

Chapter 6

ECONOMIC DEVELOPMENT

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, communities in Waukesha County must be a partner in the regional economy. Waukesha County and the region need 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. The Town of Genesee, in cooperation with Waukesha County in the preparation of the Comprehensive Development Plan for Waukesha County, is determining the future demand for land by analyzing the future population, household, and employment levels. 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 the Town of Genesee. 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.
- **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 households 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 household's 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 Waukesha County Development Plan, 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. 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. The Town of Genesee had a median household income of \$78,740.00, which is \$15,901.00 (25.3 percent) higher than Waukesha County and \$18,106.00 (28.8 percent) higher than the State of Wisconsin (Table II-6).

Average Adjusted Gross Income Per Return

In 2004, Waukesha County ranked third in Wisconsin in average adjusted gross income 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 return filed individually or jointly ranged from \$32,824.00 in the Village of Butler to \$592,030.00 in the Village of Oconomowoc Lake. The Town of Genesee had an adjusted gross income of \$73,042.00.

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 \$50,543.00 and per capita income in Waukesha County was \$43,455.00 in 2004. Dodge, Jefferson, Milwaukee, Racine, Kenosha, Washington, and Walworth counties have much lower per capita personal incomes when compared to Waukesha County. According to the 2000 census, the per capita income for the Town of Genesee was \$31,028.00, while the median family income was \$83,842.00.

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. 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.

Educational Attainment

Waukesha County has a highly educated population and the third highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin.

Cardinal Stritch University, Carroll College, 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.

According to the 2000 US Census Bureau for educational attainment, 94.6 percent of the residents of the Town of Genesee have graduated from high school. In addition, 24.8 percent have a bachelor's degree and 11.6 percent have obtained a graduate or professional degree.

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 constant changing concepts, innovation and technology into core business functions so Waukesha County and the Town of Genesee can continue to grow in a rapidly changing global economy.

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 the Town of Genesee residents is 38.7. Approximately 40.1 percent of the population is between the ages of 35 and 54 and over 56.8 percent of the population is over 35 years old. The median age of Waukesha County residents increased from 27 in 1960 to 38.1 in 2000. The 45 to 64 age 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.

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. In 2002, Waukesha County had 12,579 businesses. Ninety three percent of these businesses had less than 50 employees. The Town of Genesee is similar to Waukesha County in that many of those employers in the Town of Genesee have less than 50 employees. The average travel time to work for residents in the Town is 27.6 minutes, which indicates that a high percentage of residents work outside the Town of Genesee in neighboring communities in Waukesha and Milwaukee Counties.

Waukesha County's total share of regional employment in 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.

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. Jobs in information technology and manufacturing provide the second and third highest average wages in the County.

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 2000, only 57 persons (1.4 percent) were employed in agricultural, forestry, fishing and hunting and mining operations.

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, the Town of Genesee had 361 jobs in construction. 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.

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 Town of Genesee had 914 persons employed in manufacturing. 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.

Wholesale & Retail 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. In 2000, the Town Genesee had 214 residents that were employed in the in wholesale trade business. The retail industry includes businesses engaged in selling merchandise primarily for personal or household consumption. Employment in retail trade grew steadily in Waukesha County throughout the 1990s. 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. The Town of Genesee had 443 residents employed in retail trade, which is the third highest employer.

Commercial and Industrial Uses

In 2000, Waukesha County had 55,451,190 square feet of space in manufacturing 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. In the Town of Genesee, approximately 713.39 acres have been designated as existing/future commercial and industrial development.

Brownfields and Contaminated Sites

There are no known sites within the Town of Genesee that have been contaminated. Based on information in the Bureau of Remediation and Redevelopment Tracking System (BRRTS) there are no current contaminated sites in the Town of Genesee.

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 county analyzed SEWRPC's Technical Report No. 10 (4th Edition), *The Economy of Southeastern Wisconsin, July 2004*. Analysis of that data shows employment sector projections based on a regional scale, not a county scale, and it is based upon past industry trends and future regional, state, and national trends as well as projections from the WDWD and the Wisconsin Department of Revenue. The aging of the population may result in moderate employment growth of 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.

The county projected estimates that were low, intermediate and high through 2035. Waukesha County chose the intermediate 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.

The intermediate projection for "Civilian Labor Force" 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 an 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.

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.

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 a 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 and is anticipated to experience a decline from 27,000 jobs in 2000 to 15,300 in 2035.

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 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, which is a 6 percent increase.

Retail Trade

Retail trade employment will continue to grow, but the rate of growth will 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 6 percent between 2000 and 2035 resulting in an increase of 11,700 jobs (from 193,700 to 205,400) s 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. 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. 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 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. 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 less than 4,800 jobs in 2035, resulting in a 20 percent decrease.

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. These types of activities and programs are more often used in larger incorporated areas such as the City of Brookfield, City of Muskego, City of New Berlin, City of Oconomowoc and the City of Waukesha.

Waukesha County Programs and Initiatives

The Waukesha County Development Plan discusses several programs and initiatives for increasing economic development within Waukesha County. These programs include 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; 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 Waukesha County Community Block Grant Program, which 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; the Southeastern Wisconsin Regional Planning Commission (SEWRPC), 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 Milwaukee 7, which 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.

State and Federal Programs and Initiatives

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. 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. The 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. 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. 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 Wisconsin Economic Development Association (WEDA) is a statewide non-profit organization dedicated to expanding the economy of the State of Wisconsin. The U.S Small Business Administration (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. The U.S. Department of Housing and Urban Development (HUD) has a mission to increase home ownership, support community development, and expand access to affordable housing free from discrimination.

IMPLEMENTATION RECOMMENDATIONS

Standards for Future Development

- 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).
- 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.
 - Promote the use of other comprehensive land development tools and techniques in advising communities regarding planning and zoning actions and decisions.
 - 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.
 - Officials in the County should coordinate access to state and federal resources to assist in funding County and local transportation improvements.

Tax Increment Financing

- The conservation and renewal of viable urban areas can enhance their viability.
- Tax Incremental Financing should be used for brownfield and other redevelopment projects.
- To encourage viable urban centers, utilize Tax Incremental Financing at higher rates in cities and villages.
- 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

- 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

- 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.
- To enhance higher paying jobs, support initiatives to increase development of the bioscience manufacturing industry, especially in the area of medical equipment.

- Create partnerships between local economic development organizations and colleges and universities to promote entrepreneurial programs, industry collaborations, technology transfer and seed capital.
- 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.
- 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.

Government Services and Taxes

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