



Credit: Washington County

## 10.1 INTRODUCTION

The Economic Development Element is one of the nine elements of a comprehensive plan required by Section 66.1001 of the *Wisconsin Statutes*. Section 66.1001 (2) (f) of the *Statutes* requires the Economic Development Element to compile goals, objectives, policies, and programs that promote the stabilization and retention or expansion of quality employment opportunities and the economic base in the County. In addition, this element must do the following:

- Include an analysis of the County's labor force and economic base
- Assess categories or particular types of new businesses and industries that are desired by the County
- Assess the County's strengths and weaknesses with respect to attracting and retaining businesses and industries and designate an adequate number of sites for such businesses and industries
- Promote the use of environmentally contaminated sites for commercial or industrial uses
- Identify economic development programs, including State and regional programs, which apply to the County

Section 10.2 of this chapter provides an inventory of the labor force and economic base in the County, including approximate employment and unemployment in each local government, employment by job type, the largest employers in the County, wage information and personal income characteristics of residents, and information about business/industrial parks. Environmentally contaminated sites inventoried in Chapter 6 are also analyzed to determine their suitability for redevelopment for business use.

Section 10.3 provides a description of economic development programs that apply within the County, including State and regional programs. Section 10.4 presents employment projections by industry type for Washington County developed as part of the regional plan. Section 10.4 also presents desired businesses and perceived strengths and weaknesses for attracting those businesses, as identified by the work group and advisory committees assembled to develop the first edition of this plan. The Multi-Jurisdictional

Comprehensive Plan Advisory Committee (MJAC) modified the list of desirable businesses and strengths and weaknesses for the plan update. Economic development related goals and objectives through the plan design year of 2050 are set forth in Chapter 12, Recommendations Element. Recommended policies, defined as steps or actions to achieve economic development goals and objectives; and programs, defined as projects or services necessary to achieve economic development policies are also identified in Chapter 12.

## 10.2 INVENTORY AND ANALYSIS

### Labor Force

The labor force is defined as those residents of Washington County 16 years of age and older who are employed, or are unemployed and actively seeking employment, or are in the armed forces. Labor force data are often referred to as “place of residence” data as opposed to “place of work” data, or employment data. The labor force is not equated with the number of employment opportunities, or jobs, in the County because some of the resident labor force is employed outside the County, some have more than one job, some are unemployed, and some jobs in the County are held by non-residents.

Table 10.1 presents the employment status of residents 16 years of age or older for Washington County and each local government based on 2010-2014 American Community Survey (ACS) data. There were 71,228 employed residents in the County and 75,486 County residents in the labor force, which is about 7 percent of labor force participants in the Southeastern Wisconsin Region. Residents in the labor force comprised about 72 percent of the County’s population 16 years and older. The greatest concentrations of employed residents resided in the City of West Bend (16,167) and Village of Germantown (10,735). About 5.6 percent of the County labor force age 16 or older, or 4,258 residents, were unemployed. By comparison, 8.6 percent of the regional labor force and 7.2 percent of the State labor force were unemployed, based on ACS data. The Wisconsin Department of Workforce Development (DWD) shows the unemployment rate trending downward between 2010 and 2017. As of July of 2017, the DWD reported the unemployment rate in Washington County at 2.9 percent of the labor force. The DWD reported the unemployment rate for the Milwaukee Metropolitan Area<sup>84</sup> at 3.9 percent of the labor force.

Figure 3.2 in Chapter 3 presents the location of employment for County residents. About 49 percent of employed residents worked within the County, and about 51 percent of residents traveled outside the County for employment. The majority of residents who traveled outside the County for employment worked in Milwaukee County (20 percent) or Waukesha County (19 percent).

The occupational make-up and educational attainment of the labor force provide useful insight into the nature of work the County labor force is most suited to, the type of industry that the area may be most successful in retaining and attracting, and the types of new businesses and industries most desired by the County. The number of employed residents by occupation in the County is presented in Table 3.12 in Chapter 3. County residents employed in management, business, science, and arts occupations comprise the largest percentage of the employed labor force at 35 percent, or 25,199 workers. Sales and office occupations and production, transportation, and material moving occupations ranked second and third, respectively, with 25 percent, or 18,059 workers, and 17 percent, or 12,139 workers, of the employed resident workforce. Service occupations (13 percent) and natural resource, construction, and maintenance occupations (9 percent); represent the remaining 22 percent of the employed County workforce.

Regionally, residents employed in management, business, science, and art occupations comprised the largest percentage of the employed labor force at 37 percent, or 361,465 workers. Sales and office occupations and service occupations ranked second and third, respectively, with 24 percent, or 240,244 workers, and 17 percent, or 168,904 workers, of the employed resident workforce. Production, transportation, and material moving occupations (15 percent) and natural resource, construction, and maintenance occupations (7 percent) represent the remaining 22 percent of the employed Regional workforce.

The high percentage of workers in management, business, science, and arts occupations is consistent with the high level of educational attainment among County residents 25 years of age and older. Nearly 93

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<sup>84</sup> The Milwaukee Metropolitan Area consists of Milwaukee, Ozaukee, Washington, and Waukesha Counties and excludes Kenosha, Racine, and Walworth Counties.

**Table 10.1**  
**Employment Status of People 16 Years of Age or Older in the**  
**Labor Force in Washington County Communities: 2010-2014**

Community	In Labor Force								Not In Labor Force		Total
	Employed		Unemployed		In Armed Forces		Total		Number	Percent <sup>b</sup>	
	Number	Percent <sup>a</sup>	Number	Percent <sup>a</sup>	Number	Percent <sup>a</sup>	Number	Percent <sup>b</sup>			
<b>Cities</b>											
Hartford <sup>c</sup>	7,609	95.5	359	4.5	--	--	7,968	72.1	3,081	27.9	11,049
West Bend	16,167	93.2	1,163	6.7	12	0.1	17,342	70.8	7,167	29.2	24,509
<b>Villages</b>											
Germantown	10,735	93.6	731	6.4	--	--	11,466	74.2	3,978	25.8	15,444
Jackson	3,545	93.2	257	6.8	--	--	3,802	74.3	1,312	25.7	5,114
Kewaskum	2,272	96.2	81	3.4	10	0.4	2,363	76.4	728	23.6	3,091
Newburg <sup>d</sup>	621	95.2	31	4.8	--	--	652	69.4	288	30.6	940
Richfield	6,330	93.9	410	6.1	--	--	6,740	73.6	2,421	26.4	9,161
Slinger	2,584	95.1	132	4.9	--	--	2,716	66.0	1,399	34.0	4,115
<b>Towns</b>											
Addison	2,058	93.3	148	6.7	--	--	2,206	80.0	552	20.0	2,758
Barton	1,491	94.1	93	5.9	--	--	1,584	69.4	700	30.6	2,284
Erin	1,868	95.5	79	4.0	9	0.5	1,956	64.0	1,098	36.0	3,054
Farmington	2,124	94.4	125	5.6	--	--	2,249	71.9	877	28.1	3,126
Germantown	143	97.9	3	2.1	--	--	146	80.7	35	19.3	181
Hartford	2,095	95.5	99	4.5	--	--	2,194	74.8	738	25.2	2,932
Jackson	2,671	97.1	79	2.9	--	--	2,750	75.1	912	24.9	3,662
Kewaskum	505	97.3	14	2.7	--	--	519	64.6	284	35.4	803
Polk	2,007	91.6	183	8.4	--	--	2,190	70.7	908	29.3	3,098
Trenton	2,646	95.8	117	4.2	--	--	2,763	73.8	983	26.2	3,746
Wayne	1,454	97.1	44	2.9	--	--	1,498	78.3	416	21.7	1,914
West Bend	2,303	95.4	110	4.6	--	--	2,413	59.6	1,634	40.4	4,047
Washington County <sup>e</sup>	71,228	94.3	4,258	5.6	31	0.1	75,517	71.9	29,511	28.1	105,028

<sup>a</sup> Percent of the total number of people age 16 or older in the labor force.

<sup>b</sup> Percent of the total number of people age 16 or older.

<sup>c</sup> Includes entire City of Hartford.

<sup>d</sup> Includes entire Village of Newburg.

<sup>e</sup> Includes Washington County and the entire City of Hartford and Village of Newburg.

Source: U.S. Bureau of the Census American Community Survey and SEWRPC

percent of residents at least 25 years of age in Washington County, or 85,353 people, have attained a high school or higher level of education. This is higher than the educational attainment of the overall population of the Region, where 90 percent of the population 25 years of age and older have attained this level of education. Over 62 percent of the population 25 years of age and older in Washington County, or 57,226 people, attended some college or earned an associate, bachelor, or graduate degree, a slightly higher percentage than residents in the Region. Educational attainment for residents of the County is set forth in Table 3.6 in Chapter 3.

Changing age composition of the County's labor force may also affect retention and attraction of business and industry to the County and the types of business and industry most desired by the County. Figure 3.6 in Chapter 3 illustrates the age composition in 2010 and the projected age composition in 2050. The percentage of the population under 20 years old, ages 20 to 44, and 45 to 65 will decrease by 2 percent, 3 percent, and 8 percent, respectively, and the percentage of the population age 65 and older will increase by 13 percent. The result will be a smaller working age percentage of the population, and a population that may demand an increase in certain products and services, such as those provided by the health care industry.

The projected population of the County for 2050, as stated in Chapter 3, is 180,500 residents. Assuming the population projection and age composition projections are accurate, roughly 144,600 County residents

will be working age (age 16 or older<sup>85</sup>). If current labor force participation trends hold constant, about 104,000 County residents would be participating in the labor force in 2050. However, this method does not account for those who are retired. The large percentage change in people age 65 and older (13 percent to 26 percent in 2050) will likely mean a larger percentage of retired residents in 2050, who will not be participating in the labor force. In addition, almost half of employed County residents would travel outside the County for work if existing commuting patterns remain the same.

### Employment

Employment, or “place of work” data, are the number and type of employment opportunities available in the County. This information provides an important indicator of the level of economic activity for economic development planning and land use planning purposes. Employment data and labor force data form the baseline information in determining how many and what type of jobs will need to be added in the County to serve the projected 2050 County population.

**Table 10.2**  
**Number of Jobs in Washington County: 1950-2014**

Year	Number of Jobs	Change From Preceding Year		Percent of Region Total
		Number	Percent	
1950	10,200	--	--	1.8
1960	15,200	5,000	49.0	2.3
1970	24,300	9,100	59.9	3.1
1980	35,100	10,800	44.4	3.7
1990	45,800	10,700	30.5	4.4
2000	60,500	14,700	32.1	5.0
2010	67,000	6,500	10.7	5.7
2014	72,000	5,000	7.5	5.8

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

There were about 72,000 employment opportunities, or jobs, located in the County in 2014, which represented about 6 percent of the total jobs in the Region. Table 10.2 shows historic employment growth in the County between 1950 and 2014. In 1950 there were about 10,200 jobs located in the County, which represented about 2 percent of the total jobs in the Region. Between 1950 and 2014 the number of jobs in the County grew by 606 percent. During the same time period the number of jobs in the Region grew by 117 percent.

Table 10.3 presents the number of jobs in each community in 2010. The areas with the most employment opportunities include the Cities of Hartford and West Bend and the Villages of Germantown, Jackson, Richfield, and Slinger. These areas also have greatest population and number of residents in the labor force.

The Region has experienced a shift in its economy from manufacturing to service industry jobs over the past several decades. Due to their differential growth rates, the proportion of manufacturing jobs relative to total jobs in the Region decreased from 30 percent in 1970 to 13 percent in 2010, while service-related employment increased from 26 percent in 1970 to 50 percent in 2010. Unlike the Region, Washington County has experienced an increase in manufacturing jobs. Manufacturing jobs in the County have increased from 9,255 jobs to 12,285 jobs, or by 33 percent, between 1970 and 2010. The County also experienced growth in all other employment categories between 1970 and 2010, with the exception of agricultural jobs.

Table 10.4 presents the number of jobs by industry group in the County as of 2014 based on the North American Industry Classification System (NAICS). The greatest number of jobs in the County, 14,627 jobs, were in manufacturing. Although the manufacturing industry led the County in number of jobs, the number has yet to fully recover pre-recession levels when the County had 17,307 manufacturing jobs. The next five largest private employment categories follow:

- Retail trade – 8,962 jobs
- Health care and social assistance – 6,743 jobs
- Accommodation and food services – 4,711 jobs
- Other services, except public administration – 4,379 jobs
- Construction – 3,864 jobs

The largest government employer in the County was local government, which consisted of 4,751 jobs.

<sup>85</sup> This definition is based on methodology used by the U.S. Census Bureau for compiling labor force data.

## Location Quotient Analysis of Strength of Employment Sector

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

If a location quotient is equal to 1.0, then the industry has the same share of its area employment as the reference area. A location quotient greater than 1.0 indicates an industry with a greater share of the local area employment than the reference area. Location quotients are calculated by first dividing local industry employment by total local employment. Second, the reference area industry employment is divided by total employment for the reference area. Finally, the local ratio is divided by the reference area ratio. Table 10.5 shows the location quotients, by industry, for the County compared to both the State and the Nation. Manufacturing employment has the highest location quotient when compared to both the State (1.60) and the Nation (3.00). State government employment has the lowest location quotient when compared to both the State (0.09) and the Nation (0.08).

## Major Employers

Table 10.6 and Map 10.1 show locations of major employers (100 or more employees) by community in 2010. One employer, the West Bend School District, had over 1,000 employees. There were nine employers with locations employing 500 to 999 people, they include, Washington County Government, West Bend Mutual Insurance Co., and the West Bend Clinic in the City of West Bend; Broan-Nutone LLC, Quad/Graphics Inc., and Signicast Corporation in the City of Hartford; St. Joseph's Hospital in the Town of Polk; Benevolent Corporation Cedar Community in the Town of West Bend; and Sysco Food Services in the Village of Jackson. There were 14 employers with locations employing 250 to 499 people and 42 employers with locations employing 100 to 249 people. Locations with a large number of employees tend to be located within the sewer service areas. The largest employers in local units of governments without a major employer are listed in Table 10.7, which includes employers with five or more employees.

## Annual Wages

In 2014, the average annual wage paid to workers employed in Washington County was \$41,567 per year. This figure was 95 percent of the State average (\$43,856). Jobs in information provided the highest average wage in the County at \$68,519, with jobs in financial activities a close second at \$67,784. Wages for jobs in information and financial activities in the County also exceeded the State's average annual wages in those industry groups (\$62,482 and \$61,884, respectively). Jobs in manufacturing provided the third highest average wage in the County at \$52,663. Jobs in leisure and hospitality provided the lowest average wage in the County at \$12,480. Washington County average annual wages were less than those of the Region for most industries. Table 10.8 shows the average annual wages by industry for the County, Region, and State.

**Table 10.3**  
**Number of Jobs in Washington County Communities: 2010**

Community	Number of Jobs	Percent
<b>Cities</b>		
Hartford <sup>a</sup>	8,979	14.0
West Bend	17,747	27.7
<b>Villages</b>		
Germantown	13,962	21.8
Jackson	3,543	5.5
Kewaskum	1,485	2.3
Newburg <sup>b</sup>	340	0.5
Richfield	3,090	4.8
Slinger	2,559	4.0
<b>Towns</b>		
Addison	2,138	3.4
Barton	1,106	1.7
Erin	519	0.8
Farmington	577	0.9
Germantown	263	0.4
Hartford	1,238	1.9
Jackson	1,165	1.8
Kewaskum	309	0.5
Polk	2,101	3.3
Trenton	1,073	1.7
Wayne	414	0.7
West Bend	1,460	2.3
Washington County <sup>c</sup>	64,068	100.0

Note: The municipal employment numbers were based on SEWRPC's 2010 employment inventory wherein county total employment was targeted to match the current U.S. Bureau of Economic Analysis (BEA) totals at the time. The BEA regularly revises its employment numbers to incorporate more up-to-date source data. The table of historic employment (Table 10.2) reflects this adjustment to the 2010 data by the BEA.

<sup>a</sup> Includes entire City of Hartford.

<sup>b</sup> Includes entire Village of Newburg.

<sup>c</sup> Includes Washington County and the entire City of Hartford and Village of Newburg.

Source: SEWRPC

**Table 10.4**  
**Private and Government Employment by Industry Group in Washington County: 2014**

Industry Group (NAICS) <sup>a</sup>	Former SIC Industry Group <sup>b</sup>	Number	Percent
<b>Private Employment</b>			
Farm Employment	Agricultural, Forestry, and Fishing	967	1.3
Forestry, Fishing, and Related Activities	Agricultural, Forestry, and Fishing	152	0.2
Mining	Mining	115	0.2
Utilities	Transportation, Communication, Electric, Gas, and Sanitary Services	-- <sup>c</sup>	-- <sup>c</sup>
Construction	Construction	3,864	5.3
Manufacturing	Manufacturing	14,627	20.2
Wholesale Trade	Wholesale Trade	3,388	4.7
Retail Trade	Retail Trade	8,962	12.4
Transportation and Warehousing	Transportation, Communication, Electric, Gas, and Sanitary Services	-- <sup>c</sup>	-- <sup>c</sup>
Information	Services	791	1.1
Finance and Insurance	Finance, Insurance, and Real Estate	3,593	5.0
Real Estate and Rental and Leasing	Finance, Insurance, and Real Estate	3,079	4.3
Professional, Scientific, and Technical Services	Services	2,668	3.7
Management of Companies and Enterprises	Services	238	0.3
Administrative and Waste Management Services	Services	3,135	4.3
Educational Services <sup>d</sup>	Services	861	1.2
Health Care and Social Assistance	Services	6,743	9.3
Arts, Entertainment, and Recreation	Services	1,700	2.4
Accommodation and Food Services	Services; Retail Trade	4,711	6.5
Other Services, Except Public Administration	Services	4,379	6.1
	<b>Subtotal</b>	<b>66,460</b>	<b>91.9</b>
<b>Government and Government Enterprises</b>			
Federal, Civilian	Public Administration	257	0.3
Military	Public Administration	365	0.5
State Government	Public Administration	497	0.7
Local Government	Public Administration	4,751	6.6
	<b>Subtotal</b>	<b>5,870</b>	<b>8.1</b>
	<b>Total</b>	<b>72,330<sup>e</sup></b>	<b>100.0</b>

Note: Total employment for 2014 presented in Table 10.2 does not include military employment.

<sup>a</sup> North American Industry Classification System.

<sup>b</sup> Standard Industrial Classification (SIC) Industry Groups are detailed in Figure 10.1.

<sup>c</sup> Detailed data are not available at the County level; however, the utilities and transportation and warehousing industry groups combined total 2,487 jobs and 3.4 percent of the total jobs located in the County.

<sup>d</sup> The educational service category includes those employed by private schools and colleges. Public school employees are included in the local government category.

<sup>e</sup> Includes Washington County only. Total does not include that part of the Village of Newburg located in Ozaukee County or that part of the City of Hartford located in Dodge County.

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

## Personal Income

Personal income is another primary indicator of the overall economic well-being of an area. Household income is one of the primary measurements of personal income. Annual household income in the County by community is documented in Table 3.8 in Chapter 3. The median household income in the County is \$67,650, which is \$13,384 more than the Region's median household income of \$54,266, \$14,912 more than the State's median household income of \$52,738, and \$14,168 more than the Nation's median household income of \$53,482.

Table 10.9 presents historic median household income levels in the County and each local government from 1989 to 2014 in dollars reported and in constant (2014) dollars. Reported annual household income in the

**Figure 10.1**  
**Standard Industrial Classification (SIC) Code Structure**

**Agriculture, Forestry and Fishing**

- Group 01 Agricultural Production – Crops
- Group 02 Agricultural Production – Livestock
- Group 07 Agricultural Services
- Group 08 Forestry
- Group 09 Fishing, Hunting, and Trapping

**Mining**

- Group 10 Metal Mining
- Group 12 Coal Mining
- Group 13 Oil and Gas Extraction
- Group 14 Nonmetallic Minerals, Except Fuels

**Construction**

- Group 15 General Building Contractors
- Group 16 Heavy Construction, Except Building
- Group 17 Special Trade Contractors

**Manufacturing**

- Group 20 Food and Kindred Products
- Group 21 Tobacco Products
- Group 22 Textile Mill Products
- Group 23 Apparel and Other Textile Products
- Group 24 Lumber and Wood Products
- Group 25 Furniture and Fixtures
- Group 26 Paper and Allied Products
- Group 27 Printing and Publishing
- Group 28 Chemicals and Allied Products
- Group 29 Petroleum and Coal Products
- Group 30 Rubber and Miscellaneous Plastic Products
- Group 31 Leather and Leather Products
- Group 32 Stone, Clay, and Glass Products
- Group 33 Primary Metal Industries
- Group 34 Fabricated Metal Products
- Group 35 Industrial, Commercial, and Computer Equipment
- Group 36 Electronic and Other Electric Equipment
- Group 37 Transportation Equipment
- Group 38 Instruments and Related Products
- Group 39 Miscellaneous Manufacturing Industries

**Transportation, Communication, Electric, Gas and Sanitary Services**

- Group 40 Railroad Transportation
- Group 41 Local and Inter-Urban Passenger Transit
- Group 42 Trucking and Warehousing
- Group 43 U.S. Postal Service
- Group 44 Water Transportation
- Group 45 Transportation by Air
- Group 46 Pipelines, Except Natural Gas
- Group 47 Transportation Services
- Group 48 Communications
- Group 49 Electric, Gas, and Sanitary Services

**Wholesale Trade**

- Group 50 Wholesale Trade – Durable Goods
- Group 51 Wholesale Trade – Nondurable Goods

**Retail Trade**

- Group 52 Building Materials and Garden Supplies
- Group 53 General Merchandise Stores
- Group 54 Food Stores
- Group 55 Automotive Dealers and Service Stations
- Group 56 Apparel and Accessory Stores
- Group 57 Furniture and Home Furnishings Stores
- Group 58 Eating and Drinking Places
- Group 59 Miscellaneous Retail

**Finance, Insurance and Real Estate**

- Group 60 Depository Institutions
- Group 61 Non-Depository Institutions
- Group 62 Insurance Carriers
- Group 64 Insurance Agents, Brokers, and Service
- Group 65 Real Estate
- Group 67 Holding and Other Investment Offices

**Services**

- Group 70 Hotels and Other Lodging Places
- Group 72 Personal Services
- Group 73 Business Services
- Group 75 Auto Repair, Service, and Parking
- Group 76 Miscellaneous Repair Services
- Group 78 Motion Pictures
- Group 79 Amusement and Recreation Services
- Group 80 Health Services
- Group 81 Legal Services
- Group 83 Social Services
- Group 84 Museum, Botanical, and Zoological Gardens
- Group 86 Membership Organizations
- Group 87 Engineering and Management Services
- Group 89 Services Not Elsewhere Classified (NEC)

**Public Administration**

- Group 91 Executive, Legislative, and General
- Group 92 Justice, Public Order, and Safety
- Group 93 Finance, Taxation, and Monetary Policy
- Group 94 Administration of Human Resources
- Group 95 Environmental Quality and Housing
- Group 96 Administration of Economic Programs
- Group 97 National Security and International Affairs

**Non-Classifiable Establishments**

- Group 99 Non-Classifiable Establishments

Source: SEWRPC

**Table 10.5**  
**Washington County Employment Location Quotient: 2014<sup>a</sup>**

Industry (NAICS)	Comparison with State	Comparison with Nation
Private Employment		
Agriculture, Forestry, Fishing, and Hunting	0.81	0.83
Mining	1.18	0.23
Utilities	-- <sup>b</sup>	-- <sup>b</sup>
Construction	1.05	0.88
Manufacturing	1.60	3.00
Wholesale Trade	1.22	1.24
Retail Trade	1.21	1.17
Transportation and Warehousing	-- <sup>b</sup>	-- <sup>b</sup>
Information	0.65	0.60
Finance and Insurance	0.87	0.92
Real Estate and Rental And Leasing	0.54	0.32
Professional and Technical Services	0.55	0.33
Management of Companies and Enterprises	0.19	0.25
Administrative and Waste Services	0.74	0.62
Educational Services	0.17	0.11
Health Care and Social Assistance	0.85	0.87
Arts, Entertainment, and Recreation	1.35	1.16
Accommodation and Food Services	1.00	0.89
Other Services, Except Public Administration	1.12	1.09
Government and Government Enterprises		
Federal, Civilian	0.46	0.24
State Government	0.09	0.08
Local Government	0.90	0.89

<sup>a</sup> Includes Washington County only.

<sup>b</sup> Detailed data is not available at the County level.

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

County has increased from \$38,431 in 1989 to \$67,650 in 2014, which is an increase of 76 percent. When expressed in constant dollars, 1989 reported income adjusted for inflation to express that income in 2014 dollars, household income decreased from \$72,477 to \$67,650, which is a decrease of about 7 percent. Adjusted median household income also decreased in the Region by about 11 percent, in the State by 5 percent, and in the Nation by nearly 6 percent between 1989 and 2014.

Overall, households in the County have experienced economic prosperity over the last two decades; however, a number of households in the County had annual incomes under the poverty level in 2014. Table 3.10 in Chapter 3 presents the number of households under the poverty level in the County by community. There are 3,218 households with incomes below the poverty level in the County. About 52 percent, or 1,686 households, were family households and about 48 percent, or 1,532 households, were non-family households. Poverty thresholds are determined on a National basis and do not change by geographic area. Poverty thresholds range from \$12,071 for a one person household to \$45,768 for a nine person household.<sup>86</sup>

### Business Parks

Existing business parks located in the County are shown on Map 10.2 and listed in Table 10.10. Business parks, as defined by SEWRPC, have each of the following characteristics:

- A planned internal street system
- Typically, sanitary sewer service and public water service or availability
- Single ownership at the time the park was subdivided

<sup>86</sup> The poverty thresholds above are weighted averages. Thresholds vary depending on the number of related children under 18 present in the household and the age of the householder.



**Table 10.6**  
**Major Employers in Washington County: 2010<sup>a,b</sup>**

<b>Number on Map 10.1</b>	<b>Name</b>	<b>Location</b>	<b>Number of Employees<sup>c</sup></b>
	City of Hartford		
1	Broan-Nutone, LLC.	926 W. State Street	500 - 999
2	Quad/Graphics, Inc. <sup>d</sup>	1900 W. Sumner Street	500 - 999
3	Signicast Corporation <sup>d</sup>	1800 Innovation Way	500 - 999
4	Centricity Contingent Staffing	1550 Innovation Way	250 - 499
5	Aurora Medical Center of Washington County, Inc.	1032 E. Sumner Street	250 - 499
6	Hartford U H S	805 Cedar	250 - 499
7	Helgesen Industries, Inc.	7261 HWY 60 W	250 - 499
8	Aurora Medical Group, Inc.	1004 E. Sumner Street	100 - 249
9	Hartford Finishing, Inc.	844 W. State Street	100 - 249
10	Mineshaft Restaurant	22 N. Main Street	100 - 249
11	Menasha Packaging Company	621 Wacker Drive	100 - 249
12	Steel Craft Corporation of Hartford	105 Steelcraft Drive	100 - 249
	City of West Bend		
13	West Bend School District	735 S. Main Street	1000+
14	Washington County	432 E. Washington Street	500 - 999
15	West Bend Mutual Insurance Co.	1900 S. 18th Avenue	500 - 999
16	West Bend Clinic, Inc.	1700 W. Paradise Drive	500 - 999
17	City of West Bend	1115 S. Main Street	250 - 499
18	Kettle Moraine YMCA, Inc.	1111 W. Washington Street	250 - 499
19	Regal Ware, Inc.	1100 Schmidt Road	250 - 499
20	Serigraph, Inc.	3701 E. Decorah Road	250 - 499
21	Wal-Mart	1515 W. Paradise Drive	250 - 499
22	The Home Depot	700 W. Paradise Drive	100 - 249
23	Shopko	1710 S. Main Street	100 - 249
24	Aurora Medical Group, Inc.	205 Valley Avenue	100 - 249
25	Gehl Co.	143 Water Street	100 - 249
26	Kohl's Department Stores, Inc.	1400 S. Main Street	100 - 249
27	Menard, Inc.	575 W. Paradise Drive	100 - 249
28	Moore Wallace North America, Inc.	201 E. Progress Drive	100 - 249
29	Serigraph, Inc.	603 Hi Mount Road	100 - 249
30	The Threshold, Inc.	600 Rolfs Avenue	100 - 249
31	Pick 'n Save	2518 W. Washington Street	100 - 249
32	Pick 'n Save	1629 S. Main Street	100 - 249
	Village of Germantown		
33	J.W. Speaker Corporation	W185 N11315 Whitney Drive	250 - 499
34	Wal-Mart	W190 N9855 Appleton Avenue	250 - 499
35	Techstar MFG Company	N188 W11707 Maple Road	100 - 249
36	Aurora Advanced Healthcare, Inc.	N112 W17975 Mequon Road	100 - 249
37	Sendik's Food Market	N112 W15800 Mequon Road	100 - 249
38	Menards	W186 N9754 Appleton Avenue	100 - 249
39	Great Lakes Packaging Corp.	W190 N11393 Carnegie Drive	100 - 249
40	Wago Corp.	N120 W19129 Freistadt Road	100 - 249
41	Airgas Safety, Inc.	N112 W13333 Mequon Road	100 - 249
42	Cambridge Major Laboratories	W130 N10497 Washington Drive	100 - 249
43	Ellsworth Adhesive Systems	W129 N10825 Washington Drive	100 - 249
44	Gehl Foods – Corporate Headquarters	W185 N11300 Whitney Drive	100 - 249
45	David J. Frank Landscape Contracting, Inc.	N120 W21350 Freistadt Drive	100 - 249
46	GKN Sinter Metals, Inc.	N112 W18700 Mequon Road	100 - 249
47	Gehl Foods, Main Street Plant	N116 W15970 Main Street	100 - 249
48	Germantown Public High School	W180 N11501 River Lane	100 - 249
49	Germantown Public School (Kennedy Middle)	W160 N11836 Crusader Court	100 - 249
50	Smurfit-Stone Container Enterprises, Inc.	11900 N. River Lane	100 - 249
51	Virginia Highlands Health and Rehabilitation Center	N173 N10915 Bernies Way	100 - 249
52	Pick 'n Save	N112 W16200 Mequon Road	100 - 249
53	Village of Germantown	N112 W17001 Mequon Road	100 - 249

Table continued on next page.

**Table 10.6 (Continued)**

Number on Map 10.1	Name	Location	Number of Employees <sup>c</sup>
54	Village of Jackson Sysco Food Services of Eastern Wisconsin, LLC	1 Sysco Drive	500 - 999
55	Kerry, Inc.	N168 W21455 Main Street	100 - 249
56	Village of Richfield Cabela's	1 Cabela Way	100 - 249
57	W.G. Strohwig Tool/Die, Inc.	3285 Industrial Road	100 - 249
58	Village of Slinger Gemini Helping Hands	840 Enterprise Drive, Suite #2	100 - 249
59	Slinger School District	207 Polk Street	100 - 249
60	Town of Addison Kreilkamp Trucking, Inc.	6487 STH 175	250 - 499
61	Maystree, LLC	6199 CTH W	250 - 499
62	Town of Barton Weasler Engineering, Inc.	7801 North USH 45	250 - 499
63	Town of Germantown Riteway Bus Service, Inc.	W201 N13900 Fond du Lac Avenue	100 - 249
64	Town of Jackson Schreiber Foods	807 Pleasant Valley	100 - 249
65	Town of Polk St. Joseph's Hospital	3200 Pleasant Valley Road	500 - 999
66	Town of West Bend Benevolent Corp. Cedar Community	5595 CTH Z	500 - 999

<sup>a</sup> Major employers include those with 100 or more employees at a single location.

<sup>b</sup> Includes Washington County, the portion of the City of Hartford located in Dodge County, and the portion of the Village of Newburg located in Ozaukee County.

<sup>c</sup> The exact number of employees is confidential. Part-time and seasonal employees are included.

<sup>d</sup> Located in the part of the City of Hartford in Dodge County.

Source: Wisconsin Department of Workforce Development, Washington County, and SEWRPC

- A minimum area of 10 acres
- Land that was platted or divided by certified survey map, except for brownfield sites

In 2016, there were 27 business parks in the County, encompassing 4,065 acres. About 3 percent of the parcels within the business parks were available for development. Business parks are located in each city and village and in the Towns of Addison, Trenton, and West Bend. Developments located in business parks are traditionally industrial and office uses; however, retail and service uses may also be appropriate for business parks. Table 10.10 also includes information on proposed business parks in Washington County.

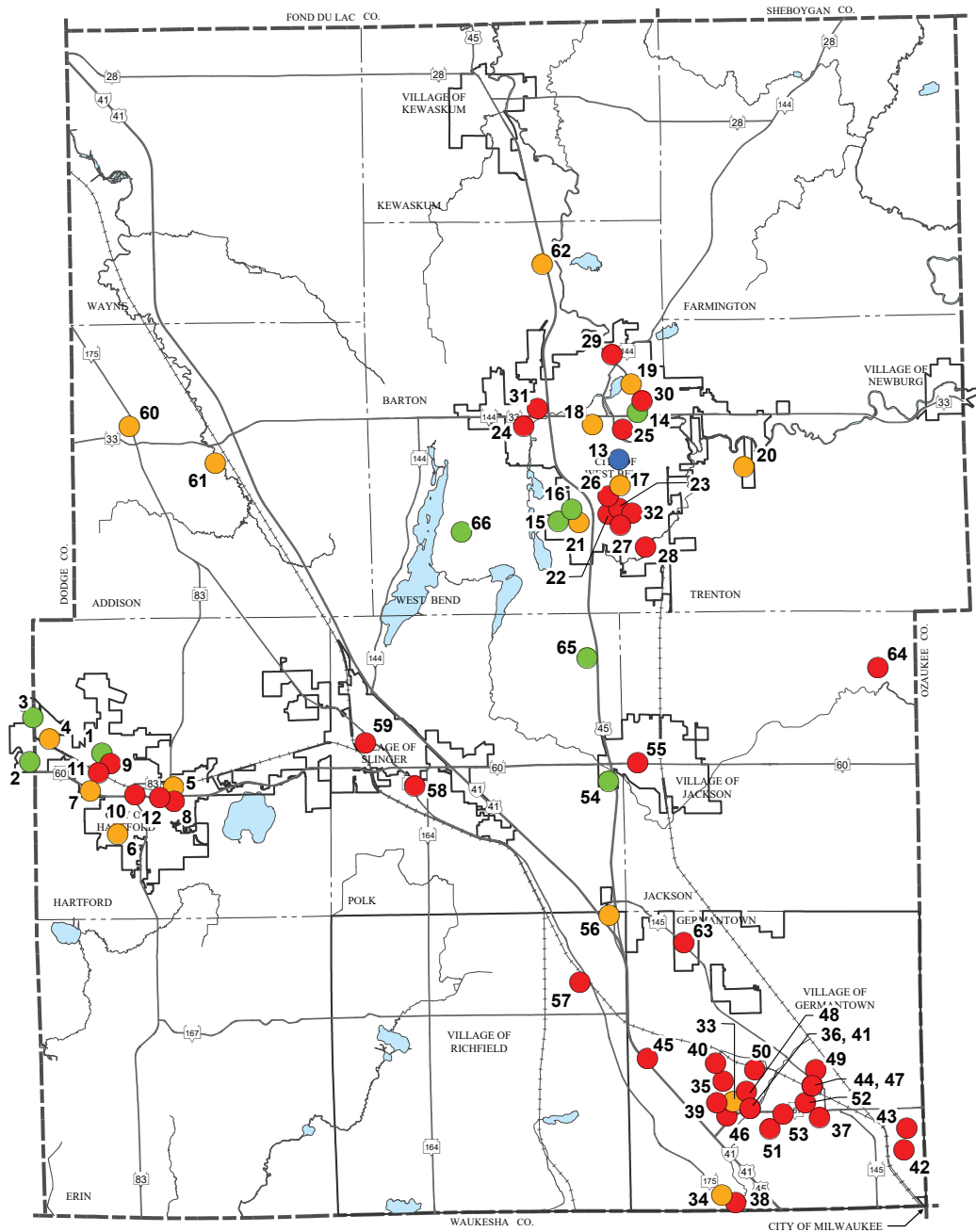


**In 2016, there were 27 business parks in the County, encompassing 4,065 acres.**

Wisconsin is creating consistent standards for certification of industrial sites with a minimum of 50 contiguous acres. A "Certified In Wisconsin" site has the key reviews, documentations, and assessments most commonly required for industrial uses. Certification criteria have been developed based on representative needs of advanced manufacturing projects.<sup>87</sup> As of 2013, there was one certified site in Washington County—the West Bend Corporate Center was the first site in Wisconsin to become certified through the program.

<sup>87</sup> *Certified In Wisconsin* ([www.inwisconsin.com/why-wisconsin/available-sites/certified-in-wisconsin/](http://www.inwisconsin.com/why-wisconsin/available-sites/certified-in-wisconsin/)).

# Map 10.1 Major Employers in Washington County: 2010



- 100-249 EMPLOYEES
- 250-499 EMPLOYEES
- 500-999 EMPLOYEES
- 1000 OR MORE EMPLOYEES
- 4** REFERENCE NUMBER  
(SEE TABLE 10.6)



0 1 2 3 Miles

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

**Table 10.7**  
**Largest Employers in Washington County in Units of Government Without a Major Employer: 2017<sup>a</sup>**

Name	Location	Number of Employees <sup>b</sup>
Village of Newburg		
Central United Corporation	6789 Carmody Court	20 - 49
C & K Services of Newburg, Inc.	6677 Carmody Court	20 - 49
State Bank of Newburg	300 Congress Drive	20 - 49
No-No's Restaurant, LLC	3498 STH 33 East	10 - 19
Dehling – Voight Inc.	4229 CTH Y	10 - 19
Village of Newburg – Washington County	3566 Municipal Place	10 - 19
Northern Land & Cattle, Corp.	4229 HWY Y	10 - 19
John P. Lochen Co., Inc.	512 Franklin Street	10 - 19
Mcconville Acquisition, Inc.	502 Salisbury Street	10 - 19
Town of Erin		
Erin School District	6901 CTH O	50 - 99
Erin Hills Golf Course <sup>c</sup>	7169 CTH O	20 - 49
Basilica of Holy Hill	1525 Carmel Road	10 - 19
Town of Erin	1846 STH 83 South	10 - 19
Town of Farmington		
Country Catering	1848 CTH H	10 - 19
Town of Farmington	9422 STH 144	10 - 19
U.S. Cylinders	7960 Indian Lore Road	5 - 9
Town of Hartford		
The Hartford Golf Club, Inc.	7072 Lee Road	20 - 49
Town of Hartford – Washington County	3360 Hwy K	20 - 49
Timlin's Furniture of Hartford, Inc.	5980 STH 60 East	10 - 19
Hahn True Value Hardware	2945 STH 83	10 - 19
Town of Kewaskum		
Regal Ware, Inc.	1675 Reigle Drive	50 - 99
Johnson School Bus Service, Inc.	3618 Hwy 28E	20 - 49
Summit Ski Corporation	8355 Prospect Drive	10 - 19
Town of Trenton		
Walden's Supper Club	2472 Wallace Lake Road	20 - 49
Unique Services, Inc.	4915 C Drive	20 - 49
West Bend Lakes	1241 Hwy 33E	20 - 49
BMCI Construction, Inc.	7040 N. Trenton Road	10 - 19
Town of Wayne		
Jack Walters & Sons, Corp.	6600 Midland Court	50 - 99
Spiros industries, Inc.	7666 CTH WW	20 - 49
CAT Wholesale, LLC.	6538 Bridge Court	10 - 19
Town of Wayne	6030 Mohawk Road	5 - 9

<sup>a</sup> Major employers are those with 100 or more employees.

<sup>b</sup> Employers listed in this table have a minimum of five employees. Part-time employees are included.

<sup>c</sup> Does not reflect employment associated with the U.S. Open.

Source: Wisconsin Department of Workforce Development, Washington County, and SEWRPC

### Environmentally Contaminated Sites

Section 66.1001 of the *Statutes* requires the Economic Development Element of a comprehensive plan to promote environmentally contaminated sites for commercial and industrial use. Environmentally contaminated sites are shown on Map 6.4 and listed in Table 6.5 in Chapter 6. In 2016, the Wisconsin Department of Natural Resources (WDNR) identified 41 environmentally contaminated sites in the County that had not been remediated. Grant programs available to identify and remediate environmentally contaminated sites are identified in the following section.

Environmentally contaminated sites were reviewed by each participating local government during preparation of the land use plan map for each community for the first edition of the plan. Typically, the

**Table 10.8**

**Average Annual Wages by Industry Group in Washington County and its Adjacent Counties, Southeastern Wisconsin, and the State of Wisconsin: 2014**

County	Industry Group (NAICS)	Average Annual Wage (\$)	Percent of Region	Percent of State
Dodge County <sup>a</sup>	All Industries	40,592	85.3	92.6
	Natural Resources	36,732	102.3	101.6
	Construction	62,317	105.8	112.7
	Manufacturing	47,690	77.0	87.7
	Trade, Transportation, Utilities	33,125	83.2	88.7
	Information	35,775	--	57.3
	Financial Activities	39,450	54.2	63.7
	Professional and Business Services	53,941	97.0	103.0
	Education and Health	38,815	85.4	86.6
	Leisure and Hospitality	11,044	60.6	68.8
	Other Services	19,237	71.7	74.4
	Public Administration	38,351	76.2	86.3
Fond du Lac County <sup>a</sup>	All Industries	40,006	84.1	91.2
	Natural Resources	36,807	102.5	101.8
	Construction	57,303	97.3	103.6
	Manufacturing	51,415	83.0	94.6
	Trade, Transportation, Utilities	32,646	82.0	87.4
	Information	-- <sup>b</sup>	--	--
	Financial Activities	45,504	62.6	73.5
	Professional and Business Services	36,563	65.7	69.8
	Education and Health	44,124	97.0	98.4
	Leisure and Hospitality	11,986	65.8	74.7
	Other Services	23,078	86.0	89.3
	Public Administration	42,504	84.4	95.6
Milwaukee County	All Industries	49,559	104.2	113.0
	Natural Resources	53,667	149.5	148.4
	Construction	61,927	105.2	111.9
	Manufacturing	65,805	106.3	121.0
	Trade, Transportation, Utilities	40,957	102.9	109.6
	Information	--	--	--
	Financial Activities	78,397	107.8	126.7
	Professional and Business Services	57,685	103.7	110.1
	Education and Health	46,392	102.0	103.5
	Leisure and Hospitality	22,289	122.3	138.8
	Other Services	25,760	96.0	99.7
	Public Administration	57,531	114.3	129.4
Ozaukee County	All Industries	42,845	90.1	97.7
	Natural Resources	32,858	91.5	90.9
	Construction	48,809	82.9	88.2
	Manufacturing	55,214	89.2	101.6
	Trade, Transportation, Utilities	34,310	86.2	91.8
	Information	48,634	--	77.8
	Financial Activities	71,044	97.7	114.8
	Professional and Business Services	46,543	83.7	88.8
	Education and Health	45,396	99.8	101.3
	Leisure and Hospitality	13,709	75.2	85.4
	Other Services	23,142	86.2	89.5
	Public Administration	36,586	72.7	82.3
Sheboygan County <sup>a</sup>	All Industries	43,358	91.1	98.9
	Natural Resources	29,913	83.3	82.7
	Construction	50,374	85.5	91.1
	Manufacturing	54,183	87.5	99.7
	Information	--	--	--
	Financial Activities	58,461	80.4	94.5
	Trade, Transportation, Utilities	33,760	84.8	90.4
	Professional and Business Services	38,063	68.4	72.7
	Education and Health	48,179	106.0	107.5
	Leisure and Hospitality	13,150	72.1	81.9
	Other Services	17,643	65.7	68.3
	Public Administration	42,457	84.3	95.5

Table continued on next page.

**Table 10.8 (Continued)**

County	Industry Group (NAICS)	Average Annual Wage (\$)	Percent of Region	Percent of State
Washington County	All Industries	41,567	87.4	94.8
	Natural Resources	33,619	93.6	93.0
	Construction	46,744	79.4	84.5
	Manufacturing	52,663	85.0	96.9
	Trade, Transportation, Utilities	34,878	87.6	93.4
	Information	68,519	--	109.7
	Financial Activities	67,784	93.2	109.5
	Professional and Business Services	42,794	76.9	81.7
	Education and Health	44,646	98.2	99.6
	Leisure and Hospitality	12,480	68.5	77.7
	Other Services	23,586	87.9	91.3
Public Administration	39,754	79.0	89.4	
Waukesha County	All Industries	50,333	105.8	114.8
	Natural Resources	41,546	115.7	114.9
	Construction	62,096	105.5	112.3
	Manufacturing	62,520	101.0	115.0
	Trade, Transportation, Utilities	43,309	108.8	115.9
	Information	76,059	--	121.7
	Financial Activities	69,909	96.1	113.9
	Professional and Business Services	59,665	107.3	113.9
	Education and Health	45,342	99.7	101.1
	Leisure and Hospitality	14,770	81.0	92.0
	Other Services	31,764	118.3	122.9
Public Administration	43,781	87.0	98.5	
Southeastern Wisconsin Region	All Industries	47,571	100.0	108.5
	Natural Resources	35,906	100.0	99.3
	Construction	58,884	100.0	106.4
	Manufacturing	61,928	100.0	113.9
	Trade, Transportation, Utilities	39,800	100.0	106.5
	Information	--	--	--
	Financial Activities	72,740	100.0	117.5
	Professional and Business Services	55,626	100.0	106.2
	Education and Health	45,470	100.0	101.4
	Leisure and Hospitality	18,228	100.0	113.5
	Other Services	26,847	100.0	103.9
Public Administration	50,339	100.0	113.2	
State of Wisconsin	All Industries	43,856	92.2	100.0
	Natural Resources	36,156	100.7	100.0
	Construction	55,317	93.9	100.0
	Manufacturing	54,365	87.8	100.0
	Trade, Transportation, Utilities	37,362	93.9	100.0
	Information	62,482	--	100.0
	Financial Activities	61,884	85.1	100.0
	Professional and Business Services	52,386	94.2	100.0
	Education and Health	44,829	98.6	100.0
	Leisure and Hospitality	16,055	88.1	100.0
	Other Services	25,847	96.3	100.0
Public Administration	44,462	88.3	100.0	

<sup>a</sup> County is not part of the Southeastern Wisconsin Region.

<sup>b</sup> Data not available.

Source: Wisconsin Department of Workforce Development and SEWRPC

contaminated sites identified by the WDNR are former or existing gas stations, farms, or small industrial sites. No environmentally contaminated sites were identified by the participating local governments as having a high potential for redevelopment.

In 2016, Washington County conducted an inventory of potential brownfield sites, defined as abandoned, idle, or underused industrial or commercial properties where redevelopment is hindered by known or suspected environmental contamination. Economic Development Washington County (EDWC) regularly reviews these sites and prioritizes these properties based on a set of criteria focused on advancing redevelopment of the properties with as little risk as possible. Sites are considered ready for development if they are listed and

**Table 10.9**  
**Median Household Income in Washington County Communities: 1989-2014**

Community	1989		1999		2014		Percent Change 1989-2014	
	Reported Dollars	2014 Constant Dollars	Reported Dollars	2014 Constant Dollars	Reported Dollars	2014 Constant Dollars	Reported Dollars	2014 Constant Dollars
<b>Cities</b>								
Hartford	28,092	52,979	46,553	64,806	56,536	56,536	101.3	6.7
West Bend	34,337	64,756	48,315	67,259	56,829	56,829	65.5	-12.2
<b>Villages</b>								
Germantown	42,083	79,364	60,742	84,559	74,865	74,865	77.9	-5.7
Jackson	30,858	58,195	53,990	75,159	53,212	53,212	72.4	-8.6
Kewaskum	33,306	62,812	49,861	69,411	57,885	57,885	73.8	-7.8
Newburg	33,500	63,178	57,024	79,383	52,976	52,976	58.1	-16.1
Richfield	51,143	96,451	72,809	101,357	91,014	91,014	78.0	-5.6
Slinger	30,965	58,397	47,125	65,603	64,522	64,522	108.4	10.5
<b>Towns</b>								
Addison	39,707	74,883	56,875	79,176	74,464	74,464	87.5	-0.6
Barton	41,675	78,595	64,861	90,293	70,202	70,202	68.5	-10.7
Erin	47,439	89,465	74,875	104,233	91,442	91,442	92.8	2.2
Farmington	40,685	76,728	61,667	85,847	78,047	78,047	91.8	1.7
Germantown	43,486	82,010	75,000	104,408	74,583	74,583	71.5	-9.1
Hartford	42,437	80,032	69,896	97,302	75,330	75,330	77.5	-5.9
Jackson	48,504	91,474	64,070	89,192	90,197	90,197	86.0	-1.4
Kewaskum	36,771	69,346	59,500	82,830	67,222	67,222	82.8	-3.1
Polk	42,425	80,009	62,933	87,609	83,776	83,776	97.5	4.7
Trenton	41,448	78,167	66,213	92,175	76,125	76,125	83.7	-2.6
Wayne	36,136	68,149	61,033	84,964	84,625	84,625	134.2	24.2
West Bend	35,000	66,007	73,333	102,087	67,447	67,447	92.7	2.2
Washington County	38,431	72,477	57,033	79,396	67,650	67,650	76.0	-6.7
Southeastern Wisconsin	32,146	60,624	46,308	64,465	54,266	54,266	68.8	-10.5
Wisconsin	29,442	55,525	43,791	60,961	52,738	52,738	79.1	-5.0
United States	30,056	56,683	41,994	58,460	53,482	53,482	77.9	-5.6

Source: U.S. Bureau of the Census and SEWRPC

available, exhibit clear ownership, environmental due diligence has been completed, have the commitment of experienced public partners, and if government incentives are available and understood. More information on brownfield remediation programs in the County is provided in Section 10.3 of this chapter.

### 10.3 ECONOMIC DEVELOPMENT ORGANIZATIONS AND PROGRAMS

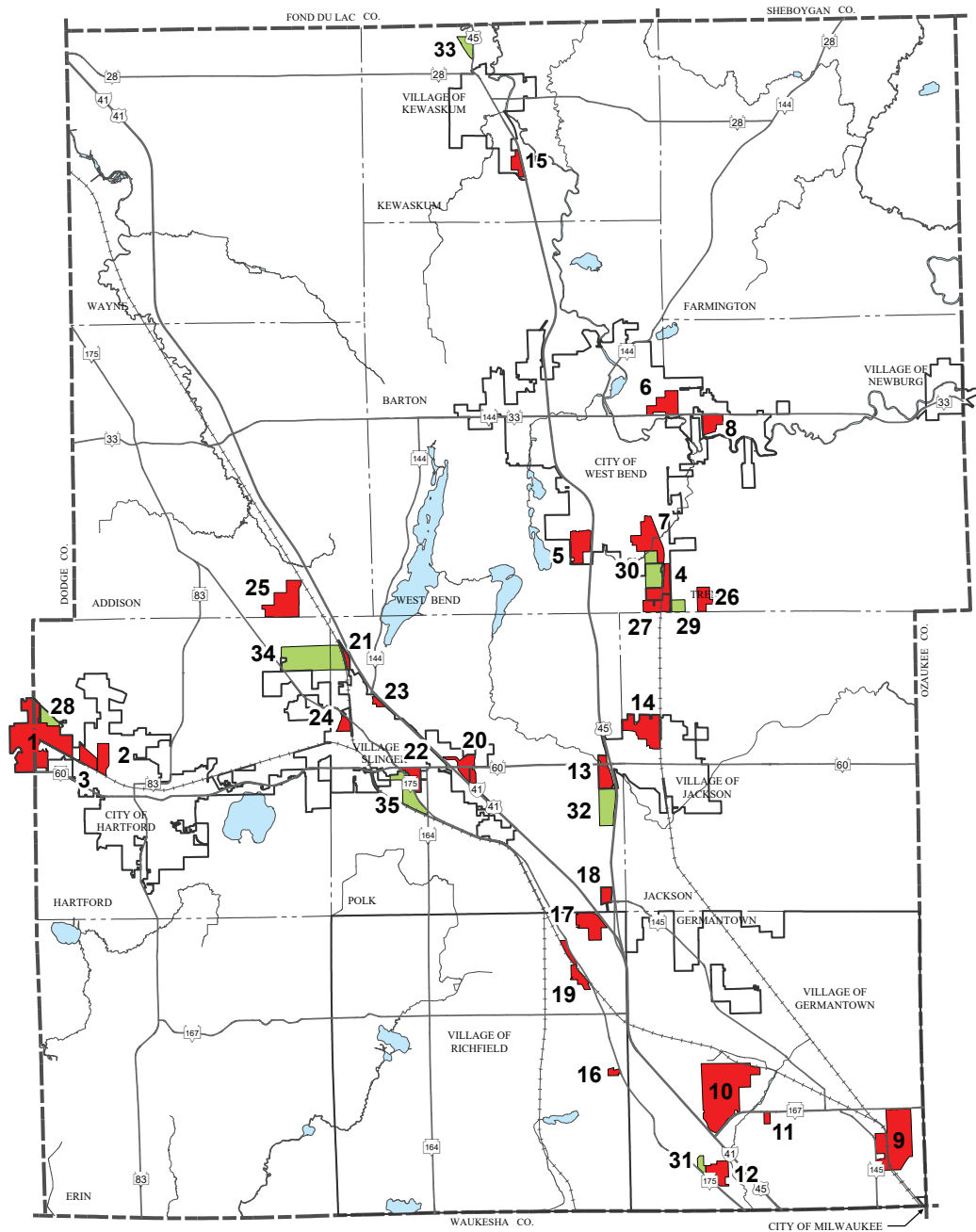
#### General Economic Development Organizations and Programs

A number of economic development organizations and programs have been established to assist in the establishment, retention, and expansion of area businesses. A summary of each of these economic development organizations and programs follow.

#### *Economic Development Washington County*

EDWC is an independent economic development organization fueling growth businesses for the creation of quality jobs and economic prosperity countywide. EDWC accomplishes this through a focus on existing business development consulting, engaging in driver-industry business attraction, supporting qualified start-up enterprises, and serving as a central voice on economic development matters. EDWC's website [www.BusinessReadyWI.com](http://www.BusinessReadyWI.com) is designed as a user-friendly growth platform offering business decision support, key location data, incentive information, and other tools necessary to drive success.

**Map 10.2**  
**Existing and Proposed Business Parks in Washington County: 2016**



- EXISTING BUSINESS PARK
- PROPOSED BUSINESS PARK
- 23** REFERENCE NUMBER  
(SEE TABLE 10.10)



0 1 2 3 Miles

Source: Local Governments and SEWRPC



**Table 10.10**  
**Existing and Proposed Business Parks<sup>a</sup> in Washington County: 2016**

<b>Existing Business Parks</b>				
<b>Number on Map 10.2</b>	<b>Community</b>	<b>Name</b>	<b>Acres</b>	<b>No. Vacant Parcels<sup>b</sup></b>
1	City of Hartford	Dodge Industrial Park	637	14
2		Hartford Industrial Park	86	0
3		Western Industrial Park	70	0
4	City of West Bend	Rusco Road Industrial Park	104	4
5		West Bend Corporate Center	145	15
6		West Bend Industrial Park – East	136	4
7		West Bend Industrial Park – South	204	1
8		Wingate Creek Business Center	83	4
9	Village of Germantown	Germantown Business Park	470	7
10		Germantown Industrial Park	672	7
11		Stonewood Business Park	19	2
12		Willow Creek Business Park	111	5
13	Village of Jackson	Cedar Creek Business Park	96	0
14		Jackson Northwest Business Park	222	6
15	Village of Kewaskum	Trading Post Business Park	51	3
16	Village of Richfield	Beechwood Industrial Park	20	1
17		Endeavor Business Park	139	16
18		Helsan Business Park	47	1
19		Strohwig Industrial Park	86	6
20	Village of Slinger	Industrial Sites #1, #2, and #6 (Slinger Crossroads Center)	110	6
21		Industrial Site #3	26	3
22		Industrial Sites #4 and #7 (Meadowood Business Park and Slinger Business Park)	64	3
23		Industrial Sites #5 and #10	19	4
24		Industrial Sites #8 and #9 (Seven Hills Business Park)	40	0
25	Town of Addison	St. Lawrence Industrial Park	237 <sup>c</sup>	4
26	Town of Trenton	Trenton Industrial Park	76	9
27	Town of West Bend	River Road Industrial Park <sup>d</sup>	95	2
<b>Existing Business Park Total</b>			<b>4,065</b>	<b>127</b>

<b>Proposed Business Parks</b>			
<b>Number on Map 10.2</b>	<b>Community</b>	<b>Name</b>	<b>Acres</b>
28	City of Hartford	Dodge Industrial Park Expansion	54
29	City of West Bend	Proposed CTH NN Business Park	43
30		West Bend Industrial Park-South Expansion <sup>e</sup>	153
31	Village of Germantown	Willow Creek Business Park Expansion	27
32	Village of Jackson	Cedar Creek Business Park Expansion	151
33	Village of Kewaskum	Proposed Business Park Development	55
34	Village of Slinger	Proposed Business Park Development-North	392
35		Proposed Business Park Development-South	131
<b>Proposed Business Park Total</b>			<b>1,006</b>

<sup>a</sup> Includes office, business, and industrial parks with a minimum size of 10 acres that are either partially or fully developed with buildings, or where public sewer and water infrastructure has been installed.

<sup>b</sup> Number of vacant parcels as of April 2016.

<sup>c</sup> The existing portion of the St. Lawrence Industrial Park is 32 acres; however, lands to the north and east currently being used for nonmetallic mining purposes are also included. Lands being used for mining purposes are planned to be reclaimed and redeveloped for industrial and business park use when mining operations are completed.

<sup>d</sup> The River Road Industrial Park is located in the City and Town of West Bend cooperative planning area.

<sup>e</sup> The proposed site is currently located in both the City of West Bend and Town of West Bend, and is included in the City and Town of West Bend planning area.

Source: Economic Development Washington County, Local Governments, and SEWRPC

### Washington County Revolving Loan Fund (RLF)

The Wisconsin Community Development Block Grant (CDBG) Program, administered by the Wisconsin Department of Administration, provides local government with funds to use for economic development, more specifically, for business start-ups and expansion. These funds, received from the U.S. Department of Housing and Urban Development (HUD), are used to provide grants to local units of government that use the funds to loan to a business. The business, in return for use of the public funds, provides private investment towards the assisted activity and most importantly creates job opportunities, principally for the benefit of low and moderate income people.

When a business repays the community the loan (principal and interest payments), the funds are used to capitalize a local. With the RLF, the community can make additional loans to businesses wishing to expand or locate in the community. These loans typically range from a minimum of \$100,000 to a maximum of \$300,000. When successfully administered, the community's revolving loan fund can expand the amount in its RLF to an amount in excess of the original amount it was able to retain. This happens when the community exercises due diligence by performing a thorough credit analysis to determine business viability and adequately securing and servicing the loan. In administering a RLF, a community becomes a "bank" and accepts responsibilities similar to that of a commercial lender when it makes a CDBG or RLF loan to a business.

Washington County has established a RLF Program, which is administered by EDWC. Eligible applicants include manufacturing and related distribution businesses and service businesses that wish to establish a new operation or expand an existing operation in the County. The typical loan is used for acquisition of real estate, machinery, equipment, fixtures, and/or working capital. Other uses, which may be permitted under certain circumstances, are not encouraged. Under no circumstances may the loans be used for refinancing. There were 11 businesses participating in the RLF Program in 2013.

To be eligible for funding, a proposed project must meet all of the following minimum requirements:

- Private Funds Leveraged – The applicant must leverage a minimum of one dollar of private sector investment for every one dollar of RLF funds requested. Private sector investment is defined as financing from a private lending institution, public sector business loan programs other than the CDBG Program, or new equity that is injected into the business as a part of the expansion project. Higher leverage may be required at the discretion of the RLF Committee.
- Cost Per Job Created – A minimum of one full-time permanent or one full-time equivalent (defined as 2,080 hours/year) determined at the discretion of the Committee, must be created or retained for every \$35,000 of RLF funds requested. Preference shall be given to projects creating full-time permanent positions at the Committee's discretion. The Committee may require lower job cost if warranted, (i.e., taking into consideration type of jobs, hourly wage, etc.).
- Financial Feasibility and Business Viability – The applicant must demonstrate that the proposed project is viable and that the business has the economic ability to repay the funds.
- Low-and Moderate-Income (LMI) Benefit – Each project must demonstrate that it meets the HUD CDBG-ED national objective of benefiting LMI people. In complying with these objectives, the project shall create jobs, of which at least 51 percent will be held by, or made available to, LMI people. Jobs will be considered "made available to LMI people" if:
  - The created jobs either do not require special skills/education beyond high school or the borrower agrees to hire unqualified people and provide training.

- The borrower documents that it has taken actions to ensure that at least 51 percent of LMI people were “hired or received first consideration” for filling such jobs.<sup>88</sup>
- Compliance with Applicable Laws – Applicants shall comply with all applicable local, State, and Federal laws and codes.
- Project Completion – All projects shall be completed within 24 months and all jobs shall be created and/or retained within 36 months from the date of the RLF loan approval. All jobs shall be maintained for a minimum of 24 months.
- Federal Anti-Piracy – The borrower must certify that it does not have immediate plans to relocate jobs from another “labor market area” (LMA) in direct violation of HUD’s CDBG Anti-Piracy regulations. Washington County’s LMA is defined as the Milwaukee-Waukesha-West Allis, WI Metropolitan Statistical Area (MSA), geographically defined by the U.S. Office of Management and Budget.
  - In areas not subject to job relocation restrictions, the job is to be relocated within three years from the date of the loan closing, or the time period within which jobs are to be created as required by the loan agreement if that period is longer than three years.

#### Washington County Impact Revolving Loan Fund

EDWC, on behalf of Washington County, administers a highly flexible loan program designed to assist with eligible business expansion projects that will have a significant impact to Washington County. While smaller loans are possible, loan participation is typically larger in size (\$250,000 to \$500,000) in order to support more impactful economic development projects and funds are loaned at a low interest rate. Principal and interest repaid by those businesses with loans are reinvested back into the fund to be lent out again, making it a RLF.

The funds are primarily partnered with existing private lenders to structure appropriate yet aggressive financing assistance for existing business investment and high-quality job creation in the County. As a secondary objective, the funds may be used to realize relocation/attraction opportunities. Specific eligible uses may include acquisition of land/buildings, demolition, construction, purchase of equipment, research and development, securing intellectual property, employee training, marketing of new products, and employee recruitment/transfer.

To qualify as an impact project, the business must be a viable private enterprise with at least one year of financial history and be engaged in growth activity supporting significant return to the tax payers of Washington County. This may be demonstrated through one or more of the following means: quality job creation, quality job retention, property tax revenue, new technology and equipment investment, productivity investments, creating wealth, sales tax revenue, and development of new workforce skills. Applicants must prove that they have sought and secured private funding necessary for majority financing of the project. This program is especially targeted to the following types of existing businesses: driver industries that export outside of Washington County; growth companies with earnings that increase at rates faster than the overall economy; and businesses positioned for success through innovation, high quality, technology, and high performance. Typical project total now invested will exceed \$2,000,000.

Interest rates are determined on a case-by-case basis to balance project risk and return. While amortization is also determined case-by-case, typical standards utilized by EDWC’s RLF Committee include 5 to 10 years for equipment, 5 to 15 years for real estate, and 2 to 3 years for working capital. Deferrals may be allowed case-by-case with no pre-payment penalties. There are no provisions for principal forgiveness.

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<sup>88</sup> Received “first consideration” means the borrower must document and use a hiring practice that, under usual circumstances results in:

- At least 51 percent LMI people interviewed for created jobs
- The reasonable expectation of at least 51percent LMI people being hired
- Part of the borrower’s hiring practice must include the posting of available jobs with Waukesha-Ozaukee-Washington (WOW) Workforce Development Center or the WOW Workforce Development Board

### Washington County Attraction Fund

Washington County's Board of Supervisors has set aside funds to be selectively utilized in support of attracting companies both new to the County and creating substantive quality jobs. The program is administered by EDWC, underwriting being completed by EDWC, and the final award decision to be made by the County Board. The incentive may be structured as either a grant or loan, although a loan is preferred. If structured as a loan, eligible businesses may receive up to \$20,000 per job created for a maximum of \$500,000. If structured as a grant, eligible businesses may receive up to \$4,000 per employee for a maximum of \$500,000. Funding may be provided up-front via a performance-based forgivable loan structure. See terms under the Impact RLF section for details on how the loan may be structured.

### West Bend Revolving Loan Fund

The City of West Bend has developed a RLF to assist businesses wishing to expand or relocate in the City. The RLF is designed to serve as gap financing, providing low interest loans typically in the amount of \$20,000 to \$100,000. Eligible requirements are the same as those for the Washington County RLF, and include manufacturing and related distribution businesses and service businesses. The West Bend RLF is administered through the EDWC.

### ***Wisconsin Economic Development Corporation (WEDC)***

The Wisconsin Department of Commerce (DOC) was dismantled and WEDC became the lead economic development agency in the State of Wisconsin in 2011. WEDC is a public/private entity created to support business growth and job creation in the State. The organization collaborates with regional, local, and private partners to develop strategies and offer funding opportunities to accelerate the five key Catalysts of Growth identified by WEDC, including strategic economic competitiveness, business development, community and economic opportunity, brand development and strategy, and operational and fiscal excellence.

WEDC offers several programs to support business development and growth. The following is a summary of these programs:

#### The Business Development Tax Credit (BTC) Program

The BTC Program was created to support job creation, capital investment, training, and the location or retention of corporate headquarters in the State by offering refundable tax credits that can reduce participating companies' Wisconsin State income tax liability, or produce a tax refund. Eligible applicants are businesses located in, or relocating to, Wisconsin if the business's net employment in the State increases each year for which the business claims tax credits. Evaluation of all BTC applications will include, but is not limited to, the following factors:

- Whether the project might not occur without the allocation of tax credits
- The extent to which the project will contribute to the economic growth of Wisconsin
- The extent to which the project will increase employment in Wisconsin
- The extent to which the project will increase geographic diversity of available tax credits throughout Wisconsin
- The financial soundness of the business
- Any previous financial assistance that the business received from the DOC or WEDC

#### Certified in Wisconsin Program

WEDC's Certified in Wisconsin Program accelerates the development of industrial sites by certifying sites to provide faster turnaround times, quick approvals, and low risk. Certification of each site includes collecting key reviews, documents, and assessments most commonly required prior to developing a site for industrial uses. The West Bend Corporate Center, located in the City of West Bend, is the only Washington County site participating in the Certified in Wisconsin Program.

### Workforce Training Grants

WEDC administers State-funded workforce training grants to businesses to upgrade or improve the job-related skills of their full-time employees. Awarded grants will improve workforce retention and create opportunities for businesses to expand into new markets and technology. Eligibility for a grant is considered via a number of factors, including, but not limited to:

- Training shall be related to a specific project
- The extent to which the project will retain or increase employment in Wisconsin
- The extent to which the project will contribute to the economic growth of Wisconsin
- Whether the project will be located in an economically distressed area and/or a rural area
- The financial soundness of the business
- Any previous financial assistance that the business received from the former DOC or WEDC

### Capital Catalyst Program

WEDC developed the Capital Catalyst Program to make seed grants available to highly structured and well-funded organizations or communities dedicated to stimulating entrepreneurship. Grants range from \$50,000 to \$500,000 to approved organizations that have existing seed funds in place, or the ability to create such funds. Upon awarding Capital Catalyst funds, local agencies may choose to provide grants, debt, and/or investments in startups and early-stage and innovative small businesses that operate in their region. Any loan repayments and returns on investment stay with the local partner to fund additional startups and support services. Milwaukee 7 (M7) is a recipient of Capital Catalyst Program and uses the monies to fund the M7 Venture Capital Fund (VCF).<sup>89</sup> See [inwisconsin.com/grow/assistance/](http://inwisconsin.com/grow/assistance/) for a current and complete list of support programs.

### ***The Milwaukee 7***

M7 is a council of representatives from the seven Southeastern Wisconsin Counties – Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The council, made up of about 56 civic and business leaders, was formed with the idea that a regional approach is key to fostering economic growth. M7 is engaged in efforts focusing on regional strategic planning for economic development. Among the council's goals are to compile comprehensive information about the Region, creating a way for businesses to tap easily into data that can help them plan expansion or location decisions, identifying "clusters" of industries well suited to the area, and creating jobs to retain more Wisconsin college graduates.

In April 2007, the M7 released its Strategic Framework, which presents a vision for the Region and a plan to achieve that vision. The Strategic Framework identifies the Region's assets that pose a unique opportunity for the Region's long-term prosperity; identifies "Regional Export Drivers," which are industries that drive the export of goods and services beyond our regional borders; maps opportunity zones; and outlines a strategic agenda for each of the Regional Export Drivers. The M7 resource center and Strategic Framework are found on the M7 website ([www.mke7.com](http://www.mke7.com)).

M7 offers several funding opportunities and programs to assist in business development and growth. The following is a summary of these programs and funding opportunities:

### M7 Venture Capital Fund

M7 launched the M7 VCF to provide capital to companies in the form of loans, equity or loan to equity with grant support for financing assistance, market analysis, and other support services. The VCF is supported through the WEDC Capital Catalyst Program. VCF loans, provided in amounts ranging from \$50,000 to \$125,000, are intended to help companies achieve measurable business development milestones including feasibility assessments, product development, and market validation. Targeted companies for the fund include the following:

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<sup>89</sup>A description of the M7 VCF can be found in the following section titled, "The Milwaukee 7".

- Early stage companies that are recent graduates of accelerator programs and are in a good position for investor funding and/or customer acquisition
- Early stage companies that require further proof-of-concept and/or product development to secure investor funding and/or product and market validation
- Growth stage companies that require capital for facilities, equipment expansion, or marketing and sales assistance to facilitate rapid revenue growth
- Growth stage companies that require capital for new product development, testing, certification, etc.

#### Milwaukee 7 Export Development Grant Program

M7, in collaboration with JPMorgan Chase, is offering the Export Development Grant Program to help companies and manufactures selling proprietary product lines or offering services to grow in international trade. The grant program will match funds up to \$5,000 to companies in Southeastern Wisconsin to take advantage of opportunities in international markets and to overcome obstacles. Both companies starting to export or those companies growing in existing international markets are eligible. Since 2015, the grant program has awarded \$243,000 in funding to 65 companies to assist them in growing their export business. Twenty-five of these companies have completed various projects and have reported new export sales resulting from the grant totaling \$9.6 million. In light of the success, JPMorgan Chase pledged an additional \$150,000 for the fund in May of 2017.

#### Marshaling Our Resources

The M7 Marshaling our Resources Program fosters an entrepreneurial ecosystem that, through collaboration with fellow entrepreneurs, will support an increase in startup activity by leveraging shared assets and sharing problem-solving methods. The structure to create the support system consists of the following groups:

- The Entrepreneurial Advisory Council – Includes dedicated volunteers that represent the broad range of stakeholders that will come together to collectively create a shared vision for the ecosystem while guiding the activities and monitoring the progress of the working groups.
- The Facilitation Team – Includes individuals from existing support organizations to coordinate and guide the activities of the resulting sustaining structure and working groups. This includes establishing agendas, organize meetings, issuing reports, maintaining timelines, and keeping the Advisory Council focused on responsibilities.
- The Working Groups – A working group will consist of volunteers drawn together from the Advisory Council and other top area talent to clearly identify problems, agree on possible solutions, and develop business plans to implement these solutions. Four working groups have been created thus far to address previously identified critical issues:
  - Coordination of support
  - The need for mentor/board support from area corporations
  - The need for increased of seed funding
  - The need to create a structure to ensure the initiative endures

#### The Milwaukee 7 Talent Partnership

The M7 Milwaukee Talent Partnership was created to connect high-growth industry clusters to talent resources. The partnership has established two goals:

- Addressing immediate talent needs for business by connecting businesses to staffing companies and colleges

- Developing the talent pipeline through the Partnership’s GROW HERE campaign, which brings businesses and students together by facilitating career-based learning experiences to better prepare young people to enter and succeed in the workforce

#### Business Call Program

M7’s Business Call Program provides one-on-one visits with CEOs to uncover company-specific growth opportunities and threats, and serve as the starting point for a data-based approach to address them.

#### ***Washington-Ozaukee-Waukesha (WOW) Workforce Development Board***

The WOW Workforce Development Board was established in response to the Workforce Investment Act of 1998 (WIA). The WOW Workforce Development Board is a private, non-profit corporation dedicated to providing workforce development services to residents and business of Washington, Ozaukee, and Waukesha Counties. The WOW Workforce Development Board works in collaboration with County and local elected officials, economic development corporations, and businesses to address workforce issues. The WOW Workforce Development Board is dedicated to finding solutions to local workforce needs through long-term planning and timely responses to the changing economy.

The Workforce Innovation and Opportunity Act (WIOA) was signed into law and replaced the WIA in 2014, ushering in considerable changes, while preserving many of the best practices from the WIA. In 2015, WOW Workforce Development Board developed a strategic plan to address many of the changes occurring as a result of the WIOA.

The WOW Workforce Development Board has several programs available. The following is a summary of these programs:

#### WorkIT

The WorkIT Program is funded by the U.S. Department of Labor’s H1-B TechHire Partnership Grant and is intended to reduce the dependence of American companies on skilled workers from other counties. The program’s objective is to train 456 individuals from Southeastern Wisconsin between 2017 and 2021 in advanced manufacturing, information technology, and healthcare industries. The program will target residents 17 to 29 years of age who are unemployed or underemployed with barriers to employment.

#### On-The-Job Training Program

The On-The-Job Training Program provides funding to employers to help offset the cost of training new employees. Businesses can receive a wage reimbursement of up to 50 percent of the new employee’s wages during the training period. The length of the training period depends on the amount and complexity of the training needed to bring the worker to the desired skill level. To be eligible the job should meet or exceed minimum wage requirements; the job trained for must have transferable skills and not be seasonal or temporary; and contracts must be completed and approved prior to the new hire’s first day of work.

#### Division of Vocational Rehabilitation (DVR)

The DVR is a State program designed for people with disabilities to obtain, maintain, and improve employment. WOW Workforce Development Board provides individuals with assistance on job preparation, job development, job placement, employment readiness assessments, and temporary work experience/job shadowing.

#### Rapid Response

WOW Workforce Development Board developed a rapid response team to assist employees who are affected by business closings and mass layoffs. The rapid response team works with employers and any employee representatives to determine the best strategies to match current employees (based on factors such as education, skills, and needs) to new employment opportunities.

#### WIOA Adult and Dislocated Worker Program

The objective of the Adult and Dislocated Worker Program is to assist laid-off workers and eligible adults in obtaining full-time employment in a job compatible with the worker’s capabilities and interests at a competitive wage. Participation in the program requires the worker to commit to intensive efforts toward

obtaining full-time employment. Program staff develops an Individual Employment Plan (IEP) with each participant that identifies the full-time employment objectives and steps to achieve the objectives. The IEP specifies the occupational goals of the enrollee, based on assessment, testing, and individualized counseling. Activities and services for adults and dislocated workers include, but are not limited to, adult literacy and vocational training, career counseling, English as a second language, job fairs and recruitment events, transportation, and childcare assistance.

#### EmployMENT NOW!

The WOW Workforce Development Board provides WOIA eligible youths, ages 16 through 24, intensive case management and WOW Workforce Development Board program elements to create a customized individual employability plan to assist in developing of soft skills, workplace competencies, career exploration, occupational training, and job placement/retention. Target youths include low-income youth with at least one barrier to employment, such as pregnancy or foster care.

#### Windows to Work

The Windows to Work Program helps offenders successfully transition from incarceration back to their communities and reduce recidivism rates. Windows to Work case managers provide continuous, intensive services pre- and post-release by offering participants a range of employment and training services and connecting them to housing, mental health, substance abuse, and educational resources.

#### ***Tax Increment Financing***

Wisconsin's Tax Increment Finance (TIF) Program was approved by the Legislature in 1975. Its purpose is to provide a way for a city or village to promote tax base expansion. TIF is aimed at eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. The TIF law was amended in 2004 to allow towns to participate in the TIF Program. Towns may initiate TIF projects involving the agricultural, forestry, manufacturing, and tourism industries (recreational and vacation camps, recreational vehicle parks and campgrounds, racetracks, dairy product stores, and public golf courses) as defined in Section 60.85 of the *Statutes*.

When a TIF is created the aggregate equalized value of taxable and certain municipality-owned property is established by the Department of Revenue. This is called the Tax Incremental Base. The municipality then installs public improvements, and property taxes generally increase. Taxes paid on the increased value are used to pay for improvements funded by the community. This is the Tax Increment. It is based on the increased values in the Tax Increment District (TID) and levies of all the taxing jurisdictions that share the tax base. Other taxing jurisdictions do not benefit from taxes collected on value increases until project costs have been recovered and the TID is retired. At this point, the added value is included in the apportionment process and all taxing jurisdictions share the increase in property value. Washington County had 23 TIF districts in 2017, which are listed in Table 10.11 and shown on Map 10.3. All TIF districts in the County are either in a city or village, there are no TIF districts in any of the towns. Local governments with TIF districts include the Cities of Hartford and West Bend and the Villages of Germantown, Jackson, Kewaskum, and Slinger.



**This business is located within a TIF district in the City of West Bend.**

TIF can also be used as a mechanism to facilitate the development of affordable workforce housing. TIDs can be created expressly to fund investments in affordable housing, with the housing development being the capital investment intended to spur community revitalization. TIDs can also be set up principally to fund infrastructure or other public improvements intended to stimulate economic revitalization with affordable housing development or preservation funded as a secondary activity to help prevent displacement of residents due to higher taxes and increased rents or home prices resulting from higher property values. Some states and municipalities have passed legislation to require that a minimum portion of TIF revenue go toward affordable housing development. Wisconsin TIF legislation was amended in



2009 to allow municipalities to extend the life of a TID for one year after paying off the TID's project costs. In that year, at least 75 percent of any tax revenue received from the value increment must be used to benefit affordable housing in the municipality and the remainder must be used to improve the municipality's housing stock.

Comprehensive Economic Development Strategy (CEDS)

The Regional Economic Partnership (REP), M7, WEDC, and SEWRPC worked together during 2014 and 2015 to develop a CEDS for the Southeastern Wisconsin. A CEDS is designed to bring together the public and private sectors to develop a strategic plan to diversify and strengthen the Region's economy. The CEDS has been adopted by each of the seven county boards in the Region, including the Washington County Board of Supervisors, and was adopted by the Commission in December 2015.

The CEDS is intended to do the following:

- Provide a basis for a more widespread understanding of the ongoing economic development work program in the Region, which draws heavily from the work of the M7 organization
- Meet the requirements of the U.S. Economic Development Administration (EDA) for such economic development work, thereby buttressing efforts to secure Federal funding for projects that have a focus and impact on advancing economic development that will benefit economically distressed areas in the seven county Region

**Table 10.11**  
**Active Tax Incremental Finance Districts in Washington County Communities: 2017**

Number on Map 10.3	Community	Acres <sup>a</sup>	Year Created
1	City of Hartford TIF #6	14.0	2008
2	TIF #7	13.7	2011
3	TIF #8	25.5	2013
4	City of West Bend Business Improvement District	51.7	--
5	TIF #3	591.9	1995
6	TIF #4	89.2	1997
7	TIF #5	9.8	1998
8	TIF #6	24.8	1999
9	TIF #7	162.4	1999
10	TIF #8	63.2	1999
11	TIF #9	7.3	2003
12	TIF #10	36.7	2004
13	TIF #11	99.4	2005
14	TIF #12	56.6	2008
15	TIF #13	30.3	2011
16	Village of Germantown TIF #4	428.1	1994
17	TIF #6	201.0	2014
18	Village of Jackson TIF #2	118.1	1992
19	TIF #4	176.8	1995
20	TIF #5	66.6	2014
21	Village of Kewaskum TIF #2	90.0	2005
22	Village of Slinger TIF #4	144.3	2015
23	TIF #5	11.5	2016
<b>Total</b>		<b>2,512.9</b>	<b>--</b>

<sup>a</sup> Does not include street rights-of-ways.

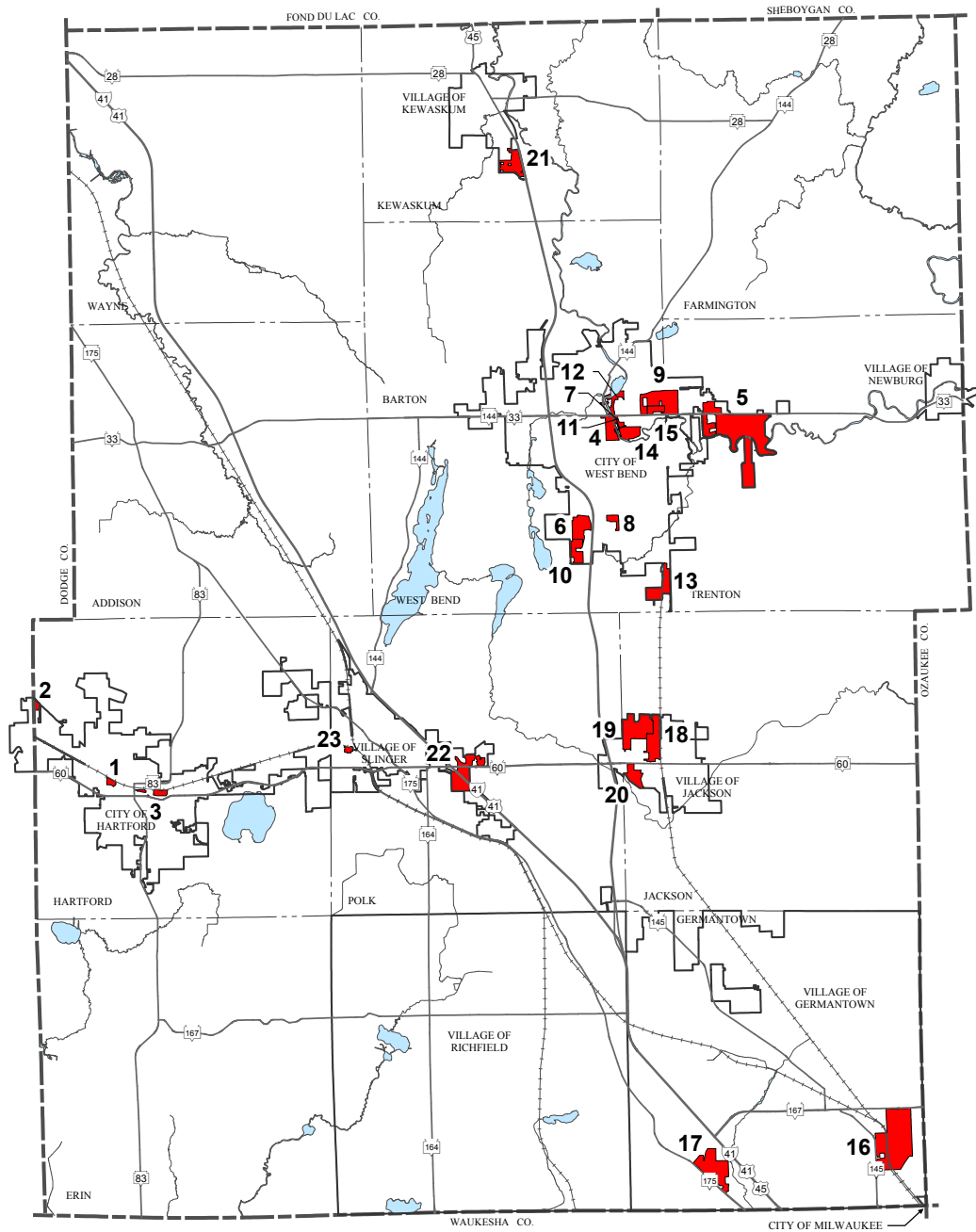
Source: Washington County and SEWRPC

Counties and communities that include an economically distressed census tract can apply for EDA Public Works and Economic Adjustment grants, based on the adopted CEDS, if those grants will benefit residents of economically distressed areas. These programs provide funding for infrastructure projects, revolving loan funds, and other business assistance programs. In addition, other Federal agencies look favorably on joint/regional planning efforts when reviewing proposed projects and grant requests. Map 10.4 shows the economically distressed areas in the Region. There were no distressed areas in Washington County as of 2017.

The CEDS planning process brought together diverse interests, including both public and business interests, to develop a strategic plan for strengthening the Regional economy and a plan of action to carry out the strategies. In addition, the CEDS also provides the following:

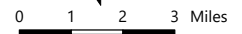
- A Regional perspective for identifying and capitalizing on economic advantages, including strategies to reduce unemployment and increase incomes in the Region
- A more widespread understanding of the Region's economic development work program, including an opportunity for public review and input
- A forum for identifying and prioritizing investment projects

**Map 10.3**  
**Tax Incremental Finance Districts in Washington County: 2017**



TAX INCREMENTAL FINANCE DISTRICT

**13** REFERENCE NUMBER  
 (SEE TABLE 10.11)

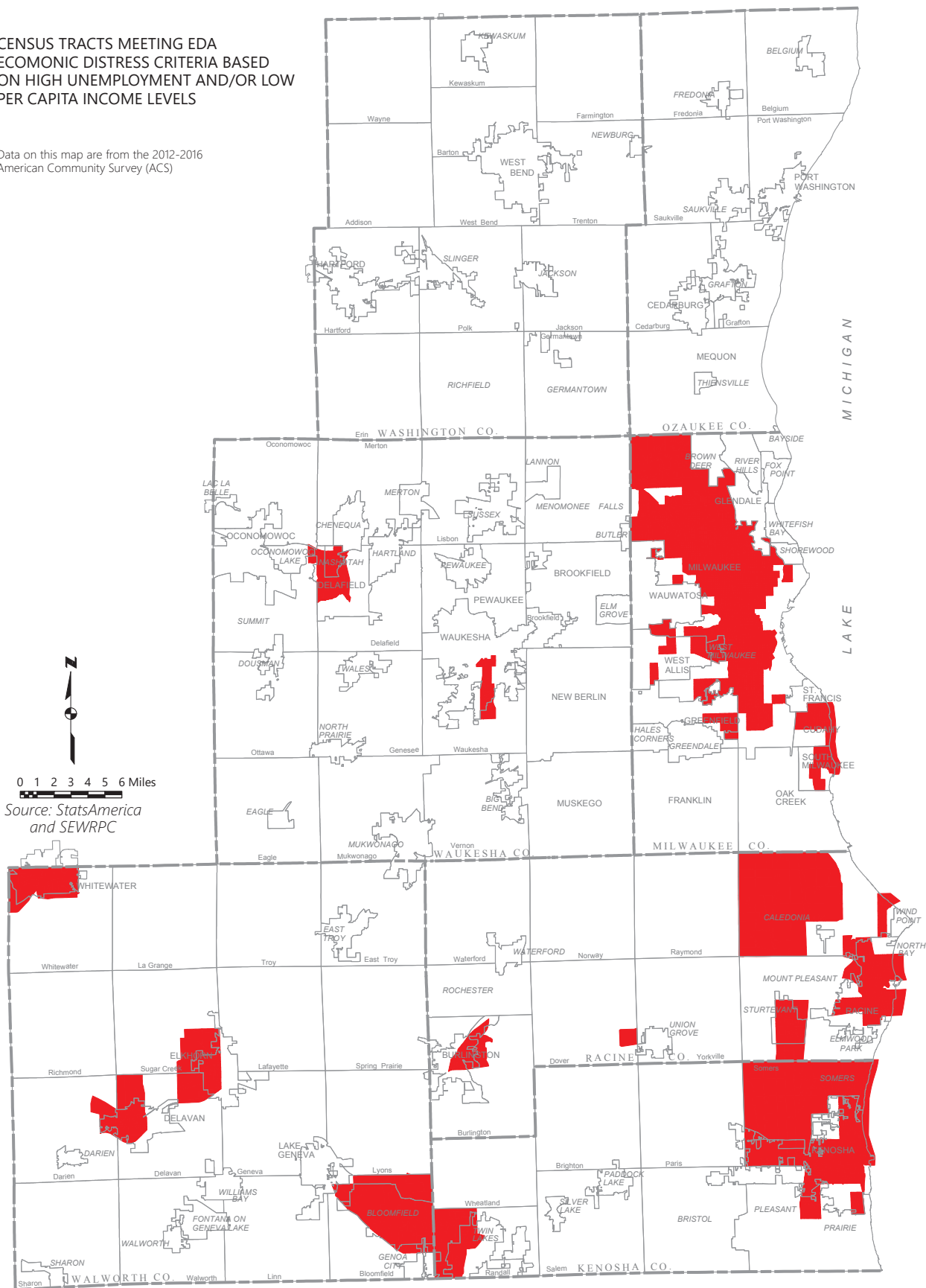


Source: Local Governments and SEWRPC

## Map 10.4 Economically Distressed Areas in the Region: 2017

**CENSUS TRACTS MEETING EDA ECONOMIC DISTRESS CRITERIA BASED ON HIGH UNEMPLOYMENT AND/OR LOW PER CAPITA INCOME LEVELS**

Note: Data on this map are from the 2012-2016 American Community Survey (ACS)



Source: StatsAmerica and SEWRPC

## Additional Grants and Programs

Information on additional economic development grants and programs is provided in Table 10.12.

### **Brownfield Remediation Grants**

The comprehensive planning law places an emphasis on the remediating and reusing of environmentally contaminated, or brownfield, sites. Brownfields are defined as abandoned, idle, or underused industrial or commercial properties where redevelopment is hindered by known or suspected environmental contamination.

### ***Washington County Site Redevelopment Program***

In 2013, Washington County and EDWC formed a Redevelopment Coalition with the City of Hartford, City of West Bend, Village of Jackson, Village of Richfield, and Village of Slinger and was awarded a FY2014 Brownfield Assessment Grant of \$600,000. This County and EDWC-led Redevelopment Coalition was the first of its kind in Wisconsin to receive a U.S. Environmental Protection Agency (US EPA) grant and is unique in its depth of partnership with local and State economic development organizations. In an effort to effectively redevelop and revitalize brownfield sites throughout the County, a Site Redevelopment Steering Committee was created to oversee implementation of the grant. The grant funds will be used to perform Phase I and Phase II environmental site assessments on priority sites, complete remedial action plans for select sites, and perform community outreach and education related to brownfields. Table 10.13 lists projects funded by the Washington County Site Redevelopment Program's initial grant.

In 2017, the US EPA announced that Washington County was selected along with 172 communities across the Nation to receive additional funding for brownfield site revitalization. A \$600,000 US EPA Community-Wide Coalition Assessment Grant for Hazardous Substance and Petroleum Brownfields was awarded to advance the County's Site Redevelopment Program. This grant will continue to provide the County and its Coalition partners with a wide range of economic benefits, which include an increased tax base as well as increased employment opportunities for area residents.

The 2017 grant will focus on assessments of six priority redevelopment areas, including reuse planning for at least three areas containing multiple brownfield sites. The grant will provide an opportunity to integrate site revitalization with major infrastructure projects that will serve as a catalyst for redevelopment in these priority areas. The six priority redevelopment areas include:

- City of Hartford – Northern Downtown Revitalization Area (31 parcels) that are within a block of the Rubicon River and near or immediately adjacent to residential neighborhoods
- Village of Jackson – Historic Downtown/Railroad Corridor (9 parcels) identified in the Opportunity Analysis & Redevelopment Plan completed in March 2017
- Village of Slinger – Central Downtown Area (16 parcels) is roughly 30-acres near the center of the Village
- Village of Richfield – Northeast Corridor (12 parcels) identified in the Northeast Corridor Opportunity Analysis completed in 2016
- City of West Bend – Barton Village Area including 3 main former industrial brownfield sites near the Milwaukee River and the Eisenbahn State Trail
- City of West Bend – South Eisenbahn Trail Area (5 parcels) along an industrial corridor development adjacent to the former rail line

The Site Redevelopment Program received the 2017 Planning Excellence Award from the American Planning Association-Wisconsin Chapter.

The work of the Site Redevelopment Program aligns with the Washington County Strategic Goal of Economic Growth and Vitality by creating a safe, business-friendly, and sensibly regulated environment that stimulates business development and increases the tax base along with providing a secure, attractive, and desirable

**Table 10.12  
Additional Economic Development Programs and Grants Available in Washington County**

Program or Grant Name	Description
Wisconsin Economic Development Corporation (WEDC)	
Industrial Revenue Bond (IRB) Program	Program that provides funding to all Wisconsin cities, villages, and towns to support industrial development through the sale of tax-exempt bonds. The proceeds from the bond sale are loaned to businesses to finance capital investment projects at, primarily, manufacturing facilities. IRBs are municipal bonds, but not general obligations of the municipality. The company or business that will use the facilities provides the interest and principal payments on the loan. The local government is in partnership with the business, lending its name, but not its credit, to the bond issue.
Technology Development Loan (TDL)	The TDL Program was established to assist Wisconsin businesses that have developed technological innovations with the potential to provide significant economic benefit to the State. This program is designed to assist the business in bringing the new technology to commercialization. Any Wisconsin business or consortium can apply for TDL funds. Eligible activities include acquisition of land, buildings, and equipment; working capital; and new construction.
Minority Business Development Fund	The Minority Business Development Fund offers grants for start-up, expansion, or attraction projects. To qualify for the fund, applicants must be not-for-profit, minority business associations that provide business training and technical assistance and/or serve the minority and underserved business community.
Qualified New Business Venture (QNBV)	The QNBV Program was created to encourage equity investment in technology-based businesses in Wisconsin. The program provides tax credits to eligible Angel and Venture Fund investors who make cash equity investments in qualified early-stage businesses. Investors receive 25 percent of the value of the investment made in the certified company in the form a Wisconsin income tax credit.
Center for Technology Commercialization	
Small Business Innovative Research (SBIR)	The SBIR provides funding for higher risk, early-stage products and technologies. The SBIR Program was established to stimulate technological innovation, use small businesses to meet Federal research and development (R&D) needs, encourage the participation of disadvantaged and minority people in technological innovation, and increase private sector development through Federal sponsorship.
Small Business Technology Transfer (STTR)	The STTR Program is a joint research effort between a small business and a nonprofit research institution or Federally funded Research and Development (R&D) center. The STTR provides funding for higher risk, early-stage products and technologies. The STTR Program was established to enable small businesses to partner with a nonprofit research institution, such as a university or Federal R&D center, to bring innovative technologies to market.
Business/Commercialization Planning Assistance Micro-Grant	The Business/Commercialization Micro-Grants are designed to help provide funding to prepare a business plan to license technology or acquire investment funding. Eligible recipients are those starting or expanding a technology-based or research oriented business or a firm located in Wisconsin. Up to \$4,500 will be awarded per small business company.
Wisconsin Housing and Economic Development Authority (WHEDA)	
WHEDA Small Business Guarantee (WSBG)	The WSBG can be used for expenses of land, buildings, equipment, and inventory associated with the expansion or acquisition of a small business (50 or less full-time employees). The guarantee is limited to 80 percent or \$200,000. This program can finance a mixed-use project if the business occupies at least half of the building. The program is for the start-up of a small business in a vacant storefront in the downtown area of a rural community. A rural community is defined as a city, town, or village with a population of 12,000 or less, or a city, town or village that is located in a county with a population density of less than 150 people per square mile. All local governments in Washington County, except the City of West Bend, City of Hartford, and Village of Germantown, are eligible for this program.
Neighborhood Business Revitalization Guarantee (NBRG)	The NBRG provided lower interest rate financing to bring or expand business, or develop or rehabilitate commercial real estate in an urban area. The program can offer up to \$750,000 for fixed assets, permanent working capital, and inventory and up to \$200,000 for revolving working capital.
Contractors Loan Guarantee (CLG)	The CLG helps contractor's complete contracts and build their business. The CLG provides funds for working capital or fixed assets needed to complete a contract or purchase order. The maximum loan amount offered to recipients is \$750,000.
WHEDA/LRC Wisconsin Business Opportunity Fund	The Business Opportunity Fund will finance equipment purchases and other types of hard assets for small business through the Federal New Markets Tax Credits (NMTC) Program. NMTC's are a resource to spur job creation and economic development by promoting equity investment in low-income urban and rural communities. Legacy Redevelopment Corporation (LRC) will administer the fund.
Participation Lending Program	The Participation Lending Program can be used for the purchase of land, facilities, and equipment as well as long term working capital.

Table continued on next page.

**Table 10.12 (Continued)**

<b>Program or Grant Name</b>	<b>Description</b>
Wisconsin Housing and Economic Development Authority (continued)	
Local Initiatives Support Corporation (LISC)-WHEDA Collaboration	LISC-WHEDA collaboration provides low-interest financing to rural businesses and nonprofits for economic development in various sectors including office, retail, industrial, health care, education, commercial as well as special needs and supportive housing.
Wisconsin Fast Forward	
Worker Training Grants for Wisconsin All Sectors	This grant opportunity is for employers to provide a customized skills training program to increase the number of skilled workers. This program is open to all industry sectors. Grant amounts range from \$5,000 to \$400,000 per grantee.
Wisconsin Training Grants for Wisconsin Small Business Occupations	This program is similar to the Worker Training Grants for all industry sectors but is focused on the needs of small businesses. Grant amounts range from \$5,000 to \$50,000 per grantee.
Wisconsin Department of Transportation (WisDOT)	
Freight Railroad Infrastructure Improvement Program	The Freight Railroad Infrastructure Improvement Program is administered by WisDOT and awards loans to businesses or communities wishing to rehabilitate rail lines, advance economic development, connect an industry to the existing railroad system, or to make improvements to enhance transportation efficiency, safety, and intermodal freight movement.
Transportation Economic Assistance (TEA)	The TEA Program is administered by WisDOT and provides 50 percent State grants to governing bodies, private businesses, and consortiums for road, rail, harbor, and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the State. Grants of up to \$1 million are available for transportation improvements that are essential for an economic development project. It must begin within three years of the project agreement, have the local government's endorsement, and benefit the public. The program is designed to implement an improvement more quickly than the normal State transportation programming process would allow. The 50 percent local match can come from any combination of local, Federal, or private funds or from in-kind services.
Other Programs and Grants	
State of Wisconsin Investment Board (SWIB)	The SWIB is a State agency that invests in one of the largest pension funds in the world. It directs a portion of its private debt investments to Wisconsin companies. SWIB provides long-term financing as a complement to short-term bank lending. Both debt and mezzanine financing are available. Mezzanine financing takes the form of a subordinate loan supplemented by warrants or company stock. The loan generally has a five-year maturity. Typically the interest rate is 10 to 12 percent. Total return should be about 16 percent. Approved loans usually run 10 to 15 years. Loans are generally used to finance long-term business needs, such as purchasing fixed assets or refinancing short-term or long-term obligations. Fixed assets are often used as collateral. In some cases, a parent corporation may guarantee the loan. In other cases, a personal guarantee of the owner or major shareholders may be used.
Wisconsin Department of Workforce Development (DWD)	The 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 Workforce Development Centers, including securing jobs for people with disabilities, assisting former welfare recipients to transition to work, connecting youth with jobs, protecting and enforcing worker's rights, processing unemployment claims, and ensuring that worker's compensation claims are paid in accordance with the law. Washington County has two Workforce Development Centers, the Hartford Workforce Development Center and the West Bend Workforce Development Center.
U.S. Small Business Administration (SBA)	The mission of the SBA is to maintain and strengthen the nation's economy by aiding, counseling, assisting, and protecting the interests of small business and by helping families and businesses recover from National disasters.
Wisconsin Women's Business Initiative Corporation (WWBIC)	The WWBIC is an economic development corporation providing quality business education, technical assistance, and access to capital for entrepreneurs. WWBIC consults, educates, and mentors owners of small and micro businesses throughout Wisconsin with a focus on women, people of color, and those of lower incomes. The WWBIC is partially funded by a grant from the SBA and by donations from corporate sponsors, foundations, and private contributors. WWBIC receives money from the SBA's Micro Loan Program and its Office of Women's Business Ownership.
Impact Seven	Impact Seven is a certified Community Development Financial Institution that manages several SBA and U.S. Department of Agriculture loan programs. The organization operates a RLF, providing loan amounts between \$10,000 and \$5,000,000 to use for land and building purchase, construction or improvements, working capital, inventory, supplies, machinery and equipment.

Source: SEWRPC

**Table 10.13**  
**Projects Funded by the Washington County Site Redevelopment Program’s Initial Grant**

<b>Coalition Member/Projects</b>	<b>Tasks</b>	<b>Number of Parcels</b>	<b>Funds Allocated (\$)</b>
City of West Bend			
Former Bermico Site	Phase I ESA	1	10,900
Former Bermico Site	Phase II ESA	1	50,000
Former Blaine Site	Phase I ESA	2	6,000
Former Blaine Site	Phase II ESA	2	18,000
West Bend EDC Site	Phase I ESA	1	6,750
Former Gehl Site – Cluster H	Redevelop Plan	N/A	18,000
City of Hartford			
Northern Bookends Site	Phase I ESA	8	10,000
Northern Bookends Site	Phase II ESA	8	30,000
WB Place Site	Phase I ESA	1	6,000
Village of Slinger			
Former Niphos Coating Site	Phase II ESA	1	30,000
E.H. Wolf & Sons Site	Phase I ESA	2	6,000
E.H. Wolf & Sons Site	Phase II ESA	2	35,000
Cluster B – HWYS 175 & 60	Phase I ESA	7	10,000
Cluster B – HWYS 175 & 60	Phase II ESA	7	30,000
Village of Richfield			
Northeast Corridor	Redevelop Plan	N/A	35,000
Northeast Corridor	Phase I ESA	Unknown	5,000
Village of Jackson			
Main & Center Streets	Redevelop Plan	N/A	30,000
Main & Center Streets	Phase I ESA	Unknown	30,000
Village of Germantown			
Saxony Village Development	Phase I ESA	3	12,000
Saxony Village Development	Phase II ESA	3	25,000

Source: Washington County and SEWRPC

place to live and work. More information on the US EPA brownfields grant, the County’s Site Redevelopment Program and the Site Redevelopment Steering Committee process can be found on the County’s website at [www.co.washington.wi.us/SRP](http://www.co.washington.wi.us/SRP).

### **Wisconsin Brownfields Coalition**

SEWRPC continues to serve as a partner with the Bay Lake, Capital Area, East Central Wisconsin, North Central Wisconsin, Northwest Wisconsin, Southwestern Wisconsin, and West Central Wisconsin Regional Planning Commissions and the WDNR in the Wisconsin Brownfields Coalition. The Coalition has obtained, and continues to seek, US EPA grant funds for brownfields assessments awarded through the WDNR Brownfields Program.

The WDNR Brownfields Program can help communities, nonprofit organizations, and private parties clean-up and redevelop brownfields. The first step is contacting the WDNR to set up a Green Team meeting, which may include WDNR staff as well as local partners familiar with the site. The Green Team will discuss issues such as liability protections, regulatory processes, and potential financial assistance to evaluate redevelopment options.

The Wisconsin Assessment Monies Program (WAM) is one potential source of brownfield redevelopment assistance. Administered by the WDNR’s Remediation and Redevelopment Program, WAM can provide professional environmental assessments of contaminated properties to start the process of readying a site for redevelopment. Over 20 WAM awards have gone to Southeastern Wisconsin communities since 2010. More information about WAM, including eligibility requirements, can be found on the WAM website at [dnr.wi.gov/topic/Brownfields/wam.html](http://dnr.wi.gov/topic/Brownfields/wam.html).

Another Brownfields Program resource is clean-up funding available through Ready for Reuse. Ready for Reuse awards are made as either grants or zero percent interest loans that are available to communities or non-profits with projects that have had a complete site investigation and are ready for clean-up.

### **Additional Resources**

Additional financial resources are available through several State and Federal agencies, including the following:

- Wisconsin Department of Natural Resources
- Wisconsin Economic Development Corporation
- Wisconsin Department of Administration
- Wisconsin Department of Agriculture, Trade, and Consumer Protection
- Wisconsin Department of Transportation
- Wisconsin Board of Commissioners of Public Lands
- The State Historical Society of Wisconsin
- U.S. Environmental Protection Agency
- U.S. Department of Housing and Urban Development
- U.S. Department of the Treasury

## **10.4 ECONOMIC PROJECTIONS AND DESIRABLE BUSINESSES**

### **Employment Projections**

Future employment levels in the County are expected to be strongly influenced by the strength of the regional economy relative to the rest of the State and Nation. The Regional Planning Commission's economic study, *The Economy of Southeastern Wisconsin*,<sup>90</sup> which was prepared as part of the regional land use planning program, concluded that the regional economy is unlikely to significantly increase or decrease in strength relative to the State or Nation over the projection period of 2010 to 2050.

The Commission used a disaggregate approach to prepare the regional employment projections. This approach involved the explicitly considering employment in dominant and subdominant industry groups and preparing projections for those groups. Dominant industries are those that accounted for at least 4 percent of total regional employment in 2010 and subdominant industries are those that accounted for 2 to 3.9 percent. At the regional level, employment projections for industries were developed based on consideration of past industry trends, available indicators of future trends nationally and in the State and Region, and relative industry and sector strength in the Region as compared to the State and Nation. Another variable taken into account was the future available labor force. Population projections indicate a leveling-off in the regional labor force may be expected as much of the baby boom generation reaches retirement age in the middle of the projection period. The anticipated leveling-off of the labor force is expected to moderate the number of jobs able to be accommodated in the Region and in Washington County.

Projections of total employment for Washington County were prepared within the framework of the regional employment projection largely on the basis of trend analysis. The number of jobs by industry group in 2010 and the projected number of jobs in 2050 are shown on Table 10.14. The total number of jobs in the County is projected to increase by 23,506 jobs, or by about 37 percent. Most of the job growth is expected to occur in the "General" category, which includes service jobs and jobs in finance, insurance, and real estate. Retail and industrial jobs are expected to increase, while the number of transportation and utility jobs, government jobs, and agricultural and natural-resource related jobs are expected to increase slightly or to decrease.

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<sup>90</sup> Documented in *SEWRPC Technical Report No. 10 (5th Edition)*, The Economy of Southeastern Wisconsin.



**Table 10.14**  
**Employment Projections for Washington County Under the Regional Land Use Plan: 2010-2050**

Industry Group	Existing Jobs (2010)		Projected Jobs (2050)		Change in Jobs (2010-2050)
	Number	Percent of Total	Number	Percent of Total	
Industrial <sup>a</sup>	18,681	29.2	22,250	25.4	3,569
Retail	12,269	19.2	15,013	17.2	2,744
General <sup>b</sup>	23,925	37.5	40,622	46.5	16,697
Transportation, Communications, and Utilities	2,301	3.6	2,712	3.1	411
Government	5,511	8.6	5,825	6.7	314
Other <sup>c</sup>	1,207	1.9	978	1.1	-229
<b>Total</b>	<b>63,894</b>	<b>100.0</b>	<b>87,400</b>	<b>100.0</b>	<b>23,506</b>

<sup>a</sup> Industrial includes construction, manufacturing, and wholesale trade categories.

<sup>b</sup> Includes finance, insurance, and real estate (FIRE), and service categories.

<sup>c</sup> Includes agricultural, agricultural services, forestry, mining, and unclassified jobs.

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

**Table 10.15<sup>a</sup>**  
**Existing and Projected Employment by Industry Group in the Region: 2010-2050**

Industry	Existing 2010	Projected Employment (number of jobs)				Percent Change (2010-2050)
		2020	2030	2040	2050	
Manufacturing	148,100	140,900	133,700	126,500	119,200	-19.5
Construction	45,900	50,300	54,700	59,100	63,300	37.9
Retail Trade	185,800	192,300	198,800	205,300	211,900	14.0
Wholesale Trade	48,800	51,600	54,400	57,200	59,800	22.5
Transportation, Communication, and Utilities Services	38,200	40,000	41,800	43,600	45,400	18.8
Services	584,400	627,400	670,400	713,400	756,400	29.4
Government and Government Enterprises <sup>a</sup>	117,700	119,400	121,100	122,800	124,400	5.7
Agriculture	5,200	4,900	4,600	4,300	4,000	-23.1
Other <sup>b</sup>	2,500	2,500	2,500	2,500	2,500	0.0
<b>Total Regional Employment</b>	<b>1,176,600</b>	<b>1,229,300</b>	<b>1,282,000</b>	<b>1,334,700</b>	<b>1,386,900</b>	<b>17.9</b>

<sup>a</sup> This table does not reflect adjustments made to the regional employment forecast that occurred during the preparation of VISION 2050.

<sup>b</sup> Includes all nonmilitary government agencies and enterprises, regardless of NAICS code.

<sup>c</sup> Includes agricultural services, forestry, commercial fishing, mining, and unclassified jobs.

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

### Employment Projections by Industry Sector in Southeastern Wisconsin

As noted above, employment projections for Washington County were developed as part of the regional land use planning program. More detailed employment projections for specific industry sectors were developed for the seven-county Region than for the individual counties. A description of projected regional employment trends on an industry-by-industry basis follows, and is summarized on Table 10.15.

#### Manufacturing Industries

Following the deep recession of the early 1980s, the regional manufacturing sector demonstrated a relatively stable level of employment through much of the 1980s and 1990s, but recently lost numerous jobs. The Region is projected to lose nearly 20 percent of manufacturing jobs between 2010 and 2050. Labor intensive sectors may be expected to continue to lose workers due to productivity gains and to lower-cost foreign competition. Labor supply may be a problem for the manufacturing sector toward the middle of the projection period.

A key factor expected to impact the manufacturing sector in the Region, and also for the State and the Nation, is the movement of jobs overseas. Overseas labor, particularly in Asia, is substantially cheaper than the American counterpart. Low overseas labor costs more than offset the transportation costs of raw materials

and finished goods to market. Some of this dynamic will change as the overseas demand for personnel and material raises prices, decreasing the margins for goods produced overseas. However, that shift is not expected to offset job losses in U.S. manufacturing over the foreseeable future.

Productivity gains also affect manufacturing employment in the Region, State, and Nation. Manufacturing output continues to increase, but it is done with less labor. As a result, there is relatively less demand for manufacturing labor even within growing manufacturing sectors. The rate of decline in manufacturing employment may be expected to mitigate somewhat in the later years of the projection period as increased economic growth in the U.S. and globally increases the demand for manufactured products. The labor force may also be expected to show some expansion, supplying a slightly larger labor pool for manufacturing and other industries.

### **Construction**

The construction industry includes establishments engaged in all forms of building construction as well as heavy construction such as the construction of roads, bridges, and sewer and water lines, and sewage treatment facilities. The regional projection anticipates that construction employment would increase from 45,900 jobs in 2010 to 63,300 in 2050, a 38 percent increase.

### **Retail Trade**

The retail trade industry includes establishments engaged in selling merchandise primarily for personal or household consumption. It includes a wide variety of establishments, ranging from discount department stores to automobile dealerships to restaurants and coffee shops. Retail trade employment is projected to grow in the Region through 2050. 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 whether and by how much personal income continues to increase. The regional projection predicts that jobs in retail trade will grow by 14 percent between 2010 and 2050, resulting in 211,900 jobs in the Region.

### **Wholesale Trade**

The wholesale trade industry includes establishments primarily engaged in selling merchandise to retailers; to industrial, commercial, institutional, farm, construction contractor, or professional business customers; or to other wholesalers. The highly competitive nature of wholesale trade, low margins, and the constant need to control costs may be expected to limit the overall growth in wholesale trade employment. The number of wholesale trade industry jobs is projected to grow 23 percent to 59,800 jobs in 2050, which is only a 10 percent increase over the peak level for the Region that occurred in 2007.



**Labor intensive manufacturing sectors may be expected to continue to lose workers due to productivity gains and to lower-cost foreign competition.**



**The regional projection anticipates that construction employment would increase by 38 percent by 2050.**



**The regional projection predicts that jobs in retail trade will grow by 14 percent between 2010 and 2050, resulting in 211,900 jobs in the Region.**

### ***Transportation, Communication, and Utilities***

The transportation, communication, and utilities industry includes establishments that provide—to the general public or to other business enterprises—all forms of passenger and freight transportation; shipping services; communications services; and gas, electricity, steam, water, and sanitary services. Employment in transportation, communication, and utilities within the Region is projected to grow 19 percent to 45,400 jobs in 2050.

### ***Services***

The services industry category include business, health, social, and other services. The business services industry includes establishments primarily engaged in providing services to businesses such as advertising, computer programming, data processing, and building cleaning and maintenance services. The health services industry includes establishments engaged in providing 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. The social services industry includes establishments that provide help and rehabilitation services to individuals with needs requiring special care and people with disabilities. The other services considered part of the service category include those service activities that are not large enough, in terms of their employment levels, to be accorded dominant or subdominant status.



**The business services industry includes establishments primarily engaged in providing services to businesses**

The regional projection anticipates that employment for all services will increase from 584,400 jobs in 2010 to 756,400 jobs in 2050, for an increase of 29 percent.

### ***Government and Government Enterprises***

This category includes employment in all nonmilitary government agencies and enterprises, regardless of NAICS code. This includes 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 2010, 117,700 people were engaged in employment in this sector in the Region. This figure is projected to increase to 124,400 by 2050, for an increase of about 6 percent.

### ***Agriculture***

This industry includes establishments (e.g., farms, orchards, greenhouses, nurseries) primarily engaged in the production of crops, plants, and trees, excluding forestry operations. It also includes establishments (e.g., farms, dairies, feedlots, egg production facilities) primarily engaged in raising livestock for sale or for the sale of livestock products. While the agricultural sector constitutes a small and declining share of the regional economy, it still constitutes a viable economic sector. Wisconsin agriculture is expected to hold a comparative advantage in the dairy and vegetable segments. However, due to continued technological advances in genetics and mechanization, cost pressures from national and global competition, and modern management practices, the employment levels in agriculture may be expected to continue to decline. The continued conversion of farmland to urban uses may also be expected to reduce agricultural employment in the Region. Agricultural employment is projected to decrease by 23 percent to 4,000 jobs in 2050.



**Agricultural employment in the Region is projected to decrease by 23 percent to 4,000 jobs in 2050**

### **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. The regional projection shows no increase in the number of jobs, with the total remaining around 2,500 between 2010 and 2050.

### **Desired Businesses**

Section 66.1001 of the *Wisconsin Statutes* requires that an assessment of categories or particular types of new businesses and industries desired by the County be identified in the Economic Development Element of the comprehensive plan. This section includes a list of businesses and industries the County would like to attract, retain, or expand. The list was developed by the Housing, Utilities, and Economic Development (HUED) workgroup for the first edition of this plan based in part on information similar to that presented earlier in this chapter and consideration of the recommendations in the EDWC Strategy 2020 Playbook and the M7 Strategic Framework. NAICS codes are included where appropriate. This list was reviewed by the MJAC for the 10-year plan update. Desired business and industries for Washington County include the following:

- Biomanufacturing and manufacturing of medical equipment
  - 3254, Pharmaceutical and Medicine Manufacturing
  - 3391, Medical Equipment and Supplies Manufacturing
- Information systems, including software development and data processing
  - 5182, Data Processing, Hosting, and Related Services
  - 5112, Software Publishers
  - 5415, Computer Systems Design and Related Services
- Entrepreneurial companies and independent businesses led by visionaries that will attract venture capital to the County
  - No specific codes, would apply to virtually all
- Advanced technology manufacturing and niche manufacturing, such as plastics, military, defense and medical industries; and manufacturing that requires high precision and low product volume
  - 326, Plastics and Rubber Products Manufacturing
  - 331, Primary Metal Manufacturing
  - 332, Fabricated Metal Product Manufacturing
  - 333, Machinery Manufacturing
  - 334, Computer and Electronic Product Manufacturing
  - 335, Electrical Equipment, Appliance, and Component Manufacturing
  - 336, Transportation Equipment Manufacturing
  - 339, Miscellaneous Manufacturing
  - No specific codes provided for military/defense industries

- Financial and insurance services, including financial planning, banking, online support facilities, and processing facilities
  - 52, Finance and Insurance
- Business incubators for small businesses that may grow into larger businesses and expand
  - No specific codes, would apply to virtually all
- Small businesses and homebased businesses
  - No specific codes, would apply to virtually all
- Niche agriculture, including organic farming; food production for local restaurants, microbreweries, and other niches; and crop production for the biofuel industry
  - No specific codes provided for these businesses
- Continuation of dairy farming and other existing types of agriculture
  - 11212, Dairy Cattle and Milk Production
- Professional/engineering/technical offices
  - 54, Professional, Scientific, and Technical Services
- Logistics/freight/trucking
  - 48-49, Transportation and Warehousing
    - » 484, Truck Transportation
    - » 482, Rail Transportation
    - » 488, Support Activities for Transportation
      - 4885, Freight Transportation Arrangement
  - 493, Warehousing and Storage
- Nonmetallic mining
  - 2123, Nonmetallic Mineral Mining and Quarrying
  - 327, Nonmetallic Mineral Product Manufacturing
- Aerospace manufacturing
  - 3364, Aerospace Product and Parts Manufacturing
- Food processing
  - 311, Food Manufacturing

- Conservation industries
  - No specific codes provided; see codes under “Advanced technology, manufacturing, and niche manufacturing” above
- Printing and Publishing
  - 323, Printing and Related Support Activities
  - 511, Publishing Industries
- Energy and Power systems
  - 2211, Electric Power Generation, Transmissions and Distribution
- Health Care
  - 62, Health Care and Social Assistance
- Education
  - 611, Educational Services

### **Washington County Economic Development Strengths and Weaknesses**

Section 66.1001 of the *Wisconsin Statutes* also requires that an assessment of Washington County’s strengths and weaknesses with respect to attracting and retaining businesses and industries be included in the Economic Development Element. This section includes a list of perceived strengths and weaknesses identified by the HUED workgroup in the first edition of this plan and reviewed by the MJAC for this plan update.<sup>91</sup>

The County’s perceived strengths for attracting and retaining businesses and industries include the following:

- Strong regional cooperation and promotion through the M7 economic development initiative
- Strong educational system including high schools, UWM at Washington County, and Moraine Park Technical College; and proximity to Milwaukee area universities and colleges, including Milwaukee Area Technical College (MATC)<sup>92</sup>
- High quality of life, including good healthcare; recreational and open space amenities; rural character; high-quality public services; low crime rate; cultural opportunities; and location in the Milwaukee Metropolitan Area
- Highway system, IH 41/USH 45, and good access to Milwaukee and Chicago
- Access to transportation and/or shipping through rail, local airports, Milwaukee Mitchell International Airport, and the Port of Milwaukee
- TIF and Revolving Loan Fund Financing incentives
- Highly developed utility and energy infrastructure in urban areas
- Available land within existing business/industrial parks

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<sup>91</sup> As of 2013, EDWC has identified strengths and weaknesses tied to economic development efforts at [www.BusinessReadyWI.com](http://www.BusinessReadyWI.com).

<sup>92</sup> Communities within the Germantown School District are within the MATC service area.

- Educated and skilled workforce
- County and local governments that are receptive to business needs
- Consistent population growth
- Fair Park (meeting, convention, and exhibition facilities that operate year-round to showcase area businesses)
- Chambers of Commerce, Downtown Associations, Convention and Visitors Bureau, industry “clusters”
- Police, fire, and emergency services

The following list reflects the County’s perceived weaknesses regarding attracting and retaining desirable businesses and industries:

- Lack of jobs with pay levels high enough to afford housing in the County
- Lack of affordable workforce housing
- Too many educated young people leaving the County
- Aging of the County’s workforce population
- Prejudice towards technical education and employment in “trade jobs”
- Lack of workers with skills suited to trade jobs and manufacturing jobs
- High land costs
- Lack of availability of business services
- Disconnect between the education system and the business sector – students are not necessarily learning the skills employers need
- Lack of public transportation options in many parts of the County
- County residents can be reluctant to change and fearful of new business ideas
- “NIMBY” (Not In My Back Yard) attitude in some cases
- Lack existing manufacturing buildings with ample electric power to run manufacturing equipment
- Lack of technical and trade programs in local high schools

As of 2017, the EDWC has identified strategic issues and risks tied to resource allocation and growth in four areas: disruption, positioning, awareness, and workforce. Issues and risks tied to disruption include overreliance on manufacturing for economic growth and increasingly complex business challenges. Issues and risks tied to positioning include competitive peers that deploy exponentially larger and more diverse “war chests” and the availability of shovel-ready land and turn-key buildings. Issues and risks tied to awareness include EDWC as a “best kept secret” and disconnects between EDWC’s mission and the marketplace. Wisconsin’s “small town” feel and demographic and migration trends tightening the County’s workforce availability and skill sets present issues and risks tied to the County’s workforce.

