

CHAPTER 7

ECONOMIC DEVELOPMENT ELEMENT

Economic development is vital for communities in Waukesha County and the Town of Eagle. With optimum paying jobs and growing businesses, the Town, the County, and the Region will be able to maintain and expand their quality of life. In order to maintain the highest quality of life for its residents, the Town of Eagle needs to work with other communities to foster job growth and new business development. This is especially true because the Town of Eagle has recently designated lands for new development of commercial and industrial use, and needs to work with the Village of Eagle and Village of North Prairie to address area needs.

The Town is working with the Village of Eagle and adjacent communities in Waukesha County to determine the future demand for land, which both the Town and the County Plan must consider relative to future population, household and employment levels. Future population, household, and employment levels must therefore, be forecasted with land use and supporting facility plans taking forecast conditions into consideration.

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

As part of the creation of the Town of Eagle Comprehensive Plan, the Eagle Advisory Committee has analyzed the strengths, concerns and weaknesses of Waukesha County's economic development and related it specifically to the Town's future development.

The Eagle Advisory Committee and Listening Session participants identified strengths, weaknesses, and concerns about the Economic Development environment in the Town.

Economic Development Strengths

- Local spirit of entrepreneurship fostering business growth
- Businesses want to establish equity in commercial or industrial land rather than renting
- Superior work ethic of local employees
- Waukesha County's growing tax base creates potential economic expansion in the township
- Employers and employees are attracted by the general quality of life in Eagle as well as recreational areas and activities provided by local, county, and state parks; lakes; and natural areas.
- An increasing County population supports local economic development opportunities
- Innovative business leaders that promote local investment
- Quality education
- Current roadways are in good condition

Economic Development Concerns and Weaknesses

- The median price of a home is increasing faster than the median income
- The need to generate enough revenue to maintain municipal services
- Rising health care costs
- The need for cooperation in the delivery of governmental services
- Inconsistent development plans
- Rising population and its impact on local school districts and municipal services
- The lack of a grocery store and other basic general retailers
- The need for additional technology development
- The need to maintain adequate transportation infrastructure
- An aging workforce
- Potential infrastructure limitations of future parks, library and fire protection
- Attracting new business, entrepreneurs, young workers and visitors

ECONOMIC DEVELOPMENT HISTORY

In order to plan for future economic growth and development it is essential to understand the history of economic development in the Town, and the reasons for this development.

Town of Eagle Economic Development Plan.

In the original 1983 Town of Eagle Land Use Plan, the Town officials felt that there was a need for commercial establishments, even though most of the Town residents drove to the Villages of Eagle, North Prairie, or Mukwonago, or to the City of Waukesha for retail needs. Further, they knew that for items such as clothing, furniture, lawn and gardening equipment, most of the residents traveled to the Village of Eagle, City of Waukesha, Milwaukee, Brookfield Square or Southridge Mall shopping centers. While the residents were willing to travel for commercial uses, there was a need for commercial development in the Town. The only commercial uses which existed in the Town at the time of the original plan in 1983, was a farm implement dealer, a greenhouse, garages, restaurants/taverns, and a boat rental business.

Town officials understood that commercial growth could impact public services such as snowplowing, drainage, and fire protection. The Town's basic goals for commercial uses was to encourage additional commercial development within the existing business areas of the Village of Eagle, and within the Township if compatible with existing land uses, recreational in nature, and accessible to the citizens of the community. The original directives, established by the 1983 plan, promoted commercial development which was separate from the residential uses by a transition area. The Town promoted commercial development which would employ area residents, provide business services not currently available in the area, and encourage the majority of the commercial growth to be located in proximity to the Village of Eagle where it would be centrally located for all Town residents.

Since the adoption of the 1983 plan, there has only been one significant development for a new commercial/industrial use in the Town of Eagle. A second business park on STH 59, in the northeastern part of the Town in Section 1, is proposed, but not yet platted for development.

In a 1990 update, the Town Board had adopted amendments to the land use category provisions of the Land Use Plan of the Master Plan. The basic goal of the update was to encourage additional commercial development within the existing business areas of the Town, and within the Village if compatible with existing land uses. During that update, and subsequent updates, the Town reinforced many of the original directives, and they established standards to designate business use areas.

WORKFORCE ANALYSIS

In order to plan for future economic growth and development it is essential to understand the current workforce demographics. Workforce data that is often analyzed includes income, educational attainment, labor availability, and employer information. NOTE: The following data was gathered, and projections made, in 2008 and earlier; this plan is being drafted in the midst of significant shifts in the nation’s economy, in late 2008, and early 2009.

Median Household and Family Income

In the Town of Eagle, the median income for males was \$51,607, and for females the median income was \$32,500. The median household income in the Town was \$69,071, according to the 2000 census. This was considerably higher than the Waukesha County median household income of \$62,839 in 2000. In Waukesha County a total of 84,720 county residents, making up over 21% of the population, were considered low to moderate income households according to by the U.S. Department of Housing and Urban Development (HUD). In the Town of Eagle approximately 269 of 1048 households or 25.7%, earn less than 80% of the County median household income, and are therefore considered low to moderate income households. Only 25 of 904 families (2.8%), and only 95 individuals (3.1%) in the Town of Eagle were considered to be at, or below, poverty level.

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 to \$592,030.00 in Waukesha County (see Table VI -1 of the Waukesha County Development Plan).

Table 7-1

PERSONAL INCOME RETURNS FOR COMMUNITY IN THE GREATER EAGLE AREA: 2004

Name	Number of Income Tax Returns Filed	Total Adjusted Gross Income	Average Adjusted Gross Income
Town of Eagle	1,275	78,148,342	61,293
Town of Mukwonago	3,037	186,874,610	61,533
Town of Ottawa	1,466	102,246,841	69,745
Village of Eagle	1,075	56,688,201	52,733
Village of Mukwonago	4,512	232,562,133	51,543
Village of North Prairie	1,002	56,621,364	56,508
Waukesha County	188,027	12,038,261,266	64,024

Source: Wisconsin Department of Revenue.

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 2000 Census, the per capita personal income for residents in the Town of Eagle was \$26,354 based on a population of 3,117 persons and a total township gross adjusted income of \$82,145,418. By comparison, per capita personal income in Waukesha County was \$41,033.00 in 2000, according to the U.S. Bureau of Economic Analysis.

Table 7-2

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

County	1980	1990	2000	2004
Jefferson	9,417	16,870	27,927	31,000
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.

Educational Attainment

Waukesha County has a highly educated population and has the third highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin. In analyzing the educational attainment of the residents 25 years or older in the Town of Eagle, 34.6% graduated from high school, 25.9% have some college (but no degree) 27.3% obtained associate or bachelor's degrees and 6.9% have graduate or professional degrees.

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 the Town can continue to grow in a rapidly changing global economy.

WORKFORCE DEMOGRAPHICS AND LABOR AVAILABILITY

The Department of Commerce does not keep statistics at the municipal level for Towns or Villages. While a direct correlation can be made between the number and type of employment at the County and Region level, this correlation is less accurate when projected down to the Town level. Nonetheless, it is important to understand the overall economic condition of the County when reviewing employment opportunities at the local level. In 2005, Waukesha County had 205,012 people employed in its work force, with an average unemployment rate of 3.9 percent. Waukesha County has a highly educated workforce with an outstanding work ethic that produces high quality goods and services. Countywide, one of the biggest concerns is that the workforce is growing older. The Town of Eagle is no exception as 1003 persons or 32.3% of the population is over 45 years of age in 2000. The median age in the Town of Eagle is 36.9 years, whereas the median age countywide is 38.1 years. This changing age composition will have major implications for the future labor market. Communities in Waukesha County will need to retain and recruit a younger workforce to fill positions left vacant by retiring baby boomers. This is why it is important that the communities in Waukesha County work together and at a regional level in southeastern Wisconsin to market the economic strengths and quality of life rather than the individual communities

EMPLOYER AND EMPLOYEE TRENDS

Large 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 types of businesses employ approximately 30,030 workers making up 11 percent of the total workforce in Waukesha County. (Table 7-3) In 2002, the County had 12,579 businesses, and 93 percent of those businesses had less than 50 employees. This is similar to the businesses that currently exist in the Town of Eagle, as many of them also have less than 20 employees. (Table 7-4 and Table 7-5)

Table 7-3

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.

Table 7-4

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

In the Town of Eagle there are 55 businesses based on the Assessor's Personal Property Tax Roll for 2008. The businesses listed include 29 in the Service Sector, 10 in Retail Trades, 8 in Construction, 6 in Manufacturing, and 2 in Agriculture. The list does not include business types that only lease or sell service in the town such as copiers, cable, propane, home security systems, or do not have a physical office in the Town. The list also did not include small home businesses and/or Home Occupations.

Employment and Wages

In 2000, the average annual wage paid to workers employed in Waukesha County was \$41,041 per year. Table 7-6 shows average annual wages for 2004, which averages \$37,817 per year in Waukesha County among all industries. It is vital to the future economic growth of the County to continue to focus on creating jobs in the higher paying sectors.

Table 7-5

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	Waukesha County's Average Annual Wage as a Percent of Wisconsin
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

Table 7-6

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

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. Generally, in Waukesha County the services type industries which include business, repair, personal, entertainment, recreation, health, education, accommodation, food and social and professional services made up 28% of the total employment opportunities in Waukesha County, which was a 39% change increase from 1990 to 2000. The only type of industry which decreased between 1990 and 2000 was the agricultural industry, which is 1% of the total employment and had a 15% decrease in the 10 year period. Other industry trends included manufacturing which is 21% of the total employment in Waukesha County and increased 21% in the 10 year period, retail trade which is 16% of the total employment and increased 28% and construction which is 7%, but increased 31% between 1990 and 2000.

Agriculture

Although agriculture is still a viable economic sector in Waukesha County, the type of agricultural opportunities has shifted from dairy farming to specialty crop production, orchards, greenhouses, and plant and tree nurseries. According to the 2000 Census, only seventeen persons in the Town of Eagle were involved in the agricultural industry, accounting for 1.0 percent of all employment.

Commercial and Industrial Uses

The Town of Eagle contains a thriving and well-diversified business sector, with a total of 55 businesses (Table 7-5), which are mainly located in the Business Park off of CTH NN and near the intersection of CTH's LO and E. A second business park area has been designated for future mixed-use businesses along Highway 59, in Section 1, but has not yet been platted for development.

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 of the County Plan). Many of these jobs were in residential construction. In 2000, the Town of Eagle had 217 individuals employed in this sector, accounting for 12.8 percent of all employment

Manufacturing

It is worth noting that 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. Since 2000, the number of manufacturing jobs in Wisconsin has declined. While 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. For communities in the Greater Eagle Area, 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. In 2000, the Town of Eagle had a total of 406 individuals employed in the combined manufacturing and service sector, accounting for 24.0 percent of all employment.

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 1990s, 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. In 2000, the Town of Eagle had 83 individuals employed in this sector, accounting for 4.9 percent of all employment.

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. In 2000, the Town of Eagle had 42 individuals employed in this sector, accounting for 2.5 percent of all employment.

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 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. In 2000, the Town of Eagle had ~~216~~ 309 individuals employed in this sector, accounting for 12.8 percent of all employment.

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 1990s 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. In 2000, the Town of Eagle had 96 individuals employed in this sector, accounting for 5.7 percent of all employment.

Services

Categories in this sector include business, repair, personal, recreation, accommodations, food services, art and entertainment, social and professional services, which are not counted as retail trade. This sector has experienced significant 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. In 2000, the Town of Eagle had 500 persons employed in this sector, accounting for 29.5 percent of all employment.

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 gain of 3,065 jobs resulting in an 18 percent increase in this sector. In 2000, the Town of Eagle had 130 individuals employed in this sector, accounting for 6.8 percent of all employment.

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 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 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.

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. In this case, Waukesha County employment is compared to the State of Wisconsin and the United States.

A location quotient greater than 1 indicates an industry with a greater share of the local area employment than the reference area, and a location quotient less than 1 indicates an industry with a lesser share of the local area employment than the reference area. Location quotients are calculated by dividing local industry employment by the total type of employment, and then the area industry employment is divided by the all industry total for the reference area. Lastly, the local ratio is divided by the reference area ratio.

Based on the above information, Waukesha County has a higher employment quotient than the state in construction; manufacturing; trade, transportation, and utilities; information; financial activities; and professional business services employment. Waukesha County also ranks higher than the U.S. in construction, manufacturing, and trade, transportation, and utilities employment.

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. 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. (Table 7-7)

Table 7-7

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 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. The intermediate projection estimates that the gain in jobs will reach 145,500. The high projection calculates a job increase of 286,800. (Table 7-8 and Figure 7-1) For the purposes of this plan, the intermediate projection was chosen as the best estimate of regional 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 projected growth, Waukesha County is expected to increase to 28.2 percent of the seven county regional employment share in 2035, and although it can not be individually measured on a community basis, it is assumed that the Town will contribute to increases in County employment (Table 7-9 and Figure 7-2)

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 is projected to show a robust increase of 44,300 jobs over this 5 year period. The labor force would 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.

Table 7-8

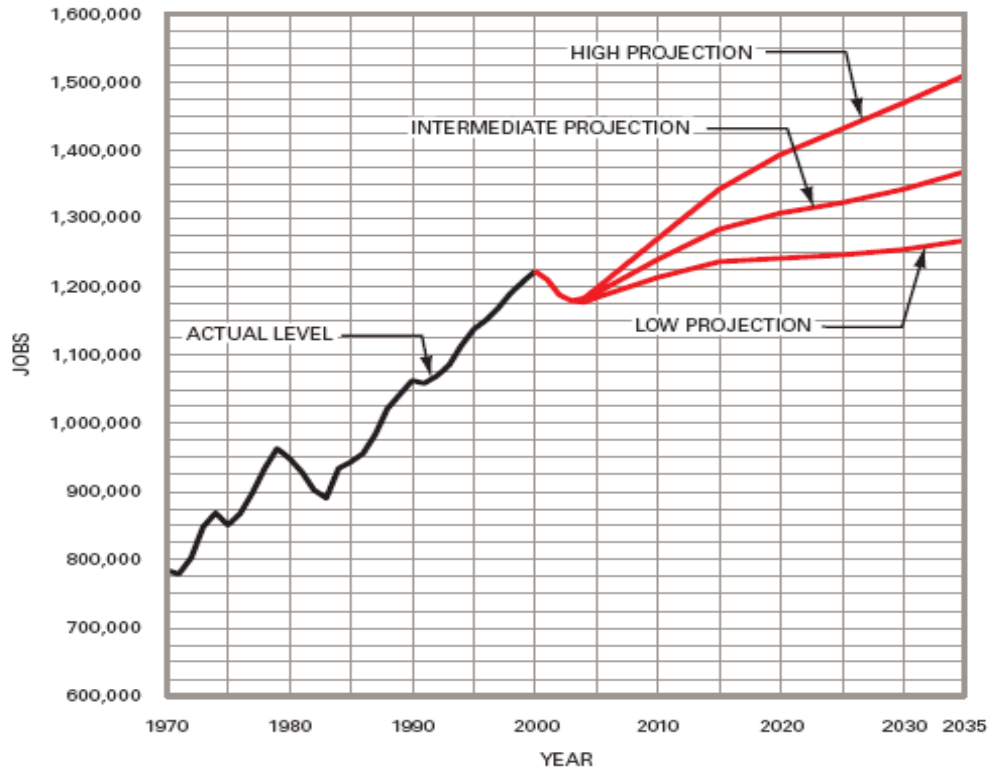
ACTUAL AND PROJECTED REGIONAL TOTAL EMPLOYMENT SCENARIOS: 2000-2035

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

Figure 7-1

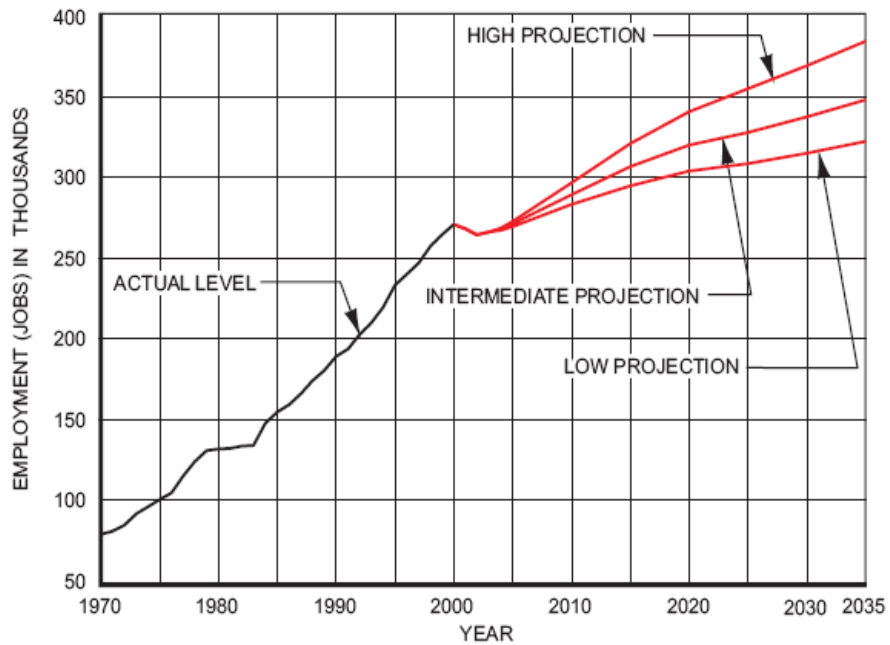
**TOTAL EMPLOYMENT PROJECTIONS
FOR THE REGION: 2000-2005**



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

Figure 7-2

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



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

EMPLOYMENT PROJECTIONS BY SECTOR

The following employment projections by sector are based on the selected intermediate projections for the 7 county Southeastern Wisconsin Region. Projections show that the greatest growth in employment is likely to occur in services especially business, health, and social services.

Printing and Publishing

Printing and publishing is a strong employment sector within Waukesha County and regional projections predict 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 could move overseas where it is possible to reduce labor costs and remain competitive. Within the Region, fabricated metals may 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 may be employed in this industry resulting in a 48 percent decrease.

Electronic and Other Electrical Equipment

The electronic and electrical equipment sector will likely 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 is expected to 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 is likely to grow in the Region and Waukesha County through 2035, however not at the pace it experienced in the 1980s and 1990s. A focus on reducing costs, more emphasis on e-commerce, and the lower wages associated with the retail sector creating 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 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 is not expected to 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 would be 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 is likely to 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% 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 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 is projected to 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 increase slightly 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. The Southeast Wisconsin 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. Economic pressure on the aging farm population, is one of the factors that have contributed to the decline of agriculture in the Town of Eagle. Other factors that have combined to contribute to the significant decline of traditional agriculture include: higher education levels cause fewer children to stay to work the farm, the limited number of available workers has increased the average wage, smaller parcels require a larger number of scattered lots to address the economy of scale, and increases in the cost of seed, feed, and fuel for production have effected profitability.

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 following organizations, initiatives, and programs, support economic development activities in Waukesha County, and can be found in greater detail in Chapter VI of the Waukesha County Comprehensive Development Plan.

Waukesha County Economic Development Corporation (WCEDC)

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

Waukesha County Action Network (WCAN)

The Waukesha County Action Network 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 and social 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 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 (SEWRPC)

The Southeastern Wisconsin Regional Planning Commission 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

The Milwaukee 7 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 (WDOC)

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/>.

Wisconsin Department of Workforce Development (DWD)

The Wisconsin Department of Workforce Development 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 (WHEDA)

Wisconsin Housing and Economic Development Authority offers innovative products and services to provide 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. In Wisconsin, business assistance is very important to us. Therefore, in order 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 selected 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 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 (WEDA)

The Wisconsin Economic Development Association 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, and 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; Professional Development / Continuing Education Opportunities, Legislative Affairs, and 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 U.S Small Business Administration's mission 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 U.S. Department of Housing and Urban Development's mission 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.

ECONOMIC DEVELOPMENT OBJECTIVE NO. 1

Commercial development should be accessible to residents, meet the needs and desires of Town residents, and fit the Town's rural character.

Principle A

The existing number and type of business services already serving the Town's residents will be considered in making decisions, with regard to any new business enterprises.

Principle B

New commercial development benefits the Town through additions to the tax base, additional job opportunities, minimal impact on community services, and will cost less tax revenue to support than that of other types of development.

Standards

1. To the extent possible, new business development will locate next to existing business development, and along state or county trunk highways, so that noise, traffic, and lighting, will not negatively affect residents.
2. All new business uses will be separate from, yet conveniently located for, residential use.
3. The Town will consider the impact and benefit of any proposed development on the surrounding area.
4. Any new business development needs to provide the Town with anticipated costs for public improvements, environmental impacts, and impacts on agricultural lands.
5. When a new business development proposal is presented for approval, the Town will consider whether comparable resources are offered by nearby villages.
6. The Town has encouraged the development of a second business park.
7. Based on citizen input, the Town would like to draw customers from a large area, but still offer services which benefit local residents, and that would fit into the Town's character. Those services most encouraged to develop in the Town include a pharmacy, full-service food store, sit-down restaurant, medical/dental service, and farm implement shop.
8. The Town has established an ordinance to regulate individual business development including the need to provide buffering between business and adjacent residential uses, parking, signage, and lighting. Expansion of the ordinance needs to be considered for business parks, and the need for expanded landscape standards.

ECONOMIC DEVELOPMENT OBJECTIVE NO. 2

Manufacturing development in the Town will be encouraged to the extent possible, so long as it does not significantly change the Town's rural character.

Principle

New light manufacturing benefits the Town through additions to the tax base, additional job opportunities, minimal impact on community services, and will cost less tax revenue to support than that of other types of development.

Standards

1. When manufacturing development occurs, it should be located near a village, on major highways, and/or with access to the Central Wisconsin Railroad line.
2. Because manufacturing development is intensive and potentially a source of negative effects on the community, all new manufacturing development will be concentrated in defined areas to avoid "creeping" expansion, and so that its impact on surrounding land uses, the environment, and on the entire Town is minimized.
3. Light manufacturing does not produce heavy sewage flow, need large amounts of water, and does not have the potential of significant negative spillovers into the community. Such uses as: automobile dealerships; companies involved in the manufacture, processing or assembling of food products; pharmaceuticals; products from natural or non-toxic substances like wood, textiles, and leather; appliances; television and radio stations; and warehouses will be encouraged to locate in the Town.
4. Heavy manufacturing would not be compatible with the Town's agricultural-suburban-recreational character, and may cause air, noise or water quality degradation which requires special efforts to control them.
5. The Town is not the appropriate location for waste disposal sites.

IMPLEMENTATION RECOMMENDATIONS

The basic goal of Economic Development is to encourage additional commercial development within the existing business areas of the Town, and within the Village if compatible with existing land uses. This implementation strategy reinforces many of the original Town directives, and supports the established standards. These standards include:

Business and Industrial

1. In order to enhance the viability of existing or proposed retail, office and industrial areas, objectives and standards shall be included in the Land Use Chapter of this Plan, to guide the placement of new uses.
2. To address cyclical overdevelopment of commercial space or buildings, particularly office space, the Town should avoid pre-zoning lands. The Town will zone for present use, and designate land use for potential future uses.
3. The Town should periodically review and consider the use of other comprehensive land development tools and techniques in advising developers, regarding planning and zoning actions and decisions.
4. Officials in the Town should annually review capital improvement plans or programs in an effort to coordinate transportation and other improvements that aid in the delivery of goods, services, and employment.
5. The Town should review and revise the zoning ordinance to regulate future manufacturing development standards.

Housing Development

In anticipation of projected employment sector growth, the Town should promote and facilitate an adequate supply of new housing of sufficient quantity and density within reasonable proximity to new and existing employment centers (Refer to Chapter 6).

Education, Jobs and Business Growth

1. The Town should embrace higher paying jobs, and the Town would support local and County initiatives to increase development of a diverse business sector.
2. The Town should encourage the creation of partnerships between local economic development organizations, colleges, and universities to promote entrepreneurial programs, industry collaborations, technology transfer, and opportunities to generate in seed capital.

Government Services and Taxes

The Town should, in an effort to reduce the future property tax burden in the Town, consider consolidations, mergers, shared services, or legislative measures to reduce waste and provide for more efficient services.