

Chapter 6

ECONOMIC DEVELOPMENT ELEMENT

INTRODUCTION

Economic development is vital for communities in Waukesha County. With optimum paying jobs and growing businesses, Waukesha County and the Region will be able to maintain and expand its quality of life. In order to maintain the highest quality of life for its residents, the Village of Chenequa must be a partner in the regional economy. Waukesha County communities and the region need to work together to foster job growth and new business development.

In any planning effort, forecasts are required for those future events and conditions that are outside the scope of the plan, but will affect plan design and implementation. In the preparation of the Comprehensive Development Plan for Waukesha County, the future demand for land, which the plan must seek to accommodate, depends primarily upon future population, household, and employment levels. Control of changes in such levels lie largely outside the scope of governmental activity and the physical planning process. Future population, household, and employment levels must therefore be forecasted, with land use and supporting facility plans being designed to accommodate forecast conditions.

This chapter provides an overview of the methodology and assumptions that underlie the economic and employment projections of southeastern Wisconsin and Waukesha County. Included is descriptive information pertaining to measures of economic activity and employment projections.

WAUKESHA COUNTY ECONOMIC DEVELOPMENT STRENGTHS, CONCERNS, AND WEAKNESSES

The Waukesha County Comprehensive Planning Economic Development Element subcommittee expressed the following strengths, concerns, and weaknesses.

Economic Strengths

- **Rich history of local entrepreneurship fostering business growth**
Historically, the fostering of local small businesses in Waukesha County has led to the growth of larger companies and jobs. Many residents of the Village of Chenequa are professional executives and heads of these companies
- **Milwaukee-Waukesha Metropolitan Statistical Area (MSA) with over 1.5 million people**
Despite the fact that the City of Milwaukee has declined in population, the Milwaukee-Waukesha MSA that includes Milwaukee, Ozaukee, Washington, and Waukesha Counties continues to grow and prosper.
- **Preference for ownership demonstrates longer term commitment to area**
Businesses want to establish equity by owning commercial or industrial land and buildings. This provides more opportunities to establish equity and creates more options for future expansion, but also challenges the typical dynamics of traditional industrial park development. Business condominium concepts are growing, which encourages ownership and longer term business commitment.
- **Outstanding work ethic**
In the opinion of business leaders in Waukesha County, when compared to other regions of the country, employees have a superior work ethic.
- **Growing tax base**
Waukesha County's tax base continues to grow due to development and redevelopment of residential, commercial, and industrial areas.

- **Attractive local, county, and state park system**
Local, county, and state parks, lakes, and natural areas offer a variety of recreational activities for residents, thereby, attracting employers and employees.
- **Sustained population growth**
In every federal population census, Waukesha County has recorded an increase in population. Since 1960, the population of the county has more than doubled.
- **Innovative business leaders**
Waukesha County has grown businesses and jobs mainly through innovation and investment by local leaders.
- **Quality schools are the driving force in attracting families and businesses**
Waukesha County is recognized as having both quality public and private school systems. This is a huge attraction for families with children. In addition, a quality education system is important for businesses that will employ workers after graduation.

Concerns and Weaknesses

- **The median price of a home is increasing at a faster rate than median income**
Waukesha County has the second highest median home price in the state. Nineteen percent of household's pay more than 30 percent of their gross monthly income on housing and 5 percent pay over 50 percent of their gross monthly income for housing. The U.S. Department of Housing and Urban Development (HUD), defines affordable housing where housing costs are no more than 30 percent of a households gross monthly income. As the number of potentially lower paying jobs in service sector industries such as hospitality, eating and drinking, and retail trade increases this becomes even more of an issue for providing affordable housing opportunities within Waukesha County.
- **Need to generate enough revenue to continue all municipal and county services while balancing fees and taxes and remaining competitive at the same time**
The costs to operate government continue to increase, especially with the increase of unfunded state and federal mandates. Sometimes, the pursuit of taxes from new development increases urban sprawl. Citizens continue to express concerns about the taxes they pay and do not support tax increases.
- **Health care costs continue to rise**
Rising health care costs create obstacles for business and job growth. Health care costs in Wisconsin and the Midwest are higher than other regions of the country.
- **Need to focus on regional and countywide cooperation including school districts in the delivery of governmental services**
Local governments and school districts have been and should continue to pursue new, cost-effective cooperative approaches to meet their own governmental service demands.
- **Community development plans must be complimentary**
The Wisconsin Comprehensive Planning law requires that communities must have plans that complement each other. This is a difficult task since there are 37 municipalities within Waukesha County.
- **Transportation costs continue to rise**
Rising energy prices continue to increase transportation costs for Waukesha County businesses and residents. Transportation infrastructure demands that are not paid for by enhanced tax revenues continue to increase transportation costs.
- **Continued population growth will impact local school districts**
The intermediate population growth projection developed by SEWRPC shows Waukesha County gaining over 86,000 people from 2000 to 2035. According to the State Department of Public Instruction projections, the K-12 student population in Waukesha County will begin to experience steady growth after 2010. This will result in local school boards addressing the need for more new school buildings and expansion of existing facilities in order to continue to provide quality education and job training.
- **Cyclical over-development of office space within the county**
Over-development of office space can lead to a temporary condition of more supply than demand, empty office buildings, lower rent prices, and less profit for developers, investors, and real estate professionals as well as creating unneeded or underutilized infrastructure.

- **Need for additional technology development**
Waukesha County needs to continue to thrive in a knowledge-based economy. To do so, businesses and government must continue to adopt new technologies. A need exists for enhanced communication and collaboration between businesses and research universities.
- **Need to continue to increase the number of people with college and technical degrees**
Although Waukesha County has a highly skilled workforce there is still demand for additional growth, especially in the areas of business, information technology, engineering, and nursing and health care professions. Both public and private universities in the region must do a better job of making professionals aware of what continuing education opportunities and degrees exist, and identifying what degrees to offer. It is necessary to increase the number of people with both technical college and four-year degrees to grow in a knowledge-based new economy.
- **Need to maintain and expand our transportation infrastructure**
Waukesha County has an excellent network of local, county, state, and federal roads, streets, and highways. It also has several local and county airports. This infrastructure must be maintained and expanded to meet economic growth needs.
- **Declining water supply**
Waukesha County's water supply is finite. The trends show that the deep aquifer ground water supply and quality is declining. The county must work together with local communities and regional agencies to identify ways to conserve water and protect the quality of water resources.
- **Aging workforce**
The potential for a future labor shortage in the county is significant as the rate of retirement is likely to surpass the rate of entry into the workforce between 2015 and 2020.
- **Lack of population diversity**
Waukesha County has not experienced high growth in ethnic diversity of other populations.

Other Relevant Business Analysis

Waukesha County Economic Development Corporation (WCEDC) completed 24 listening sessions with businesses between March and September 2002. WCEDC published the results of these sessions in their report titled *Waukesha County 2020*. The businesses that attended the listening sessions accounted for 80 percent of the payroll in the County. These businesses prioritized 12 major issues based on the impact each issue was thought to have on the County's economy. These comments do not necessarily reflect the findings of the Comprehensive Development Plan for Waukesha County, but provide additional opinions to inform the preparation of the plan.

- Infrastructure limitations (roads, water, power, high-speed Internet, housing, public transportation) inhibit economic growth, retention and attraction of businesses.
- Labor force issues inhibit the success of existing businesses and the attraction of new business; quantity and quality of workers, and assimilation of ethnic/minority workers.
- Ineffective resource allocation across educational units hinders workforce preparedness in key areas.
- Multiple layers of government create inefficiencies for businesses and higher taxes, thus driving up the cost of doing business.
- Government and the citizenry lack an understanding of business issues.
- Insufficient resources are available to create a supportive environment for "new economy" businesses (finance, information, collaborative networks).
- The high cost of health care is making local businesses and the area in general less competitive.
- The County doesn't have a strong image for attracting business, entrepreneurs, young workers, and visitors.
- The region is losing corporate headquarters with high paying jobs.
- Excessive governmental regulations limit the growth of certain industries.
- There's a resistance/conservatism among area businesses for investing in new technology and businesses processes in the face of global competition.
- Unresolved regional issues are caused by fragmented and short-term governmental and business planning.

WORKFORCE ANALYSIS

In order to plan for future economic growth and development it is essential to understand current workforce demographics. Workforce data that is often analyzed includes income, educational attainment, labor availability, and employer information.

Median Household Income

The Waukesha County median household income was \$62,839 in 2000 (Chapter 2, Table II-6). This is the second highest county median household income in the state and fifty-first highest in the nation. A total of 84,720 County residents making up over 21 percent of the population were considered low to moderate household income by the U.S. Department of Housing and Urban Development (HUD). Low to moderate income is defined as household income that is 80 percent or less of county median household income. Seventy-nine percent of County households have incomes above low to moderate income.

Per Capita Personal Income

Per capita personal income is defined as a location's total personal income divided by its total resident population. This measure is one of the most widely used measures of a location's economic health. According to the U.S. Bureau of Economic Analysis, per capita personal income in Ozaukee County was \$50,543 and per capita income in Waukesha County was \$43,455 in 2004. Dodge, Jefferson, Milwaukee, Racine, Kenosha, Washington, and Walworth Counties have much lower per capita personal incomes when compared to Waukesha County (Table VI-2).

From a regional and national perspective, looking at metropolitan statistical areas (MSA) of similar population size or larger, the Milwaukee-Waukesha MSA ranks lower in per capita income. Per capita income is higher not only in MSA's within the Midwest, but also in MSA's with similar population in other regions of the United States (Table VI-3). The two exceptions with lower per capita incomes are Virginia Beach – Norfolk MSA and the San Antonio MSA. The lower per capita income in the Milwaukee-Waukesha MSA may be attributed to the high rates of unemployment especially among minorities within the City of Milwaukee.

Village of Chenequa Median Household and Per Capita Income

The median household income in the Village of Chenequa was the highest in Waukesha County and second highest in the State in 2000. The Village had a median household income of 163,428 and a per capita income of \$86,552.

Average Adjusted Gross Income Per Tax Return

In 2004, Waukesha County ranked third in Wisconsin in average adjusted gross income tax return behind Milwaukee and Dane counties. In 2004, Waukesha County residents generated 12 billion dollars in individual adjusted gross income. The average adjusted gross income per tax return filed individually or jointly ranged from \$32,824 in the Village of Butler to \$592,030 in the Village of Oconomowoc Lake (Table VI-1). The Village of Chenequa had an average adjusted gross income that was slightly less than the Village of Oconomowoc Lake.

Educational Attainment

Waukesha County has a highly educated population. As mentioned in Chapter 2, Waukesha County has the third highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin. The Village of Chenequa with over 70 percent of its residents with associate, bachelors, graduate, and professional degrees was the highest in Waukesha County.

Cardinal Stritch University, Carroll University, the Keller Graduate School of Management, Ottawa University, the University of Phoenix, the University of Wisconsin-Waukesha, Upper Iowa University, and Waukesha County Technical College offer associate or bachelor degrees at locations in Waukesha County. In addition, the University of Wisconsin-Whitewater and the University of Wisconsin-Milwaukee provide Master of Business Administration (MBA) Degree programs at UW-Waukesha. The University of Phoenix and the Keller Graduate School of Management also offer graduate degrees at locations within the county. In addition, the University of

Wisconsin Cooperative Extension through a partnership with Waukesha County provides university outreach and life long learning opportunities to residents of Waukesha County.

A need exists in the County to provide educational opportunities to maintain and enhance businesses and the workforce. Research shows that institutions of higher education are most successful in influencing economic growth when they are attuned to the economic structure of their local economies. It is important for higher education institutions and businesses to continue to develop and maintain relationships that integrate constantly changing concepts, innovation and technology into core business functions so Waukesha County can continue to grow in a rapidly changing global economy.

Table VI-1

WAUKESHA COUNTY PERSONAL INCOME RETURN BY COMMUNITY, 2004

Name	Number of Income Tax Returns Filed	Total Adjusted Gross Income	Average Adjusted Gross Income
Town of Brookfield	2,234	146,017,403	65,361
Town of Delafield	2,787	308,512,761	110,697
Town of Eagle	1,275	78,148,342	61,293
Town of Genesee	2,699	197,141,600	73,042
Town of Lisbon	3,614	220,328,714	60,965
Town of Merton	2,972	227,533,931	76,559
Town of Mukwonago	3,037	186,874,610	61,533
Town of Oconomowoc	3,411	262,021,428	76,817
Town of Ottawa	1,466	102,246,841	69,745
Town of Summit	1,779	155,004,400	87,130
Town of Vernon	2,775	168,623,902	60,765
Town of Waukesha	10,549	630,247,409	59,745
Village of Big Bend	941	46,266,226	49,167
Village of Butler	1,036	34,005,575	32,824
Village of Chenequa	192	78,402,829	408,348
Village of Dousman	1,489	87,534,086	58,787
Village of Eagle	1,075	56,688,201	52,733
Village of Elm Grove	3,159	385,542,691	122,046
Village of Hartland	5,519	393,350,660	71,272
Village of Lac La Belle	86	11,128,686	129,403
Village of Lannon	526	21,733,173	41,318
Village of Menomonee Falls	17,376	966,570,239	55,627
Village of Merton	830	61,592,664	74,208
Village of Mukwonago	4,512	232,562,133	51,543
Village of Nashotah	1,075	91,612,951	85,221
Village of North Prairie	1,002	56,621,364	56,508
Village of Oconomowoc Lake	88	52,098,656	592,030
Village of Pewaukee	3,401	181,149,139	53,263
Village of Sussex	5,617	293,637,582	52,277
Village of Wales	1,323	79,464,916	60,064
City of Brookfield	19,543	1,671,044,432	85,506
City of Delafield	3,001	273,916,537	91,275
City of Muskego	11,289	664,062,255	58,824
City of New Berlin	20,029	1,183,990,817	59,114
City of Oconomowoc	8,804	572,547,221	65,033
City of Pewaukee	7,979	562,637,841	70,515
City of Waukesha	29,537	1,297,399,051	43,925
Waukesha County	188,027	12,038,261,266	64,024

Source: Wisconsin Department of Revenue.

Table VI-2

PER CAPITA PERSONAL INCOME: BY SELECTED WISCONSIN COUNTIES: 1980-2004

County	1980	1990	2000	2004
Dodge	9,539	14,809	25,514	27,527
Jefferson	9,417	16,870	27,927	31,000
Kenosha	10,801	17,543	27,726	30,389
Milwaukee	11,245	19,259	28,226	32,380
Ozaukee	12,847	25,614	46,092	50,543
Racine	11,016	19,368	28,776	32,744
Walworth	9,827	16,973	27,292	29,089
Washington	10,408	20,207	33,604	36,324
Waukesha	12,335	23,984	41,033	43,455

Source: U.S. Bureau of Economic Analysis.

Table VI-3

POPULATION AND PER CAPITA INCOME OF SELECTED U.S. METROPOLITAN STATISTICAL AREAS (MSA), 2004

MSA	Population	Per Capita Personal Income
Minneapolis	3,112,877	40,915
Chicago	9,393,259	37,169
Detroit	4,489,523	36,650
Indianapolis	1,617,414	35,266
Nashville	1,394,960	34,904
St Louis	2,768,641	34,735
Columbus	1,690,721	34,128
Kansas City	1,927,240	34,585
Cincinnati	2,056,843	34,368
Cleveland	2,133,778	34,264
Providence	1,627,194	33,912
Memphis	1,248,492	32,741
Austin	1,411,199	32,494
Milwaukee-Waukesha	1,513,319	32,380
Virginia Beach – Norfolk	1,641,671	31,811
San Antonio	1,852,508	28,946

Source: U. S. Bureau of Economic Analysis.

Workforce Demographics and Labor Availability

In 2005, Waukesha County had 205,012 people employed in its labor force. The average unemployment rate was 3.9 percent. As mentioned earlier, Waukesha County has a highly educated workforce with an outstanding work ethic that produces high quality goods and services. The biggest concern is the fact that the workforce is growing older. The median age of County residents increased from 27 in 1960 to 38.1 in 2000. The 45 to 64 age group and 65 and over age groups will continue to grow in number reflecting the aging of “baby boomers” (people born from 1946 through 1964). The population aged 25 to 44 will begin to decrease as baby boomers grow older and smaller age cohorts born in the 1970s move into this age group. This changing age composition will have major implications for the future labor market. Waukesha County will need to retain and recruit a younger workforce to fill positions left vacant by retiring baby boomers. This strategy is best accomplished by working at a regional level in southeastern Wisconsin to market the economic strengths and quality of life that the area offers. A focus group involving young professionals working within the City of Milwaukee expressed concern that the Milwaukee region is misinterpreted as a blue collar area and, from an outside perspective, not enough is done to sell and market the economic strengths of the Milwaukee region.

EMPLOYER AND EMPLOYEE TRENDS

Largest Employers

The largest employers in Waukesha County are doing business in the health services, medical product innovation, retail, wholesale, government, education, and communication sectors. Collectively these businesses employ 30,030 workers making up 11 percent of the total workforce in Waukesha County (Table VI-4). In 2002, Waukesha County had 12,579 businesses. Ninety three percent of these businesses had less than 50 employees. The three largest business establishment groups consisted of wholesale/retail trade, professional and administrative services, and construction (Table VI-5). Although none of these large employers are physically based within the Village of Chenequa, numerous business owners and executives live within the Village and have been instrumental in helping businesses grow and create jobs throughout Waukesha County and the Southeastern Wisconsin Region.

Table VI-4

LARGEST EMPLOYERS IN WAUKESHA COUNTY, 2005

Name of Employer	Type of Business	Approximate Employment (Full-time equivalents)
Pro Health Care	Health Services	4,964
Kohl's Department Stores	Retail/Company Headquarters	4,045
GE Healthcare	Medical Products/Headquarters	3,976
Roundy's	Food Wholesale/Retail	3,593
Quad Graphics Inc.	Printing/Company Headquarters	3,146
Target Corporation	Retail/Distribution Center	1,623
School District of Waukesha	Education	1,508
AT&T	Communications	1,478
Community Memorial Hospital	Health Services	1,474
Wal-mart Corporation	Retail	1,425
Waukesha County	Government	1,402
Waukesha County Technical College	Education	1,396

Source: Wisconsin Department of Workforce Development, Labor Market Information Bureau and Waukesha County, 2006 employer inquiry updates.

Waukesha County's total share of regional employment in the seven county Southeastern Wisconsin Region has grown from 3 percent in 1950 to 22 percent in 2000. In 2000, Waukesha County had over 270,000 jobs, an increase of over 80,000 jobs since 1990 (Table VI-6).

Table VI-5

LARGEST BUSINESS ESTABLISHMENT GROUPS IN WAUKESHA COUNTY, 2002

Type of Business	Number of Businesses
Wholesale/Retail Trade	2,630
Professional & Administrative Services	1,700
Construction	1,589
Education & Health Care Services	1,172
Manufacturing	1,096
Finance, Insurance and Real Estate	1,031

Source: U.S. Bureau of Census, County Business Patterns, 2003

Employment and Wages

In 2004, the average annual wage paid to workers employed in Waukesha County was just below \$40,000 per year. This figure was 14.2 percent above the state average. Jobs in financial occupations provide the highest average wage in Waukesha County at \$51,502 (Table VI-7). Jobs in information technology and manufacturing provide the second and third highest average wages in the County. It is vital to the future economic growth of the

County to continue to focus on growing jobs in higher paying sectors, since manufacturing jobs will likely continue to decline.

Table VI-6

**TOTAL EMPLOYMENT TRENDS BY COUNTIES IN THE SOUTHEASTERN REGION:
1990-2000**

County	1990	2000	Number Increase In Employment 1990-2000	Percent Increase In Employment 1990-2000
Kenosha County	52,230	68,654	16,424	24.0
Milwaukee County	609,800	624,600	14,800	2.0
Ozaukee County	35,300	50,800	15,500	44.0
Racine County	89,600	94,400	4,800	5.0
Walworth County	39,900	51,800	11,900	30.0
Washington County	46,100	61,700	15,600	34.0
Waukesha County	189,700	270,800	81,100	43.0

Source: U.S. Bureau of Economic Analysis and SEWRPC

Table VI-7

AVERAGE ANNUAL WAGE BY INDUSTRY DIVISION IN WISCONSIN AND WAUKESHA COUNTY: 2004

Type of Industry	Average Annual Wage for Wisconsin	Average Annual Wage for Waukesha	Percent of Waukesha County Above or Below Wisconsin Average Annual Wage
All Industry	34,749	39,671	114.2
Natural Resources and Mining	27,399	37,255	136.0
Construction	41,258	47,420	114.9
Manufacturing	44,145	48,775	110.5
Trade, Transportation, Utilities	30,088	24,494	114.6
Information	41,759	49,520	118.6
Financial Services	45,103	51,502	122.3
Professional & Business Services	39,580	48,398	122.3
Education & Health Services	36,408	36,261	99.6
Leisure & Hospitality	12,295	11,881	96.6
Other	20,207	23,781	117.7
Public Administration	36,347	34,854	95.9

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information, Quarterly Census of Employment & Wages

INDUSTRY ANALYSIS

Waukesha County has experienced significant employment growth between 1990 and 2000 in finance, insurance, and real estate, services, construction, wholesale trade and retail trade. For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth.

Agriculture

Agriculture is still a viable economic sector in Waukesha County. Production agriculture has shifted from dairy farming to specialty crop production, orchards, greenhouses, and plant and tree nurseries. Due to continued growth pressures, most agricultural employment is occurring from the growth of small family operated micro enterprise businesses that provide locally grown products for the expanding urban market and the growing green industry that includes horticulture, vegetable farming, and tree and shrub farming. In 1990, Waukesha County had 1,191 jobs in agricultural production. In comparison, 1,011 people worked in production agriculture in 2000 resulting in a reduction of 180 jobs and an overall 15 percent job loss. However, in 2000, an additional 3,000

people were employed in Waukesha County in agricultural services positions. This includes farm equipment sales and service, landscaping services, and agricultural consulting. The Village of Chenequa will continue to support the preservation of agricultural lands both in the Village and in surrounding municipalities to help maintain the county's agricultural base.

Construction

Construction type jobs include all forms of building construction jobs as well as jobs in heavy construction, roads, bridges, sewer and water lines, and sewage treatment facilities. Construction jobs include employment in new development, additions, reconstructions, installations, and repair and maintenance. Construction jobs will continue to provide job growth in Waukesha County. In 2000, Waukesha County had 18,462 jobs in construction for an increase of 5,783 jobs since 1990 and an overall 31 percent change in employment (Table VI-8). Many of these jobs were in residential construction. Residential real estate made up nearly 76 percent of Waukesha County's equalized assessed value in 2005.

Table VI-8

EMPLOYMENT INDUSTRY TRENDS IN WAUKESHA COUNTY: 1990-2000

Type of Industry	1990	2000	2000 Percent of Total Employment	1990-2000 Number Change in Employment	1990-2000 Percent Change in Employment
Agriculture	1,191	1,011	1.0	-180	-15.0
Construction	12,679	18,462	7.0	5,783	31.0
Manufacturing	44,871	56,754	21.0	11,883	21.0
Transportation, Communication and Utilities	8,185	9,516	4.0	1,331	14.0
Wholesale Trade	16,128	22,508	8.0	6,380	28.0
Retail Trade	31,054	43,132	16.0	12,078	28.0
Finance, Insurance and Real Estate	13,131	22,340	8.0	9,209	41.0
Services*	46,293	76,265	28.0	29,972	39.0
Government and Government Enterprises**	13,994	17,059	7.0	3,065	18.0
Other***	2,135	3,749	1.0	1,614	43.0

* Services include business, repair, personal, entertainment, recreation, health, education, accommodation and food, social, and professional services. ** Government and Government Enterprises include all non-military government agencies and enterprises, regardless of Standard Industrial Classification Code. *** Other includes agricultural services, forestry, commercial fishing, mining, and unclassified jobs.

Source: U.S Bureau of Economic Analysis and SEWRPC

Manufacturing

Waukesha County grew from 44,870 manufacturing jobs in 1990 to 56,754 manufacturing jobs in 2000 for a 21 percent increase in the number of jobs over the decade. In 2000, the Southeastern Wisconsin Region had 224,300 manufacturing jobs. Since 2000, the number of manufacturing jobs in Wisconsin has declined. Most of these jobs were lower skilled positions with manufacturers producing commodity goods that were eliminated by technological developments, or moved to Mexico or overseas where costs are lower. Wisconsin continues to maintain more skilled manufacturing positions than other states. Many of these manufacturers have a niche product that is not directly subject to the pressure of lowering costs. This is not the case for local manufacturers that produce commodity goods. These manufacturers will continue to experience intense pressure to lower costs resulting in outsourcing to foreign countries. This is significant since manufacturing jobs provide the third highest average wage for workers in Waukesha County.

The Milwaukee-Waukesha MSA has a fewer percentage of total jobs in manufacturing than other areas in the state, but a higher percentage than other areas in the nation (Table VI-9 and Table VI-10). Milwaukee-Waukesha MSA ranks ahead of all MSA's in the Midwest and others of similar size across the country in the total percent of manufacturing jobs. Historically, manufacturing has laid a foundation for optimum paying jobs within the Milwaukee metropolitan area and Wisconsin.

Table VI-9

PERCENT OF JOBS BY INDUSTRY SECTOR IN WISCONSIN MSA AREAS, 2004

Wisconsin MSA Area	Natural Resources and Mining	Construction	Manufacturing	Trade, Transportation Utilities	Information	Finance Activities	Professional and Business Services	Education and Health Services	Leisure And Hospitality	Other
Appleton	1.24	8.63	23.03	22.64	1.99	7.01	11.42	10.36	10.16	3.53
Eau Claire	.37	5.03	16.66	25.19	1.94	5.84	11.39	18.20	11.63	3.76
Fond du Lac	1.58	6.59	26.92	22.24	2.85	4.46	6.24	14.00	11.29	3.84
Green Bay	.87	6.21	21.50	24.60	ND	7.48	10.07	13.53	10.80	ND
Janesville	.76	5.46	25.35	26.21	1.95	3.11	8.78	14.49	10.69	3.20
Kenosha	.35	5.22	23.11	23.51	.98	3.53	7.76	16.93	14.46	4.15
La Crosse	.21	4.58	16.00	22.62	2.32	6.50	10.49	21.60	12.11	3.58
Madison	.85	6.57	12.87	23.79	3.18	10.96	12.67	13.14	11.53	4.45
Milwaukee-Waukesha	.16	4.62	18.87	21.11	2.55	7.93	14.73	17.23	9.17	3.63
Oshkosh	.25	4.89	30.78	19.22	2.03	4.90	12.91	12.28	8.29	4.47
Racine	.57	5.41	28.66	22.59	.83	3.68	9.40	14.71	10.03	3.62
Sheboygan	.80	4.86	42.93	16.58	.64	4.29	6.41	11.72	8.65	3.12
St. Croix	1.25	7.56	24.44	23.52	.99	4.96	8.91	10.98	13.99	3.41
Superior	3.23	5.58	8.66	24.91	2.65	5.91	7.37	23.74	.69	4.26
Wausau	1.41	4.56	29.88	26.46	1.32	8.39	6.33	10.04	8.32	3.31

Source: U.S Bureau of Economic Analysis.

Note: ND = No Data

Table VI-10

**INDUSTRY COMPARISONS FOR SELECTED US MSA AREAS
TOTAL PERCENT OF JOBS BY INDUSTRY SECTOR, 2004**

MSA's	Natural Resources and Mining	Construction	Manufacturing	Trade, Transportation, Utilities	Information	Finance Activities	Professional Business Services	Education and Health Services	Leisure	Other
US Total	1.54	6.38	13.14	23.30	2.86	7.27	15.02	14.83	11.49	4.17
State Total	.89	5.43	21.52	22.93	2.15	6.65	10.81	14.74	10.75	4.12
Cleveland	.37	4.73	16.63	21.47	2.18	8.62	14.49	17.74	10.14	3.60
Austin	.45	7.12	11.18	22.50	3.98	7.48	17.45	12.24	13.06	4.54
Columbus	.34	5.32	10.93	24.43	2.61	9.70	17.59	13.46	11.69	3.95
Detroit	.18	4.80	17.08	21.06	2.05	6.42	20.15	14.46	10.36	3.44
Indianapolis	ND	ND	14.09	24.85	2.25	8.36	15.02	13.09	11.46	3.65
Chicago	.21	5.54	13.52	23.39	ND	8.48	17.43	14.44	10.21	ND
Minneapolis	.34	5.65	13.74	22.66	2.93	9.44	16.70	14.13	10.48	3.93
Nashville	.20	5.57	13.76	23.67	ND	7.17	15.15	15.81	12.11	3.49
Milwaukee – Waukesha	.16	4.62	18.87	21.11	2.55	7.93	14.73	17.23	9.17	3.63
Memphis	.33	ND	ND	32.53	ND	6.18	14.20	13.26	13.09	ND
Kansas City	.27	6.24	10.47	24.91	ND	8.83	ND	12.74	11.53	ND
St. Louis	.40	ND	ND	22.09	ND	6.84	15.62	16.54	12.15	ND
Norfolk	.23	8.31	10.48	23.74	ND	6.79	16.89	ND	13.77	ND
San Antonio	.83	6.90	7.58	22.89	3.62	9.96	14.51	15.57	14.30	3.85

Source U.S Bureau of Economic Analysis

Transportation, Communication, and Utilities

This sector includes jobs in passenger and freight transport, shipping, communication services, gas, electric, water and sanitary services. Businesses in this sector experienced some growth in the 1990's, but new jobs slowed significantly beginning in 2000 due to recession. In 1990, Waukesha County had 8,185 people employed in this sector. This figure increased to 9,516 in 2000 for an increase of 1,331 jobs resulting in a total percent increase of 14 percent for this sector.

Wholesale Trade

This sector includes businesses that employ people who primarily sell products and goods to retailers. Wholesale trade in Waukesha County is linked to manufacturing. In 1990, 16,128 jobs in Waukesha County were in wholesale trade. Jobs increased to 22,508 in 2000 for a gain of 6,380 jobs over the decade and a 28 percent increase.

Retail Trade

This industry includes businesses engaged in selling merchandise primarily for personal or household consumption. Employment in retail trade grew steadily in Waukesha County throughout the 1990's. Jobs in retail trade grew from 31,054 in 1990 to 43,132 in 2000 showing a 12,078 gain in the number of jobs and a 28 percent increase.

Finance, Insurance and Real Estate

This sector includes banks, credit unions, security brokerages, insurance carriers, real estate agencies, and land development firms. This sector experienced significant growth in the 1990's and grew from 13,131 jobs in 1990 to 22,340 jobs in Waukesha County in 2000 for a total gain of 9,209 jobs and a 41 percent increase.

Services

Categories in this sector include business, repair, personal, recreation, accommodations, food, entertainment, social and professional services. This sector has experienced phenomenal growth in jobs in Waukesha County. The number of people employed in services increased from 46,293 in 1990 to 76,265 in 2000. Continuing population growth, the County's aging population, and business growth have all contributed to this growth of 29,972 jobs and an overall 39 percent increase.

Government and Government Enterprises

These jobs include all nonmilitary government positions at the federal, state, county, city, village, town, and school district levels of government. Between 1990 and 2000 Waukesha County governmental positions grew from 13,994 jobs to 17,059 jobs for a modest gain of 3,065 jobs resulting in an 18 percent increase in this sector.

Location Quotient Analysis of Strength of Employment Sector

A location quotient is a ratio that compares the concentration of a resource or activity, such as employment, in a defined area to that of a larger area or base. For example, location quotients can be used to compare state employment by industry to that of the nation. In this case, Waukesha County employment is compared to the State of Wisconsin and the United States.

If a location quotient is equal to one (1), then the industry has the same share of its area employment as it does in the reference or compared area. A location quotient greater than one (1) indicates an industry with a greater share of the local area employment than is the case in the reference area. Location quotients are calculated by first dividing local industry employment by the total of type of employment. Second, reference area industry employment is divided by the all industry total for the reference area. Finally, the local ratio is divided by the reference area ratio.

Waukesha County is higher in construction; manufacturing; trade, transportation, and utilities; information; financial activities; and professional business services employment than the state (all have location quotients greater than one (1) (Table VI-11). When compared to the nation, Waukesha County ranks higher in construction, manufacturing, and trade, transportation, and utilities employment. Construction employment is much higher

when compared to the State of Wisconsin and manufacturing employment is significantly greater than the national ratio.

Table VI-11

WAUKESHA COUNTY LOCATION QUOTIENT COMPARISONS, 2004

Industry	Comparison With State	Comparison With U.S.
Natural Resources & Mining	.31	.18
Construction	1.41	1.20
Manufacturing	1.07	1.75
Trade, Transportation & Utilities	1.04	1.02
Information Technology	1.18	.89
Financial Activities	1.06	.97
Business Services	1.18	.85
Education & Health Services	.74	.73
Leisure & Hospitality	.80	.86

Source: U.S. Bureau of Economic Analysis

The only three categories that Waukesha County ranks lower in than the rest of Wisconsin is natural resources and mining, professional and business services, and leisure and hospitality employment (all have location quotients less than one (1)). When compared to the nation, Waukesha County ranks lower in natural resources and mining, information, financial activities, professional and business services, education and health services, and leisure and hospitality employment. Although, agricultural production employment which is grouped in the natural resources and mining category ranks lower in Waukesha County than the rest of Wisconsin, there is a significant area of agricultural production in northwestern Waukesha County. This available agriculturally productive land provides the opportunity for economic development through growth of entrepreneurial, localized specialized farming that serves people locally with fresh farm products. Continuing to maintain this agricultural employment sector will provide locally grown food to Village residents and preserve the rural character of the Village of Chenequa and surrounding communities.

Commercial and Industrial Uses

In 2000, Waukesha County had 55,451,190 square feet of space in manufacturing (Map VI-1) and another 871,189 square feet projected for future manufacturing development. In addition, 86,334,846 square feet was used for wholesale and storage use and 100,970,824 square feet was in commercial uses within the county.

OVERALL EMPLOYMENT PROJECTIONS

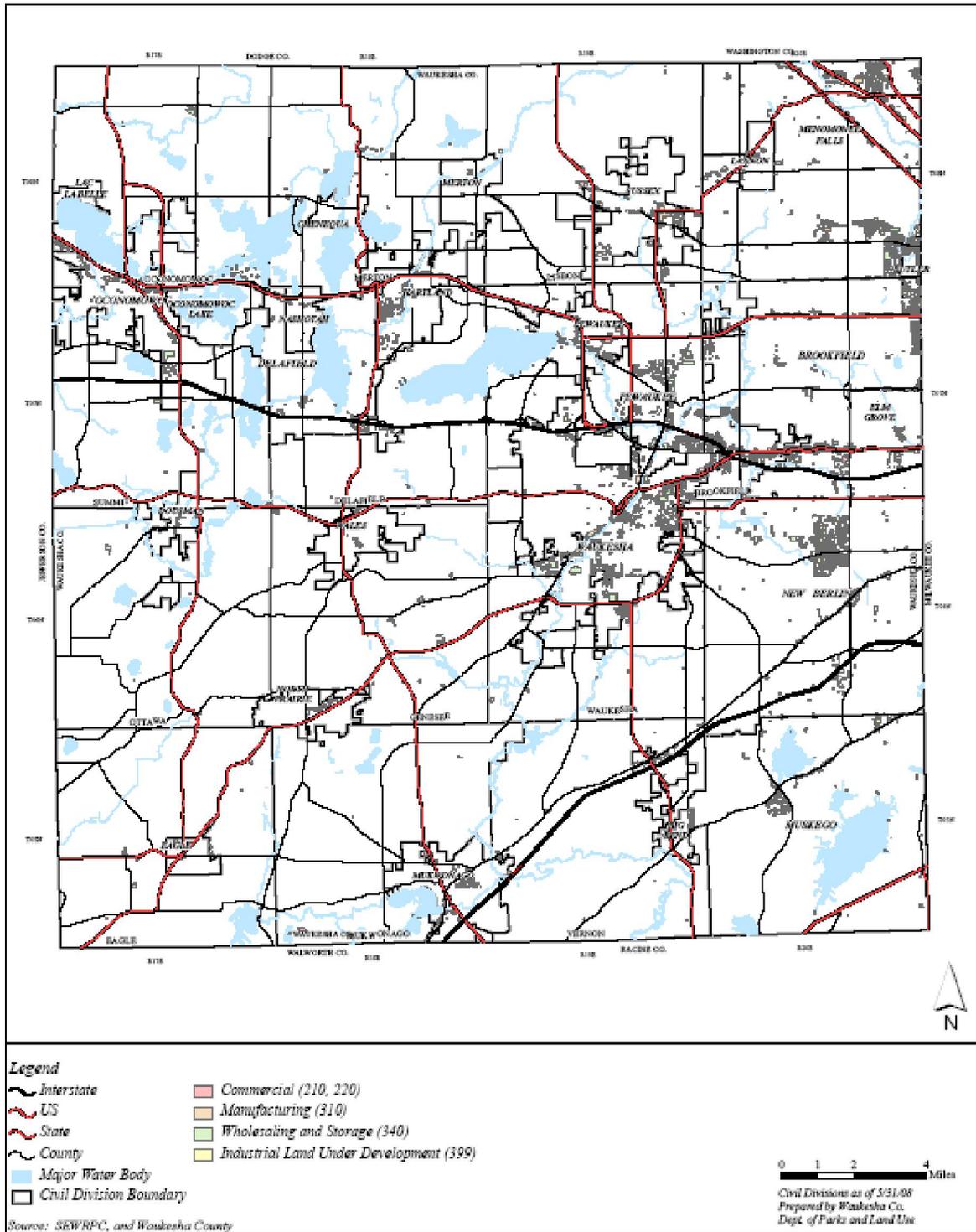
Employment projections are important to analyze when planning for future economic development. Planners, businesses, and local governments should understand the amount of projected employment growth as well as in what occupations this growth will occur.

Total Employment Projections

The State of Wisconsin Comprehensive Planning Law requires that plans project employment growth for a twenty-year planning period. The projections in this document are from SEWRPC Technical Report No. 10 (4th Edition), *The Economy of Southeastern Wisconsin, July 2004*. The data shows employment sector projections based on a regional scale, not a county scale, and are also based upon past industry trends and future regional, state, and national trends as well as projections from the Wisconsin Department of Workforce Development (WDWD) and the Wisconsin Department of Revenue. The employment projections were developed together with population projections for the Southeastern Wisconsin Region. The aging of the population may result in moderate employment growth within the Region. Another significant statistic for the Southeastern Wisconsin Region is the fact that projections show a continuing decline in manufacturing jobs over the next 30 years. This is a concern since manufacturing jobs provided the third highest average wage for workers in Waukesha County in 2004.

Map VI-I

EXISTING COMMERCIAL AND INDUSTRIAL USES IN WAUKESHA COUNTY: 2000

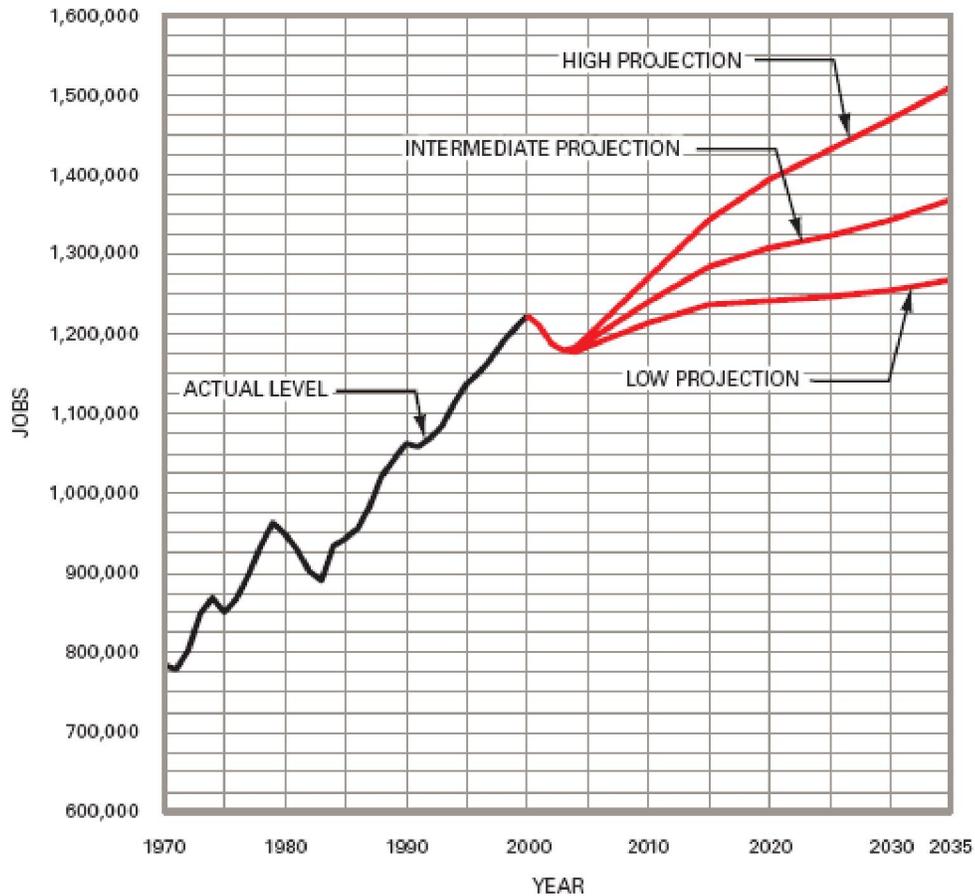


The total employment for the seven county Southeastern Wisconsin Region is projected at a low, intermediate, and high projection to 2035. The low projection indicates that the Region will gain 44,700 jobs by 2035 (Table VI-12 and Figure VI-1). The intermediate projection estimates that the gain in jobs will reach 145,500. The high projection calculates a job increase of 286,800. For the purposes of this plan, the intermediate projection was

chosen as the best estimate of job growth. Using the intermediate projection, Waukesha County will gain 76,400 new jobs by 2035, which is 52 percent of total regional gain. Due to this growth, Waukesha County will increase to 28.2 percent of regional employment share in 2035 (Table VI-13 and Figure VI-2)

Figure VI-1

TOTAL EMPLOYMENT PROJECTIONS FOR THE REGION: 2000-2035



Source: U.S. Bureau of Economic Analysis and SEWRPC

The intermediate projection for “Civilian Labor Force” in the Region will increase rapidly until 2015 and then experience slower growth. Between 2010 and 2015, the labor force shows a robust increase of 44,300 jobs over this 5 year period. The labor force will experience a smaller increase between 2015 and 2035 gaining 83,900 jobs over this 20 year period. The intermediate projection for the civilian labor force results in a gain of 145,500 jobs or a 11.9 percent increase between 2000 and 2035.

The intermediate projection for Waukesha County predicts that the labor force will increase from 270,800 jobs in 2000 to 347,200 in 2035. This would result in a growth of 76,400 additional jobs which is actually less than the job growth that occurred between 1990 and 2000.

EMPLOYMENT PROJECTIONS BY SECTOR

The following employment projections by sector are based on the selected intermediate projections for the seven (7) County Southeastern Wisconsin Region. Projections show that the greatest growth in employment will occur in services, especially business, health, and social services.

Table VI-13

ACTUAL AND PROJECTED EMPLOYMENT IN THE REGION BY COUNTY: 2000-2035

County	Actual Employment 2000		Projected Employment: 2035									
			High Projection			Intermediate Projection			Low Projection			
	Number of Jobs	Percent of Region	Number of Jobs: 2035	Change: 2000-2035		Number of Jobs 2035	Change: 2000-2035		Number of Jobs 2035	Change: 2000-2035		Percent of Region Jobs ^b
Number				Percent	Number		Percent	Number		Percent		
Kenosha	68,700	5.6	93,700	25,000	36.4	85,000	16,300	23.7	78,700	10,000	14.6	6.2
Milwaukee	624,000	51.1	639,500	64,900	10.4	624,900	300	-- ^a	578,900	-45,700	7.3	45.7
Ozaukee	50,800	4.2	68,100	17,300	34.1	61,700	10,900	21.5	57,200	6,400	12.6	4.5
Racine	94,400	7.7	114,700	20,300	21.5	104,000	9,600	10.2	62,000	1,900	2.0	7.5
Walworth	51,800	4.2	73,800	22,000	42.5	66,900	15,100	29.2	96,300	10,200	19.7	4.9
Washington	61,700	5.0	86,700	25,000	40.5	78,500	16,900	27.4	72,800	11,100	18.0	5.7
Waukesha	270,800	22.2	383,100	112,300	41.5	347,200	76,400	28.2	321,600	50,800	18.8	25.4
Region	1,222,200	100.0	1,509,600	286,800	23.5	1,368,300	145,500	11.9	1,267,500	44,700	3.7	100.0

a Less than one percent.
b Applies to all projections.

Source: U.S. Bureau of Economic analysis and SEWRPC.

Table VI-12

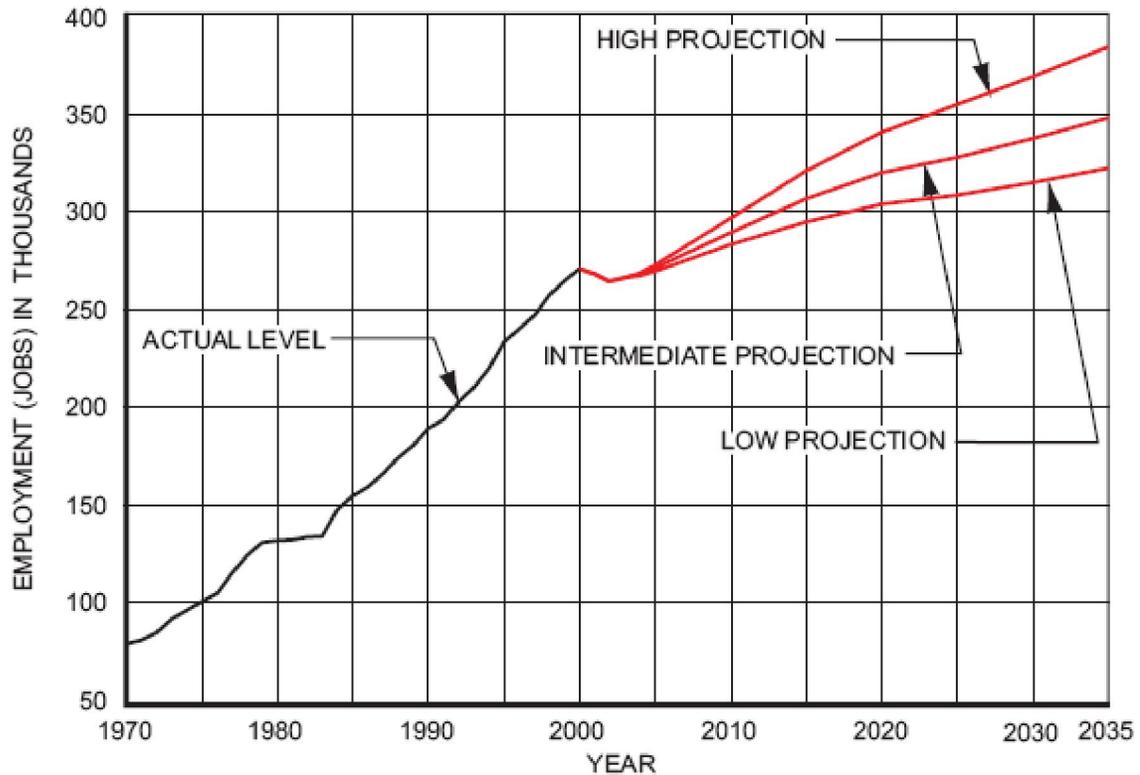
ACTUAL AND PROJECTED TOTAL EMPLOYMENT IN THE REGION: 2000-2035

Year	High Projection			Intermediate Projection			Low Projection		
	Jobs	Change from Preceding Year		Jobs	Change from Preceding Year		Jobs	Change from Preceding Year	
		Absolute	Percent		Absolute	Percent		Absolute	Percent
Actual Employment: 2000	1,222,800			1,222,800			1,222,800		
Projected Employment:									
2005	1,197,300	-25,500	-21.0	1,190,600	-32,200	-2.6	1,184,000	-38,800	-3.2
2010	1,270,600	73,300	6.1	1,240,100	49,500	4.2	1,213,300	29,300	2.5
2015	1,343,200	72,600	5.7	1,284,400	44,300	3.6	1,236,600	23,300	1.9
2020	1,393,900	50,700	3.8	1,308,200	23,800	1.9	1,244,200	7,600	0.6
2025	1,431,200	37,300	2.7	1,323,100	14,900	1.1	1,246,700	2,500	0.2
2030	1,469,800	38,600	2.7	1,343,100	20,000	1.5	1,254,500	7,800	0.6
2035	1,509,600	39,800	2.7	1,368,300	25,200	1.9	1,267,500	13,000	1.0
Change: 2000-2035		286,800	23.5		145,500	11.9		44,700	3.7

Source: U.S. Bureau of Economic Analysis and SEWRPC

Figure VI-2

**TOTAL EMPLOYMENT PROJECTIONS: 2000-2005
WAUKESHA COUNTY**



Source: U.S. Bureau of Economic Analysis and SEWRPC

Printing and Publishing

Printing and publishing is a strong employment sector within Waukesha County and regional projections show that it will remain a stable industry. The outlook for this sector is promising due to the continued expansion of periodical publications and bookbinding, which are expected to offset the reduced growth in newspaper publishing. In addition, this sector requires investment in the latest of technologies to control costs and enhance product quality. The intermediate projection for Regional jobs in 2035 is 24,700, which is nearly the same as 2000 (24,500 jobs).

Fabricated Metal Products

This sector is projected to continue to decline. It includes establishments engaged in producing metal products, such as metal cans, tin ware, hand tools, cutlery, general hardware, fabricated structural metal products, and metal stampings. Much of this sector will move overseas where it is possible to reduce labor costs and remain competitive. Within the Region, fabricated metals will be reduced from 25,600 jobs in 2000 to 11,600 by 2035, a decrease of 55 percent.

Industrial Machinery and Equipment

The industrial machinery and equipment industry includes the manufacture of engines, turbines, farm and garden machinery, construction machinery, metalworking machinery, and computer and office equipment. The intermediate projection shows a loss of jobs in this sector. In 2000, 48,000 people worked in this sector in the Region, but by 2035 the intermediate projection shows that only 24,900 will be employed in this industry resulting in a 48 percent decrease.

Electronic and Other Electrical Equipment

The electronic and electrical equipment sector will experience decline in the Region and Waukesha County. This sector includes businesses engaged in manufacturing of electricity distribution equipment, electrical industrial apparatus, household appliances, electrical wiring and lighting, and electronic components. The intermediate projection for the number of jobs in this sector for the Region in 2035 is 15,300. This would result in a 43 percent decrease from the 27,000 such jobs in 2000.

Other Manufacturing

These are jobs in a wide range of manufacturing businesses that, taken individually, are not large enough to be considered as a separate category. Using the intermediate projection, jobs in other types of manufacturing would decline in the Region by 10 percent from 99,200 jobs in 2000 to a projected 89,400 jobs in 2035.

Construction

Construction will continue to create new jobs in the Region and Waukesha County, but at a much slower rate than what was experienced in the 1990s. Under the intermediate projection, Regional construction employment would increase from 53,800 jobs in 2000 to 57,100 in 2035, a 6 percent increase.

Retail Trade

Retail trade employment will grow in the Region and Waukesha County through 2035, however not at the pace it experienced in the 1980's and 1990's. A focus on reducing costs, more emphasis on e-commerce, and the lower wages associated with the retail sector, which may create labor shortages are all issues that will slow job growth. The rate of growth will also depend on the health of the economy and how much personal income continues to increase. The intermediate projection predicts that jobs in retail trade will grow by six (6) percent between 2000 and 2035 resulting in an increase from 193,700 to 205,400 such jobs in the Region.

Wholesale Trade

Wholesalers, for the most part, are engaged in selling merchandise to professional business customers, retail establishments, industrial, commercial, institutional, farm, or construction contractors, and other wholesalers. Wholesale trade is highly dependent on providing merchandise to manufacturers. The projected slow growth of manufacturing will have a significant impact on wholesale trade employment. The intermediate projection predicts that jobs in wholesale trade will remain the same at 64,400 jobs in the Region between 2000 and 2035.

Transportation, Communication, and Utilities

This industry sector will not be a significant provider of new jobs for Waukesha County. The best potential for future job growth projected to occur in the transportation sector is in shipping, especially in the motor freight and warehousing segments. Increasing demand for air travel will continue to contribute new jobs as well. Projections show that the communication and utility segments will continue to lose jobs. New technology and competition in these sectors will continue to reduce the number of jobs in these sectors. The intermediate projection shows an overall loss of jobs in the Region from 2000 to 2035 in the transportation, communication, and utilities sectors. Under the intermediate projection, 51,100 people will be employed in transportation, communication, and utilities by 2035 in the Region. This is a 7 percent decrease from the 2000 level of 54,800 jobs.

Business Services

These establishments provide services such as advertising, computer programming, data processing, security systems services, and building cleaning and maintenance services. Businesses that provide engineering, accounting, research, management, and other related services are not included in this sector. They are grouped in the "other services" category. Business services also include workers with temporary employment firms and people that provide services on a contract or fee basis to others. This sector will continue to grow rapidly. Under the intermediate projection for the Region, business services employment will increase to 164,600 jobs in 2035, a 60 percent increase over the 2000 level of 102,800 jobs.

Health Services

The health services industry includes establishments engaged in furnishing medical, surgical, and other health services including hospitals, offices and clinics of physicians and health care practitioners, nursing and rest homes, medical and dental laboratories and home health care services. This sector is poised for growth as Waukesha County's median age continues to increase, as the baby-boomer generation continues to grow older, and the overall population continues to increase. Under the intermediate projection, employment in health services in the Region will exceed 132,000 jobs in 2035, an increase of 35 percent over the 2000 level of 97,700 jobs.

Social Services

These establishments provide help and rehabilitation services to individuals with needs requiring special care and to the disabled and disadvantaged. The industry group also includes child day-care facilities and certain residential care facilities for children, the elderly, and others who need help with self-care. This sector will continue to see significant growth as the aging of baby-boomers continues along with the movement to outpatient care and more home-based assistance living. Under the intermediate projection, social services employment will increase in the Region from 34,300 jobs in 2000 to 62,100 jobs in 2035, for an increase of 81 percent.

Other Services

This category includes a diverse range of services including lodging places, laundry and dry-cleaning, funeral homes, automotive repair and miscellaneous repair shops, motion picture theaters, recreational services, and engineering, accounting, research, management and other consulting services. The intermediate projection reveals that Regional employment for other services will increase from 171,200 jobs in 2000 to 231,300 jobs in 2035 for an increase of 35 percent.

Finance, Insurance, and Real Estate

This sector includes banks, credit unions, security brokerages, insurance carriers, real estate agencies, and land development firms. This sector will grow from 93,700 jobs in 2000 to 103,600 jobs in year 2035, resulting in an 11 percent increase for the Region.

Government and Government Enterprises

This area includes all City, Village, Town, County, State, and Federal units and agencies of government, public schools, publicly owned enterprises, and the U.S. Postal Service. Government employment is projected to slightly increase over the next 30 years. In 2000, 114,400 people were engaged in employment regionally in this sector, and this figure will slightly increase to 115,300 by 2035, for an increase of one (1) percent. This slight increase

over the next 30 years is due to the fact that government is projected to create more efficiency, and more opportunities for collaboration and intergovernmental cooperation.

Agriculture

Agricultural enterprises include farms, orchards, greenhouses and nurseries engaged in the production of crops, plants, trees, or livestock. The Region will continue to hold a comparative advantage in dairy, grain, and vegetable production especially in Walworth, western Racine, and western Kenosha Counties. However, due to increasing technology and mechanization, modern management practices, and global competition, the employment levels in agriculture will continue to decline. Using the intermediate projection, agricultural employment in the Region will decrease from 6,000 jobs in 2000 to 4,800 jobs in 2035, resulting in a 20 percent decrease. The Village of Chenequa will support local specialty agriculture to help maintain the agricultural employment base and the rural character of the area.

Other Employment

This category includes jobs in forestry, commercial fishing, mining, and agricultural services such as crop services, veterinary services, landscaping services, and lawn and garden services. As urbanization continues, employment will continue to grow in landscaping and lawn and garden services. The intermediate projection for the Region shows a 39 percent increase for such jobs from 11,700 in 2000 to 16,200 in 2035.

SELECT LOCAL, COUNTY, REGIONAL, AND STATE PROGRAMS AND INITIATIVES AND ORGANIZATIONS

The State of Wisconsin Comprehensive Planning Law encourages cooperation among state government, local government units, and economic development organizations and initiatives. The Village of Chenequa appreciates the economic development initiatives and programs of the following communities and Waukesha County for the following reasons:

- Village of Chenequa residents utilize retail and commercial businesses in these communities for purchase of goods and services.
- These economic development initiatives support adequate retail and commercial development within a short driving distance for Village residents. These initiatives help support Chenequa's policies and allow it to continue to be a residential community with a rural character.
- These economic development initiatives are in communities where urban services are in place to accommodate additional retail, commercial, and industrial land uses. The Village of Chenequa does not have the infrastructure to support these urban land uses.

City of Brookfield Economic Development Initiatives

The City of Brookfield's growth objective is to target commercial and industrial development to balance residential growth in such a way that tax rates and bond ratings will be maintained at levels comparable to today and that the City can pay for improvements that will preserve Brookfield's competitive position in the Region.

Redevelopment of the Brookfield Square/Executive Drive area is a priority. The redevelopment is within TID#3 which includes 148.2 acres and 23 properties. The project recommends creating a new mixed-use district consisting of an anticipated, 280,000 feet of new retail space, 60,000 square feet of new office space, and 623 residential units.

The 2020 Master Plan recommended focusing development activity towards targeted intervention areas. These are areas where redevelopment efforts can be best controlled to ensure the stability of the surrounding single-family neighborhoods and where redevelopment investments can yield high returns. The Brookfield Road/Capitol Drive Node is one example of a targeted intervention area. Additional information about Brookfield's targeted intervention areas is available at <http://www.cityofbrookfield.com/plan.htm>

City of Muskego Economic Development Strategic Plan

In 2003, The City of Muskego developed a strategic economic development plan. The plan has four goals:

- Diversify the tax base to relieve property tax burdens, and to provide more local shopping and employment opportunities.
- Establish a memorable community image that builds on the city's small town atmosphere and natural amenities.
- Improve the overall 'climate' for economic development through public outreach, business development programming, and through the actions and behaviors of City representatives.
- Protect and improve the quality of life by balancing sound fiscal and environmental management.

Additional information about Muskego's strategic economic development plan can be found at <http://www.gomuskego.com/EcDev/EconDevPlan.htm>

City of New Berlin Programs and Initiatives

City of New Berlin Industrial Park Redevelopment

New Berlin industrial parks are important for both the City of New Berlin and surrounding communities in the Region. New Berlin has three major industrial parks and the Westridge/Towne Business Park. The New Berlin Industrial Park, Moorland Road Industrial Park, and the MSI/Lincoln Industrial Park provide a critical regional employment base and an important tax base as well. The City of New Berlin created a redevelopment/modernization plan for each of these industrial parks in an effort to raise the standards of the parks. This plan was necessary to encourage new businesses to locate within the parks, reduce the relocation or flight of existing businesses, and provide the necessary upgraded infrastructure to allow existing businesses to expand.

City of New Berlin Economic Development and Revitalization Plan

In 2002, the City of New Berlin adopted an economic development and revitalization plan. Two concerns mentioned in the plan were an anticipation of a labor shortage as baby boomers retire and the need to provide more affordable housing choices and a greater variety of housing options to encourage more people who work in the City to also live in the community. The plan has six goals:

- Diversify the local economic base by encouraging and facilitating the retention and expansion of the existing firms in the community while attracting new manufacturing firms and retail businesses.
- Increase employment opportunities for a more diversified workforce, especially in terms of skill levels, and to raise local incomes.
- Maintain a local property tax base to ensure efficient services and to protect economic health.
- Utilize the Growth and Development Master Plan Update, and current zoning regulations to locate manufacturing firms and retain businesses in appropriate sites.
- Seek ways to improve New Berlin's overall quality of life in order to improve the overall economic health of the City.
- Improve the image of the business/industrial parks within the City.

Additional information about economic development in New Berlin can be found at <http://www.newberlin.org/display/router.asp?docid=464>.

City of Oconomowoc Downtown Plan

Downtown Oconomowoc is the historic center of the community for retail, services, government, and recreation. The City of Oconomowoc worked to develop a downtown revitalization plan in 2003. The plan has 10 goals:

- Establish downtown Oconomowoc as an important multi-use activity center for the community and the region including recreational, cultural, residential, retail, entertainment, office, high-tech business and government land uses.
- Improve public access to the downtown through improvements in parking and multi-modal transportation.

- Balance the need for efficient automobile circulation with improvements aimed at strengthening the historic downtown core as a pedestrian-oriented business district.
- Preserve the historic character of downtown Oconomowoc while accommodating new urban infill development.
- Reinforce downtown Oconomowoc's role as the Heart of Lake Country through better utilization of the lakes and lake frontages.
- Establish a complimentary and synergistic relationship between downtown Oconomowoc and Pabst Farms through coordinated business mix, joint marketing and transportation linkages.
- Improve connections between downtown and community destinations such as the YMCA, the public library, the community center, schools, City parks, recreational trails and neighborhoods.
- Identify new development within the downtown T.I.D. to fund public improvements for streets, parking, transit, pedestrian and bicycle access, and public space development.
- Promote environmentally friendly improvement strategies.
- Build partnerships between the state, local government and the private sector to accomplish downtown revitalization goals.

Additional information about downtown revitalization in Oconomowoc is available at www.oconomowocusa.com.

City of Waukesha Economic Development Programs and Initiatives

The City of Waukesha faces unique challenges as the County seat and the largest city in the County. The City's economic development focus is on maintaining a diversified community. The City strives for a community that provides a diversified work environment, balanced housing stock, and strong business opportunities.

The City actively uses Tax Incremental Financing and Redevelopment Districts to spur redevelopment and additional industrial development. The City is active in numerous public/private partnerships and uses these types of partnerships to leverage large projects. The City looks to this industrial development to provide broader employment opportunities and a solid tax base.

The City of Waukesha has seen a renaissance in the downtown business district over the past ten years that coincides with major improvements made to the environmental areas next to the Fox River including the Riverwalk and Frame Park. The City continues to focus on the redevelopment of downtown, but is also proactively developing redevelopment districts in neighborhoods adjacent to the downtown to spark reinvestment in those critical areas as well.

Tax Increment Financing

Wisconsin's Tax Increment Finance (TIF) program was approved by the legislature in 1975. Its purpose is to provide a way for a city, village, or town to promote tax base expansion through its own initiative and effort. TIF is aimed at eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. When a TIF is created, the aggregate equalized value of taxable and certain city-owned property is established by the Department of Revenue. This is called the Tax Incremental Base. The municipality then installs public improvements, and property taxes grow. Taxes paid on the increased value are used to pay for projects undertaken by the community. This is the Tax Increment. It is based on the increased values in the Tax Increment District (TID) and levies of all the taxing jurisdictions that share the tax base. Other taxing jurisdictions do not benefit from taxes collected on value increases until project costs have been recovered and the TID is retired. At this point, the added value is included in the apportionment process and all taxing jurisdictions share the increase in property value. Waukesha County has 25 TIDs (Table VI-14). Six of the TIDs are within the City of Waukesha.

Waukesha County Programs and Initiatives

Waukesha County Economic Development Corporation

The Waukesha County Economic Development Corporation, a public-private partnership, (WCEDC) works to recruit and retain top business talent, strengthens Waukesha County's business marketplace presence, reduces the

cost of conducting business, focuses on local business retention, supports regional initiatives, and manages a business revolving loan fund.

WCEDC's CONVERSActIONS initiative is a mechanism used to grow businesses. These are business-led small groups of thought leaders that lead to action.

Table VI-14

TAX INCREMENT DISTRICT VALUE INCREMENTS: 2006

DISTRICT	TID#	YEAR	BASE VALUE	Year 2006 VALUE	INCREMENT
Village of Butler	01	1992	12,843,300	29,978,500	17,135,200
Village of Elm Grove	02	2004	33,435,800	35,136,800	1,701,000
Village of Hartland	02	1998	2,834,700	55,168,300	52,333,600
Village of Hartland	03	1998	835,300	20,620,100	19,784,800
Village of Menomonee Falls	02	1991	22,413,600	63,548,600	41,135,000
Village of Menomonee Falls	03	1995	4,613,100	110,301,600	105,688,500
Village of Menomonee Falls	04	1996	13,904,500	102,748,300	88,843,800
Village of Menomonee Falls	05	1999	17,027,500	46,227,200	29,199,700
Village of Mukwonago	03	2003	2,389,500	23,365,100	20,975,600
Village of North Prairie	02	1996	3,210,900	6,991,600	3,780,700
Village of Pewaukee	01	1987	6,323,150	29,057,700	22,734,550
Village of Sussex	04	1994	10,543,600	21,751,900	11,208,300
Village of Sussex	05	1994	799,400	101,019,700	100,220,300
City of Brookfield	03	2004	131,110,100	142,500,100	11,390,000
City of Delafield	03	1994	11,391,400	42,748,700	31,357,300
City of Muskego	08	2000	4,314,400	5,681,200	1,366,800
City of Muskego	09	2003	23,126,100	29,810,000	6,683,900
City of Oconomowoc	03	2001	6,076,800	184,675,000	178,598,200
City of Oconomowoc	04	2003	39,668,300	48,787,600	9,119,300
City of Waukesha	07	1989	21,380,800	50,339,600	28,958,800
City of Waukesha	09	1994	2,025,300	14,609,800	12,584,500
City of Waukesha	11	1997	37,524,600	68,451,800	30,927,200
City of Waukesha	12	2001	107,700	7,692,700	7,585,000
City of Waukesha	13	2003	481,800	2,452,100	1,970,300
City of Waukesha	14	2003	1,898,300	3,554,700	1,656,400

Source: Wisconsin Department of Revenue, 2006

Waukesha County Action Network

The Waukesha County Action Network (WCAN) is a business coalition that recommends strategies for community issues important to maintaining Waukesha County's success in the Region. The Coalition addresses unique issues of public interest related to the conditions and improvements of the infrastructure, educational systems, cultural, social and economic welfare of the broader community of Waukesha County by providing a forum to exchange information, research and alignment of resources for business and community leaders who will spur action through recommendations toward solving matters of concern.

Waukesha County Community Block Grant Program

Waukesha County receives funds from the U.S. Department of Housing and Economic Development for community and economic development projects. These projects must benefit areas of the County with at least 51 percent low to moderate income.

Southeastern Wisconsin Regional Planning Commission

The Southeastern Wisconsin Regional Planning Commission (SEWRPC) was established in 1960 as the official area-wide planning agency for the highly urbanized southeastern region of the state. The Commission serves the seven counties of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The Commission was created to provide the basic information and planning services necessary to solve problems,

which transcend the corporate boundaries and fiscal capabilities of the local units of government comprising the southeastern Wisconsin region.

The Commission is organized into eight divisions. Five of these divisions, Transportation Planning, Environmental Planning, Land Use Planning, Community Assistance Planning, and Economic Development Assistance, have direct responsibility for the conduct of the Commission's major planning programs. The remaining three divisions, Administrative Services, Cartographic and Graphic Arts, and Geographic Information Systems, provide day-to-day support of the five planning divisions. Basic financial support for the Commission's work program is provided by a regional tax levy apportioned to each of the seven counties on the basis of equalized valuation. These basic funds are supplemented by State and Federal aids.

Milwaukee 7

This is a Council of representatives from seven counties - Milwaukee, Waukesha, Racine, Kenosha, Walworth, Washington and Ozaukee. The council, made up of about 35 civic and business leaders, was formed with the idea that a regional approach is the key to fostering economic growth. Milwaukee 7 is engaged in efforts focusing on regional strategic planning for economic development.

Among the Council's goals are to pull together comprehensive information about the region, creating a way for businesses to tap easily into data that can help them plan expansion or location decisions.

State and Federal Programs and Initiatives

Wisconsin Department of Commerce

The Wisconsin Department of Commerce has a broad range of financial assistance programs to help businesses undertake economic development. A quick reference guide available at <http://commerce.wi.gov/BD/BD-COM-2900.html> identifies these programs and selected programs from other agencies. The Department maintains a network of area development managers to offer customized services to each region of Wisconsin. Additional information about the Department of Commerce is available at <http://www.commerce.state.wi.us/>.

The Wisconsin Department of Workforce Development

The Wisconsin Department of Workforce Development (DWD) is the state agency charged with building and strengthening Wisconsin's workforce. DWD offers a wide variety of employment programs and services, accessible at the state's 78 Job Centers, including: securing jobs for the disabled, assisting former welfare recipients to transition to work, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring worker's compensation claims are paid in accordance with the law. Further information is available at <http://www.dwd.state.wi.us/>.

Wisconsin Housing and Economic Development Authority

Wisconsin Housing and Economic Development Authority (WHEDA) offers innovative products and services in partnership with others to link Wisconsin residents and communities with affordable housing and economic development opportunities. WHEDA helps borrowers obtain financing on favorable terms to start-up, acquire, or expand small businesses. WHEDA also offers assistance to experienced developers or existing business owners in obtaining financing to stimulate economic development in urban neighborhoods. More information is available at <http://www.wheda.com/>.

Forward Wisconsin

Forward Wisconsin's role in the [economic development](#) arena is to help businesses establish profitable Wisconsin operations. They provide state cost comparisons, Wisconsin financial information and a variety of other relocation consulting services to prospective expanding businesses. To enhance the site selection process, Forward Wisconsin also offers a database of available buildings and sites complemented by community profile information. Further explanation about services offered by Forward Wisconsin can be found at <http://forwardwi.com/>.

Wisconsin Main Street Program

The Wisconsin Main Street Program is a comprehensive revitalization program designed to promote the historic and economic redevelopment of traditional business districts in Wisconsin. The Main Street Program was established in 1987 to encourage and support the revitalization of downtowns in Wisconsin communities. Each year, the Department of Commerce selects communities to join the program. These communities receive technical support and training needed to restore their Main Streets to centers of community activity and commerce. The Village of Pewaukee <http://www.positivelypewaukee.com/> is the only community in Waukesha County that is a designated Wisconsin Main Street Program. Information about the Wisconsin Main Street Program is available at <http://www.commerce.state.wi.us/CD/CD-bdd.html>.

Wisconsin Economic Development Association

The Wisconsin Economic Development Association (WEDA) is a statewide non-profit organization dedicated to expanding the economy of the State of Wisconsin. Since 1975, WEDA has successfully represented the collective economic development interests of both the private and public sectors by providing leadership in defining and promoting statewide economic development initiatives. WEDA maintains Executive and Legislative Directors to administer and direct WEDA's ambitious activities and programs. WEDA provides a variety of membership benefits, including but not limited to the following items:

- Professional Development / Continuing Education Opportunities
- Legislative Affairs
- Resources & Networking

More information about WEDA's services are available at <http://www.weda.org/>.

U.S Small Business Administration (SBA)

The mission of the SBA is to maintain and strengthen the nation's economy by aiding, counseling, assisting, and protecting the interests of small business and by helping families and businesses recover from national disasters. Additional information about SBA programs is available at www.sba.gov.

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

The mission of HUD is to increase home ownership, support community development, and expand access to affordable housing free from discrimination. For many families, the American dream means owning their own home. One of HUD's highest priorities is to help more families realize this dream for themselves. Through its programs and initiatives (www.hud.gov), HUD is breaking down the barriers that lock families out of homeownership.

IMPLEMENTATION RECOMMENDATIONS

Standards For Future Development

1. In order to enhance the viability of existing industrial, office and retail centers, the following standards shall be included in the Land Use Chapter of this Plan (Chapter 7), to guide the placement of new industrial, retail and office uses, such as:
 - a. Access to available adequate water supply, sanitary sewer service, storm water drainage facilities, and power supply.
 - b. Ready access to the arterial street and highway system.
 - c. Adequate on-street and off-street parking and loading areas.
 - d. Provision for properly located points of ingress and egress appropriately controlled to prevent congestion on adjacent arterial streets.
 - e. Site design emphasizing integrated nodes or centers, rather than linear strips.
 - f. Site design appropriately integrating the site with adjacent land uses.
 - g. Served by a transit service. (This standard applies to industrial, retail, and office uses located within, or in proximity to, medium- and high-density areas).

2. To address cyclical overdevelopment of commercial space or buildings, in particular office space, municipalities should avoid pre-zoning lands. For example, communities should not create zoning patterns within a community that are not justifiable in the marketplace or for which the above standards have not been met.
3. Promote the use of other comprehensive land development tools and techniques in advising communities regarding planning and zoning actions and decisions.
4. Officials in the County should annually review the capital improvement plans or programs of local governments in an effort to coordinate transportation and other improvements that aid in the delivery of goods, services, and employment.
5. Officials in the County should coordinate access to state and federal resources to assist in funding County and local transportation improvements.

Tax Increment Financing

1. The conservation and renewal of viable urban areas can enhance their viability.
2. Tax Incremental Financing should be used for brownfield and other redevelopment projects.
3. To encourage viable urban centers, increase the use of Tax Incremental Financing in cities and villages.
4. To discourage public subsidizing of development that can occur with lower development costs that cannot be justified. Discourage use of Tax Incremental Financing for development of agricultural lands.

Housing Development

1. In anticipation of projected employment sector growth, promote and provide an adequate supply of new housing of sufficient quantity and density within reasonable proximity to new and existing employment centers (Refer to Chapter 5).

Education, Jobs and Business Growth

1. In response to existing and projected skilled workforce needs, Waukesha County, in cooperation with appropriate business and community organizations, should work with the University of Wisconsin and other higher education systems to provide greater access to bachelor degree programs in Waukesha County.
2. To enhance higher paying jobs, support initiatives to increase development of the bioscience manufacturing industry, especially in the area of medical equipment.
3. Create partnerships between local economic development organizations and colleges and universities to promote entrepreneurial programs, industry collaborations, technology transfer and seed capital.
4. Collaborate with the Milwaukee 7, the Waukesha County Economic Development Corporation, Waukesha County Technical College and UW-Extension to conduct a labor market analysis for Waukesha County and the Region that assesses the existing and anticipated supply and demand for labor as well as employer and employee training needs.
5. To add to the livability of the County and enhance an employer's ability to attract workforce, update the County Park and Open Space Plan in cooperation with municipalities in the County to provide sufficient recreational facilities, including comprehensive trail system, to the resident population.
6. The Village of Chenequa will continue to support access to DSL and other communication technologies to provide improved global communications for Village residents.
7. To maintain and enhance its role as a home for professional executives and heads of businesses, the Village of Chenequa should retain rural density residential land uses.

Government Services and Taxes

1. In an effort to reduce property taxes in Waukesha County, consider consolidations, mergers, shared services or legislative measures to reduce the number of governmental jurisdictions.