

OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

VILLAGE OF MENOMONEE FALLS WAUKESHA COUNTY WISCONSIN

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MEMORANDUM REPORT NUMBER 15

**VILLAGE OF MENOMONEE FALLS OVERALL ECONOMIC
DEVELOPMENT PROGRAM PLAN**

WAUKESHA COUNTY, WISCONSIN

Prepared by the

**Southeastern Wisconsin Regional Planning Commission
P. O. Box 1607
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September 1987

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Outside Region \$5.00**

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September 30, 1987

Mr. Robert J. Steliga
Village President
Village of Menomonee Falls
W156 N8480 Pilgrim Road
P. O. Box 100
Menomonee Falls, Wisconsin 53051

Dear Mr. Steliga:

In July 1986, the Southeastern Wisconsin Regional Planning Commission, acting in response to a request from the Village of Menomonee Falls, undertook the preparation of an overall economic development program (OEDP) plan for the Village. The Village of Menomonee Falls Village Board formally adopted the plan on April 20, 1987.

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

In order to meet these goals, the work effort included the preparation of a document entitled, Village of Menomonee Falls Economic Development Fact Book that surveyed and provided pertinent data on the natural resource base and physical characteristics of the Village of Menomonee Falls and environs, as well as on the characteristics of the resident population, labor force, and economy of the Village. The findings of these surveys were used to identify potentials for, and constraints on, economic development in the Village. 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 Village; can help to facilitate the creation of employment opportunities; and can foster a more stable and diversified village economy.

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

Sincerely,



Kurt W. Bauer
Executive Director

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VILLAGE OF MENOMONEE FALLS OVERALL
ECONOMIC DEVELOPMENT PROGRAM PLAN

SUMMARY

SUMMARY OF SECTION I - INTRODUCTION

Background

In July 1986, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the Village of Menomonee Falls, undertook the preparation of an overall economic development program (OEDP) plan for the Village. The OEDP was subsequently adopted by the Village Board on April 20, 1987. An economic development plan is the initial stage of an ongoing local economic development process that: 1) inventories the Village's economic resources; 2) assesses the Village's economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the Village's strengths and eliminate or minimize the weaknesses; 4) implements the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness. This section of the report summarizes the most important findings of the economic development program planning process.

Overall Purpose of the Village Economic Development Program Plan

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

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

The Commission staff was greatly assisted in the conduct of this study by the Menomonee Falls Economic Development Study Advisory Committee. The Committee consisted of 14 persons representing a variety of economic development-related interests in the Village, and was appointed by the Village Board. The membership of the Committee is shown in Figure S-1.

Sections of the Study Report

The findings and recommendations of the economic development program planning process are reflected in this report, which includes the following sections:

Figure S-1

MEMBERSHIP COMPOSITION OF THE VILLAGE OF MENOMONEE FALLS
ECONOMIC DEVELOPMENT STUDY ADVISORY COMMITTEE

<u>Name</u>	<u>Representation</u>
Loren Anderson.....	Vice-President, Community Memorial Hospital
Doris Barnes.....	Sales Director, Wauwatosa Realty Company
Raymond E. Cote.....	President and Chief Executive Officer, Inland Press
Richard Dall.....	President, Country Craft Furniture
Clarence Dittmar.....	President, Dittmar Realty, Inc.
William Duncan.....	Trustee, Village of Menomonee Falls
Hilda Heglund.....	Vice-President of Small Business, Metropolitan Milwaukee Association of Commerce
Richard Klug.....	Chairman of the Board and Chief Executive Officer, F & M Bank
Marlene Lammi.....	Publicity Chairperson, Community League
William McDonald.....	Freedom Insurance Services
Harvey Moy.....	Harvey Moy's Chinese and American Restaurant
Robert Pieters.....	Federal Financial Savings and Loan Association
Don Schneiders.....	President, Schneiders-Vetter Glass Company, Inc.
Jacque Sommers.....	Community Resident
Robert J. Steliga.....	Village President and Trustee, Village of Menomonee Falls

Source: SEWRPC.

1. Introduction

This section provides basic background information on the need for the economic development program planning study, sets forth the specific elements of an economic development program, and identifies the members of the study's citizen advisory committee.

2. Description of the Current State of the Village Economy

This section provides summary data and information on the current condition of the village economy relative to the regional, state, and national economies.

3. Historical Assessment of Economic Development Activities in the Village

This assessment identifies the existing economic development organizations in the Village and reviews the adequacy of current local economic development activities.

4. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the Village. Economic development potentials are those factors that give the Village certain competitive advantages in attracting and sustaining economic development. Economic development constraints are those factors that act to restrict the expansion of the local economy, and therefore the expansion of employment opportunities.

5. Economic Development Program

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

SUMMARY OF SECTION II - ECONOMIC CONDITIONS IN THE VILLAGE

Overall, the economy of the Village, as measured by the selected economic indicators presented herein, is in relatively good condition. The village unemployment rate of 1.5 percent in July 1986, in comparison to the regional unemployment rate of 6.5 percent, shows the relatively good condition of the local economy. The resident population of the Village may increase in the near future as a result of recent local subdivision development decisions and the decline in home mortgage interest rates. However, it should be noted that the subdivision development will occur over an extended period of time. The higher per capita and household income characteristics of the resident population of the Village results in a larger amount of available consumer income than in many other communities of the County and the Region.

The higher educational attainment of the labor force and the availability of workers from throughout the Milwaukee metropolitan area should result in a good supply of quality labor for local employers. The recent and continuing construction of the Park Place office development on the northwest side of the

City of Milwaukee is expected to result in a total of 8,000 new jobs; many of the workers occupying these jobs are expected to reside in the Village. The provision of new sanitary sewer service in various areas throughout the Village will make additional land available for residential development. Finally, as is noted in Section III of this report, a number of local organizations, as well as the village public officials and staff, are working to improve local economic conditions.

It is important to indicate, however, that the Menomonee Falls economy could be susceptible to problems. The large number of village residents employed throughout the Milwaukee metropolitan area results in a dependence on metropolitan, as well as local, economic conditions. This section of this report indicates that metropolitan economic conditions are being affected by a number of changes, including a shift from manufacturing industry employment to service industry employment; a change in the nature of the manufacturing industry to higher technology manufacturing processes; the changing national distribution of economic activity from the north-central region to the south and west regions; and the internationalization of product markets. These changes are important to the Village because of the dependence of the village economy on the manufacturing industry.

The analysis of the comparative age structure of the village population showed a relatively smaller percentage of persons in the Village in the 20- to 34-year age categories, which could result in a lack of demand for certain types of goods and services in the Village. While the location of the Village results in the availability of a large number of workers from throughout the Milwaukee metropolitan area, the Committee perceived a lack of basic employment skills by the area's labor force. Finally, the Committee expressed concern regarding the Village's level of taxation should a high level of population growth occur in the Village.

A comprehensive local economic development program could help to preserve the current economic conditions in the Village. Through the implementation of local economic development programs and activities that take advantage of local resources, economic development organizations can help to minimize the effects of negative national, state, and regional economic trends.

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

As have many other communities in southeastern Wisconsin, the government and development-related organizations in the Village have undertaken a variety of economic development activities. The Village Chamber of Commerce is active not only in promoting private business interests but in working to improve overall economic conditions in the community. The Greater Menomonee Falls Committee has, through the support of the community at-large, identified community development problems, and in a number of functional areas is now implementing activities designed to improve community resources. The village government has undertaken a variety of economic development activities, the most important of which are the provision of sanitary sewer service to the Lily Creek service area, and the creation of the Department of Community Development and Community Relations. Finally, the Waukesha County Economic Development Committee is actively pursuing economic development activities that affect communities throughout the County.

While a number of important economic development activities have taken place, the Village faces a number of problems. First, no single organization is responsible for guiding and coordinating economic development activities. Second, there is no ongoing method for determining the problems of existing business and developing solutions to these problems. The only effort in this regard is that by the Menomonee Falls Area Chamber of Commerce to recontact the participants in the manufacturing industry retention survey, a survey in which nonmanufacturing establishments did not participate. Third, the Village does not have a targeted industry attraction program or a small business development program. Fourth, while a range of economic development problems has been identified in the Village, there is a lack of implementation activities designed to correct these problems. Finally, the village government is currently undergoing a significant expense, \$33 million, to provide sanitary sewer service to the Lily Creek service area. As a result, the village financial resources available to support an economic development program may be limited.

The next section of this report identifies the economic development potentials and constraints in the Village. This identification serves as a basis for identifying the economic development needs of the Village, and ultimately the economic development activities that should be implemented to meet these needs.

SUMMARY OF SECTION IV - ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

This section of the report indicates that there are three overall economic development potentials in the Village of Menomonee Falls: 1) a continuation of the existing economic development activities in the Village; 2) the retention and expansion of the village industrial base; and 3) the expansion of the retail trade and service industry in the Village. Village economic development activities should seek to further these potentials. In addition to the economic development potentials, this section identifies a number of economic development constraints. The economic development constraints, as they relate to the potentials, are shown in Figure S-2. The elimination of these constraints should represent the focus of economic development activities in the Village.

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

SUMMARY OF SECTION V - ECONOMIC DEVELOPMENT PROGRAM PLAN

Overall Economic Development Goals in the Village of Menomonee Falls

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

Figure S-2

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE VILLAGE OF MENOMONEE FALLS

Potential One: Recent Economic Development Activities in the Village

Constraints Related to Potential One--

1. Lack of a coordinating economic development organization in the Village.
2. Lack of village government financial support for local economic development activities.
3. Lack of private sector support for village economic development activities.
4. Lack of coordination of staff participation in local economic development activities.
5. Lack of sufficient village staff time for economic development activities.
6. Dependence on volunteer support to implement economic development activities.
7. Lack of participation with regional and state economic development organizations.
8. Lack of implementation of identified economic development activities.
9. Participation in the Village Chamber of Commerce.

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

Constraints Related to Potential Two--

1. Lack of an industrial development program for the retention and attraction of manufacturing industries.
2. Potential relocation of existing manufacturing industry establishments.
3. Lack of participation by local government representatives in local business expansion ceremonies.
4. Absentee ownership of business establishments in the Village.
5. The need for additional building space by local manufacturers.
6. Low percentage of government sales by local manufacturers.
7. Lack of available industrial parkland in the Village.
8. Local regulation of business establishments in the Village.
9. Redistribution of economic activity away from the north-central region of the United States.
10. Structural changes in the economy.

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

Constraints Related to Potential Three--

1. Lack of central business district redevelopment.
2. Competition between retail trade and service industry establishments in the Milwaukee metropolitan area.
3. Low wages paid to retail trade and service industry establishments.
4. Traffic problems in the central business district.
5. Public perception of the retail/commercial environment.
6. Strip commercial development.
7. Availability of rental housing.
8. The unsightly condition of a number of industrial and residential areas in the Village.

Source: SEWRPC.

The following have been identified by the Village's Economic Development Study Advisory Committee as the overall goals of the village economic development program:

1. To establish and maintain an organization to lead, guide, and coordinate the efforts of citizens and organizations concerned with the economic development of the Village. The membership of the organization should include individuals from both the public and private sectors. The organization should have the powers necessary to implement a range of economic development activities that will improve the economic conditions in the Village.
2. To help retain existing employment opportunities and to provide for the expansion of existing employment opportunities in the Village by helping to meet the needs of existing employers in all industry sectors.
3. To help to create new employment opportunities through the attraction of new employers to the community that will enhance the aesthetic environment in the Village.
4. To assist in creating new employment opportunities by providing assistance to persons interested in developing new, or expanding existing, small businesses in the Village.
5. To develop and maintain a physical environment in the Village that is conducive to business and residential development. The persons responsible for implementation of the economic development program should work with the village government in identifying cost-effective alternatives for the rehabilitation of community facilities and services that are in need of repair, as well as in identifying necessary new community facilities and services.

Criteria to Guide the Village's Economic Development Program

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

1. Nature of Program Activities. The village economic development program should be an action-oriented program that performs the following functions: a) coordination of existing economic development activities in the Village; b) implementation of specific economic development programs and activities; and c) provision of technical assistance to public and private economic development organizations in the Village. The program should also act as a conduit for available local, state, and federal financial assistance to employers in the Village.
2. Existing Economic Development Organizations. A number of economic development organizations in the Village are capable of assisting in the successful implementation of the village economic development program activities. These organizations include: the Menomonee Falls Area Chamber of Commerce and the Greater Menomonee Falls Committee. The

village economic development program should utilize these organizations in implementing the program activities.

3. Economic Development Program Staff. A number of existing economic development organizations are capable of providing staff support in the implementation of the village economic development program. These organizations include: the Village Community Development and Community Relations Departments; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; and the Waukesha County Technical Institute. In addition, economic development staff assistance is available from the Wisconsin Electric Power Company, Forward Wisconsin, Inc., and the Wisconsin Department of Development.
4. Scope of the Program Activities. The overall village economy is dependent upon the growth and development of all sectors of that economy. Therefore, the village economic development program should include projects and activities that address problems and issues facing the commercial and service sectors of the local economy, as well as the industrial sectors of the economy.
5. Program Responsibility. Primary responsibility for the village economic development program should rest with the Village Community Development Authority (CDA) and the Village Manager.
6. Unemployed and Underemployed. The objectives and activities identified in the village economic development program should enhance the ability of unemployed and underemployed workers to gain meaningful employment opportunities.

Village of Menomonee Falls Economic Development Program: Objectives and Activities

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

The recommended objectives and activities are shown in Figures S-3 through S-7, and are categorized by the following five major functional economic development areas: 1) organizational development activities; 2) industry retention activities; 3) industry attraction activities; 4) small business development activities; and 5) the development of public facilities and services. The estimated overall cost of the program in 1987 is \$30,000.

Major and Minor Economic Development Activities

The recommended village economic development program activities can be classified as either major or minor activities. Major activities are activities that are expected to require a relatively large investment of community effort, time, and cost. In addition, major activities are a result of unique economic development needs in the Village. The major activities include: 1) the formation of the village CDA; 2) the conduct of a study to identify a new industrial park; 3) the conduct of a downtown redevelopment study; and

Figure S-3

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 1</u> To establish a new economic development organization in the Village.		
<u>Activity 1</u> --Create a Community Development Authority (CDA) in the Village. (See Appendix A for State Statute.)	Village Board and Village Manager	--
<u>Activity 2</u> --Terminate the existing Village Housing Authority.	Village Board	--
<u>Activity 3</u> --Provide the CDA with a 1987 operating budget of \$30,000, and seek private sector contributions for CDA activities that exceed this amount.	Village Board and CDA	\$30,000
<u>Objective 2</u> To provide for the active participation of both public and private sector individuals and organizations in the village economic development program.		
<u>Activity 4</u> --Appoint seven-member CDA.	Village Board,	--
<u>Activity 5</u> --Establish a CDA Economic Development Committee and a Housing Committee, and provide for the coordination of CDA activities with other village activities.	CDA, and Village Manager	--
<u>Objective 3</u> To provide the necessary staff support for the village economic development program.		
<u>Activity 6</u> --Assign responsibility for specific program activities to the village staff and the staff of SEWRPC, WCTI, and the University of Wisconsin-Extension.	CDA and Village Manager	--

-continued-

Figure S-3 (continued)

	Objectives and Activities	Responsibility	Estimated Cost
<u>Objective-4</u>	To establish and maintain a working relationship with Waukesha County, regional, and state economic development activities.		
	<u>Activity 7</u> --Attend the semi-annual summit meetings of the Waukesha County Economic Development Committee.	Village Manager, or Designee	--
	<u>Activity 8</u> --Request the Waukesha County Economic Development Committee to designate the Village as a "prepared community."	CDA	--
	<u>Activity 9</u> --Attend the quarterly meetings of the MMAC, Business Development Council.	Village Manager, or Designee	--
	<u>Activity 10</u> --Provide a copy of the OEDP document to the Wisconsin Department of Development; Forward Wisconsin, Inc.; and the Wisconsin Electric Power Company.	Village Manager	--

Source: SEWRPC.

Figure S-4

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY RETENTION ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 5</u> To develop and maintain an ongoing industry retention program.		
<u>Activity 11</u> --Develop a one-stop permit and information center for existing business.	CDA and Village Manager, or Designee	--
<u>Activity 12</u> --Work with the Menomonee Falls Area Chamber of Commerce to implement an "early warning system" that would identify firms that are considering relocating outside the Village.	CDA, Village Manager, or Designee, and Menomonee Falls Area Chamber of Commerce	--
<u>Activity 13</u> --Implement the follow-up to the Wisconsin Bell industry retention study.	CDA and Menomonee Falls Area Chamber of Commerce	--
<u>Activity 14</u> --Work with existing business in expansion projects and participate in groundbreaking and similar activities.	CDA, Menomonee Falls Area Chamber of Commerce, and Village Manager	--
<u>Activity 15</u> --Contact the officers of local companies with corporate headquarters outside the Village.	CDA and Village Manager, or Designee	\$200
<u>Activity 16</u> --Request the annual work program of the Menomonee Falls Area Chamber of Commerce and coordinate CDA activities with this work program.	CDA, Menomonee Falls Area Chamber of Commerce, and Village Manager, or Designee	--
<u>Objective 6</u> To assist local employers in taking advantage of opportunities to expand their facilities and to increase employment opportunities.		
<u>Activity 17</u> --Participate in regional and state programs designed to increase the local procurement of government contracts and the export of products, and seek to co-sponsor a government product procurement seminar.	CDA and Village Manager, or Designee	\$500
<u>Activity 18</u> --Development a business financing brochure	CDA and University of Wisconsin-Extension	\$500
<u>Activity 19</u> --Continue the development of a computerized inventory of vacant buildings and available land sites.	CDA and University of Wisconsin-Extension	\$600

Source: SEWRPC.

Figure S-5

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY ATTRACTION ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 7</u> To initiate an industry attraction program that will attract two new manufacturing establishments to the Village during the the next two years.		
<u>Activity 20</u> --Establish an industry attraction team.	CDA and Village Manager, or Designee	--
<u>Activity 21</u> --Participate in the Forward Wisconsin, Inc., "call trips."	CDA and Industry Attraction Team	\$3,000
<u>Activity 22</u> --Identify a group of targeted industries for the village industry attraction program.	CDA and SEWRPC	--
<u>Activity 23</u> --Request an update to the Village Economic Profile.	CDA and SEWRPC	\$200
<u>Activity 24</u> --Conduct a limited mail industry attraction activity.	CDA and Village Manager, or Designee	\$3,000
<u>Activity 25</u> --Compile a village economic development "fact book."	CDA and SEWRPC	--

Source: SEWRPC.

Figure S-6

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
SMALL BUSINESS DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 8</u> To place special emphasis on existing small commercial, service, and industrial firms in the Village industry retention and attraction programs.		
<u>Activity 26</u> --Develop a written summary of available small business development assistance and provide the summary to local small businesses.	CDA and SEWRPC	\$1,000
<u>Activity 27</u> --Emphasize industry establishments with fewer than 20 employees in the village industry attraction program.	CDA and SEWRPC	--
<u>Activity 28</u> --Assist the Menomonee Falls Area Chamber of Commerce in promoting village business services to the occupants of the Park Place development.	CDA and Chamber of Commerce	--

Source: SEWRPC.

Figure S-7

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
COMMUNITY FACILITIES AND SERVICES ACTIVITIES

Objectives and Activities	Responsibility	Estimate Cost
<u>Objective 9</u> To ensure that industrial land is available for the expansion of existing firms and for the location of new firms in the Village.		
<u>Activity 29</u> --Identify a site for a new industrial park in the Village.	CDA, Economic Development Committee, and SEWRPC	\$ 5,000
<u>Activity 30</u> --Review the condition of existing village industrial parks relative to compliance with village building codes and the housekeeping ordinance.	Village Manager, or Designee	--
<u>Objective 10</u> To ensure that the village central business district remains a viable location for existing and new commercial and service firms and that local land use regulations maintain a balance of commercial and service land uses in the central business district and other areas of the community.		
<u>Activity 31</u> --Undertake a comprehensive downtown redevelopment study.	CDA, Chamber of Commerce, and a private consultant	\$16,000
<u>Activity 32</u> --Update the 1973 village master plan study.	Village Plan Commission and a private consultant	Undetermined
<u>Activity 33</u> --Encourage the proposed improvements to STH 74 and STH 75, and the replacement of the Main Street bridge.	CDA	--
<u>Objective 11</u> To ensure that a variety of housing choices, in terms of size and cost of housing units, is available in the Village.		
<u>Activity 34</u> --Consider the need for additional land zoned for rental housing in the Village in the update to the Village Master Plan Study.	Village Plan Commission and a private consultant	Undetermined

-continued-

Figure S-7 (continued)

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 12</u> To assure that the Village's aesthetic appearance is improved in order to create an overall pleasing atmosphere in the Village.		
<u>Activity 35</u> --Encourage the Village to enforce the existing village building code and housekeeping ordinance.	CDA	--

Source: SEWRPC.

4) an update to the Village Master Plan. It is the successful implementation of these major activities that will, in large part, determine the initial success of the village economic development program.

The remaining economic development program activities are described as minor activities in that they are expected to require substantially less of an investment in effort, time, and cost. While a number of these activities result from specific economic development needs in the Village, they represent the program components that are usually a part of a community's local economic development program.

Monitoring Criteria for Measuring the Success
of the Menomonee Falls Economic Development Program

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

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

The Village of Menomonee Falls budget planning process begins in June of each year. The process includes a budget request to the Village Manager by each village department director, and the eventual adoption of a budget by the Village Board. The Menomonee Falls CDA will be responsible for the implementation of the economic development program documented herein. Because the village economic development program is primarily funded by the Village, the CDA will need to evaluate its economic development program on an annual basis in compliance with the village budget review process. The annual budget request by the CDA would be submitted by the Village Manager.

It is recommended that, at a minimum, the following evaluations of the program be conducted by the CDA annually:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including the current state of the Village's economy and the economic development potentials and constraints of the Village. 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 during a three-to-five-year time period.
3. The degree to which the program activities have led to the accomplishment of the specific economic development objectives should be evaluated. In addition, the problems encountered in the implementation of the specific program activities should be identified and this information utilized to refine the economic development activities.

4. The appropriateness of the economic development monitoring criteria should be evaluated.
5. The methods used to provide staff support to the economic development program should be evaluated, with special attention devoted to the existing strategy of utilizing a combination of existing village staff support, consultants, areawide agency staff, and volunteers to carry out the program activities.
6. The CDA, Economic Development Committee, and Menomonee Falls Area Chamber of Commerce and other appropriate economic development organizations should convene a joint meeting to discuss the results of the evaluation process and the manner in which these results can be incorporated into the economic development program for the forthcoming year, and to estimate the amount and sources of funding needed to implement the program for the upcoming year.
7. The CDA should hold a public informational meeting to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The CDA should invite the general public to the informational meeting, as well as representatives of organizations interested in, and affected by, economic development in the Village, to comment on the program activities that have been implemented over the past year, as well as the activities that have been identified for the forthcoming year. The CDA should consider the minutes of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.

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Section I

INTRODUCTION

BACKGROUND

In July 1986, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the Village of Menomonee Falls, undertook the preparation of an overall economic development program (OEDP) plan for the Village. The OEDP was subsequently adopted by the Village Economic Development Study Advisory Committee on April 14, 1987 (see Exhibit 1), and by the Village Board on April 20, 1987 (see Exhibit 2). An economic development plan is the initial stage of an ongoing local economic development process that: 1) inventories the Village's economic resources; 2) assesses the Village's economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the Village's strengths and eliminate or minimize the weaknesses; 4) implements the recommended projects and activities; and 5) periodically evaluates the results of the economic development program in order to improve the program's effectiveness.

THE NEED FOR LOCAL ECONOMIC DEVELOPMENT PROGRAM PLANNING

Increasingly, communities within Wisconsin have recognized the need to initiate an ongoing economic development program. The need for such a program often stems from a decline in local economic conditions or an interest in preventing a decline in economic conditions. The concern by community leaders with economic conditions has resulted from: 1) decisions by local businesses to relocate or expand to areas outside their present location; 2) employment contraction by existing employers, particularly those firms in the traditional durable-goods manufacturing industries; and 3) the increasing cost of utilizing natural and man-made resources for economic development purposes.

The Need for an Economic Development Program Plan in the Village of Menomonee Falls

The interest by the Village of Menomonee Falls in developing an economic development program results from a recommendation by the Greater Menomonee Falls (GMF) Committee. The GMF Committee was organized in June 1983, and is a citizens' committee representing various segments of the community. The overall mission of the GMF Committee is to provide a basis for broad-based community participation in the identification of community development problems and the identification and implementation of activities and programs that are designed to solve these problems. A number of GMF Committee task forces were initiated to study community concerns and to provide recommendations for future development activity in the Village. These task forces provided the GMF Committee with a series of recommendations relative to their specific study areas. As a result of a review of these recommendations, the GMF Committee identified a series of task force "strategic directions" that would be addressed by the GMF Committee, including:

Exhibit 1

RESOLUTION REGARDING ADOPTION
OF AN OVERALL ECONOMIC DEVELOPMENT PLAN

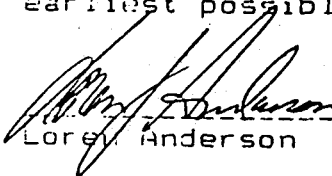
WHEREAS an Economic Development Study Advisory Committee was formed to prepare an Overall Economic Development Program (OEDP) Plan, and

WHEREAS the Committee has completed the final draft of the OEDP, and

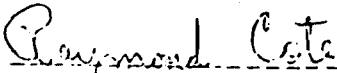
WHEREAS the Committee elicited and discussed comments about the Plan by holding meetings with the Village Board, the Plan Commission, the Board of Directors of the Chamber of Commerce, the Greater Menomonee Falls Executive Committee, the Menomonee Falls School Board, the Hamilton School Board, and the public, and

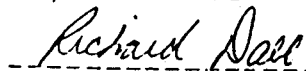
WHEREAS the Committee has considered the comments from the referenced meetings, and has determined that the plan as originally drafted holds the best potential for meeting the economic development needs of the Village of Menomonee Falls,

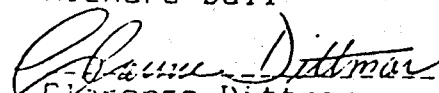
NOW, THEREFORE, BE IT RESOLVED that the Economic Development Study Advisory Committee recommends to the Village Board that the Overall Economic Development Program (OEDP) Plan be approved by the Board as its guideline for Village economic development activities, and that the Board establish a Community Development Authority at the earliest possible date.

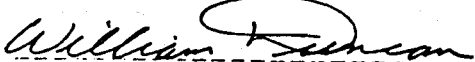

Loren Anderson

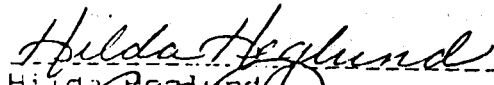
Doris Barnes

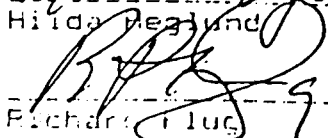

Raymond Cote

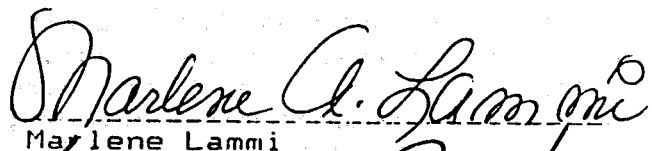

Richard Dall

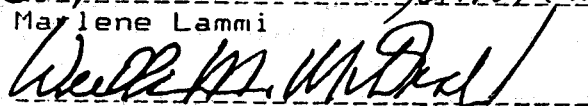

Clarence Dittmar


William Duncan


Hilda Heglund


Richard Flug

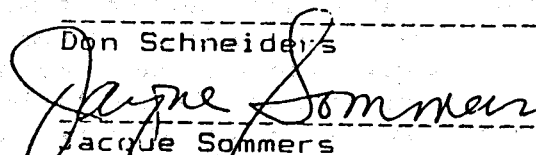

Marlene Lammi


William McDonald

Harvey Moy


Robert Pieters

Don Schneiders


Jacque Sommers

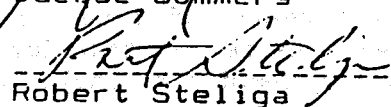

Robert Steliga

Exhibit 2

RESOLUTION NO.338- 87

ADOPTION OF OVERALL ECONOMIC DEVELOPMENT PLAN

WHEREAS on May 19, 1986 the Village Board approved the Village President's appointments to an Economic Development Study Advisory Committee, and

WHEREAS the Committee has completed a draft of an Overall Economic Development Program (OEDP) Plan, and

WHEREAS an effort was made to obtain and discuss comments about the Plan by holding meetings with the Village Board, the Plan Commission, the Board of Directors of the Chamber of Commerce, the Greater Menomonee Falls Executive Committee, the Menomonee Falls School Board, the Hamilton School Board, and the public, and

WHEREAS the Economic Development Study Advisory Committee has unanimously recommended to the Village Board that the Overall Economic Development Program Plan be adopted by the Village Board,

NOW, THEREFORE, BE IT RESOLVED, that the Village Board of the Village of Menomonee Falls, Wisconsin, gives its approval to the Overall Economic Development Program (OEDP) Plan as drafted, and hereby adopts the OEDP as its guideline for Village economic development activities.

1. Identifying an image for the Village;
2. Updating the village master plan;
3. Increasing awareness of village resources through better communication and marketing;
4. Making better use of village human resources; and
5. Encouraging economic growth and development.

The economic growth and development strategic direction included three specific areas of interest: industrial development, downtown development, and housing. In order to identify and implement specific activities that would enable the Village to move toward these strategic directions, the Village Board requested the Regional Planning Commission to prepare an overall economic development program plan for the Village.

OVERALL PURPOSE OF THE VILLAGE ECONOMIC DEVELOPMENT PROGRAM PLAN

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

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

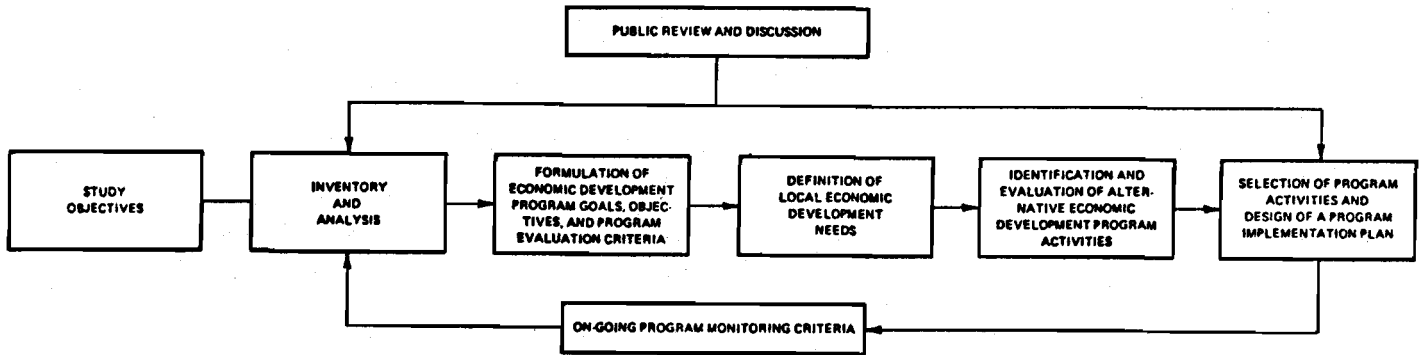
ELEMENTS OF THE ECONOMIC DEVELOPMENT PROGRAM PLANNING PROCESS

The program 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 of the existing natural and cultural resource base of the Menomonee Falls area. The inventory of the natural and cultural resource base of the Village is set forth in the Village of Menomonee Falls Economic Development Fact Book that was prepared by the Commission staff as a part of the economic development program planning process. The positive and negative factors that are a part of the natural and cultural resource base and that may act to influence economic growth in the Village are set forth in the section of this report entitled, "Economic Development Potentials and Constraints."

The second stage is the formulation of economic development goals, 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 Village of Menomonee Falls Economic Development Study Advisory

Figure 1

THE ECONOMIC DEVELOPMENT PROGRAM PLANNING PROCESS



Source: SEWRPC.

Committee. The study committee consists of 15 persons representing a variety of economic development interests in the Village, and was appointed by the Village Board to guide and assist the Regional Planning Commission in the conduct of the study (see Figure 2). 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 various alternative economic development program activities that could be implemented by the Village, as well as by public and private economic development organizations in the Village. The program activities would address the economic development needs in the Village by capitalizing on the Village's economic development potentials and eliminating economic development constraints, and thereby would assist in the attainment of the program goals and objectives.

The fifth stage consists of selecting certain alternative economic development program activities to be included in the program, and the design of a plan for implementing these activities. In this stage, the various alternative activities are evaluated against the economic development goals, objectives, and program evaluation criteria identified in stage two of the planning process. In addition, the fifth stage includes the identification of program monitoring criteria that are designed to monitor:

1. The effectiveness of the program activities in attaining the Village'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 this report. This section of this report has provided background information on the need for the economic development program planning study, along with the elements of an economic development program, and has identified the members of the study's citizen advisory committee. The remaining sections of this report include:

1. Description of the Current State of the Village Economy
This section provides summary data and information on the current condition of the village economy relative to the regional, state, and national economies.
2. Historical Assessment of Economic Development Activities in the Village
This assessment identifies the existing economic development organizations in the Village and reviews current local economic development activities.

Figure 2

MEMBERSHIP COMPOSITION OF THE VILLAGE OF MENOMONEE FALLS
ECONOMIC DEVELOPMENT STUDY ADVISORY COMMITTEE

<u>Name</u>	<u>Representation</u>
Loren Anderson.....	Vice-President, Community Memorial Hospital
Doris Barnes.....	Sales Director, Wauwatosa Realty Company
Raymond E. Cote.....	President and Chief Executive Officer, Inland Press
Richard Dall.....	President, Country Craft Furniture
Clarence Dittmar.....	President, Dittmar Realty, Inc.
William Duncan.....	Trustee, Village of Menomonee Falls
Hilda Heglund.....	Vice-President of Small Business, Metropolitan Milwaukee Association of Commerce
Richard Klug.....	Chairman of the Board and Chief Executive Officer, F & M Bank
Marlene Lammi.....	Publicity Chairperson, Community League
William McDonald.....	Freedom Insurance Services
Harvey Moy.....	Harvey Moy's Chinese and American Restaurant
Robert Pieters.....	Federal Financial Savings and Loan Association
Don Schneiders.....	President, Schneiders-Vetter Glass Company, Inc.
Jacque Sommers.....	Community Resident
Robert J. Steliga.....	Village President and Trustee, Village of Menomonee Falls

Source: SEWRPC.

3. Economic Development Potentials and Constraints

This section describes the economic development potentials and constraints in the Village. Economic development potentials are those factors that give the Village certain competitive advantages in attracting and sustaining economic development. Economic development constraints are those factors that act to restrict the expansion of the local economy, and therefore the expansion of employment opportunities.

4. Economic Development Program

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

Section II

SUMMARY OF ECONOMIC CONDITIONS IN THE VILLAGE

INTRODUCTION

An understanding of the current economic conditions in the Village is critical to the development of a sound economic development program. The Village of Menomonee Falls Economic Development Fact Book, currently being prepared by the Regional Planning Commission staff as a part of the village economic development program planning process, contains a detailed description of the Village's natural and cultural resource base, including significant economic indicators. The purpose of this section of the program plan is to summarize the most important village economic indicators that are included in the Fact Book. As such, this section includes data and information on: 1) historical population trends in the Village; 2) income and educational characteristics of the population; 3) labor force characteristics; 4) the structure of the area's economy; and 5) regional, state, and national economic trends.

SUMMARY OF ECONOMIC CONDITIONS

Historical Population Trends

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

Table 1 indicates the total population of the Village, Region, Wisconsin, and the Nation during the 1960 to 1985 time period. As indicated in Table 1, the 1985 resident population of the Village was about 27,000 persons. Recently, the village population has been declining. From 1980 to 1985, the resident population of the Village declined by about 800 persons, or about 3 percent, while the population of the Region declined by about 1 percent, and the population of the State and Nation increased by about 2 percent and 5 percent, respectively. The trend of a declining total population in the Village was also evident during the 1970's, when the population declined by 3,852 persons, or by about 12 percent. During the same time period, the population of the Region, State, and Nation increased by about 0.5 percent, 7 percent, and 11 percent, respectively. The decline in the resident population of the Village during the 1970 to 1985 time period is in sharp contrast to the large increase in the village population that occurred during the 1960's, when the population increased by over 13,000 persons, or over 70 percent, compared to an increase of 12 percent in the Region and State, and 13 percent in the Nation.

It is important to indicate, however, that while the resident population of the Village has declined during recent periods, a number of developments in the Village could result in a reversal of this trend. First, a number of new

Table 1

TOTAL POPULATION IN THE VILLAGE OF MENOMONEE FALLS,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN
AND THE UNITED STATES: 1960 TO 1985

Area	Population			
	1960	1970	1980	1985 ^a
Village of Menomonee Falls....	18,276	31,697	27,845	27,039
Region.....	1,573,614	1,756,083	1,764,919	1,741,291
Wisconsin.....	3,951,777	4,417,821	4,705,767	4,779,021
United States.....	179,323,175	203,302,031	226,545,805	238,291,000

Area	Change							
	1960 to 1970		1970 to 1980		1980 to 1985		1960 to 1985	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Village of Menomonee Falls...	13,421	73.4	(3,852)	-12.2	(806)	-2.9	8,763	47.9
Region.....	182,469	11.6	8,836	0.5	(23,628)	-1.3	167,677	10.7
Wisconsin.....	466,044	11.8	287,946	6.5	73,254	1.6	827,244	20.9
United States.....	23,978,856	13.4	23,243,774	11.4	11,745,195	5.2	58,967,825	32.9

^aWisconsin Department of Administration 1985 estimates.

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

residential subdivisions have been approved. A total of nine new subdivisions were approved within the Village in 1985 and 1986, with the developments expected to result in the availability of 834 lots. While the subdivisions are expected to be developed over a five- to seven-year time period, the eventual sale of the lots and the construction of new homes would result in an increase in the resident population. Second, the recent dramatic decline in home mortgage interest rates has resulted in an increase in new housing construction. These two factors may result in an increase in the resident population of the Village in the near future. Third, the recent construction of the Park Place office development on the northwest side of the City of Milwaukee is expected to result in a total of 8,000 new jobs, with many of these workers potentially locating in the Village. Fourth, the Village is in the process of completing the provision of sanitary sewer service to the Lily Creek service area of the Village at a cost of \$33 million. The provision of this service will make additional land available for residential development.

Age Composition

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

Table 2 compares the age distribution of the resident population in the Village of Menomonee Falls to the age distribution in the Southeastern Wisconsin Region, Wisconsin, and the United States. As shown in Table 2, the median age of the resident population, 31.1 years, while nearly identical to that for the United States, 30.0, is somewhat older than that for the Region, 29.7 years, or the State, 29.4 years. The older median age of the population is due, in part, to the lower percentage of persons in the 9 years and under age category and the 20-to-34-year age category in comparison to the Region, State, and Nation. The lower percentage of persons in these age groups could result in a smaller demand for new housing units, as well as a lack of demand for certain types of goods and services in the Village.

Income Characteristics

One important indicator of the economic status of the Village is personal income. The 1979 income characteristics of households and persons in the Village are shown in Table 3. In 1979, the per capita income in the Village, \$9,097, was greater than the per capita income in the Region, \$8,154; the State, \$7,243; and the Nation, \$7,298. Similarly, the median household income in the Village, \$26,804, was greater than that in the Region, \$20,096; the State, \$17,680; or the Nation, \$16,841. Table 3 also shows that the per capita and household incomes in the Village were greater than those for all neighboring communities, other than the City of Brookfield and the Town of Lisbon. In comparison to the other areas, the village has a greater percentage of persons with incomes over \$15,000. The higher household and per capita incomes in Menomonee Falls could have important implications for economic development in that the total amount of consumer income that is available in the Village may be expected to be somewhat greater than that available in other areas. However, it is important to indicate that the location of the

Table 2

AGE COMPOSITION OF THE POPULATION OF THE VILLAGE OF MENOMONEE FALLS, THE
SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Age Group	Population							
	Village of Menomonee Falls		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 5.....	1,430	5.1	128,085	7.3	346,940	7.4	16,348,254	7.2
5-9.....	1,753	6.3	127,834	7.2	344,804	7.3	16,699,956	7.4
10-14.....	2,798	10.0	146,252	8.3	392,247	8.3	18,242,129	8.1
15-19.....	3,726	13.4	168,897	9.6	466,612	9.9	21,168,124	9.3
20-24.....	2,199	7.9	166,934	9.5	450,026	9.6	21,313,704	9.4
25-29.....	1,626	5.8	153,984	8.7	401,915	8.5	19,520,919	8.6
30-34.....	1,761	6.3	134,573	7.6	348,115	7.4	17,560,920	7.8
35-44.....	3,887	14.0	194,058	11.0	501,973	10.7	25,634,710	11.3
45-54.....	4,258	15.3	182,119	10.3	452,945	9.6	22,799,787	10.1
55-59.....	1,533	5.5	90,688	5.1	229,046	4.9	11,615,254	5.1
60-64.....	1,055	3.8	76,201	4.3	206,947	4.4	10,087,621	4.5
65 and Over..	1,819	6.5	195,294	11.1	564,197	12.0	25,549,427	11.3
Total	27,845	100.0	1,764,919	100.0	4,705,767	100.0	226,545,805	100.0
Median Age	31.1	--	29.7	--	29.4	--	30.0	--

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

Table 3

MEAN AND MEDIAN HOUSEHOLD AND PER CAPITA INCOME OF PERSONS 15 YEARS AND OVER
IN THE VILLAGE OF MENOMONEE FALLS, THE VILLAGE OF GERMANTOWN, THE VILLAGE OF LANNON,
THE VILLAGE OF SUSSEX, THE TOWN OF LISBON, THE VILLAGE OF BUTLER, THE CITY OF BROOKFIELD,
THE CITY OF MILWAUKEE, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1979

Income	Households									
	Village of Menomonee Falls		Village of Germantown		Village of Lannon		Village of Sussex		Town of Lisbon	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
\$0-\$4,999.....	304	3.5	123	3.6	23	6.6	33	3.1	92	3.8
\$5,000-\$9,999.....	594	6.8	208	6.1	46	13.2	79	7.5	178	7.4
\$10,000-\$14,999....	694	7.9	317	9.3	47	13.5	57	5.4	127	5.3
\$15,000-\$19,999....	1,020	11.6	412	12.1	56	16.1	117	11.1	261	10.8
\$20,000-\$29,999....	2,681	30.5	1,173	34.4	100	28.7	444	42.0	743	30.9
\$30,000-\$39,999....	1,872	21.3	713	20.9	40	11.5	229	21.6	559	23.2
\$40,000-\$49,999....	937	10.7	303	8.9	16	4.6	73	6.9	201	8.3
\$50,000 and Over....	683	7.8	158	4.6	20	5.7	26	2.5	247	10.3
Median.....	\$26,804	--	\$25,314	--	\$20,294	--	\$25,191	--	\$27,487	--
Mean.....	\$28,818	--	\$26,766	--	\$22,709	--	\$25,674	--	\$29,146	--
Per Capita.....	\$ 9,097	--	\$ 8,558	--	\$ 8,094	--	\$ 7,719	--	\$ 8,492	--
Total Households ^a	8,785	100.0	3,407	100.0	348	100.0	1,058	100.0	2,408	100.0

Income	Households									
	City of Brookfield		City of Milwaukee		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
\$0-\$4,999.....	214	2.1	33,098	13.6	59,308	9.4	181,943	11.0	10,663,441	13.3
\$5,000-\$9,999.....	470	4.5	42,380	17.5	83,645	13.3	259,020	15.7	12,772,409	15.9
\$10,000-\$14,999....	589	5.7	38,213	15.8	82,607	13.1	248,555	15.0	12,342,073	15.3
\$15,000-\$19,999....	837	8.1	35,570	14.7	87,216	13.9	249,541	15.1	11,379,049	14.1
\$20,000-\$29,999....	2,499	24.2	54,930	22.7	161,400	25.7	401,832	24.3	17,441,615	21.7
\$30,000-\$39,999....	2,126	20.6	24,322	10.0	87,240	13.9	182,148	11.0	8,582,674	10.7
\$40,000-\$49,999....	1,494	14.5	8,656	3.6	35,701	5.7	68,236	4.1	3,594,101	4.5
\$50,000 and Over....	2,103	20.4	5,313	2.2	32,100	5.1	63,502	3.8	3,692,065	4.6
Median.....	\$32,159	--	\$16,028	--	\$20,096	--	\$17,680	--	\$16,841	--
Mean.....	\$37,861	--	\$18,172	--	\$22,756	--	\$20,382	--	\$20,306	--
Per Capita.....	\$11,551	--	\$ 7,028	--	\$ 8,154	--	\$ 7,243	--	\$ 7,298	--

^a Number reflects those individuals responding to household income question in 1980 U. S. census.

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

Village in the Milwaukee metropolitan area could result in significant leakage of consumer dollars to the surrounding areas.

Labor Force Characteristics

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

Total Employed and Unemployed Labor Force: Another important economic development indicator is the total number and the percentage of the civilian labor force that is unemployed. In July 1986, a total of 230 persons, or 1.5 percent of the Village's civilian labor force of 13,100, was unemployed, a percentage that is significantly less than that for the Region, 6.6 percent; the State, 6.5 percent; or the Nation, 7.0 percent (see Table 4). A total of 12,900 members of the village labor force were employed in July 1986.

Initially, the small number of unemployed workers in the Village may indicate the potential for a shortage of workers for local employers. However, the strategic location of the Village in the Milwaukee metropolitan area, as well as the mobility of the metropolitan area's work force, makes a large and occupationally diverse supply of workers available to existing and new village employers.

Place of Work: As indicated above, the Village is located in the Milwaukee metropolitan area, resulting in the availability of workers to local employers from throughout the area. In addition, the location of the Village results in a large number of the village labor force working outside the Village. In 1980, a total of 9,235 workers, or 61 percent of the village labor force, were employed outside the Village, a percentage that is significantly greater than that for the Region, State, and Nation, where 44, 36, and 43 percent of the labor force worked outside their area of residence (see Table 5). Table 6 indicates the specific location of employment for the village labor force. As indicated in Table 6, the largest percentage of the village labor force working outside the Village is employed in the City of Milwaukee, 30 percent, and the remainder of Milwaukee County, 14 percent.

Educational Attainment: The level of formal education attained is a significant determinant of the social and economic status of a population. For many people, the degree of participation in, and understanding of, the complex technological changes occurring in society today are directly related to the

Table 4

CIVILIAN LABOR FORCE INFORMATION FOR THE
VILLAGE OF MENOMONEE FALLS, THE REGION, WISCONSIN, AND
THE UNITED STATES: July 1986

Area	Civilian Labor Force			Unemployment Rate
	Total	Employed	Unemployed	
Menomonee Falls	13,100	12,900	200	1.5
Region	883,700	825,510	58,190	6.6
Wisconsin	2,403,700	2,247,400	156,400	6.5
United States	120,303,000	111,832,000	8,471,000	7.0

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

Table 5

PLACE OF WORK FOR THE LABOR FORCE IN THE
VILLAGE OF MENOMONEE FALLS, THE SOUTHEASTERN WISCONSIN REGION,
WISCONSIN, AND THE UNITED STATES: 1980

Area and Place of Work	1980	
	Number	Percent
Village of Menomonee Falls ^a		
All Workers ^b	15,032	100.0
Worked in Place of Residence.....	4,682	31.1
Worked Outside Place of Residence.....	9,235	61.4
Place of Work Not Reported.....	1,115	7.4
Region		
All Workers ^b	667,099	100.0
Worked in Place of Residence.....	321,872	48.2
Worked Outside Place of Residence.....	294,030	44.1
Place of Work Not Reported.....	51,197	7.7
Wisconsin		
All Workers ^b	1,302,536	100.0
Worked in Place of Residence.....	734,307	56.4
Worked Outside Place of Residence.....	469,062	36.0
Place of Work Not Reported.....	99,167	7.6
United States		
All Workers ^b	66,594,552	100.0
Worked in Place of Residence.....	31,862,055	47.8
Worked Outside Place of Residence.....	28,848,055	43.3
Place of Work Not Reported.....	5,884,442	8.8

^a A distribution of employed persons living in the Village of Menomonee Falls by place of work is provided in Table 6.

^b Excludes workers working outside their place of residence.

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

Table 6

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

Place of Work	Number	Percent
Village of Menomonee Falls.....	4,682	31.1
City of Waukesha.....	219	1.5
City of Brookfield.....	833	5.5
Remainder of Waukesha County.....	906	6.0
City of Milwaukee.....	4,566	30.4
Remainder of Milwaukee County....	2,090	13.9
City of West Bend.....	27	0.2
Remainder of Washington County...	307	2.0
Worked Elsewhere.....	287	1.9
Place of Work Not Reported.....	1,115	7.4
Total Labor Force	15,032	100.0

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

extent of their formal education. For example, persons with less than a fifth grade education are considered functionally illiterate. Such persons are generally relegated to unskilled labor in a technologically advancing society, and often find themselves part of the unemployed labor force.

Since most required formal education is completed by age 18, educational attainment is most relevant when related to the population 18 years of age and older. Table 7 indicates the 1980 educational attainment of this age group in the Village, Region, Wisconsin, and Nation. As indicated in the table, the educational attainment of the village population surpasses that for other areas. The percentage of the village population that has completed high school, 47 percent, is greater than that for the Region, 41 percent; the State, 42 percent; or the Nation, 36 percent. In addition, the percentage of the village population completing four years of college, 10 percent, is also greater than that for the Region, 9 percent, and the State and Nation, each 8 percent.

Structure of the Metropolitan Milwaukee Economy

Reliable information about the structure of the village economy is not available. However, data on the structure of the economy of the Milwaukee metropolitan area, consisting of the Counties of Milwaukee, Ozaukee, Washington, and Waukesha--of which the Village is a part--are available. A comparison of the percentage distribution of industry employment in the metropolitan area to the percentage distribution of labor force employment in the United States is helpful in identifying those industries that are concentrated in the metropolitan area and that therefore comprise a significant aspect of the economic base. Such comparison may be accomplished through the use of industry location quotients. The industry location quotient is a comparison of the percentage employment within the metropolitan area in an industry to the percentage employment in that industry in the Nation, and is derived by dividing the percentage employment in an industry within the metropolitan area by the percentage employment in that industry within the Nation. If the resulting ratio is greater than 1.0, it indicates an over-representation of metropolitan area employment in the given industry, while a ratio of less than 1.0 indicates an under-representation of metropolitan area employment in that industry.

The economy of the metropolitan area is concentrated, in comparison to the Nation, in the manufacturing industry, although a significant number of workers are also employed in the services industry. In 1984, the manufacturing industry employed 176,400 persons, or about 23 percent of all workers (see Table 8). The percentage of manufacturing employment in the metropolitan area is about 6 points greater than that in the Nation, resulting in a location quotient of 1.355. The services industry is the area's largest employer, with 210,840 workers, or about 27 percent of all workers. However, this percentage was only slightly greater than that for the Nation in 1984, 25 percent.

Other metropolitan area industries that show a percentage of total workers similar to that for the Nation include: transportation and public utilities (location quotient: 0.940); wholesale trade (location quotient: 1.077); retail trade (location quotient: 0.976); and finance, insurance, and real estate

Table 7

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

Education	Village of Menomonee Falls		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Elementary								
Through High School								
One to Three Years.....	3,909	20.1	350,714	27.8	945,674	28.3	51,697,642	31.8
High School, Four Years...	9,041	46.5	510,428	40.5	1,413,216	42.2	59,069,903	36.3
College								
One to Three Years.....	3,606	18.6	217,090	17.2	548,953	16.4	28,289,943	17.4
Four Years.....	1,949	10.0	108,972	8.6	258,175	7.7	12,939,870	8.0
Five or More Years.....	923	4.8	73,601	5.8	180,312	5.4	10,519,122	6.5
Total	19,428	100.0	1,260,805	100.0	3,346,330	100.0	162,516,480	100.0

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

Table 8
ECONOMIC BASE OF THE MILWAUKEE METROPOLITAN
AREA IN COMPARISON TO THE UNITED STATES: 1984

Industry	1984 Employment				
	Milwaukee Metropolitan Area		United States		Location Quotient
	Number	Percent	Number	Percent	
Agriculture, Forestry, and Fishing...	3,052	0.4	1,130.7	1.0	0.400
Mining and Construction..	27,638	3.6	7,113.9	6.2	0.580
Manufacturing.....	176,396	23.3	19,774.9	17.2	1.355
Transportation and Public Utilities....	35,853	4.7	5,682.1	5.0	0.940
Wholesale Trade.....	42,453	5.6	6,011.0	5.2	1.077
Retail Trade.....	124,305	16.4	19,237.0	16.8	0.976
Finance, Insurance, and Real Estate.....	61,966	8.2	8,377.0	7.3	1.123
Services.....	201,835	26.6	28,424.3	24.8	1.073
Government.....	85,067	11.2	18,944.0	16.5	0.679
Total	758,565	100.0	114,694.9	100.0	--

Source: SEWRPC.

(location quotient: 1.073). The metropolitan area industries that show a percentage employment that is less than that for the Nation include: agriculture, forestry, and fishing (location quotient: 0.400); mining and construction (location quotient: 0.580); and government (location quotient: 0.679).

While, as previously indicated, employment information is not available for the Village, information provided in the 1985 Classified Directory of Wisconsin Manufacturers shows that the Menomonee Falls economy is similar to the metropolitan area economy relative to the dependence of the economy on the manufacturing industry. Table 9 shows the total number of manufacturing industry establishments classified by Standard Industrial Classification (SIC) in the Village. As indicated in Table 9, a total of 134 manufacturing industry establishments are located in the Village, with the largest number of establishments in the machinery except electrical industry, 51 establishments; fabricated metal products industry, 24 establishments; and printing and publishing and electric and electronic equipment industries, each 11 establishments. A list of the major private sector employers in all industries in the Village is provided in Table 10.

Recent Changes in Industry Employment

Over much of the period since its settlement by European immigrants in the early 1800's, the Southeastern Wisconsin Region has been in a favorable position for industrial growth and development. During the past decade, however, there have been signs of a deterioration in the industrial base of the Region. An examination of the economic trends in the Region, as well as of the economic trends in the State and the Nation, is important to understanding the current changes occurring in the regional economy, and possible future economic trends.

National Economic Trends: An understanding of national economic trends can provide important insight into current economic activity patterns in the State, the Southeastern Wisconsin Region, and the Village of Menomonee Falls. A number of national economic trends appear to have a direct bearing on economic activity in these areas--the changing distribution of economic activity among the various regions of the Nation, the changing structure of the national economy, the growth of "high technology" industries, and the internationalization of product markets. The changing distribution of economic activity within the Nation is evident in the economic growth indicators presented in Table 11. As indicated in Table 11, the economic growth indicators of the north-central region--which includes Wisconsin--and the northeastern region of the United States, including the relative change in population, personal income, and employment, have consistently lagged behind those of the southern and western regions. Of particular importance is the relative change in employment levels. Total employment in the southern and western regions of the Nation increased by 39 percent and 49 percent, respectively, between 1970 and 1980, in comparison to relative increases of 18 percent and 11 percent for the north-central and northeastern regions, respectively. Manufacturing employment increased by 37 percent in the West and 24 percent in the South between 1970 and 1980, while manufacturing employment increased by only 3 percent in the north-central region and actually decreased by about 5 percent in the northeastern region during this time. More recently, total employment in

Table 9

NUMBER OF MANUFACTURING INDUSTRY ESTABLISHMENTS
LOCATED IN THE VILLAGE OF MENOMONEE FALLS

Industry	SIC Code	Number
Lumber and Wood Products.....	24	3
Furniture and Fixtures.....	25	1
Paper and Allied Products.....	26	3
Printing and Publishing.....	27	11
Chemical and Allied Products.....	28	5
Rubber and Miscellaneous Plastic Products..	30	8
Stone, Clay, and Glass Products.....	32	5
Primary Metal Industries.....	33	1
Fabricated Metal Products.....	34	24
Machinery, Except Electrical.....	35	51
Electric and Electronic Equipment.....	36	11
Transportation Equipment.....	37	3
Instruments and Related Products.....	38	3
Not Indicated.....	--	5
Total	--	134

Source: SEWRPC.

Table 10

VILLAGE OF MENOMONEE FALLS MAJOR PRIVATE SECTOR EMPLOYERS

Construction Super Excavators, Inc.	Manufacturing--Machinery Except Electrical Alto-Shaam, Inc. Briggs & Stratton Corporation Custom Products Corporation MG Cutting Systems Stolper Industries, Inc. Zenith Sintered Products, Inc.	Transportation and Public Utilities Wisconsin Bell/Menomonee Falls
Manufacturing--Electric Equipment Magnatech, Division of Maysteel Corporation		Retail Trade K-Mart Discount Store Kohl's Department Stores Walgreen Company, Illinois
Manufacturing--Printing and Publishing Arandell-Schmidt Corporation	Manufacturing--Rubber and Miscellaneous Plastics Products Rolyan Manufacturing Company, Inc.	Finance F & M Bank Federated Financial
Manufacturing--Fabricated Metal Products Bradley Corporation M. A. Gerett, Division Western Industries, Inc.	Manufacturing--Stone, Clay, and Glass Products Lippert Corporation	Services Community Memorial Hospital of Menomonee Falls Ernie Von Schledorn: Pontiac-Buick- Chrysler-Plymouth-Volkswagon Falls Medical Group Medical Associates of Menomonee Falls Menomonee Falls Nursing Home
Manufacturing--Instruments and Related Products E. F. Brewer Company Realist, Inc.	Manufacturing--Miscellaneous Manufacturing Industries Milwaukee Brush Manufacturing Company	

Source: Village of Menomonee Falls, 1984; and SEWRPC.

Table 11

ECONOMIC INDICATORS FOR REGIONS OF THE UNITED STATES

Economic Indicator	United States Region ^a							
	Northeast		North-Central		South		West	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total Population Change								
1960-1970.....	4,383,000	9.8	4,970,000	9.6	7,839,000	14.3	6,785,000	24.2
1970-1980.....	74,000	0.2	2,277,000	4.0	12,560,000	20.0	8,334,000	23.9
Net Population Migration								
1970-1980.....	-1,917,000	-3.9	-1,429,000	-2.5	7,560,000	12.0	5,023,000	14.4
Per Capita Income Change (constant 1972 dollars)								
1970-1980.....	878	18.3	1,080	25.0	1,143	31.1	1,192	26.1
Employment Change: 1970-1980								
Total Employment.....	2,122,500	11.0	3,867,600	17.9	8,880,900	39.0	6,214,800	48.4
Manufacturing Employment...	-275,300	- 4.8	189,100	2.9	1,251,000	23.7	912,700	37.1
Services Employment.....	1,406,100	27.8	1,683,800	31.7	2,800,900	47.0	2,011,700	53.9

^aThe northeast region includes the States of Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont. The southern region includes the States of Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia, and the District of Columbia. The north-central region includes the States of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin. The western region includes the States of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Source: U. S. Department of Commerce, Bureau of the Census and Bureau of Economic Analysis; U. S. Department of Labor, Bureau of Labor Statistics; and SEWRPC.

the Midwest, as a percentage of total employment in the Nation, declined from 22.3 percent in 1972 to 18.8 percent in 1983, a decline of 6.5 percentage points.

The second recent national economic trend that is important to the economic growth of the Southeastern Wisconsin Region and the Village is the changing structure of the national economy and, specifically, the declining importance of the manufacturing industry to employment growth. Growth in manufacturing industries has traditionally been viewed as the most effective means for creating jobs and ensuring long-term economic growth. However, the rate of increase in manufacturing employment in the Nation has declined significantly during the past decade. Nationally, the U. S. Bureau of the Census indicated that manufacturing employment enumerated by the employees' places of residence increased by only about 13 percent during the 1960's, and by only about 11 percent during the 1970's, compared with a percentage increase in total employment of 18 percent and 28 percent, respectively, during these time periods. As a result, the Nation's manufacturing employment declined from about 27 percent of total employment in 1960 to about 22 percent of total employment in 1980.

A third basic structural change in the national economy is a shift in the nature of manufacturing activities, with "high technology" industries accounting for a continually increasing portion of all manufacturing jobs. In this regard, it has been estimated that high technology jobs accounted for 69 percent of the total increase in manufacturing jobs in the Nation between 1955 and 1979; as a result, high technology industry's share of all manufacturing jobs increased significantly, from 33 percent in 1955 to 40 percent in 1979. The western and New England regions have experienced the highest growth in high technology jobs in recent years, while the Great Lakes region has lagged behind the national average growth rate.²

¹Stanford Research Institute International, Choosing a Future: Steps to Revitalize the Mid-American Economy Over the Next Decade, March 1984.

²Joint Economic Committee, Congress of the United States, Location of High Technology Firms and Regional Economic Development, 1982. While recognizing that there is no general agreement on a definition of high technology industries, this study estimates high technology employment levels by analyzing selected Standard Industrial Classification (SIC) groups believed to be representative of high technology industries, including chemicals and allied products (SIC 28); machinery, except electrical (SIC 35); electrical and electronic machinery, equipment, and supplies (SIC 36); transportation equipment (SIC 37); and measuring, analyzing, and controlling instruments, photographic, medical, and optical goods, and watches and clocks (SIC 38). It is important to recognize that the Standard Industrial Classification system is not specifically designed to quantify high technology industry employment. Consequently, not all the jobs in the foregoing SIC groups can rightfully be categorized as high technology jobs and, conversely, these SIC groups do not include all high technology jobs.

A fourth change in the national economy is the increasing competition that American manufacturing industries face in product markets which it once dominated, with this increasing competition being an important factor in the ability of the Region's manufacturing firms to increase employment levels. This internationalization of product producers and product markets may require local manufacturing firms to reorient their product production and marketing efforts. Labor costs have become particularly important in the locational decision-making of many industry establishments. 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 indicates that the value of the dollar against foreign currencies is an important factor for Wisconsin's manufacturing firms serving world markets. Wisconsin ranks thirteenth among the states in the Nation in manufacturing exports. The recent strong dollar, although weakening at the time of this report, has been damaging to the export sector and is one of the reasons why Wisconsin was more severely affected by the economic recession of the early part of this decade than other states. Such changes in world markets may be expected to affect the national economy, and specifically, the product marketing and product sales of the Region's manufacturing firms.

State and Regional Economic Trends: A strong manufacturing sector has historically been the cornerstone of the economy of southeastern Wisconsin. The national economic trends described above have particularly important implications for the economy of southeastern Wisconsin because of its high dependence on manufacturing activities.

Significant changes have taken place in civilian labor force manufacturing employment. Within the Region, such employment declined from 41 percent of total regional employment in 1960 to 33 percent in 1980. Over this same period, service industry employment within the Region increased 10 percentage points, from 17 percent of total regional employment in 1960 to 27 percent in 1980.

Table 12 shows the employment by place of work in 1970 and 1980 for the Region, the State, and the Nation. Employment data by an employee's place of work, versus by an employee's place of residence, provide a better indication of the change in the economic base because they provide a good measure of the actual jobs within the geographic area of concern. The place-of-work employment data shown in Table 12 support the previously discussed changes in the distribution of economic activity in the Region.

As indicated in Table 12, employment in the Region's manufacturing industry declined by about 4 percentage points between 1970 and 1980--from 34 percent in 1970 to about 30 percent in 1980. In comparison, manufacturing employment in the State declined by 3 percentage points, and in the Nation by 4 percentage points.

³ Wisconsin Strategic Development Commission, Phase I, The Mark of Progress. Undated.

Table 12

INDUSTRY EMPLOYMENT AND PERCENTAGE POINT CHANGE BY PLACE OF WORK IN WAUKESHA COUNTY, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1970 AND 1980

Major Employment Category	1970 Employment by Place of Work							
	Waukesha Number	County Percent	Southeastern Wisconsin Number	Region Percent	Wisconsin Number	Percent	United States Number	Percent
Agriculture	1,983	2.6	11,939	1.6	150,844	8.2	4,368,000	5.2
Construction	5,935	7.8	27,172	3.6	65,480	3.6	3,563,000	4.3
Manufacturing	21,559	28.2	252,318	33.5	504,184	27.5	19,410,000	23.1
Transportation, Communication and Utilities...	2,077	2.7	36,739	4.9	81,277	4.4	4,510,000	5.4
Wholesale Trade	4,075	5.3	35,266	4.7	67,180	3.7	3,806,000	4.5
Retail Trade	12,027	15.7	115,741	15.4	270,748	14.7	11,469,000	13.7
Finance, Insurance, and Real Estate	1,479	1.9	32,759	4.3	61,636	3.4	3,739,000	4.5
Services	11,814	15.5	119,547	15.9	256,248	13.9	13,619,000	16.2
Government	9,265	12.1	83,329	11.0	250,688	13.6	13,088,000	15.6
Nonfarm Proprietors	5,743	7.5	37,193	4.9	123,324	6.7	5,388,000	6.4
Miscellaneous	547	0.7	1,740	0.2	6,087	0.3	928,000	1.1
Total Jobs	76,504	100.0	753,743	100.0	1,837,696	100.0	83,888,000	100.0

Major Employment Category	1980 Employment by Place of Work							
	Waukesha Number	County Percent	Southeastern Wisconsin Number	Region Percent	Wisconsin Number	Percent	United States Number	Percent
Agriculture	2,048	1.7	12,818	1.5	156,648	7.0	4,107,300	3.9
Construction	7,410	6.2	25,816	2.9	70,062	3.1	4,332,000	4.2
Manufacturing	33,771	28.3	261,754	29.6	560,200	24.8	20,375,000	19.6
Transportation, Communication and Utilities..	5,205	4.3	39,610	4.5	92,625	4.1	5,156,000	5.0
Wholesale Trade	8,105	6.8	43,454	4.9	95,946	4.3	5,291,000	5.1
Retail Trade	18,352	15.4	131,866	14.9	341,240	15.1	15,086,000	14.5
Finance, Insurance and Real Estate	3,777	3.2	46,403	5.3	96,578	4.3	5,268,000	5.1
Services	18,809	15.7	177,971	20.1	384,043	17.0	19,395,000	18.7
Government	12,088	10.1	95,736	10.8	297,972	13.2	16,350,000	15.7
Nonfarm Proprietors	9,103	7.6	46,191	5.2	150,995	6.7	7,007,000	6.7
Miscellaneous	794	0.7	2,526	0.3	9,984	0.4	1,594,000	1.5
Total Jobs	119,462	100.0	884,145	100.0	2,256,293	100.0	103,961,300	100.0

Major Employment Category	Percentage Point Change in Industry Employment: 1970-1980			
	Waukesha County	Southeastern Wisconsin Region	Wisconsin	United States
Agriculture	-0.9	-0.1	-1.2	-1.3
Construction	-1.6	-0.7	-0.5	-0.1
Manufacturing	0.1	-3.9	-2.7	-3.5
Transportation, Communication and Utilities..	1.6	-0.4	-0.3	-0.4
Wholesale Trade	1.5	0.2	0.6	0.6
Retail Trade	-0.3	-0.5	0.4	0.8
Finance, Insurance, and Real Estate	1.3	1.0	0.9	0.6
Services	0.2	4.2	3.1	2.5
Government	-2.0	-0.2	-0.4	0.1
Nonfarm Proprietors	0.1	0.3	--	0.3
Miscellaneous	--	0.1	0.1	0.4
Total Jobs	--	--	--	--

^aExcludes armed forces.

^bIncludes agricultural services, forestry, commercial fishery, mining, and jobs held by residents working for international organizations.

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

The services industry's share of total employment within the Region increased by about 4 percentage points between 1970 and 1980--from 16 percent in 1970 to 20 percent in 1980. This increase was greater than that for the State and Nation, 3 percent each. Based upon these changes, it could be concluded that the regional economy is being affected by national and state economic trends away from manufacturing employment and toward service employment. It should be noted, however, that the recent national economic recession has severely affected the Region's manufacturing industry employment. A recovery by the Region's manufacturing industry, should it occur, could halt to a significant degree the apparent change in the structure of the Region's economy.

SUMMARY AND CONCLUSIONS

Overall, the economy of the Village, as measured by the selected economic indicators presented herein, is in a relatively good condition. Perhaps the most important economic indicator is the Village's unemployment rate of 1.5 percent in July 1986, in comparison to the regional unemployment rate of 6.5 percent, showing the relatively good condition of the local economy. The resident population of the Village may increase in the near future as a result of recent local subdivision development decisions, and the decline in home mortgage interest rates. However, it should be noted that the subdivision development will occur over an extended period of time. The higher per capita and household income characteristics of the resident population of the Village results in a larger amount of available consumer income than in many other communities of the County and the Region.

The higher educational attainment of the labor force, and the availability of workers from throughout the Milwaukee metropolitan area, should result in a good supply of quality labor for local employers. The recent and continuing construction of the Park Place office development on the northwest side of the City of Milwaukee is expected to result in a total of 8,000 new jobs, with many of these workers potentially residing in the Village. The provision of new sanitary sewer service in various areas throughout the Village will make additional land available for residential development. Finally, as is noted in Section III of this report, a number of local organizations, as well as village public officials and staff, are working to improve local economic conditions.

It is important to indicate, however, that the Menomonee Falls economy could be susceptible to problems. The large number of village residents employed throughout the Milwaukee metropolitan area results in a dependence on metropolitan, as well as local, economic conditions. This section of this report has indicated that metropolitan economic conditions are being affected by a number of changes, including: a shift from manufacturing industry employment to service industry employment; a change in the nature of the manufacturing industry to higher technology manufacturing processes; the changing national distribution of economic activity from the north-central region to the south and west regions; and the internationalization of product markets. The dependence of the village economy on the manufacturing industry underscores the importance of these changes to the local economy.

The analysis of the comparative age structure of the village population showed a relatively smaller percentage of persons in the Village in the 20- to 34-year age categories, which could result in a lack of demand for certain types of goods and services in the Village. While the location of the Village results in the availability of a large number of workers from throughout the Milwaukee metropolitan area, the Committee perceived a lack of basic employment skills by the area's labor force. Finally, the Committee expressed a concern regarding the uncertainty of the Village's level of taxation should a high level of population growth occur in the Village.

A comprehensive local economic development program could help to preserve the current economic conditions in the Village. Through the implementation of local economic development programs and activities that take advantage of local resources, economic development organizations can help to minimize the effects of negative national, state, and regional economic trends.

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Section III

REVIEW OF HISTORIC ECONOMIC DEVELOPMENT EFFORTS

INTRODUCTION

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

The village staff, as well as economic development organizations in the Village, has carried out a variety of economic development activities. The relative success of these activities provides the basis for the identification of an overall economic development program plan for the Village. A review of recent economic development activities in the Village is provided in this section of this report.

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

ORGANIZATIONAL DEVELOPMENT ACTIVITIES

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

Menomonee Falls Area Chamber of Commerce

The Menomonee Falls Area Chamber of Commerce advocates the interest of business concerns in the Village. Currently, the Chamber of Commerce is staffed by a full-time Executive Director, a part-time Project Coordinator, and a part-time Secretary. The Chamber of Commerce maintains an office at N85, W16100 Appleton Avenue and has an annual budget of approximately \$137,000 that

is provided through membership fees and fund-raising activities. The Village of Menomonee Falls government has periodically provided funding to the Chamber of Commerce for special activities such as the development of a village promotional brochure.

Currently, the Chamber of Commerce maintains three committees that are directly related to economic development: the Industrial Development Committee, the Retail Committee, and the Economic Development Committee. The objective of the Industrial Development Committee is to serve and support the needs of the area's industrial interests. Currently, the Industrial Committee is: 1) planning an "Industry Expo" to promote public awareness of products and services that are locally produced; 2) working with the U. S. Postal Service to improve mail delivery to village industrial areas; 3) organizing an employee educational seminar on child day care; and 4) working with the Village to improve enforcement of the village building code and housekeeping ordinance in industrial areas in the Village.

The objective of the Chamber's Retail Committee is to promote local shopping through various events and promotions. Currently, this Committee is developing a series of materials designed to promote the Menomonee Falls area to local residents, as well as to persons and businesses outside the Village. This Committee also sponsors semi-annual business fairs to promote business transactions among local businesses. Finally, this Committee is investigating the potential for local retail and service establishments to market products and services to the tenants of the new Park Place office development located in proximity to the Village in the City of Milwaukee.

The objective of the Chamber's Economic Development Committee is to work with all Chamber committees, the village and county government, and the Greater Menomonee Falls Committee in a collective effort to help implement mutual goals and to develop the overall business interests of the Village. Recently, this Committee indicated an interest in coordinating efforts to improve the Village's central business district and to determine the appropriateness of developing new industrial sites in the Village. This Committee is conducting a follow-up study of problems identified in the 1985 industry retention survey of manufacturing industry establishments in the Village that was conducted by the Chamber of Commerce in conjunction with Wisconsin Bell, an Ameritech Company. This Committee also maintains local "contact teams" that assist in attracting new business to the Village. Recently, this Committee, together with the University of Wisconsin-Extension staff, began compiling an inventory of industrial sites and buildings.

The Chamber of Commerce also initiated the Greater Menomonee Falls Committee effort and the 1985 industry retention survey of manufacturing industry establishments that are discussed separately in this section.

Greater Menomonee Falls (GMF) Committee

The Greater Menomonee Falls (GMF) committee is a citizens' committee representing various segments of the community. The purpose of the organization is to provide broad-based community input into the identification of village community development problems and the identification and implementation of

activities and programs designed to solve these problems. The original concept for such an organization was developed by the Menomonee Falls Area Chamber of Commerce. However, the GMF Committee was organized as a separate entity.

In 1984, the GMF Committee, with the assistance of the Waukesha County Technical Institute staff, sponsored a community survey designed to provide information to the GMF Committee concerning the future development of the Village. Following the completion of the citizen survey, a number of GMF Committee task forces were initiated to study the survey results and to provide recommendations for future development activity in the Village. The task forces included:

1. Arts Task Force;
2. Roads and Traffic Task Force;
3. Villagescape Task Force;
4. Parks and Recreation Task Force;
5. Governmental Service/Village Structure Task Force;
6. Water/Waste Task Force;
7. Environmental Planning Task Force;
8. Marketing Task Force;
9. Industrial Development Task Force;
10. Housing Task Force;
11. Education Committee Task Force; and
12. Elder Care/Home Care Task Force.

As noted in Section I of this report, the above-listed task forces provided the GMF Committee with a series of recommendations relative to their specific study areas. As a result, the GMF Committee identified a series of task force "strategic directions" that should be addressed in the Village, including:

1. Identifying an image for the Village;
2. Updating the Village Master Plan;
3. Increasing awareness of village resources through better communication and marketing;
4. Making better use of the Village's human resources; and
5. Encouraging economic growth and development.

At the current time, a number of GMF Task Forces are working toward the implementation of programs and activities designed to achieve these strategic directions. The following project areas are of importance to local economic development in the Village: 1) encouraging industrial development; 2) creating

a viable downtown; 3) ensuring affordable diversified housing; and 4) marketing the community assets that the GMF identified as components of encouraging economic growth and development. The Village asked the Regional Planning Commission to undertake this economic development program planning process because of the need to specify the activities necessary to implement these project areas.

In August 1986, the GMF Committee initiated a recruitment effort designed to attract new members to assist in the implementation of the Committee's activities. The GMF Committee staff has a part-time executive director and the annual budget of the Committee is about \$15,000, with funding provided through private contributions of \$1,500 or less.

Village of Menomonee Falls

The Village of Menomonee Falls has been an active participant in recent local economic development efforts. Two agencies in particular have represented the Village in this respect: the Department of Community Development and the Department of Community Relations. The economic development activities of the Village are focused in four broad areas. First, the Village Industrial Park Board is responsible for the approval of the sale of land parcels in the village industrial park. At the present time, 140 acres of the 155-acre industrial park have been sold. Second, the Village Director of Community Development and the Director of Community Relations actively participate in the economic development committees of the GMF Committee and the Menomonee Falls Area Chamber of Commerce, the Waukesha County economic development practitioners group, and the Wisconsin Economic Development Association. The active participation of the village staff on these committees enables the Village to coordinate the economic development activities of these organizations with other village development activities. Third, the village staff is often the initial contact party for business establishments that are considering an expansion project in the Village or an initial location in the Village. Finally, the Village has, in the past, supported local business development activities through the issuance of industrial revenue bonds, thereby providing lower cost financing for business expansion projects.

In 1985, the Village of Menomonee Falls consolidated a number of village departments into a Village Department of Community Development and a Department of Community Relations. One reason for the consolidation was the lack of residential and business growth in the Village. The goals of the Departments include:

1. Active pursuit of residential, commercial, and industrial development for a balanced economic base.
2. Revitalization of existing development.
3. Facilitation and encouragement of public/private partnerships for development.
4. Development of financial resources for the implementation of development activities, including state and federal grants and aids.

5. Development of marketing techniques for attracting development to the Village of Menomonee Falls.
6. Strengthening of communication between village government and the public.
7. Analyzing, rethinking, and recommending improvements to village policies and procedures relating to development.
8. Effective and efficient enforcement of village ordinances in the area of planning and development; specifically, the housekeeping code, the zoning and platting codes, and the building code.
9. Support of private and public community development activities, and staff support to all village departments and village boards, committees, and commissions.

Waukesha County Economic Development Committee

In 1985, the Waukesha County Board of Supervisors created the Waukesha County Economic Development Committee. The Committee was created in response to a recommendation in the County's initial Overall Economic Development Program (OEDP) plan that was prepared in 1985 for the U. S. Economic Development Administration. The Committee provides input to the County Board relative to economic development issues, and works to establish a countywide inventory of industrial buildings and sites and a community preparedness program.

Main Street Association

The Village Main Street Association is a group of approximately 20 downtown business persons. The membership of the organization makes up approximately 30 percent of all business persons in the Village's downtown area. The purpose of the organization is to promote the village downtown area through a variety of promotional events.

INDUSTRY RETENTION ACTIVITIES

Studies have shown that the majority of new jobs in a community will result from the expansion of local employers, rather than the attraction of new employers. As a result, local economic development activities designed to assist in the expansion of local employers are important to a comprehensive local economic development program. As indicated below, local economic development organizations in the Village of Menomonee Falls have undertaken three major activities designed to assist in the retention and expansion of local employers.

Industry Retention Survey of Manufacturing Establishments

In March 1985, local economic development organizations--including the Menomonee Falls Area Chamber of Commerce, the Village of Menomonee Falls, Waukesha County Technical Institute, and Wisconsin Bell, an Ameritech Company--initiated an industry retention survey of manufacturing industry establishments in

the Village. The purpose of the survey was to create a data file on each of the manufacturing establishments in the Village in order to facilitate a local, systematic approach to industry retention activities. A total of 64 surveys were completed and the results published in a document entitled, Menomonee Falls Industrial Business Retention and Expansion Study, December 1985.

Follow-up of the Industry Retention Survey

In response to the conclusions of the industry retention survey, the Menomonee Falls Area Chamber of Commerce, Industrial Development Committee, is conducting follow-up activities. These activities consist of contacting the survey respondents to discuss the results of the survey, and working with the village staff to identify solutions to the problems identified in the survey.

Business Fairs

The Menomonee Falls Area Chamber of Commerce, Retail Committee, on a semi-annual basis sponsors a business fair. The business fairs bring together business persons in the Village in order to facilitate the use of existing business services and the purchase of products sold locally.

INDUSTRY ATTRACTION ACTIVITIES

While the retention and expansion of existing business is an important economic development activity, a comprehensive community economic development program should include activities that will result in the attraction of new business establishments. To date, economic development organizations in the Village of Menomonee Falls have conducted three activities to attract new industry to the Village. A summary of these activities is provided below.

Promotional Brochures and Community Profiles

A number of informational brochures and community profiles have been prepared for the Village. The purpose of these publications is to provide prospective businesses with information about the advantages of doing business in the Village. The available brochures include:

- If the Midwest is for You, Menomonee Falls, Wisconsin. Undated. A compendium of natural resource and cultural information on the Village.
- Menomonee Falls, Wisconsin. 1985. A pictorial and narrative brochure of the Village providing information on housing, schools, business and industry, health care, cultural events, and recreational facilities.
- Village of Menomonee Falls, Economic Profile. A statistical profile of the Village prepared by the Regional Planning Commission staff. The profile is a part of a series of profiles prepared for communities in southeastern Wisconsin.

In addition to the brochures indicated above, the Retail Committee of the Chamber of Commerce has prepared a series of materials to be used to promote

the business services available in the Village to the Park Place office development located at Good Hope Road and USH 41/45 in the City of Milwaukee. The Park Place is in proximity to the Village, and therefore is a potential product and service market for local commercial establishments. Finally, the Marketing Task Force of the GMF Committee is preparing a community brochure that will be utilized to inform residents of the unique community resources in the Village. The Committee has also developed a new village logo and theme that has been presented to the Village Board, and, if approved, will be used on all village letterhead, forms, vehicles, and signs.

Industrial Site and Building Inventory

The Menomonee Falls Area Chamber of Commerce, Economic Development Committee, with the assistance of the University of Wisconsin-Cooperative Extension Service, Waukesha County, is developing a system to inventory all available industrial sites and industrial buildings in the Village. The system, when operational, will provide up-to-date information on the characteristics of industrial sites and buildings, with this information being provided upon request to businesses interested in locating in the Village.

New Industry Contact

The Village of Menomonee Falls staff and the staff of the Menomonee Falls Area Chamber of Commerce currently provide information and assistance to industry establishments on a request basis. The village and Chamber staff contact other community resources, as necessary, in order to fully meet the needs of industry prospects. Currently, the village staff and the Chamber's Economic Development Committee are considering the establishment of an industry "attraction team" in order to formalize the existing industry attraction activities. In addition, the Village has periodically advertised in various state and regional economic development publications.

SMALL BUSINESS DEVELOPMENT

Currently, there are no specific economic development activities in the Village relative to the development and expansion of small business establishments. However, the Waukesha County Technical Institute manages a small business development program, the Waukesha County Enterprise Assistance Center. The Assistance Center identifies the needs of small businesses and provides the small business person with information on the appropriate resources in the County for solving these problems.

COMMUNITY FACILITIES AND SERVICES

While economic development organizational activities, as well as industry attraction, retention, and small business development activities, are important components of a local economic development program, the maintenance of the community's public facilities and services is also important. This section of this report reviews recent efforts to maintain the village community facilities and services.

Central Business District Redevelopment

There is an increasing interest by local economic development organizations and individuals in the Village in the redevelopment of the central business district in the Village. As a result of this interest, the Village Department of Community Development completed a report entitled Central Business District: Possible Implementation Techniques for Revitalizing the Downtown Area of the Village of Menomonee Falls, April 1986. The report sets forth four broad alternative strategies for improving the village central business district:

1. Extensive redevelopment of the entire district.
2. Targeted redevelopment of specific parcels and buildings in the district.
3. A "Main Street" approach to redevelopment which consists of extensive redevelopment activities that are implemented over a long period of time.
4. Public sector encouragement of solely private sector redevelopment initiatives.

The report concludes that "the Village Board has always been very sympathetic to the needs of the downtown owners and merchants...if possible, we must maintain the interest level and see if a leader can be found from the private sector to ensure that discussion and research continues."

Three additional reports on the village central business district have been completed. An undated report by Nelson, Ball and Associates, entitled General Plan for Community Development, sets forth a series of preliminary concepts and designs for the revitalization of the central business district. A May 1961 report by Nelson & Associates, entitled Summary of Data on Sales Volume, Net Sales Area, Market Analysis: Village of Menomonee Falls, Central Business District Revitalization Study, sets forth a variety of now dated information on the types of business establishments in the central business district and the sales volume of these establishments. Finally, a study conducted by Campbell & Associates, Inc., entitled Menomonee Falls, Wisconsin: Central Business District Analysis of Existing Conditions and Redevelopment Plan, October 1973, identifies and analyzes central business district problems and recommended improvements for increasing the viability of the district.

Historical and Architectural Resources

In 1984, the Village of Menomonee Falls funded a reconnaissance survey to identify and evaluate the historical and architectural resources of the Village. The survey is documented in a July 1985 report entitled, Historic Resources Survey Report. The report concluded that the following activities should be undertaken:

1. Completion of an intensive survey of the historic and architectural resources of Menomonee Falls and the preparation of a multiple resource nomination to the National Register of Historic Places.

2. Preparation of an official village historic preservation plan and its adoption as a part of the Village Master Plan.
3. Appointment of an official Historic Preservation Advisory Committee.

Following the completion of this report, the Village conducted an intensive historical survey that determined that 43 village properties are of architectural merit or are associated with important historic events or figures. These properties are identified in a July 1986 report entitled, Village of Menomonee Falls-Architectural and Historical Intensive Survey Report. The report also includes a number of recommendations regarding the management of historic resources in the Village, including:

1. Preparation of an official village historic preservation plan and its adoption as part of the Village Master Plan.
2. Appointment of an official Historic Preservation Advisory Committee.
3. Implementation of a systematic plan for public education concerning the preservation of historic resources.

Residential Subdivision Development

Section II of this report indicated that the resident population of the Village declined between 1970 and 1985. However, recent residential subdivision development could result in an increase in the population in the near future. In 1985 and 1986, the Village approved a total of nine land subdivisions that together would create about 834 residential lots. It is important to remember, however, that the development and sale of these lots will occur over an extended period of time.

Sanitary Sewer System Improvements

Sanitary sewers were originally constructed in the Village of Menomonee Falls in 1924. Since 1965, the village sewerage system has been connected to the Milwaukee Metropolitan Sewerage District (MMSD) system. However, in 1983, major portions of the Village remained unserved by the village system, depending upon often failing onsite sewage disposal systems. A major problem area in this respect was the Lily Creek service area of the Village, an area covered by soils having severe limitations for residential development on lots of less than one acre without public sanitary sewer service. The Lily Creek service area was one of the onsite areas identified by the Regional Planning Commission as requiring sanitary sewer service by the year 2000.¹ In response to the problem of failing onsite sewage disposal systems, the Village undertook a project to extend sanitary sewers to the Lily Creek service area. The total cost of the project is estimated to be \$33 million, and the project is expected to be completed during the 1990's.

¹ SEWRPC Planning Report No. 30, A Regional Water Quality Management Plan for Southeastern Wisconsin: 2000, September 1978.

Highway System Improvements

Three major highway system improvements are scheduled in the Village of Menomonee Falls for the 1986 to 1990 time period. First, STH 74 (E. Main Street) in the Village from Mills Street to Pilgrim Road, a total of 0.57 mile, is scheduled for reconstruction, at an estimated cost of \$1,193,000. Second, STH 175 (Appleton Avenue) is scheduled for reconstruction from St. Francis Drive to CTH Q, 0.82 mile, at an estimated cost of \$1,443,000. Finally, the Main Street Bridge in the village central business district is to be replaced, at an estimated cost of \$900,000. While these improvements are important to the efficient movement of vehicular traffic throughout the Village, all or part of these three improvements will occur in the central business district of the Village, thereby improving the transportation system within the district, as well as the appearance of the district.

SUMMARY AND CONCLUSIONS

As in many other communities in southeastern Wisconsin, the government and development organizations in the Village have undertaken a variety of economic development activities. The village Chamber of Commerce is active not only in promoting private business interests, but in working to improve overall economic conditions in the community. The Greater Menomonee Falls Committee has, through the support of the community at-large, identified community development problems, and in a number of functional areas is now implementing activities designed to improve community resources. The village government has undertaken a variety of economic development activities, the most important of which is the provision of sanitary sewer service to the Lily Creek service area. Finally, the Waukesha County Economic Development Committee is actively pursuing economic development activities that affect communities throughout the County.

While a number of important economic development activities have taken place, the Village faces a number of specific problems. First, no single organization is responsible for guiding and coordinating economic development activities. Second, there is no ongoing method for determining the problems of existing business and for developing solutions to those problems. The only effort in this regard is that by the Menomonee Falls Area Chamber of Commerce to recontact the participants in the manufacturing industry retention survey, a survey in which nonmanufacturing establishments did not participate. Third, the Village does not have a targeted industry attraction program or a small business development program. Fourth, while a range of economic development problems have been identified in the Village, there is a lack of implementation activities designed to correct these problems. Finally, the village government is currently undergoing a significant expense, \$33 million, to provide sanitary sewer service to the Lily Creek service area, as well as additional expenses to create the Departments of Community Development and Community Relations. As a result, the village financial resources available to support an economic development program may be limited.

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

Section IV

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

INTRODUCTION

Section III of this report indicated that a variety of economic development projects and activities have taken place in the Village. These projects and activities, as well as the data and information presented in the Village of Menomonee Falls Economic Development Fact Book that was prepared as a part of this report, reveal certain characteristics of the Village that have important implications for economic development. Some of these characteristics constitute positive attributes that give the Village a comparative advantage in attracting and sustaining economic development; others constitute negative attributes that act as constraints on further economic development in the Village and may need to be overcome in order to sustain the growth of the Village economy.

The purpose of this section is to summarize the development potentials for, and constraints on, economic development in the Village. It should be noted that in some cases an economic development constraint has been identified as a result of the collective perception of the Village of Menomonee Falls Economic Development Study Advisory Committee. Information supporting such a perceived constraint may not be documented in previous reports. 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 13.

POTENTIAL ONE: RECENT COMMUNITY DEVELOPMENT ACTIVITIES IN THE VILLAGE

As previously indicated in this report, a number of community development organizations in the Village, as well as the village government, have been actively involved in the economic development of the Village. This involvement, while not unique among communities in the Region, represents an important commitment to improving local economic conditions, and therefore can be identified as an economic development potential. The Menomonee Falls Area Chamber of Commerce, through the Chamber's Economic Development, Retail, and Industrial Development Committees, is pursuing a variety of economic development activities. The most important of these activities are: examining the potential for redevelopment of the central business district; evaluating the need for a new village industrial park; developing an industrial site/building inventory; and completing an industry retention survey of manufacturing industry establishments. The Main Street Association has been instrumental in promoting the village central business district through a number of successful promotional events. The village government has also actively participated in private economic development organizations, and has issued industrial revenue bonds, undertaken the Lily Creek sanitary sewer service project, and established the Village Community Development Department and Department of Community Relations.

Table 13

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE VILLAGE OF MENOMONEE FALLS

Potential One: Recent Community Development Activities in the Village

Constraints Related to Potential One--

1. Lack of a coordinating economic development organization in the Village.
2. Lack of village government financial support for local economic development activities.
3. Lack of private sector support for village economic development activities.
4. Lack of coordination of staff participation in local economic development activities.
5. Lack of sufficient village staff time for economic development activities.
6. Dependence on volunteer support to implement economic development activities.
7. Lack of participation with regional and state economic development organizations.
8. Lack of implementation of identified economic development activities.
9. Participation in the village Chamber of Commerce.

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

Constraints Related to Potential Two--

1. Lack of an industrial development program for the retention and attraction of manufacturing industries.
2. Potential relocation of existing manufacturing industry establishments.
3. Lack of participation by local government representatives in local business expansion ceremonies.
4. Absentee ownership of business establishments in the Village.
5. The need for additional building space by local manufacturers.
6. Low percentage of government sales by local manufacturers.
7. Lack of available industrial parkland in the Village.
8. Local regulation of business establishments in the Village.
9. Redistribution of economic activity away from the north-central region of the United States.
10. Structural changes in the economy.

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

Constraints Related to Potential Three--

1. Lack of central business district redevelopment.
2. Competition between retail trade and service industry establishments in the Milwaukee metropolitan area.
3. Low wages paid to retail trade and service industry workers.
4. Traffic problems in the central business district.
5. Public perception of the retail/commercial environment.
6. Strip commercial development.
7. Availability of rental housing.
8. The unsightly condition of a number of industrial and residential areas in the Village.

Perhaps the most important economic development activity in the Village has been the community consensus-building process of the Greater Menomonee Falls (GMF) Committee. The GMF Committee activities have facilitated volunteer participation in attempting to solve community development problems, and have helped to identify activities that could improve the village economy.

Constraints Related to Potential One

1. Lack of a Coordinating Economic Development Organization in the Village--
The lack of a single entity that is designated as the primary village economic development organization could affect the ability of the Village to maintain on ongoing economic development effort. Currently, the GMF Committee, the Menomonee Falls Area Chamber of Commerce, and the village government all carry on various economic development activities. While it may be necessary for these organizations to maintain these activities, an effective and efficient village economic development program requires the designation of a single entity that is responsible for developing village economic development policy, identifying organizations and activities capable of implementing these policies, and coordinating the implementation of economic development activities.
2. Lack of Village Government Financial Support for Local Economic Development Activities--Until 1987, the village government did not provide direct support for local economic development activities such as industry retention, attraction, and small business development activities. The 1987 village budget allocates \$15,000 for this purpose. A sufficient allocation of village funds for economic development is necessary in order to implement the activities necessary to improve the local economy.
3. Lack of Private Sector Support for Village Economic Development Activities--
A successful local economic development program requires the support of private sector representatives for government economic development activities. In the Village of Menomonee Falls, the private sector has expressed dissatisfaction with the village government's economic development efforts. Only 30 percent of the respondents to the industry retention survey recently conducted in the Village indicated that local economic development efforts are excellent or good, compared to a statewide average of 50 percent. Correspondingly, 25 percent of the respondents indicated that local economic development efforts were fair or poor. Once more, the assessment of economic development activities in this report indicates that the village government has, in most cases, reacted to the economic development efforts in the Village, rather than leading these efforts. For example, the previously referenced village report on downtown redevelopment states "we must maintain the interest level and see if a leader can be found from the private sector to ensure that discussion and research continues." The lack of support for economic development activities could also be a reason for the lack of financial support for local economic development by the private sector.
4. Lack of Coordination of Staff Participation in the Local Economic Development Activities--Economic development staff in the Village consists of assistance from: 1) Menomonee Falls Area Chamber of Commerce staff;

- 2) Village Community Development Department staff; and 3) the economic development staff at the Waukesha County Technical Institute, University of Wisconsin-Extension, and the Regional Planning Commission. While this staff assistance has resulted in the implementation of a variety of economic development activities in the Village, there is no overall coordination of this assistance by a single economic development organization in the Village.
5. Lack of Sufficient Village Staff Time for Economic Development Activities-- The reorganization of the village staff into the departments of Community Development and Community Relations has resulted in additional village staff involvement in economic development activities. However, the Committee perceived the need for additional village staff time commitment to economic development, as well as for the designation of a lead staff person to coordinate village staff economic development activities.
 6. Dependence on Volunteer Support to Implement Economic Development Activities-- Volunteer support by local business persons, community representatives, and citizens is an important component of economic development activities in the Village. It is important to indicate, however, that the realization of economic benefits to the Village will require a sustained economic development program over a period of 5 to 10 years, and that it may be difficult to sustain the existing volunteer activity in the Village over this time period.
 7. Lack of Participation with Regional and State Economic Development Organizations-- In response to the high cost of industry attraction activities, Forward Wisconsin, Inc., the State's primary industry attraction organization, sponsors industry "call trips" whereby selected industry establishments are called upon in hopes of attracting these firms to Wisconsin. In order to reduce the cost of industry attraction activities, Forward Wisconsin invites local community representatives to participate in the call trips. To date, representatives of Village of Menomonee Falls economic development organizations have not participated in these "call trips." In addition, because of the interdependence of the village economy with the economy of the metropolitan Milwaukee area, the village economic development representatives should develop a working relationship with the Metropolitan Milwaukee Association of Commerce.
 8. Lack of Implementation of Identified Economic Development Activities-- Village economic development organizations have identified a range of economic development problems in the Village, as well as potential solutions to those problems. However, there has been a lack of ability to implement these solutions. For example, four studies have been completed identifying strategies to improve this district; however, none of these strategies have been implemented.
 9. Participation in the Village Chamber of Commerce-- The Menomonee Falls Area Chamber of Commerce has successfully initiated a number of economic development activities. However, the Chamber's economic development efforts are not well-known among the Village's manufacturing industry establishments. The village industry retention survey indicated that 35 survey

respondents, or 58 percent, were not familiar with the Chamber's economic development programs. In addition, 22 responses, or 37 percent, indicated that while they were familiar with the programs, they had "no contact" with these programs.

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

The structure of the village economy results in a need for special emphasis on the retention and expansion of existing industrial employers, as well as the attraction of new industrial employers to the Village. This industrial development potential includes both the durable and nondurable goods manufacturing industry, as well as the wholesale trade industry. Approximately 134 manufacturing industry establishments are located in the Village. While reliable place-of-employment data are not available for the Village, employment data for the Milwaukee metropolitan area show that 176,400 workers, or 23 percent of all employment in the four-county area, are employed in the manufacturing industry, and that the metropolitan area's manufacturing industry is basic to its economy.

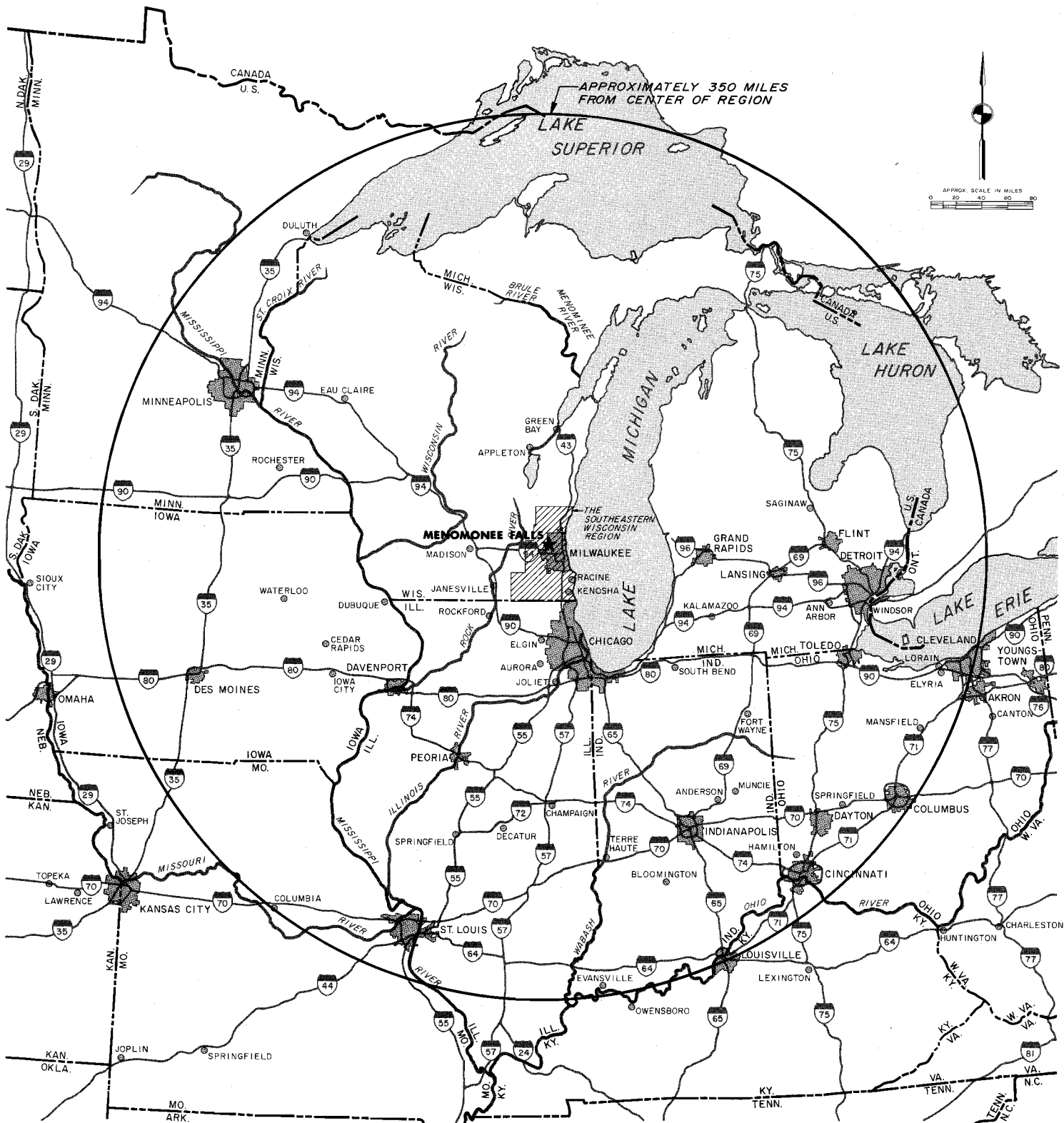
The strategic location of the Village in the Milwaukee metropolitan area results in an adequate labor pool that can meet the needs of industrial establishments contemplating expanding or locating in the Village. Also, because of the geographic location of the Village, many of the most important industrial areas and heaviest population concentrations in the Midwest are located within 350 miles of the Village (see Map 1). In addition to being an integral part of the Milwaukee metropolitan area, the Village is located near several large urban centers in southern Wisconsin and northeastern Illinois, including the Cities of Waukesha, Madison, Racine, Kenosha, and Chicago. These urban centers, as well as the remainder of the Midwest region, provide a large potential market for the sale of goods that are manufactured or services that are provided in the Village, as well as access to raw materials and product inputs. The location of the Village on the USH 41/45 corridor and the industrial development that is occurring in this area of the Region also make the Menomonee Falls area attractive for industrial development (see Map 2).

Many of the utilities, facilities, and services of the Village are able to meet the needs of an expanding industrial base. The Village, as previously indicated, is served by good transportation facilities that include well-developed, all-weather arterial streets and highways, railway facilities, and air transportation facilities that are readily accessible to the Village, the latter including Milwaukee's General Mitchell International Airport, a full-service commercial airport, as well as Timmerman Field, located on the northwest side of Milwaukee relatively close to the Village. The village sanitary sewer system and water supply system have adequate capacity for future development. Finally, the Wisconsin Electric Power Company and the Wisconsin Natural Gas Company provide electricity and natural gas to the community at competitive prices.

Several findings of the village industry retention survey indicate that the manufacturing industry represents an economic development potential. Overall, existing manufacturing establishments perceive the Village as a good location

Map 1

REGIONAL SETTING OF MEMOMONEE FALLS IN THE MIDWEST

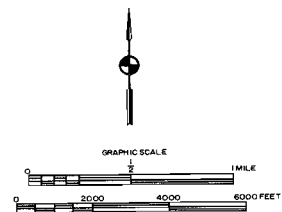


Source: SEWRPC.

This map illustrates the Village of Appleton, Wisconsin, and its surrounding areas. The map is overlaid with a grid of townships (CTH) and ranges (R). Key features include:

- Townships and Ranges:** The map shows townships CTH Q, CTH W, CTH V, CTH Y, CTH VV, CTH K, CTH YY, CTH KK, and CTH WW. Ranges include R 20 E, R 21 E, R 19 E, and R 20 E.
- Roads:** Major roads include SCHLEI RD, FOX RD, CHRISTMAN RD, MAPLE RD, TOWN RD, MARCY RD, LILLY RD, MILL RD, SILVER RD, and LISBON RD. Other roads shown are STH 175, STH 74, STH 145, STH 14, STH 17B, STH 17A, STH 17C, STH 17D, STH 17E, STH 17F, STH 17G, STH 17H, STH 17I, STH 17J, STH 17K, STH 17L, STH 17M, STH 17N, STH 17O, STH 17P, STH 17Q, STH 17R, STH 17S, STH 17T, STH 17U, STH 17V, STH 17W, STH 17X, STH 17Y, STH 17Z, STH 17AA, STH 17AB, STH 17AC, STH 17AD, STH 17AE, STH 17AF, STH 17AG, STH 17AH, STH 17AI, STH 17AJ, STH 17AK, STH 17AL, STH 17AM, STH 17AN, STH 17AO, STH 17AP, STH 17AQ, STH 17AR, STH 17AS, STH 17AT, STH 17AU, STH 17AV, STH 17AW, STH 17AX, STH 17AY, STH 17AZ, STH 17BA, STH 17BB, STH 17BC, STH 17BD, STH 17BE, STH 17BF, STH 17BG, STH 17BH, STH 17BI, STH 17BJ, STH 17BK, STH 17BL, STH 17BM, STH 17BN, STH 17BO, STH 17BP, STH 17BQ, STH 17BR, STH 17BS, STH 17BT, STH 17BU, STH 17BV, STH 17BW, STH 17BX, STH 17BY, STH 17BZ, STH 17CA, STH 17CB, STH 17CC, STH 17CD, STH 17CE, STH 17CF, STH 17CG, STH 17CH, STH 17CI, STH 17CJ, STH 17CK, STH 17CL, STH 17CM, STH 17CN, STH 17CO, STH 17CP, STH 17CQ, STH 17CR, STH 17CS, STH 17CT, STH 17CU, STH 17CV, STH 17CW, STH 17CX, STH 17CY, STH 17CZ, STH 17DA, STH 17DB, STH 17DC, STH 17DD, STH 17DE, STH 17DF, STH 17DG, STH 17DH, STH 17DI, STH 17DJ, STH 17DK, STH 17DL, STH 17DM, STH 17DN, STH 17DO, STH 17DP, STH 17DQ, STH 17DR, STH 17DS, STH 17DT, STH 17DU, STH 17DV, STH 17DW, STH 17DX, STH 17DY, STH 17DZ, STH 17EA, STH 17EB, STH 17EC, STH 17ED, STH 17EE, STH 17EF, STH 17EG, STH 17EH, STH 17EI, STH 17EJ, STH 17EK, STH 17EL, STH 17EM, STH 17EN, STH 17EO, STH 17EP, STH 17EQ, STH 17ER, STH 17ES, STH 17ET, STH 17EU, STH 17EV, STH 17EW, STH 17EX, STH 17EY, STH 17EZ, STH 17FA, STH 17FB, STH 17FC, STH 17FD, STH 17FE, STH 17FF, STH 17FG, STH 17FH, STH 17FI, STH 17FJ, STH 17FK, STH 17FL, STH 17FM, STH 17FN, STH 17FO, STH 17FP, STH 17FQ, STH 17FR, STH 17FS, STH 17FT, STH 17FU, STH 17FV, STH 17FW, STH 17FX, STH 17FY, STH 17FZ, STH 17GA, STH 17GB, STH 17GC, STH 17GD, STH 17GE, STH 17GF, STH 17GG, STH 17GH, STH 17GI, STH 17GJ, STH 17GK, STH 17GL, STH 17GM, STH 17GN, STH 17GO, STH 17GP, STH 17GQ, STH 17GR, STH 17GS, STH 17GT, STH 17GU, STH 17GV, STH 17GW, STH 17GX, STH 17GY, STH 17GZ, STH 17HA, STH 17HB, STH 17HC, STH 17HD, STH 17HE, STH 17HF, STH 17HG, STH 17HH, STH 17HI, STH 17HJ, STH 17HK, STH 17HL, STH 17HM, STH 17HN, STH 17HO, STH 17HP, STH 17HQ, STH 17HR, STH 17HS, STH 17HT, STH 17HU, STH 17HV, STH 17HW, STH 17HX, STH 17HY, STH 17HZ, STH 17IA, STH 17IB, STH 17IC, STH 17ID, STH 17IE, STH 17IF, STH 17IG, STH 17IH, STH 17II, STH 17IJ, STH 17IK, STH 17IL, STH 17IM, STH 17IN, STH 17IO, STH 17IP, STH 17IQ, STH 17IR, STH 17IS, STH 17IT, STH 17IU, STH 17IV, STH 17IW, STH 17IX, STH 17IY, STH 17IZ, STH 17JA, STH 17JB, STH 17JC, STH 17JD, STH 17JE, STH 17JF, STH 17JG, STH 17JH, STH 17JI, STH 17JJ, STH 17JK, STH 17JL, STH 17JM, STH 17JN, STH 17JO, STH 17JP, STH 17JQ, STH 17JR, STH 17JS, STH 17JT, STH 17JU, STH 17JV, STH 17JW, STH 17JX, STH 17JY, STH 17JZ, STH 17KA, STH 17KB, STH 17KC, STH 17KD, STH 17KE, STH 17KF, STH 17KG, STH 17KH, STH 17KI, STH 17KJ, STH 17KK, STH 17KL, STH 17KM, STH 17KN, STH 17KO, STH 17KP, STH 17KQ, STH 17KR, STH 17KS, STH 17KT, STH 17KU, STH 17KV, STH 17KW, STH 17KX, STH 17KY, STH 17KZ, STH 17LA, STH 17LB, STH 17LC, STH 17LD, STH 17LE, STH 17LF, STH 17LG, STH 17LH, STH 17LI, STH 17LJ, STH 17LK, STH 17LL, STH 17LM, STH 17LN, STH 17LO, STH 17LP, STH 17LQ, STH 17LR, STH 17LS, STH 17LT, STH 17LU, STH 17LV, STH 17LW, STH 17LX, STH 17LY, STH 17LZ, STH 17MA, STH 17MB, STH 17MC, STH 17MD, STH 17ME, STH 17MF, STH 17MG, STH 17MH, STH 17MI, STH 17MJ, STH 17MK, STH 17ML, STH 17MM, STH 17MN, STH 17MO, STH 17MP, STH 17MQ, STH 17MR, STH 17MS, STH 17MT, STH 17MU, STH 17MV, STH 17MW, STH 17MX, STH 17MY, STH 17MZ, STH 17NA, STH 17NB, STH 17NC, STH 17ND, STH 17NE, STH 17NF, STH 17NG, STH 17NH, STH 17NI, STH 17NJ, STH 17NK, STH 17NL, STH 17NM, STH 17NN, STH 17NO, STH 17NP, STH 17NQ, STH 17NR, STH 17NS, STH 17NT, STH 17NU, STH 17NV, STH 17NW, STH 17NX, STH 17NY, STH 17NZ, STH 17OA, STH 17OB, STH 17OC, STH 17OD, STH 17OE, STH 17OF, STH 17OG, STH 17OH, STH 17OI, STH 17OJ, STH 17OK, STH 17OL, STH 17OM, STH 17ON, STH 17OO, STH 17OP, STH 17OQ, STH 17OR, STH 17OS, STH 17OT, STH 17OU, STH 17OV, STH 17OW, STH 17OX, STH 17OY, STH 17OZ, STH 17PA, STH 17PB, STH 17PC, STH 17PD, STH 17PE, STH 17PF, STH 17PG, STH 17PH, STH 17PI, STH 17PJ, STH 17PK, STH 17PL, STH 17PM, STH 17PN, STH 17PO, STH 17PP, STH 17PQ, STH 17PR, STH 17PS, STH 17PT, STH 17PU, STH 17PV, STH 17PW, STH 17PX, STH 17PY, STH 17PZ, STH 17QA, STH 17QB, STH 17QC, STH 17QD, STH 17QE, STH 17QF, STH 17QG, STH 17QH, STH 17QI, STH 17QJ, STH 17QK, STH 17QL, STH 17QM, STH 17QN, STH 17QO, STH 17QP, STH 17QQ, STH 17QR, STH 17QS, STH 17QT, STH 17QU, STH 17QV, STH 17QW, STH 17QX, STH 17QY, STH 17QZ, STH 17RA, STH 17RB, STH 17RC, STH 17RD, STH 17RE, STH 17RF, STH 17RG, STH 17RH, STH 17RI, STH 17RJ, STH 17RK, STH 17RL, STH 17RM, STH 17RN, STH 17RO, STH 17RP, STH 17RQ, STH 17RR, STH 17RS, STH 17RT, STH 17RU, STH 17RV, STH 17RW, STH 17RX, STH 17RY, STH 17RZ, STH 17SA, STH 17SB, STH 17SC, STH 17SD, STH 17SE, STH 17SF, STH 17SG, STH 17SH, STH 17SI, STH 17SJ, STH 17SK, STH 17SL, STH 17SM, STH 17SN, STH 17SO, STH 17SP, STH 17SQ, STH 17SR, STH 17SS, STH 17ST, STH 17SU, STH 17SV, STH 17SW, STH 17SX, STH 17SY, STH 17SZ, STH 17TA, STH 17TB, STH 17TC, STH 17TD, STH 17TE, STH 17TF, STH 17TG, STH 17TH, STH 17TI, STH

Source: SEWRPC.



in which to operate their business. A total of 55 respondents, or 89 percent, indicated that the Village is an excellent or good place in which to do business. A total of 47 respondents, or 77 percent, indicated that Menomonee Falls is the corporate headquarters of their respective firms. A business establishment can usually be expected to remain in the area of its corporate headquarters, relative to firms with corporate headquarters in other locations. A total of 26 respondent firms, or about 43 percent, have a total employment of 20 or fewer workers. A recent report by the Wisconsin Department of Development entitled The Job Generation Process in Wisconsin: 1969 to 1981 indicates that very small businesses--those with 20 or fewer employees--dominate the job generation process in Wisconsin. Finally, a total of 20 manufacturing respondents indicated that their firm is currently expanding or will expand at their present location.

Constraints Related to Potential Two

1. Lack of an Industrial Development Program for Retention and Attraction of Manufacturing Industries--Over the past several years, The Village of Menomonee Falls and Menomonee Falls Area Chamber of Commerce have been involved in assisting the expansion of manufacturing industries on an ad hoc basis. However, the Village and the Chamber of Commerce do not have an ongoing program that is specifically designed to help retain existing, and attract new, manufacturing industries. An ongoing industry retention program can often help facilitate business expansion projects through state and federal economic development programs. Once more, the lack of a targeted industrial attraction program may result in industry establishments in other areas not being aware of the locational advantages of the Village.
2. Potential Relocation of Existing Manufacturing Industry Establishments--The village industry retention survey showed that 14 respondents, or 22 percent, had immediate or future plans to move all or part of their operations to a new location, with a total of 11 respondents indicating that they would relocate outside the Village of Menomonee Falls. The state average for establishments planning a relocation is 13 percent. In addition, eight respondents, or 13 percent, were identified as "good candidates" for relocation based upon an analysis of all of the survey responses. The state average for this response is 5 percent. A total of eight respondents indicated that an overcrowded building was the reason for the proposed move, while five respondents indicated a lack of land to expand at their current site.
3. Lack of Participation by Local Government Representatives in Local Business Expansion Ceremonies--The Committee perceived a lack of participation by local government representatives in business expansion ceremonies such as groundbreakings, etc. It is commonly recognized that it is important to local economic development to pursue public sector support for business development activities. The participation in business expansion ceremonies is one way in which the village government can exhibit its support for business development in the community.

4. Absentee Ownership of Business Establishments in the Village--While not uncommon for a community the size of Menomonee Falls, the Committee perceived the location of corporate headquarters outside the Village for businesses operating within the Village as an economic development constraint. These business establishments may be less concerned about local economic conditions, unaware of local economic development activities, and more likely to relocate outside the Village.
5. The Need for Additional Building Space by Local Manufacturers--The Wisconsin Bell industry retention survey indicated that 14 survey respondents plan to move all or part of their operations from their current location, with the major reason being overcrowded building space. Many of the respondents may be persuaded to remain in the Village if additional building space is available and can be located.
6. Low Percentage of Government Sales by Local Manufacturers--The government is an important potential market for manufacturing establishments. However, the industry retention survey showed that local manufacturers are not taking full advantage of this market. The survey showed that 11 respondent firms, or 18 percent, provide products to the federal government; seven firms, or 12 percent, provide products to the state government; and 11 firms, or 18 percent, provide products to local government. The percentage responses to this question were less than those for the State--27 percent, 25 percent, and 30 percent, respectively. It is important to indicate, however, that 26 firms are interested in expanding federal government sales, while 23 firms and 22 firms are interested in expanding state and local sales, respectively.
7. Lack of Available Industrial Parkland in the Village--The Industrial Development Task Force of the GMF Committee recommended that a program be initiated to identify short- and long-term industrial land in the Village. The availability of industrial parkland is a major consideration in fostering the growth of the manufacturing industry in the Village. An August 1986 survey of industrial parks in the Region showed that there is a total of 333 acres of industrial parkland in the Village, with about 60 acres undeveloped and available for sale. Only 15 acres are available for sale in the Village's industrial park. The Village of Menomonee Falls Industrial Park Commission has indicated an interest in developing additional industrial parkland.
8. Local Regulation of Business Establishments in the Village--The GMF Industrial Development Committee perceived that numerous regulations administered by local government present a "complex, costly maze" to local business. Once more, the Committee indicated that while the initiation of a Village Department of Community Development is a positive step toward improving the administration of local regulations, a permanent "Blue Ribbon Committee" should be established to "counsel and work with new businesses and the various governmental agencies with which they are required to deal."
9. 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 increase 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 that could affect the expansion of the manufacturing industry base of the Village.

10. Structural Changes in the Economy--This section has indicated that major changes are occurring in the structure of the national, state, and regional economies. Growth in manufacturing industries has traditionally been viewed as the most effective means for creating jobs and enjoying long-term economic growth. The importance of manufacturing employment in the Nation has declined significantly over the past decade. The importance of manufacturing in the Milwaukee metropolitan area has also declined. Basic structural changes in the economy that affect the manufacturing industry are also evidenced by the application of high technology to existing manufacturing processes, resulting in a change in the nature of many manufacturing jobs. These changes are affecting the economy of the Village of Menomonee Falls, and will need to be taken into account by local economic development practitioners as economic development activities are identified.

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

The Village of Menomonee Falls has a good potential to expand its retail trade and service industries. The Milwaukee metropolitan area, of which the Village is a part, has a good base of service and retail trade industry employment. In 1980, the services industry in the Milwaukee metropolitan area employed about 201,840 workers, or about 27 percent of all workers in the metropolitan area. This industry represents a larger number of workers than does any other industry in the area. In addition, 124,310 workers were employed in the retail industry in the metropolitan area, or about 16 percent of all workers. Together, these industries employed 43 percent of the metropolitan area's labor force. A recent report by the Wisconsin Department of Development entitled The Job Generation Process in Wisconsin: 1969 to 1981 indicates that the service industry sector may be expected to be a consistent source of new jobs during periods of both economic expansion and recession.

While the village population declined between 1970 and 1985, the recent decline in home mortgage interest rates and the proposals by nine developers to make about 834 lots available for residential development should result in an increase in the population of the Village. It should be remembered, however, that the sale of these lots could take an extended period of time. In addition, the location of the Village on the USH 41/45 corridor makes the retail trade and service industry establishments readily accessible to residents throughout the metropolitan area.

A good base of retail trade and service industry establishments is located in the Village. The village central business district, while showing some signs

of deterioration, remains a good location for retail trade and service industry establishments. The district has a minimal number of building vacancies, and a number of the buildings have been designated as eligible for historic designation. Once more, the central business district is scheduled for three transportation system improvements: the reconstruction of STH 175, the reconstruction of STH 74, and the reconstruction of the Main Street bridge. In addition, the Village has experienced a proliferation of small to medium-size retail developments that provide commercial services.

Finally, retail trade and service industry establishments should experience a new sales market as a result of the Park Place office development on the northwest side of the City of Milwaukee. The Park Place development is located in proximity to the Village. At the present time, Park Place includes: One Park Plaza, a 12-story, 200,000-square-foot office tower; and two single-story buildings of 60,000 square feet and 36,000 square feet. Currently under construction are two additional single-story buildings totaling 70,000 square feet, and a 12-story building, Two Park Plaza. Total employment at Park Place in January 1986 was about 1,200 persons, with employment at completion expected to be about 8,000 persons. In addition, this development should result in new residential development in the Village, as workers seek housing in proximity to their place of work.

Constraints Related to Potential Three

1. Lack of Central Business District Redevelopment--The Village of Menomonee Falls central business district has several features which could form the basis for continued commercial and service-oriented development activities. However, the area has several physical characteristics which tend to restrict further development and sound redevelopment, including traffic congestion, limited available land for new commercial and service buildings, and obsolete commercial buildings. As previously noted, four redevelopment studies of the central business district have been completed. However, to date, a comprehensive redevelopment program has not been implemented. In 1984, the GMF Committee conducted a community survey. In response to a question regarding what activities would contribute to a favorable retail/commercial environment in the Village, 859 respondents, or 49 percent, indicated "attractive, well-maintained shopping areas." As a result, the physical condition of the central business district should be a concern in the future development of retail trade and service industry establishments in the district.
2. Competition Between Retail Trade and Service Industry Establishments in the Milwaukee Metropolitan Area--The Village of Menomonee Falls is only one of several communities in the Milwaukee metropolitan area that have an established central business district or other area of major commercial activity. Consequently, the retail trade and service industry establishments in the Village face competition from establishments in the other communities. In particular, the proximity of the Village to the City of Milwaukee, as well as to regional shopping malls in Milwaukee County and Waukesha County, provide opportunities for local residents to purchase goods and services in other locations.

3. Low Wages Paid to Retail Trade and Service Industry Workers--Retail trade and service industry establishments generally pay lower wages than do manufacturing industry establishments. In addition, a number of 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. Once more, 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 Village.
4. Traffic Problems in the Central Business District--A number of studies and reports have identified traffic congestion as a problem in the Village's central business district. The Roads and Traffic Task Force of the GMF Committee identified traffic flow problems at the intersection of Appleton Avenue (STH 175) and Main Street (STH 74), and throughout the central business district, as well as the need for reconstruction of the Main Street bridge. The Campbell & Associates, Inc., study referenced in Section III indicated the need for street improvements in the central business district. The GMF Committee resident survey indicated that traffic problems are a concern in the Village. In response to a question regarding the government services that the respondents perceived to "need attention," road maintenance and traffic control received the greatest number of responses, 557, or 32 percent. The percentage was greater than that for any other government service indicated by the respondents.
5. Public Perception of the Retail/Commercial Environment--The village residents perceive a number of problems attendant to commercial and service establishments in the Village. The question, "In your opinion, which of the following would contribute to a favorable retail/commercial environment in Menomonee Falls?" in the GMF Committee survey received the following responses:
 - A total of 929 respondents, or 53 percent, indicated that "promoting retail business and services available to local residents" should be improved.
 - A total of 759 respondents, or 43 percent, indicated that "planned business development" was necessary.
 - A total of 752 respondents, or 43 percent, indicated that "expanding new business development" would contribute to a favorable retail/commercial environment in the Village.
6. Strip Commercial Development--This report has indicated that there are several small and medium-size commercial malls in the Village that have been developed in a strip fashion along Appleton Avenue (STH 175) and Main Street (STH 74). While the development of these malls has resulted in the

growth of the retail trade and service industries in the Village, the mall development is in direct competition with the commercial establishments located in the central business district. Once more, this competition could result in the eventual decline of the central business district.

7. Availability of Rental Housing--The availability of rental housing in the Village may represent a problem to persons who are employed in the Village and seeking such housing. The U. S. Bureau of the Census indicates that in 1980, a total of 39 housing units were vacant and available for rent in the Village, or a rental housing vacancy rate of 2.3 percent, a rate that is lower than that for the Region, 4.4, the State, 4.9, or the Nation, 7.1.
8. The Unsightly Condition of a Number of Industrial and Residential Areas in the Village--The Committee agreed with the recent perception of a number of local citizen groups that a number of industrial and residential areas appear to be unkempt, and therefore detract from the overall appearance of the Village. Recently, it has become apparent that business establishments are interested in locating in an environment that is aesthetically pleasing. Once more, owners of business establishments that are considering residing in the Village may be reluctant to do so as a result of unkempt residential areas.

SUMMARY AND CONCLUSIONS

This section of this report has indicated that there are three overall economic development potentials in the Village of Menomonee Falls. These potentials are: 1) the existing economic development activities in the Village; 2) the retention and expansion of the village industrial base; and 3) expansion of the retail trade and service industry in the Village. Village economic development activities should seek to further these potentials. In addition, this section has identified a number of economic development constraints related to these potentials. The elimination of these constraints should represent the focus of economic development activities in the Village.

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

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Section V

ECONOMIC DEVELOPMENT PROGRAM PLAN

INTRODUCTION

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

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

OVERALL ECONOMIC DEVELOPMENT GOALS IN THE VILLAGE OF MENOMONEE FALLS

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

The following have been identified by the Village's Economic Development Study Advisory Committee as the overall goals of the village economic development program:

1. To establish and maintain an organization to lead, guide, and coordinate the efforts of citizens and organizations concerned with the economic development of the Village. The membership of the organization should include individuals from both the public and private sectors. The organization should have the powers necessary to implement a range of economic development activities that will improve the economic conditions in the Village.
2. To help retain existing employment opportunities and to provide for the expansion of existing employment opportunities in the Village by helping to meet the needs of existing employers in all industry sectors.

3. To help to create new employment opportunities through the attraction of new employers to the community that will enhance the aesthetic environment in the Village.
4. To assist in creating new employment opportunities by providing assistance to persons interested in developing new, or expanding existing, small businesses in the Village.
5. To develop and maintain a physical environment in the Village that is conducive to business and residential development. The persons responsible for implementation of the economic development program should work with the village government in identifying cost-effective alternatives for the rehabilitation of community facilities and services that are in need of repair, as well as in identifying necessary new community facilities and services.

CRITERIA TO GUIDE THE VILLAGE'S ECONOMIC DEVELOPMENT PROGRAM

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

1. Nature of Program Activities. The village economic development program should be an action-oriented program that performs the following functions: a) coordination of existing economic development activities in the Village; b) implementation of specific economic development programs and activities; and c) provision of economic development technical assistance to public and private economic development organizations in the Village. The program should also act as a conduit for available local, state, and federal financial assistance to employers in the Village.
2. Existing Economic Development Organizations. A number of economic development organizations in the Village are capable of assisting in the successful implementation of the village economic development program activities. These organizations include the Menomonee Falls Area Chamber of Commerce and the Greater Menomonee Falls Committee. The village economic development program should utilize these organizations in implementing the program activities.
3. Economic Development Program Staff. A number of existing economic development organizations are capable of providing staff support in the implementation of the village economic development program. These organizations include: the Village Community Development and Community Relations Departments; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; and the Waukesha County Technical Institute. In addition, economic development staff assistance is available from the Wisconsin Electric Power Company, Forward Wisconsin, Inc., and the Wisconsin Department of Development.

4. Scope of the Program Activities. The overall village economy is dependent upon the growth and development of all sectors of that economy. Therefore, the village economic development program should include projects and activities that address problems and issues facing the commercial and service sectors of the local economy, as well as the industrial sectors of the economy.
5. Program Responsibility. Primary responsibility for the village economic development program should rest with the Village Community Development Authority (CDA) and the Village Manager.
6. Unemployed and Underemployed. The objectives and activities identified in the village economic development program should enhance the ability of unemployed and underemployed workers to gain meaningful employment opportunities.

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM: OBJECTIVES AND ACTIVITIES

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

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

Organizational Development Activities

Objective One: To establish a new economic development organization in the Village that will lead, guide, and coordinate the efforts of citizens and organizations concerned with local economic development. This organization should have the powers necessary to implement a range of economic development activities. While this objective is directly related to Goal One, this objective is also indirectly related to all of the identified goals of the village economic development program. This objective and the activities below are intended to address the problems of: 1) the lack of a coordinating economic development organization in the Village; 2) the historical problem of failing to implement solutions to identified economic development problems; 3) the lack of Village Board funding allocation for local economic development activities; and 4) the lack of private sector contributions for local economic development activities.

Activity One--The Menomonee Falls Village Board should organize a Menomonee Falls Community Development Authority (CDA). Section 66.4325 of the Wisconsin Statutes (see Appendix A) enables the Village to create such an Authority by a two-thirds vote of the Village Board. The village ordinance

or resolution creating the Authority should authorize the Authority to act as the agent of the Village in planning and carrying out community development activities in the Village. The CDA and the Village Board should develop and maintain a close working relationship in the development and implementation of the village economic development program in order to ensure an ongoing understanding by the Village Board of the CDA activities. The resolution creating the CDA should be prepared by the Village Director of Community Development and the village attorney.

Activity Two--The Village Board should terminate the Village of Menomonee Falls Housing Authority, and the newly formed CDA should assume the responsibilities of the Housing Authority. Section 66.4325(5) indicates that "upon the adoption of an ordinance or resolution creating a CDA, all housing and redevelopment authorities previously created in such village under ss. 66.40 and 66.431 shall terminate."

Activity Three--In order to adequately carry out the economic development activities identified herein, the Village Board should provide a 1987 CDA budget of \$30,000. It is important to indicate that this budget is an activity budget and does not include the administrative costs. The administrative costs are included in the existing village budget. The funding would be used to implement the economic development activities as identified in the program implementation portion of this section of this report. Should the CDA require additional funding to carry out the 1987 work program, the CDA should investigate the potential for private sector contributions to supplement the funding provided by the Village Board.

Objective Two: To provide for the active participation of both the public and private sectors in the Village in the economic development program by designating persons from both of these sectors as members of the new economic development organization, and by providing for the participation of existing economic development organizations in the village economic development program. This objective and the activities below are directly related to Goal One and are intended to address the problem of a lack of private sector support for village economic development activities.

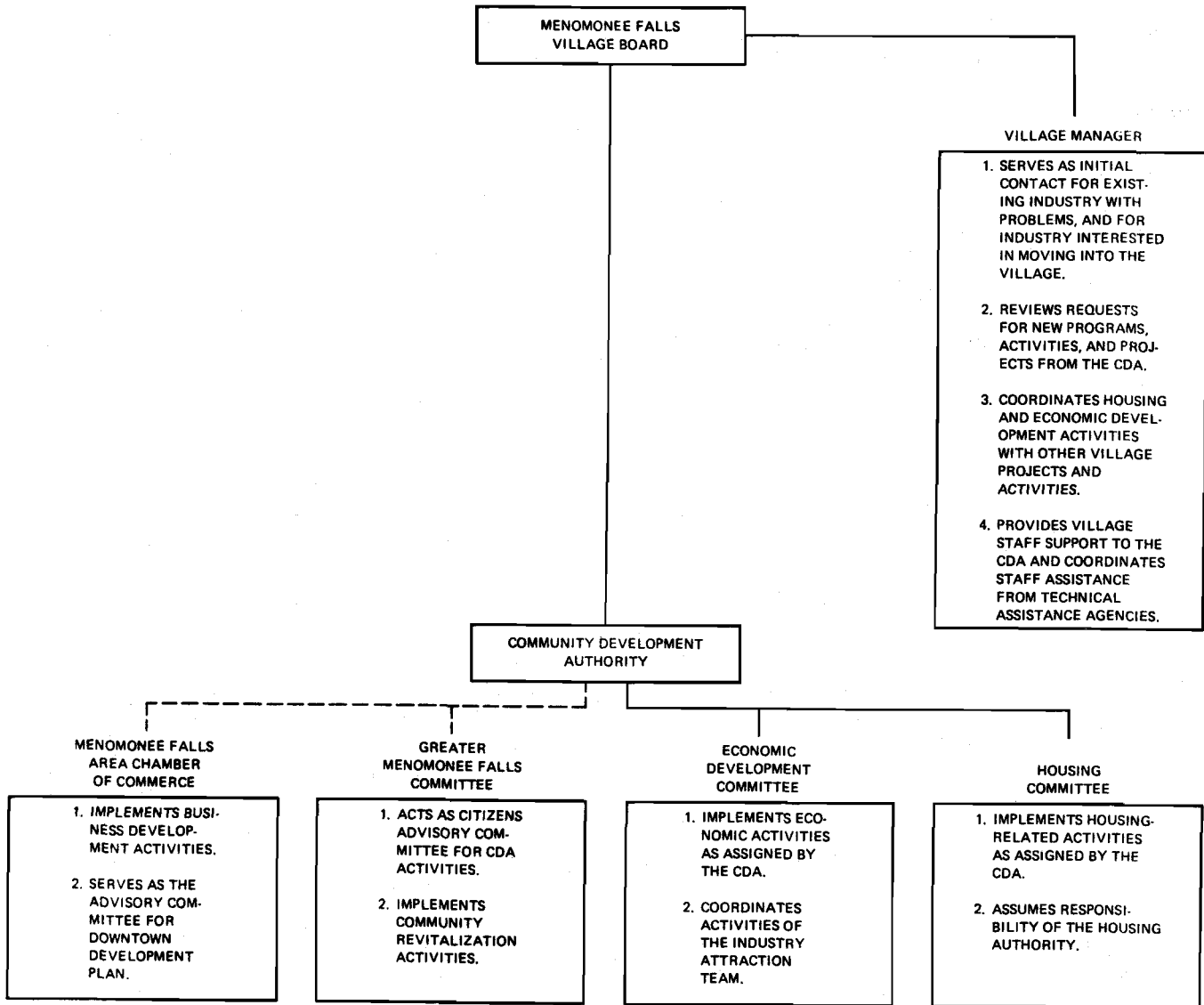
Activity Four--The Village Board should appoint seven village residents having sufficient ability and experience in the fields of urban renewal, community development, and housing as commissioners of the CDA. Two of the commissioners shall be Village Board members and five of the commissioners shall be non-Village Board members.

Activity Five--The CDA should establish an internal organizational structure that is capable of implementing the economic development activities identified herein.

As indicated in Figure 3, it is recommended that the CDA establish an economic development committee and a housing committee, as well as developing an indirect association with the Menomonee Falls Area Chamber of Commerce and the Greater Menomonee Falls Committee. The CDA economic development committee should be primarily responsible for implementing the economic development activities as assigned by the CDA, as well as coordinating the

Figure 3

ORGANIZATIONAL STRUCTURE



Source: SEWRPC

activities of the industry attraction team and serving as the advisory committee for the selection of a new site for a village industrial park, an activity to be identified in a later section of this report. The CDA housing committee will be responsible for implementing the housing-related activities as assigned by the CDA, as well as for assuming the existing projects and activities of the Menomonee Falls Housing Authority.

The Menomonee Falls Area Chamber of Commerce should have a close, albeit indirect, relationship with the CDA, in that the Chamber of Commerce should be asked to implement the CDA activities that are directly related to private business assistance, as well as serving as the advisory committee for the downtown Menomonee Falls development plan, to be identified as a program activity in a later section of this report. The CDA should also have an indirect relationship with the Greater Menomonee Falls Committee, wherein the GMF Committee will act as the official Citizens' Advisory Committee for CDA activities, as well as implementing community revitalization activities in the Village.

Figure 3 also indicates that the Village Manager should have major responsibilities in the community economic development program. This recommendation is based on the authority vested in the Village Manager with regard to the administration of village activities, as well as the availability of the Village Manager on a daily basis to assist in economic development activities. Specifically, the Village Manager should: 1) serve as the initial contact for existing industry with problems, and for industry interested in moving into the Village; 2) review requests for new programs, activities, and projects from the CDA that have a direct impact on the operation of the Village; 3) coordinate housing and economic development activities of the CDA with other village projects and activities; and 4) provide village staff support to the CDA and coordinate the staff assistance available from the Waukesha County Technical Institute, Southeastern Wisconsin Regional Planning Commission, University of Wisconsin-Extension, and other economic development organizations.

Objective Three: To provide necessary staff support to conduct the economic development program activities identified herein. This objective is related to the local economic development problems of: 1) a lack of coordination of staff participation in village economic development activities; 2) the need to allocate additional village staff time to economic development activities; and 3) a dependence on volunteer support to implement economic development activities.

Activity Six--In order to successfully implement the economic development program activities set forth in this study, it will be necessary for the Village Manager to provide the appropriate community economic development staff support to the CDA. The Village Department of Community Development and Community Relations staff persons could serve to assist in the implementation of the economic development program. In addition, the Village has access to professional economic development staffs of the Southeastern Wisconsin Regional Planning Commission, the Waukesha County Technical Institute, and the University of Wisconsin-Extension. Also, the Wisconsin Electric Power Company, Forward Wisconsin, Inc., and the Wisconsin

Department of Development staffs are available to assist the Village. In order to reduce the initial cost of the village economic development program, it is recommended that the CDA utilize the existing available village staff and the staff assistance available from the above-referenced organizations to implement the village economic development program. While this study recommends the staff responsibility for the activities included herein, the CDA, working with the Village Manager, should determine the appropriate staff persons for future economic development activities.

Objective Four: To establish and maintain a working relationship with existing regional and state economic development organizations. This objective and the activities below are intended to address the problem of a lack of village participation in regional and state economic development organizations and activities.

Activity Seven--The Village Manager, or designee, should maintain a working knowledge of the Waukesha County Economic Development Committee's program activities through attendance at such meetings as the Committee's semi-annual economic development summit meetings, the quarterly meetings of the Waukesha County economic development practitioners, and other appropriate County Economic Development Committee meetings.

Activity Eight--In 1987 the Waukesha County Economic Development Committee will initiate a community preparedness program. The program will formally recognize communities that have completed an overall economic development planning process and that are implementing an economic development program. Following the adoption of the Menomonee Falls OEDP document by the Village Board, the CDA should make a formal request to the county committee to designate the Village as a "prepared community" under the program's guidelines.

Activity Nine--The Village Manager, or designee, should attend the quarterly meetings of the Business Development Council sponsored by the Metropolitan Milwaukee Association of Commerce. The purpose of the meetings is to discuss and coordinate economic development activities in the four-county Milwaukee metropolitan area.

Activity Ten--Following the adoption of the OEDP document by the Village Board, the CDA should forward a copy of the OEDP document, together with a cover letter, to, among others, the Wisconsin Department of Development; Forward Wisconsin, Inc.; and the Wisconsin Electric Power Company. The cover letter should indicate that the adoption of the OEDP will result in the designation of the Village as a "prepared community" and that the Village is anticipating working with these organizations in attracting new industry to the Village.

Industry Retention Activities

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

develop a public-private sector partnership to further economic development in the Village. This objective and the activities indicated below address the local economic development problems of: 1) a lack of a village industrial retention program for the retention of manufacturing industry establishments; 2) the potential relocation of a number of existing manufacturing industries; 3) a lack of participation of village government representatives in local business expansion groundbreakings; 4) local regulation of business establishments in the Village; and 5) the absentee ownership of many manufacturing firms in the Village.

Activity Eleven--The CDA should work together with the Village Manager, or designee, to develop a one-stop permit and information center for existing businesses pursuing an expansion project, as well as for new business and industry interested in locating in the Village. The center will provide information on necessary local and state permits, building codes and zoning requirements that are necessary in order to successfully complete a business expansion project in the Village. In addition, the center should have information available about state and federal business financing and technical assistance programs, and the Waukesha County economic development programs.

Activity Twelve--The CDA should work with the Menomonee Falls Area Chamber of Commerce in implementing an "early warning system" that would enable the Village to be made aware of companies that are experiencing problems that could result in the relocation of the company outside the Village. The early warning system should designate the Village Manager as the initial contact person for existing businesses and industries that are experiencing problems in doing business in the Village.

Activity Thirteen--The CDA should work with the Menomonee Falls Area Chamber of Commerce in the recently proposed follow-up to the Wisconsin Bell industry retention survey. The Chamber's Executive Director should be responsible for this activity.

Activity Fourteen--The Executive Director of the Menomonee Falls Area Chamber of Commerce should work together with the Village Manager in the identification of any local business expansion projects that are expected to take place. The Village Manager and Executive Director should contact these companies in order to determine any anticipated problems with the planned expansions and to take the steps necessary to solve these problems. In addition, an appropriate local government official should participate in any groundbreaking or similar activity that will publicly recognize the expansion activity of the business.

Activity Fifteen--The CDA should inventory the manufacturing firms whose corporate headquarters are located outside the Village. The CDA should contact the officers of these corporations and indicate the Village's interest in retaining these companies in the Village and providing for any expansion of the firm. In addition, the CDA should indicate to the officers that the Village is actively pursuing local economic development opportunities. The Village Manager, or designee, should work with the Executive Director of the Menomonee Falls Area Chamber of Commerce in coordinating this activity.

Activity Sixteen--The CDA should request the annual work program of the Menomonee Falls Area Chamber of Commerce, the Greater Menomonee Falls Committee, and other development organizations in the Village in order to identify those activities that will require the active support and/or assistance of the CDA. The Village Manager, or designee, should coordinate this activity.

Objective Six: To assist local employers in taking advantage of opportunities to expand their facilities in the Village and to increase employment opportunities. This objective and the activities indicated below address the local economic development problems of: 1) a low percentage of government sales by local manufacturers; 2) redistribution of economic activity away from the north-central region of the Nation; 3) structural changes in the Nation's economy; and 4) the identified need by a number of local manufacturing firms for additional building space.

Activity Seventeen--The CDA, and its designees, should actively participate in regional and statewide conferences and workshops held on the procurement of government contracts and in increasing the export of products by manufacturing firms in the Village. The CDA should provide information to local business and industry on the time and location of such activities. In addition, it has recently been proposed by Congressman Gerald D. Kleczka that a seminar on procuring government contracts be held in Waukesha County. The CDA should encourage local business representatives to attend any similar seminars that are held, and should host such a seminar in Menomonee Falls. The Village Manager, or designee, should coordinate this activity.

Activity Eighteen--The CDA should develop a business financing brochure that identifies conventional and nonconventional financing available to business and industry in the Village. This brochure should be distributed to business and industry in the Village through the assistance of the Menomonee Falls Area Chamber of Commerce. The University of Wisconsin-Extension staff should assist the CDA with this activity.

Activity Nineteen--The CDA, together with the Menomonee Falls Area Chamber of Commerce and the Village Community Development Department, should continue to pursue the development of a computerized inventory of vacant buildings and available land sites in the Village. However, these efforts should be coordinated with the recent efforts by the Wisconsin Department of Development to develop a statewide inventory of such information, as well as the existing inventory system of the Wisconsin Electric Power Company. The University of Wisconsin-Extension staff should assist the Village in this activity.

Industry Attraction Activities

Objective Seven: To initiate an industry attraction program that will attract new industry establishments to the Village during the next two years. The industry attraction program should consist of:

1. A group of persons that can serve as the village industry attraction team.

2. An update of the existing promotional brochures and data base literature that describes the Village.
3. A list of targeted manufacturing industries that would be likely to locate in the Village.

This objective and the activities indicated below address the local economic development problems of a lack of an industry attraction program in the Village and a lack of participation with regional and state economic development organizations.

Activity Twenty--The CDA should work with the Menomonee Falls Area Chamber of Commerce in the establishment of a local industry attraction team, consisting of individuals knowledgeable about the Village's community facilities and services and existing business and industry. The Village Manager should be designated as the lead person for the industry attraction team and should serve as the primary contact person for industries indicating an interest in moving to Menomonee Falls.

Activity Twenty-One--Periodically, Forward Wisconsin, Inc., the state-designated organization for attracting new industry to the State, sponsors "call trips" to neighboring states to inform business and industry located in other states of the advantages of doing business in Wisconsin in hopes the companies will consider the State as a new location. Members of the CDA industry attraction team should, on a rotating basis, participate in the call trips of Forward Wisconsin.

Activity Twenty-Two--The CDA industry attraction team should identify a group of specific industries that will be the target of an industry attraction program in the Village. The basis for identifying the targeted industries would be the historical growth of these industries based upon product shipments and employment and the compatibility of the community's local economic development resources with the needs of these industries. The Regional Planning Commission staff will assist the CDA in this activity.

Activity Twenty-Three--The Southeastern Wisconsin Regional Planning Commission, in cooperation with the Wisconsin Electric Power Company, has provided the Village of Menomonee Falls with economic profiles of the Village, Waukesha County, and the Southeastern Wisconsin Region. These profiles provide pertinent information on community facilities and services, and demographic data on the Village of Menomonee Falls and Waukesha County, to industry establishments interested in locating in the Village. However, the economic profile has not been updated since 1983. Therefore, the CDA should request that the Regional Planning Commission update the economic profile in order to use this profile together with other community brochures in attracting new business and industry to the Village.

Activity Twenty-Four--Following the identification of the targeted industries, as indicated in Activity Twenty-Two, the CDA, with assistance from the Greater Menomonee Falls Committee, should initiate a limited mail promotional program to inform the executives of the companies about the

advantages of doing business in the Village. The Village Manager would be responsible for coordinating this activity.

Activity Twenty-Five--The CDA should compile a village economic development "fact book" containing information on the population, labor force, economy, natural and cultural resources, and community facilities and services in the Village. The Regional Planning Commission staff will assist the CDA in conducting this activity.

Small Business Development Activities

Objective Eight: To place special emphasis on existing small commercial, service, and industrial firms located in the Village, and firms that could be expected to locate in the Village, for economic development program assistance during the first two years of the village economic development program. This objective and the activities below are in response to the economic development problems of: 1) competition between retail and service industry establishments in the Village and throughout the Milwaukee metropolitan area; 2) a lack of a village industrial development program for the retention and attraction of manufacturing industries; 3) a lack of participation in the Menomonee Falls Area Chamber of Commerce; and 4) a lack of sufficient industrial land in the Village.

Activity Twenty-Six--The village economic development program should identify the public financial and technical assistance programs available to small businesses in the Village and develop a written summary of these programs. Special emphasis should be placed on the Waukesha County Enterprise Assistance Program. The program summary should be provided to all village businesses with fewer than 20 workers together with a contact person who can provide additional detailed program information. The Regional Planning Commission staff, together with the WCTI and University of Wisconsin-Extension, would be responsible for assisting the CDA in this project activity.

Activity Twenty-Seven--The initial CDA targeted industry attraction program previously discussed in this section should emphasize the attraction of industry establishments with fewer than 20 employees during the first two years of the village economic development program.

Activity Twenty-Eight--The CDA should work with the Menomonee Falls Area Chamber of Commerce in efforts to promote the business services available in the Village to the occupants of the Park Place office development. The Chamber of Commerce staff should be responsible for this activity.

Community Facilities and Services

Objective Nine: To ensure that vacant industrial land is available in the Village for the expansion of local industrial firms and for the location of new industrial firms in the Village, and that existing industries comply with local building code and related ordinances. This objective and the activities set forth below are related to the current lack of available industrial parkland in the Village, and the somewhat unsightly condition of a number of existing industrial areas in the Village.

Activity Twenty-Nine--The CDA should begin the process of identifying a site for a new industrial park in the Village. New industrial land will be necessary to meet the needs of industrial establishments planning expansion projects that cannot be undertaken at their existing locations and to attract new industrial establishments to the Village.

It is important to indicate that the development of a new industrial park must be orderly, well planned, and economically feasible. In order to accomplish these objectives, the CDA should formulate an industrial park development program that would consist of:

1. Coordination of the site identification process with the related activities set forth in this economic development program, including:
 - a. Identifying the existing small manufacturing firms in the Village that are considering an expansion project and would require a new building site.
 - b. Identifying, through the targeted industry attraction study, fast-growth industries that require the locational advantages that exist in the Village.
2. Review of the existing industrial parks in the Milwaukee metropolitan area relative to:
 - a. Absorption rates, or the rate of development of vacant land.
 - b. The industry classification of industrial firms that have located in existing industrial parks.
 - c. The overall strengths and weaknesses of the existing industrial parks.
3. Determination of the industrial park characteristics that would be appropriate for the Village relative to:
 - a. Facilities and services that would be provided.
 - b. The type of industries that would be likely to locate in the park.
 - c. The potential absorption rate, or the rate of development of vacant land.
 - d. The appropriate size for the park and the need for phasing the development.
 - e. The appropriate pricing structure for the land parcels.
 - f. The most appropriate ownership structure for the park.
4. Determination of the economic feasibility of the new industrial park relative to:
 - a. The estimated development costs.
 - b. The estimated income that could be generated through land sales and other income.
 - c. The estimated benefits in terms of new tax base and industrial and other employment.
 - d. The overall economic development objectives of the Village.
 - e. The public and private financial resources necessary to develop the industrial park.

- f. An overall comparison of the costs and benefits of the proposed development.
5. Based upon the economic feasibility analysis, determination of:
 - a. The amount of public funds available for the development.
 - b. The type of ownership structure that is most appropriate for the development.
 - c. The criteria that should be taken into account in the selection of a site for the industrial park.

The CDA should work with the Regional Planning Commission in carrying out the above process. The CDA, Economic Development Committee, would serve as the advisory committee for this program activity. It is proposed that this activity be carried out in conjunction with the Regional Planning Commission as a demonstration project. The estimated cost of this activity is \$10,000, of which the Village would provide \$5,000.

Activity Thirty--The economic development program should review the condition of existing industrial parks in the Village for compliance with the village building code and housekeeping ordinance. The Village Manager, or designee, would be responsible for this activity.

Objective Ten: To ensure that the central business district in the Village remains a viable location for existing and new commercial and service firms, and that the village land use regulations maintain a balance of commercial and service land uses in the central business district and other areas of the community. This objective and the activities below are related to the economic development problems of: 1) a lack of central business district redevelopment in the Village; 2) a proliferation of strip commercial development in the Village; 3) vacant space in existing strip commercial developments; and 4) public perception of the retail/commercial environment in the Village.

Activity Thirty-One--The CDA should undertake a comprehensive downtown redevelopment study that would consist of the following steps:

1. The identification of initial general downtown redevelopment goals that represent a consensus of what the community desires for the downtown area.
2. The implementation of appropriate studies and surveys that will help to identify, in an objective manner, the specific downtown projects that should be undertaken. The basic studies and survey should include:
 - a. A land use survey to indicate present land uses in the area.
 - b. A building structural soundness survey to identify buildings which are sound, in need of minor or major repairs, or dilapidated.
 - c. The results of the recent village Architectural and Historical Intensive Survey Report that identifies buildings that are of historic or architectural interest.
 - d. A streetscape survey to gather information on general building appearance, landscaping, sidewalks, and other visual problems.

- e. A public facilities survey to determine the integrity of sewer and water facilities, utilities, streets and other public utilities.
 - f. A public opinion and market survey to determine the adequacy of the downtown area in meeting basic consumer needs and market potential.
3. The identification of specific and quantifiable statements regarding the redevelopment of the downtown area. The plans would show the specific improvements that should be made in the area and the time frame during which they should take place.
 4. The identification of specific procedures for implementing the agreed-upon projects and plans, including who will be responsible for carrying out the activities, and what financing mechanisms will be used (tax increment financing, business improvement districts). The specific dates the improvements will be completed should also be identified.
 5. An evaluation of the success and failure of the redevelopment effort, as well as the identification of ongoing projects and activities that will benefit the area.

The Menomonee Falls Area Chamber of Commerce should act as the advisory committee to the CDA for the conduct of the downtown redevelopment study. The CDA should contact a private consultant to assist the Chamber of Commerce with the redevelopment process. The Village should provide a total of \$15,000 for this activity in 1987.

Activity Thirty-Two--The CDA should recommend that the Village Plan Commission update the 1973 village master plan study. Specifically, such an update should consider the appropriateness of the amount of commercially zoned land in the Village. The current village planning consultant should be responsible for this activity.

Activity Thirty-Three--The CDA should encourage the proposed improvements to STH 74 and STH 175 and the replacement of the Main Street bridge in accordance with the results of the proposed downtown redevelopment plan. The Village Manager, or designee, should be responsible for this activity.

Objective Eleven: To ensure that a variety of housing choices, in terms of size and cost of housing units, is available in the Village. This objective and activity are related to the identified problem of low rental vacancy rates in the Village.

Activity Thirty-Four--The proposed update to the 1973 Village Master Plan study should consider the need for additional land zoned for rental housing in the Village.

Objective Twelve: To ensure that the aesthetic appearance of the Village is improved in order to create an overall pleasing atmosphere in the Village. This objective and activity are related to recent local concerns regarding the enforcement of the village building code and housekeeping ordinance in village residential areas.

Activity Thirty-Five--The CDA should encourage the Village to enforce the existing village building code and housekeeping ordinance in order to improve the overall image of the community. The Village Manager, or designee, and the Greater Menomonee Falls Committee should be responsible for this activity.

VILLAGE OF MENOMONEE FALLS OVERALL ECONOMIC DEVELOPMENT PROGRAM: IMPLEMENTATION

This section of the village overall economic development program (OEDP) plan summarizes the economic development activities (see Figures 4 through 8); identifies a specific schedule for the completion of the program activities; and discusses the program activities in terms of their importance as major or minor activities.

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

A summary of the recommended village economic development program activities is set forth in Figures 4 through 8, with each of the figures corresponding to one of the five major economic development program functional areas. Figure 9 shows the time schedule for implementation of the activities. The activities are scheduled to be implemented during an initial two-year period. This summary and time schedule should facilitate an overall understanding by the Village Board, CDA members, CDA committees, local development organizations, and general public of the various components of the economic development program, the time period during which the activities will be implemented, and the estimated cost of the activities.

Major and Minor Economic Development Activities

The recommended village economic development program activities can be classified as either major or minor activities. Major activities are activities that are expected to require a relatively large investment of community effort, time, and cost. In addition, major activities are a result of unique economic development needs in the Village. The major activities include: 1) the formation of the village CDA; 2) the conduct of a study to identify a new industrial park; 3) the conduct of a downtown redevelopment study; and 4) an update to the Village Master Plan. The successful implementation of these major activities will, in large part, determine the initial success of the village economic development program.

The remaining economic development program activities are described as minor activities in that they are expected to require substantially less of an investment in effort, time, and cost. While a number of these activities result from specific economic development needs in the Village, these activities represent the program components that are usually a part of a community's economic development program.

Overall Cost of the Economic Development Program

The total cost of the two-year village economic development program cannot be accurately estimated at this time because of the need to request proposals

Figure 4

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
ORGANIZATIONAL DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 1</u> To establish a new economic development organization in the Village.		
<u>Activity 1</u> --Create a Community Development Authority (CDA) in the Village. (See Appendix A for State Statute.)	Village Board and Village Manager	--
<u>Activity 2</u> --Terminate the existing Village Housing Authority.	Village Board	--
<u>Activity 3</u> --Provide the CDA with a 1987 operating budget of \$30,000, and seek private sector contributions for CDA activities that exceed this amount.	Village Board and CDA	\$30,000
<u>Objective 2</u> To provide for the active participation of both public and private sector individuals and organizations in the village economic development program.		
<u>Activity 4</u> --Appoint seven-member CDA.	Village Board,	--
<u>Activity 5</u> --Establish a CDA Economic Development Committee and a Housing Committee, and provide for the coordination of CDA activities with other village activities.	CDA, and Village Manager	--
<u>Objective 3</u> To provide the necessary staff support for the village economic development program.		
<u>Activity 6</u> --Assign responsibility for specific program activities to the village staff and the staff of SEWRPC, WCTI, and the University of Wisconsin-Extension.	CDA and Village Manager	--

-continued-

Figure 4 (continued)

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective-4</u> To establish and maintain a working relationship with Waukesha County, regional, and state economic development activities.		
<u>Activity 7</u> --Attend the semi-annual summit meetings of the Waukesha County Economic Development Committee.	Village Manager, or Designee	--
<u>Activity 8</u> --Request the Waukesha County Economic Development Committee to designate the Village as a "prepared community."	CDA	--
<u>Activity 9</u> --Attend the quarterly meetings of the MMAC, Business Development Council.	Village Manager, or Designee	--
<u>Activity 10</u> --Provide a copy of the OEDP document to the Wisconsin Department of Development; Forward Wisconsin, Inc.; and the Wisconsin Electric Power Company.	Village Manager	--

Source: SEWRPC.

Figure 5

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY RETENTION ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 5</u> To develop and maintain an ongoing industry retention program.		
<u>Activity 11</u> --Develop a one-stop permit and information center for existing business.	CDA and Village Manager, or Designee	--
<u>Activity 12</u> --Work with the Menomonee Falls Area Chamber of Commerce to implement an "early warning system" that would identify firms that are considering relocating outside the Village.	CDA, Village Manager, or Designee, and Menomonee Falls Area Chamber of Commerce	--
<u>Activity 13</u> --Implement the follow-up to the Wisconsin Bell industry retention study.	CDA and Menomonee Falls Area Chamber of Commerce	--
<u>Activity 14</u> --Work with existing business in expansion projects and participate in groundbreaking and similar activities.	CDA, Menomonee Falls Area Chamber of Commerce, and Village Manager	--
<u>Activity 15</u> --Contact the officers of local companies with corporate headquarters outside the Village.	CDA and Village Manager, or Designee	\$200
<u>Activity 16</u> --Request the annual work program of the Menomonee Falls Area Chamber of Commerce and coordinate CDA activities with this work program.	CDA, Menomonee Falls Area Chamber of Commerce, and Village Manager, or Designee	--
<u>Objective 6</u> To assist local employers in taking advantage of opportunities to expand their facilities and to increase employment opportunities.		
<u>Activity 17</u> --Participate in regional and state programs designed to increase the local procurement of government contracts and the export of products, and seek to co-sponsor a government product procurement seminar.	CDA and Village Manager, or Designee	\$500
<u>Activity 18</u> --Development a business financing brochure	CDA and University of Wisconsin-Extension	\$500
<u>Activity 19</u> --Continue the development of a computerized inventory of vacant buildings and available land sites.	CDA and University of Wisconsin-Extension	\$600

Figure 6

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
INDUSTRY ATTRACTION ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 7</u> To initiate an industry attraction program that will attract two new manufacturing establishments to the Village during the the next two years.		
<u>Activity 20</u> --Establish an industry attraction team.	CDA and Village Manager, or Designee	--
<u>Activity 21</u> --Participate in the Forward Wisconsin, Inc., "call trips."	CDA and Industry Attraction Team	\$3,000
<u>Activity 22</u> --Identify a group of targeted industries for the village industry attraction program.	CDA and SEWRPC	--
<u>Activity 23</u> --Request an update to the Village Economic Profile.	CDA and SEWRPC	\$200
<u>Activity 24</u> --Conduct a limited mail industry attraction activity.	CDA and Village Manager, or Designee	\$3,000
<u>Activity 25</u> --Compile a village economic development "fact book."	CDA and SEWRPC	--

Source: SEWRPC.

Figure 7

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
SMALL BUSINESS DEVELOPMENT ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 8</u> To place special emphasis on existing small commercial, service, and industrial firms in the Village industry retention and attraction programs.		
<u>Activity 26</u> --Develop a written summary of available small business development assistance and provide the summary to local small businesses.	CDA and SEWRPC	\$1,000
<u>Activity 27</u> --Emphasize industry establishments with fewer than 20 employees in the Village industry attraction program.	CDA and SEWRPC	--
<u>Activity 28</u> --Assist the Menomonee Falls Area Chamber of Commerce in promoting village business services to the occupants of the Park Place development.	CDA and Chamber of Commerce	--

Source: SEWRPC.

Figure 8

VILLAGE OF MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM
COMMUNITY FACILITIES AND SERVICES ACTIVITIES

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 9</u> To ensure that industrial land is available for the expansion of existing firms and for the location of new firms in the Village.		
<u>Activity 29</u> --Identify a site for a new industrial park in the Village.	CDA, Economic Development Committee, and SEWRPC	\$ 5,000
<u>Activity 30</u> --Review the condition of existing village industrial parks relative to compliance with village building codes and the housekeeping ordinance.	Village Manager, or Designee	—
<u>Objective 10</u> To ensure that the village central business district remains a viable location for existing and new commercial and service firms and that local land use regulations maintain a balance of commercial and service land uses in the central business district and other areas of the community.		
<u>Activity 31</u> --Undertake a comprehensive downtown redevelopment study.	CDA, Chamber of Commerce, and a private consultant	\$16,000
<u>Activity 32</u> --Update the 1973 village master plan study.	Village Plan Commission and a private consultant	Undetermined
<u>Activity 33</u> --Encourage the proposed improvements to STH 74 and STH 75, and the replacement of the Main Street bridge.	CDA	—
<u>Objective 11</u> To ensure that a variety of housing choices, in terms of size and cost of housing units, is available in the Village.		
<u>Activity 34</u> --Consider the need for additional land zoned for rental housing in the Village in the update to the Village Master Plan Study.	Village Plan Commission and a private consultant	Undetermined

-continued-

Figure 8 (continued)

Objectives and Activities	Responsibility	Estimated Cost
<u>Objective 12</u> To assure that the Village's aesthetic appearance is improved in order to create an overall pleasing atmosphere in the Village.		
<u>Activity 35</u> --Encourage the Village to enforce the existing village building code and housekeeping ordinance.	CDA	--

Source: SEWRPC.

Figure 9

IMPLEMENTATION SCHEDULE FOR ECONOMIC DEVELOPMENT ACTIVITIES IN THE VILLAGE

ACTIVITIES	TIME PERIOD							
	1987				1988			
	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
ORGANIZATIONAL DEVELOPMENT ACTIVITIES								
Activity 1: Create CDA	_____							
Activity 2: Terminate Housing Authority . . .	_____							
Activity 3: Provide \$30,000 Operating Budget	_____							
Activity 4: Appoint CDA Members	_____							
Activity 5: Appoint CDA Committees.	_____							
Activity 6: Assign Staff Responsibilities . .		_____						
Activity 7: Attend County Meetings	<u>Ongoing</u>							
Activity 8: Designate Menomonee Falls as Prepared Community		_____						
Activity 9: Attend MMAC Meetings	<u>Ongoing</u>							
Activity 10: Forward OEDP Document to Region/State.		_____						
INDUSTRY RETENTION ACTIVITIES								
Activity 11: Permit Information Center					<u>Ongoing</u>			
Activity 12: Implement Early Warning System. .					<u>Ongoing</u>			
Activity 13: Initiate Wisconsin Bell Follow-up.								
Activity 14: Participate in Ground- breakings, etc.	<u>Ongoing</u>							
Activity 15: Contact CEO's Outside the Village								

-continued-

Figure 9-continued

ACTIVITIES	TIME PERIOD							
	1987				1988			
INDUSTRY RETENTION ACTIVITIES--continued	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Activity 16: Coordinate work programs of local development organizations. . . .	Ongoing							
Activity 17: Government Procurement/Export Programs								
Activity 18: Develop Business Financing Brochure								
Activity 19: Develop Computerized Inventory. .								
INDUSTRY ATTRACTION ACTIVITIES								
Activity 20: Establish Attraction Team					Ongoing			
Activity 21: Participate in Call Trips					Ongoing			
Activity 22: Identify Targeted Industries. . .								
Activity 23: Update Economic Profile								
Activity 24: Mail Attraction Program								
Activity 25: Compile Fact Book								
SMALL BUSINESS DEVELOPMENT ACTIVITIES								
Activity 26: Provide Information to Small Businesses								
Activity 27: Target Small Businesses								
Activity 28: Promote Business to Park Place. .	Ongoing							

-continued-

Figure 9-continued

ACTIVITIES	TIME PERIOD							
	1987				1988			
	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
COMMUNITY FACILITY AND SERVICES ACTIVITIES								
Activity 29: Formulate Industrial Park Program								
Activity 30: Enforce Industrial Ordinance. . .					Ongoing			
Activity 31: Undertake Downtown Redevelopment Study.								
Activity 32: Update Master Plan.								
Activity 33: Encourage Highway/Bridge Improvements.								
Activity 34: Determine Availability of Rental Housing								
Activity 35: Enforce Residential Ordinance . .								

Source: SEWRPC.

from private consultants for the industrial park study, the downtown redevelopment study, and the master plan study. In addition, it is anticipated that a number of program activities will be implemented by the existing village staff, as well as through the services of the staffs of the Southeastern Wisconsin Regional Planning Commission, Waukesha County Technical Institute, and University of Wisconsin-Extension, thereby reducing the overall cost of the two-year program.

While the overall costs of the program cannot be precisely estimated at this time, a total of \$30,000 should be provided by the Village for operation of the program during 1987. This funding may be assumed to be distributed proportionately among the recommended 1987 economic development activities. It is recommended that the CDA seek private sector financing for those activities that exceed available funding as a result of consultant responses to request for proposals or more detailed cost estimates.

MONITORING CRITERIA FOR MEASURING THE SUCCESS OF THE MENOMONEE FALLS ECONOMIC DEVELOPMENT PROGRAM

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

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

The Village of Menomonee Falls budget planning process begins in June of each year. The process includes a budget request to the Village Manager by each village department director, and the eventual adoption of a budget by the Village Board. The Menomonee Falls CDA will be responsible for the implementation of the economic development program documented herein. Because the village economic development program is primarily funded by the Village, the CDA will need to evaluate its economic development program on an annual basis in compliance with the village budget review process. The annual budget request by the CDA would be submitted by the Village Manager.

It is recommended that, at a minimum, the following evaluations of the program be conducted by the CDA annually:

1. The appropriateness of the major assumptions of the economic development program should be evaluated, including the current state of the Village's economy and the economic development potentials and constraints of the Village. 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 during a three-to-five-year time period.
3. The degree to which the program activities have led to the accomplishment of the specific economic development objectives should be evaluated. In addition, the problems encountered in the implementation of the specific program activities should be identified and this information utilized to refine the economic development activities.
4. The appropriateness of the economic development monitoring criteria should be evaluated.
5. The methods used to provide staff support to the economic development program should be evaluated, with special attention devoted to the existing strategy of utilizing a combination of existing village staff support, consultants, areawide agency staff, and volunteers to carry out the program activities.
6. The CDA, Economic Development Committee, and Menomonee Falls Area Chamber of Commerce and other appropriate economic development organizations should convene a joint meeting to discuss the results of the evaluation process and the manner in which these results can be incorporated into the economic development program for the forthcoming year, and to estimate the amount and sources of funding needed to implement the program for the upcoming year.
7. The CDA should hold a public informational meeting to explain the results of the evaluation process and identify the proposed program activities for the forthcoming year. The CDA should invite the general public to the informational meeting, as well as representatives of organizations interested in, and affected by, economic development in the Village, to comment on the program activities that have been implemented over the past year, as well as the activities that have been identified for the forthcoming year. The CDA should consider the minutes of the public informational meeting and, when appropriate, alter the program activities based upon the public comments received.

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APPENDICES

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Appendix A

HOUSING AND COMMUNITY DEVELOPMENT STATUTES

ordinance on the same or similar subject matter by one or more other cities, villages, towns or counties.

History: 1971 c. 185 s. 7; 1975 c. 94, 275, 422; 1977 c. 418 s. 929 (55); 1981 c. 112; 1981 c. 391 s. 210; 1985 a. 29.

Authority of counties and municipalities to enact and enforce ordinances under this section discussed. 74 Atty. Gen. 234.

66.4325 Housing and community development authorities. (1) **AUTHORIZATION.** Any city may, by a two-thirds vote of the members of the city council present at the meeting, adopt an ordinance or resolution creating a housing and community development authority which shall be known as the "Community Development Authority" of such city. It shall be deemed a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects and housing projects. The ordinance or resolution creating a housing and community development authority may also authorize such authority to act as the agent of the city in planning and carrying out community development programs and activities approved by the mayor and common council under the federal housing and community development act of 1974 and as agent to perform all acts, except the development of the general plan of the city, which may be otherwise performed by the planning commission under s. 66.405 to 66.425, 66.43, 66.435 or 66.46. A certified copy of such ordinance or resolution shall be transmitted to the mayor. The ordinance or resolution shall also:

(a) Provide that any redevelopment authority created under s. 66.431 operating in such city and any housing authority created under s. 66.40 operating in such city, shall terminate its operation as provided in sub. (5); and

(b) Declare in substance that a need for blight elimination, slum clearance, urban renewal and community development programs and projects and housing projects exists in the city.

(2) **APPOINTMENT OF MEMBERS.** Upon receipt of a certified copy of such ordinance or resolution, the mayor shall, with the confirmation of the council, appoint 7 resident persons having sufficient ability and experience in the fields of urban renewal, community development and housing, as commissioners of the community development authority.

(a) Two of the commissioners shall be members of the council and shall serve during their term of office as council members.

(b) The first appointments of the 5 noncouncil members shall be for the following terms: 2 for one year and one each for terms of 2, 3 and 4 years. Thereafter the terms of noncouncil members shall be 4 years and until their successors are appointed and qualified.

(c) Vacancies shall be filled for the unexpired term as provided in this subsection.

(d) Commissioners shall be reimbursed their actual and necessary expenses including local travel expenses incurred in the discharge of their duties, and may, in the discretion of the city council, receive other compensation.

(3) **EVIDENCE OF AUTHORITY.** The filing of a certified copy of the ordinance or resolution referred to in sub. (1) with the city clerk shall be prima facie evidence of the community development authority's right to transact business and such ordinance or resolution is not subject to challenge because of any technicality. In any suit, action or proceeding commenced against the community development authority, a certified copy of such ordinance or resolution is conclusive evidence that such community development authority is established and authorized to transact business and exercise its powers under this section.

(4) **POWERS AND DUTIES.** The community development authority shall have all powers, duties and functions set out in

ss. 66.40 and 66.431 for housing and redevelopment authorities and as to all housing projects initiated by the community development authority it shall proceed under s. 66.40, and as to all projects relating to blight elimination, slum clearance, urban renewal and redevelopment programs it shall proceed under s. 66.405 to 66.425, 66.43, 66.431, 66.435 or 66.46 as determined appropriate by the common council on a project by project basis. As to all community development programs and activities undertaken by the city under the federal housing and community development act of 1974, the community development authority shall proceed under all applicable laws and ordinances not inconsistent with the laws of this state. In addition, if provided in the resolution or ordinance, the community development authority may act as agent of the city to perform all acts, except the development of the general plan of the city, which may be otherwise performed by the planning commission under s. 66.405 to 66.425, 66.43, 66.435 or 66.46.

(5) **TERMINATION OF HOUSING AND REDEVELOPMENT AUTHORITIES.** Upon the adoption of an ordinance or resolution creating a community development authority, all housing and redevelopment authorities previously created in such city under ss. 66.40 and 66.431 shall terminate.

(a) Any programs and projects which have been begun by housing and redevelopment authorities shall, upon adoption of such ordinance or resolution be transferred to and completed by the community development authority. Any procedures, hearings, actions or approvals taken or initiated by the redevelopment authority under s. 66.431 on pending projects is deemed to have been taken or initiated by the community development authority as though the community development authority had originally undertaken such procedures, hearings, actions or approvals.

(b) Any form of indebtedness issued by a housing or redevelopment authority shall, upon the adoption of such ordinance or resolution, be assumed by the community development authority except as indicated in par. (e).

(c) Upon the adoption of such ordinance or resolution, all contracts entered into between the federal government and a housing or redevelopment authority, or between such authorities and other parties shall be assumed and discharged by the community development authority except for the termination of operations by housing and redevelopment authorities. Housing and redevelopment authorities may execute any agreements contemplated by this subsection. Contracts for disposition of real property entered into by the redevelopment authority with respect to any project shall be deemed contracts of the community development authority without the requirement of amendments thereto. Contracts entered into between the federal government and the redevelopment authority or the housing authority shall bind the community development authority in the same manner as though originally entered into by the community development authority.

(d) A community development authority may execute appropriate documents to reflect its assumption of the obligations set forth in this subsection.

(e) A housing authority which has outstanding bonds or other securities that require the operation of the housing authority in order to fulfill its commitments with respect to the discharge of principal or interest or both, may continue in existence solely for such purpose. The ordinance or resolution creating the community development authority shall delineate the duties and responsibilities which shall devolve upon the housing authority with respect thereto.

(f) The termination of housing and redevelopment authorities pursuant to this section shall not be subject to s. 66.40 (26).

(6) **CONTROLLING STATUTE.** The powers conferred under this section shall be in addition and supplemental to the powers conferred by any other law. Insofar as this section is inconsistent with any other law, this section shall control.

(7) **CONSTRUCTION.** This section shall be construed liberally to effectuate its purposes and the enumeration of specific powers herein does not restrict the meaning of any general grant of power contained in this section nor does it exclude other powers comprehended in such general grant.

History: 1975 c. 311; 1979 c. 110.

66.433 Community relations-social development commissions. (1) **DEFINITION.** "Municipality" as used herein means a city, village, town, school district or county.

(2) **CREATION.** Each municipality is authorized and urged to either establish by ordinance a community relations-social development commission or to participate in such a commission established on an intergovernmental basis within the county pursuant to enabling ordinances adopted by the participating municipalities; but a school district may establish or participate in such a commission by resolution instead of by ordinance. Such intergovernmental commission may be established in co-operation with any nonprofit corporation located in the county and composed primarily of public and private welfare agencies devoted to any of the purposes set forth in this section. Every such ordinance or resolution shall substantially embody the language of sub. (3). Each municipality may appropriate money to defray the expenses of such commission. If such commission is established on an intergovernmental basis within the county, the provisions of s. 66.30, relating to local co-operation, are applicable thereto as optional authority and may be utilized by participating municipalities to effectuate the purposes of this section, but a contract between municipalities is not necessary for the joint exercise of any power authorized for the joint performance of any duty required herein.

(3) **PURPOSE AND FUNCTIONS OF COMMISSION.** (a) The purpose of the commission is to study, analyze and recommend solutions for the major social, economic and cultural problems which affect people residing or working within the municipality including, without restriction because of enumeration, problems of the family, youth, education, the aging, juvenile delinquency, health and zoning standards, and discrimination in housing, employment and public accommodations and facilities on the basis of sex, class, race, religion, sexual orientation or ethnic or minority status.

(b) The commission may:

1. Include within its studies problems related to pornography, industrial strife and the inciting or fomenting of class, race or religious hatred and prejudice.

2. Encourage and foster participation in the fine arts.

(c) The commission shall:

1. Recommend to the municipal governing body and chief executive or administrative officer the enactment of such ordinances or other action as they deem necessary:

a. To establish and keep in force proper health standards for the community and beneficial zoning for the community area in order to facilitate the elimination of blighted areas and to prevent the start and spread of such areas;

b. To ensure to all municipal residents, regardless of sex, race, sexual orientation or color, the rights to possess equal housing accommodations and to enjoy equal employment opportunities.

2. Co-operate with state and federal agencies and nongovernmental organizations having similar or related functions.

3. Examine the need for publicly and privately sponsored studies and programs in any field of human relationship

which will aid in accomplishing the foregoing objectives, and initiate such public programs and studies and participate in and promote such privately sponsored programs and studies.

4. Have authority to conduct public hearings within the municipality and to administer oaths to persons testifying before it.

5. Employ such staff as is necessary to implement the duties assigned to it.

(4) **COMPOSITION OF COMMISSION.** The commission shall be nonpartisan and composed of citizens residing in the municipality, including representatives of the clergy and minority groups, and the composition thereof, number and method of appointing and removing the members thereof shall be determined by the governing body of the municipality creating or participating in the commission. Notwithstanding s. 59.03 (4) or 66.11 (2), a member of such governing body may serve on the commission, except that a county board member in a county having a population over 500,000 may not accept compensation for serving on the commission. Of the persons first appointed, one-third shall hold office for one year, one-third for 2 years, and one-third for 3 years from the first day of February next following their appointment, and until their respective successors are appointed and qualified. All succeeding terms shall be for 3 years. Any vacancy shall be filled for the unexpired term in the same manner as original appointments. Every person appointed as a member of the commission shall take and file the official oath.

(5) **ORGANIZATION.** The commission shall meet in January, April, July and October of each year, and may meet at such additional times as the members determine or the chairman directs. Annually, it shall elect from its membership a chairman, vice chairman and secretary. A majority of the commission shall constitute a quorum. Members of the commission shall receive no compensation, but each member shall be entitled to his actual and necessary expenses incurred in the performance of his duties. The commission may appoint consulting committees consisting of either members or nonmembers or both, the appointees of which shall be reimbursed their actual and necessary expenses. All expense accounts shall be paid by the commission on certification by the chairman or acting chairman.

(6) **OPEN MEETINGS.** All meetings of the commission and its consulting committees shall be publicly held and open to all citizens at all times as required by subch. IV of ch. 19.

(7) **DESIGNATION OF COMMISSIONS AS CO-OPERATING AGENCIES UNDER FEDERAL LAW.** (a) The commission may be the official agency of the municipality to accept assistance under title II of the federal economic opportunity act of 1964. No assistance shall be accepted with respect to any matter to which objection is made by the legislative body creating such commission, but if the commission is established on an intergovernmental basis and such objection is made by any participating legislative body said assistance may be accepted with the approval of a majority of the legislative bodies participating in such commission.

(b) The commission may be the official agency of the municipality to accept assistance from the community relations service of the U.S. department of justice under title X of the federal civil rights act of 1964 to provide assistance to communities in resolving disputes, disagreements or difficulties relating to discriminatory practices based on sex, race, color or national origin which may impair the rights of persons in the municipality under the constitution or laws of the United States or which affect or may affect interstate commerce.

(8) **OTHER POWERS OF THE COUNTY BOARD OF SUPERVISORS.** County boards may appropriate county funds for the opera-