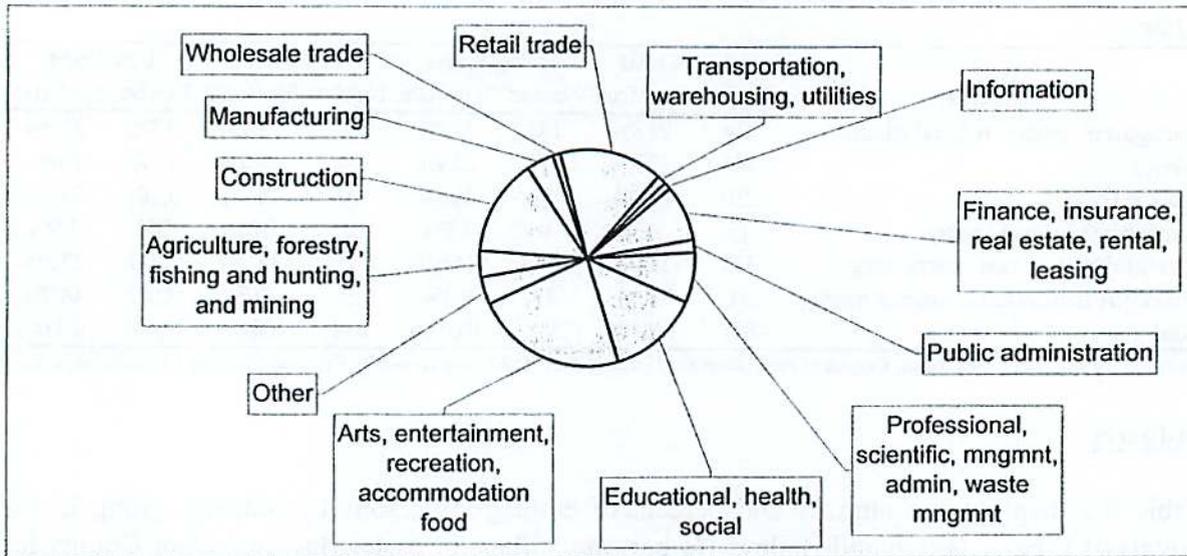
Table 6.3 displays the number and percent of employed persons by industry group in the Towns of Liberty Grove and Baileys Harbor, the Village of Sister Bay, and Door County for 2000. The greatest percentage of employment for the Towns of Liberty Grove and Baileys Harbor, and the Village of Sister Bay was in the arts, entertainment, recreation, accommodation and food service industry with 22.8 percent, 20.3 percent, and 35.7 percent, respectively. Door County had the highest number of employed persons in the manufacturing industry, 18.8 percent. The second greatest employment group for the Town of Liberty Grove was in the retail trade industry with 15.5 percent. High percentages of employment in the retail trade and the arts, entertainment, recreation, accommodation and food service industries are to be expected due to the strong tourism industry within the County, as well as in Liberty Grove and its neighboring communities. Figure 6.1 represents the percent employment by major industry group for the Town of Liberty Grove in 2000.

Table 6.3: Employed Persons by Industry Group, 2000, Town of Liberty Grove & Selected Areas

Industry	Liberty Grove		Baileys Harbor		Sister Bay		Door County	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Agriculture, forestry, fishing and hunting, and mining	32	3.8%	14	2.7%	2	0.6%	625	4.5%
Construction	125	14.7%	82	15.7%	27	8.6%	1,392	10.0%
Manufacturing	35	4.1%	44	8.4%	18	5.7%	2,607	18.8%
Wholesale trade	9	1.1%	5	1.0%	2	0.6%	200	1.4%
Retail trade	132	15.5%	81	15.5%	71	22.6%	1,881	13.5%
Transportation, warehousing, utilities	12	1.4%	9	1.7%	3	1.0%	388	2.8%
Information	10	1.2%	8	1.5%	0	0.0%	198	1.4%
Public administration	16	1.9%	6	1.1%	10	3.2%	441	3.2%
Finance, insurance, real estate, rental, leasing	71	8.3%	28	5.4%	24	7.6%	717	5.2%
Professional, scientific, mngmnt, admin, waste mngmnt	64	7.5%	27	5.2%	8	2.5%	865	6.2%
Educational, health, social	115	13.5%	83	15.9%	23	7.3%	2,096	15.1%
Arts, entertainment, recreation, accommodation, food	194	22.8%	106	20.3%	112	35.7%	1,919	13.8%
Other	36	4.2%	29	5.6%	14	4.5%	572	4.1%
Services Sub Total	409	48.1%	245	46.9%	157	50.0%	5,452	39.2%
Total	851	100.0%	522	100.0%	314	100.0%	13,901	100.0%

DP-3; and Bay-Lake Regional Planning Commission, 2002.

Figure 6.1: Percent Employment by Industry Group, 2000, Town of Liberty Grove



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, DP-3; and Bay-Lake Regional Planning Commission, 2002.

Unemployment Rate

The civilian labor force for Door County has experienced both moderate increases and decreases in unemployment since 1990 (see Table 6.4). The unemployment rate and the number of unemployed in 1999 was the lowest its been during the whole decade. For the period 1990 to 2001, the civilian labor force increased 9.4 percent, the number of unemployed decreased 16.3 percent, and the number of employed increased 11.3 percent.

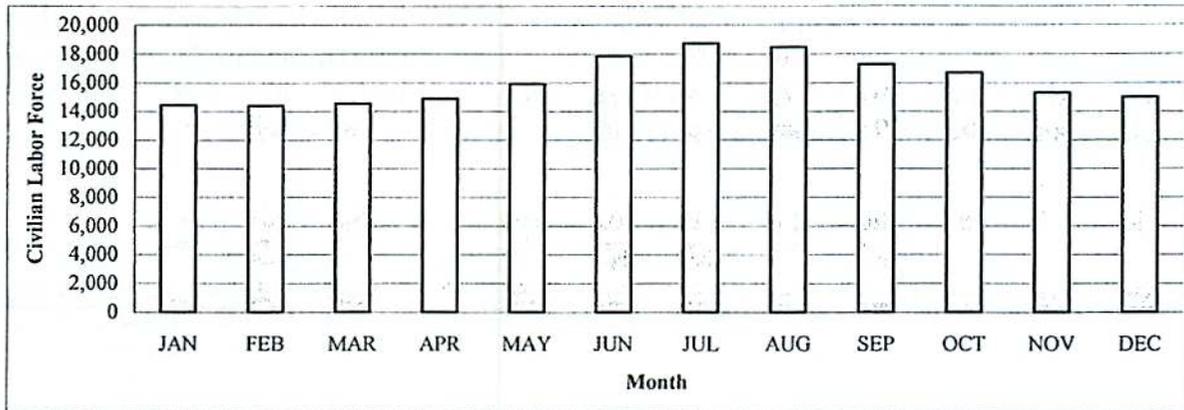
If trends continue, as they are expected to, the County will continue to face a labor shortage. While only 9.4 percent more people entered the workforce in Door County between 1990 and 2001, numbers indicate that the need for more employees is much greater. There are many factors which may be contributing to the labor shortage, such as the geographic location of the County, a lack of attainable housing, non-competitive wages, the aging of the population and the age of immigrating residents, the seasonality of employment, as well as many other possible factors. Figure 6.2 displays the civilian labor force in 2001 by month to reiterate the seasonality of employment in the county.

Table 6.4: Average Civilian Labor Force Estimates, 1990-2001, Door County

Year	Total Force	Unemployed		Employed
		Number	Percent	
1990	14,742	995	6.7%	13,747
1991	14,419	1120	7.8%	13,299
1992	14,665	1142	7.8%	13,523
1993	14,498	1226	8.5%	13,272
1994	14,837	1412	9.5%	13,425
1995	14,847	1002	6.7%	13,845
1996	15,599	971	6.2%	14,628
1997	15,717	948	6.0%	14,769
1998	15,665	821	5.2%	14,844
1999	15,107	662	4.4%	14,445
2000	15,483	706	4.6%	14,777
2001	16,132	833	5.2%	15,299

Source: Wisconsin Department of Workforce Development, Civilian Labor Force Estimates, for years cited; and Bay-Lake Regional Planning Commission, 2002.

Figure 6.2: Civilian Labor Force, 2001, Door County



Source: Wisconsin Department of Workforce Development, Civilian Labor Force Estimates, 2001; and Bay-Lake Regional Planning Commission, 2002.

Employment Forecast

In 1996, the Wisconsin Department of Workforce Development created projections for industries, occupations, and the labor force called the *Northeast Wisconsin Projections: 1992-2005*. These projections are for all of Northeast Wisconsin, including Door County. The study concluded that overall employment is expected to increase by more than 20 percent in the region. Unemployment rates will remain low through 2005, and labor shortages may be common in some occupations.

Service industry employers will add approximately 18,400 jobs to the region’s labor market by 2005. The largest divisions within this industry group will be business and health services with a similar growth in professional or technical jobs. With the aging of the population, the demand for such services will continue to increase.

Local Employment Forecast

In 1990, employment data was available for each business within the Town of Liberty Grove, which included the number of employees each employer had. This data is now suppressed to ensure confidentiality of the individual employers. Census information only provides the employment status of residents, not the employment numbers of the businesses in the Town.

Median Household Income

In 1999, the median household income in the Town of Liberty Grove was \$43,472 (see Table 6.5). This was greater than the Town of Baileys Harbor, the Village of Sister Bay, and the County, but less than the State of Wisconsin's median household income. The greatest percentage of households were in the income range of \$50,000 to \$74,999 for the Town of Liberty Grove and Door County, and also the State. The Village of Sister Bay had the greatest percentage of households as having in the range of \$15,000 to \$24,999 as an annual household income, while Baileys Harbor had the greatest number of people in the \$35,000 to \$49,999 range. These numbers could be skewed upward by the large retirement community located in Liberty Grove.

In 2001, the Wisconsin Department of Commerce (WDOC) released figures for median household income. According to the WDOC, the median household income in the Town of Liberty Grove in 1998 was \$37,868, which is a 34.9 percent increase from 1989. The 2000 census reported the 1999 median household income in the Town at \$43,472.

Table 6.5: Household Income, 1999, Town of Liberty Grove & Selected Areas

Annual Household Income	Liberty Grove		Baileys Harbor		Sister Bay		Door County		Wisconsin	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than \$10,000	46	5.5%	25	5.3%	37	8.5%	824	7.0%	148,964	7.1%
\$10,000 to \$14,999	44	5.2%	26	5.5%	40	9.2%	847	7.2%	121,366	5.8%
\$15,000 to \$24,999	118	14.0%	57	12.1%	87	20.0%	1,857	15.7%	264,897	12.7%
\$25,000 to \$34,999	108	12.8%	66	14.0%	67	15.4%	1,717	14.5%	276,033	13.2%
\$35,000 to \$49,999	178	21.1%	124	26.3%	54	12.4%	2,208	18.7%	377,749	18.1%
\$50,000 to \$74,999	203	24.1%	89	18.9%	71	16.3%	2,482	21.0%	474,299	22.7%
\$75,000 to \$99,000	65	7.7%	54	11.5%	48	11.0%	855	7.2%	226,374	10.9%
\$100,000 to \$149,000	44	5.2%	22	4.7%	23	5.3%	741	6.3%	133,719	6.4%
\$150,000 to \$199,000	18	2.1%	5	1.1%	4	0.9%	122	1.0%	30,598	1.5%
\$200,000 or more	18	2.1%	3	0.6%	4	0.9%	158	1.3%	32,305	1.5%
Total Households	842	100.0%	471	100.0%	435	100.0%	11,811	100.0%	2,086,304	100.0%
Median Income	\$43,472		\$41,350		\$33,224		\$38,812		\$43,791	

Source: U.S. Bureau of the Census, Census of Population and Housing 2000, DP-3; and Bay-Lake Regional Planning Commission, 2002.

Personal Income

The per return income for residents in the Town of Liberty Grove has increased 30.3 percent for the period 1995 to 2000 (see Table 6.6). This percent increase is less than any other area except the State of Wisconsin for the same period, while the 2000 personal income for the Town of Liberty Grove was second only to the State of Wisconsin as the highest when compared to other areas. Per return income is based on income tax returns filed in the year cited to the Wisconsin Department of Revenue.

Table 6.6: Municipal Per Return Income, 1995-2000, Town of Liberty Grove & Selected Areas

Area	(Dollars)						Percent Change 1995-2000
	1995	1996	1997	1998	1999	2000	
Town of Liberty Grove	\$30,964	\$28,895	\$37,807	\$37,868	\$39,693	\$40,341	30.3%
Town of Baileys Harbor	\$23,259	\$23,940	\$27,852	\$26,650	\$33,987	\$36,978	59.0%
Village of Sister Bay	\$24,189	\$31,158	\$38,222	\$35,542	\$43,030	\$36,090	49.2%
Door County	\$26,206	\$27,696	\$30,471	\$31,937	\$34,816	\$36,435	39.0%
Wisconsin	\$31,427	\$32,793	\$34,716	\$36,996	\$38,930	\$40,570	29.1%

Source: Wisconsin Municipal Per Return Income Report, for years cited, Wisconsin Department of Revenue, Division of Research and Analysis; and Bay-Lake Regional Planning Commission, 2002.

ECONOMIC BASE

Employment by Economic Division

The future of the Town of Liberty Grove's population requires an understanding of the local and county economy. The Economic Base Analysis technique divides the economy into basic and non-basic sectors. The basic sector is made up of local businesses that are dependent on external factors. Manufacturing and local resource-oriented firms (like logging or mining) are usually considered to be basic sector firms because their fortunes depend largely upon non-local factors, and they usually export their goods. The non-basic sector, in contrast, is composed of those firms that depend largely upon local business conditions. Economic Base Theory asserts that the means of strengthening and growing the local economy is to develop and enhance the basic sector.

Nine basic economic divisions are used for Economic Base Analysis. There are four goods-producing sectors: agriculture, forestry, and fishing; mining; construction; and manufacturing. There are five services-producing sectors: transportation and public utilities; wholesale trade; retail trade; finance, insurance, and real estate; and services.

Location Quotient Analysis

The Location Quotient analysis technique compares the local economy, Door County, to the United States. This allows for identifying specializations in the Door County economy (see Table 6.7). If the Location Quotient (LQ) is less than 1.0, all employment is considered non-basic, therefore that industry is not meeting local demand for a given good or service. An LQ equal to 1.0 suggests that the local employment is exactly sufficient to meet the local demand for a given good or service, employment is still considered non-basic. An LQ greater than 1.0 suggests that local employment produces more goods and services than the local economy can use, therefore these goods and services are exported to non-local areas, which makes them basic sector employment.

Table 6.7: Employment by Industry Group, 1990-1998, Door County and United States, Location Quotient Analysis

Item	Door County		United States		Percent Change 1990-1998		Door County Location Quotient	
	1990	1998	1990	1998	Door	U.S.	1990	1998
Total full-time and part-time employment	16,273	18,229	139,426,900	160,198,700	12.0%	14.9%		
Farm employment	1,351	1,022	3,153,000	3,127,000	-24.4%	-0.8%	3.67	2.87
Nonfarm employment	14,922	17,207	136,273,900	157,071,700	15.3%	15.3%	0.94	0.96
Private employment	13,272	15,455	115,077,900	135,123,700	16.4%	17.4%	0.99	1.01
Ag. Services, forestry, fishing, & other	245	395	1,453,000	2,042,600	61.2%	40.6%	1.44	1.70
Mining	23	(D)	1,044,100	855,500	NA	-18.1%	0.19	NA
Construction	916	1,458	7,260,800	8,799,100	59.2%	21.2%	1.08	1.46
Manufacturing	3,128	2,167	19,697,200	19,568,500	-30.7%	-0.7%	1.36	0.97
Transportation and public utilities	294	(D)	6,568,600	7,668,300	NA	16.7%	0.38	NA
Wholesale trade	286	338	6,711,500	7,351,900	18.2%	9.5%	0.37	0.40
Retail trade	3,507	4,152	22,920,500	26,710,200	18.4%	16.5%	1.31	1.37
Finance, insurance, and real estate	732	1,178	10,712,600	12,229,900	60.9%	14.2%	0.59	0.85
Services	4,141	5,438	38,709,600	49,897,700	31.3%	28.9%	0.92	0.96

Source: U.S. Department of Commerce, Bureau of Economic Analysis, REIS 1969-98; and Bay-Lake Regional Planning Commission, 2001.

Threshold Analysis

Export Base (Basic Employment)

There are four areas within the 1998 Door County economy which can be considered basic employment areas; farm employment; agricultural services, forestry, and fishing; construction; and retail trade. These four areas produce more goods and services than the local economy can use. When LQs increase over time, this suggests that the Door County economy is getting closer to reaching and exceeding local demand. For example, construction had gone from 1.08 in 1990, to 1.46 in 1998. Having basic employment also suggests that if a downturn in the local economy occurs, these sectors will not be strongly affected because they are dependent more on non-local economies. Having strong basic sector employment and industry will strengthen the local economy.

Non-Basic Employment Industry

Under private employment, there are four areas which can be considered non-basic: manufacturing; wholesale trade; finance, insurance, and real estate; and services. These industries are not meeting local demand for a given good or service. For example, the manufacturing industry LQ actually decreased since 1990, however the Door County economy could support more of this industry. There is currently no industry with an LQ equal to one, which would indicate that local demand is being met and services are not being exported, however there are several industries which are very close.

STRENGTHS AND WEAKNESSES ANALYSIS

Introduction

This element of the plan looks at conditions within the Town either as a strength, a weakness, or as a general statement of fact for retaining or attracting businesses. These factors may greatly influence the future economic climate over the next two decades and thus are important for the community to identify as part of this plan in order to understand exactly

their community's continued economic viability and future draw for new businesses. This portion of the element gives a perspective from a business point of view and reflects concerns, issues, questions current and future business owners would ask about a community in formulating a plan, or before expanding their business. Within these categories are assumptions and statements based on information available on the community, as well as information derived from the local plan committee/commission.

Physical Capabilities

Utilities

Strength:

Electric services are provided by Wisconsin Public Service. The Village of Sister Bay is also located in the southwestern portion of the Town of Liberty Grove and can provide potential new commercial or industrial businesses with the infrastructure that Liberty Grove lacks.

Weakness:

The Town currently only has a public sewer and water system in Liberty Grove Sanitary District No.1 beyond the northern edge of the Village of Sister Bay which it can offer potential commercial businesses. Electrical service at the northern end of the Door County peninsula is not always consistent; the Town has occasionally experienced periods of low power.

Telecommunications

Strength:

Telephone service (local and long distance), including digital switching, is provided. There are no major differences in the quality of telephone service between the Town and other municipalities within the County. Cable and fiber optics are also available to a portion of the Town.

Weakness:

Cable and fiber optic services do not reach to all areas of the Town.

Transportation

Strength:

The Town has access to STH 42 and STH 57, which are pathways that provide highway exposure to the Town.

Weakness:

The Town does not have its own access to rail or air service. The Town is geographically isolated on the end of a peninsula.

Local Labor Force Characteristics

Strength:

The unemployment rate (5.2 percent) within the County is low. The employment rates for the County grew approximately five percent over the last ten years.

Weakness:

The Town is experiencing an aging structure shift due to the baby boomers reaching retirement age. Current and future labor shortages are due to low numbers in the age

group of 16-24, and due to the large number of seasonal businesses within the area employing and needing large numbers of young workers. In addition, more of these younger individuals are moving away to find year-round employment and housing opportunities elsewhere.

Industrial/Commercial Site Availability

The Town has space for commercial or light industrial development along STH 42 north of Sister Bay and two locations on Old Stage Road as well as on CTH Q.

Programmatic Capabilities

Existing Business Base Analysis

The Town has approximately 284 acres dedicated to industrial and commercial uses, or approximately five percent of its developed lands. Businesses within the Town include retail, hospitality, wholesale, manufacturing, excavating, storage building, etc.

Available Government Services

The Town has an adopted Comprehensive Plan, a County Land Division Ordinance, Zoning Ordinance, Floodplain Ordinance, and Shoreland Wetland Ordinance. Police and ambulance services are provided by Door County, fire services are provided by a joint Sister Bay-Liberty Grove Fire Department. Postal services are provided by the Sister Bay and Ellison Bay post offices. Government assistance comes from the Town Board, Plan Commission, Town Administrator/Clerk, and various planning agencies which assist in writing grant applications and monitoring these grants (park acquisitions/improvements, community developments, housing improvements, etc).

Specific Inhibitors to Economic Development

Infrastructure does not exist in many planned areas of commercial and industrial growth. Rail and air services do not exist within the Town. The geographic isolation and lack of redundant telecommunication and power systems contribute to the specific inhibitors.

Training Programs

Strength:

The Town has access to training from UW-Green Bay, the UW-Extension services (providing education and training seminars and courses), and Northeast Wisconsin Technical College.

Weakness:

Most of the training sites are between 45 minutes and two hours (by automobile) away.

Quality of Life

Housing Prices

Approximately 40 percent of the Town residents paid more than 30 percent of their incomes towards housing costs in 2000. In 1999, the median household income was \$43,472. Based on the household income median, a median housing payment would be \$1,086 or approximately a home valued around \$155,000 at 7.5 percent interest. As of May 2001, the median price of a home in northern Door County was \$243,000, and approximately \$200,000 in Liberty Grove.

Aesthetics

The Town consists of a rural countryside with bluffs along the Bay of Green Bay, and low sandy areas along the Lake Michigan shoreline. The abundance of shoreline, open fields, woodlands and sloping terrain make up much of the Town's prominent views.

Environment

Areas of woodlands, farm fields, miles of waterfront along the Bay and Lake Michigan, and acres of wetlands exist within the Town. The waters are open to fishing, while the lands are open to hunting and hiking. The county has ordinances and plans protecting and enhancing the environment.

Education and Health Care

The Town is within the Gibraltar School District. Health care is available in the communities of Sister Bay, Gibraltar, and Sturgeon Bay. Dental services exist within Sister Bay and Sturgeon Bay. Chapter 5 of this document provides a detailed list and discussion of the health care and educational facilities available to Town residents

Evaluation of Environmentally Contaminated Sites

Recently the DNR and EPA have been urging the clean up of contaminated commercial or industrial sites so they may be used more productively. According to the WDNR list of Leaking Underground Storage Tanks (LUST) sites, the Town of Liberty Grove currently has one of these sites. The Town also has five sites which are designated as part of the WDNR Environmental Repair Program (ERP). These areas are sites other than LUST sites that have contaminated soil and/or groundwater.

Community Finances

A community must be concerned about its ability to generate sufficient public revenues to provide the types and levels of services demanded by its citizens.

Financial Capabilities

Tax Base Comparisons

Tables 6.8 and 6.9 provide a history of the taxes levied in the Town of Liberty Grove. The full value has increased 198.8 percent for the period 1990 to 2000. The total property tax has increased 120.7 percent for the same period. The taxing jurisdiction

share, which has increased the most for the period, was the vocational category which has increased by 186.6 percent. The Town had a 2000 Full Value equal to \$639,882,800. The Full Value Effective Rate for the Town in 2000 was .00923.

Incentives for Development

The Town of Liberty Grove has no local incentives for development.

Banking Capability and Capacity

The Town and its residents have access to numerous lending firms throughout the county, state and nation. With today's linking of lending agencies via telecommunication's networks and other "high speed" services, a borrower can have a lender in distant locations to include other nations.

Table 6.8: Comparative Tax Appropriations, 1990-2000, Town of Liberty Grove

Year Levied	Full Value	Percent Assm't Level	Total Property Tax	State Tax Credit	Full Value Rate		Taxing Jurisdiction Share				
					Gross	Effective	School	Vocational	County	Local	Other
1990	215,621,200	99.74%	\$2,825,243	\$207,552	0.01310	0.01214	\$1,171,857	\$310,338	\$783,741	\$481,539	\$77,766
1991	225,886,900	97.48%	\$3,073,818	\$162,301	0.01360	0.01288	\$1,273,600	\$327,056	\$912,810	\$479,169	\$81,181
1992	229,589,000	97.59%	\$3,243,781	\$157,674	0.01412	0.01344	\$1,398,536	\$344,610	\$966,202	\$452,505	\$81,928
1993	243,158,200	94.37%	\$3,392,450	\$157,565	0.01395	0.01330	\$1,443,299	\$363,141	\$1,020,125	\$480,063	\$85,822
1994	266,778,600	89.53%	\$3,612,559	\$155,981	0.01354	0.01295	\$1,530,126	\$385,416	\$1,114,034	\$489,556	\$93,427
1995	281,275,100	114.9%	\$3,739,436	\$157,693	0.01329	0.01273	\$1,514,101	\$387,213	\$1,153,376	\$601,635	\$83,111
1996	356,164,700	95.46%	\$4,250,000	\$233,178	0.01193	0.01127	\$1,703,065	\$459,717	\$1,376,103	\$613,025	\$98,089
1997	441,759,200	80.51%	\$4,806,202	\$259,936	0.01087	0.01029	\$1,835,119	\$554,284	\$1,615,023	\$689,542	\$112,234
1998	527,407,900	67.73%	\$5,328,717	\$290,304	0.01010	0.00955	\$1,909,564	\$685,483	\$1,875,692	\$729,103	\$128,876
1999	555,259,000	67.18%	\$5,574,453	\$324,369	0.01003	0.00945	\$1,948,546	\$746,990	\$1,914,301	\$829,687	\$134,930
2000	639,882,800	60.05%	\$6,236,069	\$327,789	0.00974	0.00923	\$2,020,528	\$890,039	\$2,189,686	\$983,811	\$152,005

Source: Wisconsin Department of Revenue, *Town, Village and City Taxes*, for years cited; and Bay-Lake Regional Planning Commission, 2002.

The ability to finance community projects is measured by general obligation debt capacity. According to the Wisconsin Constitution, there are limits on how much a municipality may borrow. They are limited to an amount equal to five percent of the equalized value, or full value, of the unit of government. The Town's existing debt as of December 31, 2002, was \$1,849,563 with a debt margin of \$34,933,727.

Table 6.9: Public Indebtedness, 1998-2002, Town of Liberty Grove

Year	Full Value	Debt Limit*	Existing Debt	Debt Margin
1998	\$527,407,900	\$26,370,395	\$645,000	\$25,725,395
1999	\$555,259,000	\$27,762,950	\$1,183,500	\$26,579,450
2000	\$639,882,800	\$31,994,140	\$1,300,954	\$30,693,186
2002	\$735,665,800	\$36,783,290	\$1,849,563	\$34,933,727

*Debt Limit equals five percent of full value.

Source: Wisconsin Department of Revenue, Bureau of Local Finance Assistance, *Equalized Value and Debt Limit Value*, for years cited; and Bay-Lake Regional Planning Commission, 2002.

Chapter 7 - INTERGOVERNMENTAL COOPERATION

INTRODUCTION

The Town of Liberty Grove's relationship with neighboring communities and school districts can impact Town residents in terms of planning, the provision of services, and siting of public facilities. An examination of these relationships and the identification of existing or potential conflicts can help the Town address these situations in a productive manner.

INTERGOVERNMENTAL COOPERATION STRATEGY

Goal:

Promote cooperation between the Town of Liberty Grove, and any other governmental agency that makes decisions impacting the Town.

Objectives:

1. Work with neighboring communities to discuss any unique natural features and other land uses which span municipal boundaries.

Policies:

- A. Work with neighboring communities to identify shared natural features such as wetland recharge areas and natural habitat areas
 - B. Co-plan with neighboring municipalities to ensure compatible land use along shared borders
 - C. Encourage the exchange of municipal Board minutes and encourage leaders of neighboring communities to meet at least semi-annually to discuss issues of common concern
 - D. Work with neighboring municipalities to identify and develop advantageous transportation corridors
2. Explore the possibility of sharing municipal services, facilities, and programs with neighboring municipalities.

Policies:

- A. Explore the possibility of jointly developing services including, but not limited to:
 - i. Fire protection
 - ii. Police protection
 - iii. Ambulance and First Responder services
 - iv. Public transportation
 - v. Joint sanitary and water districts
 - vi. Snow removal
- B. Explore the possibility of jointly developing facilities including, but not limited to:
 - i. Utilities
 - ii. Joint sanitary and water treatment plants
 - iii. Parks and recreational facilities
 - iv. Marina and boat launches
 - v. Airports

- vi. Libraries
 - vii. Shared municipal buildings
 - viii. Animal shelter
- C. Explore the possibility of jointly developing programs including, but not limited to:
- i. Waste and recycling
 - ii. Health and Human services
 - iii. Building inspector
 - iv. Beach maintenance and beach water quality testing
 - v. Household water testing
 - vi. Cooperative efforts to spur legislative change
 - vii. Child care programs
 - viii. Cultural programs
3. Work with surrounding municipalities to address possible boundary issues to minimize conflict.

Policies:

- A. Encourage open communication with neighboring towns and villages to facilitate the creation of co-planning areas along municipal borders
- B. Encourage the development of border agreements with neighboring villages, if and when, annexation issues arise

EXISTING ACTIVITIES

Adjacent Governmental Units

The Town of Liberty Grove shares borders with five other municipalities. The municipalities include the Towns of Baileys Harbor, Gibraltar, and Washington, and the Villages of Sister Bay and Ephraim.

Relationship

The Town of Liberty Grove has a good working relationship with the surrounding towns. Since towns are not incorporated, they cannot annex land. Therefore, the borders between the Town of Liberty Grove and adjacent towns are fixed, and boundary disputes are virtually nonexistent. These communities cooperate among themselves, and with the County of Door, in matters involving police and fire protection, as well as emergency rescue and ambulance services.

The Town of Liberty Grove and the Village of Sister Bay have a good working relationship. Periodic conflicts do occasionally occur, and efforts have been made to better the cooperation between the two municipalities on land use issues. The Village of Sister Bay, being an incorporated municipality, also has the statutory power to annex land from the Town. This power could strain relations between the Town and the Village.