

OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

VILLAGE OF SLINGER WASHINGTON COUNTY WISCONSIN

**SOUTHEASTERN WISCONSIN
REGIONAL PLANNING COMMISSION**

KENOSHA COUNTY

Leon T. Dreger
Francis J. Pitts
Sheila M. Siegler

MILWAUKEE COUNTY

Irene M. Brown
Harout O. Sanasarian
Jean B. Tyler

OZAUKEE COUNTY

Allen F. Bruederle
Alfred G. Raetz
Elroy J. Schreiner

RACINE COUNTY

David B. Falstad
Jean M. Jacobson,
Secretary
Earl G. Skagen

WALWORTH COUNTY

John D. Ames
Anthony F. Balestrieri
Allen L. Morrison,
Vice-Chairman

WASHINGTON COUNTY

Daniel S. Schmidt
Patricia A. Strachota
Frank F. Uttech,
Chairman

WAUKESHA COUNTY

Richard A. Congdon
Robert F. Hamilton
William D. Rogen,
Treasurer

VILLAGE OF SLINGER OFFICIALS

VILLAGE PRESIDENT

Norman W. Doll

CLERK

Dean A. Otte

VILLAGE BOARD

Russell E. Brandt
Thomas J. Burg
John R. Dukelow
Dennis Gebhard
Eugene L. Mueller
Gilbert J. Strupp

**SOUTHEASTERN WISCONSIN REGIONAL
PLANNING COMMISSION STAFF**

Kurt W. Bauer, PE, AICP, RLSExecutive Director
Philip C. Evenson, AICPAssistant Director
Kenneth R. Yunker, PEAssistant Director
Robert P. Biebel, PEChief Environmental Engineer
John W. ErnstInformation Systems Manager
Gordon M. KacalaChief Economic Development Planner
Leland H. Kreblin, RLSChief Planning Illustrator
Donald R. MartinsonChief Transportation Engineer
Bruce P. RubinChief Land Use Planner
Roland O. Tonn, AICPChief Community Assistance Planner
Joan A. ZenkAdministrative Officer

**MEMORANDUM REPORT
NUMBER 45**

**VILLAGE OF SLINGER OVERALL ECONOMIC
DEVELOPMENT PROGRAM PLAN**

Prepared by the
Southeastern Wisconsin Regional Planning Commission
P. O. Box 1607
Old Courthouse
916 N. East Avenue
Waukesha, Wisconsin 53187-1607

October 1989

Inside Region \$2.50
Outside Region \$5.00

(This page intentionally left blank)

SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

916 N. EAST AVENUE

• P.O. BOX 1607

• WAUKESHA, WISCONSIN 53187-1607

• TELEPHONE (414) 547-6721
TELECOPIER (414) 547-1103

Serving the Counties of:

KENOSHA
MILWAUKEE
OZAUKEE
RACINE
WALWORTH
WASHINGTON
WAUKESHA

October 1, 1989

Norman W. Doll, President
Village of Slinger
220 Slinger Road
Slinger, Wisconsin 53086

Dear Mr. Doll:

On April 22, 1988, the Village of Slinger formally requested the Southeastern Wisconsin Regional Planning Commission to assist the Village in the preparation of an overall economic development program (OEDP) plan for the Village. The planning effort was initiated by the Regional Planning Commission staff in September 1986, and the recommended plan is set forth in this report. The Slinger Village Board formally adopted the plan on November 1, 1988.

The overall goal of the planning process was to develop a plan that would:

1. Collect and analyze appropriate economic development data and information in order to identify the need for various economic development program activities in Slinger.
2. Develop a consensus among public and private individuals and organizations in the Village of Slinger concerning the potentials for, and constraints on, economic development in the Village.
3. Identify specific economic development program activities designed to improve current economic conditions in Slinger.

The OEDP plan herein provided sets forth a development strategy that can help guide and coordinate the efforts of local individuals and organizations concerned with the economic development of the Village, as well as help to facilitate the creation of employment opportunities and foster a more stable and diversified village economy.

The Commission and its staff were materially assisted in the preparation of the plan by the Slinger Economic Development Committee, which includes representatives from a wide variety of public and private sector interests in the Village. The assistance of this committee contributed substantially to the quality of the finished report and is very much appreciated.

The Regional Planning Commission is pleased to have been of assistance to the Village in this important planning program. The Commission stands ready to assist the Village in the implementation of the recommendations contained in this report.

Sincerely,



Kurt W. Bauer
Executive Director

(This page intentionally left blank)

TABLE OF CONTENTS

SUMMARY.....	Page v
SECTION I - INTRODUCTION.....	1
Background.....	1
Purpose of the OEDP Plan.....	1
The Need for, and the Adoption of, an Economic Development Program in the Village of Slinger.....	1
Elements of the Economic Development Program Planning Process.....	3
Sections of the Overall Economic Development Program.....	5
Introduction.....	5
Summary of Economic Conditions and Review of Historic Economic Development Activities in the Village.....	5
Economic Development Potentials and Constraints.....	5
Economic Development Strategy.....	5
SECTION II - SUMMARY OF ECONOMIC CONDITIONS IN THE VILLAGE.....	7
Introduction.....	7
Summary of Population Characteristics.....	7
Historical Population Trends.....	7
Age Composition.....	10
Income.....	10
Labor Force Characteristics.....	10
Total Employed and Unemployed Labor Force.....	13
Place of Work.....	13
Educational Attainment.....	13
Structure of the Washington County Economy.....	17
Recent Changes in the Economy.....	17
Changing Structure of the Economy.....	22
Emergence of the Global Economy.....	22
Technological Change, Changing Consumer Values, and the Restructuring of American Corporations.....	23
Industry Employment Projections.....	23
Summary and Conclusions.....	26
SECTION III - REVIEW OF HISTORIC ECONOMIC DEVELOPMENT EFFORTS.....	27
Introduction.....	27
Organizational Development Activities.....	27
Village of Slinger.....	27
Village of Slinger Economic Development Committee.....	28
Slinger Economic Development Corporation.....	28
Washington County Economic Development Committee.....	28
Washington County Department of Economic Development.....	29
Southeastern Wisconsin Regional Planning Commission.....	29
Industry Retention Activities.....	29
Wisconsin Department of Development.....	30
Industry Attraction Activities.....	30
Forward Wisconsin, Inc.....	30
Wisconsin Electric Power Company.....	30
Promotional Materials.....	31
Small Business Development.....	31
University of Wisconsin-Extension.....	32

	Page
Community Facilities and Services.....	32
Summary and Conclusions.....	35
 SECTION IV - ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS.....	 38
Introduction.....	38
Potential One: Recent Interest in the Implementation of Economic Development Activities in the Village and the Availability of Assistance from Countywide, Regional and Statewide Economic Development Agencies.....	 38
Constraints Related to Potential One.....	38
Potential Two: Retention and Expansion of the Village's Existing Industrial Base.....	 41
Constraints Related to Potential Two.....	42
Potential Three: Retention and Expansion of the Village's Retail Trade and Service Industry Base.....	 48
Constraints Related to Potential Three.....	49
Summary and Conclusions.....	50
 SECTION V - ECONOMIC DEVELOPMENT PROGRAM.....	 52
Introduction.....	52
Overall Economic Development Goals in the Village of Slinger.....	52
Criteria to Guide the Village's Economic Development Program.....	53
Village of Slinger Economic Development Program: Objectives and Activities.....	 54
Organizational Development Activities.....	54
Industry Retention Activities.....	56
Business Attraction Activities.....	58
Small Business Development Activities.....	60
Village of Slinger Overall Economic Development Program Plan: Implementation.....	 61
Summary and Time Schedule for Implementation of the Program Objectives and Activities.....	 61
Overall Cost of the Economic Development Program.....	67
Monitoring Criteria for Measuring the Success of the Slinger Economic Development Program.....	 67

LIST OF EXHIBITS

Exhibit

1 Village of Slinger Economic Development Committee.....	2
2 Village of Slinger Village Board Resolution Adopting the Overall Economic Development Program (OEDP) Plan.....	 4
3 Economic Development Potentials and Constraints in the Village of Slinger.....	 39

LIST OF TABLES

Table	Page
1 Total Population in the Village of Slinger, the Southeastern Region, Wisconsin, and the United States: 1950 to 1987.....	8
2 Total Population of Civil Divisions in Washington County: 1980 and 1988.....	9
3 Age Composition of the Population in the Village of Slinger, the Southeastern Wisconsin Region, Wisconsin, and the United States: 1980.....	11
4 Per Capita Income in the Village of Slinger, the Southeastern Wisconsin Region, Wisconsin, and the United States: 1979 and 1985.....	12
5 Total Civilian Labor Force, Employed and Unemployed Civilian Labor Force, and Unemployment Rate for Washington County, the Southeastern Wisconsin Region, Wisconsin, and the United States: 1988.....	14
6 Distribution of Employed Persons Living in the Village of Slinger by Place of Work: 1980.....	15
7 Persons 18 Years of Age and Older by Years of School Completed in the Village of Slinger, the Southeastern Wisconsin Region, Wisconsin, and the United States: 1980.....	16
8 Industry Location Quotients for Washington County in Comparison to Wisconsin and the United States: April 1987.....	18
9 Industry Employment by Place of Work and Percentage Change in Washington County, Wisconsin, and the United States: April 1975 and 1987.....	19
10 Industry Employment Projections for the Waukesha, Ozaukee, and Washington County Area, and Milwaukee County: 1985 to 1995....	24
11 Community Facilities and Services Improvements.....	33
12 Community Facilities and Services Improvements.....	36

LIST OF MAPS

Map	
1 Location of the Village of Slinger in the Southeastern Wisconsin Region.....	42
2 Location of the Village of Slinger in the Midwest Region.....	43
3 Village of Slinger.....	45

LIST OF FIGURES

Figure	
1 Village of Slinger Economic Development Program Organizational Development Activities.....	62
2 Village of Slinger Economic Development Program Industry Retention Activities.....	63
3 Village of Slinger Economic Development Program Industry Attraction Activities.....	64

Figure		Page
4	Village of Slinger Economic Development Program Small Business Development Activities.....	65
5	Village of Slinger Economic Development Program Community Facilities and Services Activities.....	66
6	Implementation Schedule for Economic Development Activities in the Village.....	68

VILLAGE OF SLINGER
OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP) PLAN

SUMMARY

SUMMARY OF SECTION I - INTRODUCTION

Background

In September 1988, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the Village of Slinger, undertook the preparation of an overall economic development program (OEDP) plan for the Village. An economic development program plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the Village economic resources; 2) assesses the Village economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the Village strengths and eliminate or minimize the weaknesses; 4) implement the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness.

Purpose of the OEDP Plan

The purpose of the OEDP plan is to develop, as part of a continuing economic development program planning process, a document that will:

1. Collect and analyze appropriate economic development data and information in order to identify the need for various economic development program activities.
2. Develop a consensus among public and private individuals and organizations in the Village concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the Village.

The development of the program plan, that was adopted by the Village Board on August 14, 1989 (see Exhibit S-1), was guided by the Village of Slinger Economic Development Committee. The Committee consists of seven persons representing a variety of economic development-related interests in the Village, and was appointed by the Village of Slinger Village Board. The membership of the Committee is set forth in Exhibit S-2.

Sections of the OEDP

The findings and recommendations of this local economic development program planning process will be presented in a document entitled Village of Slinger, Overall Economic Development Program (OEDP) Plan. This document will include the following sections:

RESOLUTION NO. 8-1-89

A Resolution Adopting by Reference a Strategic Economic Development Program Plan for the Village of Slinger, Washington County, Wisconsin

The Village Board of the Village of Slinger, Washington County, Wisconsin, does resolve as follows:

WHEREAS, the Village Board of the Village of Slinger and its Economic Development Committee felt the need for professional help to develop an Economic Development Plan for the Village of Slinger, and

WHEREAS, on the 22nd day of April 1988 the Village of Slinger entered into a contract with Southeastern Wisconsin Regional Planning Commission to prepare a Strategic Economic Development Program Plan for the Village of Slinger, and

WHEREAS, on the 28th day of June 1989 the Economic Development Committee of the Village of Slinger reviewed the Strategic Economic Development Program Plan as prepared for the Village of Slinger by Southeastern Wisconsin Regional Planning Commission, and has recommended to the Slinger Village Board the approval of this plan.

NOW, THEREFORE, BE IT RESOLVED, that the Village Board of the Village of Slinger adopts the Strategic Economic Development Program Plan as prepared by Southeastern Wisconsin Regional Planning Commission, and attached hereto.

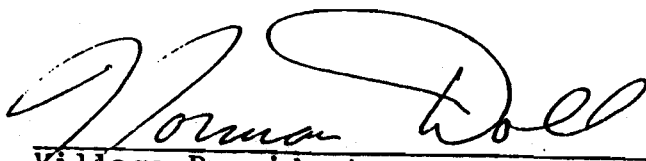
Introduced by Trustee Russell Brandt

Passed and approved 8-14-89

Ayes 7

Nays 0

Absent 0


Village President

Attest:


Village Clerk

Exhibit S-2

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT COMMITTEE

Committee Member	Representation
1. Russell E. Brandt, Chairman	Owner, Brandt Printing and Photo Company
2. Steven T. Holtan	President, Slinger Manufacturing Company
3. Michael F. Kuepper	Horsch & Miller, Inc.
4. Richard A. Kohl	Former President, Village of Slinger
5. James M. Phillip	President, Rothenbach-Phillip Funeral Home
6. Kenneth D. Reiser	Purchasing Manager M-B-W Manufacturing, Inc.
7. Robert W. Schoenke	President, F & M Bank of Slinger

1. Introduction

The introduction describes the purpose of the economic development program plan, the reasons why the plan was developed, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of a recommended economic development program.

2. Summary of Economic Conditions and Review of Historic Economic Development Activities in the Village

This section provides data and information on the current condition of the Village economy relative to the regional, state, and national economies. In addition, this section identifies the existing economic development-related organizations in the Village; and identifies and evaluates past and current economic development activities by these organizations relative to current economic conditions.

3. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the Village. Economic development potentials are defined as those factors that give the Village competitive advantages in attracting and sustaining economic development. Economic development constraints are defined as those factors that act to restrict economic development in the Village.

4. Economic Development Strategy

The final section presents a recommended economic development program that can be adopted and pursued by the Village. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of the program; 3) recommended economic development objectives and activities that are derived from the broader goals for the program; 4) the actions required to implement the recommended economic development program; and 5) monitoring criteria for measuring the success of the various economic development program activities over time.

SUMMARY OF SECTION II - ECONOMIC CONDITIONS IN THE VILLAGE

Overall, the economy of the Village, as measured by the selected economic indicators presented herein, is in relatively good condition. Perhaps the most important indicators are: 1) the relatively higher rate of increase being experienced in the resident population of the Village; 2) the overall relatively higher rate of increase being experienced in the resident population of Washington County, as well as in other urban centers of the County; 3) the relatively low unemployment rate in the County; 4) the rate of increase in the per capita incomes of the resident population in the Village; 5) the location of the Village and the resulting availability of workers to local businesses from throughout the Milwaukee metropolitan area; and 6) the higher

rate of overall employment growth in Washington County, and the attendant growth in each of the County's industry sectors.

It is important to indicate, however, that the Village economy could be susceptible to future economic problems. Those factors that could result in local economic problems include: 1) the need to adequately manage the resident population growth that is occurring in the Village from the perspective of proper land use and providing adequate and cost efficient public infrastructure for new development; 2) the overall lower per capita incomes in the Village; 3) the potential for an overall shortage of labor, as well as specific shortages in highly skilled technical and professional occupational areas; 4) the high degree of concentration of the economic base of the County in the manufacturing industry and the potential impact on this industry, and therefore, employment levels, of a regional, national, or international economic recession; and 5) the projected percentage share decline in the County's manufacturing industry and the continuing attendant shift of the economy to service-oriented industries.

Importantly, a number of regional and national changes in economic conditions may be expected to affect the Village economy. These factors include: a change from a national economy to a global economy; fast paced technological change; changing consumer values; and the restructuring of American corporations.

A comprehensive local economic development program can help to maintain and strengthen the economy of the Village. Through the implementation of local economic development activities that take advantage of local resources, local officials and economic development organizations can help to minimize the effects of negative national, State, and regional economic trends.

SUMMARY OF SECTION III - HISTORICAL ASSESSMENT OF ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

Unlike many other communities in the Southeastern Wisconsin Region, the Village government and economic development organizations in the Village have not implemented a series of economic development activities. While the organization of the Village of Slinger Economic Development Committee indicates the interest of the community in the identification and implementation of economic development activities, the organization has not been unable to develop and implement a comprehensive economic development program.

However, the willingness of the Village to undertake a variety of improvements to the community's facilities and services indicates that should an active economic development program be implemented that business establishments should experience a high level of such services. Finally, the Village, due to its location, as well as the development of County, areawide, and statewide economic development programs and organizations has available a variety of professional economic development assistance.

SUMMARY OF SECTION IV - ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

This section of the report indicates that there are three overall economic development program potentials in the Village of Slinger. These potentials are: 1) the recent interest in economic development in the Village and available economic development staff assistance; 2) the retention and expansion of the Village industrial base; and 3) retention and expansion of the retail trade and service industry base. Village economic development activities should seek to further these potentials. In addition, this section has identified a number of economic development constraints related to these potentials. The economic development constraints, as they relate to the potentials, are shown in Exhibit S-3. The elimination of these constraints should represent the focus of economic development activities in the Village.

SUMMARY OF SECTION V - ECONOMIC DEVELOPMENT PROGRAM PLAN

An economic development program in the Village of Slinger will be successful only if the program has clear long-term goals that can guide the development and implementation of the program. A statement of such goals should reflect the type of economic development program that is desired in the Village, and to which specific economic development program objectives and activities can be related. Only in this way can an effective economic development program be formulated for the Village and, importantly, its effectiveness measured over time.

Economic Development Program Goals

The following have been identified by the Village Economic Development Committee as the overall goals of the Village economic development program:

1. To establish and maintain an organization to lead, guide, and coordinate the efforts of citizens and organizations concerned with the economic development of the Village. The membership of the organization should include individuals from both the public and private sectors.
2. To help retain existing employment opportunities and to provide for the expansion of existing employment opportunities in the Village by helping to meet the needs of existing employers in all industry sectors.
3. To help create new employment opportunities through the attraction of new employers to the community.
4. To assist in creating new employment opportunities by providing assistance to persons interested in developing new, or expanding existing, small businesses in the Village.
5. To develop and maintain a physical, cultural, educational, and recreational environment in the Village that is conducive to business and residential development. The persons responsible for implementation of the economic development program should work with the Village government in identifying community facilities and

Exhibit S-3

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE VILLAGE OF SLINGER

Potential One: Recent Interest in Economic Development in the Village and
Available Economic Development Staff Assistance

Constraints Related to Potential One--

1. Lack of an appropriate structure for an economic development organization in the Village.
2. Lack of a Village chamber of commerce.
3. Lack of available local economic development staff.
4. Lack of support in the Village for an economic development program.
5. Lack of willingness to participate in economic development activities with other nearby communities.
6. Dependence on volunteer support in the Village to implement economic development activities.
7. Lack of a specific direction for the existing Village economic development activities.

Potential Two: Retention and Expansion of the Village's Existing
Industrial Base

Constraints Related to Potential Two--

1. Lack of a Village industrial development program for the retention and attraction of industrial establishments.
2. Lack of an industrial park in the Village.
3. Competition from other industrial parks in the Southeastern Wisconsin Region.
4. Need for, and current work towards, the completion of a Village land use plan.
5. Scattered vacant industrial land in the Village.
6. Lack of a Village business revolving loan fund.
7. Lack of available industrial buildings in the Village.
8. Potential lack of available labor in Washington County.
9. Lack of appreciation for local existing business in the Village.
10. Lack of an organized format to respond to business inquiries.
11. Lack of familiarity with economic development assistance programs.

Potential Three: Retention and Expansion of the Village's Retail Trade and
Service Industry Base

Constraints Related to Potential Three--

1. Competition between retail trade and service industry establishments in the Milwaukee Metropolitan Area.
2. Lack of a central business district in the Village.
3. Low wages paid to retail trade and service industry workers.
4. Lack of a local chamber of commerce.
5. Lack of recreation and tourism efforts in the area.
6. Concern regarding the Village cost for supporting the Washington County Fair.

services that are in need of repair, as well as in identifying necessary new community facilities and services.

Criteria to Guide the Village Economic Development Program

The Village economic development program is envisioned as an ongoing effort to improve the local economy. In order to guide the persons responsible for implementing the program in its initial, as well as ongoing, selection of objectives and activities, the Village Economic Development Committee has identified the following decision-making criteria:

1. Nature of Program Activities. The Village economic development program should be an action-oriented program that has an impact on job creation and/or retention.
2. Financial Support. Initial financial support for the economic development program should be provided by the Village of Slinger. Sole support by the Village at such funding levels as may be determined by the Village Board would be limited to the first three years of the program.
3. Number of Economic Development Activities. The Village's economic development program activities should be limited to those with the greatest potential for creating and/or retaining jobs in the community.
4. Economic Development Program Staff. A number of existing economic development organizations are capable of providing staff support in the implementation of the Village economic development program. These organizations include: the Washington County Department of Economic Development; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; the Wisconsin Department of Development; the Wisconsin Electric Power Company; and the Forward Wisconsin, Inc. While all of these organizations should be utilized to provide staff assistance when necessary to the Village economic development program, the staff of the Washington County Department of Economic Development should provide ongoing staff support and, in addition, coordinate the staff assistance provided by other economic development organizations.
5. Scope of the Program Activities. The overall Village economy is dependent upon the growth and development of all sectors of that economy. Therefore, the Village economic development program should include projects and activities that address problems and issues facing the commercial and service sectors of the local economy, including the recreation and tourism industry, as well as the industrial sectors of the economy.
6. Program Responsibility. Primary responsibility for the Village economic development program should rest with a newly organized private not-for-profit Village Economic Development Corporation.

7. Time Period. The initial Village economic development program should be carried out over a two-year time period. The ongoing success of the program should be evaluated during this time period.

Economic Development Program Objectives and Activities

This section presents the objectives that should be pursued, and the activities that should be undertaken, to enable the Village to accomplish its economic development goals. In this regard, the objectives and activities are intended to address, and to overcome to the extent practicable, the economic development constraints identified in Section IV of this report.

A summary of the recommended Village economic development program objectives and activities is set forth in Figures S-1 through S-5, with each of the figures corresponding to one of the five major economic development program functional areas of: 1) organizational development activities; 2) industry retention activities; 3) industry attraction activities; 4) small business development activities; and 5) the development of public facilities and services.

Summary and Time Schedule for Implementation of the Program Objectives and Activities

Figure S-6 shows the time schedule for implementation of the activities. The activities are scheduled to be implemented during an initial two-year period. This summary and time schedule should facilitate an overall understanding by the Village Board, existing Village Economic Development Committee members, the proposed Corporation, and general public of the various components of the economic development program, the time period during which the activities will be implemented, and the estimated cost of the activities.

Overall Cost of the Economic Development Program

The total cost of the two-year Village economic development program is estimated to be \$10,000, or \$5,000 on an annual basis. This funding may be assumed to be distributed among the recommended OEDP plan activities as indicated in Figures S-1 through S-5. It is recommended that the Corporation seek private sector financing for those activities that exceed available public funds.

MONITORING CRITERIA FOR MEASURING THE SUCCESS OF THE SLINGER ECONOMIC DEVELOPMENT PROGRAM

In order to determine the success of the Village economic development program in addressing the community economic development problems, the program described in this chapter must be monitored and evaluated with regard to:

1. The effectiveness of the activities in attaining the Village economic development goals and objectives;
2. The effectiveness of the economic development program's staff support; and
3. The overall effectiveness of the economic development program, including the economic development planning process.

Figure S-1

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE One</u> --To Establish a New Economic Development Organization in the Village.		
<u>Activity One</u> --Adopt the Village OEDP.	Economic Development Committee and the Village Board.	\$ None
<u>Activity Two</u> --Create a private not-for-profit economic development corporation--the Village of Slinger Economic Development Corporation.	County Economic Development Director and the Economic Development Committee.	500
<u>Activity Three</u> --Terminate the status of the Village Economic Development Committee.	Village Board.	None
<u>Activity Four</u> --Request operating funds from the Village Board in the amount of \$5,000.	Corporation Board of Directors.	None
<u>Activity Five</u> --Request staff assistance from the County Economic Development Director.	Village President.	None
<u>Activity Six</u> --Initiate discussions regarding representation of area businesses by the Hartford Area Chamber of Commerce.	Corporation Organization and Membership Committee.	None
<u>Activity Seven</u> --Ensure adequate representation on the Washington County Overall Economic Development Committee.	Corporation Board of Directors.	None

Figure S-2

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY RETENTION ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE TWO</u> --To Develop and Maintain an Ongoing Industry Retention Program.		
<u>Activity Eight</u> --Implement an industry retention survey.	Corporation Industry Retention Committee and SEWRPC.	\$500
<u>Activity Nine</u> --Request staff assistance for retention activities from the Wisconsin Department of Development.	Village President and the Corporation President	None
<u>Activity Ten</u> --Wisconsin Development Fund business information workshop.	Corporation Industry Retention Committee and SEWRPC.	100
<u>Activity Eleven</u> --Establish an annual business recognition event.	Corporation Industry Retention Committee and SEWRPC.	400

Figure S-3

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY ATTRACTION ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE THREE--To Develop and Maintain an Ongoing Industry Attraction Program.</u>		
<u>Activity Twelve--Request staff assistance for attraction activities from the Wisconsin Electric Power Company.</u>	Village President and Corporation President.	\$ None
<u>Activity Thirteen--Ensure that the Corporation is on the mailing lists of areawide economic development organizations and continue to attend economic development training sessions.</u>	Corporation Industry Attraction Committee and the County Economic Development Director.	600
<u>Activity Fourteen--Participate in the Forward Wisconsin, Inc., "call trips."</u>	Corporation Industry Attraction Committee.	1,200
<u>Activity Fifteen--Request an update to the Village Community Economic Profile.</u>	Village President and SEWRPC.	500
<u>Activity Sixteen--Request assistance from SEWRPC in the analysis of the appropriateness of land for industrial development.</u>	Corporation Industry Attraction Committee and SEWRPC.	None
<u>Activity Seventeen--Establish a location to meet with business prospects.</u>	Corporation Industry Attraction Committee and County Economic Development Director.	600
<u>Activity Eighteen--Request the County Economic Development Director to conduct a County-targeted industry attraction study.</u>	Corporation President.	None

Figure S-4

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
SMALL BUSINESS DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE FOUR</u> --To Place Special Emphasis on Existing Small Commercial, Service, and Industrial Firms in the Village.		
<u>Activity Nineteen</u> --Request a study of the future potential of the existing recreation and tourism attractions in the Village.	Corporation Small Business Committee and County Resource Agent.	\$3,000
<u>Activity Twenty</u> --Investigate the feasibility of establishing a Washington County Small Business Revolving Loan Fund.	Corporation Small Business Committee, SEWRPC, and County Economic Development Director.	None
<u>Activity Twenty-one</u> --Conduct a local Small Business Development Center Workshop for local businesses.	Corporation Small Business Committee and SBDC staff.	600

Figure S-5

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
COMMUNITY FACILITIES AND SERVICES ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE FIVE</u> --To Ensure That the Community Facilities and Services are Adequate to Meet the Needs of Existing and New Businesses in the Village.		
<u>Activity Twenty-two</u> --Request that a member of the Corporation Board of Directors serve as an advisor to the Plan Commission regarding the update to the Village land use plan.	Corporation President.	\$ None
<u>Activity Twenty-three</u> --Request the SEWRPC to conduct a location study for a new industrial park in the Village.	Village President, Corporation President and SEWRPC.	2,000
<u>Activity Twenty-four</u> --Review the Village capital improvements plan.	Corporation Community Facilities and Services Committee.	None

Figure S-6

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

ACTIVITIES	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
ORGANIZATIONAL DEVELOPMENT ACTIVITIES										
Activity 1: Adopt the OEDP Plan.....										
Activity 2: Create the Economic Development Corporation.....										
Activity 3: Terminate the Existing Economic Development Committee.....										
Activity 4: Provide \$5,000 Operating Budget.....										
Activity 5: Request Staff Assistance From the Washington County Economic Development Director.....										
Activity 6: Initiate Discussions With the Hartford Area Chamber of Commerce.....										
Activity 7: Ensure Adequate Representation on the Washington County OEDP Committee.....										
BUSINESS RETENTION ACTIVITIES										
Activity 8: Implement the Business Retention Survey.....										
Activity 9: Request Staff Assistance From the Wisconsin Department of Development.....										
Activity 10: Conduct the Wisconsin Development Fund Workshop.....										
Activity 11: Establish the Annual Business Recognition Event.....										

(Continued)

Figure S-6 (Continued)

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

ACTIVITIES	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
BUSINESS ATTRACTION ACTIVITIES										
Activity 12: Request Staff Assistance From the Wisconsin Electric Power Company.....										
Activity 13: Attend Economic Development Training Sessions.....										
Activity 14: Participate in Forward Wisconsin "Call Trips".....										
Activity 15: Request an Update to the Community Economic Profile..										
Activity 16: Analyze the Appropriateness of Industrial Land Parcels										
Activity 17: Establish Business Prospect Meeting Location.....										
Activity 18: Request the Conduct of a Washington County Targeted Industry Study.....										
SMALL BUSINESS DEVELOPMENT ACTIVITIES										
Activity 19: Request a Recreation and Tourism Attractions Study...										
Activity 20: Investigate Development of a Washington County Revolving Loan Fund.....										
Activity 21: Conduct the SBDC Business Workshop.....										

(Continued)

Figure S-6 (Continued)

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

ACTIVITIES	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
COMMUNITY FACILITIES AND SERVICES										
Activity 22: Request Advisory Position on the Plan Commission for the Conduct of the Land Use Plan.....										
Activity 23: Request the Conduct of a Study to Determine the Location for an Industrial Park.....										
Activity 24: Review the Village Capital Improvements Plan.....										

Source: SEWRPC

The Village of Slinger annual budget process begins in October of each year. The process includes a budget request by each Village department head, and the eventual adoption of a budget by the Village Board in December. The Village of Slinger Economic Development Corporation is recommended to be responsible for the implementation of the economic development program documented herein. Because the Village economic development program is to be funded primarily by the Village, the Corporation will need to evaluate its economic development program on an annual basis in compliance with the Village budget review process. The annual budget request by the Corporation of \$5,000 would be submitted directly to the Village President.

It is recommended that, at a minimum, the following evaluations of the program be conducted by the Washington County Economic Development Director for the Corporation on an annual basis:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including the current state of the Village economy and the economic development potentials and constraints of the Village. Changes in these major assumptions should be made as necessary.
2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program during a three-to-five-year time period.
3. The degree to which the program activities have led to the accomplishment of the specific economic development objectives should be evaluated. In addition, the problems encountered in the implementation of the specific program activities should be identified and this information utilized to refine the economic development activities.
4. The appropriateness of the economic development monitoring criteria should be evaluated.
5. The methods used to provide staff support to the economic development program should be evaluated, with special attention devoted to the existing strategy of utilizing a combination of the Washington County Economic Development Director, areawide economic development agency staff, and volunteers to carry out the program activities.
6. The Corporation should convene a meeting to discuss the results of the evaluation process and the manner in which these results can be incorporated into the economic development program for the forthcoming year, and to estimate the amount and sources of funding needed to implement the program for the upcoming year.
7. The Corporation should hold a public informational meeting to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The Corporation should invite the general public to the informational meeting to comment on the program activities that have been implemented over the past year, as well as the activities that have been identified

for the forthcoming year. The Corporation should consider the minutes of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.

* * *

(This page intentionally left blank)

VILLAGE OF SLINGER

OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP) PLAN

Section I

INTRODUCTION

BACKGROUND

In September 1988, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the Village of Slinger, undertook the preparation of an overall economic development program (OEDP) plan for the Village. An economic development program plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the Village economic resources; 2) assesses the Village economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the Village strengths and eliminate or minimize the weaknesses; 4) implement the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness.

PURPOSE OF THE OEDP PLAN

The purpose of the OEDP plan is to develop, as part of a continuing economic development program planning process, a document that will:

1. Collect and analyze appropriate economic development data and information in order to identify the need for various economic development program activities.
2. Develop a consensus among public and private individuals and organizations in the Village concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the Village.

The development of the program plan was guided by the Village of Slinger Economic Development Committee. The Committee consists of seven persons representing a variety of economic development-related interests in the Village, and was appointed by the Village of Slinger Village Board. The membership of the Committee is set forth in Exhibit 1.

THE NEED FOR, AND ADOPTION OF, AN ECONOMIC DEVELOPMENT PROGRAM PLAN IN THE VILLAGE OF SLINGER

The interest by the Village of Slinger in developing an economic development program plan is a result of the lack of economic activity in the Village relative to other communities in Washington County, of which the Village is a part. Once more, the Village Economic Development Committee created in 1982

Exhibit 1

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT COMMITTEE

Committee Member	Representation
1. Russell E. Brandt, Chairman	Owner, Brandt Printing and Photo Company
2. Steven T. Holtan	President, Slinger Manufacturing Company
3. Michael F. Kuepper	Horsch & Miller, Inc.
4. Richard A. Kohl	Former President, Village of Slinger
5. James M. Phillip	President, Rothenbach-Phillip Funeral Home
6. Kenneth D. Reiser	Purchasing Manager M-B-W Manufacturing, Inc.
7. Robert W. Schoenke	President, F & M Bank of Slinger

is not aware of, and, therefore, not a participant in, the various economic development attraction or retention activities that are currently being implemented by many of the communities in the Southeastern Wisconsin Region. The Committee members perceive the lack of economic activity in the Village, as well as the lack of participation in local economic development activities as due, in part, to the lack of communication between the Committee and the Village Board regarding the role of the Committee in local economic development.

During the period of time from August 1988 to June 1989, the Village of Slinger Economic Development Committee and the Regional Planning Commission staff conducted the research and analysis necessary to complete the OEDP document. On August 14, 1989, the Village Board, acting on the request by the Committee, formally adopted the OEDP document (see Exhibit 2).

ELEMENTS OF THE ECONOMIC DEVELOPMENT PROGRAM PLANNING PROCESS

The economic development program planning process utilized to prepare the Slinger economic development program plan is summarized below:

1. The first step in the planning process consisted of an inventory and analysis of the existing natural and cultural resource base of the Village of Slinger. The findings of this inventory and analysis are set forth in Section II of this report, "Summary of Economic Conditions and a Review of Historic Economic Development Activities." In addition, the inventory and analysis includes the results of Task Force meetings with staff of the University of Wisconsin-Extension. These meetings identified the positive and negative factors affecting economic development in the City as perceived by the Task Force. A summary of these factors is set forth in Section III of this report, "Economic Development Potentials and Constraints."
2. The second step in the planning process consists of the identification of local economic development goals that indicate the type of economic development program that is desired in the Village.
3. The third step in the planning process consists of the identification of local economic development needs based upon the identified economic development goals and the potentials for, and constraints on, economic development in the Village.
4. The fourth step in the planning process consists of the formulation of economic development objectives and program evaluation criteria based upon the identified economic development needs.
5. The fifth step in the process consists of identifying various alternative economic development projects and activities that could be undertaken by the Village, as well as by public and private economic development organizations and interests in the Village, to alleviate the identified economic development needs, and, thereby, further the economic development goals and objectives of the Village.
6. The sixth step in the process consists of selecting economic development program activities to be included in a city economic development

Exhibit 2

RESOLUTION NO. 8-1-89

A Resolution Adopting by Reference a Strategic Economic Development Program Plan for the Village of Slinger, Washington County, Wisconsin

The Village Board of the Village of Slinger, Washington County, Wisconsin, does resolve as follows:

WHEREAS, the Village Board of the Village of Slinger and its Economic Development Committee felt the need for professional help to develop an Economic Development Plan for the Village of Slinger, and

WHEREAS, on the 22nd day of April 1988 the Village of Slinger entered into a contract with Southeastern Wisconsin Regional Planning Commission to prepare a Strategic Economic Development Program Plan for the Village of Slinger, and

WHEREAS, on the 28th day of June 1989 the Economic Development Committee of the Village of Slinger reviewed the Strategic Economic Development Program Plan as prepared for the Village of Slinger by Southeastern Wisconsin Regional Planning Commission, and has recommended to the Slinger Village Board the approval of this plan.

NOW, THEREFORE, BE IT RESOLVED, that the Village Board of the Village of Slinger adopts the Strategic Economic Development Program Plan as prepared by Southeastern Wisconsin Regional Planning Commission, and attached hereto.

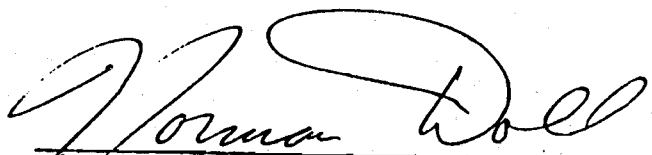
Introduced by Trustee Russell Brandt

Passed and approved 8-14-89

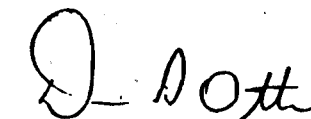
Ayes 7

Nays 0

Absent 0


Village President

Attest:


Village Clerk

program, and the creation of a plan to carry out these activities. The various alternative activities will be evaluated against the economic development goals, objectives, and program evaluation criteria identified in the third step of the planning process. In addition, the fifth step included the identification of criteria that would facilitate the monitoring of the effectiveness of the program activities in attaining the Village's economic development goals and objectives; the effectiveness of the work of the economic development program staff; and the effectiveness of the economic development program. The findings of steps two through six of the planning process are set forth in Section IV of this report, "Economic Development Strategy."

SECTIONS OF THE OVERALL ECONOMIC DEVELOPMENT PROGRAM

The findings and recommendations of this local economic development program planning process will be presented in a document entitled Village of Slinger, Overall Economic Development Program (OEDP) Plan. This document will include the following sections:

1. Introduction

The introduction describes the purpose of the economic development program plan, the reasons why the plan was developed, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of a recommended economic development program.

2. Summary of Economic Conditions and Review of Historic Economic Development Activities in the Village

This section provides data and information on the current condition of the Village economy relative to the regional, state, and national economies. In addition, this section identifies the existing economic development-related organizations in the Village; and identifies and evaluates past and current economic development activities by these organizations relative to current economic conditions.

3. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the Village. Economic development potentials are defined as those factors that give the Village competitive advantages in attracting and sustaining economic development. Economic development constraints are defined as those factors that act to restrict economic development in the Village.

4. Economic Development Strategy

The final section presents a recommended economic development program that can be adopted and pursued by the Village. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of

the program; 3) recommended economic development objectives and activities that are derived from the broader goals for the program; 4) the actions required to implement the recommended economic development program; and 5) monitoring criteria for measuring the success of the various economic development program activities over time.

Section II

SUMMARY OF ECONOMIC CONDITIONS IN THE VILLAGE

INTRODUCTION

An understanding of the current economic conditions in the Village is critical to the development of a sound economic development program. The purpose of this section of the Village economic development program plan is to summarize those economic indicators in the Village that have an important impact on the Village economy. As such, this section includes data and information on the resident population; the structure of the Washington County economy; and summarizes regional, State, and national economic trends.

SUMMARY OF POPULATION CHARACTERISTICS

Historical Population Trends

Important to an understanding of the development of an area is knowledge of the changing size of the resident population over time. Such an analysis reveals population growth trends and provides important insights essential to the proper conduct of an economic development planning program.

Table 1 provides information on the total population of the Village of Slinger, the Southeastern Wisconsin Region, the State of Wisconsin, and the United States during the 1950 to 1988 time period. As indicated in Table 1, the 1988 resident population of the Village was about 2,100 persons. From 1980 to 1988, the resident population of the Village increased by about 470 persons, or 29 percent, a growth rate significantly greater than that experienced over this same time period in the Region, a decline of about 1 percent, and in the State and nation, an increase of 2 percent and 8 percent, respectively.

The trend of significant growth in the resident population of the Village of Slinger was also evident during the 1950 to 1980 time period. As indicated in Table 1, the Village resident population increased by 24 percent during the 1950s; 7 percent during the 1960s; and 33 percent during the 1970s. While the increase in the Village population during the 1960s was less than that for the Region and the State, 12 percent each, and the nation, 13 percent, the increase in the Village population during the 1950s was comparable to that for the Region, 27 percent, and significantly greater than that for the State, 15 percent, or the nation, 19 percent. The increase in the Village population during the 1970s was also much greater than the percentage increase in the Region, 1 percent, the State 7 percent, or the nation, 11 percent.

The historical increase in the total population of the Village is due, in part, to growth pressure generated by continued urban expansion of the northwest portion of the Milwaukee metropolitan area, and to the ease of accessibility to the urban growth centers of Washington County via USH 41 and USH 45. Table 2 indicates the 1980 and 1988 resident population levels for minor civil divisions in Washington County. As indicated in Table 2, the increase in the resident population of Washington County during the 1980s, 6 percent, was greater than that for the Region or the State. In addition, the cities and villages in the County experienced relatively substantial population growth

Table 1

TOTAL POPULATION IN THE VILLAGE OF SLINGER,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1950 TO 1987

Population								
Village of Slinger			Southeastern Wisconsin Region		Wisconsin		United States	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1950	919	---	1,240,618	---	3,434,575		151,325,798	---
1960	1,141	24.2	1,573,614	26.8	3,951,777	15.1	179,323,175	18.5
1970	1,216	6.6	1,756,083	11.6	4,417,821	11.8	203,302,031	13.4
1980	1,612	32.6	1,764,919	0.5	4,705,767	6.5	226,545,805	11.4
1988*	2,086	29.4	1,750,148	-0.8	4,814,346	2.3	244,596,000	8.0

* Preliminary Estimates.

Source: U.S. Bureau of the Census, Wisconsin Department of Administration, and SEWRPC.

Table 2

TOTAL POPULATION OF CIVIL DIVISIONS
IN WASHINGTON COUNTY: 1980 AND 1988

Civil Division	Population		Percent Change 1980 to 1987	
	1980	1988	Number	Percent
Cities				
Hartford*.....	7,159	7,670	511	7.1
Milwaukee*.....	2	0	-2	---
West Bend.....	21,484	23,207	1,723	8.0
Villages				
Germantown.....	10,729	12,164	1,435	13.4
Jackson.....	1,817	1,886	69	3.8
Kewaskum*.....	2,381	2,327	-54	-2.3
Newburg*.....	688	708	20	2.9
Slinger.....	1,612	2,086	474	29.4
Towns				
Addison.....	2,834	2,975	141	5.0
Barton.....	2,493	2,577	84	3.4
Erin.....	2,455	2,590	135	5.5
Farmington.....	2,386	2,389	3	0.1
Germantown.....	267	290	23	8.6
Hartford.....	3,269	3,227	-42	-1.3
Jackson.....	3,180	3,187	7	0.2
Kewaskum.....	1,243	1,248	5	0.4
Polk.....	3,486	3,342	-144	-4.1
Richfield.....	8,390	8,704	314	3.7
Trenton.....	3,914	4,001	87	2.2
Wayne.....	1,471	1,500	29	2.0
West Bend.....	3,588	3,751	163	4.5
County Total	84,848	89,829	4,981	5.9

* Includes an annexation during the time period.

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

with only one of the seven minor civil divisions showing a resident population growth rate that was less than that for the Region or State.

Age Composition

Knowledge of the age composition of the population is important to the formulation of any sound economic development program, since the age at which a person completes his or her education, enters the labor market, and retires from the labor force all have economic implications.

Table 3 compares the age distribution of the resident population of the Village of Slinger to the age distribution in the Region, the State, and the United States. As shown in Table 3, the median age of the Village population, 27.5, is somewhat lower than that for the Region, 29.8; the State, 29.4; and the nation, 30.0.

A comparison of the age structure of the Village population to that of the United States is helpful in identifying these specific age groups that may be over- or under-represented in the Village. As might be expected, based upon the lower median age of the resident population of the Village, the Village is over-represented in the younger age categories of under nine years of age, and of 10 to 19 years of age; while the percentage of the Village population in the 20 to 24, and 25 to 44 year age categories are similar to that for the nation. The percentage of the Village population in the 45 to 64, and 65 and over age categories is less than that for the nation.

Income

Another indicator of economic conditions of the Village of Slinger is personal income. The 1979 and 1985 per capita incomes for the Village, Region, State, and nation are shown in Table 4, with the income data showing the somewhat lower income status of the Village population. The 1985 per capita income for the Village, \$9,194, was less than that for the Region, \$11,504; the State, \$10,298; or the nation, \$10,797. However, during the 1979 through 1985 time period, the unadjusted per capita incomes in the Village increased by 42 percent, or a rate that was equal to that for the State, and comparable to that for the Region, 41 percent, while somewhat lower than that for the nation, 48 percent.

Labor Force Characteristics

The quality and size of the labor force are important factors influencing the economic development of the Village. The importance of the labor force to private business is indicated in a 1978 report by the U. S. Congressional Budget Office. The report entitled Barriers to Local Economic Development stated that for every dollar of value added by business in the United States, 66 percent are spent on labor--nearly four times the expenditure for land, plant, and equipment combined. As a result, productive labor is an important factor in the locational decisions of business and industry, and, as such, it is important for proponents of economic development in the Village to be concerned with the quality and size of the local labor force. Accordingly, this section presents pertinent information on the Village labor force, including information on the size of the employed and unemployed segments, the educational attainment, and the commuting patterns of the labor force.

Table 3

AGE COMPOSITION OF THE POPULATION IN THE VILLAGE OF SLINGER
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Population								
Age Group	Village of Slinger		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 9	277	17.2	255,919	14.5	691,744	14.7	33,048,210	14.6
10-19	300	18.6	315,149	17.9	858,859	18.3	39,410,253	17.4
20-24	165	10.2	166,934	9.5	450,026	9.6	21,318,704	9.4
25-44	430	26.7	482,615	27.3	1,252,003	26.6	62,716,549	27.7
45-64	280	17.4	349,008	19.8	888,938	18.9	44,502,662	19.6
65 and Over .	160	9.9	195,294	11.1	564,197	12.0	25,549,427	11.3
Total	1,612	100.0	1,764,919	100.0	4,705,767	100.0	226,545,805	100.0
Median Age	27.5	--	29.8	--	29.4	--	30.0	--

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

Table 4

PER CAPITA INCOME IN THE VILLAGE OF SLINGER,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND
THE UNITED STATES: 1979 AND 1985

Area	1979	1985	Percent Change
			1979 - 1985
Slinger.....	\$6,483	\$9,194	41.8
Region.....	\$8,153	\$11,504	41.1
Wisconsin.....	\$7,241	\$10,298	42.2
United States.....	\$7,295	\$10,797	48.0

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

Total Employed and Unemployed Labor Force: The total number and percentage of the unemployed segment of the civilian labor force is an important economic indicator. However, recent information regarding the Village labor force is not available and, therefore, as a surrogate for the desired data, information on the labor force of Washington County is examined in this section. In 1988, a total of 2,000 persons, or 4.2 percent of the County's total civilian labor force of 47,600 persons, were unemployed, a percentage that is somewhat less than that for the Region, 4.7 percent; and significantly less than that for the State, 5.3 percent; or the nation, 5.6 percent (see Table 5). The current unemployment rate in the County is a substantial decline from the unemployment rates of the early 1980s. In 1980, the County unemployment rate was 7.7 percent, with the unemployment rate rising to 11.1 percent in 1982 and 10.3 percent in 1983 due to the local effects of the national economic recession that was occurring during this time period.

The lower unemployment rate could result in a concern regarding the availability of workers to local employers. While the strategic location of the Village within the Milwaukee metropolitan area should, to some degree, result in the availability of workers throughout the Milwaukee metropolitan area, the metropolitan area is also experiencing lower unemployment rates in 1988, 4.5 percent, and, as a result, the availability and quality of workers in the Village and Washington County is currently of concern. In July 1988, the Commission, at the request of a number of local and countywide economic development organizations in Washington County, initiated a study of the availability and quality of the labor force in the County. The results of the study are expected to assist economic development organizations in the County in identifying activities that can be implemented in order to increase the supply and quality of the labor force to local employers.

Place of Work: The location of the Village of Slinger in the Milwaukee metropolitan area results in the availability of workers to local employers from throughout the area. In addition, the location of the Village results in a large number of the Village labor force working outside the Village. Table 6 shows the specific location of employment for the Village labor force. While the largest percentage of the Village labor force is employed in Washington County, 70 percent, a significant percentage of the labor force is employed in Milwaukee County, 16 percent, including 11 percent that are employed in the City of Milwaukee. A total of 6 percent of the Village workers are employed in Waukesha County.

Educational Attainment: The level of formal education attained is a significant determinant of the social and economic status of a population. For many people, the degree of participation in, and understanding of, the complex technological changes occurring in our society today are directly related to the extent of their formal education. For example, persons with less than a fifth grade education are considered functionally illiterate. Such persons are generally relegated to unskilled labor in a technologically advancing society, and often find themselves part of the unemployed labor force.

Since most formal education is completed by age 18, educational attainment is most relevant when related to the population 18 years of age and older. Table 7 indicates the 1980 educational attainment of this age group in the Village of Slinger, the Region, the State, and the United States. As indi-

Table 5

TOTAL CIVILIAN LABOR FORCE, EMPLOYED AND UNEMPLOYED CIVILIAN LABOR FORCE,
AND UNEMPLOYMENT RATE FOR WASHINGTON COUNTY, THE SOTHEASTERN WISCONSIN REGI
WISCONSIN, AND THE UNITED STATES: 1988*

Area	Number
Washington County	
Civilian Labor Force	47,600
Employment	45,600
Unemployment	2,000
Unemployment Rate	4.2
Southeastern Wisconsin Region	
Civilian Labor Force	923,500
Employment	880,300
Unemployment	43,200
Unemployment Rate	4.7
Wisconsin	
Civilian Labor Force	2,508,500
Employment	2,376,700
Unemployment	131,800
Unemployment Rate	5.3
United States	
Civilian Labor Force	121,269,000
Employment	114,518,000
Unemployment	6,751,000
Unemployment Rate	5.6

* Data is the average for the first 7 months of 1988.

Source: Wisconsin Department of Industry, Labor and Human Relations;
U.S. Bureau of Labor Statistics; and SEWRPC.

Table 6

DISTRIBUTION OF EMPLOYED PERSONS LIVING
IN THE VILLAGE OF SLINGER BY PLACE OF WORK: 1980

Place of Work	Number	Percent
Milwaukee County		
City of Milwaukee.....	81	11.4
Village of West Milwaukee.....	4	0.6
City of Wauwatosa.....	4	0.6
Remainder of Milwaukee County.....	22	3.1
Total.....	111	15.6
Ozaukee County		
Total.....	5	0.7
Washington County		
City of West Bend.....	34	4.8
Remainder of Washington County.....	464	65.2
Total.....	498	69.9
Waukesha County		
City of Waukesha.....	4	0.6
Remainder of Waukesha County.....	40	5.6
Total.....	44	6.2
Kenosha County		
Total.....	4	0.6
Worked Elsewhere.....	18	2.5
Place of Work Not Reported.....	32	4.5
Total Labor Force	712	100.00

Source: U.S. Bureau of the Census, Wisconsin Department
of Administration, and SEWRPC.

Table 7

PERSONS 18 YEARS OF AGE AND OLDER BY YEARS OF SCHOOL COMPLETED IN THE VILLAGE OF SLINGER, THE
SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Education	Village of Slinger		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Elementary								
Through High School								
One to Three Years.....	346	31.5	350,714	27.8	945,674	28.3	51,697,642	31.8
High School, Four Years...	594	54.1	510,428	40.5	1,413,216	42.2	59,069,903	36.3
College								
One to Three Years.....	92	8.4	217,090	17.2	548,953	16.4	28,289,943	17.4
Four Years.....	48	4.4	108,972	8.6	258,175	7.7	12,939,870	8.0
Five or More Years.....	18	1.6	73,601	5.8	180,312	5.4	10,519,122	6.5
Total	1,098	100.0	1,260,805	100.0	3,346,330	100.0	162,516,480	100.0

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

cated in the table, the percentage of persons that have completed four years of high school in the Village, 54 percent, is greater than that for the Region, 41 percent; the State, 42 percent; or the nation, 36 percent. However, the higher percentage of persons in this category is due in part to the lower percentage of persons in the Village with post-secondary educational attainment. As indicated in the table, the percentage of persons in the Village with one to three years, four years or five or more years of college is less than that for all of the areas of comparison. Specifically, about 14 percent of the persons in the Village have some degree of college education, or a percentage that is less than that for the Region or the nation, 32 percent each; or the State 30 percent.

Structure of the Washington County Economy

Reliable information relative to the structure of the Village economy is not available. However, data on the structure of the economy of Washington County is available and is presented herein as a surrogate for the desired data. A comparison of the percentage distribution of industry employment in Washington County to the percentage distribution of labor force employment in the United States is helpful in identifying those industries that are concentrated in the County and that comprise a significant segment of the economic base. Such comparison of the economic structure may be accomplished through the use of industry location quotients. The industry location quotient is a comparison of the percentage employment within the County in an industry to the percentage employment in that industry in the United States, and is derived by dividing the percentage employment in an industry within the County by the percentage employment in that industry for the United States. The resulting ratio, if greater than 1.0, indicates an over-representation of County employment in the given industry, while a ratio of less than 1.0 indicates an under-representation of County employment in that industry.

The economy of the County is concentrated, in comparison to the nation, in the manufacturing industry. Table 9 shows that the manufacturing industry in the County employed 9,970 persons in 1987, or 34 percent of all workers. This is 15 percentage points greater than that for the United States, resulting in a location quotient of 1.81 (see Table 8). The concentration of manufacturing employment in the County also resulted in this industry employing the largest number of workers in the County. Specific manufacturing industries that are concentrated in the County include: leather and leather products; printing and publishing; machinery, except electrical products; fabricated metal products; and electrical and electronic equipment.

County industries that show a percentage of total workers similar to that for the nation include the: construction industry (location quotient: 1.00); and retail trade industry (location quotient: 1.03). The County industries that show a percentage employment that is less than that for the nation include: government employment (location quotient: 0.91); transportation, communications, and other public utilities (location quotient: 0.78); finance, insurance, and real estate (location quotient: 0.71); services (location quotient: 0.64); and wholesale trade (location quotient: 0.50).

Recent Changes in the Economy

Over much of the period since its settlement by Europeans, the Southeastern Wisconsin Region has been in a favorable position for industrial growth and

Table 8

INDUSTRY LOCATION QUOTIENTS FOR WASHINGTON COUNTY IN
COMPARISON TO WISCONSIN AND THE UNITED STATES: APRIL, 1987

Major Employment Category	Location Quotients	
	Wisconsin	United States
Agriculture, Forestry, and Mining.....	1.26	1.58 *
Construction	1.48	1.00
Manufacturing	1.31	1.81
Durable Goods	1.16	1.21
Lumber & Wood Products	0.32	0.39
Furniture & Fixtures	0.04	0.03
Stone, Clay, & Glass Products.....	0.61	0.32
Primary Metal Industries	0.72	0.62
Fabricated Metal Products	1.31	1.68
Machinery, Except Electrical.....	1.12	2.00
Electrical & Electronic Equipment	1.87	1.46
Transportation Equipment	0.56	0.33
Instruments & Related Products	0.05	0.03
Misc. Manufacturing	0.15	0.13
Nondurable Goods	0.75	0.70
Food & Kindred Products	0.57	0.79
Tobacco Manufacturers.....	---	0.00
Textile Mill Products.....	---	0.00
Apparel & Other Textile Products	---	0.00
Paper & Allied Products	0.37	1.02
Printing & Publishing	1.91	2.04
Chemicals & Allied Products	0.59	0.23
Petroleum Refining and Related.....	---	0.00
Rubber & Misc. Plastics Products	0.15	0.18
Leather & Leather Products	8.78	15.45
Transportation & Public Utilities	0.92	0.78
Finance, Insurance, & Real Estate	0.85	0.71
Services	0.74	0.64
Government	0.98	0.91
Nonclassified.....	---	---

* The data for the United States does not include employment in
the agriculture and forestry industry.

Source: U.S. Bureau of Labor Statistics, Wisconsin Department of Industry,
Labor and Human Relations, and SEWRPC.

Table 9

INDUSTRY EMPLOYMENT BY PLACE OF WORK AND PERCENTAGE CHANGE IN
WASHINGTON COUNTY, WISCONSIN, AND THE UNITED STATES: APRIL 1975 AND 1987

Employment by Place of Work: April 1975						
Major Employment Category	Washington County Number	Percent	Wisconsin Number	Percent	United States Number	Percent
Agriculture, Forestry, and Mining.....	89	0.5%	7,246	0.5%	732,000 *	1.0%
Construction	664	3.4%	51,200	3.3%	3,441,000	4.5%
Manufacturing	8,517	44.0%	497,417	31.7%	18,155,000	23.7%
Durable Goods	7,033	82.6%	328,551	66.1%	10,637,000	58.6%
Lumber & Wood Products	113	1.6%	16,902	5.1%	536,000	5.0%
Furniture & Fixtures	---	---	8,157	2.5%	436,000	4.1%
Stone, Clay, & Glass Products	78	1.1%	7,422	2.3%	608,000	5.7%
Primary Metal Industries	112	1.6%	26,411	8.0%	1,189,000	11.2%
Fabricated Metal Products	977	13.9%	51,020	15.5%	1,332,000	12.5%
Machinery, Except Electrical.....	2,725	38.7%	114,691	34.9%	2,098,000	19.7%
Electrical & Electronic Equipment ..	2,304	32.8%	44,980	13.7%	1,746,000	16.4%
Transportation Equipment	467	6.6%	39,941	12.2%	1,631,000	15.3%
Instruments & Related Products	220	3.1%	9,371	2.9%	488,000	4.6%
Misc. Manufacturing	37	0.5%	9,656	2.9%	573,000	5.4%
Nondurable Goods	2,277	26.7%	168,866	33.9%	7,518,000	41.4%
Food & Kindred Products	304	13.4%	55,732	33.0%	1,664,000	22.1%
Tobacco Manufacturers.....	---	---	8	0.0%	75,000	1.0%
Textile Mill Products.....	---	---	5,494	3.3%	865,000	11.5%
Apparel & Other Textile Products ...	3	0.1%	6,314	3.7%	1,191,000	15.8%
Paper & Allied Products	211	9.3%	39,878	23.6%	629,000	8.4%
Printing & Publishing	244	10.7%	27,287	16.2%	1,084,000	14.4%
Chemicals & Allied Products	131	5.8%	9,450	5.6%	1,003,000	13.3%
Petroleum Refining and Related.....	---	---	351	0.2%	193,000	2.6%
Rubber & Misc. Plastics Products ...	17	0.7%	13,099	7.8%	568,000	7.6%
Leather & Leather Products	574	25.2%	11,253	6.7%	246,000	3.3%
Transportation & Public Utilities	793	4.1%	70,147	4.5%	4,508,000	5.9%
Wholesale Trade	623	3.2%	82,572	5.3%	4,176,000	5.5%
Retail Trade	2,962	15.3%	281,917	18.0%	12,671,000	16.6%
Finance, Insurance, & Real Estate	567 *	2.9%	73,258	4.7%	4,209,000	5.5%
Services	2,051	10.6%	248,221	15.8%	13,878,000	18.2%
Government	3,103	16.0%	257,599	16.4%	14,692,000	19.2%
Nonclassified.....	9	0.0%	155	0.0%	---	0.0%
Total Jobs	19,378	100.0%	1,569,732	100.0%	76,462,000	100.0%

Table 9 (Continued)

Table 9 (Continued)

Employment by Place of Work: April 1987							
Major Employment Category	Washington County		Wisconsin		United States		
	Number	Percent	Number	Percent	Number	Percent	
Agriculture, Forestry, and Mining.....	334	1.1%	17,918	0.9%	729,000 *	0.7%	
Construction	1,455	4.9%	66,485	3.3%	5,019,000	4.9%	
Manufacturing	9,970	33.8%	517,019	25.9%	19,011,000	18.7%	
Durable Goods	7,076	71.0%	317,669	61.4%	11,175,000	58.8%	
Lumber & Wood Products	180	2.5%	25,413	8.0%	736,000	6.6%	
Furniture & Fixtures	10	0.1%	10,726	3.4%	504,000	4.5%	
Stone, Clay, & Glass Products	117	1.7%	8,602	2.7%	586,000	5.2%	
Primary Metal Industries	292	4.1%	18,084	5.7%	743,000	6.6%	
Fabricated Metal Products	1,515	21.4%	51,730	16.3%	1,423,000	12.7%	
Machinery, Except Electrical.....	2,565	36.2%	103,263	32.5%	2,022,000	18.1%	
Electrical & Electronic Equipment ..	1,940	27.4%	46,585	14.7%	2,092,000	18.7%	
Transportation Equipment	415	5.9%	33,264	10.5%	2,011,000	18.0%	
Instruments & Related Products	13	0.2%	11,273	3.5%	694,000	6.2%	
Misc. Manufacturing	29	0.4%	8,729	2.7%	364,000	3.3%	
Nondurable Goods	2,894	29.0%	199,350	38.6%	7,836,000	41.2%	
Food & Kindred Products	478	16.5%	57,726	29.0%	1,642,000	21.0%	
Tobacco Manufacturers.....	---	---	---	---	56,000	0.7%	
Textile Mill Products.....	---	---	4,088	2.1%	724,000	9.2%	
Apparel & Other Textile Products....	45	---	6,981	---	1,104,000	14.1%	
Paper & Allied Products	255	8.8%	47,933	24.0%	677,000	8.6%	
Printing & Publishing	1,125	38.9%	40,491	20.3%	1,493,000	19.1%	
Chemicals & Allied Products	87	3.0%	10,176	5.1%	1,018,000	13.0%	
Petroleum Refining and Related.....	---	---	316	---	164,000	2.1%	
Rubber & Misc. Plastics Products ...	54	1.9%	24,968	12.5%	809,000	10.3%	
Leather & Leather Products	850	29.4%	6,671	3.3%	149,000	1.9%	
Transportation & Public Utilities	1,218	4.1%	89,409	4.5%	5,348,000	5.3%	
Wholesale Trade	831	2.8%	103,950	5.2%	5,772,000	5.7%	
Retail Trade	5,423	18.4%	379,039	19.0%	18,197,000	17.9%	
Finance, Insurance, & Real Estate	1,349	4.6%	108,089	5.4%	6,558,000	6.5%	
Services	4,429	15.0%	407,411	20.4%	23,926,000	23.5%	
Government	4,489	15.2%	309,836	15.5%	17,038,000	16.8%	
Nonclassified.....	---	---	47	0.0%	-----	---	
Total Jobs	29,498	100.0%	1,999,203	100.0%	101,598,000	100.0%	

Table 9 (Continued)

Major Employment Category	Percentage Change 1975 - 1987		
	Washington County	Wisconsin	United States
Agriculture, Forestry, and Mining.....	275.3%	147.3%	-0.4%*
Construction	119.1%	29.9%	45.9%
Manufacturing	17.1%	3.9%	4.7%
Durable Goods.....	0.6%	-3.3%	5.1%
Lumber & Wood Products.....	59.3%	50.4%	37.3%
Furniture & Fixtures.....	---	31.5%	15.6%
Stone, Clay, & Glass Products.....	50.0%	15.9%	-3.6%
Primary Metal Industries.....	160.7%	-31.5%	-37.5%
Fabricated Metal Products	55.1%	1.4%	6.8%
Machinery, Except Electrical.....	-5.9%	-10.0%	-3.6%
Electrical & Electronic Equipment....	-15.8%	3.6%	19.8%
Transportation Equipment	-11.1%	-16.7%	23.3%
Instruments & Related Products	-94.1%	20.3%	42.2%
Misc. Manufacturing	-21.6%	-9.6%	-36.5%
Nondurable Goods	27.1%	18.1%	4.2%
Food & Kindred Products	57.2%	3.6%	-1.3%
Tobacco Manufacturere.....	---	-100.0%	-25.3%
Textile Mill Products.....	---	-25.6%	-16.3%
Apparel & Other Textile Products	1400.0%	10.6%	-7.3%
Paper & Allied Products	20.9%	20.2%	7.6%
Printing & Publishing	361.1%	48.4%	37.7%
Chemicals & Allied Products	-33.6%	7.7%	1.5%
Petroleum Refining and Related.....	---	-10.0%	-15.0%
Rubber & Misc. Plastics Products	217.6%	90.6%	42.4%
Leather & Leather Products	48.1%	-40.7%	-39.4%
Transportation & Public Utilities	53.6%	27.5%	18.6%
Wholesale Trade	33.4%	25.9%	38.2%
Retail Trade	83.1%	34.5%	43.6%
Finance, Insurance, & Real Estate	137.9%	47.5%	55.8%
Services	115.9%	64.1%	72.4%
Government	44.7%	20.3%	16.0%
Nonclassified.....	---	---	---
 Total Jobs	 52.2%	 27.4%	 32.9%

* The data for the United States does not include employment in the agriculture and forestry industry.

Source: U.S. Bureau of Labor Statistics, Wisconsin Department of Industry, Labor and Human Relations, and SEWRPC.

development. During the past decade, however, there have been signs of deterioration in the industrial base of the Southeastern Wisconsin Region. An examination of economic trends in Washington County, as well as in the State and United States, are important in understanding the current changes occurring in the regional economy, as well as in understanding possible future economic trends.

Specifically, an examination of national economic trends can provide insight into economic activity in the State, the Region, the County, and the Village of Slinger. A number of national economic trends appear to have a direct bearing on economic activity in these areas, including: 1) the changing structure of the national economy; 2) the emergence of the global economy; 3) technological change; 4) changing consumer values; and 5) the restructuring of American corporations.

Changing Structure of the Economy: A recent national economic trend that has important implications for the economic growth of Washington County, and to the economic growth of the Village, is the changing structure of the national economy and the declining importance of the manufacturing industry to employment growth. Growth in manufacturing industries has traditionally been viewed as the most effective means for creating jobs and ensuring long-term economic growth. The rate of increase in manufacturing employment in the United States, however, has declined significantly during the recent past. Table 9 indicates that manufacturing employment in the United States, enumerated by the employees place of work, increased by 5 percent during the 1975 to 1987 time period, compared with an overall increase in total employment of 33 percent. During the same time period, employment in the services industry increased by 72 percent. As a result, manufacturing employment, as a percentage of total employment, declined nationally from 24 percent in 1975 to 19 percent in 1987, a decline of 5 percentage points.

It is important to note that this changing structure of the national economy is also reflected in the Washington County economy. Specifically, manufacturing industry employment in the County increased by 17 percent during the 1975 to 1987 time period, an increase that was greater than that for the State, 4 percent, and the nation, 5 percent. However, manufacturing employment, as a percentage of total employment in the County declined by 10 percentage points, from 44 percent in 1975 to 34 percent in 1987. In addition, it is important to note that the composition of the manufacturing industry in the County has changed in that the percentage of total manufacturing employment in the durable goods industry has decreased from 83 percent in 1975 to 71 percent in 1987, a change that is also occurring within the State of Wisconsin.

Table 9 also shows that, overall, total employment growth in Washington County, 53 percent, was greater than that in Wisconsin, 27 percent; or the nation, 33 percent. The employment growth in every major industry sector, other than the wholesale trade industry where employment growth was somewhat less than that for the nation, was greater than that for the State or the nation.

Emergence of the Global Economy: A second major economic change is the emergence of the global economy. A 1986 report by the Stanford Research Institute (SRI), entitled Investing in the Future: A Prospectus for Mid-America indi-

cates that "...in today's global economy, the factors that comprise Mid-America's previous competitive advantage in manufacturing have lost much of their importance: natural resources, proximity to markets, a large industrial labor force, and a critical mass of traditional buyers and suppliers. Evidence that these factors are less compelling in the new economy is found in the loss of competitiveness of Midwest companies in the global economy (reduced exports), the incursion of foreign trade into the Region (increased imports), and the shrinking of the traditional manufacturing sector."

Technological Change, Changing Consumer Values, and the Restructuring of American Corporations: Three other national economic trends are also important: technological change; changing consumer values; and the restructuring of American corporations. Technological change has resulted in a new work place environment, the need for workers to adapt to changes in production processes, and in the growth of "high-tech" industries. The most important factors associated with changing technologies include: 1) information technologies (microelectronics, computer hardware and software, and telecommunications); 2) factory automation; 3) office automation; 4) new materials; 5) biotechnology; and 6) health and medical technologies.

Changing consumer values are also an important factor in the declining importance of manufacturing in the United States. Consumers are demanding products that are specialized and customized to meet their particular needs. This is in contrast to the standardized consumer products previously produced by American manufacturers. The changing demands of consumers results in the needs for manufacturing firms to expend additional resources on product development and marketing, as well as on manufacturing products that are unique in the marketplace.

Recently, American corporations have begun to restructure their operations in that manufacturing companies in today's economy tend to disperse their operations--research and development, manufacturing, product service, corporate offices--to those locations that are perceived as the most beneficial in terms of cost-efficiency. As a result, communities must strive to create an environment that is conducive to all of the functions of the company in order to provide the greatest number of job opportunities to its residents, as well as to diversify the local economy.

Industry Employment Projections

Table 10 shows the 1995 industry employment projections for the Washington, Ozaukee, and Waukesha County area prepared by the Wisconsin Department of Industry, Labor, and Human Relations. Table 10 also provides employment projections for Milwaukee County. As indicated in the table, the retail trade industry, 11,100 workers; service industry, 9,600 workers; and the manufacturing industry, 8,700 workers, are projected to add the greatest number of employees during the 1985 to 1995 time period in the three-county area. However, of these industries, only the retail trade industry will show an increase in its percentage share of total employment during this time period from 17.5 percent in 1985 to 19.4 percent in 1995. The services industry is expected to remain constant with 23.9 percent of total jobs in the three-county area, and the manufacturing industry is expected to continue to decline in the percentage share of total employment from 31.3 percent in 1985 to 29.4

Table 10

INDUSTRY EMPLOYMENT PROJECTIONS FOR THE WAUKESHA, OZAUKEE, AND
WASHINGTON COUNTY AREA, AND MILWAUKEE COUNTY: 1985 TO 1995

Major Employment Category	Employment by Place of Work							
	1985				1995			
	3 - County Area		Milwaukee County		3 - County Area		Milwaukee County	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, and Fishing.....	1,130	0.65	990	0.22	1,480	0.69	1,090	0.22
Mining.....	230	0.13	60	0.01	220	0.10	40	0.01
Construction	8,035	4.65	11,610	2.53	8,360	3.91	10,840	2.14
Manufacturing	54,070	31.30	115,480	25.12	62,800	29.39	110,020	21.77
Durable Goods	38,150	70.56	83,620	72.41	40,920	65.16	80,990	73.61
Lumber & Wood Products	455	0.01	660	0.02	490	1.20	730	0.90
Furniture & Fixtures	300	0.01	840	0.01	320	0.78	740	0.91
Stone, Clay, & Glass Products	725	0.02	830	0.03	775	1.89	740	0.91
Primary Metal Industries	2,870	0.08	4,850	0.11	3,080	7.53	2,540	3.14
Fabricated Metal Products	6,210	0.16	14,050	0.23	6,660	16.28	15,840	19.56
Machinery, Except Electrical.....	15,450	0.40	27,040	0.57	16,570	40.49	26,740	33.02
Electrical Machinery and Equipment..	10,085	0.26	19,900	0.37	10,815	26.43	19,690	24.31
Transportation Equipment	650	0.02	8,980	0.02	695	1.70	7,500	9.26
Instruments & Related Products	955	0.03	3,750	0.04	1,025	2.50	4,160	5.14
Misc. Manufacturing	450	0.01	2,720	0.02	485	1.19	2,310	2.85
Nondurable Goods	15,920	29.44	31,860	27.59	21,880	34.84	29,030	26.39
Food & Kindred Products	2,560	16.08	10,780	33.84	3,515	16.06	9,590	33.03
Textile Mill Products	10	16.08	790	2.48	15	0.07	560	1.93
Apparel & Other Textile Products ...	205	0.06	1,430	4.49	185	0.85	1,040	3.58
Paper & Allied Products	1,140	1.29	2,870	9.01	1,570	7.18	2,450	8.44
Printing & Publishing	6,185	7.16	9,030	28.34	8,500	38.85	9,040	31.14
Chemicals & Allied Products	1,070	38.85	2,930	9.20	1,475	6.74	2,910	10.02
Petroleum & Coal Products	70	6.72	50	0.16	95	0.43	40	0.14
Rubber & Misc. Plastics Products ...	3,395	0.44	1,940	6.09	4,665	21.32	2,110	7.27
Leather & Leather Products	1,285	21.33	2,040	6.40	1,765	8.07	1,290	4.44
Transportation and Public Utilities.....	8,515	4.93	21,500	4.68	11,015	5.15	22,140	4.38
Wholesale Trade	12,285	7.11	25,080	5.46	16,790	7.86	INA	INA
Retail Trade	30,295	17.54	75,280	16.38	41,410	19.38	INA	INA
Finance, Insurance, & Real Estate	7,130	4.13	36,490	7.94	9,640	4.51	43,660	8.64
Services	41,375	23.95	119,640	26.03	50,970	23.85	154,190	30.51
Government	9,695	5.61	53,540	11.65	11,025	5.16	55,870	11.05
Total Jobs	172,760	100.0	459,670	100.0	213,710	100.0	505,440	100.0

Table 10 continued

Table 10 (Cont.)

Employment by Place of Work				
Change 1985 to 1995				
Major Employment Category	3 - County Area		Milwaukee County	
	Number	Percent	Number	Percent
Agriculture, and Fishing.....	350	31.0	100	10.1
Mining.....	(10)	-4.3	(20)	-33.3
Construction	325	4.0	(770)	-6.6
Manufacturing	8,730	16.1	(5,460)	-4.7
Durable Goods	2,770	7.3	(2,630)	-3.1
Lumber & Wood Products	35	7.7	70	10.6
Furniture & Fixtures	20	6.7	(100)	-11.9
Stone, Clay, & Glass Products	50	6.9	(90)	-10.8
Primary Metal Industries	210	7.3	(2,310)	-47.6
Fabricated Metal Products	450	7.2	1,790	12.7
Machinery Electrical.....	1,120	7.2	(300)	-1.1
Electrical and Equipment.....	730	7.2	(210)	-1.1
Transportation Equipment	45	6.9	(1,480)	-16.5
Instruments & Related Products	70	7.3	410	10.9
Misc. Manufacturing	35	7.8	(410)	-15.1
Nondurable Goods	5,960	37.4	(2,830)	-8.9
Food & Kindred Products	955	37.3	(1,190)	-11.0
Textile Mill Products	5	50.0	(230)	-29.1
Apparel & Other Textile Products	(20)	-9.8	(390)	-27.3
Paper & Allied Products	430	37.7	(420)	-14.6
Printing & Publishing	2,315	37.4	10	0.1
Chemicals & Allied Products	405	37.9	(20)	-0.7
Petroleum & Coal Products	25	35.7	(10)	-20.0
Rubber & Misc. Plastics Products	1,270	37.4	170	8.8
Leather & Leather Products	480	37.4	(750)	-36.8
Transportation & Public Utilities.....	2,500	29.4	640	3.0
Wholesale Trade	4,505	36.7	---	---
Retail Trade	11,115	36.7	---	---
Finance, Insurance, & Real Estate	2,510	35.2	7,170	19.6
Services	9,595	23.2	34,550	28.9
Government	1,330	13.7	2,330	4.4
Total Jobs	40,950	23.7	45,770	10.0

Source: Wisconsin Department of Industry, Labor, and Human Relations; and SEWRPC.

percent in 1995. The projected employment for the other industry sectors in the three-county area is set forth in Table 10.

SUMMARY AND CONCLUSIONS

Overall, the economy of the Village, as measured by the selected economic indicators presented herein, is in relatively good condition. Perhaps the most important indicators are: 1) the relatively higher rate of increase being experienced in the resident population of the Village; 2) the overall relatively higher rate of increase being experienced in the resident population of Washington County, as well as in other urban centers of the County; 3) the relatively low unemployment rate in the County; 4) the rate of increase in the per capita incomes of the resident population in the Village; 5) the location of the Village and the resulting availability of workers to local businesses from throughout the Milwaukee metropolitan area; and 6) the higher rate of overall employment growth in Washington County, and the attendant growth in each of the County's industry sectors.

It is important to indicate, however, that the Village economy could be susceptible to future economic problems. Those factors that could result in local economic problems include: 1) the need to adequately manage the resident population growth that is occurring in the Village from the perspective of proper land use and providing adequate and cost efficient public infrastructure for new development; 2) the overall lower per capita incomes in the Village; 3) the potential for an overall shortage of labor, as well as specific shortages in highly skilled technical and professional occupational areas; 4) the high degree of concentration of the economic base of the County in the manufacturing industry and the potential impact on this industry, and therefore, employment levels, of a regional, national, or international economic recession; and 5) the projected percentage share decline in the County's manufacturing industry and the continuing attendant shift of the economy to service-oriented industries.

Importantly, a number of regional and national changes in economic conditions may be expected to affect the Village economy. These factors include: a change from a national economy to a global economy; fast paced technological change; changing consumer values; and the restructuring of American corporations.

A comprehensive local economic development program can help to maintain and strengthen the economy of the Village. Through the implementation of local economic development activities that take advantage of local resources, local officials and economic development organizations can help to minimize the effects of negative national, State, and regional economic trends.

Section III

REVIEW OF HISTORIC ECONOMIC DEVELOPMENT EFFORTS

INTRODUCTION

A sound economic development program planning process requires an assessment of the historic economic development activities of a community. An assessment of this kind can indicate which types of economic development efforts have been successful. This may, in turn, help formulate the direction of future economic development efforts, and do so in a manner benefiting from past experience.

As indicated in Section I of this study, the interest by the Village of Slinger in developing an economic development program is a result of the perceived lack of economic activity in the Village relative to other communities in Washington County. As a result, this section, while identifying a number of recent economic development program activities in the Village, also sets forth information relative to county, areawide, and state economic development efforts that are being implemented in lieu of local efforts.

Local community economic development activities can be broadly categorized into five major functional areas: 1) organizational development activities; 2) industry retention activities; 3) industry attraction activities; 4) small business development activities; and 5) the development of public facilities and services. This section categorizes the existing economic development activities in the Village by these broad functional areas.

ORGANIZATIONAL DEVELOPMENT ACTIVITIES

The successful implementation of a local economic development program requires that the program be coordinated by an economic development organization consisting of public and private sector representatives who are knowledgeable regarding local economic conditions. The purpose of this organization should be to identify economic development problems in the Village, to identify solutions to these problems, and to coordinate the implementation of economic development activities that will help to improve economic conditions. While a number of economic development organizations can exist in a community, it is critical that a single organization be identified to lead the community's economic development efforts.

Village of Slinger

The Village of Slinger in effect acts as one of the local economic development organizations active in the Village area, with the Village President, together with the Village Clerk, leading this effort. The economic development activities of the Village may be categorized in three broad areas. First, the Village President and the Village Clerk are often the first persons contacted by business persons that have a problem related to the conduct of their business in the Village. Second, the Village President and the Village staff receive inquiries regarding the availability of land and the condition of community facilities and services from businesses that are interested in a

business expansion project in, or seeking to relocate to, the Village. Third, the Village President, together with the Village Board and the Village staff have a responsibility for the maintenance of the community's public facilities and services, such as the sanitary sewerage system, the public water supply, public parks and related recreational areas, and various sections of the Village roadway system. The condition of these community facilities and services, while often overlooked, are an important component of a local economic development program.

Village of Slinger Economic Development Committee

The Village of Slinger Economic Development Committee was appointed in 1982 and consists of seven persons including the Village President and six other members that represent a variety of economic development-related interests in the Village. Major activities completed by the Committee have included the direction of the preparation of a community economic profile; participation in the University of Wisconsin-Extension community economic analysis, the results of which are included in Section IV, "Economic Development Potentials and Constraints," of this report; and serving as the advisory committee for this study. It is important to note that the Committee members perceive that a more coordinated, proactive economic development program needs to be developed and implemented in order to promote economic development in the Village.

Slinger Economic Development Corporation

During the 1960's, a group of private individuals incorporated the Slinger Economic Development Corporation. Organized as a for-profit corporation, the purpose of the Corporation was to promote industrial development of the Village. While the Corporation has been inactive in the recent past, the Corporation retains approximately \$1,000 in cash assets.

Washington County Economic Development Committee

In 1984, the Washington County Board of Supervisors created the Washington County Overall Economic Development Committee. The Committee was created in response to a recommendation in the County's initial Overall Economic Development Program (OEDP) plan that was prepared in 1985 for the U. S. Economic Development Administration. The Committee provides advice to the County Board relative to economic development issues; coordinates local economic development activities throughout the County; and implements certain specific economic development initiatives. The current goals of the Committee include:

1. To continue to improve the institutional structure necessary to guide and coordinate countywide economic development activities in conjunction with the newly established Washington County Department of Economic Development.
2. To assist in the retention of employment opportunities in the County by helping to meet the needs of existing employers.
3. To actively encourage and help foster new employment opportunities by facilitating small entrepreneurial business opportunities within the County.
4. To assist local units of government and private development organizations within the County in attracting new employers to the County.

5. To assist and facilitate economic development in the County by encouraging local, County and State government to provide the necessary community facilities and services that will encourage and enable the employers to maintain or expand employment opportunities within the County.
6. To provide assistance and technical expertise in addressing the area of environmental protection laws pertaining to development and/or expansion of existing business facilities within the County.
7. To provide assistance in the development of grant applications for the purpose of economic development and public works within the County.
8. To develop and implement a marketing plan for the County.
9. To create and maintain an environment in Washington County that is generally favorable to development and investors.

Washington County Department of Economic Development

In 1988, the Washington County Board of Supervisors created the Washington County Department of Economic Development. The Department is currently staffed by an economic development professional, and is expected to be the central focus for future economic development activities of the County, including providing staff support to the Washington OEDP Committee. A specific work program is currently being developed by the Director of the Department. The initial work activities are expected to include:

1. Communicate and cooperate with community leaders and organizations, as well as organizing institutional resources to assist local municipalities in economic development initiatives;
2. Provide consultation to businesses dealing with local, state and federal grant programs in order to help to reduce problems that may be encountered; and
3. Encourage the expansion of businesses located within the county.

Southeastern Wisconsin Regional Planning Commission

The Southeastern Wisconsin Regional Planning Commission is the official areawide planning agency for the southeastern region of Wisconsin. The Commission was created to provide the basic information and planning services necessary to solve problems which transcend the corporate boundaries and fiscal capabilities of local units of government in the Region. The Commission's Economic Development Division provides four basic types of services to local units of government upon request: economic development program planning; data and information; preparation and administration of economic development-related grant applications; and special project planning services.

INDUSTRY RETENTION ACTIVITIES

Studies have shown that the majority of new jobs in a community will result from the expansion of local employers, rather than the attraction of new

employers. As a result, local economic development activities designed to assist in the expansion of local employers are important to a comprehensive local economic development program. As indicated below, in addition to the informal efforts of the Village President, Village staff, and the Village Economic Development Committee, the Wisconsin Department of Development (DOD) has primary responsibility for formal industry retention activities.

Wisconsin Department of Development

The Wisconsin Department of Development, Division of Economic Development, is the lead State agency for the development and implementation of economic development activities. The Bureau of Business Expansion and Recruitment within the Division of Economic Development is staffed by a number of economic development consultants, the responsibilities of which include assisting local units of government in a variety of economic development initiatives, but primarily in the retention of existing industry. The economic development consultant that serves the Village of Slinger, also provides these services to the four-county Milwaukee Metropolitan Area, including the Counties of Milwaukee, Ozaukee, Washington, and Waukesha. The Village of Slinger is in an advantageous position to avail themselves of the services of the Wisconsin Department of Development consultant in that the field office for the consultant is located in the City of Milwaukee within easy reach of the Village.

INDUSTRY ATTRACTION ACTIVITIES

While the retention and expansion of existing business is an important economic development activity, a comprehensive community economic development program should also include activities that will result in the attraction of new business establishments. In Wisconsin, Forward Wisconsin, Inc., and in the majority of the Southeastern Wisconsin Region, the Wisconsin Electric Power Company, engage in activities designed to attract new industrial establishments. A description of the activities of these organizations, as well as a description of available promotional materials is provided below.

Forward Wisconsin, Inc.

Forward Wisconsin, Inc., is a non-stock, nonprofit corporation that was organized to attract new businesses to the State of Wisconsin, to promote in-state expansion of existing employers and assist in the start-up of new business enterprises. An important component of the assistance provided by Forward Wisconsin, Inc. is to provide information to site consultants nationwide by supplying factual information regarding the Wisconsin business resource base. The organization maintains a staff of professional economic development consultants that assist business persons in locating potential sites for business expansions, as well as securing the information necessary about each potential site that will facilitate a logical location decision. Forward Wisconsin, Inc. maintains offices in various locations throughout the State, with, importantly, one of these offices located in the City of Milwaukee, within easy reach from the Village.

Wisconsin Electric Power Company

The Wisconsin Electric Power Company (WEPCo) is the regional electric utility that serves the Southeastern Wisconsin Region. The WEPCo provides a range of professional economic development services to the communities located within

its service area. The WEPCo economic development goal is to attract new businesses to the utilities service area through the following economic development services offered by the Company:

1. Print advertising in major national business and economic development periodicals.
2. Publication of a monthly newsletter that provides community representatives with important up-to-date economic development-related information.
3. Direct mail and telemarketing promotions.
4. Attendance at national industry trade shows for those industries where it has been determined that there is a good potential for locating in the utility service area.
5. Industry attraction "call program," where Company and community representatives identify and visit chief executive officers of companies in other states that have been determined to have a good potential to locate in the utility service area.
6. Community economic development support materials, including:
 - Local videotapes showing the advantages of various communities.
 - Fact sheets on issues important to businesses, such as tax rates and labor productivity.
 - Direct mail brochures.
 - Community economic profiles.
 - Site and building information.

Promotional Materials

The Forward Wisconsin, Inc., and the Wisconsin Electric Power Company publish a variety of promotional materials that are available free, or at a nominal charge to communities, that highlight the advantages of locating a business establishment in Wisconsin generally, as well as in the Southeastern Wisconsin Region more specifically. These materials, together with the Village of Slinger Community Economic Profile, prepared for the Village by the Southeastern Wisconsin Regional Planning Commission, in cooperation with the Wisconsin Electric Power Company provide important socioeconomic, cultural, and natural resource base information to businesses that may be considering a location in the Village of Slinger.

SMALL BUSINESS DEVELOPMENT

Currently, there are no specific economic development activities in the Village relative to the development and expansion of small business establishments. However, the University of Wisconsin-Extension office serving Milwaukee Metropolitan area provides a range of business development services as described below.

University of Wisconsin-Extension

The University of Wisconsin-Extension provides a range of community economic development-related services related to community education. In particular, the Extension provides a direct link to the broad range of information and assistance available from the University of Wisconsin system. Specific economic development assistance includes:

1. Small business management assistance.
2. Recreation and tourism policy development, resource management, and business education.
3. Community economic analysis that helps communities to develop effective strategies to improve the local economy.
4. Energy management assistance to businesses.

In addition, University of Wisconsin-Extension, Small Business Development Centers, in cooperation with the U.S. Small Business Administration are located throughout the State of Wisconsin. The Centers provide a number of business management assistance services, including special programs for minorities, women, and veterans. A Center is located in the City of Milwaukee within easy reach of the Village. The Center provides a variety of services, including the following:

1. Educational programming.
2. Business development counseling.
3. Specialized assistance:
 - Small business feasibility analysis.
 - Innovation and product development research.
 - Technology transfer assistance.
 - Government procurement assistance.
 - Specialized business assistance to women and minorities.
 - Entrepreneurial training.
4. Specialized research and economic development publications.

COMMUNITY FACILITIES AND SERVICES

While economic development organizational activities, as well as industry attraction, retention, and small business development activities, are important components of a local economic development program, the maintenance of the community's public facilities and services is also important.

As indicated in Table 11, during the 1980 through 1989 time period, the Village has expended a total of \$7,086,900 to improve community facilities and services. This total includes: \$2,883,000 for sanitary sewerage system improvements, including the construction of a new sewage treatment plant; \$1,984,000 for the construction of 49 units of family and elderly low- and moderate-income housing; \$1,893,000 for street and highway improvements;

Table 11

COMMUNITY FACILITIES AND SERVICES IMPROVEMENTS

Year	Sanitary Sewer System Cost		Public Water Supply System Cost		Electric Power Supply System Cost		Roadway Improvements Cost	
1980	Total	\$1,719,700	Total	\$	Total	\$ Total	Total	\$
1981	Total	642,200	Total	46,800	Total		Total	12,400
1982	Total	216,300	Total	133,300	Total	48,800	Total	482,800
1983	Total	41,100	Total	87,300	Total	27,200	Total	51,500
1984	Total		Total	117,900	Total	67,400	Total	87,000
1985	Total		Total		Total	23,900	Total	9,700
1986	Total	3,700	Total	9,100	Total	22,000	Total	35,000
1987	Total		Total		Total		Total	110,000
1988	Total	60,000	Total		Total	125,000	Total	70,000
1989	Total	200,000	Total		Total		Total	
TOTAL		\$2,883,000		\$394,400		\$314,300		\$858,400

(Table continued)

Table 11 continued

Year	Public Housing Cost		Public Buildings Cost		Other Cost		Total Cost	Year
1980	Total	\$	Total	\$	Total	\$ 35,900	\$1,755,600	1980
1981	Total		Total	20,300	Total	10,800	732,500	1981
1982	Total	1,984,000	Total		Total	34,900	2,900,100	1982
1983	Total		Total	276,000	Total	23,800	506,900	1983
1984	Total		Total		Total	21,300	293,600	1984
1985	Total		Total		Total	21,100	54,700	1985
1986	Total		Total		Total	105,700	175,500	1986
1987	Total		Total		Total	50,000	160,000	1987
1988	Total		Total		Total	33,000	288,000	1988
1989	Total		Total		Total	20,000	220,000	1989
TOTAL		\$1,984,000		\$296,300		\$356,500	\$7,086,900	TOTAL

Source: SEWRPC.

\$394,400 for improvements to the Village public water supply system; \$356,500 for various other community facilities and services; \$2,96,300 for improvements to public buildings; and, \$189,300 for improvements to the Village-owned electrical power supply system. The specific community facility and service improvements are set forth in Table 12.

Of the above-mentioned improvements perhaps the most important is the construction of the Village wastewater treatment plant during the 1980 through 1982 time period. Without this major improvement, new economic development activity in the Village probably would not be able to take place due to a Wisconsin Department of Natural Resources (DNR) previously enforced moratorium on new sanitary sewer extensions.

SUMMARY AND CONCLUSIONS

Unlike many other communities in the Southeastern Wisconsin Region, the Village government and economic development organizations in the Village have not implemented a coordinated set of economic development activities. While the organization of the Village of Slinger Economic Development Committee indicates the interest of the community in the identification and implementation of economic development activities, the organization has not as yet developed nor implemented a comprehensive economic development program. The Village, due to its location, as well as the development of County, areawide, and statewide economic development programs and organizations has available to it a variety of professional economic development assistance. Finally, the willingness of the Village to undertake a variety of major improvements to the community's facilities and services indicates that economic development in the Village would be supported by a high level of public services.

The purpose of the next section of this report is to identify the specific economic development potential and constraints in the Village. This identification will enable the village economic development needs to be identified, and ultimately the economic development activities that should be implemented to meet these needs.

Table 12

COMMUNITY FACILITIES AND SERVICES IMPROVEMENTS

Year	Sanitary Sewer System	Cost	Public Water Supply System	Cost	Electric Power Supply System	Cost	Roadway Improvements	Cost
1980	Construct Wastewater Treatment Plant	\$1,719,700		\$		\$		\$
1981	Construct Wastewater Treatment Plant New system mains	400,300 241,900	New water mains and hydrants	46,800			New sodium vapor	12,400
1982	Replacement of old and construction of new system mains Addition to wastewater treatment plant	198,300 18,000	New water mains	133,300	Addition to electrical distribution plant	48,800	New streets in Woodside Heights subdivision Construction of Slinger Road Reconstruction of Hartford Road	37,300 227,800 217,700
1983	Construction of new system mains	41,100	New water mains	87,300	Reconstruction of electrical distribution plant	27,200	Complete reconstruction of Hartford Road	51,500
1984			New water main	117,900	Reconstruction of electrical distribution plant	67,400	Reconstruction of Elm Street	87,000
1985					Improvements to the electrical distribution plant	23,900	New traffic control signals	9,700
1986	Reconstruction of system mains	3,700	New water mains	9,100	Improvements to the electrical distribution plant	22,000	Reconstruction of Washington Street	35,000
1987							Reconstruction of Scenic Avenue and Washington Street	110,000
1988	Construction of new Glen Hill sanitary sewer interceptor	60,000			Upgrade electrical distribution plant	125,000	Reconstruction of Central Avenue and Washington Street	70,000
1989	Construction of Wheel Estates Sanitary Sewers	200,000						
TOTAL		\$2,883,000		\$394,400		\$314,300		\$858,400

(Table continued)

Table 12 continued

Year	Public Housing	Cost	Public Buildings	Cost	Other	Cost
1980	\$	\$		\$	New garbage truck Topographic mapping	\$ 29,600 6,300
1981			Addition to the Municipal Building	20,300	Topographic mapping	10,800
1982	Construction of 49-unit	1,984,000			New electrical line truck	34,900
1983			Construction of new Fire Department building	276,000	New highway line truck New garbage truck	14,700 9,100
1984					New police patrol car New electrical line truck	13,000 8,300
1985					New emergency siren New computer system	5,500 15,600
1986					Additions to the computer system New police patrol car New fire tanker truck	13,700 7,000 85,000
1987					Stormwater management plan	50,000
1988					Purchase new public works and utility equipment	33,000
1989					Construction of flood controls	20,000
TOTAL		\$1,984,000		\$394,300		\$356,500

Source: SEWRPC.

(This page intentionally left blank)

Section IV

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

INTRODUCTION

The previous sections of this report, together with the findings of the Village of Slinger community analysis conducted by the University of Wisconsin-Extension, indicate certain characteristics of the Village which have important implications for economic development. Some of these characteristics constitute positive attributes that give the Village a comparative advantage in attracting and sustaining economic development; others constitute negative attributes that act as constraints on further economic development in the Village and may need to be overcome in order to sustain the growth of the Village economy.

The purpose of this section is to summarize the potentials for, and constraints on, economic development in the Village. It should be noted that in some cases an economic development constraint has been identified as a result of the collective perception of the Village of Slinger Economic Development Committee. Information supporting such a perceived constraint may not be previously documented. In some cases where supporting data are not available, this section indicates that the constraint is a perceived constraint. The economic development potential of, and constraints on, the Village economy are summarized in Exhibit 3.

POTENTIAL ONE: RECENT INTEREST IN THE IMPLEMENTATION OF ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE AND THE AVAILABILITY OF ASSISTANCE FROM COUNTYWIDE, REGIONAL, AND STATEWIDE ECONOMIC DEVELOPMENT ORGANIZATIONS

As previously indicated in this report, the Village is somewhat unlike neighboring communities in the Southeastern Wisconsin region in that the Village has not to any significant degree, engaged in development activities. However, the recent interest by the Village of Slinger Economic Development Committee to become more pro-active, the appointment of a number of new members to the Village Economic Development Committee, and the monetary investment by the Village Board in support of the conduct of this program plan illustrates the current interest in the development and implementation of a Village economic development program. In addition, the existence and availability of professional economic development assistance from countywide, regional, and statewide economic development organizations provides the Village with an opportunity to take advantage of existing programs to improve the local economy.

Constraints Related to Potential One

1. Lack of an Appropriate Structure for an Economic Development Organization
The Village of Slinger Economic Development Committee, a Committee appointed by the Village Board, and the Slinger Economic Development

Exhibit 3

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE VILLAGE OF SLINGER

Potential One: Recent Interest in Economic Development in the Village and
Available Economic Development Staff Assistance

Constraints Related to Potential One--

1. Lack of an appropriate structure for an economic development organization in the Village.
2. Lack of a Village chamber of commerce.
3. Lack of available local economic development staff.
4. Lack of support in the Village for an economic development program.
5. Lack of willingness to participate in economic development activities with other nearby communities.
6. Dependence on volunteer support in the Village to implement economic development activities.
7. Lack of a specific direction for the existing Village economic development activities.

Potential Two: Retention and Expansion of the Village's Existing
Industrial Base

Constraints Related to Potential Two--

1. Lack of a Village industrial development program for the retention and attraction of industrial establishments.
2. Lack of an industrial park in the Village.
3. Competition from other industrial parks in the Southeastern Wisconsin Region.
4. Need for, and current work towards, the completion of a Village land use plan.
5. Scattered vacant industrial land in the Village.
6. Lack of a Village business revolving loan fund.
7. Lack of available industrial buildings in the Village.
8. Potential lack of available labor in Washington County.
9. Lack of appreciation for local existing business in the Village.
10. Lack of an organized format to respond to business inquiries.
11. Lack of familiarity with economic development assistance programs.

Potential Three: Retention and Expansion of the Village's Retail Trade and
Service Industry Base

Constraints Related to Potential Three--

1. Competition between retail trade and service industry establishments in the Milwaukee Metropolitan Area.
2. Lack of a central business district in the Village.
3. Low wages paid to retail trade and service industry workers.
4. Lack of a local chamber of commerce.
5. Lack of recreation and tourism efforts in the area.
6. Concern regarding the Village cost for supporting the Washington County Fair.

Corporation, a for-profit corporation incorporated in the 1960s, are, based upon the experience of other communities in the Southeastern Wisconsin Region, inappropriate organizational structures for the conduct of an economic development program. The Village needs to identify a new entity, such as a Village community development authority, or a private not-for-profit corporation, that will be responsible for the implementation of the Village economic development program.

2. Lack of a Village Chamber of Commerce

The participants in the University of Wisconsin-Extension analysis identified the lack of a Village Chamber of Commerce as an economic development constraint in the Village. A chamber of commerce, while capable of providing important business services to its members, can also be an effective advocate for the common interests of the business community and advancing these interests to the local governing body.

3. Lack of Available Local Economic Development Staff

Village staff time, and the lack of availability of any other available potential local economic development staff, constrains the implementation of development activities in the Village. Once more, the geographic size of the Village, both in terms of total resident population and the size of the Village tax base limits the financial capability of a publicly supported Village economic development staff person.

4. Lack of Support for an Economic Development Program

The participants in the University of Wisconsin-Extension analysis identified a lack of support by the Village Board for any new local community development programs, as well as a perceived lack of understanding by the Village Board of the importance of industrial development in the community limits the implementation of an economic development program in the Village.

5. Lack of Willingness to Participate in Economic Development Activities With Other Nearby Communities

The participants in the University of Wisconsin-Extension analysis identified a lack of interest by persons interested in the economic development of the Village in cooperating with other nearby communities in the implementation of economic development strategies. This is an important, although often overlooked economic development activity. Business establishments expanding or locating in nearby communities could provide employment opportunities for Village residents thereby increasing the per capita income of the Village population, as well as the potential amount of local purchases of retail goods and services in the Village.

6. Dependence on Volunteer Support to Implement Economic Development Activities

Volunteer support by local business persons, community representatives, and citizens is an important component of economic development activities in the Village. It is important to indicate, however, that economic benefits to the Village will require a sustained economic development program over a period of 5 to 10 years and it may be difficult to sustain the existing volunteer activity in the Village over this time period.

7. Lack of a Specific Direction for the Existing Village Economic Development Activities

The participants in the University of Wisconsin-Extension analysis identified the lack of direction for the existing Village economic development activities, as a constraint to the economic development of the Village. The lack of direction is perceived as a lack of priorities relative to the importance of various program components, such as the importance of industry attraction versus industry retention and small business development.

POTENTIAL TWO: RETENTION AND EXPANSION OF THE VILLAGE'S EXISTING INDUSTRIAL BASE

The structure of the Village and County economy results in a need for special emphasis on the retention and expansion of existing industrial employers, as well as the attraction of new industrial employers to the Village. This industrial development potential includes both the durable and nondurable goods manufacturing industry, as well as the wholesale trade industry. In 1989, approximately 200 manufacturing industry establishments are located in Washington County, of which 12 are located in the Village.

In March 1988, a total of approximately 12,100 workers were employed in the manufacturing and wholesale trade industries in Washington County, while a total of 390 workers were employed in these industries in the Village. While historical employment data are not available for the Village during the 1984 to 1988 time period--that is for the period of economic recovery following the national economic recession of the early 1980s--Washington County showed an increase of about 1,700 manufacturing industry workers and 225 workers in the wholesale trade industry during this time period. The percentage increase in the number of manufacturing workers in the County during this time period, 18 percent, was far greater than the overall decline of 2 percent in the Region, and the second largest increase of any County in the Region, second only to that for Waukesha County, 25 percent. The percentage increase in the number of wholesale trade workers in the County, 33 percent, was also greater than the overall increase of 11 percent in the Region, and the second largest increase of any County in the Region, second only to that for Walworth County, 30 percent. During the 1986 and 1987 time period, a total of 152 new manufacturing industry business starts or expansions took place within the Southeastern Wisconsin Region. Of this number, a total of 24 took place in Washington County, ranking the County third in the Region behind Milwaukee County, 48, and Waukesha County, 42.

The strategic location of the Village in the Southeastern Wisconsin Region makes available to the Village a large labor pool that can help to meet the needs of industrial establishments contemplating expanding or locating in the Village (see Map 1). This factor has become increasingly important due to the increasing scarcity of available labor in the County. The March, 1989, Washington County unemployment rate was equal to 4.1 percent, or a percentage that is often considered to indicate full employment. Also, because of the geographic location of the Village, many of the most important industrial areas and heaviest population concentrations in the Midwest are located within 350 miles of the Village (see Map 2). In addition to being an integral part of the Milwaukee metropolitan area, the Village is located near several large

TO GREEN BAY WISCONSIN

TO CHICAGO ILLINOIS

MICHIGAN

LAKE

WEST BEND

SLINGER

WASHINGTON CO. WAUKESHA CO. MILWAUKEE CO. RACINE CO. KENOSHA CO. WALWORTH CO.

WISCONSIN

ILLINOIS

PORT WASHINGTON

MILWAUKEE

GENERAL MITCHELL INTERNATIONAL AIRPORT

RACINE

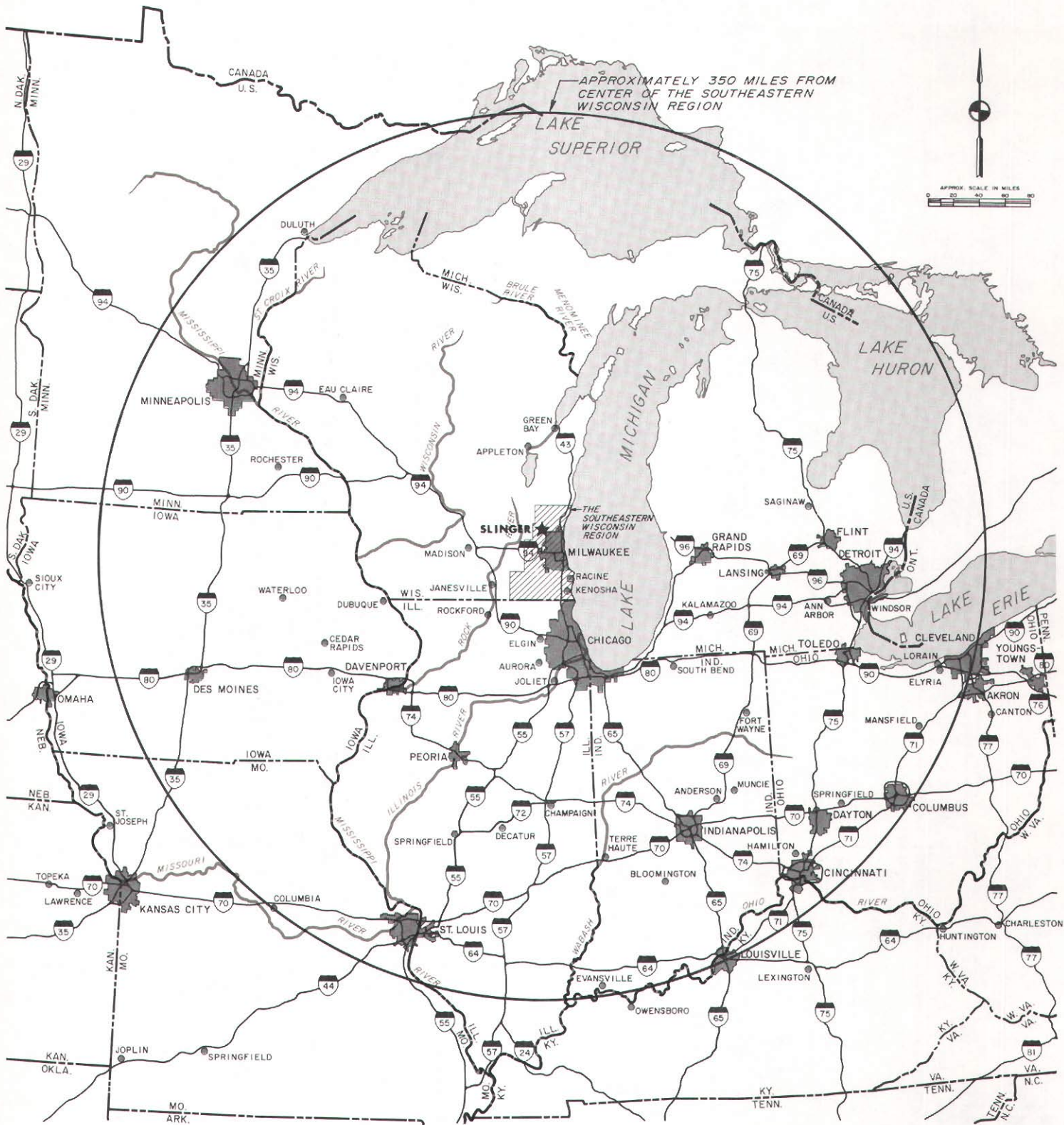
KENOSHA

WISCONSIN

ILLINOIS

Map 2

LOCATION OF THE VILLAGE OF SLINGER IN THE MIDWEST REGION



Source: SEWRPC.

urban centers in southern Wisconsin and northeastern Illinois, including the Cities of Waukesha, Madison, Racine, Kenosha, and Chicago. These urban centers, as well as the remainder of the Midwest region, provide a large potential market for the sale of goods that are manufactured or services that are provided in the Village, as well as access to raw materials and other product inputs. The location of the Village in the USH 41 freeway corridor and the industrial development that is occurring in this area of the Region also make Slinger an attractive area for industrial development (see Map 3).

Many of the utilities, facilities, and services of the Village are able to meet the needs of an expanding industrial base. The Village, as previously indicated, is served by good transportation facilities that include well developed, all-weather arterial streets and highways and railway facilities. It is important to indicate that in the near future the Wisconsin Department of Transportation plans to reconstruct STH 60 that traverses the southern portion of the Village. The current two-lane highway will be improved to provide for four traffic lanes.

Air transportation facilities are readily accessible to the Village, including the City of Hartford Municipal Airport located about four miles west of the Village and the City of West Bend Municipal Airport located nine miles northeast of the Village, the latter of which is capable of handling some corporate business jets. In addition, Milwaukee's General Mitchell International Airport, a full-service commercial airport, as well as Timmerman Field, located on the northwest side of Milwaukee, are relatively close to the Village. The Village sanitary sewer system and water supply system have adequate capacity for future development. Finally, the Slinger Electric Utility, the Wisconsin Electric Power Company, and the Wisconsin Gas Company provide electricity and natural gas to the community at competitive prices.

Constraints Related to Potential Two

1. Lack of an Industrial Development Program for Retention and Attraction of Industrial Business Establishments

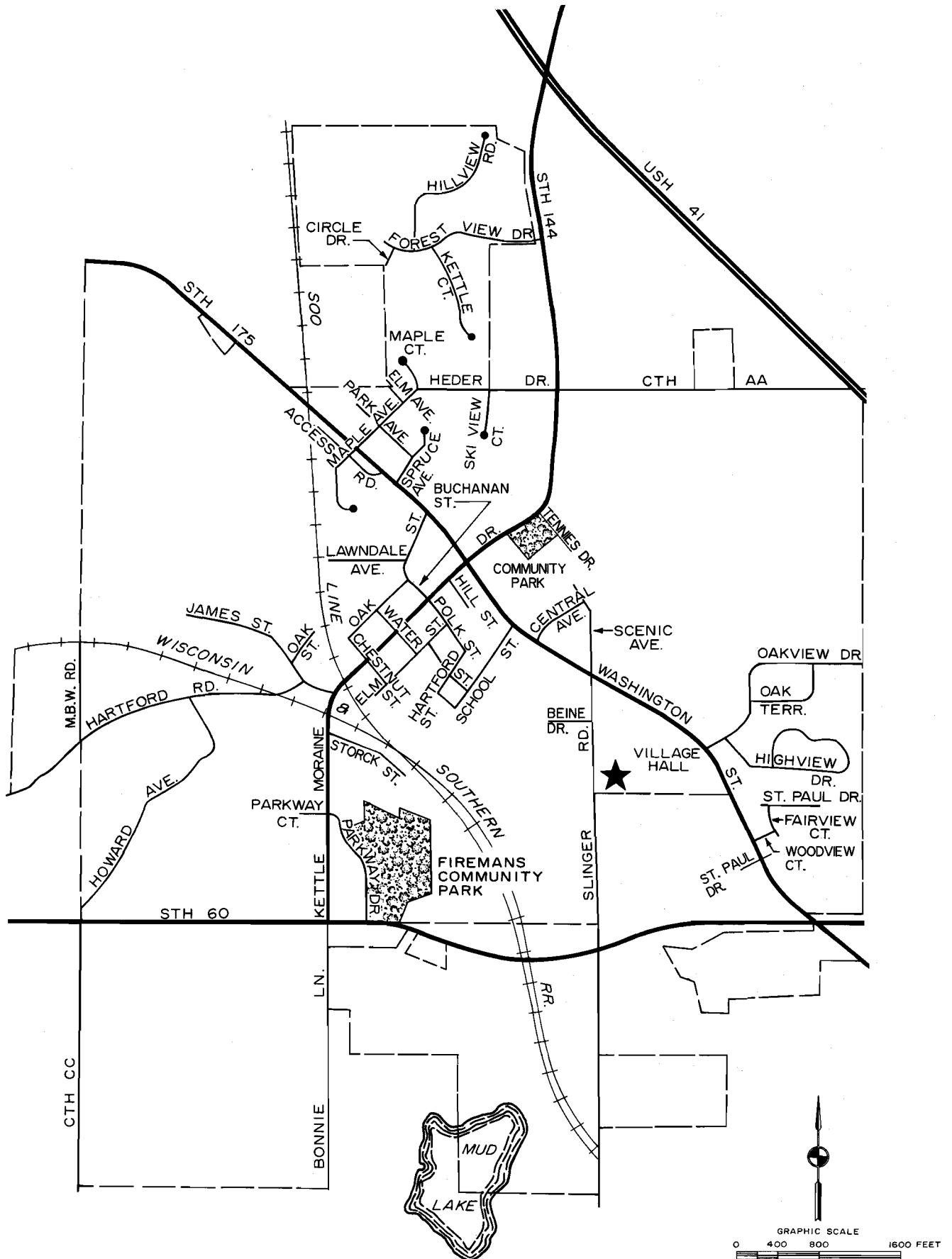
Over the past several years, the Village of Slinger Economic Development Committee and Village staff have been involved in assisting in the expansion and attraction of industrial business establishments on an ad hoc basis. However, the Village does not have an ongoing program that is specifically designed to help retain existing, and attract new, industrial establishments. An ongoing industrial retention program can often help facilitate business expansion projects through state and federal economic development programs. Once more, the lack of an industrial attraction program may result in industry establishments in other areas not being aware of the locational advantages of the Village.

2. Lack of an Industrial Park in the Village

The availability of industrial park land is a major consideration in fostering the growth of the manufacturing and wholesale trade industries in the Village. At the current time, the Village does not have an industrial park. During the past several decades, new industrial activities have increasingly been located within planned industrial parks which are designed and situated so as to provide ready highway access, and, particularly, freeway facilities; adequate utility and other essential

Map 3

VILLAGE OF SLINGER



facilities and services; and basic compatibility with adjacent portions of the community. The lack of such an industrial park in the Village is a major constraint to the expansion of existing, and attraction of, new industrial establishments.

3. Competition From Other Existing Industrial Parks in the Milwaukee Metropolitan Area

While a community industrial park is an important component of a local economic development program, the number of available acres of industrial land in existing industrial parks in the Milwaukee metropolitan area, together with the cost of developing a new industrial park, are a constraint to the industrial development potential in the Village. An April 1988 SEWRPC survey of industrial parks in the Southeastern Wisconsin Region showed that a total of 42 existing industrial parks, comprising 7,421 acres of which 2,039 acres were available for sale, were located within the Milwaukee metropolitan area. The availability of land for development in these parks may result in a reluctance by private developers to develop an industrial park in the Village of Slinger. As a result should the Village decide to develop an industrial park, the cost of the development, including the purchase of land, the provision of utilities, and the development of a roadway system, would need to be borne by the Village. Such costs may be prohibitive, in that the traditional sources for funding the development of a community industrial park are somewhat limited in the Village. As of December 31, 1987, the Village had issued \$1,307,500 in general obligation bonds, or 55 percent of the Village bonding capacity of \$2,391,660. In addition, the Village has fully utilized its local tax increment financing capability through the creation of districts that comprise five percent of the total equalized value of the property in the Village. The formation of additional tax increment districts should be possible in four years as existing districts are dissolved. Finally, the participants in the University of Wisconsin-Extension analysis indicated that they perceive a reluctance by the Village Board to expend any funds for the purchase and development of an industrial park.

4. Need for and Current Work Toward the Completion of a Village Land Use Development Plan and Identification of the Potential Cost for the Development of an Industrial Park

The most recent land use development plan for the Village was prepared in 1963. In response to a January 1988 request by the Village Board, the Regional Planning Commission agreed to prepare a new land use development plan for the Village. Work on the land use plan was initiated in May 1989 and is expected to be completed in approximately 12 months. The identification of lands appropriate for future industrial development and sufficient to meet the needs of the Village to at least the year 2010 will be a part of the Village land use planning effort. Following the adoption of the land use plan by the Village Board, the Village will need to identify the potential cost for the development of an industrial park at one or more locations in the Village, as well as the availability of funds for the development of the park. Therefore, it could be expected that it will be at least 15 months before an appropriate site can be chosen for the industrial park, and at least 24 months before development of such a park could begin. As a result, it should be expected that the

problem of a lack of an industrial park in the Village will continue for at least two years.

5. Scattered Vacant Industrial Land Throughout the Village

The participants in the University of Wisconsin-Extension analysis identified the scattered undeveloped industrial sites located throughout the Village as a constraint to industrial development. The scattered industrial sites do not provide business establishments that may be interested in locating in the Village with the advantages of a site that is located in a well planned industrial park.

6. Lack of a Village Business Revolving Loan Fund

A recent Commission staff survey of communities in the Southeastern Wisconsin Region indicated that a total of 18 communities outside the major Cities of Kenosha, Racine, Milwaukee, and Waukesha have developed business revolving loan funds totaling almost \$10 million. These funds have or will be made available to business establishments that are expanding existing or developing new facilities in the respective communities. The business loans are usually made at below market interest rates, and may include deferred payment of principal and interest payments. The availability of such loan funds throughout the Region, together with the lack of such a loan fund in the Village of Slinger, is a constraint to the expansion of the existing Village industrial base.

7. Lack of an Available Industrial Building in the Village

In many cases, a business establishment that is considering locating in a community requires that an existing building be available for purchase. The existence of such a building often provides a lower cost location for the establishment, and, more importantly, allows the establishment to more quickly initiate manufacturing or wholesaling operations. The most recent regional survey of industrial buildings in the Region, conducted as a part of the previously mentioned 1985 industrial land use study, showed that a total of 194 industrial buildings of less than 50,000 square feet and totaling approximately 4 million square feet existed in the Region. The lack of a vacant industrial building in the Village of Slinger is a constraint to future industrial development.

8. Potential Lack of Available Labor in Washington County

A February 1989 SEWRPC Economic Development Planning Staff Memorandum entitled Washington County Labor Force Study showed that the lack of available labor is becoming an economic development constraint in Washington County. The study included a survey of 158 business establishments located in the County. When the survey respondents were asked their perception of the availability of workers for vacant positions in the County, only 36 percent indicated that the availability of workers was good, with 27 percent indicating that the availability was average, and 37 percent indicating poor or very poor. Once more, 44 percent of the respondents indicated that the availability of workers for vacant positions had declined during the last three years. The availability of workers is one of the most important factors that is considered in an industrial location decision. The recent decline in unemployment rates in Washington County and the perceived lack of availability of labor is an important economic development constraint in the Village.

9. Lack of Appreciation for Local Existing Business in the Village
The participants in the University of Wisconsin-Extension analysis perceived that there is a lack of appreciation in the community for existing industry and the jobs, income, and tax base that these businesses provide.
10. Lack of an Organized Format to Respond to Business Inquiries
At the present time, there is a lack of an organized format for responding to the inquiries of existing business establishments that may be interested in locating in the Village. The lack of such a format delays the provision of necessary community information to business establishments regarding the advantages of doing business in the Village, thereby reducing the potential for the expansion of the Village industrial base.
11. Lack of Familiarity With Economic Development Assistance Programs
While the Village is eligible to apply to a number of economic development assistance programs, the Village representatives and the members of the Village Economic Development Committee are not intimately familiar with the variety of programs available to assist in the economic growth of the Village. It should be noted, however, that following the initiation of the Village economic development program, the members of the Economic Development Committee have begun to attend a variety of seminars and workshops relative to available economic development programs.

POTENTIAL THREE: RETENTION AND EXPANSION OF THE VILLAGE'S RETAIL TRADE AND SERVICE INDUSTRY BASE

The Village of Slinger has a good potential to expand its retail trade and service industries. In 1989, business establishment and employment data from the Wisconsin Department of Industry, Labor and Human Relations showed that the Village includes a total of 25 retail trade establishments and 25 service industry establishments, or 54 percent of all industry establishments in the Village. Together these industries employed a total of approximately 605 workers, or 50 percent of the persons working in the Village. While historically employment data is not available for the Village, Washington County data shows that during the 1984 to 1988 time period, or the post-recession period of the early 1980s, employment in the retail trade and service industries in the County increased by about 1,620 workers, or about 19 percent, a percentage that is somewhat greater than that for total employment, 18 percent.

The increase in the total resident population in the Village, as well as in Washington County, together with recent residential subdivision development in the Village indicates the presence of a growing market for retail trade and service establishments. As indicated in Section II of this report, the Village population increased by about 500 residents, or 29 percent, during the 1980 to 1988 time period, indicating a continuation of the rapid growth in residential population experienced during the 1970s when that population increased by 33 percent. Residential subdivision development in the Village of Slinger was limited during the 1980 to 1987 time period. In 1988, however, the Village approved three new residential subdivisions totaling 43 single-family lots, 24 multiple-family lots and a 56-unit condominium development.

While the Washington County resident population increase--6 percent--during the 1980 to 1988 time period was smaller than that for the Village, the increase was greater than that for any of the other counties in the Southeastern Wisconsin Region. Also, the City of Hartford, located approximately four miles west of the Village has experienced a number of recent business expansions and relocations to the City. Of particular importance is the location of a branch plant of the Quad/Graphics, Inc., a major offset color printing company with locations across the Nation. The Hartford expansion is expected to create approximately 200 new jobs. The increase in economic activity in the City could be expected to result in additional population growth in the City, as well as in the Village of Slinger.

Finally, the Village of Slinger is the location of three important recreational attractions in Washington County that impact the retail trade and service industries. First, the Village is the location of the Little Switzerland downhill and cross-country ski area. The ski area, one of the most popular in the Southeastern Wisconsin Region, includes 12 downhill slopes, as well as a cross-country ski trail, five chair lifts, three rope tows, and a full professional ski shop. Second, the Village is the location of the Slinger Speedway, a one-quarter-mile paved asphalt automobile race track. During the months of April through September, the race track showcases late model stock car races attracting a number of the most well-known drivers. On an annual basis, the race track attracts 60,000 to 100,000 spectators. Third, the Village is the location of the Washington County Fair. The Fair takes place over a five-day period in mid-July, with an estimated 1988 attendance of 80,000 persons.

Constraints Related to Potential Three

1. Competition Between Retail Trade and Service Industry Establishments in the Milwaukee Metropolitan Areas

The Village of Slinger is one of several communities in the Milwaukee metropolitan area that has established retail trade and service industry sectors. Consequently, the retail trade and service industry establishments in the Village face competition from establishments in other communities. The proximity of the Village to regional shopping malls and the mid-size retail establishments located in the City of West Bend and the City of Hartford provide opportunities for local residents to readily purchase goods and services in other locations. In particular, the metropolitan areas regional shopping malls, in light of the large percentage of the commuting labor force to Milwaukee County identified in Section II of this report, provides an opportunity for a portion of the population to shop outside of the Village. The competition among retail trade and service establishments was reflected in the perception of the participants in the UW-Extension analysis of the Village as a poor retail climate.

2. Lack of a Central Business District in the Village

Historically, the Village of Slinger included a central business district. However, the physical condition and economic viability of this area has declined over the years resulting in the movement of businesses out of the area. While other communities in the Region have experienced similar situations, the small size and re-use of existing buildings for

other than commercial uses may limit redevelopment efforts in the Village central business district.

3. Low Wages Paid to Retail Trade and Service Industry Workers

Retail trade and service industry establishments generally pay lower wages than do manufacturing industry establishments. In March 1988, Washington County establishments in the retail trade and service industry establishments paid workers average weekly wages that were 40 percent and 56 percent, respectively, of the wages paid to manufacturing workers in the County. Consequently, available jobs in these industries may be more difficult to fill. In the previously mentioned Washington County Labor Force Study, 41 percent of the respondents to the labor survey from the broadly defined service industry that included retail trade establishments indicated that the availability of workers was poor or very poor, while 33 percent of the industrial establishments indicated this response.

4. Lack of a Local Chamber of Commerce

The lack of a Village Chamber of Commerce was mentioned previously as a constraint to Potential One. However, the lack of a Village Chamber of Commerce is also an important constraint to the success of the Village retail trade and service industry establishments. Retail trade and service industry establishments are usually smaller in size in terms of total employment than manufacturing establishments, and, therefore, a local Chamber of Commerce is necessary to advocate the interests of these establishments. A Chamber of Commerce can provide a range of business services to its members, including group health insurance, thereby reducing the overall cost of doing business for these establishments.

5. Lack of Recreation and Tourism Efforts in the Area

While the Village includes three significant recreation and tourism attractions--the Washington County Fair, the Slinger Speedway, and the Little Switzerland Ski Area--neither the Village representatives or the Village Economic Development Committee have undertaken any efforts to assess the potential of, and develop strategies to improve, the tourism and recreational potential in the Village. While Washington County has initiated a limited effort towards promoting the tourism and recreation industry, this effort has been, to date, ineffective.

6. Concern Regarding the Village Cost of Supporting the Washington County Fair--

While the Village Board continues to support the location of the Washington County Fair in the Village, the Village Board has requested that Washington County reimburse the Village for a portion of the costs, particularly including police protection, incurred in support of the Fair, as well as to consider expanding the land area of the Fair site. As a result of these concerns, the future location of the Fair in the Village is somewhat uncertain.

SUMMARY AND CONCLUSIONS

This section of this report has indicated that there are three overall economic development program potentials in the Village of Slinger. These potentials are: 1) the recent interest in economic development in the Village and

available economic development staff assistance; 2) the retention and expansion of the Village industrial base; and 3) retention and expansion of the retail trade and service industry base. Village economic development activities should seek to further these potentials. In addition, this section has identified a number of economic development constraints related to these potentials. The elimination of these constraints should represent the focus of economic development activities in the Village.

The next section of this report presents the recommended Village economic development program. This program sets forth the overall goals, objectives, and activities necessary to improve economic conditions in the Village.

Section V

ECONOMIC DEVELOPMENT PROGRAM PLAN

INTRODUCTION

The preceding sections of this report have: 1) examined the need for an economic development program in the Village of Slinger; 2) described the current state of the Village economy; 3) analyzed the historical economic development efforts in the Village; and 4) set forth the potentials for, and constraints on, further economic development in the Village. The purpose of this section is to identify and recommend an economic development program for adoption and implementation by the Village.

More specifically, this section of the Village economic development program presents: 1) overall goals for a Village economic development program; 2) specific criteria to guide the development and conduct of a Village economic development program; 3) recommended economic development objectives and activities flowing from the broader goals for such a program; 4) the time period during which the activities should be implemented and the probable cost of such implementation; and 5) monitoring criteria for measuring the success of the various economic development program activities over time.

OVERALL ECONOMIC DEVELOPMENT GOALS IN THE VILLAGE OF SLINGER

An economic development program in the Village of Slinger will be successful only if the program has clear long-term goals that can guide the development and implementation of the program. A statement of such goals should reflect the type of economic development program that is desired in the Village, and to which specific economic development program objectives and activities can be related. Only in this way can an effective economic development program be formulated for the Village and, importantly, its effectiveness measured over time.

The following have been identified by the Village Economic Development Committee as the overall goals of the Village economic development program:

1. To establish and maintain an organization to lead, guide, and coordinate the efforts of citizens and organizations concerned with the economic development of the Village. The membership of the organization should include individuals from both the public and private sectors.
2. To help retain existing employment opportunities and to provide for the expansion of existing employment opportunities in the Village by helping to meet the needs of existing employers in all industry sectors.
3. To help create new employment opportunities through the attraction of new employers to the community.

4. To assist in creating new employment opportunities by providing assistance to persons interested in developing new, or expanding existing, small businesses in the Village.
5. To develop and maintain a physical, cultural, educational, and recreational environment in the Village that is conducive to business and residential development. The persons responsible for implementation of the economic development program should work with the Village government in identifying community facilities and services that are in need of repair, as well as in identifying necessary new community facilities and services.

CRITERIA TO GUIDE THE VILLAGE'S ECONOMIC DEVELOPMENT PROGRAM

The Village economic development program is envisioned as an ongoing effort to improve the local economy. In order to guide the persons responsible for implementing the program in its initial, as well as ongoing, selection of objectives and activities, the Village Economic Development Committee has identified the following decision-making criteria:

1. Nature of Program Activities The Village economic development program should be an action-oriented program that has an impact on job creation and/or retention.
2. Financial Support Initial financial support for the economic development program should be provided by the Village of Slinger. Sole support by the Village at such funding levels as may be determined by the Village Board would be limited to the first three years of the program.
3. Number of Economic Development Activities The Village's economic development program activities should be limited to those with the greatest potential for creating and/or retaining jobs in the community.
4. Economic Development Program Staff A number of existing economic development organizations are capable of providing staff support in the implementation of the Village economic development program. These organizations include: the Washington County Department of Economic Development; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; the Wisconsin Department of Development; the Wisconsin Electric Power Company; and the Forward Wisconsin, Inc. While all of these organizations should be utilized to provide staff assistance when necessary to the Village economic development program, the staff of the Washington County Department of Economic Development should provide ongoing staff support and, in addition, coordinate the staff assistance provided by other economic development organizations.
5. Scope of the Program Activities The overall Village economy is dependent upon the growth and development of all sectors of that economy. Therefore, the Village economic development program should include projects and activities that address problems and issues

facing the commercial and service sectors of the local economy, including the recreation and tourism industry, as well as the industrial sectors of the economy.

6. Program Responsibility Primary responsibility for the Village economic development program should rest with a newly organized private not-for-profit Village Economic Development Corporation.
7. Time Period The initial Village economic development program should be carried out over a two-year time period. The ongoing success of the program should be evaluated during this time period.

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM: OBJECTIVES AND ACTIVITIES

This section presents the objectives that should be pursued, and the activities that should be undertaken, to enable the Village to accomplish its economic development goals. In this regard, the objectives and activities are intended to address, and to overcome to the extent practicable, the economic development constraints identified in Section IV of this report.

The recommended objectives and activities are categorized by the following five major functional economic development areas: 1) organizational development activities; 2) industry retention activities; 3) industry attraction activities; 4) small business development activities; and 5) the development of public facilities and services.

Organizational Development Activities

Objective One: To establish a new economic development organization in the Village that will lead, guide, and coordinate the efforts of citizens concerned with local economic development. This organization should have the powers necessary to implement a range of economic development activities. While this objective is directly related to Goal One, this objective is also indirectly related to all of the identified goals of the Village economic development program. This objective and the activities below are intended to address the problems of: 1) lack of an appropriate organizational structure for an economic development organization in the Village; 2) lack of a Village Chamber of Commerce; 3) lack of available local economic development staff; 4) lack of support by the Village Board for an economic development program; 5) lack of willingness to participate in economic development activities with surrounding communities; 6) dependence on volunteer support to implement economic development activities; and 7) lack of a specific direction for the village economic development activities.

Activity One--The Village Economic Development Committee should formally adopt the overall economic development program plan documented herein and submit the plan to the Village Board for consideration. The Village Board should consider the plan and, if adopted, the plan would serve as the focus for future economic development activities in the Village. Should the plan not be adopted, the Economic Development Committee should consider a recommendation to the Village Board that public sector economic development activities be terminated.

Activity Two--The Village Economic Development Committee should organize a private not-for-profit economic development corporation. A private not-for-profit development corporation is supported by the donations of public and private entities such as the local government and private business and industry. The Corporation can receive cash, land, buildings, or other donations with these donations being tax deductible. A private not-for-profit development organization would be organized according to the regulations specified in Chapter 181 of the Wisconsin Statutes. Membership in the organization would be available to all individuals living in, and organizations and business establishments doing business in, the Village of Slinger. The membership would be represented by a 15 member Board of Directors representing both public and private sector interests in the Village.

The Corporation would include five committees consisting of:

1. Organization and Membership.
2. Business Retention.
3. Business Attraction.
4. Small Business Development.
5. Community Facilities and Services.

The Committees would include a minimum of three members of the Board of Directors, as well as other members of the Corporation interested in actively pursuing the goals and activities of the Corporation. The initial specific work activities of the Committees will coincide with those recommended in each of the five functional sections of this Section of the economic development plan.

The organization and membership committee of the Corporation will develop a plan for the cost of membership in the Corporation and include this plan in the by-laws of the Corporation. The Washington County Economic Development Director should be responsible for this activity.

The incorporation, including the development of the by-laws, of the Corporation should be carried out by the existing Village Economic Development Committee with the assistance of the Washington County Economic Development Director and appropriate legal counsel.

Activity Three--Following the adoption of the Village overall economic development program plan by the Village Board and the creation of the Village Economic Development Corporation by the Village Economic Development Committee, the Village Board should dissolve the Committee. The Village Clerk should be responsible for assisting the Village Board with this activity. In addition, the existing for-profit Village economic development corporation should be dissolved, with any assets transferred to the new for-profit corporation. The Washington County Economic Development Director should be responsible for this activity.

Activity Four--On an annual basis, and in conjunction with the Village annual budget planning process, the Corporation should request funding for its activities in an amount not less than \$5,000 for the Village

calendar years 1990, 1991, and 1992. The provisions of funds by the Village would occur regardless of private sector contributions. In 1993, the Village contribution would be two dollars for every one dollar with the maximum amount of public funding to be dependent on the deliberations of the Village Board. The Corporation Board of Directors should be responsible for this activity.

Activity Five--The Washington County Economic Development Committee, and the Village Board, following the adoption of the Village overall economic development program plan by the Village Board, should request, in writing, the assistance of the Washington County Economic Development Director in organizing the Village Economic Development Corporation and providing initial staff assistance to the Corporation in the implementation of the initial two-year work program. This assistance is intended to include designation of the Director as the initial point of contact for business retention issues and business prospects interested in locating in the Village. All future telephone calls to the Village staff and/or the Village Corporation members should be referred to the Director for assessment and determination of appropriate course of action. In addition, the assistance would include attendance at Corporation Board of Directors meetings and, when possible, Corporation Committee meetings.

Activity Six--A representative of the Corporation Organization and Membership Committee should initiate discussions with the Hartford Area Chamber of Commerce relative to the potential for Village of Slinger business establishments joining the Hartford Area Chamber of Commerce. A joint Chamber of Commerce between the the City and the Village would be more beneficial to the Village then initiating a new Chamber of Commerce in the Village due to: 1) the need to focus volunteer activity on establishing the Village Economic Development Corporation; 2) the small number of business establishments in the Village of Slinger; and, 3) the availability of existing business services from the Hartford Chamber of Commerce, including the availability of group health insurance plans, that could save a substantial amount of money for local business establishments in the Village.

Activity Seven--The representative of the Corporation Organization and Membership Committee should work to ensure adequate representation of the Corporation on the Washington County Overall Economic Development Program (OEDP) Committee, and that the work program of the Committee, as well as the work program of the Washington County Department of Economic Development, meets the economic development needs of the Village. The existence of an active county economic development program can provide cost effective alternatives for economic development activities, especially those related to industry attraction activities, that are unavailable to communities with limited financial resources such as the Village of Slinger.

Industry Retention Activities

Objective Two : To develop and maintain an ongoing industry retention program that would be designed to: identify the problems and concerns of local employers; identify and implement solutions to theses problems and concerns;

and develop a public-private sector partnership to further economic development in the Village. This objectives and the activities indicated below address the local economic development problems of: 1) lack of an industrial development program for the retention of manufacturing industries; 2) lack of a business revolving loan fund in the Village; 3) lack of available industrial buildings in the Village; 4) the potential lack of available labor; and 5) the lack of appreciation for local business.

Activity Eight--The Corporation should develop and implement a short two-page industry retention survey that would be distributed to all business establishments in the Village. The purpose of the survey would be to determine any problems that the businesses have in doing business in the Village, as well as any future plans for expansions, or, conversely, relocating outside the Village. The Regional Planning Commission staff would be responsible for assisting the Corporation in this activity.

Activity Nine--The Corporation President and the Village Board President should request, in writing, the assistance of the Wisconsin Department of Development Economic Development Consultant relative to business retention activities in the Village. Initially, this assistance would include attendance by the Wisconsin Department of Development consultant at all meetings of Corporation members and Corporation staff with businesses in the Village that are seeking assistance in solving problems related to doing business in the Village, or planning an expansion project.

Activity Ten--The Wisconsin Development Fund, Economic Development Program, administered by the Wisconsin Department of Development provides the best opportunity for the Village to capitalize a business revolving loan fund. Through the Wisconsin Development Fund program the Village is eligible to apply for a maximum of \$1,500,000 of grant funds on an annual basis, that, in turn can be loaned to an eligible business establishments. Upon repayment of the loan, the Village is eligible to retain a total of \$250,000 to capitalize a local business revolving loan fund. In order to identify an eligible business for the initial loan, the Corporation should invite all business establishments in the Village to a Corporation sponsored workshop where the details of the program would be explained in detail. Business establishments interested in pursuing the program would also be given the opportunity to discuss their loan proposals on an individual basis. The Regional Planning Commission staff would be available to assist the Corporation with this activity.

Activity Eleven--On an annual basis, the Village President, together with the Corporation, should identify a local business for special recognition for the Company's contribution to the local economy resulting from an expansion that has taken place in the Village. The recognition would be in the form of a plaque that would be awarded to the Company at the annual meeting of the Corporation. The first such award should be given in September 1989, where, in addition to the award, the initial Village economic development program would be explained to business representatives in the community.

Business Attraction Activities

Objective Three: To initiate a business attraction program that will attract new business establishments to the community. This objective and the activities indicated below are intended to address the local economic development problems of: 1) lack of an industrial development program for the attraction of business establishments; 2) scattered industrial land throughout the Village; 3) potential lack of available labor; 3) lack of an organized format for business inquires; and 4) lack of familiarity with economic development assistance programs.

Activity Twelve--The Corporation President and the Village Board President should request, in writing, the assistance of the Wisconsin Electric Power Company Economic Development Consultant relative to business attraction activities in the Village. Initially, this assistance would include attendance by the Wisconsin Electric Power Company Consultant at all meetings of Corporation members and Corporation staff with businesses that are interested in locating in the Village.

Activity Thirteen--Recently, the representatives of the Village Economic Development Committee have begun to attend economic development training sessions sponsored by the Wisconsin Electric Power Company, Forward Wisconsin, Inc., and the Wisconsin Department of Development. In order to ensure that the Corporation Board of Directors develops a familiarity with the economic development programs in Wisconsin, the Corporation should ensure that the new Corporation appears on the mailing list of regional and statewide economic development organizations, and that the Corporation Board of Directors, as well as the Village Clerk, attend, when possible, training seminars. The County Economic Development Director should be responsible for this activity.

Activity Fourteen--On an annual basis the Forward Wisconsin, Inc., sponsors "call trips" to nearby states in an attempt to provide information to business establishments that are considering an expansion or relocation project in the State of Wisconsin. In 1990, the Forward Wisconsin, Inc. anticipates call trips to a minimum of two cities. A minimum of two members of the Corporation Business Attraction Committee should attend these call trips.

Activity Fifteen--In March, 1988, the Regional Planning Commission together with the Wisconsin Electric Power Company published a community economic profile for the Village of Slinger. The profile provides summary demographic, socioeconomic, and cultural information regarding the Village. The Village Clerk should request the Regional Planning Commission to update the profiles reflecting recent demographic and socioeconomic data on the Village.

Activity Sixteen--The community facilities and services section of the Village economic development program indicates a number of activities that need to be implemented in order for the Village to address the problem of a lack of an industrial park in the community, with these activities expected to result in an approximate 18 month delay in a decision on whether the Village should develop an industrial park. In order to make

available industrial sites for the expansion of existing industry and for the relocation or start-up of new business establishments in the Village during the interim 1989 through 1990 time period the Corporation should attempt to locate industrial establishments on existing land parcels identified through the assistance of the Regional Planning Commission that are zoned appropriately. Should an industrial prospect identify a site in the Village for development, the Village should request that the Regional Planning Commission staff conduct an analysis of the site relative to its appropriateness for the proposed development.

Activity Seventeen--The Corporation should contact financial institutions and existing business establishments in the Village in an attempt to identify a meeting site for the Corporation representatives to discuss the plans of business establishments to locate in the Village. Following the identification of such a site, the Corporation should work with the Washington County Director of Economic Development to prepare the following information that would be available at such a site:

1. Copies of the Village, Washington County, Milwaukee Metropolitan Area, and Southeastern Wisconsin Region economic profiles.
2. Appropriate scale maps of the Village, Washington County, Southeastern Wisconsin Region, and the State of Wisconsin.
3. Aerial photography of the Village at a scale of one inch equals 400 feet and one inch equals 2,000 feet that identifies major transportation routes in the Village and the location of the available industrial sites in the Village.
4. Specific information on each of the industrial sites identified as a result of Activity Thirteen, including size, zoning, owner, and cost, as well a photograph of the site.
5. A summary description of the business assistance programs that are available to business establishments that are located in the Village of Slinger.
6. A video tape machine and the video tape previously developed by the Wisconsin Bell, a Division of Ameritech, that shows the advantages of doing business in Washington County.

Following the establishment of the site, the Corporation and Economic Development Director should utilize the site for meetings of the Corporation Board of Directors and for meetings with local business and businesses interested in locating in the Village.

Activity Eighteen--Recently, the Washington County Director of Economic Development has indicated an interest in conducting a targeted industry attraction study for Washington County. The purpose of the study would be to identify those specific industries at the four digit Standard Industrial Classification code level that should be attracted to Washington County. The Corporation should encourage the Director to undertake this activity and participate on the advisory committee for the conduct

of the study. This activity should be implemented by a member of the Corporation Industry Attraction Committee.

Small Business Development Activities

Objective Four: To place special emphasis on existing small commercial, service, and industrial firms located in the Village for the Corporation's economic development program assistance during the first two years of the Village economic development program. This objective and the activities below are in response to the economic development problems of: 1) lack of an industrial park in the Village; 2) scattered industrial land throughout the Village; 3) potential lack of available labor; and 4) lack of recreation and tourism efforts in the County.

Activity Nineteen--The Cooperative Extension Service, University of Wisconsin-Extension, provides a range of services relative to the recreation and tourism industry, including feasibility studies, marketing and financial analysis, as well as in economic development issues as they relate to the recreation and tourism industry. The Extension Recreation Resources Center, located in Madison, Wisconsin has indicated that it is available to assist the Village in analyzing the potential of the existing recreation and tourism resources in the Village, specifically, the Washington County Fair, the Slinger Speedway, and the Little Switzerland Ski Area. A member of the Corporation Small Business Committee, together with the University of Wisconsin Extension, Community Resource Agent in Washington County should be responsible for contacting the Recreation Resources Center and requesting the conduct of these studies.

Activity Twenty-- A member of the Corporation Small Business Committee, together with the Regional Planning Commission staff should contact the Washington County Economic Development Director to determine the feasibility of initiating a small business revolving loan fund in the County. A county revolving loan fund directed toward small business would be more efficient and cost effective than establishing numerous funds locally throughout the County due to the smaller loans required for such businesses. Such funds have been initiated in Racine and Kenosha County, with the initial capitalization of the loan fund being provided through public and private donations, the Wisconsin Development Fund, and the Economic Development Administration.

Activity Twenty-one--The University of Wisconsin-Extension, Small Business Development Centers provide a range of educational programs relative to assisting businesses in solving operational problems. A member of the Corporation Small Business Committee, together with assistance from the Regional Planning Commission staff, should utilize the survey of business establishments indicated in Activity 8 to determine the specific problems most often encountered by business establishments in the Village. Following this determination, the Corporation, with the assistance of the Washington County Economic Development Director, should contact the Small Business Development Center in the City of Milwaukee to request that the Center staff conduct a workshop relative to solving the business problems most often encountered by village businesses.

Objective Five: To ensure that the community facilities and services are adequate to meet the needs of existing and new business in the Village. This objective and the activities below are intended to address the economic development problems of: 1) lack of an industrial park in the Village; 2) existing industrial parks in the Milwaukee Metropolitan Area; 3) need for a land use development plan; 4) the update to the Regional Planning Commission industrial lands study.

Activity Twenty-two--The Village Plan Commission, with the assistance of the Regional Planning Commission staff, has initiated the preparation of a new Village Land Use Plan. An important aspect of the land use plan will be the identification of new industrial land areas. The land use planning effort is under the policy direction of the Village Plan Commission. The Corporation Board of Directors should request that a member of the Corporation Board of Directors serve as a special advisory member to the Plan Commission with regard to the preparation of the land use plan in order to ensure that the goals and objectives of the Corporation economic development program plan are considered in the preparation of the land use plan.

Activity Twenty-three--Following the completion of the update to the Village land use plan, the Village of Slinger should request that the Regional Planning Commission conduct a feasibility analysis attendant to the Village sponsorship of a new industrial park in the Village. The analysis would identify the most appropriate location for an industrial park based upon the lands identified as suitable for industrial development in the forthcoming Village land use plan, as well as the potential costs associated with such development.

Activity Twenty-four--On an annual basis the Village staff and the Village Board prepares an update to the Village capital improvements program. The capital improvements program includes and inventory of the condition of Village owned public facilities as well as a schedule for necessary improvements to these facilities. In order to ensure that the Village considers the need for public facility improvements that will enhance the environment for the economic development of the Village, the Corporation should request that the Corporation Community Facilities and Services Committee be provided with an opportunity to review and comment on the proposed update to the Village capital improvements program on an annual basis.

VILLAGE OF SLINGER OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN: IMPLEMENTATION

This section of the village overall economic development program (OEDP) plan summarizes the economic development activities (see Figures 1 through 6) and identifies a specific schedule for the completion of the program activities; as well as the estimated cost of implementing the OEDP plan.

Summary and Time Schedule for Implementation of the Program Objectives and Activities

A summary of the recommended Village economic development program activities is set forth in Figures 1 through 5, with each of the figures corresponding to

Figure 1

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE One</u> --To Establish a New Economic Development Organization in the Village.		
<u>Activity One</u> --Adopt the Village OEDP.	Economic Development Committee and the Village Board.	\$ None
<u>Activity Two</u> --Create a private not-for-profit economic development corporation--the Village of Slinger Economic Development Corporation.	County Economic Development Director and the Economic Development Committee.	500
<u>Activity Three</u> --Terminate the status of the Village Economic Development Committee.	Village Board.	None
<u>Activity Four</u> --Request operating funds from the Village Board in the amount of \$5,000.	Corporation Board of Directors.	None
<u>Activity Five</u> --Request staff assistance from the County Economic Development Director.	Village President.	None
<u>Activity Six</u> --Initiate discussions regarding representation of area businesses by the Hartford Area Chamber of Commerce.	Corporation Organization and Membership Committee.	None
<u>Activity Seven</u> --Ensure adequate representation on the Washington County Overall Economic Development Committee.	Corporation Board of Directors.	None

Figure 2

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY RETENTION ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE TWO--To Develop and Maintain an Ongoing Industry Retention Program.</u>		
<u>Activity Eight--Implement an industry retention survey.</u>	Corporation Industry Retention Committee and SEWRPC.	\$500
<u>Activity Nine--Request staff assistance for retention activities from the Wisconsin Department of Development.</u>	Village President and the Corporation President	None
<u>Activity Ten--Wisconsin Development Fund business information workshop.</u>	Corporation Industry Retention Committee and SEWRPC.	100
<u>Activity Eleven--Establish an annual business recognition event.</u>	Corporation Industry Retention Committee and SEWRPC.	400

Figure 3

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY ATTRACTION ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE THREE--To Develop and Maintain an Ongoing Industry Attraction Program.</u>		
<u>Activity Twelve--Request staff assistance for attraction activities from the Wisconsin Electric Power Company.</u>	Village President and Corporation President.	\$ None
<u>Activity Thirteen--Ensure that the Corporation is on the mailing lists of areawide economic development organizations and continue to attend economic development training sessions.</u>	Corporation Industry Attraction Committee and the County Economic Development Director.	600
<u>Activity Fourteen--Participate in the Forward Wisconsin, Inc., "call trips."</u>	Corporation Industry Attraction Committee.	1,200
<u>Activity Fifteen--Request an update to the Village Community Economic Profile.</u>	Village President and SEWRPC.	500
<u>Activity Sixteen--Request assistance from SEWRPC in the analysis of the appropriateness of land for industrial development.</u>	Corporation Industry Attraction Committee and SEWRPC.	None
<u>Activity Seventeen--Establish a location to meet with business prospects.</u>	Corporation Industry Attraction Committee and County Economic Development Director.	600
<u>Activity Eighteen--Request the County Economic Development Director to conduct a County-targeted industry attraction study.</u>	Corporation President.	None

Figure 4

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
SMALL BUSINESS DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE FOUR--To Place Special Emphasis on Existing Small Com- mercial, Service, and Industrial Firms in the Village.</u>		
<u>Activity Nineteen--Request a study of the future potential of the existing recreation and tourism attractions in the Village.</u>	Corporation Small Business Committee and County Resource Agent.	\$3,000
<u>Activity Twenty--Investigate the feasibility of establishing a Washington County Small Business Revolving Loan Fund.</u>	Corporation Small Business Committee, SEWRPC, and County Economic Development Director.	None
<u>Activity Twenty-one--Conduct a local Small Business Development Center Workshop for local businesses.</u>	Corporation Small Business Committee and SBDC staff.	600

Figure 5

VILLAGE OF SLINGER ECONOMIC DEVELOPMENT PROGRAM
COMMUNITY FACILITIES AND SERVICES ACTIVITIES

Objectives and Activities	Responsibility	Cost
<u>OBJECTIVE FIVE</u> --To Ensure That the Community Facilities and Services are Adequate to Meet the Needs of Existing and New Businesses in the Village.		
<u>Activity Twenty-two</u> --Request that a member of the Corporation Board of Directors serve as an advisor to the Plan Commission regarding the update to the Village land use plan.	Corporation President.	\$ None
<u>Activity Twenty-three</u> --Request the SEWRPC to conduct a location study for a new industrial park in the Village.	Village President, Corporation President and SEWRPC.	2,000
<u>Activity Twenty-four</u> --Review the Village capital improvements plan.	Corporation Community Facilities and Services Committee.	None

one of the five major economic development program functional areas. Figure 6 shows the time schedule for implementation of the activities. The activities are scheduled to be implemented during an initial two-year period. This summary and time schedule should facilitate an overall understanding by the Village Board, existing Village Economic Development Committee members, the proposed Corporation, and general public of the various components of the economic development program, the time period during which the activities will be implemented, and the estimated cost of the activities.

Overall Cost of the Economic Development Program

The total cost of the two-year Village economic development program is estimated to be \$10,000, or \$5,000 on an annual basis. This funding may be assumed to be distributed among the recommended OEDP plan activities as indicated in Figures 1 through 5. It is recommended that the Corporation seek private sector financing for those activities that exceed available public funds.

MONITORING CRITERIA FOR MEASURING THE SUCCESS OF THE SLINGER ECONOMIC DEVELOPMENT PROGRAM

In order to determine the success of the Village economic development program in addressing the community economic development problems, the program described in this chapter must be monitored and evaluated with regard to:

1. The effectiveness of the activities in attaining the Village economic development goals and objectives;
2. The effectiveness of the economic development program's staff support; and
3. The overall effectiveness of the economic development program, including the economic development planning process.

The Village of Slinger annual budget process begins in October of each year. The process includes a budget request by each Village department head, and the eventual adoption of a budget by the Village Board in December. The Village of Slinger Economic Development Corporation is recommended to be responsible for the implementation of the economic development program documented herein. Because the Village economic development program is to be funded primarily by the Village, the Corporation will need to evaluate its economic development program on an annual basis in compliance with the Village budget review process. The annual budget request by the Corporation of \$5,000 would be submitted directly to the Village President.

It is recommended that, at a minimum, the following evaluations of the program be conducted by the Washington County Economic Development Director for the Corporation on an annual basis:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including the current state of the Village economy and the economic development potentials and constraints of the Village. Changes in these major assumptions should be made as necessary.

Figure 6

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

Activities	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
ORGANIZATIONAL DEVELOPMENT ACTIVITIES										
Activity 1: Adopt the OEDP Plan.....	_____									
Activity 2: Create the Economic Development Corporation.....		_____								
Activity 3: Terminate the Existing Economic Development Committee.....		_____								
Activity 4: Provide \$5,000 Operating Budget.....		_____				_____				_____
Activity 5: Request Staff Assistance from the Washington County Economic Development Director.....		_____								
Activity 6: Initiate Discussions with the Hartford Area Chamber of Commerce..			_____	_____						
Activity 7: Ensure Adequate Representation on the Washington County OEDP Committee.....	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
BUSINESS RETENTION ACTIVITIES										
Activity 8: Implement the Business Retention Survey.....			_____				_____			
Activity 9: Request Staff Assistance from the Wisconsin Department of Development.....		_____								
Activity 10: Conduct the Wisconsin Development Fund Workshop.....			_____							
Activity 11: Establish the Annual Business Recognition Event.....					_____					

(Continued)

Figure 6 (continued)

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

Activities	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
BUSINESS ATTRACTION ACTIVITIES										
Activity 12: Request Staff Assistance from the Wisconsin Electric Power Company...										
Activity 13: Attend Economic Development Training Sessions.....										
Activity 14: Participate in Forward Wisconsin "Call Trips".....										
Activity 15: Request an Update to the Community Economic Profile.....										
Activity 16: Analyze the Appropriateness of Industrial Land Parcels.....										
Activity 17: Establish Business Prospect Meeting Location.....										
Activity 18: Request the Conduct of a Washington County Targeted Industry Study.....										
SMALL BUSINESS DEVELOPMENT ACTIVITIES										
Activity 19: Request a Recreation and Tourism Attractions Study.....										
Activity 20: Investigate Development of a Washington County Revolving Loan Fund.....										
Activity 21: Conduct the SBDC Business Workshop..										

(continued)

Figure 6 (continued)

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

Activities	TIME PERIOD									
	1989		1990				1991			
	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
COMMUNITY FACILITIES AND SERVICES										
Activity 22: Request Advisory Position on the Plan Commission for the Conduct of the Land Use Plan.....										
Activity 23: Request the Conduct of a Study to Determine the Location for an Industrial Park.....										
Activity 24: Review the Village Capital Improvements Plan.....										

Source: SEWRPC

2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program during a three-to-five-year time period.
3. The degree to which the program activities have led to the accomplishment of the specific economic development objectives should be evaluated. In addition, the problems encountered in the implementation of the specific program activities should be identified and this information utilized to refine the economic development activities.
4. The appropriateness of the economic development monitoring criteria should be evaluated.
5. The methods used to provide staff support to the economic development program should be evaluated, with special attention devoted to the existing strategy of utilizing a combination of the Washington County Economic Development Director, areawide economic development agency staff, and volunteers to carry out the program activities.
6. The Corporation should convene a meeting to discuss the results of the evaluation process and the manner in which these results can be incorporated into the economic development program for the forthcoming year, and to estimate the amount and sources of funding needed to implement the program for the upcoming year.
7. The Corporation should hold a public informational meeting to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The Corporation should invite the general public to the informational meeting to comment on the program activities that have been implemented over the past year, as well as the activities that have been identified for the forthcoming year. The Corporation should consider the minutes of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.

* * *