

BUSINESS GROWTH STRATEGY *for* **Waukesha County**



2016-2018



Acknowledgements

I would like to thank those who shared their knowledge and vision to help shape this first generation Business Growth Strategy for Waukesha County.



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Waukesha County Executive

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Weldall Mfg.

- /// **Business Growth Strategy**
- /// **Strategic Outcome 1:**

A central point of contact for businesses looking to expand in or relocate to Waukesha County.

- /// **Strategic Outcome 2:**

A business outreach strategy to identify the needs of businesses seeking to expand in or relocate to Waukesha County.

- /// **Strategic Outcome 3:**

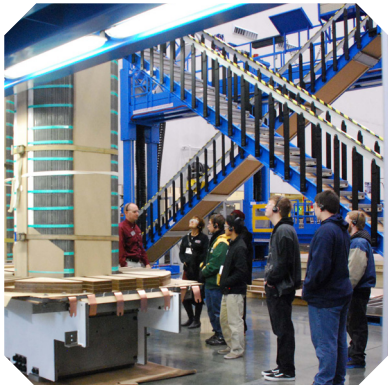
A strategy to identify Waukesha County business workforce needs and connect to available workforce development resources.



Generac Power Systems

- /// **Strategic Outcome 4:**

A strategy to develop a collaborative fund to increase financial tools to businesses in Waukesha County and sustain the Economic Development Organization.



SPX Transformer Solutions

Business Growth Needs



This Business Growth Strategy for Waukesha County has been developed around two core objectives. First, there is a need for a central point of contact for businesses looking for workforce, financial and site selection assistance. Second, there is a need for an organized strategy to connect businesses with organizations that have the resources to provide the assistance. To achieve these objectives, strategic outcomes have been created and serve as the foundation of the Business Growth Strategy for Waukesha County. The key strategic outcomes are:

Strategic Outcome 1: A central point of contact for businesses looking to expand in or relocate to Waukesha County.

Strategic Outcome 2: A business outreach strategy to identify the needs of businesses seeking to expand in or relocate to Waukesha County.

Strategic Outcome 3: A strategy to identify Waukesha County business workforce needs and connect to available workforce development resources.

Strategic Outcome 4: A strategy to develop a collaborative fund to increase financial tools to businesses in Waukesha County and sustain the Economic Development Organization.

Following is a summary of data regarding the state of business in Waukesha County. This information has been used to shape the strategic outcomes and objectives presented in this report.



Midwest Engineered Systems Inc.



Environmental Systems, Inc.



Au Bon Pain



Planning Overview and Process

In fall of 2014, Waukesha County no longer had an economic development organization available to assist businesses with their needs. Waukesha County and the Waukesha County Business Alliance began researching how other comparable Wisconsin and national counties deliver economic development services. As a result of the research, Waukesha County Executive Paul Farrow called for the creation of an Economic Development Strategy Workgroup, comprised of representatives from businesses, business and workforce development organizations, education and governmental units.

The Workgroup was charged with the tasks of:

- Development of a proposed structure for an Economic Development Organization for Waukesha County which leverages the work of existing organizations providing workforce development services as well as financial assistance to businesses.
- Development of a funding strategy designed to create a sustainable funding model for the Economic Development Organization operational costs and provide financing tools for business growth in Waukesha County.
- Preparation of a Business Growth Strategy for Waukesha County to serve as an implementation guide for municipal economic development staff, business organizations and Waukesha County as well as to clearly communicate multi-year objectives.

The Workgroup completed its work in December 2015, with the development of the following Business Growth Strategy for Waukesha County.

State of Business in Waukesha County

For the preparation of this Business Growth Strategy, special effort was placed on gathering feedback from businesses concerning existing economic development strengths, concerns and opportunities to improve the economic development environment in Waukesha County. In addition, data of the current and forecasted population, employment, housing and business sector data was collected. Finally, a benchmark analysis of the economy of Waukesha County to other Wisconsin and national comparison counties was conducted.

Following is a summary of information concerning the state of business in Waukesha County.



Gearbox Express

Business Survey Summary

In August, 2015 a survey was released by the Waukesha County Business Alliance, and the

Waukesha-Ozaukee-Washington (WOW) Workforce Development Board to an unduplicated total of 1,673 businesses. A total of 335 businesses responded to the survey, representing a 20 percent response rate. Respondents included representatives from each of Waukesha County's 37 municipalities, a wide range of business sectors, and companies sized from the self-employed to operations with more than 1,000 employees.

The survey touched on topics in seven key areas:

1. Workforce Development
2. Physical Specifications and Future Plans
3. Transportation - Transit and Road/Highways, Airport
4. Financial and Business start-up assistance
5. Permitting and Licensing
6. Workforce Housing
7. Economic Visioning



Fairchild Equipment

What Did We Learn?

Businesses plan to grow:

- More than two-thirds of Waukesha County businesses are Stage 1 businesses (2-9 employees) or Stage 2 businesses (10-99 employees).
- Strong job growth will continue: 84 percent indicated they plan to expand their workforce in the next three years.
 - 48 percent project to hire between one and nine employees
 - 20 percent plan to hire 10 to 19 employees
 - 19 percent project to hire 20 to 49 employees
 - 9 percent plan to hire 50 to 99 employees
 - 1 percent plan to hire 100 to 249 employees
 - 4 percent project to hire 250 employees or more
- 72 percent of respondents indicated they plan to expand/remodel their physical business in the next three years.

Businesses face challenges:

- A majority of respondents across nearly every sector indicated a difficulty attracting/retaining employees.
- Staff recruitment issues include a lack of qualified applicants (77 percent) and difficulty finding workers that fit their business culture (61 percent).
- Businesses identified the major primary challenges to starting and growing their business as a skilled workforce (72 percent) and access to capital (39 percent)
- Businesses value infrastructure – 88 percent rated local streets and highways as either important or very important.
- A little over one-third of respondents (36 percent) believe that transit is an important issue.
- More than one quarter of respondents (29 percent), indicated they are struggling to identify financial resources. A total of 39 percent of respondents said access to capital was a major roadblock to growth.

What Do Businesses Need to Help Them Grow?

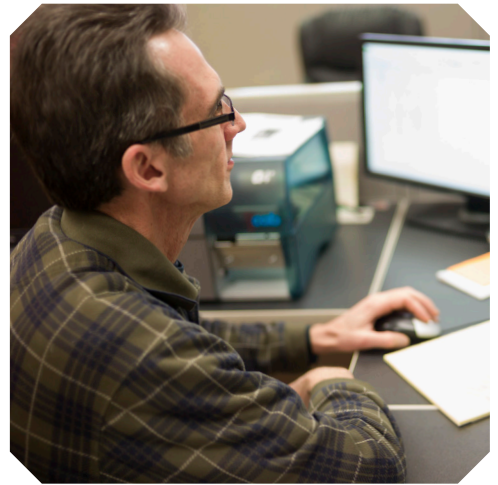
According to the survey, in order to grow, Waukesha County businesses want a low tax environment (among the Top 5 most important factors in retaining a business), a pipeline of highly skilled workers, and access to a variety of financing options, such as SBA loans and grants, training assistance, and funding for apprenticeships and workforce development programs.

Benchmark Counties Comparison

From July to August 2015, the University of Wisconsin – Extension Center for Community and Economic Development compared Waukesha County to 18 comparable counties throughout the United States for economic development purposes. Of the comparable counties, 4 are “Metro Edge” counties (Clark County, WA; Dakota County, MN; Jefferson County, CO; Johnson County, KS). The comparison revealed:

Demographics:

- Population growth is slower than comparable counties.
- Waukesha County’s population is aging.
- The County’s median age is nearly the oldest among all comparable counties.
- Waukesha County residents are highly educated.
- Household median income is highest when compared to comparison counties (\$75,000).



TLX Technologies

Labor Force:

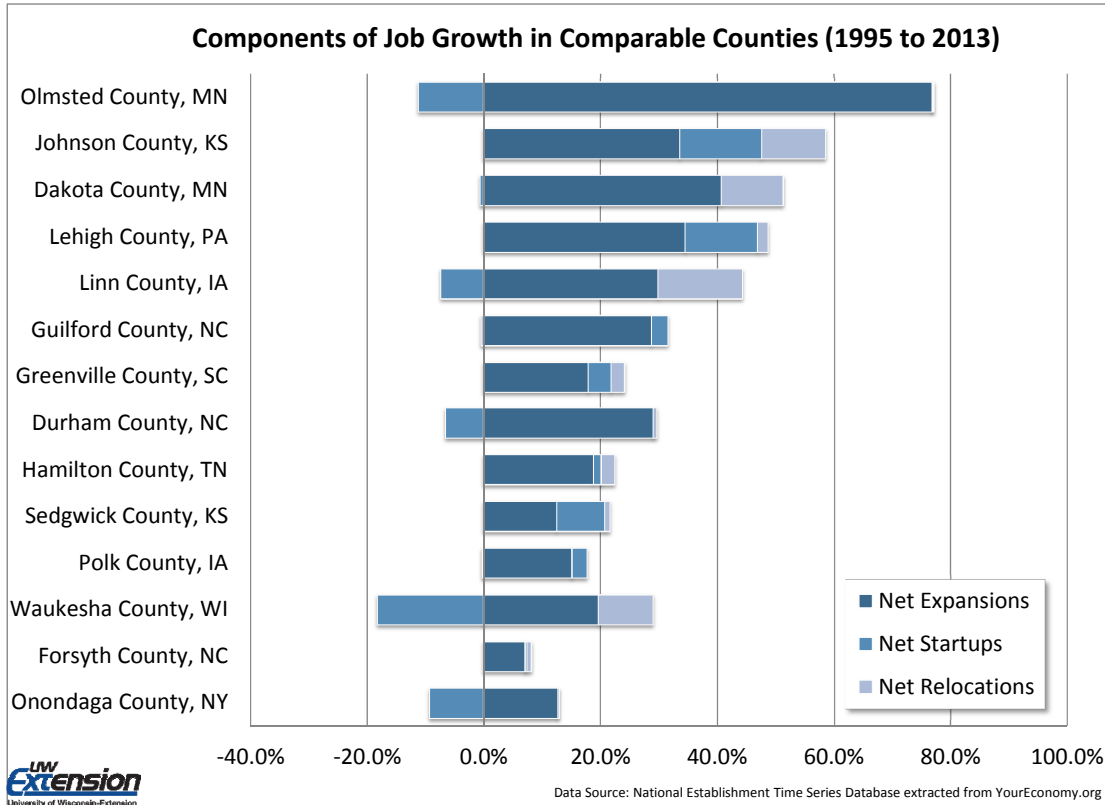
- Waukesha County has a net out migration of individuals ages 20 to 29. However, this out-migration is largely offset by an in-migration of working age individuals ages 30 to 44.
- Waukesha County is part of a regional labor market. A large share of county residents work outside of Waukesha County, while a large share of workers in Waukesha County firms live in surrounding counties. Exchanges of workers to and from Milwaukee County are particularly prevalent.
- Waukesha County has a high labor participation rate (79% females, 90% males) and a low unemployment rate. Unemployment rates among young residents are particularly low compared to comparable counties.

Business Growth:

- Most of Waukesha County’s recent job growth has occurred through business expansions (See Figure 1).
- Waukesha County has had limited success in creating job growth through business start-ups.
- Waukesha County has had a higher share of growth stemming from business relocations relative to comparable counties.

- Loans to small business ranked second among the 11 county comparator group. However, there was a notable decline in lending in 2013.
- Waukesha County has been a moderate user of Small Business Innovation Research (SBIR)/ Small Business Technology Transfer (STTR) funding, close to the median comparator county in terms of awards. Dane County, WI and Jefferson County, CO are notable outliers.

FIGURE 1



Note: Johnson County KS, Dakota County, MN are “Metro Edge” counties similar to Waukesha County.

Quality of Life:

- Waukesha County has one of the lowest poverty rates among comparable counties.
- Waukesha County currently ranks 7 out of the 11 comparator counties for commute time.

Key Comparisons:

- Waukesha County is a leader in many of the key metrics analyzed in these studies.
- Of the Comparator Counties –Waukesha County should closely analyze:
 - Johnson County, Kansas
 - Jefferson County, Colorado



Sharon Lynne Wilson
Center for the Arts

In order to plan for future economic growth and development, it is essential to understand current and forecasted workforce demographics. The Southeastern Wisconsin Regional Planning Commission (SEWRPC) provided key workforce data from the U.S. Census Bureau, U.S. Bureau of Economic Analysis and the Wisconsin Departments of Revenue and Workforce Development. This analysis was supplemented with data from the University of Wisconsin-Madison Applied Population Laboratory, the University of Wisconsin-Extension Center for Community and Economic Development and the University of Wisconsin-Extension Division of Business and Entrepreneurship.



Hydro-Thermal Corporation

Median Household Income

The Waukesha County median household income was \$75,850 in 2013. This is the highest county median household income in the state and 87th highest in the nation. A total of 80,814 County residents making up about 21 percent of the population were considered low to moderate household income by the U.S. Department of Housing and Urban Development (HUD). Low to moderate income is defined as household income that is 80 percent or less than county median household income. Seventy-nine percent of County residents live in households with incomes above low to moderate income. In 2013, Waukesha County had the lowest percent poverty rate of the ten highest populated urban counties in Wisconsin at 5.4 percent (Veroff, 2015).

Average Adjusted Gross Income Per Return

In 2013, Waukesha County ranked third in Wisconsin in total adjusted gross income, behind Milwaukee and Dane Counties. In 2013, Waukesha County residents generated about \$16 billion in individual adjusted gross income. The average adjusted gross income per return filed individually for the County was \$78,080, ranging from \$37,360 in the Village of Butler to \$882,780 in the Village of Chenequa.

Per Capita Personal Income

Per capita personal income is defined as a location's total personal income divided by its total resident population. This measure is one of the most widely used measures of a location's economic health. Per capita personal income in Waukesha County at \$59,379, was second highest in the Region behind Ozaukee County.

Per capita income for the Milwaukee-Waukesha-West Allis MSA was higher than the average of MSAs of similar population in both the Midwest and the Nation. The annual per capita income of the Milwaukee-Waukesha-West Allis MSA in 2013 was \$47,688, compared to an average of \$45,846 for similar MSAs in the Midwest and \$45,064 for similar MSAs in the United States.

**TABLE 1: AVERAGE ANNUAL WAGE BY INDUSTRY IN WISCONSIN AND WAUKESHA COUNTY:
2013**

Industry	Average Annual Wage for Wisconsin	Average Annual Wage for Waukesha County	Waukesha County Wage As A Percentage of Wisconsin Wage
All Industries	\$42,792	\$49,057	114.6
Information	58,360	72,829	124.8
Financial Services	59,735	68,800	115.2
Manufacturing	53,099	61,527	115.9
Construction	53,398	59,769	111.9
Professional and Technical Services	50,725	57,795	113.9
Education and Health Services	44,460	44,442	100.0
Public Administration	43,393	42,939	99.0
Trade, Transportation, and Utilities	36,532	42,222	115.6
Natural Resources and Mining	34,056	41,069	120.6
Other	26,115	30,772	117.8
Leisure and Hospitality	15,538	14,354	92.4

Source: SEWRPC, 2015

Employment Wages

In 2013, the average annual wage paid to workers employed in Waukesha County was approximately \$49,000 per year. This figure was 14.6 percent above the state average. Jobs in information occupations provide the highest average wage in Waukesha County at \$72,829. Jobs in financial services and manufacturing provide the second and third highest average wages in the County.

Educational Attainment

Waukesha County has a highly educated population. Waukesha County had the highest percent of residents of age 25 and over with a high school degree or higher (nearly 96 percent) of all comparator counties (Kures, 2015). About 71 percent of Waukesha County residents over the age of 25 have an associate, bachelors, or graduate degree, compared to about 60 percent of residents of the seven-county Region. Over 40 percent of County residents of age 25 and over have a bachelor's degree or higher that again ranked very high among comparator counties nationally (Kures, 2015).

Cardinal Stritch University, Carroll University, Ottawa University, the University of Wisconsin-Waukesha, and Waukesha County Technical College offer associate or bachelor degrees at locations in Waukesha County. All of these institutions of higher education offer online courses along with the University of



Waukesha County Technical College

The Milwaukee-Waukesha-West Allis Metropolitan Statistical Area (MSA) includes Milwaukee, Ozaukee, Washington, and Waukesha Counties.

Wisconsin-Milwaukee, University of Wisconsin-Platteville, and the University of Wisconsin-Extension that offers certificates, associate, and bachelor degree programs through the UW FLEX option. The UW FLEX option also provides credits for work experience.

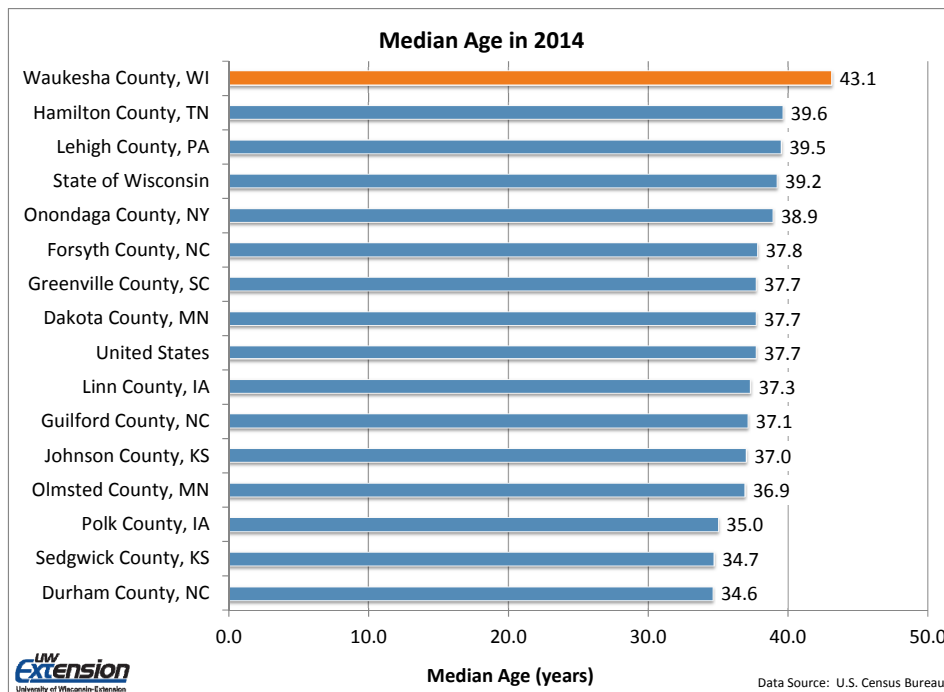
Home Ownership

Waukesha County has the highest homeownership rate among comparator counties at 76 percent (Lange, 2015). The median monthly housing cost for owner-occupied housing units with a mortgage was \$1,841 and the median monthly housing cost for owner-occupied housing units without a mortgage was \$632 (SEWRPC, 2015). About 25 percent of households living in owner-occupied housing in Waukesha County spent over 30 percent of their monthly income on housing costs. Furthermore, approximately 43 percent of households living in renter-occupied housing in Waukesha County spent over 30 percent of their monthly income on housing costs (SEWRPC, 2015).

Workforce Demographics, Labor Availability and Labor Force Participation

In 2013, Waukesha County had a labor force of 219,717, with 210,397 employed and 9,320 unemployed. Waukesha County has one of the highest labor force participation rates among comparator counties in the country. In Waukesha County, over 90 percent of males and nearly 80 percent of females participate in the labor force (Kures, 2015). The biggest concern is the fact that the workforce is growing older. The median age of County residents increased from 38.1 in 2000 to 43.1 in 2014. This was the oldest median age when compared to comparator counties (See Figure 2).

FIGURE 2:



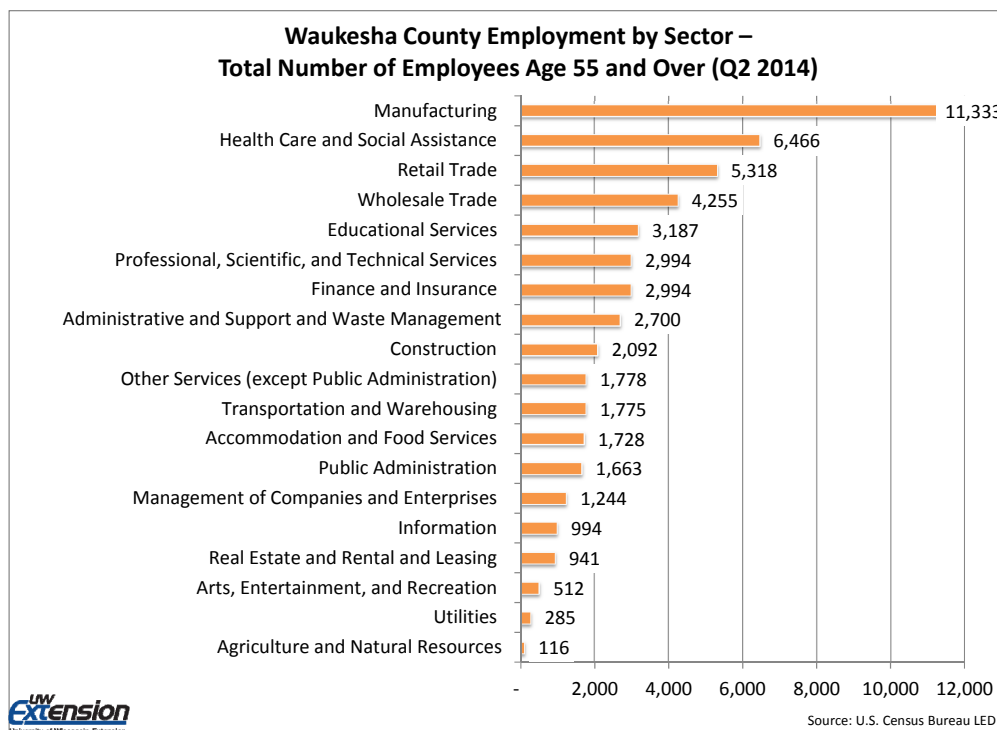
Changes in the age composition of the population over the past 10 years in the Region and in Waukesha County are most evident in increases in the number and percentage of the population in the 50-to-54-year, the 55-to-59-year, and the 60-to-64-year age groups, largely reflecting the aging of “baby-boomers” (those born from 1946 through 1964). Conversely, the largest decreases (in both

number and percentage of the total population) between 2000 and 2010 occurred in the 35-to-39-year and 40-to-44-year age groups, a reflection of baby boomers moving out of those age groups coupled with the smaller number of people born in the late 1960s and 1970s (Generation X) moving into those age groups.

Regional population projections prepared by SEWRPC as part of the VISION 2050 planning process anticipate continued change in the age composition of the regional population over the course of the projection period. While the broad age groups 0-19 years, 20-44 years, and 45-64 years are projected to be relatively stable, persons age 65 and over are projected to nearly double during the projection period. Persons age 65 and over would account for about 21 percent of the total population in the Region in 2050, compared to about 13 percent in 2010. Projections show that by 2035, 25 percent or one out of every four people in Waukesha County will be age 65 and over.

This changing age composition will have major implications for the future labor market. Waukesha County will need to align, retain, and recruit a younger workforce to fill positions left vacant by retiring baby boomers. In 2014, a significant number of employees (approximately 10 percent of the labor force) working in Waukesha County of age 55 and over were employed in manufacturing, health and social assistance, and retail and wholesale trade (Kures, 2015). Despite a slight decline in the manufacturing sector as a percent of total employment between 2006 and 2014 in Waukesha County, there will continue to be significant demand for jobs in this sector due to the large number of employees in manufacturing who are of age 55 and over and will retire in the next five to ten years (See Figure 3).

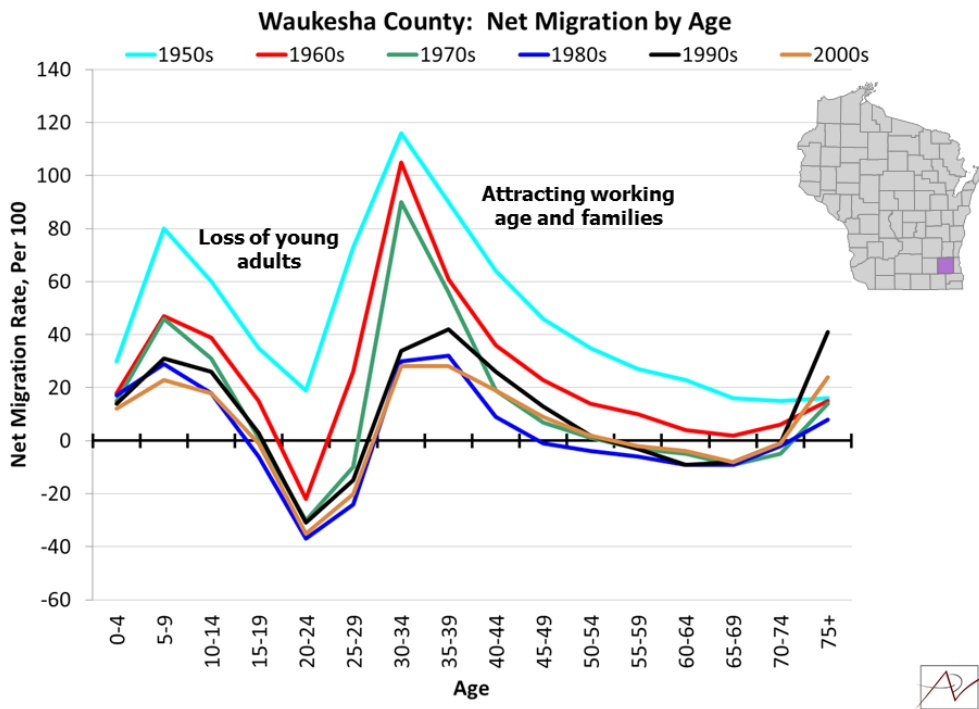
FIGURE 3:



Net Migration

Although Waukesha County experienced a net in-migration of about 16,000 persons between 2000 and 2010, Milwaukee County and the Region as a whole experienced a net out-migration in the last decade (See Figure 4). Since the 1960s, Waukesha County has experienced a negative net migration rate for people in their 20s. This trend reverses itself for people in their 30s who view Waukesha County as a destination for jobs and raising their family. The regional population and labor force projections prepared by SEWRPC envision a reversal in the long-term trend of net out-migration from the Region, with net in-migration to the Region beginning in 2020 and continuing through 2050. The net in-migration to the Region between 2020 and 2050 will be essential to support even a modest increase in regional employment to the year 2050.

FIGURE 4:
Migration by Age Patterns: Suburbanizing County



Industry Analysis

The largest employers in Waukesha County are doing business in the health services; medical product innovation; retail; wholesale, distribution, and delivery; printing; temporary staffing services; government, and education sectors. The County is also home to company headquarters for Kohl's Department Stores and Quad/Graphics.

In 2013, Waukesha County had 12,424 businesses. Ninety-three percent of these businesses had less than 50 employees. The two most common business establishment groups were wholesale/retail trade and professional and administrative services.

TABLE 2: NUMBER OF BUSINESSES BY SECTOR IN WAUKESHA COUNTY, 2015

Type of Business	Number of Businesses
Wholesale/Retail Trade	2,350
Professional and Administrative Services	2,203
Education and Health Care Services	1,500
Finance, Insurance, and Real Estate	1,434
Construction	1,315
Leisure and Hospitality	1,060
Manufacturing	946
Transportation, Warehousing, and Utilities	294
Information	210
Other Services	1,076
Other Industries	36
Total	12,424

Source, SEWRPC, 2015

For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth. Waukesha County experienced significant employment growth between 1990 and 2000 in finance, insurance, real estate, construction, wholesale trade and retail trade. Job growth was slower between 2001 and 2013, due primarily to the economic recession that began in 2007. The number of jobs decreased during that period in six economic sectors, but a substantial increase in the number of service jobs resulted in an overall increase in jobs in the County during that period.

Manufacturing

Employment in manufacturing has decreased significantly over the past four decades, with particularly large reductions occurring during the early 1980s and early 2000s and—most recently—during the recession of the late 2000s. The proportion of manufacturing jobs relative to total jobs in the Region decreased from 30 percent in 1970 to 13 percent in 2010. Under the intermediate projection, manufacturing employment is expected to continue to decrease over the long term, from 148,100 jobs in 2010 to 119,200 jobs in 2050, a decrease of 28,900 jobs, or 20 percent. Under this scenario, manufacturing would account for 9 percent of all jobs in the Region in 2050.



Glenroy

Service Employment

Employment in the service sector increased substantially over the past four decades. The proportion of service jobs in the Region increased from 26 percent in 1970 to 50 percent in 2010. Under the intermediate projection, service industry employment is expected to increase over the long term, from 584,400 jobs in 2010 to 756,400 jobs in 2050, an increase of 172,000 jobs, or 29 percent. Service employment would represent 55 percent of all jobs in the Region in 2050. Growth in service industry employment would account for about 82 percent of the projected total increase in jobs in the Region between 2010 and 2050 under the intermediate-growth scenario.



The service sector includes the following three high-growth sub-sectors:

Business Services

Business employment is projected to continue to grow rapidly. These establishments provide services such as advertising, computer programming, data processing, security system services, and building, cleaning and maintenance services.

Health Services

The health services industry includes establishments engaged in furnishing medical, surgical and other health services, including hospitals, offices and clinics of physicians and health care practitioners, nursing and rest homes, medical and dental laboratories as well as home health care services. This sector is poised for growth as Waukesha County's median age continues to increase, as the baby-boomer generation continues to grow older, and the overall population continues to increase.

Social Services

The social services sector provides help and rehabilitation services to individuals with needs, and includes special care to the disabled and disadvantaged. The industry group also includes child day-care facilities and certain residential care facilities for children, the elderly, and others who need help with self-care. This sector will continue to see significant growth as the aging of baby-boomers continues, along with the movement to outpatient care and more home-based assistance living.

Construction Employment

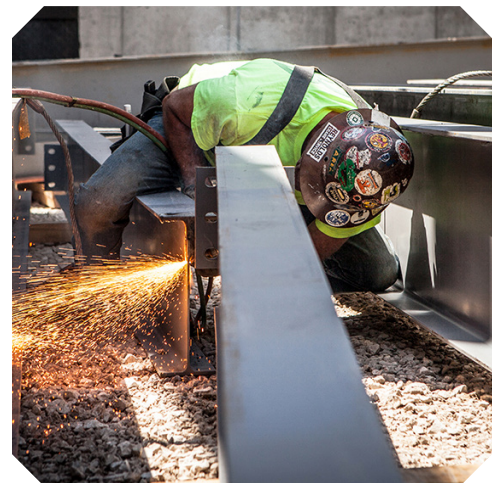
Employment in construction was severely impacted by the recession of the late 2000s, with construction employment decreasing by 13,200 jobs, or 22 percent, between 2007 and 2010. For an extended period prior to the recession, construction employment growth in the Region had been very strong, approximately doubling between the early 1980s and the start of the recession in 2007. Under the intermediate-growth scenario, construction employment in the Region is expected to increase to 63,300 jobs in 2050, an increase of 17,400 jobs, or 38 percent, over the reduced level of 45,900 jobs in 2010. The projected year 2050 construction employment for the Region under the intermediate-growth scenario is 4,200 jobs, or 7 percent, greater than the peak level that occurred in 2007.

Retail Employment

Retail employment was also significantly impacted by the recession of the late 2000s, with the number of jobs in the retail sector in the Region decreasing by 15,400, or 8 percent, between 2007 and 2010. Prior to the recession, retail employment growth in the Region had been fairly steady, increasing by about 36 percent between the early 1980s and the start of the recession in 2007.



Easter Seals Southeast Wisconsin



Hunzinger Construction



Under the intermediate-growth scenario, retail employment in the Region is expected to increase to 211,900 jobs in 2050, an increase of 26,100 jobs, or 14 percent, over the reduced level of 185,800 jobs in 2010. The projected year 2050 employment in the retail sector under the intermediate-growth scenario is 10,700 jobs, or 5 percent, greater than peak level for the Region experienced in 2007.

Wholesale and Transportation/Warehousing Employment

Employment in the wholesale sector and in the transportation/warehousing sector decreased somewhat during the recession of the late 2000s. Under the intermediate-growth scenario, employment in wholesaling is expected to increase from the reduced level of 48,800 jobs in 2010 to 59,800 jobs in 2050, an increase of 11,000 jobs, or 23 percent. The projected year 2050 employment in wholesaling is 4,100 jobs, or 7 percent, greater than the peak level for the Region that occurred in 2007. Under the intermediate-growth scenario, employment in transportation/warehousing is expected to increase from 38,200 jobs in 2010 to 45,400 jobs in 2050, an increase of 7,200 jobs, or 19 percent. The projected year 2050 employment in transportation/warehousing is 4,000 jobs, or 10 percent, greater than the peak level for the Region that occurred in 2007.

Business Stages

The Edward Lowe Foundation classifies businesses in five categories. The first category is self-employed. These businesses often operate in a home environment as well as sole proprietorships. The second category is stage 1 that contains 2 to 9 employees. These companies often are focused on clearly defining their market reach, developing a distinctive product or service, and obtaining capital and enhancing their customer base. Stage 2 companies have between 10 and 99 employees with a proven product or service with survival being less of a daily concern. These companies are beginning to develop a strong infrastructure and standardize operational systems. Company leaders delegate more and wear fewer hats. Stage 3 companies employ between 100 and 499 employees with new product development and new markets being a priority as they expand their geographic reach. The company leader is more involved in managing culture and less involved with daily operations. Stage 4 companies employ 500 or more employees and play a dominant role in their industry and focus on maintaining and defending their market position. Key objectives focus on tasks such as raising productivity, increasing market penetration and managing market niches.

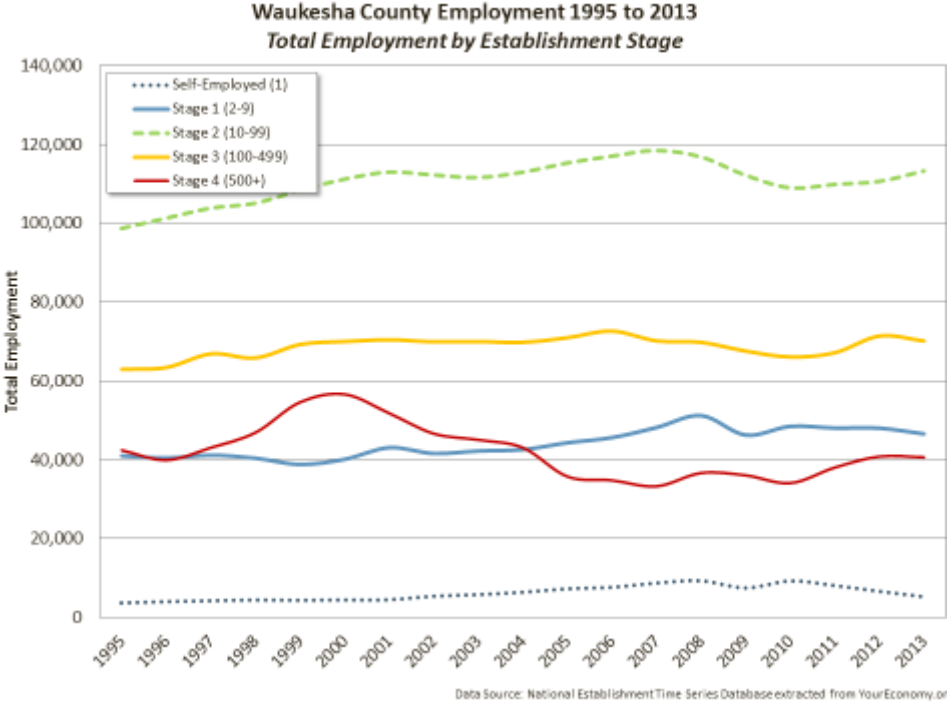
Waukesha County Business Stage Situation


Almost half of the employment in Waukesha County is from Stage 2 businesses with 10 to 99 employees (See Figure 5). Stage 3 companies (100 to 499 employees) collectively have the second highest number of people employed. A strategy to consider for job growth is a focused effort to help startups and Stage 1 companies move to Stage 2 and to work with existing Stage 2 companies for expansion to Stage 3 businesses.



Power Test Dynamometers

FIGURE 5: WAUKESHA COUNTY EMPLOYMENT 1995 TO 2013, TOTAL EMPLOYMENT BY ESTABLISHMENT STAGE





Kures, M. (2015). Waukesha County by the Numbers. (Power Point Slides). Madison, WI: University of Wisconsin-Extension.

Lange, M. (2015). Waukesha County Economic Assessment, 2015: Competing in an Uncertain World, Metrics of Comparator Counties. Madison, WI: University of Wisconsin-Extension.

Southeastern Wisconsin Regional Planning Commission (SEWRPC). (2015). County and Regional Economic Trends. Waukesha, WI.

The following objectives for this Year 2016-2018 Business Growth Strategy are driven by the State of Business in Waukesha County analysis. The objectives and associated outcomes have been organized to address identified business needs.

Strategic Outcome: (1) A central point of contact for businesses looking to expand in or relocate to Waukesha County.

<i>OBJECTIVE</i>	<i>TEAM MEMBERS</i>	<i>TARGET COMPLETION DATE</i>	<i>OUTCOME</i>	<i>GOAL STATUS</i>
Formation of an Economic Development Organization	To be determined by response to Year 2015 Request for Proposals for Economic Development Organization released by Waukesha County	3 rd Qtr 2016	<ul style="list-style-type: none"> • Organization formed under appropriate Not-for-Profit status • Personnel Retained • Executive Committee and Board Formed. 	
Increase the number of Waukesha County municipalities financially contributing to the new Economic Development Organization	Economic Development Organization and Waukesha County municipalities	4 th Qtr each year	Annually increase the number of municipalities financially contributing to the centralized point of contact for businesses.	



Strategic Outcome: (2) A business outreach strategy to identify the needs of businesses seeking to expand in or relocate to Waukesha County.

<i>OBJECTIVE</i>	<i>TEAM MEMBERS</i>	<i>TARGET COMPLETION DATE</i>	<i>OUTCOME</i>	<i>GOAL STATUS</i>
Finalize Agreement for Small Business Development Center Outreach Specialist Services for Business Assistance Services	Waukesha County, City of Waukesha, UW-Extension Small Business Development Center	1 st Qtr 2016	<ul style="list-style-type: none"> Finalize Agreement for Small Business Development Center Outreach Specialist trained and located in Waukesha County 	
Provide business technical assistance to early stage, Stage 1 and 2 businesses	Economic Development Organization through Small Business Development Center Outreach Specialist, WCTC Small Business Center	Goals for each 12 month period	<ul style="list-style-type: none"> Modify and implement a process for businesses less than one year old to strengthen their business plans. Minimum of 100 companies will receive initial consultation Minimum of 50 companies will receive five or more hours of one-on-one consultation. 	
Provide business technical assistance that will assist in workforce expansion or retention.	Economic Development Organization through Small Business Development Center	Goals for each 12 month period	<ul style="list-style-type: none"> Companies receiving consultation services will be able to 	



	Outreach Specialist		document the addition or retention of at least 50 jobs, collectively.	
Provide business technical assistance focused on increasing expansion and capital investment in Waukesha County businesses.	Economic Development Organization through Small Business Development Center Outreach Specialist	Goals for each 12 month period	<ul style="list-style-type: none"> Companies receiving consultation services will be able to document at least \$4.0 million in capital to improve or expand their businesses, collectively. 	
Assist Waukesha County municipalities market existing and proposed business and industrial parks (Map 1, Tables 3 and 4).	Economic Development Organization and Waukesha County municipalities	Ongoing	<ul style="list-style-type: none"> Business expansions with and relocations to Waukesha County 	

County Strategic Outcome: (3) A strategy to identify Waukesha County business workforce needs and connect to available workforce development resources.

<i>OBJECTIVE</i>	<i>TEAM MEMBERS</i>	<i>TARGET COMPLETION DATE</i>	<i>OUTCOME</i>	<i>GOAL STATUS</i>
Contact businesses with an emphasis on business sectors with the highest difficulty in attracting and retaining employees.	Waukesha-Ozaukee-Washington Workforce Development Board, Economic Development Board and UW-Extension	Goals for each 12 month period	Minimum of 300 companies will receive contact.	
Produce a bi-annual state of Waukesha County workforce report to define future workforce strategies of with collaborative organizations.	Waukesha-Ozaukee-Washington Workforce Development Board, Economic Development Board and UW-Extension	December, 2017	Bi-annual workforce report	



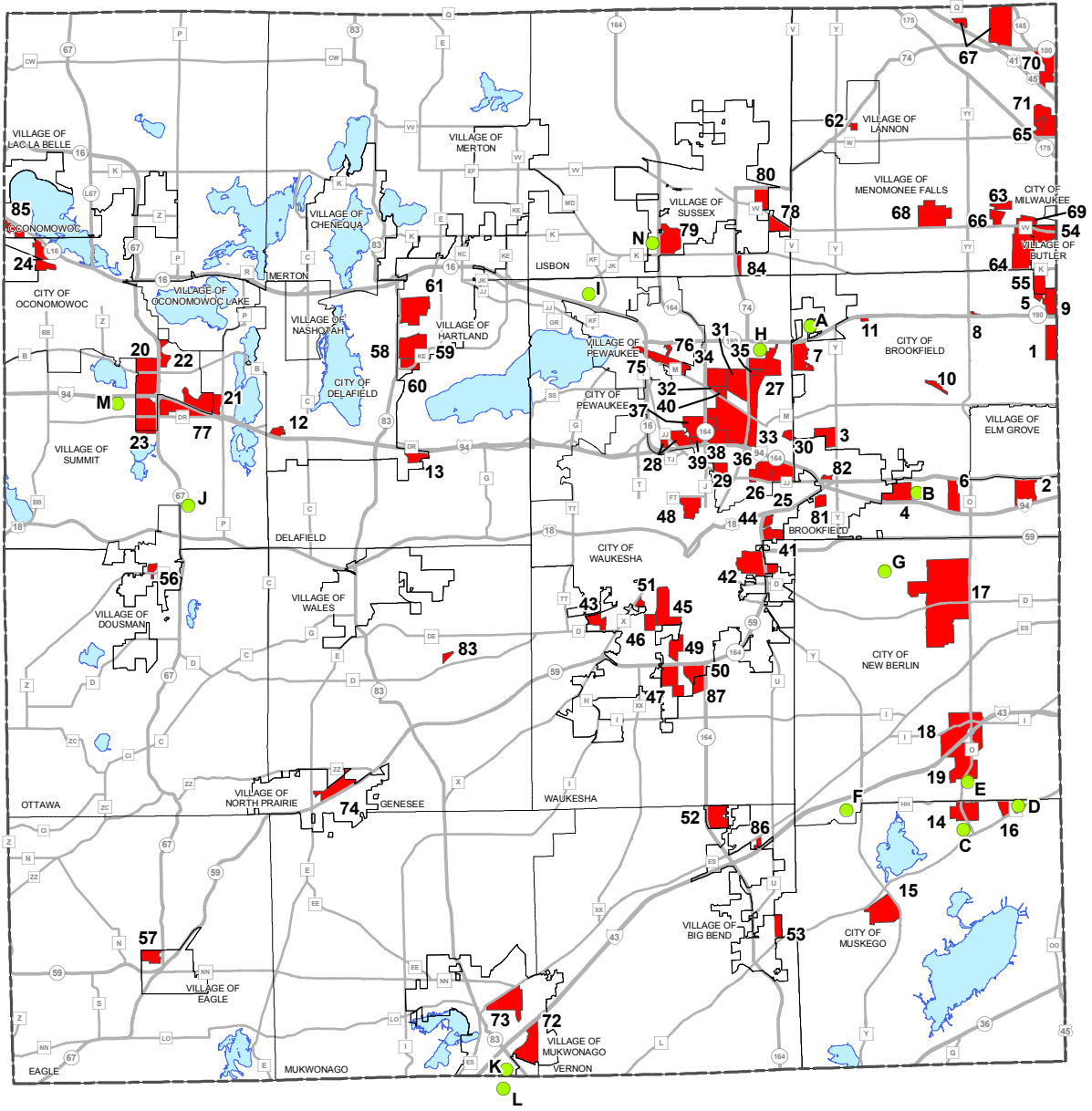
County Strategic Outcome: (4) A strategy to develop a collaborative fund to increase financial tools to businesses in Waukesha County and sustain the Economic Development Organization.

<i>OBJECTIVE</i>	<i>TEAM MEMBERS</i>	<i>TARGET COMPLETION DATE</i>	<i>OUTCOME</i>	<i>GOAL STATUS</i>
To create a single point of contact for businesses and financial institutions looking for Community Development Block Grant (CDBG) funding, collaboratively contract with a single servicing entity.	Waukesha County, Menomonee Falls, Mukwonago, Muskego and Sussex	1 st Qtr 2017	Collaborative Service Contract for CDBG Revolving Loan Funds	
Expand a leverage loan program from early lapsing Tax Incremental Finance Districts (TID) to provide “gap” loans to Waukesha County businesses.	Waukesha County municipalities, School Districts and Waukesha County	4 th Qtr 2016 As TIDs terminate	<ul style="list-style-type: none"> • Provide Overview of Waukesha County Leverage Loan Program to municipalities and School Districts • Expand leverage loan funding as TID’s terminate. 	
Align local bank Community Reinvestment Act (CRA) strategies with Business Growth Strategy for Waukesha County.	Waukesha County, Economic Development Organization, FDIC and Waukesha County.	2nd Qtr 2016	<ul style="list-style-type: none"> • Work with the Federal Deposit Insurance Corporation to convene a banker’s roundtable designed to gather feedback for the Business Growth Strategy for Waukesha County aligned with local bank CRA strategies. 	



Map 1

BUSINESS AND INDUSTRIAL PARKS IN WAUKESHA COUNTY: 2015



- EXISTING BUSINESS / INDUSTRIAL PARK
- 15** REFERENCE NUMBER (SEE TABLE 14)
- PROPOSED BUSINESS / INDUSTRIAL PARK
- A** REFERENCE LETTER (SEE TABLE 15)

Source: Local Governments and SEWRPC.

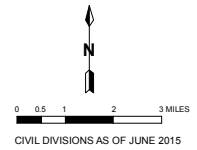


Table 3

EXISTING BUSINESS PARKS^a IN WAUKESHA COUNTY: 2015

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcels ^b
City of Brookfield	1	124 th Commerce District	Southwest quadrant of 124 th Street and Capitol Drive (STH 190)	122		0
	2	Bishop's Woods Office Park	Southeast quadrant of Bluemound Road (USH 18) and Sunnyslope Road	167		0
	3	Brookfield Industrial Park	West side of Barker Road (CTH Y) just south of Gebhardt Road	98		0
	4	Brookfield Lakes Corporate Center	Southeast and southwest quadrants of Bluemound Road (USH 18) and Corporate Drive	138		1
	5	Eastgate Business Center	North side of Lisbon Road, one-half mile west of 124 th Street	16		0
	6	Executive Drive Office Park	Southeast and southwest quadrants of Bluemound Road (USH 18) and Executive Drive	108		0
	7	Gateway West Commerce Center	Southeast quadrant of Capitol Drive (STH 190) and Springdale Road	146		5
	8	Glenwood Executive Center	Northeast quadrant of Capitol Drive (STH 190) and Pilgrim Road (CTH YY)	8		0
	9	Northeast Industrial Park	Northwest quadrant of Capitol Drive (STH 190) and 124 th Street	96		0
	10	Pheasant Drive Industrial Park	Northeast quadrant of Calhoun Road and Pheasant Drive	30		0
	11	Fox River Business Center	Southwest quadrant of Capitol Drive (STH 190) and Richland Parkway	11		0
City of Delafield	12	Cushing Park Business Center	West side of Cushing Park Road, north of I-94, south of Main Street	33		1
	13	Kettle Moraine Business Park	Southwest quadrant of Hillside Drive and Maple Road (CTH E)	64		3
City of Muskego	14	Muskego Commerce Center – East and West	East and west side of Moorland Road between Janesville Road and College Avenue	162		4
	15	Muskego Industrial Park	South quadrant of Racine Avenue and Janesville Road	217		5

Table 3 (continued)

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcels ^b
City of Muskego (continued)	16	Tess Corners Industrial Park	Southeast quadrant of Tess Corners Road and College Avenue	43		0
City of New Berlin	17	New Berlin Industrial Park	West of Moorland Road, south of New Berlin Recreation Trail, north of Coffee Road, west to 179 th Street	1,159		5
	18	Towne Corporate Business Park	Northwest and northeast quadrant of I-43 and Moorland Road, north and south of Beloit Road, east of Calhoun Road	308		5
	19	Westridge Business Park	Southwest and southeast quadrants of I-43 and Moorland Road	339		5
City of Oconomowoc	20	Oconomowoc Corporate Center	Northwest quadrant of I-94 and STH 67	257	TID #2 and #3	2
	21	Pabst Farms Business Park	Northwest quadrant of I-94 and Sawyer Road (CTH P)	199 ^c	TID #3	All
	22	Pabst Farms Business Park-North	East side of STH 67 north and south side of Oconomowoc Parkway and south of Pabst Road	58	TID #3	All
	23	Pabst Farms Commerce Centre	Southwest quadrant of I-94 and STH 67	240	TID #3	5
	24	River Bend Industrial Park	West of the Oconomowoc River and south of Wisconsin Avenue (STH 16)	122	No	0
City of Pewaukee	25	Blue Mound East Industrial Park	Northwest quadrant of Bluemound Road (CTH JJ) and Springdale Road	140	No	2
	26	Blue Mound Industrial Park	Between I-94 and Bluemound Road (CTH JJ), east of CTH F	122	No	0
	27	CTH F/Duplainville Road Corridor	Along CTH F and Duplainville Road between Capitol Drive (STH 190) and Watertown Road (CTH M)	314	No	5
	28	Harkin/Scot Industries	East and west side of Bluemound Road (CTH JJ) north of I-94	118	No	4
	29	Interstate Partners/Bayerlein Development	North side of Bluemound Road (CTH JJ), east of Pewaukee Road (CTH J) and west of Busse Road	50	No	0
	30	Jericho Industrial Park	Northwest quadrant of Watertown Road and Springdale Road	27	No	0
	31	Pewaukee Business Center (Roundy Opus Industrial Park)	West side of CTH F, north of CTH M (Watertown Road)	180	No	0

Table 3 (continued)

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcels ^b
City of Pewaukee (continued)	32	Pewaukee Corporate Park	North side of CTH M (Watertown Road), one-quarter mile east of STH 164	22	No	1
	33	Pewaukee Crossroads Center/Westwood Commerce Center	Northeast quadrant of I-94 and CTH F	77	No	0
	34	Pewaukee Woods Commerce Center	East side of STH 164, north of CTH M (Watertown Road)	125	No	0
	35	R & D Industrial Park	West side of Duplainville Road along Marjean Lane	21	No	1
	36	Ridgeview Corporate Park	Northwest quadrant of I-94 and CTH F	378	No	2
	37	Riverwood Corporate Center	West side of STH 164, one-half mile north of I-94	131	No	1
	38	Stone Ridge Business and Industrial Park	Northeast quadrant of I-94 and STH 164	144	No	1
	39	Tower Place	Northwest quadrant of Pewaukee Road (STH 164) and I-94 along Tower Place	30	No	0
	40	Woodsvew Commerce Center	North side of CTH M (Watertown Road), one-half mile east of STH 164 and west of CTH F	28	No	3
	41	Hillcrest Business Center	Southeast quadrant of STH 164 and Main Street, north of STH 59	75	TID #8	2
City of Waukesha	42	Lincoln Avenue Industrial Area	East and west side of STH 59 between Arcadian Avenue and Ellis Street, east of Frederick Street	235		2
	43	Pebble Creek Industrial Park	Northeast quadrant of Poplar Drive and Badger Drive	67	TID #5 (Portion)	0
	44	Priedeman Business Center	East of STH 164, north of Main Street, south of USH 18	29		0
	45	Sentry Drive Industrial Area	Between Sentry Drive and Canadian National Railway and between Progress Avenue and College Avenue	192		1
	46	Spring City Business Park	Northwest quadrant of Sentry Drive and Sunset Drive	54	TID #1	3
	47	Waukesha Corporate Center	South side of STH 59, east of Center Road, west of Canadian National Railway	145		9

Table 3 (continued)

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcel ^s ^b
City of Waukesha (continued)	48	Waukesha Airport Industrial Park	Between Northview Road and Moreland Boulevard, west of Waukesha County Expo Center	115	TID #6	2
	49	Waukesha Industrial Park	Southeast quadrant of Sunset Drive and Prairie Avenue	84		0
	50	Waukesha Industrial Park – South	Southwest quadrant of STH 59 and STH 164	93		0
Village of Big Bend	51	Westmoreland Industrial Park	East of the Genesee Road and MacArthur Road intersection, west of the Fox River	20		0
	52	Bahl Business Park	Northeast quadrant of STH 164 and CTH ES (National Avenue)	147		All
	53	Big Bend Industrial Park	Northwest quadrant of CTH L and Edgewood Drive	51		0
Village of Butler	54	Butler Industrial Park - North	North and south side of Silver Spring Drive (CTH VV) and west of 124 th Street and east and north of Menomonee River	130		1
Village of Dousman	55	Butler Industrial Park - South	South of Hampton Avenue (CTH K) and east of 132 nd Street	80		0
	56	Dousman Industrial Park	North of Ottawa Avenue, west of Main Street, and south of Glacial Drumlin Trail	30		1
Village of Eagle	57	Eagle Industrial Park	West side of STH 67, one-half mile north of STH 67 and STH 59 intersection	79		1
Village of Hartland	58	Bark River Commerce Center	East side of STH 83 along Walnut Ridge Drive	156		6
Village of Lannon	59	Cottonwood Commerce Center	North side of North Shore Drive along Cottonwood Avenue	48		0
	60	Geason Commerce Center	Northeast quadrant of STH 83 and North Shore Drive	68		3
	61	Hartland/Lake Country Business Park	East side of STH 83, south of Canadian Pacific Railway	227		3
Village of Menomonee Falls	62	Lannon Industrial Park	South side of Main Street (STH 74) along Edgewood Drive	17		0
Village of Menomonee Falls	63	Bowling Green Industrial Park	West side of Lilly Road along Bobolink Avenue, north of Union Pacific Railroad	47	No	0
	64	Falls Business Park	Northeast quadrant of Hampton Avenue and Lilly Road	271	TID #?	0

Table 3 (continued)

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcels ^b
Village of Menomonee Falls (continued)	65	Heritage Reserve Business Park	Northeast quadrant of Appleton Avenue (STH 175) and Good Hope Road	48	No	0
	66	Northwest Business Park	Between Silver Spring Drive and Union Pacific Railroad, west of Lilly Road	56	No	0
	67	Nor-X-Way Industrial Park I, II, and III	North of Main Street (STH 100), east of USH 41/45	315	No	2
	68	Silver Spring Corporate Park/Technology Center	North side of Silver Spring Drive west of Pilgrim Road	235	TID #?	0
	69	Silver Spring Industrial Heights	Northeast quadrant of Silver Spring Drive and Lilly Road	53	No	0
Village of Mukwonago	70	Westbrook Corporate Center	Southwest quadrant of Main Street (STH 100) and 124 th Street (STH 145)	158	TID #?	4
	71	Woodland Prime Office Park	North side of Good Hope Road along Flint Drive, east of STH 175	159	TID #?	4
	72	Mukwonago Gateway Center	Southeast quadrant of I-43 and STH 83	189	TID #3	3
Village of North Prairie	73	Mukwonago Industrial Park	South side of CTH ES (Fox Street), east and west of Holz Parkway	200		2
	74	Oakridge Business Park	North of STH 59 along Oakridge Drive	135	No	None
Village of Pewaukee	75	Pewaukee Industrial Park	East and west side of Forest Grove Drive along Hickory Street between Wisconsin Avenue and Canadian Pacific Railway	152		0
	76	Quail Ridge Business Park	Southwest quadrant of Capitol Drive (STH 190) and Forest Grove Drive	17		0
Village of Summit	77	Pabst Farms Health Campus	Southeast quadrant of I-94 and STH 67	160		3
Village of Sussex	78	Sussex Business Park	Southwest quadrant of Silver Spring Drive (CTH VV) and Townline Road	71		2
	79	Sussex Corporate Center	Northeast quadrant of STH 164 and CTH K	183		4
Town of Brookfield	80	Sussex Industrial Park	Southeast and Southwest quadrant of Main Street (STH 74) and Sussex Road south to Silver Spring Drive (CTH VV)	90		0
	81	Crossroads Corporate Center	South side of Swenson Drive along Crossroads Circle, west of Barker Road (CTH Y)	41		1

Table 3 (continued)

Local Government	Site No.	Park Name	Location	Size (acres)	TIF District (TID)	No. of Vacant Parcels ^b
Town of Brookfield (continued)	82	Goerke Business Park	South side of Watertown Road along Watertown Court, west of Barker Road (CTH Y)	16		0
Town of Genesee	83	Genesee Business Park	East quadrant of Main Street and Wisconsin and Southern Railroad railway along Little John Drive	19		1
Town of Lisbon	84	Quarry Corners Business Park	Southeast quadrant of STH 74 and CTH K	33		All
Town of Oconomowoc	85	Oconomowoc West Industrial Park	South side of Wisconsin Avenue (STH 16) east of Division Street	59		2
Town of Vernon	86	Vernon Enterprise Centre	South side of CTH ES (National Avenue), north of I-43, one mile east of STH 164, west of CTH U	19		1
Town of Waukesha	87	Rockwood Industrial Area	West side of STH 164, south of STH 59 (Les Paul Pkwy), along Rockwood Way	60		0

^aIncludes 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.

^bNumber of vacant parcels as of April 2015.

^cIncludes 55 acres in the Village of Summit.

Source: Local governments and SEWRPC.

Table 4

PROPOSED BUSINESS PARKS IN WAUKESHA^a COUNTY: 2015

Table 4
 PROPOSED BUSINESS PARKS IN WAUKESHA^a COUNTY: 2015

Local Government	Site No.	Park Name	Location	Size (acres)	Proposed Funding Sources	Estimated Start Date
City of Brookfield	A	Gumina Commerce Center	North of Capitol Drive (STH 190) and north side of Gumina Road, adjacent to Capitol Airport	26	TIF	TBD; site has potential to expand to the east and west
	B	The Corridor	Northwest quadrant of I-94 and Calhoun Road, south side of Bluemound Road (USH 18)	66	TIF and other	Underway
City of Muskego	C	Moorland Road Business Park	New business park along Moorland Road from College Avenue to Janesville Road	60	TIF and other	TBD
	D	Janesville Road Business Park	New business park adjacent to Tess Corners Business Park between Janesville Road and College Avenue	45	TIF and other	TBD
City of New Berlin	E	Westridge Business Park Expansion	Mixed-use business park expansion east of Moorland Road, south of Grange Avenue, north of College Avenue and west of Sunny Slope Road	449	TIF, Waukesha County, WEDC	TBD
	F	Mill Valley Eco-Business Park	Redevelop an existing sand and gravel mining operation with a mix of light manufacturing, office, and small-scale retail	229	TIF, Waukesha County, WEDC	TBD
City of Pewaukee	G	Lincoln Avenue Business Park	Redevelop an existing sand and gravel mining operation into a business park	281	TBD	TBD
	H	South Capitol Drive Development	South side of Capitol Drive (STH 190) between CTH F and Duplainville Road	100	Other	TBD
Village of Dousman	I	STH 16/Ryan Road Development	Northwest quadrant of STH 16 and Ryan Road (CTH KF), south of Lynndale Road (CTH JK)	183	Other	TBD
	J	Dousman Business Park	East side of STH 67, north of USH 18	115	TBD	TBD
Village of Mukwonago	K	Gateway Business Park- Waukesha County portion	West side of STH 83, just south of I-43/STH 83 interchange	95	TIF	TBD