

OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

CITY OF OCONOMOWOC
WAUKESHA COUNTY
WISCONSIN

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Special acknowledgement is due Mr. John R. Meland, Principal Planner, for his contribution to the preparation of this report.

MEMORANDUM REPORT NUMBER 13

**CITY OF OCONOMOWOC OVERALL ECONOMIC
DEVELOPMENT PROGRAM PLAN**

WAUKESHA COUNTY, WISCONSIN

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

March 1987

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SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION

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March 6, 1987

The Honorable Florence Whalen, Mayor
City of Oconomowoc
174 E. Wisconsin Avenue
Oconomowoc, Wisconsin 53066

Dear Mayor Whalen:

On December 4, 1984, the City of Oconomowoc formally requested the Southeastern Wisconsin Regional Planning Commission to assist the City in the preparation of an overall economic development program (OEDP) plan for the City. The planning effort was initiated by the Regional Planning Commission staff in April 1985, and the recommended plan is set forth in this report. The City of Oconomowoc Common Council formally adopted the plan on March 18, 1986.

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 Oconomowoc.
2. Develop a consensus among public and private individuals and organizations in the City of Oconomowoc concerning the potentials for, and constraints on, economic development in the City.
3. Identify specific economic development program activities designed to improve current economic conditions in Oconomowoc.

In order to meet these goals, the work effort included the preparation of a document entitled, "City of Oconomowoc Economic Development Fact Book" that surveyed and provided pertinent data on the natural resource base and physical characteristics of the City of Oconomowoc and environs, as well as on the characteristics of the resident population, labor force, and economy of the City. In addition, a survey was conducted of existing employers in the City and environs in order to identify any particular problems and needs of these employers, as well as to gather detailed information on the size, labor force, markets, expansion plans, and financial condition of employers in the area. The findings of these surveys were used to identify potentials for, and constraints on, economic development in the City. Recognizing those potentials and constraints, the 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 City; can help to facilitate the creation of employment opportunities; and can foster a more stable and diversified City economy.

The Commission and its staff were materially assisted in the preparation of the plan by the City of Oconomowoc Economic Plan Advisory Committee, which includes representatives from a wide variety of public and private sector interests in the City. The assistance of the 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 City in this important planning program. The Commission stands ready to assist the City in the implementation of the recommendations contained in this report.

Sincerely,



Kurt W. Bauer
Executive Director

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CITY OF OCONOMOWOC
OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

BACKGROUND

In April 1985, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request by the Mayor of the City of Oconomowoc, undertook the preparation of an overall economic development program (OEDP) plan for the City. This plan includes the preparation of a City of Oconomowoc Fact Book that inventories and analyzes the economic development-related physical, social, and economic characteristics of the community, as well as provides a detailed examination of local business and industry through an industry retention survey, a manufacturing industry attraction study, and a retail trade and service industry consumer market analysis. Additionally, the OEDP plan includes the preparation of an economic development program, as documented in this report, that identifies the community's economic development potentials and constraints, establishes goals and objectives for a local economic development program, and identifies the initial elements of an economic development program designed to improve local economic conditions through economic development-related activities.

The purpose of the City of Oconomowoc OEDP plan was to develop, as part of a continuing economic development program process, a document that would:

1. Collect and analyze appropriate economic development-related data and information to document the need for an economic development program in the City of Oconomowoc.
2. Develop a consensus among public and private individuals and organizations in the City of Oconomowoc concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities to assist the City of Oconomowoc in improving current economic conditions.

THE NEED FOR LOCAL ECONOMIC DEVELOPMENT PROGRAM PLANNING

Increasingly, communities throughout Wisconsin have identified the need for a local economic development planning process that will establish an ongoing economic development program. This need has been evidenced by a decline in the local economy that resulted in: 1) short-term but dramatic increases in labor force unemployment rates, resulting from the national economic recession during the 1980 to 1982 time period; 2) potential long-term increases in the unemployment rate resulting from a decline of firms engaged in durable goods manufacturing; and 3) decisions by local businesses to relocate to, or expand in, areas outside the community.

The increasing interest in local economic development planning has also been due to the increasing cost of providing for economic development. In order

to attract new employers, some communities have chosen to purchase land for industrial parks and to provide the necessary infrastructure--roadways, sanitary sewers, water supply facilities, and stormwater drainage improvements--necessary for industrial development. In addition, some communities have improved commercial business districts through street resurfacing; improvements to curb and gutter, sidewalks, public parking lots, and utilities; and streetscape amenities such as street trees, street furniture, waste receptacles, and so forth. However, as the costs of land and improvements have escalated, many communities have begun to reevaluate previous decisions to promote development. While some of these communities have decided not to provide for the additional growth of local business and industry and the attraction of new firms, others are utilizing a local economic development planning process to identify the type of business and industry growth that is compatible with locally established economic development goals and objectives.

ELEMENTS OF THE ECONOMIC DEVELOPMENT PROGRAM PLANNING PROCESS

The planning process used to prepare the economic development program herein documented is summarized in Figure 1. The first stage in the process consists of an inventory and analysis of the existing natural and cultural base of the Oconomowoc area, together with an industry retention survey, and an analysis of manufacturing industries and retail trade and service industries that show a good potential for relocation and/or expansion in the City of Oconomowoc. This first stage is intended to help identify the potential for, and constraints on, economic development in the City.

The second stage in the planning process consists of the adoption of economic development goals and the formulation of objectives and program evaluation criteria based upon the information gained and conclusions drawn from the inventory and analysis stage, as well as from meetings held with the City of Oconomowoc, Economic Plan Advisory Committee. The Advisory Committee consists of persons representing a variety of economic interests in the City, and was appointed by the Mayor and confirmed by the Common Council of the City to guide and assist the Regional Planning Commission in the conduct of the study (see Table 1).

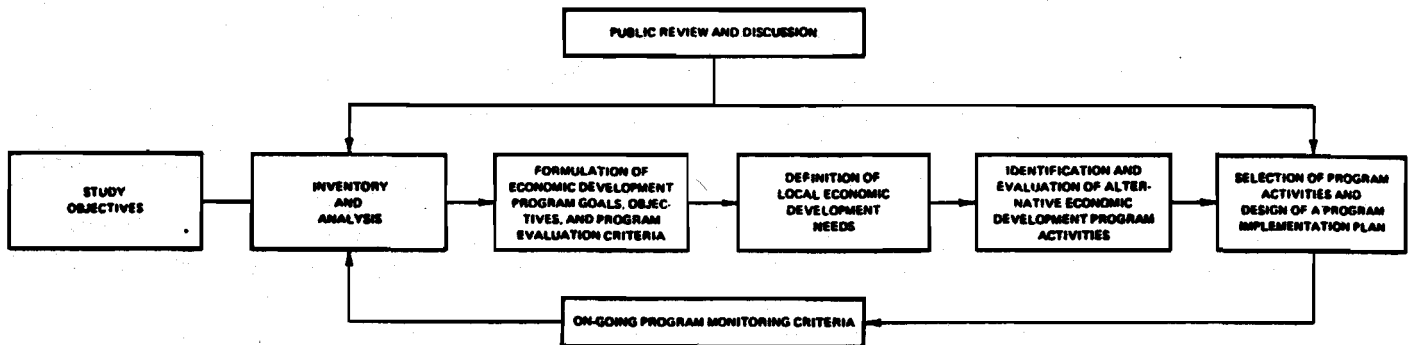
The third stage of the economic development program planning process consists of defining local economic development needs based upon the economic development goals, objectives, and evaluation criteria, as well as the potentials for, and constraints on, economic development.

The fourth stage consists of identifying alternative economic development program activities that could be implemented by the City of Oconomowoc, as well as by public and private economic development organizations in the City. The program activities are intended to address the previously identified economic development needs in the City by capitalizing on the City's economic development potentials, and eliminating economic development constraints.

The fifth stage consists of selecting certain alternative economic development program activities for adoption as the City's formal economic development program and the design of a program plan for implementing these activities. In this stage, the alternative activities are evaluated against the economic

Figure 1

THE ECONOMIC DEVELOPMENT PROGRAM PLANNING PROCESS



Source: SEWRPC.

Table 1

MEMBERSHIP COMPOSITION OF THE CITY OF OCONOMOWOC
ECONOMIC PLAN ADVISORY COMMITTEE

Name	Representation
Florence Whalen, Chairperson	Mayor, City of Oconomowoc
Scott Brown	<u>Oconomowoc Enterprise</u>
John L. Claude, M.D.	Oconomowoc Area Board of Education
William Dawson	Waukesha North High School
Dirk Debbink	MSI General Corporation
Karen Erwin	Arthur Andersen & Company
John Ernster	Wisconsin Electric Power Company
Richard Keck	Oconomowoc Common Council
Charles C. Kilander, III	Oberweis Securities, Inc.
John B. Kleinschmidt	Oconomowoc Senior High
Mark L. Krone	Oconomowoc City Utilities
Charles A. Laabs	First Bank of Oconomowoc/Oconomowoc City Plan Commission
Richard Mercier	Administrator, City of Oconomowoc
James Miles	Industrial Division - Chamber of Commerce
Robert M. Ricker	Sentry Equipment Corporation
Roger Shimon	Oconomowoc Lumber & Supply Company
Maureen Z. Stapleton	Stapleton Realty
James Taylor	Zee Medical Services
Donald Thelen	Thelen Engineering & Associates, Inc.
Annette Vander Heyden	Youth Towne
Kevin Whelan	Suburban State Bank

Source: City of Oconomowoc and SEWRPC.

development goals and objectives established in stage two of the planning process. In addition, the fifth stage includes the identification of criteria that are designed to monitor on an ongoing basis:

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

The findings and recommendations of the economic development program planning process described above are reflected in the "City of Oconomowoc Economic Development Fact Book" and the economic development program documented in this report.

HISTORIC ECONOMIC DEVELOPMENT EFFORTS

One important element in a sound economic development program planning process is the identification and assessment of historic economic development activities in the community. This assessment will help to establish the direction of future economic development activities by comparing past efforts in the City of Oconomowoc with the economic development program goals that have been successful in helping other communities improve their local economy.

A successful economic development program requires clear goals that apply to local problems and guide the development and implementation of the program over time. Statements of such goals reflect the type of economic development program that should be developed, and provides direction in the identification of specific economic development program objectives and activities. The following goals have been established by a number of other communities in southeastern Wisconsin to guide local economic development programs.

1. Develop a mechanism to guide and coordinate the efforts of local individuals and organizations concerned with economic development in the City.
2. Retain existing employment opportunities and encourage the expansion of employment opportunities in the community by helping to meet the needs of existing employers.
3. Create new employment opportunities through the attraction of new employers to the community.
4. Create new employment opportunities by facilitating entrepreneurial opportunities in the community.
5. Facilitate local economic development by providing community facilities and services that will enable the expansion of employment opportunities.

A Mechanism to Guide and Coordinate Local Economic Development Efforts

Lack of a Coordinating Organization: As indicated below, the City of Oconomowoc and the Oconomowoc Area Chamber of Commerce are involved in a variety of

activities designed to improve local economic conditions. However, no organization has undertaken the overall responsibility for guiding and/or coordinating all of the local economic development activities that are conducted in the City. The development of such a mechanism is critical to the successful implementation of an economic development program in the City.

Retention and Expansion of Existing Employers

The City of Oconomowoc and local development-oriented organizations have undertaken a variety of activities designed to assist in the retention and expansion of local employers. These activities are summarized below.

Adoption of Planning Goals by the City Plan Commission: The City of Oconomowoc Plan Commission has adopted six overall planning goals to help guide the Commission's activities. The goals, as well as the specific activities identified by the Plan Commission to help realize the goals, are identified below:

Goal 1--To Prepare Written Documents for Use by Developers and Potential Businesses.

- Activities:
1. Prepare a packet of information that will include: the zoning map; development plan map; and information relative to permits and approvals that are required for proposed developments by the City.

Goal 2--To Encourage Continued Renewal of the Downtown.

- Activities:
1. Completion of the project activities identified in the Tax Incremental Financing (TIF) plan.
 2. Establish a downtown promotion organization.
 3. Encourage cooperative ventures among local businesses.
 4. Conduct a market research study.

Goal 3--To Promote the Economic Development of the City while Maintaining the Existing Environment and Small City Quality of Life.

- Activities:
1. Complete the City's overall economic development program plan.
 2. Implement stormwater control measures in the City's industrial park.
 3. Identify a location for future industrial sites.

Goal 4--To Improve Housing Conditions.

- Activities:
1. Inventory the condition of existing housing units.
 2. Identify vacant zoned land suitable for residential development.
 3. Inventory necessary public infrastructure improvements.
 4. Determine whether existing laws, regulations, and programs are adequately addressing private sector residential developments.

Goal 5--To Update the City's Development Plan.

- Activities:
1. Evaluate the appropriateness of existing land uses.
 2. Examine the need for a growth management system.
 3. Update the City's thoroughfare plan.

Goal 6--To Update the City's Zoning Ordinance.

- Activities:
1. Implement changes to the zoning ordinance to provide regulations for all aspects of development.

Industrial Revenue Bonds: In addition to the activities indicated above, the City has assisted in the expansion of local businesses by issuing four industrial revenue bonds totaling approximately \$9 million for existing firms. These industries include: Memorial Hospital at Oconomowoc; Wilkinson Clinic, S. C.; Sentry Equipment Corporation; and the First Bank of Oconomowoc.

Downtown Construction Workshop: In March 1985, the City of Oconomowoc, the Oconomowoc Area Chamber of Commerce, and the Waukesha County Technical Institute co-sponsored a Downtown Construction Workshop to help businesses develop strategies for dealing with the construction of streets, curbs and gutters, and sidewalks along East Wisconsin Avenue and Main Street in the central business district. The workshop established the theme "Discover Our Backside" and identified six action plans for implementing local marketing strategies. The promotional theme has been used in regional and local advertising and has generated a substantial amount of interest in Oconomowoc's central business district.

Oconomowoc Area Chamber of Commerce: The Oconomowoc Area Chamber of Commerce has supported commercial and industrial development in the City by preparing and distributing brochures, guide books, and other promotional materials; working with the City to establish TIF District Number 1 and assisting with the development of improvements to public facilities in the TIF District; and implementing marketing strategies to assist commercial businesses in the central business district.

The Chamber of Commerce has worked with the City of Oconomowoc and community and service organizations to sponsor local annual events, such as parades, boat regattas, a Festival of the Arts, weekly farmers' markets, community plays, and sporting events. These events provide a sense of pride for local residents and help to improve the local economy by attracting people from outside the community, and by encouraging the purchase of local goods and services.

Attraction of New Employers

Attraction Activities: The City of Oconomowoc staff has undertaken industry attraction activities on an individual basis by assisting firms that are interested in locating in the City by identifying sites, arranging for necessary public facility improvements, and issuing industrial revenue bonds. Recently, the City issued an industrial revenue bond for the Custom Products Corporation, Inc., for \$5 million. This firm is locating in the City's industrial park and will employ approximately 200 people.

The Chamber of Commerce Industrial Division was recently formed to provide private sector input into attracting new industrial firms to the City. It has been working with the City to market the existing industrial park.

Economic Development Profile: The Southeastern Wisconsin Regional Planning Commission (SEWRPC), in cooperation with the Wisconsin Electric Power Company, recently completed a series of economic development profiles for communities in southeastern Wisconsin, including the City of Oconomowoc. The profiles, prepared in a succinct, easy-to-read format, provide information on the resident population, personal income, employment and labor force, financial and educational institutions, public and private utilities and public services, transportation facilities, housing stock, and health facilities and services. Included in each profile is a listing of local newspapers and of television and radio stations that broadcast within or near the area, plus a directory of economic development-related contacts that can provide an interested business or industry with further information about the area. In addition, each profile is illustrated with graphs that serve to highlight detailed information, and with a map of the subject area. The profiles are intended to be used by local governments, as well as by private development organizations, in their efforts to attract and retain business and industry. A copy of the City's profile is included in this report as Attachment A.

Facilitating Entrepreneurial Opportunities

The City of Oconomowoc is not involved in facilitating entrepreneurial opportunities at the present time.

Provision of Community Facilities and Services

City Land Use Planning Activities: The first comprehensive land use plan for the City was prepared by Ladislav Segoe and Associates, and is documented in the report entitled, City Plan for Oconomowoc, Wisconsin, May 1957. The plan provides a set of recommendations involving all aspects of the City's physical development, including recommendations regarding the desirable location of future industrial, commercial, and residential development. The plan recommends that an industrial development area be established at the western edge of City along STH 16 and the Chicago, Milwaukee, St. Paul & Pacific (Milwaukee Road) Railroad corridor (recently acquired by the Soo Line Railroad) within the City. The recommendations for siting the area later to be known as Oconomowoc Industrial Parks I and II included the development of an east-west bypass that would connect STH 67 on the south side of the City with STH 16 on the west side. This bypass was intended to provide accessibility and visibility for the industrial park and alleviate traffic congestion in the downtown. The plan also recommends that commercial development occur primarily within the central business district, and that new residential development be concentrated primarily in the southeast, southwest, and northeast sections of the City. Other aspects of the land use plan include recommendations for revitalization of Fowler Lake and annexation of property beyond the City's corporate limits.

A second plan, prepared by Floyd Usher and Elmer Krieger and documented in the report entitled, A Master Plan for the City of Oconomowoc, Wisconsin, December 1971, identifies the importance of the City as a retail trade and service center and emphasizes the importance of the central business district

to local economic development efforts. In addition, the plan encourages the growth and expansion of the existing industrial park on the west side of the City and recommends an east-west bypass to provide access to the industrial park, and to divert through traffic away from the central business district. The plan also expands the areas for residential and commercial development in the southeastern portion of the City and identified the importance of the Scotland Project (later to become Olympia Resort and Spa) to the growth of the local economy.

Extraterritorial Zoning Committees: During the mid-1970's, several developers sought formal plan approvals or announced plans for major residential developments within and in the vicinity of the City of Oconomowoc. Local officials of the City of Oconomowoc, as well as of the Towns of Oconomowoc and Summit, became concerned over the potential negative impact these large residential developments would have on the existing communities in the area. In response to the mutual concerns of the units of government involved, the Common Council of the City of Oconomowoc adopted a resolution in April 1977 which formally established two Joint Extraterritorial Zoning Committees--one with the Town of Summit and the other with the Town of Oconomowoc. The purpose of the Extraterritorial Zoning Committees was to prepare a comprehensive zoning map and corresponding zoning regulations to be applied to the extraterritorial zoning jurisdiction of the City of Oconomowoc. After much discussion and debate, an extraterritorial zoning map and corresponding zoning regulations were adopted by the Common Council of the City of Oconomowoc and the Town Board of the Town of Summit in April 1981. The Extraterritorial Zoning Committee established with the Town of Oconomowoc did not develop an extraterritorial zoning map or zoning regulations and the Committee was dissolved.

Growth Management System: The City also responded to the residential development pressure generated by the major residential development proposals by establishing a growth management system, which set forth the desired maximum number of total dwelling units that could be constructed in the City during each calendar year. However, the anticipated residential development pressure in the City did not materialize in a sustained way in part because of sharp increases in home mortgage interest rates and in the annual rate of inflation beginning in 1979. As a result, it was no longer necessary that the City administer the residential growth management system, and a moratorium on the use of that system was adopted on December 21, 1982. That moratorium is to remain in effect until the Common Council determines to reactivate it.

While residential development pressure in and around the City has eased substantially since the mid-1970's, the proximity of IH 94 and the STH 67-IH 94 interchange located south of the City and the ready access to major urban center communities located west and east of Oconomowoc on IH 94 may be expected to continue to make the City attractive for residential development.

As indicated above, the City has been involved for many years in planning for the growth and development of the community through the land use planning process. However, at the present time, the City of Oconomowoc does not have an up-to-date land use and circulation plan that identifies overall community needs and provides direction for land use development in the City. This was the major reason why the City's Plan Commission adopted Goal 5--To Update the City's Development Plan.

Industrial Park Planning: In May 1975, the firm of Birch, Grisa and Phillips, Inc., prepared a site development plan, entitled, Development Plan for Oconomowoc Industrial Park II, for the area located south of West Wisconsin Avenue along Chaffee Road on the western edge of the City. The plan identified proposed land divisions, street locations, lot sizes, and a phased development strategy to provide for orderly development of the industrial park. At the present time, the area located on the north end of the industrial park along STH 16 has been developed, but the internal street system and phased development strategy have not been implemented. The City of Oconomowoc, recognizing the need for a site plan that reflects existing land use patterns in the industrial park, requested on May 17, 1985, that SEWRPC update the development plan for Industrial Park II. On September 25, 1985, the Regional Planning Commission presented a memorandum to the City identifying a development strategy for Industrial Park II. The memorandum identified strategies for protecting the 17 acres of woodland and the natural areas along the Oconomowoc River within the industrial park; developed street and lot layouts for the 14 acres of undeveloped land; recommended terminating Capitol Drive within the industrial park; and developed deed restrictions and protective covenants on proposed land parcels.

The City of Oconomowoc, in October 1983, requested that SEWRPC prepare a stormwater management study for the watershed lying southwest of Lac La Belle and west of the Oconomowoc River. The purpose of the study, as documented in a letter report to the City of Oconomowoc dated July 12, 1984, with a supplemental letter report dated October 31, 1984, was to develop a plan to improve water quality in Lac La Belle and to abate flooding in the City's industrial park, which is located, in part, in the floodplain of the Oconomowoc River. The study divided the watershed into two subwatersheds, and estimated 1984 stormwater runoff pollutant loadings. One subwatershed was located in the northwest corner of the City's industrial park, the other subwatershed was adjacent to the City in the Town of Oconomowoc. The study found agricultural land in the Town of Oconomowoc subwatershed to be contributing 81 to 88 percent of the pollutants that were entering Lac La Belle from this watershed. The study identified several alternative plans to alleviate the identified problems, and the City of Oconomowoc and SEWRPC are, at the present time, studying these alternative plans.

Traffic Management Planning: The City of Oconomowoc, with the assistance of SEWRPC, completed work on a transportation plan for the City in December 1979. The findings and recommendations of this planning effort are documented in SEWRPC Community Assistance Planning Report No. 28, Oconomowoc Area Traffic Management Plan. The primary purpose of this study was to develop a traffic management plan that would provide for the efficient and safe operation of the existing transportation system. This study identified problems with regard to the arterial street system, traffic accidents, parking, and traffic congestion during peak traffic periods on STH 16 (Wisconsin Avenue) and STH 67 (E. Summit Avenue and Main Street).

The traffic management plan emphasized short-range, low-capital traffic management activities such as changes in traffic signal timing, traffic re-routing, signing, pavement markings, and roadway improvement projects that would alleviate the identified problems. Many of these short-term projects have been completed, especially those dealing with traffic signal timing,

signing, and parking improvements. Others, such as the recommendation to re-route traffic passing through the central business district to W. Second Street and S. Concord Road, have not been implemented.

The traffic management plan also identified long-range, large capital investment activities such as a north-south STH 16 bypass along the eastern and northern edges of the City, and an east-west arterial bypass through the southern portion of the City. The roadway alignment and right-of-way configuration for the proposed STH 16 bypass has been determined, and the City of Oconomowoc currently maintains a policy of discouraging any urban development that would violate the proposed right-of-way. In addition, three interchanges are proposed to be constructed along with the construction of the STH 16 bypass: one where the STH 67 bypass and STH 16 meet on the eastern edge of the City; one at the intersection of STH 16 and CTH Z; and one where STH 16 and STH 67 separate on the northern edge of the City. No action can be expected to be taken toward the construction of the northern STH 16 bypass by the transportation agencies involved in the absence of strong political support. The southern bypass linking STH 67 and STH 16 in the southeastern section of the City has been included in the 1985-1987 State of Wisconsin biennial budget. It is important that the City continue to plan for the eventual construction of the northern STH 16 bypass to lessen traffic congestion on Wisconsin Avenue.

The Oconomowoc traffic management plan also recommended that the City of Oconomowoc and Waukesha County construct an east-west arterial bypass that would connect STH 67 in the southern portion of the City with STH 16 on the western edge of the City. At the present time, the roadway alignment and right-of-way configuration have not been determined, and local and county governments have not developed plans to implement the project. The implementation of the east-west bypass would require strong political support from both City of Oconomowoc and Waukesha County officials.

Central Business District, Tax Incremental Financing District: In September 1981, the City of Oconomowoc created Tax Incremental Financing (TIF) District Number 1 in the City's central business district to promote commercial development in the City. The City is scheduled to invest a total of \$1.5 million in public infrastructure improvements over the five-year time span of the TIF District. Improvements to municipal parking lots and the Fowler Lake shoreline have been completed and improvements to streets, curbs and gutters, sidewalks, and public utilities are generating additional investment by the private sector in commercial building construction and rehabilitation, business expansions, and new business formation, and should help to encourage continued private investment in the central business district.

Capital Improvement Planning: In order to provide for improvements to utilities, facilities, and services that are carried out in priority of need and in accordance with the community's ability-to-pay, the City of Oconomowoc prepares five-year capital improvements budgets that are updated on an annual basis. The City's budget includes the type of expenditures for each year, the method of payment, and its impact on the City's financial status. The capital improvements program allows the City to plan for required bond issues, additional tax revenues, timely land acquisition, and staged construction of public utilities and facilities.

RECOMMENDED ECONOMIC DEVELOPMENT PROGRAM

The economic development program recommended herein provides the necessary linkage between the analyses of the natural and cultural resource base of the Oconomowoc area, the needs of existing employers, the identification of industries with a potential for attraction to the City, and the pursuit of those economic development activities that can assist in maintaining the relatively good economic conditions that are prevalent in the City. As such, this report includes: 1) a summary of the current state of the economy of the Oconomowoc area; 2) a description of the economic development potentials and constraints of the area; 3) a set of overall goals for a city economic development program; 4) a set of specific criteria useful in the development and operation of such an economic development program; 5) a set of specific economic development objectives and activities flowing from the broader goals of an economic development program for the area; 6) a description of the actions required to implement the recommended economic development program; and 7) a set of monitoring criteria useful in measuring the success of the various economic development program activities over time.

CURRENT STATE OF THE CITY'S ECONOMY

The "City of Oconomowoc Economic Development Fact Book" describes the current condition of the City of Oconomowoc economy as indicated by selected critical economic indicators. Analysis of these indicators revealed that compared to other areas, the economy of the City is in relatively good condition. From 1960 through 1980, the population growth rate of the Oconomowoc area--48 percent--was substantially higher than that for the Region, 12 percent; the State, 19 percent; and the United States, 26 percent. From 1980 through 1984, however, the population of the City exhibited no change, while that of the State and of the United States increased by 2 percent and 4 percent, respectively. The population of the Region declined by 2 percent. The per capita income of persons 15 years of age and older in the City, and the income of households in the City, while slightly lower than those for the Region, were higher than those for the State and the United States. The higher household and per capita incomes exhibited in the Oconomowoc area have important implications for economic development in that the total amount of consumer income available in the area may be expected to be somewhat greater than that for other communities of similar size in the State and the United States.

From 1970 through 1980, the total labor force of the City increased by about 32 percent, an increase similar to that for the United States, 31 percent; somewhat greater than that for the State, 28 percent; and substantially greater than that for the Region, 19 percent. The relatively high recent growth in the City labor force, as well as the large labor force available in the greater Milwaukee area of which Oconomowoc is an integral part, indicates that an adequate labor pool should be available to meet the needs of industry establishments contemplating expanding or locating in the City.

One of the most significant indicators of the relatively good condition of the City economy is the unemployment rate. In 1980, a total of only 225 persons were unemployed in the City, or less than 5 percent of the total labor force, an unemployment rate significantly lower than that of the Region, 5.7 percent;

the State, 6.6 percent; or the United States, 6.5 percent. In 1984, the estimated unemployment rate in the City was 6.3 percent, a percentage that, while higher than the 1980 rate, was nonetheless lower than that in the Region, 7.1 percent; the State, 7.6 percent; and the United States, 7.5 percent.

The City's "Economic Development Fact Book" also indicates that the economy of the City is concentrated in the manufacturing industry--specifically, the durable goods manufacturing industry; in the retail trade industry; and in the services industry, specifically--the health services industry and the personal entertainment and recreation services industry. While the concentration of labor force employment in the durable goods manufacturing industry should be of concern to the City owing to the vulnerability of this industry to national economic recessions, employment in the retail trade and services industries helps to mitigate this vulnerability. The latter two industries together employ approximately 50 percent of the city labor force. Employment in the retail trade and services industries helps to diversify the economic base of the City, and therefore reduce the impact of national economic recessions on the local economy. From 1970 through 1980, the labor force employed by the manufacturing industry in the City increased by about 36 percent, a rate of increase greater than that for the Region, 7 percent; the State, 14 percent; or the United States, 11 percent. This higher rate of increase in manufacturing employment indicates that, in spite of regional, state, and national trends in manufacturing employment, this industry continues to represent a good source of employment opportunities for the local labor force.

The City has made a substantial commitment to the revitalization of its central business district, with \$1.5 million in public infrastructure improvements. These improvements should have a significant impact on the local economy by encouraging further private sector investment in expanding and improving retail trade and service industry establishments in the central business district. In addition, the City of Oconomowoc has the opportunity to utilize the Olympia Resort and Spa as a base for expanding its recreation and tourism industry.

Importantly, business persons in the City perceive the City as a good place in which to operate a business. The industry retention survey conducted as a part of this study indicated that 38 of the survey respondents, or about 68 percent of the total, believed that the City was either an excellent or an above average place in which to operate a business. The positive perception of the City as a place in which to do business is an important indication of the good potential for further economic development in the City.

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

Certain characteristics of the City have important implications for economic development. Some of these characteristics constitute positive attributes that give the City a comparative advantage in attracting and sustaining economic development; others constitute negative attributes that act as constraints on economic development in the City and may need to be overcome in order to sustain the growth of the economy.

The purpose of this section is to summarize the economic development potentials of, and constraints on, the City. It should be noted that in some cases an economic development constraint has been identified as a result of the collective perception of the City of Oconomowoc Economic Plan Advisory Committee. Information supporting such a perceived constraint may not be found in this report. In those cases where supporting data are not available, this section indicates that the constraint is a perceived constraint. The economic development potentials of, and constraints on, the City are summarized in Table 2.

Potential One: Current City Government Economic Development Activities

The City of Oconomowoc has been actively involved in economic development efforts over the past several years. This involvement, while not unique for communities in the Region, represents an important commitment to improving local economic conditions, and therefore can be identified as an economic development potential. In 1981, the City formed a tax incremental financing (TIF) district encompassing the central business district and committed \$1.5 million to public infrastructure improvements. In addition, the City has issued Industrial Revenue Bonds (IRB's) for the retention and expansion of local industry, and has been involved in planning for growth management, traffic management, stormwater management, and capital improvements.

The industry retention survey conducted for the City of Oconomowoc under this economic development program planning effort and included in the "City of Oconomowoc Economic Development Fact Book" indicated that a total of 30 respondents, or 53 percent of all respondents, would be willing to assist in helping to improve local economic conditions. These respondents provide a base of volunteers that can be recruited to assist in implementing city economic development program activities.

Constraints Related to Potential One:

Lack of a Defined Role and Specific Economic Development Activities for City Government--The City of Oconomowoc does not have a well-defined role in the overall economic development of the City, nor a set of economic development activities that has been identified by analyses of community strengths and weaknesses and designed to be implemented over a specific period of time. This lack of a defined role and specific activities prevents an evaluation of the effectiveness of the current city economic development activities.

Negative Perceptions by Local Business Persons of Public Officials' Role in Economic Development--The industry retention survey indicated that some local business persons have a negative perception of the role of local government in economic development. A total of 14 survey respondents, or 37 percent of all respondents who indicated a negative attitude toward the role of government in economic development, specifically stated that the lack of aggressiveness on the part of the city government in pursuing new development and the anti-business attitude of local government was a problem. In addition, 24 survey respondents, or 44 percent, rated public officials' performance with regard to working to improve economic conditions as average, below average, or poor.

Lack of a Long-Term Commitment to an Economic Development Program--A potential constraint is the lack of a long-term community commitment to an economic development program. As in many small communities in southeastern Wisconsin,

Table 2

ECONOMIC DEVELOPMENT POTENTIALS AND
CONSTRAINTS IN THE CITY OF OCONOMOWOC

Potential One: Current City Government Economic Development Activities.

Constraints Related to Realization of Potential One:

1. Lack of a defined role and specific economic development activities for city government.
 2. Negative perceptions by local business persons of public officials' role in economic development.
 3. Lack of a long-term commitment to an economic development program.
 4. Lack of an administrator to implement an economic development program.
 5. Lack of involvement with Waukesha County and other local units of government in implementing a comprehensive countywide economic development program.
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Potential Two: Retention and Expansion of the City's Existing Manufacturing Industry Base.

Constraints Related to Realization of Potential Two:

1. Lack of an industrial development program for retention and attraction of manufacturing industries.
 2. Perceived unavailability of workers in specific occupational categories.
 3. Limited availability of rental housing.
 4. Lack of space available for new or expanded industry.
 5. Lack of interest by product suppliers and customers to expand in the City.
 6. Problems with local government services, regulations, and public utilities.
 7. Traffic congestion in the City's central business district.
 8. Local industry purchasing raw materials outside the Region.
 9. Problem with local attitudes toward economic development.
 10. Lack of local financing for industry.
 11. Limited utilization of government contracts and exports.
 12. High wage rates in Waukesha County and the State of Wisconsin.
 13. Negative perceptions of the state tax structure and high personal income and inheritance taxes in the State of Wisconsin.
 14. Lack of awareness of the Wisconsin Department of Development.
 15. Aggressive industry attraction efforts of other states.
 16. Loss of manufacturing employment.
 17. Redistribution of economic activity away from the north-central region of the United States.
 18. Changing world product markets.
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-continued-

Table 2-(continued)

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

Constraints Related to Realization of Potential Three:

1. Competition between retail trade and service industry establishments in Waukesha County and the Milwaukee metropolitan area.
 2. Physical limitations inhibiting Oconomowoc central business district expansion.
 3. Low wages paid to retail trade and service industry workers.
 4. Changing role of retail marketing.
 5. Limitations related to the early stage of central business district revitalization.
 6. Limited utilization by local retail trade and service industries of Olympia Resort and Spa.
 7. Lack of Consumer Identification with the City's retail trade and service industry establishments.
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Source: SEWRPC.

citizens in the City of Oconomowoc became concerned about the economic vitality of the community with the onset of higher unemployment rates in the early 1980's. Other communities in southeastern Wisconsin have been concerned about economic development for many years and have had an ongoing economic development program to promote growth in the local economy. The lack of a historical long-term commitment to the promotion of economic development is a possible constraint on the growth and development of the city economy because success in improving and expanding the local employment base requires a stable, long-term, continuing program of activities that can be adapted over time to the changing needs of the community. Even if the national economy improves and unemployment rates decline in the next few years, the City will still need to be concerned about economic development programming and the changing needs of the community.

Lack of an Administrator to Implement an Economic Development Program--The lack of a designated person in the community to guide and coordinate the implementation of an economic development program is a constraint on economic development efforts in the City. As with many small communities in southeastern Wisconsin, the existing city staff has a wide range of other responsibilities. In addition, business persons and concerned citizens in the community have had limited involvement in city economic development efforts, and city economic development efforts thus far have been implemented by public officials.

Lack of Involvement with Waukesha County and Other Local Units of Government in Implementing a Comprehensive, Countywide Economic Development Program--While the Mayor of the City of Oconomowoc participated in the development of the Waukesha County overall economic development program, the Oconomowoc Economic Plan Advisory Committee has decided not to become involved in formulating and implementing countywide economic development strategies. Specifically, the Economic Plan Advisory Committee has decided not to become involved in implementing a countywide incubator facility in Waukesha County. Waukesha County has the potential for significantly expanding its share of the regional economy. The accelerated economic growth exhibited in the County in the 1970's, in comparison to some other areas of the Region, demonstrated the desirability and appeal of the County as a location for business and industry in southeastern Wisconsin, and this desirability and appeal can serve as a catalyst for future economic growth and development in the County. Continued growth in the local economies can best be achieved if the individual communities comprising Waukesha County understand that the individual communities share common resources and the wealth associated with those resources, and that growth in one area of the County benefits all residents within the County.

Potential Two: Retention and Expansion of
the City's Existing Manufacturing Industry Base

The structure of the city economy results in a need for special emphasis on the retention and expansion of existing manufacturing employers, as well as the attraction of new manufacturing industries to the City. In 1980, approximately 1,342 workers, or 29 percent of all workers in the City, were employed in the manufacturing industry; 1,403 workers, or 31 percent, were employed in the services industry; and 854 workers, or 19 percent, were employed in the retail trade industry.

The rapid growth in the city labor force from 1960 through 1980 indicates that the City has an adequate labor pool that can meet the needs of manufacturing industry establishments contemplating expanding or locating in the City. In addition, the high educational attainment of the population, as defined by the number of local residents with at least a high school education, indicates that local manufacturing employers should be able to attract workers who are prepared for existing jobs, or can easily be trained for such positions. Finally, the concentration of employment in the retail trade and services industry, as well as the manufacturing industry, indicates that additional manufacturing employment in the City's economy would not result in an overconcentration of manufacturing employment. Employment in the services industry in the City, the largest industry employer, as well as the retail trade industry helps diversify the City's economy and, therefore, mitigate the effects of cyclical employment in the manufacturing industry.

The geographic location of the City is also an important factor in the retention and expansion of the manufacturing industry base. Located approximately 23 miles west of the City of Milwaukee, the City is located within acceptable commuting distance of the Milwaukee metropolitan area via STH 16 and STH 190, and IH 94. Therefore, not only is it possible for city residents to work elsewhere in the greater Milwaukee area, but it is possible for the City to draw on much of the metropolitan area to augment its work force. Moreover, the educational and recreational facilities and programs, health care facilities and services, and financial resources of the Milwaukee metropolitan area are readily available to residents and businesses of the City of Oconomowoc.

Many of the most important industrial areas and heaviest population concentrations in the Midwest are located within 350 miles of the City of Oconomowoc. In particular, the City is located in proximity to several large urban centers in southern Wisconsin and northeastern Illinois, including in addition to Milwaukee the Cities of Waukesha, Madison, Racine, and Kenosha in Wisconsin, and Chicago, Illinois. 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, and for services that are provided, in the City, as well as for raw materials and product inputs. The proximity of the City of Oconomowoc to the IH 94 corridor and the commercial and industrial development that is occurring in eastern Waukesha County also make the Oconomowoc area attractive for industrial development. This industrial development potential includes both the durable and nondurable goods manufacturing industry, as well as the wholesale trade industry.

Many of the community utilities, facilities, and services of the City are able to meet the needs of an expanding manufacturing industry base. The City is served by good transportation facilities that include well-developed, all-weather arterial streets and highways, mainline railway facilities, and air transportation facilities that are readily accessible to the City, the latter including the Waukesha County airport at Waukesha--a general aviation airport capable of accommodating corporate-type aircraft--and Milwaukee International Airport, a full-service commercial airport. The Oconomowoc wastewater treatment facility and the Oconomowoc water utility have adequate capacity for future development with 46 percent and 68 percent, respectively, of their average daily capacity available for urban growth and development. Finally, the City operates its own competitively priced municipal electric power distribution system, and the Wisconsin Natural Gas Company provides natural gas to the community at competitive prices.

Several findings of the industry retention survey indicate that the manufacturing industry represents an economic development potential. A total of 15 manufacturing respondents, or 65 percent of all manufacturing respondents, indicated that their firm had undergone an expansion between 1980 and 1985. In addition, a total of 10 manufacturing respondents, or 50 percent, indicated that they are anticipating an expansion project between 1985 and 1990. A total of 17 manufacturing respondents, or 74 percent, rated their firms' business outlook during the next five years as excellent or above average.

Constraints Related to Potential Two:

Lack of an Industrial Development Program for Retention and Attraction of Manufacturing Industries--The City of Oconomowoc has been involved over the past several years in assisting the expansion of manufacturing industries on an ad hoc basis. However, the City does not have an ongoing program that is specifically designed to help retain existing, and attract new, manufacturing industries. The lack of such a program may, to some degree, restrict access by local industry to some forms of technical and/or financial assistance and could thereby be restrictive to the growth and expansion of the city manufacturing industry base.

Perceived Unavailability of Workers in Specific Occupational Categories--The industry retention survey respondents indicated problems in the availability of workers in the professional, technical, and managerial occupations, and machine trades occupations. This perception could inhibit the expansion of the manufacturing industry base, as well other industries in the City, and is, therefore, an economic development constraint.

Limited Availability of Rental Housing--The rental vacancy rate in the City of Oconomowoc in 1980 was 2.7 percent, a rate that was somewhat higher than that for the United States, 2.5 percent; but significantly lower than that for the Region, 4.5 percent, or the State, 5.0 percent. While rental housing may be available in nearby communities within ready commuting distance, the low vacancy rate for the City of Oconomowoc indicates that a limited supply of units is available for persons seeking rental housing. This lack of rental housing could inhibit economic development in the City if new or expanding industries are recruiting workers from outside the Oconomowoc area who desire local rental housing.

Lack of Space Available for New or Expanded Industry--The "City of Oconomowoc Economic Development Fact Book" documents, and the City Economic Plan Advisory Committee has perceived, several problems regarding the city industrial park, including poor access, limited visibility, limited space for firm expansion, severe soil and slope limitations, and a lack of necessary infrastructure improvements. In addition, of the eight manufacturing firms that indicated that they planned to expand within the City, two indicated that they anticipated problems in locating a suitable site for such expansion. These restrictions could lead to a decision by one or more local firms to expand in and/or relocate to a more suitable industrial site outside the City of Oconomowoc.

Lack of Interest by Product Suppliers and Customers to Expand in the City--The industry retention survey asked manufacturing respondents whether any of the firms that they do business with had expressed an interest in relocating to

the Oconomowoc area or opening a branch location in the Oconomowoc area. None of the manufacturing respondents indicated that such firms had expressed an interest in the Oconomowoc area. This lack of interest indicates the need for an economic development program in the City of Oconomowoc that, on a continuing basis, involves private sector business persons who have the potential for promoting the City as a good location for business.

Problems With Local Government Services, Regulations, and Public Utilities--Fifteen respondents to the industry retention survey, or 27 percent of all respondents, indicated that planning and zoning regulations presented a problem for their respective firms; 12 respondents, or 22 percent, indicated that building codes presented a problem for their firms; and 11 respondents, or 20 percent, indicated that local telephone service presented a problem for their firms. These perceived problems should be objectively examined to determine their specific nature and appropriate courses of action should be taken to remedy any actual problems.

Traffic Congestion in the City's Central Business District--The City Economic Plan Advisory Committee has perceived, and past transportation planning studies have documented, congestion during peak traffic periods on STH 16 (Wisconsin Avenue) and STH 67 (E. Summit Avenue and Main Street). In addition, the routing of heavy truck traffic through the central business district presents problems for both manufacturing firms and residents of the City of Oconomowoc.

Local Industry Purchasing Raw Materials Outside the Region--Twenty-six respondents to the industry retention survey, or 50 percent of all respondents, indicated that they purchased less than 50 percent of their primary materials, items for resale, or services within a 50-mile radius of the City of Oconomowoc. Respondent firms indicated that they purchased primary materials, items for resale, or services outside a 50-mile radius because they were not available locally. The purchases made outside the area represent a potential market opportunity for existing as well as new businesses.

Problem With Local Attitudes Toward Economic Development--The industry retention survey indicated that the respondents were concerned about the local government attitude toward economic development. Specifically, such characteristics as lack of community involvement, lack of aggressiveness in pursuing new growth and development, local tax structure, and an anti-business attitude of local government were identified as constraints on growth in the area. These perceptions should be objectively examined to determine their specific nature, and appropriate courses of action should be taken to remedy any actual problems.

Lack of Local Financing for Industry--The industry retention survey indicated that 15 respondents, or about 27 percent of all respondents, had experienced a problem in securing a loan from an Oconomowoc financial institution. Such problems may indicate that local business leaders and local financial institutions need to be informed of the various public programs that are available to expand the lending capabilities of local financial institutions.

Limited Utilization of Government Contracts and Exports--Fourteen manufacturing respondents to the industry retention survey, or 78 percent of all manufacturing respondents, indicated that they do not supply products to the local

government; 13 manufacturing respondents, or 68 percent, do not supply products to the state government; and 10 manufacturing respondents, or 50 percent, do not supply products to the federal government. However, 11 manufacturing respondents, or 48 percent, expressed an interest in obtaining more information on securing government contracts. In addition, 14 manufacturing respondents, or 61 percent, were not exporting products outside the United States, with eight manufacturing respondents, or 36 percent, interested in obtaining more information on product and service exporting. The sale of products to the government and exporting are potential markets often overlooked by small manufacturing establishments. The number of manufacturing establishments in the City that expressed an interest in obtaining more information relative to these issues indicates that these markets are not being fully utilized by the manufacturing industries in the City.

High Wage Rates in Waukesha County and the State of Wisconsin--The Oconomowoc Economic Plan Advisory Committee has perceived that high wage rates in Waukesha County may act as a constraint on the expansion of existing manufacturing firms, as well as on the location of new manufacturing firms in the City. The University of Wisconsin-Milwaukee (UWM) Urban Research Center, in a recent study comparing the Milwaukee metropolitan area with 33 other metropolitan areas in the United States, found that wage rates for skilled workers in manufacturing in the Milwaukee metropolitan area were competitive with the other areas studied, with only 20 percent of the 33 communities having wage rates that were more than 10 percent below the wage rates in the Milwaukee metropolitan area. In addition, wage rates for professional, technical, and office workers in manufacturing and nonmanufacturing, and for plant workers in nonmanufacturing, in the Milwaukee metropolitan area were at, or slightly below, the median wage rate for the communities studied. However, the UWM report found that wage rates for semi-skilled workers in manufacturing in the Milwaukee metropolitan area were not as competitive as in the other areas studied, with 45 percent of the 33 communities having wage rates that were more than 10 percent below the wage rates in the Milwaukee metropolitan area. High wages in the City, relative to other metropolitan areas, can have both positive and negative effects on economic development. High wages can contribute to a higher quality of life and more disposable income for workers employed in the manufacturing industry, thus encouraging growth in the retail trade and service industries, but also may discourage the expansion of employment opportunities by some industrial enterprises.

Negative Perceptions of the State Tax Structure and High Personal Income and Inheritance Taxes in the State of Wisconsin--The Oconomowoc Economic Plan Advisory Committee perceived that high personal income and inheritance taxes are a negative characteristic of operating a business in the State of Wisconsin. In addition, the industry retention survey showed that 65 respondents, or 50 percent of all respondents, perceived that the tax structure in the State had a negative effect on economic development. This perception of the current tax climate, while not necessarily correct, could affect the willingness of manufacturing industries to expand in the City, and needs to be addressed.

Lack of Awareness of the Wisconsin Department of Development--Familiarity with state agencies responsible for the administration of programs designed to assist business and industry can often be important in local economic development activities. A total of 37 industry retention survey respondents, or

65 percent of all respondents, were not familiar with the functions of the Wisconsin Department of Development (DOD). Yet, this Department is the lead agency in the State for public sector economic activities, and an understanding of the programs administered by the DOD agency are important to the retention and expansion of manufacturing industries.

Aggressive Industry Attraction Efforts of Other States--A total of 13 manufacturing respondents to the industry retention survey, or 59 percent of all respondents, indicated that they have been contacted by other states relative to their interest in moving all or part of their operations out of the City. The number of firms contacted in the City indicates the need for an ongoing industry retention program in the City.

Loss of Manufacturing Employment--While manufacturing employment in Waukesha County remained essentially stable from 1970 to 1980, the percentage of manufacturing employment in the Region declined by about 4 percentage points; and by 3 percentage points in the State and in the United States. This structural change in the economy could affect the expansion of the manufacturing industry base in the City.

Redistribution of Economic Activity Away From the North-Central Region of the United States--Economic growth indicators for the north-central region of the United States, which includes Wisconsin, have consistently lagged behind those of the southern and western regions of the nation. In particular, from 1970 through 1980 manufacturing employment increased by 37 percent in the West, and by 24 percent in the South, while manufacturing employment increased by only 3 percent in the north-central region. This lack of growth in the manufacturing industry in the north-central region is an unfavorable factor affecting the expansion of the manufacturing industry base in the City.

Changing World Product Markets--American manufacturing industries face increasing competition in markets that these industries once dominated. This increasing competition is an important factor in the ability of United States manufacturing firms to increase employment levels. The internationalization of product markets may require local manufacturing firms to reorientate production and marketing efforts. In addition, the internationalization of product markets has placed new importance on the value of the U. S. dollar. A report by the Wisconsin Strategic Development Commission entitled, "Phase I: The Mark of Progress" indicates that the value of the dollar against foreign currencies is an important factor in the ability of Wisconsin manufacturing firms to compete in world markets.

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

The City of Oconomowoc has a good potential to expand its retail trade and service industries. In 1980, the services industry employed about 1,403 workers, or about 31 percent of all workers in the City. This employment represents a larger number of workers than any other industry in the City. In addition, 854 workers were employed in the retail industry in the City, or about 19 percent of all workers. Together, these industries employed 50 percent of the city labor force. Memorial Hospital and related health care facilities located in the City represent a major economic development potential. The designation of a tax incremental financing (TIF) district encompass-

sing the central business district, and the substantial public infrastructure improvements that have been made in that district, provides an excellent environment for the expansion of the retail trade and service industries in the central business district. The location of the City along the IH 94 corridor and within Waukesha County makes the retail trade and service industry establishments readily accessible to a substantial proportion of the residents of Jefferson and Dodge Counties, and of much of the Milwaukee metropolitan area. Once more, the relatively high population growth rate in the City from 1970 through 1980 indicates that the local consumer market for retail trade and service industries is substantial. Finally, a recent report by the Wisconsin Department of Development, entitled, The Job Generation Process for Wisconsin: 1969 to 1981, indicates that the service industry sector is, and may be expected to continue to be, a consistent source of new jobs during periods of both economic expansion and recession.

The recreation and tourism industry is an important industry in Waukesha County and provides a potential consumer market for retail trade and service industry establishments in the City of Oconomowoc. Waukesha County has an abundance of recreational opportunities, including numerous lakes and streams that constitute focal points for water-related recreational activities; a system of well-distributed major public and private outdoor recreational sites, providing opportunities for a broad range of recreational activities; and the southern unit of the Kettle Moraine State Forest, encompassing approximately 4,250 acres and providing facilities for a wide variety of natural resource-oriented activities.

The Olympia Resort and Spa provides approximately 400 first-class rooms, a 100,000-square-foot convention center, a health spa, and a wide range of on-site recreational activities. Olympia Resort and Spa provides local retail trade and service industry establishments with an opportunity to expand their consumer market by attracting individuals utilizing the resort and conference center.

In most communities, the central business district is the location of a variety of retail trade and service industry establishments. The excellent physical condition of the Oconomowoc central business district is an important reason why the retail trade and service industries have been identified as an economic development potential for the City. The City recently completed public infrastructure improvements to municipal parking lots, streets, sidewalks, curbs and gutters, public utilities, and streetscape amenities that have generated a substantial amount of additional investment by the private sector in central business district establishments. Due to the central location of the City with respect to Fowler Lake and Lac La Belle, a unique urban design concept is possible utilizing these lakes as a focal point for development of the central business district. Many of the buildings in the central business district have interesting facades, brick detailing, cornice details, and roof lines, as well as historic significance. Finally, organizational efforts such as the Downtown Construction Workshop held in March 1985 identified strategies for improving business opportunities in the central business district and demonstrated the benefits that can be derived from the cooperative efforts of local business persons.

Constraints Related to Potential Three:

Competition Between Retail Trade and Service Industry Establishments in Waukesha County and the Milwaukee Metropolitan Area--The City of Oconomowoc is only one of several significant urban areas in Waukesha County, with each of these areas having an established central business district or other area of major commercial activity. Consequently, the retail trade and service industry establishments in the City face competition from establishments in the other major urban areas of the County. In particular, the proximity of the City of Oconomowoc to the City of Brookfield, as well as to Milwaukee County, provides opportunities for local residents to purchase goods and services in the large regional shopping malls located in these communities. This competition requires that businesses in the City of Oconomowoc develop a market "niche" that will identify the City as a provider of unique goods and services.

Physical Limitations Inhibiting Oconomowoc Central Business District Expansion--The physical characteristics of the Oconomowoc central business district have been identified as being important to the development of retail trade and service industries in the City. However, a number of physical characteristics of the district could act as constraints to this economic development potential. Specifically, these characteristics include: 1) an arterial street system which facilitates the movement of high volumes of through traffic at the expense of facilitating local traffic circulation and providing a safe and pleasant pedestrian environment; 2) the competitive relationship established between central business district commercial establishments and establishments offering similar goods and services in the strip commercial development areas located in outlying areas of the City itself, and the regional shopping malls located throughout the Milwaukee metropolitan area; 3) the underutilization of commercial properties and structures in the central business district; 4) the intrusion of wholesale businesses into the retail shopping environment of the central business district; and 5) the limited capability of the central business district to provide land for new commercial buildings without having to raze existing structures.

Low Wages Paid to Retail Trade and Service Industry Workers--Retail trade and service industry establishments generally pay lower wages than do manufacturing and wholesale trade industry establishments. In addition, retail trade and service industries may demand a relatively lower skill level, resulting in a negative image of these jobs by many members of the labor force. Consequently, retail trade service industry jobs are often perceived as providing little if any opportunities for advancement. There is a general lack of awareness on the part of the civilian labor force that the retail trade and service industry is, and will probably continue to be, a growth industry, resulting in new opportunities for employment. These labor force factors could result in a lack of availability of qualified workers for jobs in the retail trade and service industries and, as a result, act to inhibit the growth of these industries in the City.

Changing Role of Retail Marketing--The increasing number of females in the labor force from 1960 to 1980, the large number of workers residing in the City but employed elsewhere, and the rapid population growth in Waukesha County from 1960 to 1980, along with the recession of the early 1980's, have contributed to a significant change in consumer spending patterns. This

change has had a dramatic effect on local retail marketing. The University of Wisconsin--Extension in an article entitled, "The Changing Role of Small Town Retailers," points out that the consumer is "no longer available to shop during traditional shopping hours ...has money to spend but wants a good selection of quality goods at a reasonable price, and is willing to travel greater distances to satisfy these wants." In addition, the consumer seeks the credit more readily extended by the larger retail and service firms. Therefore, retail trade and service industry firms in the City of Oconomowoc will need to re-orient the marketing of their businesses to react to these changes.

Limitations Related to the Early Stage of Central Business District Revitalization--City government and local businesses have made substantial investments in public infrastructure and capital improvements. In addition, many public and private sector promotional efforts have established a positive attitude toward central business district revitalization. However, as with many central business districts in southeastern Wisconsin, there is still a need for retail trade and service industry establishment owners to undertake cooperative efforts to solve problems related to the physical appearance and marketing of local businesses.

Limited Utilization by Local Retail Trade and Service Industries of Olympia Resort and Spa--The Olympia Resort and Spa is a recreational and tourism industry asset to the City that attracts many visitors to the City throughout the year. However, the Economic Plan Advisory Committee perceived that the Olympia Resort and Spa is underutilized as a consumer market for local retail trade and service industries. Retail trade and service industry establishments that could benefit from the clientele of the resort include eating and drinking establishments, miscellaneous specialty retail stores, apparel and accessory stores, and amusement and recreation services.

Lack of Consumer Identification With the City's Retail Trade and Service Industry Establishments--While the City of Oconomowoc has many assets, there is at the present time no firm community identity that can be used as a focal point for a citywide promotional program. Communities that have successfully expanded their retail trade and service industry base have established a community identity that focuses on both the high-quality retail trade and service industry base, and some unique aspect of the community that sets it apart from its competitors. In addition, consumers in the Milwaukee metropolitan area may not identify the City of Oconomowoc as a retail trade and service industry center. The City is located on the western edge of the Milwaukee metropolitan area, 23 miles west of the City of Milwaukee. While there are certain strategic advantages to the City's location, as already noted, for the City to expand its retail trade and service industry base, it will need to establish a unique market "niche" to attract Milwaukee metropolitan area consumers.

GOALS OF THE OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM

An economic development program in the City of Oconomowoc can be successful only if the program has clear goals that can be used to guide the development and implementation of the program over time. A statement of such goals should reflect the type of economic development program that is desired in the City, 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 City, and, importantly, its effectiveness over time measured.

Economic Development Program Goals

The Oconomowoc Economic Plan Advisory Committee has recommended that an economic development program for the City have the following goals.

1. The program should provide a mechanism for guiding and coordinating the efforts of local individuals and organizations concerned with the economic development of the City.
2. The program should help retain existing employment opportunities and encourage the expansion of existing business and industry in the community by helping to meet the needs of existing employers.
3. The program should help create new employment opportunities through the attraction of new employers to the community.
4. The program should assist in creating new employment opportunities by facilitating entrepreneurial opportunities in the community.
5. The program should facilitate economic development in the community through the provision of community facilities and services that will assist in the expansion of employment opportunities.

CRITERIA TO GUIDE THE CITY ECONOMIC DEVELOPMENT PROGRAM

The economic development program of the City is envisioned as an ongoing effort to improve the economy. In order to guide the Oconomowoc Economic Plan Advisory Committee in its selection of specific objectives and activities to improve the City's economy, as well as to guide the decision-making that will be necessary during the course of the implementation of the economic development program, the Committee has identified the following decision-making criteria.

1. Employment Opportunities--The economic development objectives and activities identified in the City's economic development program should enhance the ability of local residents to gain meaningful employment opportunities.
2. Nature of Program Activities--The City's economic development program activities should include: a) coordination of existing economic development activities in the City, b) implementation of specific economic development programs and activities, and c) economic development technical assistance for public and private economic development organizations.
3. Location of Economic Development Projects--The City's economic development program should provide assistance only to those economic development projects that:

- a. Utilize to the greatest extent possible the existing urban infrastructure of the City;
 - b. Protect and preserve the City's natural resource base and quality of life; and
 - c. Adhere to local zoning and building code regulations.
4. Sponsorship and Management--The Economic Plan Advisory Committee recognizes that the growth of employment opportunities in the City is dependent upon financial investment by private business and industry and upon the cooperation of city officials and employees in facilitating economic development projects. Consequently, the City's economic development program should provide assistance only to those projects which meet the following criteria:
- a. The project is not opposed by the Common Council and Mayor of the City of Oconomowoc;
 - b. The project has the cooperation of the public and private sectors; and
 - c. The assistance provided by the City's economic development program is not duplicative of other assistance provided by existing public or private economic development agencies or organizations that are capable of meeting the economic development assistance needs of the City.

OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM: COURSE OF ACTION

The Oconomowoc economic development program "course of action" consists of the specific objectives and activities that the City of Oconomowoc Economic Plan Advisory Committee has recommended should be undertaken to enable the City to accomplish its long-term economic development goals. In addition, the objectives and activities identified in the City's economic development program should help to alleviate the economic development constraints that have been identified in this report, as well as to utilize the City's economic development potentials in providing for the expansion of employment opportunities.

Economic Development Program Objectives and Activities

The economic development program objectives and activities recommended herein are intended to provide the foundation for an ongoing economic development program in the City, as well as to address those economic development problems and issues that represent an immediate need in the City. In some cases, recommended economic development activities may appear to be redundant; however, the activities are developed to respond to the specific objective being considered. The economic development objectives and activities are intended to be carried out over a three-year period.

Objective One: To establish an economic development committee with the responsibility for: 1) implementing the City's economic development program;

2) coordinating the activities of the various individuals and organizations responsible for implementing the economic development program activities; and 3) acting as a conduit for citizen input to the economic development program planning process. While this objective is directly related to Goal One, this objective is also indirectly related to all of the other goals identified in this economic development program. Activities that are intended to accomplish Objective One are set forth below.

Activity One--Designate an Economic Development Planning Committee--The City of Oconomowoc should establish a citywide Economic Development Planning Committee as the lead organization for carrying out the economic development activities recommended herein, and indicate to the Committee that it should take the organizational steps necessary to implement the economic development program activities. It is recommended that this Committee meet at least once each month to provide continuity and direction for the economic development program.

The Economic Development Planning Committee would consist of the following representatives: 1) the Mayor of the City of Oconomowoc; 2) a representative of the Common Council elected by the Council; 3) the President of the Oconomowoc Area Chamber of Commerce; and 4) citizen members, not to exceed eight individuals, appointed by the Mayor subject to the confirmation of the Common Council, of whom a majority would be private sector representatives. The Administrator of the City of Oconomowoc should be a nonvoting ex-officio member of the Committee.

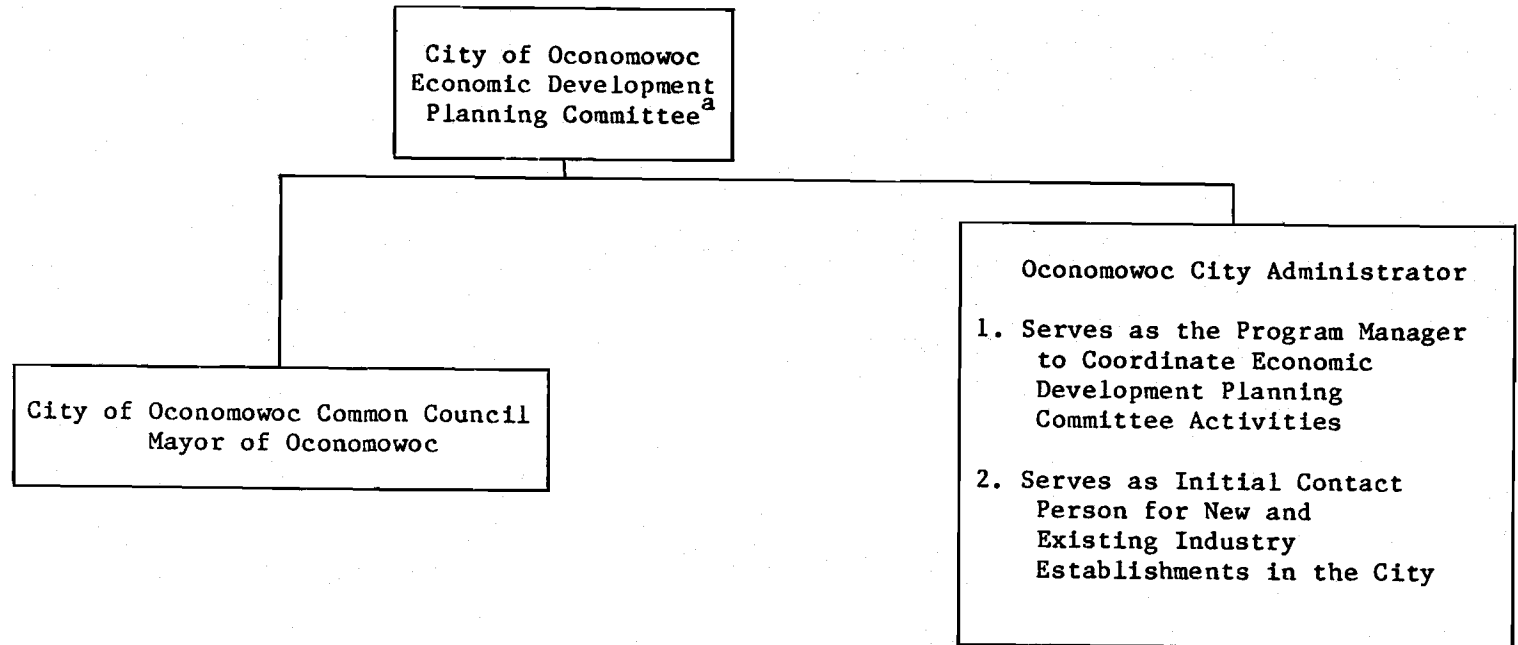
The City should provide a yearly budget for the Economic Development Planning Committee to cover expenditures involved in implementing the economic development program.

Activity Two--Establish an Organizational Structure for Implementing the Economic Development Program--A recommended organizational structure for implementing the economic development program is shown in Figure 2. As indicated in Figure 2, it is suggested that the Economic Development Planning Committee establish three subcommittees: 1) a manufacturing industries subcommittee; 2) a service industries subcommittee; and 3) a hospitality-entertainment subcommittee. Each of these subcommittees would include members of the Economic Development Planning Committee, as well as interested business persons and citizens. The subcommittees would be responsible for implementing appropriate economic development activities identified in this report. The Economic Development Planning Committee would be responsible for coordinating the economic development activities of the various subcommittees. In addition to these subcommittees, the City of Oconomowoc would be responsible for implementing the activities related to improving community facilities and services that are recommended herein.

Figure 2 also indicates that the Mayor of the City of Oconomowoc and the Oconomowoc City Administrator should have major responsibility in the economic development program. Specifically, the Mayor and City Administrator should: 1) serve as liaisons between the Economic Development Planning Committee and the Common Council; 2) review and make recommendations on funding requests for program activities and projects from the Economic Development Planning Committee; and 3) coordinate economic development activities of the Economic Development Planning Committee with other city programs, projects, and activities,

Figure 2

ORGANIZATIONAL STRUCTURE FOR IMPLEMENTATION
OF THE OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM



^aThe following subcommittees are suggested to assist in implementing the economic development program:

1. Manufacturing Industries Subcommittee: implements program activities related to manufacturing industries.
2. Service Industries Subcommittee: implements program activities related to retail trade and service industries.
3. Hospitality-Entertainment Subcommittee: implements program activities related to recreation and tourism industries.

Source: SEWRPC.

as well as with other city staff. In addition, the Common Council should designate the City Administrator as the manager of the economic development program, with the responsibility of coordinating the day-to-day activities of the Economic Development Planning Committee; as the initial contact person for existing industry establishments in the City that may be experiencing economic development problems; and as the initial contact person for new industry establishments seeking information on the City. The Mayor of the City of Oconomowoc should work closely with the City Administrator and provide such assistance as may be necessary.

The Economic Development Planning Committee should utilize, to the extent possible, staff from county, regional, and state agencies that provide economic development services. These agencies usually provide their services at no cost or at a reduced cost. Utilizing these services can, therefore, limit the initial costs of the city economic development program. These agencies include: the Southeastern Wisconsin Regional Planning Commission (SEWRPC); the University of Wisconsin-Extension (UWEX); the Waukesha County Technical Institute (WCTI); the Wisconsin Electric Power Company (WEPCo); the Wisconsin Department of Development (DOD); and Forward Wisconsin, Inc. As further indicated under Activity Three, the Economic Development Planning Committee should meet with representatives of these agencies to discuss specific economic development activities that can be implemented with their assistance.

The Economic Development Planning Committee should work with SEWRPC in developing a summary report of the economic development plan to highlight the economic development program objectives and activities.

Finally, the economic development program manager should contact the 30 respondents to the industry retention survey who indicated that they would be willing to help improve local economic conditions by serving on a volunteer committee. Specifically, selected business persons could be utilized as members of the Economic Development Planning Committee, as well as for specific subcommittee projects and activities.

Activity Three--Network the City's Economic Development Program Activities With the Activities of Other Economic Development Organizations--The City of Oconomowoc Economic Development Planning Committee should work with other economic development organizations in the State and the Southeastern Wisconsin Region to establish a network that will link the City of Oconomowoc with economic development resources throughout Wisconsin. Specifically, the Economic Development Planning Committee should schedule time during Committee meetings for representatives from each of the following organizations to appear before the Committee and provide background information on their specific program.

1. Oconomowoc Area Chamber of Commerce. The Oconomowoc Area Chamber of Commerce has an ongoing program of activities in the City. A representative of the Chamber of Commerce should periodically update the Economic Development Planning Committee on its role in economic development issues in the community, and the Chamber of Commerce and the Economic Development Planning Committee should coordinate their activities to the greatest degree possible.

2. Waukesha County Economic Development Committee. The Oconomowoc Economic Development Planning Committee should coordinate the City's economic development activities with those of surrounding communities in Waukesha County. The Waukesha County Economic Development Committee is designed to facilitate the cooperation and coordination of local governments relative to economic development activities in Waukesha County. In order to facilitate the coordination of Oconomowoc economic development activities with those of other communities in the County, the Chairperson of the Waukesha County Economic Development Committee should update the Economic Development Planning Committee on the scope of its present and future activities, once these activities have been specifically defined.
3. Waukesha County Technical Institute (WCTI). WCTI is responsible for implementing a number of countywide economic development programs. The economic development director for the WCTI should acquaint the Economic Development Planning Committee with WCTI's role in economic development in Waukesha County, as well as with specific programs that it is conducting such as the Waukesha County Business Information Service.
4. Wisconsin Department of Development (DOD). The DOD is the lead agency in the State for industry retention activities, and is responsible for the administration of a variety of economic development funding programs. In order to facilitate coordination of local economic development activities with the activities occurring in the State of Wisconsin, the Economic Development Planning Committee should meet with the DOD economic development consultant for the Southeastern Wisconsin Region to discuss the various state programs, as well as the business development services that are available from the DOD.
5. Forward Wisconsin, Inc. Forward Wisconsin, Inc., is the lead state agency for industry attraction activities. To facilitate coordination of activities, the Economic Development Planning Committee should meet with an economic development consultant from Forward Wisconsin to discuss the agency's industry attraction program.
6. Milwaukee Metropolitan Association of Commerce (MMAC). The MMAC provides individual assistance to industries and is active in the marketing and promotion of the Milwaukee metropolitan area. As a part of its outreach efforts, the MMAC has formed a Business Development Council to work with communities throughout the area. The Economic Development Planning Committee should meet with a representative from the MMAC to discuss the agency's activities for improving the economy of the Milwaukee metropolitan area. The Economic Development Planning Committee should appoint a representative to the MMAC Business Development Council.
7. Milwaukee Economic Development Corporation (MEDC). The MEDC is a Small Business Administration (SBA) certified development company which utilizes SBA guaranteed loans to aid small businesses. The Economic Development Planning Committee should meet with the Executive Director of the MEDC to discuss the financial assistance that the MEDC is providing to businesses in the Milwaukee metropolitan area.

8. Wisconsin Electric Power Company (WEPCo). WEPCo has an industry retention and attraction program for southeastern Wisconsin called "The I-94 Connection " that includes a variety of economic development activities, such as task forces in growth industries, a site and building data base, community assistance, and plant location assistance. The Economic Development Planning Committee should meet with a representative from WEPCo to discuss the utility's "I-94 Connection" program to improve the economy in southeastern Wisconsin.
9. Southeastern Wisconsin Regional Planning Commission (SEWRPC). SEWRPC is involved in a variety of economic development programs in the Southeastern Wisconsin Region. These activities include economic development planning and technical assistance to communities and counties in the Region, as well as studies on the regional economy and industrial land base. The Economic Development Planning Committee should meet with a representative from SEWRPC to discuss the various regional planning services that the Commission offers.
10. Research and Development Institutions. The Economic Development Planning Committee should invite representatives from institutions conducting research and development activities, such as the University of Wisconsin system, the Medical College of Wisconsin, the Milwaukee School of Engineering, and Marquette University, to meet with local business persons and provide information on new products and processes that are being developed in Wisconsin.

Objective Two: To retain existing industry establishments currently located in the City of Oconomowoc. This report has identified the importance of economic development program activities that will assist in the expansion and retention of existing employers. Consequently, it is important for the City of Oconomowoc to initiate ongoing industry retention activities that will prevent the relocation of Oconomowoc industry establishments. This objective is directly related to Goal Two, and consists of the activities identified below.

Activity One--Contact Selected Respondents of the Industry Retention Survey-- The industry retention survey was an important first step in an industry retention program for the City. The results of the survey indicated that there are a number of industry establishments that participated in the survey that should be contacted again as soon as possible. These industry establishments include:

1. The 20 respondent firms, eight of which are manufacturing firms, that plan to expand within the City during the next five years. These firms should be contacted to determine if there are any problems that may be attendant to these expansion projects, and if there is any assistance the City can render to facilitate the expansion.
2. The six respondent firms, two of which are manufacturing firms, that plan to expand their operations outside the City of Oconomowoc. The reason for the planned expansions outside the City should be determined, and every effort should be made to encourage these establishments to expand in the City.

3. Contact all of the respondent firms that indicated that they had a problem with public facilities, services, and regulations and attempt to identify the specific nature of these problems and seek solutions to them.

The economic development program manager and the Mayor of the City of Oconomowoc should be responsible for contacting these firms.

Activity Two--Provide Information on Government Contracts and Product Exporting--An activity that is often carried out as a part of a local economic development program is the provision of information to business persons regarding securing government contracts and product exporting. The City's industry retention survey indicated that 17 industry establishments, 11 of which were manufacturing establishments, were interested in obtaining more information on government contracts; and 15 industry establishments, nine of which were manufacturing establishments, were interested in attending a seminar on supplying products or services to the government. In addition, 12 industry establishments, eight of which were manufacturing establishments, were interested in obtaining more information on product or service exporting; and 11 industry establishments, seven of which were manufacturing establishments, were interested in attending a seminar on product or service exporting. Periodically, the Wisconsin Department of Development (DOD) sponsors seminars on these topics, and persons indicating an interest should be made aware of the seminars. In addition, the Waukesha County Technical Institute (WCTI) recently established an International Trade Program Resource Center to assist industry establishments with product exporting. The City's economic development program manager should contact the Wisconsin DOD and WCTI and, at a minimum, pertinent materials should be provided to those industry establishments indicating an interest in obtaining more information. Additionally, the Small Business Administration (SBA) maintains a computerized data base, the Procurement Automated Source System (PASS), that lists the names of industry establishments interested in government procurement programs. This list is used by federal agencies in procurement activities. Local industry establishments interested in more information on government contracts should be notified of the availability of this service. Finally, the economic development program manager should contact Representative F. James Sensenbrenner, Jr., U. S. House of Representatives, to discuss strategies for attracting more federal contracts to the City.

Activity Three--Meet with Representatives of the Wisconsin Department of Development (DOD)--The industry retention survey indicated that 20 respondents, or 35 percent of all respondents, perceived that the State of Wisconsin was a below average or poor place in which to operate a business. In addition, 37 respondents, or 65 percent, indicated that they were not familiar with the Wisconsin DOD. Consequently, a representative of the Wisconsin Department of Development should be asked to address a public meeting, such as a regular meeting of the Oconomowoc Area Chamber of Commerce or a special meeting of the Oconomowoc Economic Development Planning Committee, to inform local industry in the City of the activities being undertaken by that Department to improve the State's business climate and to assist industry establishments in their expansion plans.

Activity Four--Develop a Community Identity for the City--The City of Oconomowoc has no firm identity for establishing a competitive edge in the Milwaukee metropolitan area consumer market. The recent success of the 1985 "Discover Our Back Side" promotional program is an excellent example of the community working together to develop a marketing campaign to enhance the City's central business district. The Economic Development Planning Committee should work with the Waukesha County Technical Institute (WCTI) in developing a series of workshops for local officials, business persons, and interested citizens to identify a theme for the City that can be used in marketing the community throughout the Milwaukee metropolitan area, as well as throughout southeastern Wisconsin.

Activity Five--Expand Olympia Resort and Spa's Impact on the City's Consumer Market--The Economic Plan Advisory Committee perceived that the Olympia Resort and Spa is underutilized as a consumer market for local retail trade and service industries. The City should capitalize on the popularity of the resort as a convention center and weekend vacation destination. The Economic Development Planning Committee should work with the Oconomowoc Area Chamber of Commerce and the Director of Operations at Olympia Resort and Spa to identify strategies for better integrating the resort into the community, and for attracting visitors from the resort into the City's central business district.

Activity Six--Conduct a Consumer Market Survey--The Economic Development Planning Committee, in cooperation with the Southeastern Wisconsin Regional Planning Commission (SEWRPC), should conduct a survey of consumer needs and buying habits to determine the potential for improving existing retail trade and service industry operations in the City, as well as the potential success of attracting new retail trade and service industry establishments to the community. The consumer market survey should determine where local residents shop and purchase certain types of goods and services, the primary reasons for making a purchasing decision, the local store hours that best fit individual needs, additional retail trade and service industry establishments needed in the community, and other pertinent considerations. The Economic Development Planning Committee should work with the SEWRPC staff in designing the consumer survey and in implementing the survey project.

Activity Seven--Develop a Central Business District Promotional Program--The City of Oconomowoc should develop a central business district promotional program utilizing the results of the consumer market survey identified above, and the consumer market analysis provided in Appendix B of the "Economic Development Fact Book." The Economic Development Planning Committee should work with central business district merchants to identify those activities and projects that would help to create and maintain a profitable and attractive marketplace in the downtown. Specifically, the Committee should sponsor seminars and workshops for business persons on competitive pricing, inventory selection, credit policy, and merchandising. In addition, the Committee should work with central business district merchants to implement the architectural drawings of building facades in the central business district.

Activity Eight--Coordinate Economic Development Activities with the University of Wisconsin--Extension Business Management Program--The Waukesha County University of Wisconsin--Extension has a business management program that it operates

in cooperation with the University of Wisconsin-Whitewater Small Business Development Center (SBDC), which provides industry establishments and entrepreneurs with information on business management through seminars and individual counseling assistance. The economic development program manager should contact the Waukesha County UW-Extension and request that the Small Business Development Center place the names of all business persons who belong to the Oconomowoc Area Chamber of Commerce on the SBDC mailing list.

Activity Nine--Meet with Representatives of Local Employment Training Organizations--The industry retention survey indicated that industry establishments in the City of Oconomowoc had perceived a problem in obtaining workers in the professional, technical, and managerial occupations, and the machine trades occupations. The Economic Development Planning Committee should meet with representatives of employment training organizations in Waukesha County, such as Oconomowoc High School, Waukesha County Technical Institute (WCTI), and the Waukesha, Ozaukee, and Washington (WOW) Consortium, Private Industry Council, to determine how this perception can best be corrected.

The industry retention survey also showed that only one respondent had utilized the Private Industry Council. The Private Industry Council is the administrative agent for the Job Training Partnership Act (JTPA), which represents the federal government's major public employment training program. The WOW Consortium received \$1,387,683 in fiscal year 1985 to operate employment training programs in Waukesha County. The Economic Development Planning Committee should meet with representatives of the WOW Consortium to discuss opportunities for working with local industry establishments on employment training programs.

Objective Three: To initiate an industry attraction program in the City. While industry retention activities usually are the primary focus of a community interested in improving the local economy, the locational characteristics of the City relative to the attraction of new manufacturing industry establishments are such that an active industry attraction program could be successful in the City. In addition, the consumer market analysis (see Appendix B of the "Economic Development Fact Book") indicated the need to seek out specific types of retail trade and service industry establishments to locate in the Oconomowoc central business district. This objective and the activities indicated below are related to Goal Three of the economic development program.

Activity One--Develop a Community Promotional Packet--The Southeastern Wisconsin Regional Planning Commission in cooperation with the Wisconsin Electric Power Company (WEPCo), has provided the City of Oconomowoc with economic profiles of the City, Waukesha County, and the Southeastern Wisconsin Region. The purpose of these profiles is to provide pertinent information on community facilities and services and demographic data on the City of Oconomowoc and Waukesha County to industry establishments interested in locating in the City. In addition, the Economic Development Planning Committee should develop an inexpensive promotional brochure for the City. The economic profile, promotional brochure, and a letter from the Mayor of the City of Oconomowoc highlighting the City's involvement in economic development activities should be included in a community promotional packet for the City. This informational packet should be made available to business persons requesting information on the City of Oconomowoc.

Activity Two--Develop a Community Brochure--The Economic Development Planning Committee should work with the Oconomowoc Area Chamber of Commerce and a local advertising firm in developing a community brochure for the City. This brochure should highlight the unique aspects of the community in a readable and attractive format. The brochure should be developed after the City has selected a site for a new industrial park as described in Objective Five, and coordinated with the marketing strategy for the new industrial park.

Activity Three--Appoint Two Industry Attraction Teams--At the present time, there is no single organization charged with the responsibility of working with industry establishments interested in locating in the City. Two three-member industry attraction teams--a Manufacturing Industries Attraction Team and a Service Industries Attraction Team--consisting of a designated member of the Economic Development Planning Committee, the Mayor of the City of Oconomowoc, and the City Administrator should be established. The City Administrator should be designated as the lead person for these industry attraction teams and should serve as the primary contact person for industries indicating an interest in moving to the Oconomowoc area. The Manufacturing Industries Attraction Team would be responsible for the attraction of manufacturing industries, and the Service Industries Team would be responsible for the attraction of retail trade and service industries.

Activity Four--Conduct an Inventory of Available Industry Facilities--The Economic Development Planning Committee should develop an inventory of vacant or otherwise readily available commercial and industrial sites and buildings in the City. This inventory should include information on location, cost, square footage, utility availability, and zoning. Additionally, this inventory should be updated on a semi-annual basis. In order to help facilitate the attraction of industry establishments to the City, the collection of this information should be coordinated with the computerized inventory programs of the Wisconsin Department of Development (DOD) and WEPCo. These computerized inventory programs include information on available commercial and industrial land use sites and buildings. The DOD program is being coordinated by its Office of Business Information, P. O. Box 7970, Madison, Wisconsin 53707; and the WEPCo program is being coordinated by its Office of Economic Development, 231 W. Michigan Street, Milwaukee, Wisconsin 53203.

Activity Five--Provide Entrepreneurs With the Results of the Consumer Market Analysis--The consumer market analysis, conducted as a part of this study and included in the "City of Oconomowoc Economic Development Fact Book," identify retail trade and service industries that have the potential for expanding their market area within the City of Oconomowoc. These industries include: 1) apparel and accessory stores; 2) furniture and home furnishings stores; 3) eating and drinking places; 4) miscellaneous retail stores; 5) amusement and recreation services; and 6) legal services. However, since these six industries all showed a decline in sales from 1977 to 1982, new business ventures in these industries may be at risk, and entrepreneurs should conduct individual market studies to determine the feasibility of new commercial enterprises. The economic development program manager should provide entrepreneurs with the results of this consumer market analysis.

Activity Six--Establish a Targeted Industry Attraction Program--The Manufacturing Industries Attraction Team should establish an ongoing working relationship with Forward Wisconsin, Inc., and the Wisconsin Electric Power Company.

That relationship should include attending Forward Wisconsin prospecting trips to other states, as well as making periodic contact with Forward Wisconsin and WEPCo to receive updates on industries interested in locating in Wisconsin. In addition, the program manager should obtain a copy of the videotape available from Forward Wisconsin promoting the State as a good place in which to do business. This videotape should be made available to business groups in the City.

Additionally, as part of a targeted industry attraction program, the City should evaluate the 53 manufacturing industries identified in this study (see "Economic Development Fact Book"), as well as those industries included in the industry attraction programs of Forward Wisconsin, Inc., and WEPCo. This study has prioritized those manufacturing industries in order to allow the City to contact a limited number of industries and to evaluate the results of the industry attraction efforts prior to expending further resources on this activity. The Oconomowoc Economic Plan Advisory Committee also recommended other industries that would complement a local industry attraction program. The industries the City should contact as part of an industry attraction program are listed in Table 3.

As part of an industry attraction program, the City should purchase manufacturing directories for those states in the Midwest region where the industry establishments listed in Table 3 are located. The Economic Development Planning Committee should develop a direct mail program and contact approximately 500 industry establishments of the types listed in Table 3, utilizing the materials indicated in Activities One and Two. Because of the relatively high cost of an industry attraction program, it will be necessary to closely monitor the results of the initial industry attraction efforts by the City. Therefore, telephone calls and letters received from industry establishments in response to the initial attraction solicitation should be carefully logged and the results analyzed. This phase of the industry attraction program should be conducted only after the appropriate community facilities and services have been established, as described in Objective Five.

Objective Four: To assist in the creation of two new industry establishments in the City of Oconomowoc during the next three-year period. This objective is directly related to Goal Four, the creation of new employment opportunities by facilitating entrepreneurial opportunities in the City.

Activity One--Acquaint Local Business Persons with Financial and Business Management Resources--The Economic Development Planning Committee should meet with the following agencies to improve the utilization of these resources by local business persons.

1. UW-Whitewater, Small Business Development Center (SBDC). The SBDC will offer business counseling services, business management seminars, business feasibility analysis, in-plant management programs, and other programs to business persons in the City of Oconomowoc. The industry retention survey showed that only 18 respondent firms, or 32 percent of all respondent firms, were familiar with the SBDC program.
2. Wisconsin Innovation Service Center. The UW-Whitewater College of Business and Economics established the Wisconsin Innovation Service Center

Table 3

INDUSTRIES RECOMMENDED FOR A TARGETED INDUSTRY
ATTRACTION PROGRAM IN THE CITY OF OCONOMOWOC

High-Priority Industries Identified in the Industry Attraction Program	SIC Code
Special Dies, Tools, and Jigs	3544
Electronic Components (not elsewhere classified)	3679
Commercial Printing	2751, 2752 ^a
Electronic Computing Equipment	3573
Surgical and Medical Instruments	3841
X-ray Apparatus and Tubes	3693
Millwork	2431
Miscellaneous Publishing	2741
Additional Industries Recommended by the Oconomowoc Economic Plan Advisory Committee	SIC Code
Automated Manufacturing.....	None
Biotechnology.....	None
Agrigenetics.....	None
Dairy Products.....	202
Preserved Fruits and Vegetables.....	203
Bakery Products.....	205

^aGravure Printing (SIC Code 2754) has been excluded.

Source: Oconomowoc Economic Plan Advisory Committee
and SEWRPC.

in 1980 to assist independent inventors and owners of small businesses. The Center provides an evaluation service to help inventors and owners of small businesses determine the potential for commercial success of inventions and new product ideas, and to provide an understanding of the innovation process.

3. Wisconsin Department of Development, Technology Development Fund. The Technology Development Fund offers grants to consortia of industries and institutions of higher education in support of research and development of new products and processes. The industry retention survey showed that only nine respondent firms, or 17 percent of all respondent firms, were familiar with this source of financing.
4. Milwaukee Economic Development Corporation (MEDC). The MEDC administers the Small Business Administration (SBA) 503 loan program for the Milwaukee metropolitan area to provide long-term, fixed-asset financing for industry establishments. The industry retention survey showed that only eight respondent firms, or 15 percent of all respondent firms, were familiar with this source of financing.
5. U. S. Small Business Administration (SBA). The SBA licenses privately owned and operated Small Business Investment Corporations (SBIC's) to provide equity capital and long-term loans to industry establishments. There are currently nine SBIC's in the Milwaukee metropolitan area.
6. Milwaukee Innovation Center. The Milwaukee Innovation Center is a new organization that was established to help Wisconsin businesses locate equity capital. The Center is assembling a seed capital fund for the start-up of new businesses and a network of investors who would be interested in investing in Wisconsin businesses.
7. Waukesha County Technical Institute (WCTI). WCTI is currently developing a program to coordinate services for small businesses in Waukesha County. The Enterprise Assistance Center Program would coordinate services and educational programming in business financing, management training, counseling, resource marketing, and industrial facilities programming.
8. Wisconsin Housing and Economic Development Authority, Small Enterprise Economic Development (SEED) Program. The SEED Program provides long-term, fixed-asset financing for industries that meet certain income and locational criteria. The industry retention survey showed that only 14 respondent firms, or 26 percent of all respondent firms, were familiar with this source of financing.
9. Venture Capital Groups. Venture capital groups provide a nonconventional source of financing for industries that are high risk but have the ability to provide long-term, above-average growth potential. There are currently four venture capital groups serving the Milwaukee metropolitan area.

Additionally, the Economic Development Planning Committee should distribute information on these programs and agencies to the chief executive officers of

local industry establishments, presidents of Oconomowoc financial institutions, and Oconomowoc attorneys.

Activity Two--Prepare a Memorandum on Primary Materials, Items for Resale, or Services Not Purchased Locally--The industry retention survey showed that 26 respondent firms, or 50 percent of all respondent firms, purchased less than 50 percent of their primary materials, items for resale, or services within a 50-mile radius of the City of Oconomowoc. The economic development program manager should contact these 26 firms and obtain their permission to prepare a memorandum on the specific primary materials, items for resale, or services that are not purchased within a 50-mile radius of the City, and make this information available to potential and existing entrepreneurs. In this way, entrepreneurs that are interested in making available the primary materials, items for resale, or services that are currently purchased outside the area can determine if such a venture would be successful.

Activity Three--Monitor the Development of an Incubator Facility in Waukesha County--Local units of government and public and private economic development organizations across the nation are finding that it is necessary to provide local cost, high-quality facilities for the start-up of new small businesses. As a result, many of these communities are seeking to construct incubator facilities that can be utilized by a number of different industry establishments during their first years of operation. An incubator facility in Waukesha County would provide a location where a new business could locate and develop in an appropriate manner. The cost of construction and operation of an incubator facility is, however, often beyond the means of smaller local units of government. The Waukesha County Technical Institute (WCTI) had initially planned for the development of an incubator facility in Waukesha County, but at the recommendation of other county organizations withdrew from the project. As a result, it is recommended that the Economic Development Planning Committee monitor the development of an incubator facility in Waukesha County and encourage the Waukesha County Economic Development Committee to take the lead role in developing an incubator facility.

Objective Five: To improve existing community facilities and services that are identified as being deficient and to develop new community facilities and services to meet existing but unmet needs. While the previously mentioned program organizational activities and industry retention, attraction, and entrepreneurial activities are important to the City's economic development program, the deficiencies in community facilities and services must be rectified in order to facilitate a successful economic development program in the City. The activities indicated below are designed to address the most pressing community facility and service needs in the community as identified in this study, and are directly related to Goal Five.

Activity One--Improve the City's Existing Industrial Park--On May 17, 1985, the City of Oconomowoc requested that the Southeastern Wisconsin Regional Planning Commission prepare a redesigned site plan for Oconomowoc Industrial Park II. Based upon that request, the Regional Planning Commission on September 25, 1985, presented to the City a memorandum that provided an analysis of the 17 acres of woodland within the industrial park, a redesigned plan for the street and lot layout in the undeveloped portion of the industrial park, an analysis of terminating Capitol Drive within the industrial park, and recom-

mendations for implementing the Industrial Park Site Redesign Plan. The City of Oconomowoc should adopt the recommendations set forth in the SEWRPC memorandum for woodland and natural area protection, street and lot layout, and termination of Capitol Drive within the park, as well as the implementation recommendations, and begin to make the necessary improvements. In addition, the City should develop the SEWRPC-proposed stormwater detention area at the corner of Capitol Drive and Wisconsin Avenue (STH 16) as delineated in the site redesign plan for Oconomowoc Industrial Park II to help alleviate flooding problems in the industrial park. These improvements to the City's existing industrial park will ensure that the City has industrial sites readily available for firms wishing to locate in the City.

Activity Two--Conduct a Site Analysis for a New Industrial Park and Formulate an Industrial Park Development Program--On November 25, 1985, the City of Oconomowoc entered into an agreement with the Southeastern Wisconsin Regional Planning Commission for the development of an industrial park site analysis to determine areas within the City, or contiguous to the City, that are suitable for a new industrial park. The Regional Planning Commission will begin the study in March 1986. The industrial park site analysis will include: 1) an inventory and analysis of current industrial park sites in and around the City; 2) the development of industrial park site locational criteria; 3) an alternative site evaluation; 4) a municipal fiscal impact analysis; and 5) a recommendation on the best site for future industrial park development in the City.

New industrial land will be necessary to meet the needs of existing industry establishments planning expansion projects that cannot be undertaken at their existing locations and to attract new industry establishments to the City. Moreover, the establishment of a new industrial park in the City is needed to diversify the local economy and to provide employment opportunities for local residents of the City of Oconomowoc. In addition, the establishment of a new industrial park could, over time, result in development that would ease the cost to local taxpayers of municipal facilities and services.

Once the Regional Planning Commission has completed the industrial park site analysis, the City of Oconomowoc should formulate an industrial park development program that would consist of:

1. The selection of a new industrial park site;
2. The development of a development plan for the site, including the development of a proposed street and lot layout, detailed infrastructure construction plans and cost estimates, a landscaping plan, and the establishment of industrial park deed restrictions and protective covenants;
3. Project implementation, which would include the preparation of a development phasing plan and a marketing and financing strategy; and
4. A public participation process that would enable local citizens to be made aware of, and participate in, the development of a new industrial park.

Activity Three--Prepare and Adopt Update to the Land Use and Circulation Plan for the City--The City of Oconomowoc should prepare an update to the land use and circulation plan that provides an inventory and analysis of the factors and conditions affecting land use development within the City and surrounding areas. The updated land use and circulation plan should include the following elements: 1) an inventory of the existing cultural and natural resource base of the City and surrounding area; 2) a set of recommended land use development objectives for the City; 3) forecasts of population and economic activity in the planning area; 4) alternative land use and circulation plans that could accommodate the forecast population and employment levels; and 5) a recommended plan that best meets the City's objectives. The updated plan, when adopted by the City Plan Commission and the Common Council, is intended to serve as a guide for making land use development decisions within the City and surrounding area. Also included in the work effort would be proposed amendments to the City Zoning Ordinance and Zoning District Map to help carry out the recommended land use plan over time.

Activity Four--Continue to Meet the Need for Additional Rental Housing Units in the City--The Economic Plan Advisory Committee perceived the need for additional rental housing units in the City. The City of Oconomowoc has been actively involved in housing activities in the past with the creation of 140 units of state and federal subsidized elderly housing. The City of Oconomowoc should investigate the need for additional elderly rental units because of the large percentage of residents 65 years and older in the community. The provision of housing for the elderly should help to free up housing for potential expansion of the labor force. In addition, the health care facilities and services at Memorial Hospital and related health care services in the community could provide the basis for the attraction of older adults as residents of the City. Additionally, the Economic Development Planning Committee should work with local real estate firms, developers, and public housing agencies to determine the method by which additional rental housing units for families and nonelderly single persons can be made available.

Activity Five--Work to Alleviate Traffic Congestion in the City--The Economic Plan Advisory Committee perceived, and previous transportation planning studies have documented, traffic congestion during peak periods in the central business district. The City of Oconomowoc should reroute traffic on STH 16 passing through the central business district to W. Second Street and S. Concord Road as recommended in the SEWRPC Community Planning Report No. 28, entitled, Oconomowoc Area Traffic Management Plan. In addition, the status of the STH 16 bypass around the northern edge of the City of Oconomowoc should be monitored, and its construction encouraged. While the STH 16 bypass is shown on the adopted regional transportation system plan, no action can be expected to be taken toward the construction of the bypass in the absence of strong political support.

Activity Six--Continue to Provide High-Quality Community Facilities and Services--High-quality community facilities and services are provided in the City of Oconomowoc. The continued provision of these facilities and services is critical to the economic development process in the City. Therefore, the City of Oconomowoc should continue providing such facilities and services, and should investigate the need for additional community facilities and services that could enhance the economic development process in the City. The industry

retention survey conducted as a part of this study identified the need to undertake an analysis of the following public facilities, services, and regulations that may be causing a problem for industry operations in the City: telephone service; building codes; and planning and zoning regulations. Respondent firms that indicated that they had experienced a problem with facilities, services, and regulations should be contacted by the program manager and the Mayor of the City of Oconomowoc in order to avoid an issue that could cause the relocation of an industry outside the City.

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM: IMPLEMENTATION PLAN

The Economic Development Program Implementation Plan identifies: 1) the agency, organization, or person responsible for the implementation of the specific program objectives and activities; 2) the estimated cost of implementing the program activities; and 3) the time period during which the program activities should be undertaken. An important issue when discussing the implementation of the program activities is the degree to which professional economic development staff should be utilized relative to the efforts of existing staff and local volunteers. The Economic Plan Advisory Committee has recommended that the economic development activities be implemented through a combination of existing city staff and the staff of existing economic development agencies, official city committees, and persons interested in volunteering to assist in the economic development of the City.

Scheduling, Cost, and Responsibility for the Oconomowoc Economic Development Program Activities

The economic development activities described in this chapter cover a broad range of actions that will require several years to implement. In order to develop a schedule for a three-year economic development program, the following criteria were used to select activities: 1) the initial activities must, to the degree possible, be organizational in nature and have the ability to increase the City's capacity to deal effectively with economic development issues owing to the lack of an organizational entity for overall economic development in the City; 2) the activities must be relatively low in cost because of the small budget anticipated during the early stages of the program; and 3) the activities should be coordinated and implemented by existing city staff, the staff of other economic development agencies, and volunteers owing to lack of permanent, full-time city economic development staff.

The total cost of the economic development program cannot be totally determined at this time because of the variety of alternatives that are available for implementing the program activities. However, the initial cost of the three-year program should not exceed \$24,500, excluding the costs of existing city staff services, the costs of improving the existing industrial park, or the costs incurred in the actual development of a new industrial park.

Tables 4, 5, and 6 show the committee, agency, or person responsible for carrying out the program activities, the estimated cost attendant to each activity when available, and the time period during which the activities are scheduled to take place.

Table 4

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1986

[illegible]

Table 4 (continued)

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1986

[illegible]

Table 4 (continued)
CITY OF ECONOMIC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1986

Objective/Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place											
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
OBJECTIVE FIVE: (continued)														
3. Prepare and Adopt an Update to the Land Use and Circulation Plan for the City	City Government	\$15,000*												
4. Continue to Meet the Need for Additional Rental Housing Units in the City	City Government	None												
5. Work to Alleviate Traffic Congestion in the City	City Government	None												
6. Continue to Provide High Quality Community Facilities and Services	City Government	N/A*												
Other Costs and Activities	—	\$3,000*												

* Note:
Objective 2, Activity 7: This cost represents an estimate of the cost for sponsoring seminars and workshops for business persons.
Objective 3, Activity 1: This cost represents an estimate of the cost for printing of promotional materials.
Objective 3, Activity 2: This cost represents an estimate of the cost of the industry attraction teams' annual expenses in working with new industry prospects.
Objective 3, Activity 5: This cost represents an estimate of the cost of the initial targeted industry attraction mailing and the cost of purchasing manufacturing directories.
Objective 5, Activity 1: The overall cost of the improvements to the existing industrial park will need to be determined following the assessment of SEWRPC recommendations.
Objective 5, Activity 2: The overall cost for land acquisition and public infrastructure improvements will need to be determined following approval of the SEWRPC industrial park study.
Objective 5, Activity 3: It is estimated that the total cost for the preparation of a land use plan would be \$15,000.
Objective 5, Activity 6: Community facilities and services are currently being funded through the City's budgeting process.
Other Costs and Activities: It is anticipated that the economic development program will incur additional unanticipated expenses of \$3,000.

Source: SEWRPC.

Table 5

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1987

[illegible]

Table 5 (continued)

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1987

Objective/Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place											
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
OBJECTIVE FOUR:														
To Assist in the Creation of Two New Industry Establishments in the City.														
ACTIVITIES:														
1. Acquaint Local Business Persons With Financial and Business Management Resources	Program Manager/ Economic Development Planning Committee	None												
2. Prepare a Memorandum on Primary Materials, Items for Resale, or Services Not Purchased Locally	Program Manager	None												
3. Monitor the Development of an Incubator Facility in Waukesha County	Program Manager/ Economic Development Planning Committee	None												
OBJECTIVE FIVE:														
To Improve Existing and Develop New Community Facilities and Services.														
ACTIVITIES:														
1. Improve the City's Existing Industrial Park	City Government	To be determined*												
2. Conduct a Site Analysis for a New Industrial Park and Formulate an Industrial Park Development Program	City Government	To be determined*												
3. Prepare and Adopt an Update to the Land Use and Circulation Plan for the City	City Government	\$15,000*												
4. Continue to Meet the Need for Additional Rental Housing Units in the City	City Government	None												
5. Work to Alleviate Traffic Congestion in the City	City Government	None												
6. Continue to Provide High Quality Community Facilities and Services	City Government	N/A*												
Other Costs and Activities		\$3,000*												

* Note:

Objective 2, Activity 2: This cost represents an estimate of the cost for sponsoring seminars and workshops for business persons.

Objective 3, Activity 3: This cost represents an estimate of the cost of the initial targeted industry attraction mailing and the cost of purchasing manufacturing directories.

Objective 5, Activity 1: The overall cost of the improvements to the existing industrial park will need to be determined following the assessment of SEWRPC recommendations.

Objective 5, Activity 2: The overall cost for land acquisition and public infrastructure improvements will need to be determined following approval of the SEWRPC industrial park study.

Objective 5, Activity 3: It is estimated that the total cost for the preparation of a land use plan would be \$15,000.

Objective 5, Activity 6: Community facilities and services are currently being funded through the City's budgeting process.

Other Costs and Activities: It is anticipated that the economic development program will incur additional unanticipated expenses of \$3,000.

Source: SEWRPC.

Table 6

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1988

[illegible]

Table 6 (continued)

CITY OF OCONOMOWOC ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE: 1988

Objective/Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place											
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
OBJECTIVE FOUR:														
To Assist in the Creation of Two New Industry Establishments in the City.														
ACTIVITIES:														
1. Acquaint Local Business Persons With Financial and Business Management Resources	Program Manager/ Economic Development Planning Committee	None												
2. Prepare a Memorandum on Primary Materials, Items for Resale, or Services Not Purchased Locally	Program Manager	None												
3. Monitor the Development of an Incubator Facility in Waukesha County	Program Manager/ Economic Development Planning Committee	None												
OBJECTIVE FIVE:														
To Improve Existing and Develop New Community Facilities and Services.														
ACTIVITIES:														
1. Conduct a Site Analysis for a New Industrial Park and Formulate an Industrial Park Development Program	City Government	To be determined*												
2. Prepare and Adopt an Update to the Land Use and Circulation Plan for the City	City Government	\$15,000*												
3. Continue to Meet the Need for Additional Rental Housing Units in the City	City Government	None												
4. Work to Alleviate Traffic Congestion in the City	City Government	None												
5. Continue to Provide High Quality Community Facilities and Services	City Government	N/A*												
Other Costs and Activities	—	\$3,000*												

* Note:

Objective 2, Activity 2: This cost represents an estimate of the cost for sponsoring seminars and workshops for business persons.

Objective 3, Activity 1: This cost represents an estimate of the cost for professional services in preparing a community brochure.

Objective 3, Activity 4: This cost represents an estimate of the cost of the initial targeted industry attraction mailing and the cost of purchasing manufacturing directories.

Objective 5, Activity 1: The overall cost for land acquisition and public infrastructure improvements will need to be determined following approval of the SEWRPC industrial park study.

Objective 5, Activity 2: It is estimated that the total cost for the preparation of a land use plan would be \$15,000.

Objective 5, Activity 5: Community facilities and services are currently being funded through the City's budgeting process.

Other Costs and Activities: It is anticipated that the economic development program will incur additional unanticipated expenses of \$3,000.

Source: SEWRPC.

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

In order to determine the success of the City's economic development program in addressing the community economic development problems and issues, the program described herein must be monitored and evaluated with regard to: 1) the effectiveness of the activities in attaining the City's economic development goals and objectives; 2) the effectiveness of the economic development program's staff; and 3) the overall effectiveness of the economic development program, including the economic development planning process.

The City of Oconomowoc budget planning process begins in August of each year. The economic development program documented herein indicates that the Oconomowoc Economic Development Planning Committee will be responsible for the overall coordination of the Oconomowoc economic development program. Consequently, the Committee will need to evaluate its economic development program on an annual basis and indicate to the Oconomowoc City Administrator during the budget planning process the need for (if any) funding in order to carry out specific economic development program activities.

It is recommended that the following evaluations of the program be conducted by the Economic Development Planning Committee on an annual basis and prior to the City's budget planning process:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including: a) the current state of the City's economy; b) the economic development potentials and constraints in the City; and c) objectives and activities with potential for generating employment in the City. Changes in these major assumptions should be made when necessary.
2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program.
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 city staff support, staff support of existing economic development agencies, and volunteers to implement the program.
6. The Economic Development Planning Committee should sponsor semi-annual dinner meetings with local officials and business persons--in January and July--to inform them of current local economic development issues and concerns, to show appreciation for their assistance throughout the

year, to discuss the ways in which the public and private sectors can continue to work together to improve the local economy, and to evaluate the economic development program planning process.

7. The Economic Development Planning Committee should hold a public informational meeting during the month of July to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The Committee should utilize the public informational meeting as an opportunity to invite the general public to comment on the economic development program activities that have been implemented over the past year, as well as the program activities that have been identified for the forthcoming year. The Committee should consider the results of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.