

OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

CITY OF WEST ALLIS MILWAUKEE COUNTY WISCONSIN

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Special acknowledgement is due Mr. John R. Meland, SEWRPC
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**MEMORANDUM REPORT
NUMBER 34**

**CITY OF WEST ALLIS OVERALL ECONOMIC
DEVELOPMENT PROGRAM PLAN**

Prepared by the
Southeastern Wisconsin Regional Planning Commission
P. O. Box 1607
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916 N. East Avenue
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September 1988

Inside Region \$2.50
Outside Region \$5.00

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September 1, 1988

The Honorable Fred J. Cashmore
City of West Allis
7525 W. Greenfield Avenue
West Allis, Wisconsin 53214

Dear Mayor Cashmore:

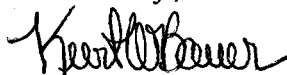
On May 8, 1987, the City of West Allis formally requested the Southeastern Wisconsin Regional Planning Commission to assist the City in the preparation of an overall economic development program (OEDP) plan for the City. The planning effort was initiated by the Regional Planning Commission staff in August 1987, and the recommended plan is set forth in this report. The City of West Allis Common Council formally adopted the plan on June 21, 1988.

The program proposed in this report is based in part on the material compiled in a companion document entitled, "City of West Allis Economic Development Fact Book." The fact book consists of a compilation of pertinent data on the natural resource base and physical characteristics of the City of West Allis and its environs, as well as on the characteristics of the resident population, labor force, and economy of the City. In this document, the potentials for, and constraints on, economic development in the City are identified. Recognizing those potentials and constraints, the program herein proposed provides a development strategy that can help guide and coordinate the efforts of local individuals and organizations concerned with the economic development of the City, as well as help to facilitate the creation of employment opportunities and foster a more stable and diversified city economy.

The Commission and its staff were materially assisted in the preparation of the plan by the City of West Allis Overall Economic Development Program Plan Subcommittee, which included representatives from a wide variety of public and private sector interests in the City. The assistance of the Subcommittee contributed substantially to the development of the report and is very much appreciated.

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

Sincerely,



Kurt W. Bauer
Executive Director

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**CITY OF WEST ALLIS OVERALL
ECONOMIC DEVELOPMENT PROGRAM PLAN**

SUMMARY

SUMMARY OF SECTION 1: INTRODUCTION

Background

In August 1987, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the City of West Allis, undertook the preparation of an overall economic development program (OEDP) plan for the City. An economic development plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the city economic resources; 2) assesses the city economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the city 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.

Purpose of the OEDP Plan

The purpose of the OEDP plan was to develop, as part of a continuing economic development program planning process, a document 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 the City.
2. Develop a consensus among public and private individuals and organizations in the City concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the City.

The Regional Planning Commission staff was assisted in the conduct of this study by the West Allis Overall Economic Development Program (OEDP) Plan Subcommittee. The Subcommittee consisted of 2 persons representing a variety of economic development-related interests in the City, and was appointed by the City of West Allis Economic Development Committee. The membership of the Subcommittee is shown in Figure S-1.

Sections of This Report

The findings and recommendations of the OEDP planning process are presented in this report, which includes the following sections:

1. Introduction

The introduction describes the purpose of the OEDP plan, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of the economic development program.

Figure S-1

CITY OF WEST ALLIS OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP)
PLAN SUBCOMMITTEE

Subcommittee Member	Representation
Donald Charlier	President, Jansen Corporation
Robert Dancy	Director, West Allis Center, Allis-Chalmers Corporation
John Haefele	Manager, Target Store
James E. Herbst	Development Coordinator, City of West Allis
Harold Hoak	Vice-President, Motor Castings Company
Edward H. Holpfer	President, West Allis Chamber of Commerce
Richard Libbey	President, West Allis Economic Development Partnership, Inc.
Maynard Peterburs	Alderman, City of West Allis
Barbara Pipia	Owner, Copy Right
Donald Schwarz	Campus Administrator, Milwaukee Area Technical College
Robert Thompto	Coordinator of Special Services, West Allis School District
John Turck	Alderman, City of West Allis
David Weinheimer	Planning and Zoning Coordinator, City of West Allis
Paul Ziehler	Director of Administration and Finance, City of West Allis

Source: City of West Allis and SEWRPC.

2. Summary of Economic Conditions

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

3. Review of Historic Economic Development Activities

This section identifies the existing economic development-related organizations in the City 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 City. Economic development potentials are those factors that give the City 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 final section identifies the specific economic development program that can be adopted and pursued by the City. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of the city economic development program; 3) recommended economic development objectives and activities that are derived 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 CITY

Overall, the most important conclusion that can be drawn from the selected economic indicators presented herein is that the economy of the City of West Allis is undergoing a period of significant change. A number of economic indicators show that the city economy is still in relatively good condition: lower unemployment rates; growth in the number of persons employed; adjusted gross income per capita that is comparable to that of other areas; the larger relative percentage of persons in the 65 year old and over age category; and the high percentage of persons with a high school education. However, a number of other indicators for the City, Milwaukee County, the State, and the United States show that the city economy may be expected to continue to experience change.

Specifically, the following should be viewed as important economic concerns to city officials, development organizations, and citizens interested in the economic development of the City: 1) the minimal growth in the resident population during the 1980's; 2) the smaller relative percentage of persons in the 25 to 44 year old age category in 1980; and 3) the smaller relative percentage of persons who have completed one through four years of college. While the location of the City within the Milwaukee metropolitan area and the availability of workers from throughout this area to City employers, as well as the large number of graduates from the West Allis school district that attend Milwaukee Area Technical College, lessen the impact of these negative labor force factors on

the local economy, these factors should be viewed as constraints on the economic development of the City.

In addition, this section has indicated that economic conditions in the City of West Allis and Milwaukee County are being affected by a number of changes, including: a shift from manufacturing industry employment to service industry employment; a change from a local and national economy to a global economy; technological change; changing consumer values; and the restructuring of American corporations. The dependence of the city and county economies on the manufacturing industry makes these changes of particular importance to the local economy.

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

SUMMARY OF SECTION III: REVIEW OF HISTORIC ECONOMIC DEVELOPMENT ACTIVITIES

The city government and economic development-related organizations in the City have undertaken a variety of economic development activities over the past several years. The City of West Allis has been involved in the creation of the West Allis Economic Development Committee, the creation of city staff positions to work on economic development-related activities, the creation of a direct loan program for businesses, and the redevelopment of the City's northeast side. The West Allis Chamber of Commerce has been actively promoting business interests in the City, while working to improve overall economic conditions. The West Allis Economic Development Partnership, with assistance from the City of West Allis, has initiated a creative incubator program for start-up businesses. Finally, Milwaukee County has initiated a variety of programs to assist business persons in the City.

While a number of important economic development activities have been undertaken, the City should address a number of specific economic development-related issues in the community.

1. Even though the economic development activities that are being undertaken surpass those of most other communities in the Southeastern Wisconsin Region, they may not be sufficient given the intense competition for economic development that is occurring between local governments. Many of the current activities are reactive, rather than proactive. This is of particular concern due to the changes that are occurring in the local economy. In particular, the City needs to have an annual work program for economic development, with its attendant goals, objectives, and activities, in order to remain competitive in economic development.
2. The West Allis Economic Development Committee and the West Allis Economic Development Partnership should examine their role with regard to coordinating economic development. While the Committee structure has been adequate to date in providing a lead role, communities with successful economic development programs have, in most cases, provided a more formal and independent organizational structure for economic development purposes.

This organizational structure can take the form of a private nonprofit or for-profit development corporation or a community development authority.

3. There is no ongoing method for determining the problems of existing businesses and developing solutions to these problems.
4. There are a limited number of industry attraction activities being implemented in the City to attract industrial and commercial business establishments.
5. The city land use plan, including all areas except the northeast side, and the city zoning ordinances should be updated.
6. The City needs to continue to address the issues attendant to vacant and underutilized industrial and commercial properties in the City.

SUMMARY OF SECTION IV: ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

The information presented in this section of the report indicates that there are three overall economic development potentials in the City of West Allis: 1) organizational development activities in the City; 2) retention and expansion of the City's existing manufacturing industry base; and 3) retention and expansion of the City's retail trade and service industry base. In addition, this section has identified a number of economic development constraints that are inhibiting the realization of the City's economic development potentials. The economic development constraints, as they relate to the economic development potentials, are shown in Figure S-2. The elimination of these constraints should represent the focus of future economic development activities in the City.

SUMMARY OF SECTION V: ECONOMIC DEVELOPMENT PROGRAM PLAN

Goals of the Economic Development Program

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

The following long-term goals have been established for the City to guide the economic development program:

1. The program should establish and maintain an organizational framework that will guide and coordinate the citywide efforts of individuals and organizations concerned with local economic development.
2. The program should meet the needs of existing employers to provide for the retention and expansion of existing employment opportunities in the City.

Figure S-2

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE CITY OF WEST ALLIS

Potential One: Organizational Development Activities in the City

Constraints Related to Potential One:

1. Poor perception of local economic development efforts.
2. Limited financial assistance available for business expansion and start-up projects.
3. Lack of participation in regional and statewide economic development organizations.
4. Economic development staff turnover in the City Development Office.
5. Lack of an organization that has the authority to develop an economic development program and raise funds for economic development projects and activities.
6. Lack of membership by manufacturing firms in the West Allis Chamber of Commerce.
7. Lack of a formal evaluation of the local economic development program.

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

Constraints Related to Potential Two:

1. The need for an economic development program that includes the retention and attraction of manufacturing industry establishments.
2. Outdated city land use plan and zoning ordinances.
3. Problems with traffic circulation in the City.
4. Vacant and underutilized industrial properties in the City.
5. Lack of vacant available industrial land.
6. Lack of an up-to-date inventory of vacant and underutilized industrial land and buildings.
7. Lack of new manufacturing industry start-ups.
8. Local impact of changing economic conditions on manufacturing firms.
9. Lack of existing manufacturing firms planning business expansion projects.
10. High number of manufacturing firms planning to relocate outside the City.
11. Efforts by other states to attract local manufacturing firms out of the City.
12. Difficulty in recruiting skilled, blue-collar workers and lack of basic skills of entry-level workers.
13. Low number of persons with post-secondary education.
14. Higher worker earnings in Milwaukee County.
15. Problems with vandalism at existing manufacturing buildings.
16. Problems with illegally parked vehicles at existing manufacturing buildings.

Figure S-2 (continued)

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

Constraints Related to Potential Three:

1. The need for an economic development program that includes the retention and expansion of commercial business establishments.
2. The need to continue redeveloping the central business district.
3. Competition between the central business district and outlying shopping centers.
4. Competition between retail trade and service industry establishments in the Milwaukee metropolitan area.
5. Minimal population growth during the 1980 to 1987 time period.
6. Lack of resident population in the 25 to 44 year old age category.
7. Low wages paid to retail trade and service industry workers.
8. Difficulty in recruiting workers for entry-level retail trade and service industry jobs and lack of basic skills of entry-level workers.
9. The need to improve and expand upon the recreational and tourism value of State Fair Park and the Olympic Ice Rink.
10. Commercial firms planning to relocate outside the City.
11. The need for a coordinated, cost-effective advertising program to assist local businesses.
12. The need to provide additional parking.
13. High property taxes.
14. Lack of familiarity with local and state economic development organizations and programs.

Source: City of West Allis OEDP Subcommittee and SEWRPC.

3. The program should attract new employers to help create new employment opportunities in the City.
4. The program should facilitate entrepreneurial opportunities to help create new employment opportunities in the City.
5. The program should provide the necessary community facilities and services to facilitate economic development and provide for the expansion of employment opportunities in the City.

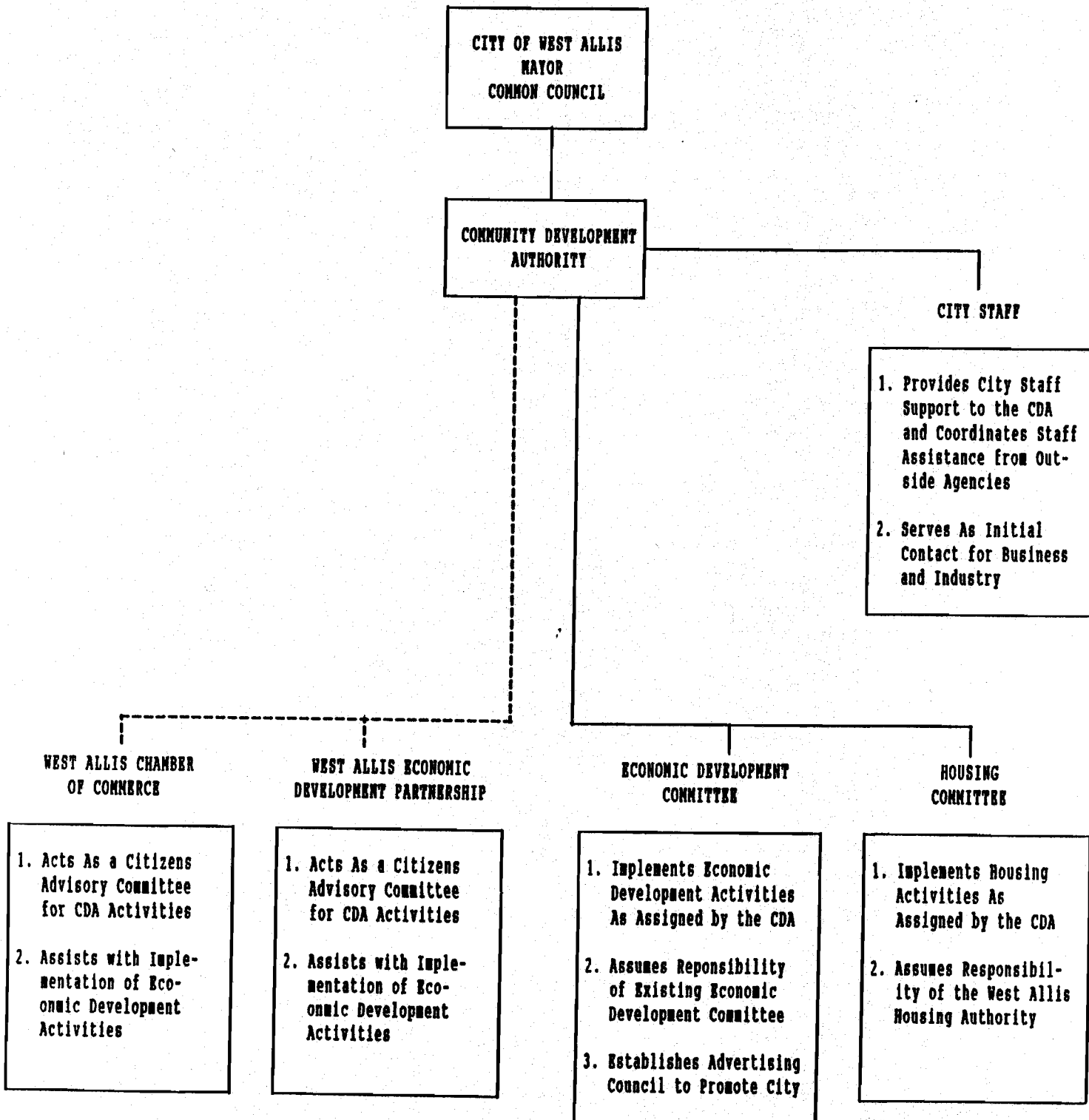
Criteria to Guide the City's Economic Development Program

The City 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 following decision-making criteria have been identified:

1. Nature of Program Activities. The city economic development program should include the following functions: a) coordination of existing economic development activities in the City; b) implementation of specific economic development activities; c) provision of economic development technical assistance to public and private economic development organizations in the City; and d) utilization of available public financial assistance for local employers.
2. Existing Economic Development Organizations. A number of economic development organizations in the City are capable of assisting in the successful implementation of the city economic development program. These organizations include: the City Development Office; the West Allis Chamber of Commerce; and West Allis Economic Development Partnership, Inc. In addition, economic development assistance is available from Forward Wisconsin, Inc.; the Milwaukee Area Technical College; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; Wisconsin Bell, an Ameritech Company; the Wisconsin Department of Development; the Wisconsin Electric Power Company; and the Wisconsin Gas Company. The city economic development program should utilize these organizations in implementing the program activities.
3. Scope of Program Activities. The local economy is dependent on the growth and development of all business and industry in the City. Consequently, the economic development program should include activities that address problems and issues facing both industrial and commercial businesses in the City.
4. Program Responsibility. As indicated in Figure S-3, the primary responsibility for the city economic development program should rest with the City of West Allis through the City's Community Development Authority (CDA) and the appropriate city staff, working in consultation with the Mayor.
5. Unemployed and Underemployed. The economic development program should be designed to enhance the ability of unemployed and underemployed workers to gain meaningful employment opportunities in the City.

Figure S-3

ORGANIZATIONAL STRUCTURE



Source: City of West Allis OEDP Subcommittee and SEWRPC.

City of West Allis Economic Development Program: Objectives and Activities

This section presents the objectives and activities that should be undertaken to enable the City to accomplish its economic development goals. In this regard, the objectives and activities are intended to help alleviate the economic development constraints that were identified in Section IV of this report.

The recommended objectives and activities are shown in Figures S-4 and S-5, and are categorized by the following six major functional areas: 1) organizational development; 2) industry retention; 3) industry attraction; 4) business development; 5) community facilities and services; and 6) future economic development activities.

Overall Cost of the Economic Development Program

The total cost of the two-year economic development program cannot be accurately determined at this time because of the need to identify the costs associated with staffing the economic development program; preparing the central business district redevelopment plan, the land use and traffic circulation plan update, and the zoning ordinance update; pursuing the land use recommendations in the Howard, Needles, Tammen, and Bergendoff (HNTB) report; conducting a consumer market survey; and implementing the future economic development activities identified as a part of Objective Six.

The CDA should utilize available Community Development Block Grant (CDBG) administrative funds to provide a portion of the funding necessary to implement the economic development program. Should the CDA require funding in excess of that available from the CDBG allocation to carry out this work program, the CDA, the West Allis Chamber of Commerce, and West Allis Economic Development Partnership, Inc., should investigate the potential for public sector bonding, as well as private sector contributions, to supplement the funding provided by the CDBG program.

Major Economic Development Activities

Several of the recommended economic development program activities are expected to require a relatively large financial investment and are critical to the successful implementation of the city economic development program. These activities result from the unique economic development needs of the City.

Major economic development activities include: 1) creating a Community Development Authority and providing the necessary resources to implement the CDA program; 2) preparing a comprehensive redevelopment plan for the central business district; 3) preparing an update to the city land use and traffic circulation plans; and 4) preparing an update to the city zoning ordinances.

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

Figure S-4

CITY OF WEST ALLIS ECONOMIC DEVELOPMENT PROGRAM OBJECTIVES

1. To establish a new organizational framework that will be responsible for guiding and coordinating the development and redevelopment of the City.
2. To develop and maintain an ongoing industry retention program that will identify the problems and concerns of local employers, develop and implement solutions to these problems and concerns, and create a public-private sector partnership to further economic development in the City.
3. To initiate an industry attraction program that will attract new industrial and commercial establishments to the City during the next two years.
4. To assist in the creation of new industrial and commercial establishments in the City during the next two-year time period.
5. To ensure that community facilities and services are adequate to meet the needs of existing and new business and industry.
6. To examine the feasibility of aggressively redeveloping industrial buildings and available land sites in the City, as well as expanding the City's business financing program.

Source: City of West Allis OEDP Subcommittee and SEWRPC.

CITY OF WEST ALLIS OVERALL ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
A. ORGANIZATIONAL DEVELOPMENT								
1. Create a Community Development Authority (CDA)	Mayor/Common Council	None	-----					
2. Appoint a Seven-Member CDA	Mayor/Common Council	None	-----					
3. Transfer Responsibility for Housing Program to CDA	Mayor/Common Council	None	-----					
4. Transfer Responsibility for Economic Development Program to CDA	Mayor/Common Council	None	-----					
5. Conduct a Study to Determine Staff Structure and Funding Levels Needed to Implement CDA Program	Mayor/Common Council/City Staff	None	-----					
6. Establish CDA Organizational Structure and Funding Levels	Mayor/Common Council/CDA	***	-----					
7. Transfer Administration of CDBG Economic Development and Housing Allocation to CDA	Mayor/Common Council	None	-----					
8. Establish an Advertising Council to Promote City	Mayor/CDA	None	-----					
9. Attend MMAC, Business Development Council Quarterly Meetings	Mayor/CDC	None					(ongoing)	-----
10. Distribute OEDP Document to State and Regional Economic Development Agencies	CDA/CDC	None		-----				

Figure 3-5 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
			JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN
B. INDUSTRY RETENTION								
1. Continue to Coordinate City Staff Assistance to Business and Industry	Mayor/City Staff	None	(ongoing)					
2. Establish an "Early Warning System"	CDA/Chamber	None						
3. Contact Industry Establishments With Corporate Headquarters Outside City	Mayor/CDA	\$250						
4. Examine Feasibility of Developing a Local Federal Procurement Program	CDA	None						
5. Support Development of a Milwaukee County Revolving Loan Fund	CDA	None	(ongoing)					
6. Meet With Local Financial Institutions to Discuss State and Federal Financing Programs	CDA/CDC	None						
7. Develop a Business Financing Brochure	CDA/CDC/Chamber	\$500						
8. Follow-up on Wisconsin Bell and OEDP Surveys/Develop List of Business Establishments	Mayor/CDA/Chamber	\$250						
9. Assist Local Businesses With Planned Expansion Projects	CDA/Chamber	None	(ongoing)					
10. Assist Commercial Businesses in Establishing a Cooperative Advertising Program	CDA/Chamber	None						
11. Request Update on SEWRPC Labor Market Study/Establish Committee to Study Employment Training Problems	CDA	None						

Figure S-5 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
C. INDUSTRY ATTRACTION								
1. Establish an Industry Attraction Team	CDA/CDC	None	-----					
2. Participate in Forward Wisconsin "Call Trips"	CDC/Industry Attraction Team	\$3,000				(ongoing)		
3. Conduct Direct Mail Program to Targeted Industries	CDA	\$3,000			-----			
4. Develop and Maintain a Computerized Inventory of Vacant, Available, and Underutilized Buildings and Land Sites in City	CDA/Chamber	\$1,000				(ongoing)		
D. BUSINESS DEVELOPMENT								
1. Continue to Support Business Development Center	CDA/BDP	None				(ongoing)		
2. Investigate Availability of Additional Business Technical Assistance	CDA/BDP	None	-----					
3. Include Business Startups in City Revolving Loan Fund Program	CDA	None				(ongoing)		
4. Investigate Need for Local Venture Capital Fund	CDA/Chamber/BDP	None			-----			

Figure 3-5 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
			JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN
E. COMMUNITY FACILITIES AND SERVICES								
1. Prepare and Adopt a Comprehensive Redevelopment Plan for Central Business District	Mayor/ Common Council/ Plan Commission	***						
2. Continue to Support Development of a Business Improvement District in Central Business District	CDA/Chamber	None				(ongoing)		
3. Prepare and Adopt an Update to City Land Use and Traffic Circulation Plans	Mayor/ Common Council/ Plan Commission	***						
4. Prepare and Adopt an Update to City Zoning Ordinances	Mayor/ Common Council/ Plan Commission	***						
5. Continue to Actively Pursue Land Use Recommendations in HNTB Report	CDA	***				(ongoing)		
6. Implement Veterans Park Redevelopment Plan	CDA	None				(ongoing)		
7. Conduct a Consumer Market Survey	CDA/Chamber	***						
8. Identify Strategies for Expanding Recreation and Tourism Industry	CDA/Chamber	None						
9. Assist in Creation of Gubernatorial Study Committee to Examine Expansion of State Fair Park	CDA/EDP/ Chamber	None						

Figure S-5 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
F. FUTURE ECONOMIC DEVELOPMENT ACTIVITIES								
1. Examine Feasibility of Establishing a \$750,000 City Revolving Loan Fund	Mayor/Common Council/CDA	***	-----					
2. Examine Feasibility of Creating Local Land Bank Fund	Mayor/Common Council/CDA	***	-----					
3. Continue to Maintain and Expand Use of City Land and Building Reserve Fund	Mayor/Common Council/CDA	None				(ongoing)		
4. Examine Feasibility of Creating Tax Incremental Financing (TIF) Districts in City	Mayor/Common Council/CDA	***				(ongoing)		
5. Offer Assistance to Allis-Chalmers in Examining Redevelopment Opportunities for Allis-Chalmers Site	CDA	***				(ongoing)		

Note: CDA = Community Development Authority.
 CDC = City Development Coordinator.
 EDP = West Allis Economic Development Partnership, Inc.

*** The costs for these activities will be determined later.

Source: City of West Allis OEDP Subcommittee and SEWRPC.

Monitoring Criteria for Measuring the Success of the City of West Allis Economic Development Program

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

1. The effectiveness of the activities in attaining the city 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 City of West Allis budget planning process begins in July of each year. The process includes a budget request to the Director of Administration and Finance by each department head, and the eventual adoption of a budget by the Common Council. The West Allis CDA will be responsible for the implementation of the economic development program documented herein. Due to the fact that the economic development program is funded primarily by the City, the CDA will need to evaluate its economic development program on an annual basis in compliance with the city budget review process.

Program Evaluation: 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 City's economy, and the economic development potentials and constraints of the City. Changes in these major assumptions should be made when necessary.
2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program during a 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 permanent staff support, consultants, areawide agency staff, and volunteers to carry out the program activities.
6. The CDA, the Economic Development Committee, West Allis Economic Development Partnership, Inc., the West Allis 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 City, 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.

Section I

INTRODUCTION

BACKGROUND

In August 1987, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), acting in response to a request from the City of West Allis, undertook the preparation of an overall economic development program (OEDP) plan for the City. An economic development plan is the initial stage of an ongoing local economic development planning process that: 1) inventories the city economic resources; 2) assesses the city economic strengths and weaknesses; 3) develops a program of projects and activities designed to capitalize on the city 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.

PURPOSE OF THE OEDP PLAN

The purpose of the OEDP plan was to develop, as part of a continuing economic development program planning process, a document 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 the City.
2. Develop a consensus among public and private individuals and organizations in the City concerning the potentials for, and constraints on, economic development.
3. Identify specific economic development program activities for improving economic conditions in the City.

The Regional Planning Commission staff was assisted in the conduct of this study by the West Allis Overall Economic Development Program (OEDP) Plan Subcommittee. The Subcommittee consisted of 12 persons representing a variety of economic development-related interests in the City, and was appointed by the City of West Allis Economic Development Committee. The membership of the Subcommittee is shown in Figure 1. The economic development program was adopted by the Common Council of the City of West Allis on June 21, 1988 (see Figure 2).

ELEMENTS OF THE ECONOMIC DEVELOPMENT PLANNING PROCESS

The first step in the planning process utilized to prepare the economic development program plan consisted of an inventory and analysis of the existing natural and cultural resource base of the City of West Allis. The findings of this inventory and analysis are set forth in Sections II and III of this report, "Summary of Economic Conditions in the City" and "Review of Historic Economic Development Activities," respectively, as well as in the "City of West Allis Economic Development Fact Book" prepared by the Commission staff as a part of the economic development program planning process. The results of the analysis

Figure 1

CITY OF WEST ALLIS OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP)
PLAN SUBCOMMITTEE

Subcommittee Member	Representation
Donald Charlier	President, Jansen Corporation
Robert Dancy	Director, West Allis Center, Allis-Chalmers Corporation
John Haefele	Manager, Target Store
James E. Herbst	Development Coordinator, City of West Allis
Harold Hoak	Vice-President, Motor Castings Company
Edward H. Holpfer	President, West Allis Chamber of Commerce
Richard Libbey	President, West Allis Economic Development Partnership, Inc.
Maynard Peterburs	Alderman, City of West Allis
Barbara Pipia	Owner, Copy Right
Donald Schwarz	Campus Administrator, Milwaukee Area Technical College
Robert Thompto	Coordinator of Special Services, West Allis School District
John Turck	Alderman, City of West Allis
David Weinheimer	Planning and Zoning Coordinator, City of West Allis
Paul Ziehler	Director of Administration and Finance, City of West Allis

Source: City of West Allis and SEWRPC.

Figure 2

CITY OF WEST ALLIS COMMON COUNCIL
APPROVAL OF THE OEDP PLAN

RESOLUTION NO. 22545

By Alderman Turck

RESOLUTION ADOPTING OVERALL ECONOMIC DEVELOPMENT PROGRAM (OEDP) PLAN

WHEREAS, the City of West Allis has established a goal of encouraging economic development in the City through the preparation of an overall economic development program (OEDP) plan, which would collect and analyze appropriate economic development data, develop a consensus among individuals and organizations in the City regarding economic development, and identify specific economic development program activities to assist in improving economic conditions in West Allis; and,

WHEREAS, the City of West Allis, on May 8, 1987, formally requested that the Southeastern Wisconsin Regional Planning Commission (SEWRPC) prepare an OEDP plan for the City; and,

WHEREAS, the City of West Allis requested that the Economic Development Committee of the City of West Allis assist the Regional Planning Commission in preparing the OEDP plan; and,

WHEREAS, the Regional Planning Commission and the Economic Development Committee have completed work on the OEDP plan; and,

WHEREAS, the Economic Development Committee has recommended that the Common Council of the City of West Allis formally adopt the OEDP plan; and,

WHEREAS, it is in the best interest of the City to adopt the OEDP plan document.

NOW, THEREFORE, BE IT RESOLVED, that the Common Council of the City of West Allis does hereby adopt the OEDP plan document and the economic development strategy contained therein, and recommends that the implementation of the economic development strategy begin immediately.

ADOPTED June 21, 1988

James A. White
Deputy City Clerk

APPROVED June 22, 1988

Fred J. Cashmore
Mayor

identifying the positive and negative factors relating to the natural and cultural resource base that may act to influence economic growth in the City are set forth in Section IV of this report, "Economic Development Potentials and Constraints."

The second step in the economic development program planning process consisted of defining local economic development needs based upon an inventory and analysis of the natural and cultural resource base, as well as the potentials for, and constraints on, economic development in the City.

The third step in the process consisted of the formulation of economic development goals, objectives, and program evaluation criteria based upon the information gained from defining local economic development needs, as well as from meetings held with the West Allis OEDP Plan Subcommittee.

The fourth step in the process consisted of identifying various alternative economic development projects and activities that could be undertaken by the City, as well as by public and private economic development organizations and interests in the City, to alleviate the economic development needs, and, thereby, further economic development potentials in the City.

The fifth step in the process consisted of selecting economic development program activities to be included in the economic development program, and the creation of a plan to carry out these activities. The various alternative activities were evaluated against the economic development goals, objectives, and program evaluation criteria identified in the third step of the planning process. In addition, the fifth step included the identification of criteria that would facilitate the monitoring of the effectiveness of the program activities in attaining the City's economic development goals and objectives, the effectiveness of the work of the economic development program staff, and the effectiveness of the economic development program, including the economic development program planning process.

SECTIONS OF THE OVERALL ECONOMIC DEVELOPMENT PROGRAM PLAN

The findings and recommendations of the OEDP planning process are presented in the OEDP plan, which includes the following sections:

1. Introduction

The introduction describes the purpose of the OEDP plan, identifies the individuals that comprise the study's advisory committee, and summarizes the specific elements of the economic development program.

2. Summary of Economic Conditions in the City

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

3. Review of Historic Economic Development Activities

This section identifies the existing economic development-related organizations in the City 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 City. Economic development potentials are those factors that give the City 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 Plan

The final section identifies the specific economic development program that can be adopted and pursued by the City. As such, this section presents: 1) overall goals for the economic development program; 2) specific criteria to guide the development and operation of the city economic development program; 3) recommended economic development objectives and activities that are derived 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.

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Section II

SUMMARY OF ECONOMIC CONDITIONS IN THE CITY

INTRODUCTION

An understanding of the current economic conditions in the City is critical to the development of a sound economic development program. The City of West Allis Economic Development Fact Book, prepared by the Southeastern Wisconsin Regional Planning Commission staff as a part of the city economic development program planning process, provides a detailed description of the City's natural and cultural resource base, and of the status of certain significant economic indicators. The purpose of this section of the program plan is to summarize those economic indicators presented in the Economic Development Fact Book that have an impact on the local economy. As such, this section includes data and information on: 1) historical population trends and important characteristics of the city population; 2) labor force characteristics; 3) the structure of the area's economy; and 4) a summary of 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 provides important insights essential to the proper conduct of an economic development planning program.

Table 1 provides information on the total population of the City of West Allis, Milwaukee Standard Metropolitan Statistical Area (SMSA), Southeastern Wisconsin Region, State of Wisconsin, and United States during the 1950 to 1987 time period. As indicated in Table 1, the 1987 resident population of the City was 64,096 persons. From 1980 to 1987, the resident population of the City remained relatively stable, increasing by only 114 persons, or 0.2 percent, while the population of the Milwaukee SMSA and the Region declined by 1 percent, and the population of the State and United States increased by 2 percent and 7 percent, respectively. In addition, the enrollment in public and private schools in the West Allis School District declined from 13,645 in 1980 to 10,481 in 1984, but increased to 11,182 in 1986. A decline in the resident population of the City occurred from 1970 to 1980, when the population declined by 7,667 persons, or 11 percent. During the same time period, the population of the Milwaukee SMSA declined by 1 percent, and the population of the Region, State, and United States increased by 1 percent, 7 percent, and 12 percent, respectively. The lack of growth in the resident population during the 1980's, and the decline during the 1970's, is in contrast to the rapid increase in the resident population during the 1950's and 1960's. From 1950 to 1960, the resident population of the City increased by 25,198, or 59 percent; and from 1960 to 1970 by 3,492, or 5 percent. These increases compare to an increase of 26 percent in the Milwaukee SMSA, 27 percent in the Region, 15 percent in the State, and 19 percent in the United States during the 1950's; and 10 percent in the Milwaukee

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Table 1

TOTAL POPULATION IN THE CITY OF WEST ALLIS, THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA,
THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1950 TO 1987

Population						
City of West Allis			Milwaukee SMSA*		Southeastern Wisconsin Region**	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1950	42,959		1,014,211		1,240,618	
1960	68,157 ***	58.7	1,278,856	26.1	1,573,614	26.8
1970	71,649	5.1	1,403,884	9.8	1,756,083	11.6
1980	63,982	-10.7	1,397,020	-0.5	1,764,919	0.5
1987	64,096	0.2	1,378,052	-1.4	1,742,609	-1.3

Population				
Wisconsin			United States	
Year	Population	Percent Change from Preceding Time Period	Population	Percent Change from Preceding Time Period
1950	3,434,575		151,325,798	
1960	3,951,777	15.1	179,323,175	18.5
1970	4,417,821	11.8	203,302,031	13.4
1980	4,705,767	6.5	226,545,805	11.4
1987	4,794,792	1.9	243,249,000	7.4

*The Milwaukee Standard Metropolitan Statistical Area (SMSA) includes the Counties of Milwaukee, Ozaukee, Washington, and Waukesha. This definition for the SMSA was established in 1970, and, as such, the data for 1950 and 1960 have been adjusted to include the four counties.

**The Southeastern Wisconsin Region consists of the following counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha.

***The increase in population during this time period was due, in part, to the annexation of land to the City of West Allis from the Towns of Wauwatosa and Greenfield in 1954.

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

SMSA, 12 percent in the Region and State, and 13 percent in the United States during the 1960's. It is important to note, however, that the growth in the resident population from 1950 to 1960 can be attributed, in part, to the annexation of land to the City from the Towns of Wauwatosa and Greenfield in 1954.

Losses in population are not unusual for older, more mature communities in Milwaukee County, and indeed are to be expected as households age and children mature and leave home. Table 2 shows that the resident population of Milwaukee County overall, as well as of a number of communities in the County, experienced recent declines in population. Specifically, during the 1980 to 1987 time period, the county population declined by 32,657 persons, or 3 percent; while a total of six of the 10 cities in Milwaukee County, and all but two of the nine Villages, experienced a loss of population.

Age Composition

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

Table 3 compares the age distribution of the resident population of the City of West Allis to the age distribution in the Milwaukee SMSA, the Region, the State, and the United States. As shown in Table 3, the median age of the city population, 33.5, is significantly higher than that in the Milwaukee SMSA, 29.8 percent; Region, 29.7; Wisconsin, 29.4; and the United States, 30.0.

A comparison of the age structure of the city population to that of the United States is helpful in identifying those specific age groups that may be over- or under-represented in the City. As indicated in Table 3, the City is under-represented in the nine year old and under age category, by 3.1 percentage points; in the 10 to 19 year old age category, by 2.8 percentage points; and in the 25 to 44 year old age category, by 2.7 percentage points. The City is over-represented in the 20 to 24 year old age category, by 0.6 percent; in the 45 to 64 year old age category, by 3.6 percentage points; and in the 65 year old and over age category, by 4.3 percentage points. The nearly 3 percent under-representation in the 25 to 44 year old age category is of particular concern relative to economic development. It is this age group that includes workers with a number of years of experience in the labor force, as well as first time home buyers and persons with growing consumer needs. However, the over-representation in the 65 year old and over age category can be viewed as a potential for economic development, since retired persons can provide an important source of income for a community through government aids, dividends, interest, and rent, as well as through expenditures for consumer goods and services, especially those related to health care.

Income

Another indicator of the economic status of the City of West Allis is personal income. The adjusted gross income per capita for the City, the Milwaukee SMSA, Milwaukee County, Region, and State is shown in Table 4. The adjusted gross income per capita in the City, \$9,590, is similar to that for Milwaukee County, \$9,655, and greater than that for the State, \$8,714, but less than that for the Milwaukee SMSA, \$10,445, and the Region, \$10,185.

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Table 2

TOTAL POPULATION OF CIVIL DIVISIONS
IN MILWAUKEE COUNTY: 1980 AND 1987

Civil Division	Population		Percent Change 1980 to 1987	
	1980	1987	Number	Percent
Cities				
Cudahy	19,547	19,140	-407	-2.1
Franklin	16,871	19,739	2,868	17.0
Glendale	13,882	13,664	-218	-1.6
Greenfield	31,353	31,800	447	1.4
Milwaukee*	636,295	604,227	-32,068	-5.0
Oak Creek	16,932	18,244	1,312	7.7
St. Francis	10,095	9,759	-336	-3.3
South Milwaukee ..	21,069	20,510	-559	-2.7
Wauwatosa	51,308	49,984	-1,324	-2.6
West Allis	63,982	64,096	114	0.2
Villages				
Bayside	4,612	4,666	54	1.2
Brown Deer	12,921	12,396	-525	-4.1
Fox Point	7,649	7,080	-569	-7.4
Greendale	16,928	16,636	-292	-1.7
Hales Corners	7,110	6,923	-187	-2.6
River Hills	1,642	1,615	-27	-1.6
Shorewood	14,327	14,040	-287	-2.0
West Milwaukee ...	3,535	3,536	1	0.0
Whitefish Bay	14,930	14,276	-654	-4.4
TOTAL	964,988	932,331	-32,657	-3.4

* Milwaukee County portion only.

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

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Table 3

AGE COMPOSITION OF THE POPULATION OF THE CITY OF WEST ALLIS, THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Population										
Age Group	City of West Allis		Milwaukee SMSA		Southeastern Wisconsin Region		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 9	7,374	11.5	201,240	14.4	255,919	14.5	691,744	14.7	33,048,210	14.6
10-19	9,365	14.6	245,999	17.6	315,149	17.9	858,859	18.3	39,410,253	17.4
20-24	6,406	10.0	132,390	9.5	166,934	9.5	450,026	9.6	21,318,704	9.4
25-44	16,013	25.0	383,534	27.5	482,615	27.3	1,252,003	26.6	62,716,549	27.7
45-64	14,866	23.2	278,732	20.0	349,008	19.8	888,938	18.9	44,502,662	19.6
65 and Over .	9,958	15.6	155,248	11.1	195,294	11.1	564,197	12.0	25,549,427	11.3
Total	63,982	100.0	1,397,143	100.0	1,764,919	100.0	4,705,767	100.0	226,545,805	100.0
Median Age	33.5	--	29.8	--	29.7	--	29.4	--	30.0	--

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

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Table 4

ADJUSTED GROSS INCOME PER CAPITA IN THE CITY
OF WEST ALLIS, MILWAUKEE COUNTY, THE MILWAUKEE
STANDARD METROPOLITAN STATISTICAL AREA, THE
SOUTHEASTERN WISCONSIN REGION,
AND WISCONSIN: 1985

Area	1985 Adjusted
	Gross Income Per Capita
West Allis	\$9,590
Milwaukee County	\$9,655
Milwaukee SMSA	\$10,445
Region	\$10,185
Wisconsin	\$8,714

Source: Wisconsin Department of Revenue
and SEWRPC.

Labor Force Characteristics

The quality and size of the labor force are important factors influencing the economic development of the City. 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 for land, plant, and equipment combined. As a result, productive labor is an important factor in the location-al decisions of business and industry, and, as such, it is important for propo-nents of economic development in the City to be concerned with the quality and size of the local labor force. This section presents pertinent information on the city labor force, including information on the size of the employed and unemployed segments, the educational attainment, and the commuting patterns of the labor force.

Total Employed and Unemployed Labor Force: The total number and percentage of the unemployed segment of the civilian labor force is an important economic indicator. The total number of persons unemployed in the City of West Allis has increased slightly since 1970, with 1,212 persons unemployed in 1970, or 3.8 percent of the civilian labor; 1,255 persons unemployed in 1980, or 3.8 percent; and 1,400 persons unemployed in 1986, or 4.1 percent. As shown in Table 5, the estimated 4.1 percent of the City's civilian labor force unemployed in 1986 is a percentage that is substantially less than that for the Milwaukee SMSA, 6.1 percent; the Region, 6.8 percent; the State, 7.1 percent; or the United States, 7.0 percent. In addition, the number of persons employed in the City since 1970 has increased slightly, with 30,587 persons employed in 1970, 32,021 persons employed in 1980, and 32,700 persons employed in 1986.

The City of West Allis is an integral part of the Milwaukee metropolitan area, and, as such, it is useful to examine changes in the actual unemployed segment of the county labor force during the 1982 to 1986 time period. An examination of the change in the number of unemployed persons in the County during this time period can provide an indication of the recovery of the county economy from the recession of the early 1980's.

In 1982, 54,600 persons were unemployed in Milwaukee County, or 10.8 percent of the labor force, compared to 10.7 percent in the State, and 9.7 percent in the United States. In 1986, a total of 31,500 persons were unemployed in the County, or 6.4 percent, compared to 7.1 percent in the State and 7.0 percent in the United States. During the 1982 to 1986 time period, the number of unem-ployed persons in the County declined by 23,100 persons, or 42 percent, compared to a decline of 35 percent for the State and 22 percent for the United States. In addition, the County's unemployment rate declined by 4.4 percentage points, compared to a decline of 3.6 percentage points for the State and 2.7 percentage points for the United States.

Place of Work: The location of the City of West Allis in the Milwaukee metropol-itan area results in the availability of workers to local employers from throughout the area. In addition, this location of the City results in a large number of the city labor force working outside the City. As indicated in Table 6, a total of 20,339 workers, or 65 percent of the city labor force, were employed outside the City in 1980, a percentage that is significantly greater than for places within the Milwaukee SMSA, 47 percent; places within the Region,

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Table 5

TOTAL CIVILIAN LABOR FORCE, EMPLOYED AND UNEMPLOYED CIVILIAN LABOR FORCE
AND UNEMPLOYMENT RATE IN THE CITY OF WEST ALLIS, THE MILWAUKEE STANDARD
METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION,
WISCONSIN, AND THE UNITED STATES: 1986

Area	Number
City of West Allis	
Civilian Labor Force	34,100
Employment	32,700
Unemployment	1,400
Unemployment Rate	4.1
Milwaukee SMSA	
Civilian Labor Force	710,700
Employment	667,300
Unemployment	43,400
Unemployment Rate	6.1
Southeastern Wisconsin Region	
Civilian Labor Force	888,400
Employment	828,300
Unemployment	60,100
Unemployment Rate	6.8
Wisconsin	
Civilian Labor Force	2,398,100
Employment	2,228,000
Unemployment	170,100
Unemployment Rate	7.1
United States	
Civilian Labor Force	119,540,000
Employment	111,170,000
Unemployment	8,370,000
Unemployment Rate	7.0

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

Table 6

PLACE OF WORK FOR THE LABOR FORCE IN THE CITY OF WEST ALLIS, THE MILWAUKEE
STANDARD METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION,
WISCONSIN, AND THE UNITED STATES: 1980

Area and Place of Work	1980	
	Number	Percent
City of West Allis*		
All Workers**.....	31,442	100.0
Worked in Place of Residence	8,764	27.9
Worked Outside Place of Residence	20,339	64.7
Place of Work Not Reported.....	2,339	7.4
Milwaukee SMSA		
All Workers**.....	577,075	100.0
Worked in Place of Residence	263,891	45.7
Worked Outside Place of Residence	270,196	46.8
Place of Work Not Reported.....	42,988	7.4
Southeastern Wisconsin Region		
All Workers**.....	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**.....	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**.....	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 distribution of employed persons living in the City of West Allis by place of work is indicated in Table 5.

**Excludes workers working outside of their place of residence.

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

44 percent; places within the State, 36 percent; or places within the United States, 43 percent. Table 7 shows the specific location of employment for the City labor force. The largest percentage of the labor force working outside the City of West Allis is employed in the City of Milwaukee, 37 percent; the remainder of Milwaukee County, 17 percent; and Waukesha County, 9 percent.

It is anticipated that the movement of workers from Milwaukee County to Waukesha County will increase in the future. Waukesha County has shown substantial growth in all sectors of its economy, with total industry employment increasing during the 1982 to 1986 time period by 28,836 workers, or 28.6 percent. This compares to growth in industry employment in Milwaukee County during this time period of 6.5 percent, and growth in industry employment in the State of 10.5 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 our society today are directly related to the extent of their formal education. For example, persons with less than a fifth grade education are considered functionally illiterate. Such persons are generally relegated to unskilled labor in a technologically advancing society, and often find themselves part of the unemployed labor force.

Since most formal education is completed by age 18, educational attainment is most relevant when related to the population 18 years of age and older. Table 8 indicates the 1980 educational attainment of this age group in the City, Milwaukee SMSA, Region, State, and United States. The educational attainment of the city population surpasses that for the other areas in terms of persons who have completed at least four years of high school. The percentage of the city population that has completed high school, 47 percent, is greater than that for the Milwaukee SMSA, 40 percent; the Region, 41 percent; the State, 42 percent; and the United States, 36 percent. However, the percentage of city population completing one through four years of college, 21 percent, is less than that for the Milwaukee SMSA, 27 percent; the Region, 26 percent; the State, 24 percent; or the United States, 25 percent.

Structure of the Metropolitan Milwaukee Economy

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

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Table 7

DISTRIBUTION OF EMPLOYED PERSONS LIVING
IN THE CITY OF WEST ALLIS BY PLACE OF WORK: 1980

Place of Work	Number	Percent
City of West Allis.....	8,764	27.9
City of Milwaukee.....	11,507	36.6
Remainder of Milwaukee County....	5,423	17.2
Ozaukee County.....	140	0.4
Remainder of Washington County...	19	0.1
City of Waukesha.....	392	1.2
City of Brookfield.....	784	2.5
Remainder of Waukesha County.....	1,757	5.6
City of Racine, SMSA.....	117	0.4
Walworth County.....	21	0.1
Worked Elsewhere.....	179	0.6
Place of Work Not Reported.....	2,339	7.4
Total Labor Force	31,442	100.0

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

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Table 8

PERSONS 18 YEARS OF AGE AND OLDER BY YEARS OF SCHOOL COMPLETED IN THE CITY OF WEST ALLIS, THE MILWAUKEE STANDARD METROPOLITAN STATISTICAL AREA, THE SOUTHEASTERN WISCONSIN REGION, WISCONSIN, AND THE UNITED STATES: 1980

Education	City of West Allis		Milwaukee MSA		Southeastern Wisconsin Region	
	Number	Percent	Number	Percent	Number	Percent
Elementary Through High School						
One to Three Years.....	14,150	28.6	270,829	27.0	350,714	27.8
High School, Four Years...	23,119	46.8	402,018	40.1	510,428	40.5
College						
One to Three Years.....	7,778	15.7	176,095	17.6	217,090	17.2
Four Years.....	2,762	5.6	91,063	9.1	108,972	8.6
Five or More Years.....	1,602	3.2	62,033	6.2	73,601	5.8
Total	49,411	100.0	1,002,038	100.0	1,260,805	100.0
Education	Wisconsin		United States			
	Number	Percent	Number	Percent		
Elementary Through High School						
One to Three Years.....	945,674	28.3	51,697,642	31.8		
High School, Four Years...	1,413,216	42.2	59,069,903	36.3		
College						
One to Three Years.....	548,953	16.4	28,289,943	17.4		
Four Years.....	258,175	7.7	12,939,870	8.0		
Five or More Years.....	180,312	5.4	10,519,122	6.5		
Total	3,346,330	100.0	162,516,480	100.0		

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

The economy of the County is concentrated, in comparison to the nation, in the manufacturing industry, although a significant number of workers are also employed in the services industry. Table 9 shows that the manufacturing industry in the County employed 122,887 persons in 1984, or 22 percent of all workers. This is 5 percentage points greater than that for the United States, resulting in a location quotient of 1.29. In 1984, the services industry was the largest employer in the County with 157,820 workers, or 29 percent of all workers. The services industry, like the manufacturing industry, is concentrated in the County in comparison to the United States, with a location quotient of 1.15. The finance, insurance, and real estate industry, which employs a total of 47,287 workers in the County, is also concentrated with a location quotient of 1.17.

Other county industries that show a percentage of total workers similar to that for the nation include: transportation and public utilities (location quotient: 0.98); wholesale trade (location quotient: 1.01); and retail trade (location quotient: 0.95). The county industries that show a percentage employment that is less than that for the nation include: agriculture, forestry, and fishing (location quotient: 0.16); construction (location quotient: 0.55); and government (location quotient: 0.69).

In addition, the 1987 Classified Directory of Wisconsin Manufacturers indicates that the West Allis economy has a large concentration of industry establishments in the machinery, except electrical, industry, the printing and publishing industry, and the fabricated metal products industry. A list of the major manufacturing employers in the City is provided in Table 10.

Recent Changes in the Economy

Over much of the period since its settlement, the City of West Allis and Milwaukee metropolitan area have been in a favorable position for industrial growth and development. During the past decade, however, there have been signs of deterioration in the industrial base of the Southeastern Wisconsin Region. An examination of economic trends in the County, as well as in the State and United States, is important to an understanding of the current changes occurring in the regional economy, as well as to an understanding of future economic trends.

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

A recent national economic trend that has important implications for the economic growth of Milwaukee County, and to the economic growth of the City, is the changing structure of the national economy and the declining importance of the manufacturing industry to employment growth. Growth in manufacturing industries has traditionally been viewed as the most effective means for creating jobs and ensuring long-term economic growth. The rate of increase in manufacturing employment in the United States, however, has declined significantly during the past decade. Table 11 indicates that manufacturing employment in the United States, enumerated by employee place of work, increased by 6 percent during the 1975 to 1986 time period, compared with an overall increase in total employment of 31 percent. During the same time period, employment in the services industry

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Table 9

INDUSTRY LOCATION QUOTIENTS FOR MILWAUKEE
COUNTY AS COMPARED TO THE UNITED STATES: 1984

Industry	Employment				Location Quotient
	Milwaukee County		United States		
	Number	Percent	Number	Percent	
Agriculture, Forestry, Fisheries, and Mining	1,811	0.3	2,414,600	2.1	0.16
Construction	15,405	2.8	5,830,000	5.1	0.55
Manufacturing	122,887	22.2	19,774,900	17.2	1.29
Transportation, Communication, and Other Public Utilities	27,030	4.9	5,682,100	5.0	0.99
Wholesale Trade	29,333	5.3	6,011,000	5.2	1.01
Retail Trade	88,220	16.0	19,237,000	16.8	0.95
Finance, Insurance, and Real Estate	47,287	8.6	8,377,000	7.3	1.17
Services*	157,820	28.6	28,424,300	24.8	1.15
Government and Government Enterprises.....	62,790	11.4	18,944,000	16.5	0.69
Total	552,583	100.0	114,694,900	100.0	--

* Services include the following industry classifications: hotels and other lodging places; personal services; business services; auto repair, services, and garages; miscellaneous repair services; motion pictures; amusement and recreation services; health services; legal services; educational services; social services; museums and botanical and zoological gardens; membership organizations; private households; and miscellaneous services.

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

Table 10

MAJOR MANUFACTURING EMPLOYERS IN THE CITY OF WEST ALLIS

Machinery, Except Electrical

CasTech, Inc.
The Kempsmith Machine Company
National Manufacturing Company, Inc.
Service Tool & Die Company, Inc.
Wisconsin Drill Head Company
Allis-Chalmers Corporation

Lumber and Wood Products

Style-Line Manufacturing Company, Inc.

Primary Metal Industries

Unit Drop Forge Company, Inc.

Rubber and Misc. Plastics Products

The Amalga Corporation
D & H Composites, Inc.

Printing and Publishing

The Fox Company
HM Graphics, Inc.
Pro Graphics, Inc.
Sells Printing Company
All American Graphics, Ltd.

Fabricated Metal Products

Arco Wheel, Inc.
Duwe Metal Products, Inc.
Wisconsin Nipple & Fabricating
Corporation
Kearney & Trecker Corporation
Briggs & Stratton Corporation
Teledyne Wisconsin Motors
Motor Castings Company
Pressed Steel Tank Company, Inc.
Consolidated Aluminum Corporation

Chemical and Allied Products

AmeriGas, Inc., Industrial
Gases Division

Food and Kindred Products

Borden, Inc.

Transportation Equipment

Excalibur Automobile Corporation

Misc. Manufacturing Industries

C. D. Baird & Company, Inc.

Note: This list of major manufacturing employers is a representative sample of the larger manufacturing firms in the City of West Allis.

Source: 1987 Classified Directory of Wisconsin Manufacturers and SEWRPC.

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Table 11

INDUSTRY EMPLOYMENT AND PERCENTAGE POINT CHANGE BY PLACE OF WORK IN
MILWAUKEE COUNTY, WISCONSIN, AND THE UNITED STATES: 1975 AND 1986

Employment by Place of Work: April 1975						
Major Employment Category	Milwaukee County		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent
Construction	10,816	2.4%	51,200	3.3%	3,441,000	4.5%
Manufacturing	156,252	34.6%	497,417	31.7%	18,155,000	23.7%
Durable Goods	120,179	76.9%	328,551	66.1%	10,637,000	58.6%
Lumber & Wood Products	374	0.3%	16,902	5.1%	536,000	5.0%
Furniture & Fixtures	1,318	1.1%	8,157	2.5%	436,000	4.1%
Stone, Clay, & Glass Products	979	0.8%	7,422	2.3%	608,000	5.7%
Primary Metal Industries	9,568	8.0%	26,411	8.0%	1,189,000	11.2%
Fabricated Metal Products	19,924	16.6%	51,020	15.5%	1,332,000	12.5%
Machinery, Except Electrical	45,819	38.1%	114,691	34.9%	2,098,000	19.7%
Electrical & Electronic Equipment ..	23,899	19.9%	44,980	13.7%	1,746,000	16.4%
Transportation Equipment	13,964	11.6%	39,941	12.2%	1,631,000	15.3%
Instruments & Related Products	2,225	1.9%	9,371	2.9%	488,000	4.6%
Misc. Manufacturing	2,109	1.8%	9,656	2.9%	573,000	5.4%
Nondurable Goods	36,073	23.1%	168,866	33.9%	7,518,000	41.4%
Food & Kindred Products	14,345	39.8%	55,740	33.0%	1,739,000	23.1%
Textile Mill Products	804	2.2%	5,494	3.3%	865,000	11.5%
Apparel & Other Textile Products ...	1,904	5.3%	6,314	3.7%	1,191,000	15.8%
Paper & Allied Products	2,856	7.9%	39,878	23.6%	629,000	8.4%
Printing & Publishing	8,726	24.2%	27,287	16.2%	1,084,000	14.4%
Chemicals & Allied Products	2,990	8.3%	9,450	5.6%	1,003,000	13.3%
Petroleum & Coal Products	25	0.1%	351	0.2%	193,000	2.6%
Rubber & Misc. Plastics Products ...	1,584	4.4%	13,099	7.8%	568,000	7.6%
Leather & Leather Products	2,839	7.9%	11,253	6.7%	246,000	3.3%
Transportation & Public Utilities	22,526	5.0%	70,147	4.5%	4,508,000	5.9%
Wholesale Trade	24,384	5.4%	82,572	5.3%	4,176,000	5.5%
Retail Trade	73,940	16.4%	281,917	18.0%	12,671,000	16.6%
Finance, Insurance, & Real Estate	27,842	6.2%	73,258	4.7%	4,209,000	5.5%
Services	81,720	18.1%	248,221	15.8%	13,878,000	18.2%
Government	53,977	11.9%	257,599	16.4%	14,692,000	19.2%
Miscellaneous*	610	0.1%	7,401	0.5%	732,000	1.0%
Total Jobs	452,067	100.0%	1,569,732	100.0%	76,462,000	100.0%

Table 11 (continued)

Employment by Place of Work: April 1986						
Major Employment Category	Milwaukee County		Wisconsin		United States	
	Number	Percent	Number	Percent	Number	Percent
Construction	11,413	2.5%	61,857	3.2%	4,972,000	5.0%
Manufacturing	114,971	24.7%	508,656	26.2%	19,245,000	19.3%
Durable Goods	83,535	72.7%	314,093	61.7%	11,415,000	59.3%
Lumber & Wood Products	571	0.7%	23,108	7.4%	719,000	6.3%
Furniture & Fixtures	1,017	1.2%	10,197	3.2%	494,000	4.3%
Stone, Clay, & Glass Products	950	1.1%	8,051	2.6%	600,000	5.3%
Primary Metal Industries	4,593	5.5%	18,338	5.8%	785,000	6.9%
Fabricated Metal Products	13,841	16.6%	51,913	16.5%	1,451,000	12.7%
Machinery, Except Electrical	27,253	32.6%	102,314	32.6%	2,111,000	18.5%
Electrical & Electronic Equipment ..	20,617	24.7%	48,320	15.4%	2,177,000	19.1%
Transportation Equipment	8,469	10.1%	31,428	10.0%	1,986,000	17.4%
Instruments & Related Products	3,593	4.3%	11,215	3.6%	723,000	6.3%
Misc. Manufacturing	2,631	3.1%	9,209	2.9%	369,000	3.2%
Nondurable Goods	31,436	27.3%	194,563	38.3%	7,830,000	40.7%
Food & Kindred Products	10,263	32.6%	56,387	29.0%	1,696,000	21.7%
Textile Mill Products	827	2.6%	3,968	2.0%	703,000	9.0%
Apparel & Other Textile Products ...	1,417	4.5%	6,410	3.3%	1,119,000	14.3%
Paper & Allied Products	2,924	9.3%	47,936	24.6%	689,000	8.8%
Printing & Publishing	9,264	29.5%	38,818	20.0%	1,472,000	18.8%
Chemicals & Allied Products	2,784	8.9%	10,471	5.4%	1,028,000	13.1%
Petroleum & Coal Products	40	0.1%	301	0.2%	166,000	2.1%
Rubber & Misc. Plastics Products ...	1,941	6.2%	23,210	11.9%	800,000	10.2%
Leather & Leather Products	1,976	6.3%	7,062	3.6%	157,000	2.0%
Transportation & Public Utilities	22,126	4.8%	87,304	4.5%	5,266,000	5.3%
Wholesale Trade	24,913	5.4%	99,420	5.1%	5,864,000	5.9%
Retail Trade	72,401	15.6%	365,436	18.8%	17,851,000	17.9%
Finance, Insurance, & Real Estate	36,964	8.0%	103,743	5.3%	6,228,000	6.2%
Services	125,098	26.9%	392,853	20.2%	22,825,000	22.9%
Government	55,616	12.0%	307,392	15.8%	16,711,000	16.7%
Miscellaneous*	1,095	0.2%	17,417	0.9%	821,000	0.8%
Total Jobs	464,597	100.0%	1,944,078	100.0%	99,783,000	100.0%

Table 11 (continued)

Major Employment Category	Percentage Point Change in Industry Employment: 1975-1986		
	Milwaukee County	Wisconsin	United States
Construction	5.5%	20.8%	44.5%
Manufacturing	-26.4%	2.3%	6.0%
Durable Goods	-30.5%	-4.4%	7.3%
Lumber & Wood Products	52.7%	36.7%	34.1%
Furniture & Fixtures	-22.8%	25.0%	13.3%
Stone, Clay, & Glass Products	-3.0%	8.5%	-1.3%
Primary Metal Industries	-52.0%	-30.6%	-34.0%
Fabricated Metal Products	-30.5%	1.8%	8.9%
Machinery, Except Electrical	-40.5%	-10.8%	0.6%
Electrical & Electronic Equipment ..	-13.7%	7.4%	24.7%
Transportation Equipment	-39.4%	-21.3%	21.8%
Instruments & Related Products ...	61.5%	19.7%	48.2%
Misc. Manufacturing	24.8%	-4.6%	-35.6%
Nondurable Goods	-12.9%	15.2%	4.2%
Food & Kindred Products	-28.5%	1.2%	-2.5%
Textile Mill Products	2.9%	-27.8%	-18.7%
Apparel & Other Textile Products .	-25.6%	1.5%	-6.0%
Paper & Allied Products	2.4%	20.2%	9.5%
Printing & Publishing	6.2%	42.3%	35.8%
Chemicals & Allied Products	-6.9%	10.8%	2.5%
Petroleum & Coal Products	60.0%	-14.2%	-14.0%
Rubber & Misc. Plastics Products .	22.5%	77.2%	40.8%
Leather & Leather Products	-30.4%	-37.2%	-36.2%
Transportation & Public Utilities	-1.8%	24.5%	16.8%
Wholesale Trade	2.2%	20.4%	40.4%
Retail Trade	-2.1%	29.6%	40.9%
Finance, Insurance, & Real Estate	32.8%	41.6%	48.0%
Services	53.1%	58.3%	64.5%
Government	3.0%	19.3%	13.7%
Miscellaneous*	79.5%	135.3%	12.2%
Total Jobs	2.8%	23.8%	30.5%

* Includes agricultural services, forestry, commercial fishery, mining, and nonclassifiable establishments.

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

increased by 65 percent. As a result, manufacturing employment as a percentage of total employment declined nationally from 24 percent in 1975 to 19 percent in 1986, a decline of 5 percentage points.

This changing structure of the national economy is also reflected in the State and in Milwaukee County. Table 11 shows that, overall, total employment growth in Wisconsin, 24 percent, and Milwaukee County, 3 percent, during the 1975 to 1986 time period was less than that for the United States, 31 percent. The employment growth in the manufacturing industry in Wisconsin, 2 percent, and the decline in employment in Milwaukee County, 26 percent, lagged behind the total employment growth for these areas. At the same time, employment growth in the services industry in Wisconsin and the County--58 percent and 53 percent, respectively--exceeded the total employment growth for these areas. As a result, service industry employment in Milwaukee County is now greater than manufacturing employment as a percent of total employment.

Specifically, the City of West Allis has experienced the decline and loss of several major manufacturing industries over the past several years, including: Allis-Chalmers Corporation; Wehr Steel Company; Teledyne Wisconsin Motor; Pillar Corporation; and Schomann, Inc.

A second major change is the emergence of the global economy. A 1986 report by the Stanford Research Institute (SRI), entitled Investing in the Future: A Prospectus for Mid-America, indicates that "in today's global economy, the factors that comprised Mid-America's previous competitive advantage in manufacturing have lost much of their importance: natural resources, proximity to markets, a large industrial labor force, and a critical mass of traditional buyers and suppliers. Evidence that these factors are less compelling in the new economy is found in the loss of competitiveness of Midwest companies in the global economy (reduced exports), the incursion of foreign trade into the region (increased imports), and the shrinking of the traditional manufacturing sector."

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

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

Manufacturing companies in today's economy tend to disperse their operations--research and development, manufacturing, product service, corporate offices--to

those locations that are perceived as the most beneficial in terms of cost-efficiency. As a result, communities must strive to create an environment that is conducive to all of the functions of the company in order to provide the greatest number of job opportunities to its residents, as well as to diversify the local economy.

SUMMARY AND CONCLUSIONS

The most important conclusion that can be drawn from the selected economic indicators presented herein is that the economy of the City of West Allis is undergoing a period of significant change. A number of economic indicators show that the city economy is still in relatively good condition: lower unemployment rates; growth in the number of persons employed; adjusted gross income per capita that is comparable to that of other areas; the larger relative percentage of persons in the 65 year old and over age category; and the high percentage of persons with a high school education. However, a number of other indicators for the City, Milwaukee County, the State, and the United States show that the city economy may be expected to continue to experience change.

Specifically, the following should be viewed as important economic concerns to city officials, development organizations, and citizens interested in the economic development of the City: 1) the minimal growth in the resident population during the 1980's; 2) the smaller relative percentage of persons in the 25 to 44 year old age category in 1980; and 3) the smaller relative percentage of persons who have completed one through four years of college. While the location of the City within the Milwaukee metropolitan area and the availability of workers from throughout this area to city employers, as well as the large number of graduates from the West Allis school district that attend Milwaukee Area Technical College, lessen the impact of these negative labor force factors on the local economy, these factors should be viewed as constraints on the economic development of the City.

In addition, this section has indicated that economic conditions in the City of West Allis and Milwaukee County are being affected by a number of changes, including: a shift from manufacturing industry employment to service industry employment; a change from a local and national economy to a global economy; technological change; changing consumer values; and the restructuring of American corporations. The dependence of the city and county economies on the manufacturing industry makes these changes of particular importance to the local economy.

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

Section III

REVIEW OF HISTORIC ECONOMIC DEVELOPMENT ACTIVITIES

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 the types of economic development activities that have been successful and can help to indicate the direction of future economic development activities for the City.

Overall, community economic development activities can be broadly categorized into five major functional areas, including: 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 City by these broad functional areas.

ORGANIZATIONAL DEVELOPMENT ACTIVITIES

The successful implementation of a local economic development program requires the coordination of an economic development organization that is comprised of public and private sector representatives who are knowledgeable of local economic conditions. The purpose of this organization should be to identify economic problems in the City, to identify solutions to these problems, and to coordinate the implementation of economic development activities that will help to improve local economic conditions. While a number of economic development-related 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 activities in the City in order to evaluate the appropriateness of these organizations to coordinate the city economic development program.

City of West Allis

The City of West Allis is the lead economic development organization in the City with public officials, local business persons, and City staff all actively involved in this effort. The Mayor and Common Council created the City of West Allis Economic Development Committee in February 1982 for the purpose of:

1. Encouraging job development and job retention;
2. Promoting business development, investment, and reinvestment;
3. Fostering the development and redevelopment of existing buildings, underutilized land, and vacant land;
4. Promoting a positive image of the City as a place to do business and live; and
5. Coordinating business area improvements throughout the City.

The Economic Development Committee is comprised of 11 voting members--eight representatives of the business community, the Mayor, and two alderman--and two

nonvoting city staff members. The Committee has also been given the role of acting as the clearinghouse for all economic development activities in the City.

The City has two staff positions that have an economic development role--the City Development Coordinator and the Director of Administration and Finance. These staff members serve as staff support to the Economic Development Committee, formulate and administer city development programs, assist in business retention and attraction, and coordinate federal and state grant-in-aid programs. The Development Coordinator is also responsible for relating the City's activities to those of the West Allis Chamber of Commerce, the West Allis Economic Development Partnership, Inc., Milwaukee County, the Wisconsin Electric Power Company, the Wisconsin Department of Development, and Forward Wisconsin, Inc.

In addition, the City has supported local business development through the issuance of industrial revenue bonds, thereby providing lower cost financing for business expansion projects.

Finally, the City of West Allis Common Council established a task force in 1987 to explore the feasibility of creating a redevelopment authority in the City. The redevelopment authority would be responsible for blight elimination, slum clearance, and urban renewal and redevelopment programs in the City.

West Allis Chamber of Commerce

The West Allis Chamber of Commerce was organized as a nonprofit development corporation in 1957 for the purpose of serving the needs of the City's commercial and industrial interests. Currently, the Chamber of Commerce is staffed by a full-time President and a part-time secretary and has approximately 340 members that include retail, service, and manufacturing businesses. The Chamber maintains an office at 7139 W. Greenfield Avenue and has an annual operating budget of approximately \$60,000 that is provided through membership fees and fund raising activities.

The Chamber of Commerce currently maintains six committees that have an economic development role, including: the Government Relations Committee; the Education Committee; the Retail Trades Committee; the Expo Committee; the Promotion/Public Relations Committee; and the Ambassadors Committee. These committees are currently involved in a variety of activities that include: 1) a crime prevention program entitled, "West Allis Telephone Information Pays (TIP) Program"; 2) an annual "Business Expo" at State Fair Park to highlight local businesses and locally produced products and services, service organizations, and government agencies; 3) a "Business after Five" program to encourage interaction and communication among local business persons; 4) business development assistance such as business education programs, a liaison service with the U.S. Small Business Administration, and the certification of import and export documents; and 5) working with the City Development Coordinator on maintaining a listing of available land and buildings in the City. The Chamber of Commerce President also serves as a liaison to the City Economic Development Committee and the West Allis Economic Development Partnership, Inc. The Chamber was instrumental in initiating the 1985 industry retention survey of manufacturing establishments and the 1986 community economic analysis that are discussed separately in this section.

West Allis Economic Development Partnership, Inc.

The West Allis Economic Development Partnership, Inc., was incorporated as a private, nonprofit development corporation in January 1985. The Partnership, as stated in its mission statement, has been given "the responsibility of promoting and implementing economic growth, strengthening the city's position in the metropolitan area and improving the quality of life." The following six goals were adopted to guide the activities of the organization:

1. Seek recognition as a community-based public/private partnership for coordination of economic development activities;
2. Acquire professional leadership to ensure commercial and industrial growth;
3. Work cooperatively with all departments of city, county, and state governments;
4. Work with educational, religious, labor, and service organizations, business and industry, and professional associations;
5. Create a liaison between all financial, commercial, and retail organizations in cooperation with the West Allis Chamber of Commerce; and
6. Support existing business and industry and initiate new commercial and industrial development projects.

The Economic Development Partnership has a board of directors that consists of five members and meets on a monthly basis. The Partnership currently accepts donations from interested individuals and businesses, but has no dues or membership fees. At the present time, the Partnership is involved in operating and managing a business incubator at 5317 W. Burnham Street that is discussed separately in this section.

Milwaukee County

Recently, Milwaukee County established the staff position of Director of Economic Development within the County Transportation and Public Works Department. county economic development activities that are currently being undertaken include: 1) an industry retention/expansion program to enhance and preserve the county tax base and preserve and enhance employment opportunities in the manufacturing sector; 2) an ombudsman program to assist local businesses in understanding government rules and regulations and to help solve problems associated with government programs; 3) a business information network to provide a computerized data and information base to local businesses; 4) a series of small business video clinics at various locations throughout the County to assist local businesses with starting and operating a business; and 5) a market feasibility study to examine the need for a business incubator in the southern part of the County.

INDUSTRY RETENTION ACTIVITIES

Economic development 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 to a community. As a result, local economic development activities designed to assist in the retention and expansion of local employers are particularly important to a comprehensive local economic development program.

Industry Retention Survey

In May 1985, the City of West Allis, the West Allis Chamber of Commerce, and Wisconsin Bell, an Ameritech Company, initiated an industry retention survey of

manufacturing establishments in the City. The purpose of the survey was to create a data file on each of the manufacturing establishments in the City in order to facilitate a systematic approach to local industry retention activities. A total of 46 surveys were completed and the results published in a document entitled, West Allis Industrial Business Retention and Expansion Study, December 1985.

Business Retention Survey

As a part of this economic development study, the City of West Allis undertook a retention survey of commercial and service industry establishments in the City. The purpose of the survey was similar to that discussed above for manufacturing industry establishments, but also included questions regarding the types of economic development activities that business persons felt should be implemented in the City. A total of 83 surveys were completed. A summary of the findings is included as Appendix A to this report.

Follow-up to the Retention Surveys

In response to the problems identified in the above-mentioned retention surveys, the Mayor and the City Development Coordinator have contacted and will be contacting businesses that indicated a specific problem in response to the survey questions. In addition, the City is currently utilizing the list of business persons that indicated an interest in serving on a volunteer economic development committee that was generated as a part of the retention survey of commercial and service businesses.

Business Expo

As already noted, the West Allis Chamber of Commerce sponsors an annual "Business Expo." The Expo, which is held annually at State Fair Park, is designed to bring together business persons, local officials, and citizens in the City to acquaint them with the products and services provided by local businesses, service organizations, and government agencies.

INDUSTRY ATTRACTION ACTIVITIES

While the retention and expansion of existing industry establishments is an important economic development activity, a comprehensive community economic development program should also include activities that will result in the attraction of new industry establishments to the community. At the present time, economic development organizations and city staff have conducted several activities that are related to the attraction of new industry to the City. A summary of these activities is provided below.

Promotional Materials

Several informational brochures and other promotional materials have been developed for use as marketing aids in promoting the City. The purpose of these publications is to provide prospective businesses with necessary information relative to locating a business in the City. The brochures and profiles that are available include:

1. Business Resource Guide. A guide of local, state, and federal business development resources available to small businesses;
2. West Allis: A Great Place to Live, Work and Play. A promotional packet that is used by the West Allis Chamber of Commerce and the City of West Allis to

provide businesses with information on the Wisconsin State Fair, the School District of West Allis-West Milwaukee, Milwaukee Area Technical College, West Allis Memorial Hospital, and the City of West Allis;

3. This Is West Allis. A pictorial and narrative booklet prepared by the League of Women Voters that provides information on housing, schools, business and industry, health care, cultural events, and recreational facilities;
4. The City of West Allis. A pictorial and narrative brochure that summarizes the information presented in "This Is West Allis," along with a city map;
5. City of West Allis, Economic Profile. A statistical profile of the City of West Allis prepared by the Regional Planning Commission staff. The profile is a part of a series of profiles prepared for communities in southeastern Wisconsin;
6. City of West Allis Slide Show. A slide show that was developed in 1986 for the purpose of promoting the City of West Allis; and
7. City of West Allis Video Cassette. A video cassette highlighting the City as a good place to do business that is being prepared by the City of West Allis and Wisconsin Bell. The video will feature testimonials from five prominent West Allis business persons.

New Industry Contacts

The Mayor, the City Development Coordinator, and the Chamber of Commerce President currently provide information and assistance to industry establishments interested in locating in the City. These individuals also provide a contact with other community resources, as necessary, to meet the needs of business prospects.

SMALL BUSINESS DEVELOPMENT ACTIVITIES

Small business development activities are an additional component of a successful local economic development program. These activities allow a community to expand upon its business retention and attraction efforts by creating an environment that is conducive to the creation of new businesses and the growth of existing small businesses. A December 1984 study by the Wisconsin Department of Development, The Job Generation Process in Wisconsin: 1969-1981, shows that business establishments with fewer than 100 employees generated 77 percent of the net new jobs in Wisconsin from 1969 to 1976; and establishments with fewer than 20 employees generated 100 percent of the net new jobs from 1979 to 1981. This section of the report reviews recent efforts by the City to assist with small business development.

City of West Allis Business Development Center

In June 1987, the West Allis Economic Development Partnership, Inc., and the City of West Allis entered into an agreement to develop a business incubator--the Business Development Center--at 5317 W. Burnham Street. The Business Development Center, which has a total of 40,000 square feet of space, provides low rent, shared services and equipment, and business counseling for start-up firms. In April 1987, the City of West Allis donated \$100,000 to the Economic Development Partnership for the operation and management of the Business

Development Center. The Partnership currently employs a full-time manager to operate the Center.

Gateway Centre

Hendricks Real Estate Developers has established the Gateway Center at 10931 W. Mitchell Street for business establishments interested in leasing office, warehouse, and distribution space. The Centre is a multi-tenanted facility with a total of 109,000 square feet of building space.

CRC Industrial Plaza

CRC Industries has established a business incubator for commercial and industrial firms in the vicinity of 2140 S. 55th Street. The CRC Industrial Plaza is a multi-tenanted facility with a total of 175,000 square feet of building space.

COMMUNITY FACILITIES AND SERVICES

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

City of West Allis Land Use Plan

In 1979, the City of West Allis completed a land use plan for the City. The plan prepared by the consulting firm of Johnson, Johnson, and Roy, Inc., is documented in a report entitled, Master Plan for Land Use: City of West Allis, Wisconsin, January 1979. The plan made recommendations for residential, commercial, and industrial land use development and redevelopment; community facilities and services; parks and open spaces; environmental protection; traffic circulation; and cultural resources.

As a followup to the land use plan, four studies were completed by Johnson, Johnson, and Roy that examined redevelopment in four of the City's critical neighborhoods: 1) the Six Points Area Study, July 1976; 2) the Pioneer Area Study, January 1979; 3) the Burnham Area Study, January 1979; and 4) the Greenfield Avenue/State Fairgrounds Area Study, January 1982. The neighborhood studies were intended to help address physical development needs such as: neighborhood identity, new commercial development, traffic circulation, improved streetscapes, parking, and eliminating mixed land use, as well as providing a mechanism for evaluating public and private development proposals.

In addition, two other studies were completed by Johnson, Johnson, and Roy as a followup to the land use plan. The Historic Survey and Planning Study, March 1982, identified those structures and sites in the City that had local, state, or national historical significance. The West Allis Housing Plan, January 1979, provided an evaluation of housing development in the City with regard to housing quality, neighborhood stability, and the potential for structural deterioration.

Municipal Zoning Code

The City of West Allis currently has two separate zoning ordinances. The central district ordinance was adopted in 1926 and includes all land within the City at that time. The annexation district ordinance was adopted in 1956 for the newly acquired areas on the western side of the City. The city land use

plan, referenced herein, recommended that these two ordinances be consolidated to recognize changes that have occurred in land use and to reflect current development standards.

Northeast Side Redevelopment

As a result of the manufacturing industry decline described in Section II of this report, the City of West Allis has identified the need to reexamine land use on the northeast side of the City.

In May 1987, the engineering consulting firm of Howard, Needles, Tammen, and Bergendoff (HNTB) completed a study and issued a report entitled Comprehensive Land Use Plan Update: City of West Allis, that updated the city land use plan for the northeast side. The study made recommendations for city redevelopment of five areas within the study boundaries that included: 1) a mixed-use residential and small-scale retail development in the vicinity of S. 68th Street and W. Greenfield Avenue; 2) a business park in the W. Burnham Street and W. Mitchell Street area; 3) redevelopment of large manufacturing buildings for small manufacturing businesses in the W. Rogers Street area; 4) the creation of a planned unit, multiple-family residential development in the Six Points area; and 5) a mixed-use residential and commercial development for the Allis-Chalmers Corporation site. The City of West Allis Common Council adopted the plan update on July 21, 1987, but reserved the right to alter the details of the plan.

As a followup to the HNTB study, the Common Council, on September 15, 1987, adopted a plan prepared by the City of West Allis Planning Department entitled Redevelopment Plan for the Veteran's Park Redevelopment Project, July 1987. The plan was developed to assist in the redevelopment of blighted areas on the Harnischfeger-Schomann properties adjacent to Veteran's Park. In response to the preparation of this plan, the City of West Allis has begun to accept development proposals for multi-family housing and commercial development in this area.

Another recent development on the northeast side is the West Allis Towne Center. The 24-acre site is owned by the West Allis Towne Center Associates, Inc., and is located on W. Greenfield Avenue at S. 70th Street. The Towne Center is a joint venture between the Allis-Chalmers Corporation and Ramco-Gershenson, Inc., that, when completed, will include approximately 40 businesses and 330,000 square feet of commercial space.

The City of West Allis is also looking at the long-term use for the remaining 77 acres of land owned by the Allis-Chalmers Corporation. Potential activities regarding this site include, but are not limited to, a planned unit development overlay zone that would encourage a mix of housing and commercial uses, a market feasibility study, the creation of a Town Center Redevelopment Area, and the purchase of the site by the City.

Community Development Block Grant Program

In 1984, the City of West Allis began utilizing U.S. Department of Housing and Urban Development, Community Development Block Grant (CDBG) funds for economic development loans. The City has budgeted \$250,000 for direct loans in 1988, which will be available to businesses that provide jobs to low- and moderate-income persons and are located in or planning to locate to the City. Loans are available for the acquisition of land and buildings and for the construction or renovation of commercial or industrial facilities.

In addition, the City has included in its 1988 CDBG budget \$250,000 for housing rehabilitation in the City. These funds are available for low- and moderate-income households in the City.

Capital Improvements Program

The City of West Allis has established a 10-year capital improvements program that allocates funds for public works improvements and equipment. The 10-year plan is further refined with a three-year program that identifies specific projects. These plans are updated annually. The City allocated \$4.4 million, out of a total budget of \$9.8 million, in 1987 for public works improvements, such as street repaving, sidewalks, storm sewers, sanitary sewers, water mains, street lighting, and parking lots.

Industrial Park Development

The City has been an active participant over the years in encouraging industrial development. The City's primary role has been one of facilitating industrial development by helping private developers to acquire land and buildings for industrial uses. Examples of private industrial developments that have been assisted by the City include: Center-Point Industrial Park, developed by the Jansen Corporation; Lincoln Avenue Commercial Industrial Park, developed by the Jansen Corporation; and the Allis-Chalmers Industrial Center, developed by the Allis-Chalmers Corporation. In addition, the City acted as the developer for the Lincoln Center Office Park.

Central Business District Redevelopment

The Greenfield Avenue/State Fairgrounds Area Study, referenced above, recommended specific actions that should be taken to enhance the appearance of the central business district, as well as improve land use and traffic circulation in that area. In response to these recommendations, the City has completed streetscape improvements along W. Greenfield Avenue between S. 70th and S. 76th Streets.

In addition, to further enhance the business climate in the central business district local business persons have been attempting to create a business improvement district to raise money for joint advertising and promotion of the area's businesses. At the present time, a district has not been created.

Finally, as a part of the CDBG economic development loan program, the City of West Allis provides loans to eligible businesses for the renovation of commercial structures in the central business district.

Community Economic Analysis

In April 1986, the West Allis Chamber of Commerce and the Milwaukee County University of Wisconsin-Extension co-sponsored a community economic analysis that provided an economic overview of the City, identified retail trade and service businesses that were under-represented in the City, and developed a list of specific economic development needs to be addressed by economic development-related organizations.

Educational Coordination

The West Allis-West Milwaukee School District and the Milwaukee Area Technical College (MATC) have been working together to establish an articulated vocational educational program that will allow high school students the option of choosing a career path in the vocational education field. The public school curriculum

has been developed to allow students the opportunity to specialize in industrial occupations, business education, or marketing education. The program is structured to allow the student to enter a work environment upon graduation or to move on to an institution of higher education.

MATC features two-year Associate Degree majors in business, as well as an extensive offering of business outreach programs. The two institutions also have representatives that serve as liaisons to the West Allis Economic Development Committee and the West Allis Economic Development Partnership.

SUMMARY AND CONCLUSIONS

The city government and economic development-related organizations in the City have undertaken a variety of economic development activities over the past several years. The City of West Allis has been involved in the creation of the West Allis Economic Development Committee, the creation of city staff positions to work on economic development-related activities, the creation of a direct loan program for businesses, and the redevelopment of the City's northeast side. The West Allis Chamber of Commerce has been actively promoting business interests in the City, while working to improve overall economic conditions. The West Allis Economic Development Partnership, with assistance from the City of West Allis, has initiated a creative incubator program for start-up businesses. Finally, Milwaukee County has initiated a variety of programs to assist business persons in the City.

While a number of important economic development activities have been undertaken, the City should address a number of specific economic development-related issues in the community.

1. Even though the economic development activities that are being undertaken surpass those of most other communities in the Southeastern Wisconsin Region, they may not be sufficient given the intense competition for economic development that is occurring between local governments. Many of the current activities are reactive, rather than proactive. This is of particular concern due to the changes that are occurring in the local economy. In particular, the City needs to have an annual work program for economic development, with its attendant goals, objectives, and activities, in order to remain competitive in economic development.
2. The West Allis Economic Development Committee and the West Allis Economic Development Partnership should examine their role with regard to coordinating economic development. While the Committee structure has been adequate to date in providing a lead role, communities with successful economic development programs have, in most cases, provided a more formal and independent organizational structure for economic development purposes. This organizational structure can take the form of a private nonprofit or for-profit development corporation or a community development authority.
3. There is no ongoing method for determining the problems of existing businesses and developing solutions to these problems.
4. There are a limited number of industry attraction activities being implemented in the City to attract industrial and commercial business establishments.

5. The city land use plan, including all areas except the northeast side, and the city zoning ordinances should be updated.
6. The City needs to continue to address the issues attendant to vacant and underutilized industrial and commercial properties in the City.

The purpose of the next section of this report is to identify the specific economic development potentials and constraints in the City. This analysis will provide for the identification of specific economic development needs, and of the economic development activities that must be implemented to meet those needs.

Section IV

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

INTRODUCTION

Certain characteristics of the City have important implications for local economic development, as indicated by the preceding sections of this report, together with the data and information presented in the City of West Allis Economic Development Fact Book and the findings of the Wisconsin Bell industry retention survey, the business retention survey that was conducted as a part of this study, and the University of Wisconsin-Extension community economic analysis. Some of these characteristics constitute positive attributes that give the City a comparative advantage in attracting and sustaining economic development; others constitute negative attributes that act as constraints on further economic development in the City and may need to be eliminated in order to sustain the growth of the city economy.

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS

The purpose of this section is to summarize the economic development potentials for, and constraints on, economic development in the City. The identification of these potentials and constraints should help persons and organizations that are interested in pursuing the economic development of the City to identify appropriate economic development activities. The economic development potentials and constraints that are identified in this section are summarized in Table 12.

Potential One: Organizational Development Activities in the City

As previously documented in this report, the City of West Allis and local economic development organizations in the City have been actively involved in a number of economic development activities over the past several years. This involvement, while not unique among communities in the Southeastern Wisconsin Region, represents an important commitment to improving local economic conditions, and therefore can be identified as an economic development potential.

The City of West Allis established an economic development committee in 1982 that is responsible for promoting the economic development of the City and coordinating local economic development projects and activities. The Mayor and two city staff members provide staff support to the Economic Development Committee, and serve as the initial contact for establishments considering a business expansion or start-up project in the City.

The City of West Allis also established an economic development loan program in 1985, with federal Community Development Block Grant (CDBG) funds, that has provided loans to eight firms totaling \$1,385,000. In 1988, the City allocated \$250,000 of its CDBG funds for the loan program, and established a loan guarantee program, using its CDBG funds as collateral.

Table 12

ECONOMIC DEVELOPMENT POTENTIALS AND CONSTRAINTS
IN THE CITY OF WEST ALLIS

Potential One: Organizational Development Activities in the City

Constraints Related to Potential One:

1. Poor perception of local economic development efforts.
2. Limited financial assistance available for business expansion and start-up projects.
3. Lack of participation in regional and statewide economic development organizations.
4. Economic development staff turnover in the City Development Office.
5. Lack of an organization that has the authority to develop an economic development program and raise funds for economic development projects and activities.
6. Lack of membership by manufacturing firms in the West Allis Chamber of Commerce.
7. Lack of a formal evaluation of the local economic development program.

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

Constraints Related to Potential Two:

1. The need for an economic development program that includes the retention and attraction of manufacturing industry establishments.
2. Outdated city land use plan and zoning ordinances.
3. Problems with traffic circulation in the City.
4. Vacant and underutilized industrial properties in the City.
5. Lack of vacant available industrial land.
6. Lack of an up-to-date inventory of vacant and underutilized industrial land and buildings.
7. Lack of new manufacturing industry start-ups.
8. Local impact of changing economic conditions on manufacturing firms.
9. Lack of existing manufacturing firms planning business expansion projects.
10. High number of manufacturing firms planning to relocate outside the City.
11. Efforts by other states to attract local manufacturing firms out of the City.
12. Difficulty in recruiting skilled, bluecollar workers and lack of basic skills of entry-level workers.
13. Low number of persons with post-secondary education.
14. Higher worker earnings in Milwaukee County.
15. Problems with vandalism at existing manufacturing buildings.
16. Problems with illegally parked vehicles at existing manufacturing buildings.

Table 12 (continued)

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

Constraints Related to Potential Three:

1. The need for an economic development program that includes the retention and expansion of commercial business establishments.
2. The need to continue redeveloping the central business district.
3. Competition between the central business district and outlying shopping centers.
4. Competition between retail trade and service industry establishments in the Milwaukee metropolitan area.
5. Minimal population growth during the 1980 to 1987 time period.
6. Lack of resident population in the 25 to 44 year old age category.
7. Low wages paid to retail trade and service industry workers.
8. Difficulty in recruiting workers for entry-level retail trade and service industry jobs and lack of basic skills of entry-level workers.
9. The need to improve and expand upon the recreational and tourism value of State Fair Park and the Olympic Ice Rink.
10. Commercial firms planning to relocate outside the City.
11. The need for a coordinated, cost-effective advertising program to assist local businesses.
12. The need to provide additional parking.
13. High property taxes.
14. Lack of familiarity with local and state economic development organizations and programs.

Source: City of West Allis OEDP Subcommittee and SEWRPC.

In addition, the West Allis Economic Development Partnership, Inc., in cooperation with the City of West Allis, has established a business incubator in the City. The West Allis Business Development Center has 27,700 square feet of space available and is managed by full-time staff. The incubator provides below-market rents and a wide range of shared services for its clients.

Finally, the West Allis Chamber of Commerce has an active economic development program that is highlighted by an annual "Business Expo" at Wisconsin State Fair Park. The Chamber has a full-time President and a membership that consists of 340 retail, service, and manufacturing businesses.

Constraints Related to Potential One:

1. Poor Perception of Local Economic Development Efforts--A total of eight respondents to the Wisconsin Bell industry retention survey, or 18 percent of the total number of respondents, indicated that local economic development efforts were excellent or good; while 45 percent of the respondents across the State indicated this response.¹
2. Limited Financial Assistance Available for Business Expansion and Start-up Projects--While the City has established an economic development loan program using federal Community Development Block Grant funds and has provided \$1,385,000 in business loans since 1985, there is a need for additional funds to finance business expansion and start-up projects at the local level. In addition, there is a need to encourage the availability of financing for business start-up projects from regional and statewide financing sources.
3. Lack of Participation in Regional and Statewide Economic Development Organizations--The OEDP Subcommittee perceived that local participation in regional and statewide economic development efforts was too limited. The lack of participation in these economic development efforts can create a negative image of the City of West Allis as a business location.
4. Economic Development Staff Turnover in the City Development Office--While the City has established the City Development Office to provide staff support for the local economic development program, there have been three City Development Coordinators during the past three years. This high turnover could limit the City's ability to develop and implement a comprehensive economic development program.
5. Lack of an Organization that Has the Authority to Develop an Economic Development Program and Raise Funds for Economic Development Projects and Activities--While the City of West Allis Economic Development Committee has been actively pursuing an economic development agenda since 1982, there is a need for a more formal and independent organization that has the authority to develop its own work program and to raise the necessary funds to finance economic development projects.

¹"Respondents across the State" refers to the aggregation of responses to all of the Wisconsin Bell industry retention surveys as of June 1986.

6. Lack of Membership by Manufacturing Firms in the West Allis Chamber of Commerce--The Wisconsin Bell industry retention survey identified 24 respondents, or 55 percent, that were not members of the West Allis Chamber of Commerce; while 38 percent of the respondents across the State indicated this response. In addition, the West Allis Chamber of Commerce has indicated that its 1988 membership includes 21 manufacturing firms that are located in the City.
7. Lack of a Formal Evaluation of the Local Economic Development Program--The City of West Allis is not evaluating its existing economic development program on an annual basis. The lack of a formal evaluation prevents the City from monitoring the effectiveness of the economic development program in meeting the goals and objectives of the economic development program.

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

The structure of the city economy results in a need for special emphasis on the retention and expansion of existing manufacturing industries, as well as the attraction of new manufacturing industries to the City. This industrial development potential includes both the durable and nondurable goods manufacturing industry. In April 1986, the manufacturing industry in Milwaukee County employed 115,000 workers, or 25 percent of all workers in the County, a level that was substantially higher than that for the United States, 19 percent, indicating the importance of manufacturing to the County and the local economy.

The strategic location of the City 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 City. Many of the most important industrial areas and heaviest population concentrations in the Midwest are located within 350 miles of the City (see Map 1). In addition to being an integral part of the Milwaukee metropolitan area, the City is also located in proximity to several large urban areas in southern Wisconsin and northeastern Illinois, including the Racine, Kenosha, and Madison areas in Wisconsin, and the greater Chicago area in Illinois. These urban areas, as well as the remainder of the midwest region, provide a large potential market for the sale of goods that are manufactured in the City, as well as for access to raw materials and product inputs. The location of the City in proximity to the IH 94 corridor also makes the West Allis area attractive for future industrial development (see Map 2).

The high educational attainment of the resident population, as defined by the number of local residents with at least a high school education, indicates that local manufacturing employers should be able to attract workers who are prepared for existing jobs, or can readily be trained for such jobs.

Many of the City's utilities, facilities, and services have the capacity to meet the needs of an expanding industrial base. The City is served by transportation facilities that include well-developed, all-weather arterial streets and highways, mainline railway facilities, and air transportation facilities that are readily accessible to the City, the latter including Milwaukee General Mitchell International Airport, a full service commercial airport located approximately five miles southeast of the City. The city 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 service to the community at competitive prices.

A detailed map of the Southeastern Wisconsin Region, centered on the Milwaukee area. The map shows major cities including Minneapolis, St. Louis, Chicago, Detroit, and Indianapolis. It also displays the Great Lakes (Superior, Michigan, Huron, Erie) and the Mississippi River. A scale bar indicates approximately 350 miles from the center of the region. The map includes state boundaries and major highways.

Source: SEWRPC.

[illegible]

Source: SEWRPC.

Several findings of the Wisconsin Bell industry retention survey indicate that the manufacturing industry represents an economic development potential. A total of 31 respondents, or 82 percent, compared to 72 percent of the respondents across the State, indicated that the City of West Allis was the firm's corporate headquarters; and 28 respondents, or 62 percent, compared to 59 percent of the respondents across the State, plan to modernize or improve their present building or equipment. In addition, respondent firms were satisfied with sanitary sewer and water supply and police and fire protection, with 95 percent or more of respondent firms indicating that these services were adequate. These factors, alone or in combination, could contribute to a firm's decision to continue or to expand its operations in the City.

Constraints Related to Potential Two:

1. The Need for an Economic Development Program that Includes the Retention and Attraction of Manufacturing Industry Establishments--The City of West Allis has been involved over the past several years in assisting in the expansion of manufacturing industry establishments on an ad hoc basis. However, the City does not have an ongoing program that is specifically designed to help retain existing manufacturing firms and attract new manufacturing firms to the City. An ongoing industry retention and attraction program can often help facilitate business expansion projects through technical and/or financial assistance provided by state and federal agencies.
2. Outdated City Land Use Plan and Zoning Ordinances--A comprehensive land use plan was adopted by the City in 1979, but has not been updated since that time, except for the area on the northeast side of the City. The land use plan requires updating on a periodic basis to reflect changes that have occurred in land use. In addition, the City is currently divided into two zoning districts, with two separate zoning ordinances--one that was adopted in 1926 and a second that was adopted in 1956. The presence of two zoning ordinances makes it difficult to apply development standards uniformly across the City, and in many cases has led to confusion on the part of residents and business persons.
3. Problems with Traffic Circulation in the City--The OEDP Subcommittee perceived that a problem exists with regard to traffic circulation in the City. These problems are the result of congestion during peak traffic periods, the routing of heavy truck traffic through the central City, and limited access for manufacturing firms located on the northeast side of the City. In addition, the development of the West Allis Towne Center is expected to provide a significant increase in traffic volume over the next several years.
4. Vacant and Underutilized Industrial Properties in the City--There are currently 13 manufacturing locations in the City that are vacant or underutilized with a total square footage of approximately 1,056,000 square feet. Of this total, eight properties comprise 144,000 square feet of manufacturing space, with each property having 36,000 square feet or less; and three incubators comprise 97,000 square feet, with each facility having space subdivided for small manufacturers. However, two of the properties have 815,000 square feet of space, which could be very difficult to market because of building size.

5. Lack of Vacant Available Industrial Land--The City currently has about 95 acres of vacant land available for industrial use. However, this land is in scattered locations throughout the community, rather than in one location such as a community industrial park.
6. Lack of an Up-to-date Inventory of Vacant and Underutilized Industrial Land and Buildings--The City, along with the West Allis Chamber of Commerce, has developed a partial inventory of vacant and underutilized industrial land and buildings. However, this inventory is not readily available and does not include a current listing of all available land and buildings.
7. Lack of New Manufacturing Industry Start-ups--The Wisconsin Bell industry retention survey showed that there were no industrial firms in the City that had established operations since 1980. This problem is similar to that occurring throughout the United States. Specifically, a recent report by the Dunn and Bradstreet Corporation showed that new business starts had declined during the 1985 to 1986 time period by 4 percent in Wisconsin, by 2 percent in the East North-Central Region, and by 1 percent in the United States.
8. Local Impact of Changing Economic Conditions on Manufacturing Firms--Twenty respondents to the Wisconsin Bell industry retention survey, or 46 percent, indicated that market conditions and the economy have the greatest negative impact on the future development of the firm; while only 34 percent of the respondents across the State indicated this response. These changes are having, and may be expected to continue to have, important economic consequences for the City of West Allis.
9. Lack of Existing Manufacturing Firms Planning Business Expansion Projects--The Wisconsin Bell industry retention survey showed that only 10 respondents, or 22 percent, indicated that they were planning an expansion of their existing building, while 30 percent of the respondents across the State indicated this response. This is due, in part, to the lack of available space for business expansion projects at existing locations. Specifically, 23 respondents to the industry retention survey, or 52 percent, did not own or lease sufficient property to allow for expansion of their building at the existing location, while 23 percent of respondents across the State indicated this response.
10. High Number of Manufacturing Firms Planning to Relocate Outside the City--A total of 13 respondents, or 29 percent, to the Wisconsin Bell industry retention survey indicated they planned to move all or part of their operation from the current location, while 14 percent of the respondents across the State indicated this response.
11. Efforts by Other States to Attract Local Manufacturing Firms Out of the City--A total of 23 respondents, or 52 percent, to the Wisconsin Bell industry retention survey indicated that they have been contacted by other states in an attempt to relocate the firm out of the State, while 33 percent of the respondents across the State indicated this response.
12. Difficulty in Recruiting Skilled, Blue-Collar Workers and Lack of Basic Skills of Entry-Level Workers--The Economic Conditions Subcommittee of Forward Wisconsin, Inc., has identified a problem in the recruitment of

skilled, blue collar workers in the Milwaukee metropolitan area, as well as a lack of basic skills on the part of entry-level workers for all types of occupations. Correspondingly, the Wisconsin Bell industry retention survey identified 16 respondent firms, or 50 percent, that were having difficulty recruiting skilled, blue collar workers.

13. Low Number of Persons with Post-Secondary Education--The percentage of persons in the City of West Allis who have completed one thorough four years of college, 21 percent, is less than that for the Milwaukee SMSA, 27 percent; the Region, 26 percent; the State, 24 percent; and the United States, 25 percent. This lower level of post-secondary education relative to the areas of comparison could affect the ability of local businesses to recruit skilled workers.
14. Higher Worker Earnings in Milwaukee County--The City of West Allis Economic Development Fact Book, which has been prepared as a part of this study, indicates that in 1985 the average weekly wage for manufacturing industries in Milwaukee County, \$524.53, was substantially higher than that for the Region, \$458.37, and for the State, \$450.52. This higher average weekly wage in Milwaukee County could discourage or inhibit the expansion of existing manufacturing firms, as well as the location of new manufacturing firms to the City.
15. Problems with Vandalism at Existing Manufacturing Buildings--The Wisconsin Bell industry retention survey showed that 15 respondents, or 34 percent, had had their facility vandalized within the past 12 months, while 24 percent of the respondents across the State indicated this response.
16. Problems with Illegally Parked Vehicles at Existing Manufacturing Buildings--The Wisconsin Bell industry retention survey showed that 12 respondents, or 27 percent, had experienced problems with illegally parked vehicles in their parking lots, while 11 percent of the respondents across the State indicated this response.

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

The City of West Allis has a good potential to expand its commercial industry base. In April 1986, the services industry employed 125,100 workers in Milwaukee County, or 27 percent of all workers; the finance, insurance, and real estate industry employed 37,000 workers, or 8 percent; and the retail trade industry employed 72,400 workers, or 16 percent. Thus, together, these three industries employed 51 percent of the County's labor force.

A recent report by the Wisconsin Department of Development (DOD), entitled The Job Generation Process in Wisconsin: 1969 to 1981, indicates that the services industry sector is, and may be expected to continue to be, a consistent source of new jobs during periods of both economic expansion and recession. In addition, the University of Wisconsin-Extension community economic analysis for the City indicates that in 1984 health services employed about 3300 workers in the City, or 42 percent of the total services industry employment; and that eating and drinking places employed about 1600 workers, or 42 percent of the total retail trade industry employment.

The City currently has a good base of retail trade and service industry establishments. The city central business district remains a good location for retail trade and service industry establishments, and has been the focus for a series of activities intended to provide an impetus for downtown revitalization. The West Allis Towne Center development provides a variety of commercial establishments in proximity to a large percentage of the City's population, as well as an opportunity to expand the market for retail goods and services in the City by attracting consumers from outside the community. Finally, the City has extensive commercial strip development along STH 100 that provides retail goods and services for the resident population and can serve as a focal point for expanding the City's consumer market.

The recreation and tourism industry is an important industry in Milwaukee County, and provides a wide range of cultural and recreational resources that have the potential for expanding the consumer market in the City. In 1981, recreation and tourism sales in Milwaukee County ranked first out of 72 counties in Wisconsin, indicating the importance of this industry to the County's economy. The City of West Allis is also the location for Wisconsin State Fair Park, which is a major recreation and tourism facility.

Other economic indicators show that local residents should have sufficient disposable income to support the purchase of consumer goods and services in the City. The unemployment rate in the City in 1986, 4.1 percent, was significantly lower than that for the State, 6.1 percent; Wisconsin, 7.1 percent; and the United States, 7.0 percent. Per capita income in the City in 1985, \$9,590, was lower than in the Milwaukee SMSA, \$10,445, but higher than in the State, \$8,714. In addition, there were a greater percentage of persons 65 years of age or older in the City of West Allis in 1980, 16 percent, than that in the Milwaukee SMSA, the Region, and the United States, 11 percent, and the State, 12 percent. The greater population of older persons provides a good market for consumer goods and services, as well as an important source of income through government aids, dividends, interest, and rent.

Several findings of the business retention survey that was conducted as a part of this study indicate that commercial development represents an economic development potential. Overall, the survey showed that 37 respondent firms, or 45 percent, had undergone an expansion project during the 1983 to 1987 time period, resulting in an additional 800 employees and 365,900 square feet of building space. In addition, 34 respondent firms, or 42 percent, are planning to expand operations during the next five years, adding a projected 675 new employees and 255,200 square feet of additional building space. The survey showed that 40 percent of respondent firms sell products and services to the local government, 36 percent to state government, and 24 percent to the federal government, markets that are often overlooked by commercial businesses. Respondent firms also rated the following factors as excellent: 1) local government services, regulations, and public utilities, 45 percent; 2) recreational facilities, 44 percent; 3) public school system, 38 percent; and 4) vocational-technical education, 36 percent. Finally, 77 respondent firms, or 95 percent, indicated that the City was excellent or satisfactory as a place to operate a business.

Constraints Related to Potential Three:

1. The Need for an Economic Development Program that Includes the Retention and Expansion of Commercial Business Establishments--The City of West Allis has been involved over the past several years in assisting in the expansion

of commercial business establishments on an ad hoc basis. However, as with the manufacturing industry, the City does not have an ongoing program that is specifically designed to help retain existing commercial firms and attract new commercial firms to the City.

2. The Need to Continue Redeveloping the Central Business District--The City and local business persons have undertaken a variety of activities to revitalize the central business district. However, as with many central business districts in southeastern Wisconsin, there is still a need for retail trade and service industry establishment owners, as well as absentee owners, to undertake a truly cooperative effort to solve problems related to the physical appearance and marketing of local businesses.
3. Competition Between the Central Business District and Outlying Shopping Centers--The location of the West Allis Towne Center and the strip commercial development along STH 100 provide commercial establishments with good locations to serve the City's population. However, these areas are in direct competition with the central business district, which could limit the revitalization and accelerate the decline of the central business district as a commercial center.
4. Competition Between Retail Trade and Service Industry Establishments in the Milwaukee Metropolitan Area--The City of West Allis is only one of several communities in the Milwaukee metropolitan area that have an established central business district or other major centers of commercial activity. Consequently, the retail trade and service industry establishments in the City face competition from establishments in the other communities. In particular, the proximity of the City to regional shopping malls provides opportunities for local residents to purchase goods and services in other locations.
5. Minimal Population Growth During the 1980 to 1987 Time Period--The City of West Allis has shown a growth in population during the 1980 to 1987 time period of 114 persons, or 0.2 percent. This minimal population growth could limit the demand for consumer goods and services in the City.
6. Lack of Resident Population in the 25 to 44 Year Old Age Category--In 1980, 25 percent of the population of the City of West Allis was in the 25 to 44 year old age category, compared with 28 percent in the United States. The under-representation in this age category may limit the City's economic development efforts, since this age group includes workers with a number of years' experience in the labor force and high levels of disposable income, as well as first-time home buyers and persons with growing consumer needs.
7. 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. 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 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 industry and, as a result, act to inhibit the growth of this industry in the City.

8. Difficulty in Recruiting Workers for Entry-Level Retail Trade and Service Industry Jobs and Lack of Basic Skills of Entry-Level Workers--The business retention survey showed that nine respondent firms, or 24 percent, were having difficulty recruiting workers in food and beverage preparation and service occupations; seven respondent firms, or 18 percent, were having difficulty recruiting workers in sales occupations; and seven respondent firms, or 18 percent, were having difficulty recruiting workers in medicine and health occupations. As mentioned above, Forward Wisconsin has also identified a problem with entry-level workers lacking basic skills.
9. The Need to Improve and Expand Upon the Recreational and Tourism Value of State Fair Park and the Olympic Ice Rink--The Wisconsin State Fair Park and the Olympic Ice Rink are recreational resources that are a vital component of the City's economy. These facilities attract many visitors to the City throughout the year. However, the OEDP subcommittee perceived that these facilities are underutilized both as a consumer market for the local retail trade and service industry and as a year-round recreational and tourism facility.
10. Commercial Firms Planning to Relocate Outside the City--Ten firms responding to the business retention survey, or 12 percent, indicated that they were planning to move their operations outside the City.
11. The Need for a Coordinated, Cost-Effective Advertising Program to Assist Local Businesses--The business retention survey showed that seven respondent firms, or 10 percent, would be interested in having a coordinated local advertising program to promote local businesses. A program such as this would allow small firms that do not have adequate financial resources to conduct their own advertising program to advertise in local and regional markets because of the lower cost associated with group advertising.
12. The Need to Provide Additional Parking--A total of 17 firms responding to the business retention survey, or 21 percent, rated parking availability in the City of West Allis as poor.
13. High Property Taxes--The business retention survey showed that 42 respondent firms, or 61 percent, rated local property taxes as having a negative impact on the future development of the firm; while 15 respondent firms, or 22 percent, recommended that the City lower property taxes as a means of improving economic conditions in the City.
14. Lack of Familiarity with Local and State Economic Development Organizations and Programs--Seventy-seven percent or more of the firms responding to the business retention survey were unfamiliar with West Allis Economic Development Partnership, Inc.; the City of West Allis Economic development loan program; and the Milwaukee County economic development program. In addition, 99 percent of the respondent firms were unfamiliar with state business financing programs.

SUMMARY AND CONCLUSIONS

The information provided herein indicates that there are three overall economic development potentials in the City of West Allis: 1) organizational development activities in the City; 2) retention and expansion of the City's existing manufacturing industry base; and 3) retention and expansion of the City's retail trade and service industry base. In addition, this section has identified a number of economic development constraints that are inhibiting the realization of the City's economic development potentials.

The next section of this report presents the recommended city economic development program. This program sets forth the overall goals, objectives, and activities that are necessary to eliminate the economic development constraints that have been identified in this section.

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 City of West Allis; 2) described the current state of the city economy; 3) analyzed the historical economic development efforts in the City; and 4) set forth the potentials for, and constraints on, economic development in the City. The purpose of this section is to identify and recommend an economic development program for adoption and implementation by the City.

More specifically, this section of the economic development program presents: 1) overall long-term goals for the city economic development program; 2) specific criteria to guide the development and operation of the economic development program; 3) recommended economic development objectives and activities that will assist in implementing the goals of the economic development program; 4) the recommended time period during which the activities can be implemented; and 5) monitoring criteria for measuring the success of the various economic development program activities.

GOALS OF THE ECONOMIC DEVELOPMENT PROGRAM

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

The following long-term goals have been established for the City to guide the economic development program:

1. The program should establish and maintain an organizational framework that will guide and coordinate the citywide efforts of individuals and organizations concerned with local economic development.
2. The program should meet the needs of existing employers to provide for the retention and expansion of existing employment opportunities in the City.
3. The program should attract new employers to help create new employment opportunities in the City.
4. The program should facilitate entrepreneurial opportunities to help create new employment opportunities in the City.

5. The program should provide the necessary community facilities and services to facilitate economic development and provide for the expansion of employment opportunities in the City.

CRITERIA TO GUIDE THE CITY'S ECONOMIC DEVELOPMENT PROGRAM

The City 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 following decision-making criteria have been identified:

1. Nature of Program Activities. The city economic development program should include the following functions: a) coordination of existing economic development activities in the City; b) implementation of specific economic development programs and activities; c) provision of economic development technical assistance to public and private economic development organizations in the City; and d) utilization of available public financial assistance for local employers.
2. Existing Economic Development Organizations. A number of economic development organizations in the City are capable of assisting in the successful implementation of the city economic development program. These organizations include: the City Development Office; the West Allis Chamber of Commerce; and the West Allis Economic Development Partnership, Inc. In addition, economic development assistance is available from Forward Wisconsin, Inc.; the Milwaukee Area Technical College; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; Wisconsin Bell, an Ameritech Company; the Wisconsin Department of Development; the Wisconsin Electric Power Company; and the Wisconsin Gas Company. The city economic development program should utilize these organizations in implementing the program activities.
3. Scope of Program Activities. The local economy is dependent on the growth and development of all business and industry in the City. Consequently, the economic development program should include activities that address problems and issues facing both industrial and commercial businesses in the City.
4. Program Responsibility. Primary responsibility for the city economic development program should rest with the city of West Allis through the City's Community Development Authority and the appropriate city staff, working in consultation with the Mayor.
5. Unemployed and Underemployed. The economic development program should be designed to enhance the ability of unemployed and underemployed workers to gain meaningful employment opportunities in the City.

CITY OF WEST ALLIS ECONOMIC DEVELOPMENT PROGRAM: OBJECTIVES AND ACTIVITIES

This section presents the objectives and activities that should be undertaken to enable the City to accomplish its economic development goals. In this regard, the objectives and activities are intended to help alleviate the economic development constraints that were identified in Section IV of this report.

The recommended objectives and activities are categorized by the following six major functional areas: 1) organizational development; 2) industry retention; 3) industry attraction; 4) business development; 5) community facilities and services; and 6) future economic development activities.

Organizational Development

Objective One: To establish a new organizational framework that will be responsible for guiding and coordinating the development and redevelopment of the City.

Objective One is directly related to Goal One of the city economic development program, as well as indirectly related to all of the identified goals of the program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) poor perception of local economic development efforts; 2) lack of an organization that has the authority to develop an economic development program and raise funds for economic development projects and activities; 3) economic development staff turnover in the City Development Office; and 4) lack of a formal evaluation of the local economic development program.

Activity One--The Mayor and City of West Allis Common Council should organize a West Allis Community Development Authority (CDA). Section 66.4325 of the Wisconsin Statutes (see Appendix D) enables the City to create such an Authority by a two-thirds vote of the Common Council. The City ordinance or resolution creating the CDA should authorize the CDA to act as the agent of the City in planning and carrying out community development activities in the City. The CDA and the Common Council should develop and maintain a close working relationship in the development and implementation of the city economic development program, so that the Common Council has a thorough understanding of the CDA activities. It is recommended that the CDA utilize the activities in this economic development program plan as the basis for its work program for the next two years, and reevaluate the program plan at the end of two-year period using the monitoring criteria identified at the end of this section.

Activity Two--The Mayor and Common Council should appoint seven city residents having sufficient ability and experience in the areas of urban renewal, community and economic development, and housing as commissioners of the CDA. Two of the commissioners shall be Common Council members and five of the commissioners shall be non-Council members.

Activity Three--The Mayor and Common Council should transfer responsibility for the City housing program from the City of West Allis Housing Authority to the newly formed CDA. Section 66.4325(5) requires that "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." The commissioners of the Housing Authority should be retained as members of the CDA Housing Committee as discussed in Activity Six herein.

Activity Four--The Mayor and Common Council should transfer responsibility for the city economic development program from the City of West Allis Economic Development Committee to the CDA. The existing membership of the

City's Economic Development Committee should be retained as the membership for the CDA Economic Development Committee as discussed in Activity Six herein.

Activity Five--The City of West Allis should conduct a study to determine the city staff structure and funding levels necessary to provide assistance to the CDA in implementing its program. Appropriate city staff should assist the CDA in implementing the economic development program by: 1) serving as the initial contact for existing business and industry with problems, and for business and industry interested in moving into the City; 2) reviewing requests for new programs, activities, and projects from the CDA; 3) coordinating economic development activities of the CDA with other city projects and activities; 4) assisting the CDA in coordinating funding requests and fund raising activities; and 5) providing staff support to the CDA. In addition, limited staff assistance is available from Forward Wisconsin, Inc.; the Milwaukee Area Technical College; the Milwaukee County Department of Public Works, Economic Development; the Southeastern Wisconsin Regional Planning Commission; the University of Wisconsin-Extension; Wisconsin Bell; the Wisconsin Department of Development; the Wisconsin Electric Power Company; and the Wisconsin Gas Company. Finally, the West Allis Chamber of Commerce should work with city officials on implementing those economic development activities that are directly related to private business assistance.

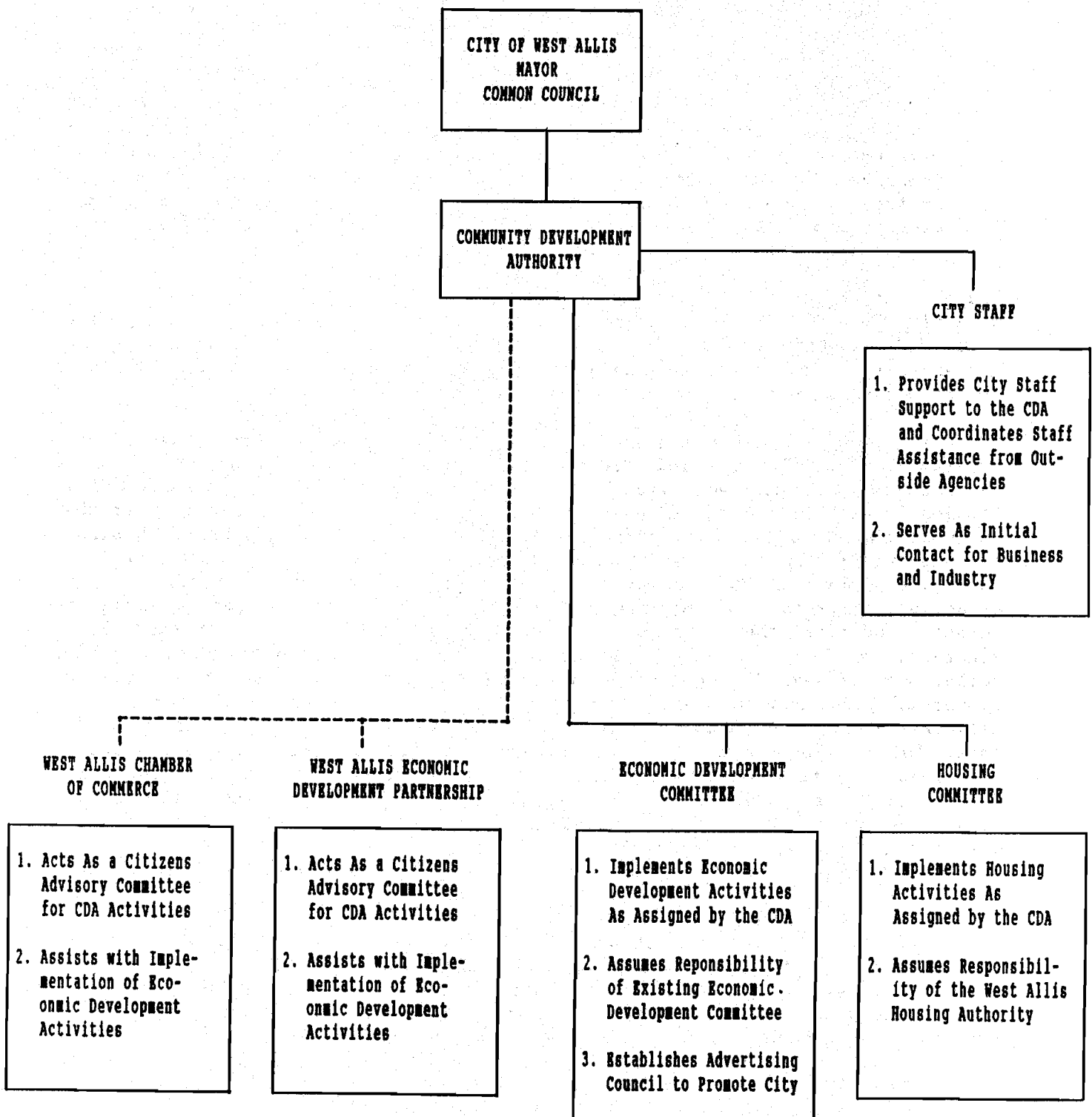
Activity Six--The CDA should establish an organizational structure that can implement the economic development projects and activities identified herein, as well as the housing projects and activities currently being undertaken by the Housing Authority. In addition, the City of West Allis should provide the funding levels necessary to implement the CDA program. As shown in Figure 2, it is recommended that the CDA establish an economic development committee and a housing committee, as well as develop a working relationship with the West Allis Chamber of Commerce and the West Allis Economic Development Partnership, Inc. The CDA should have primary responsibility for coordinating the overall development and redevelopment of the City. The CDA should assign the responsibility for implementing economic development projects and activities to the CDA Economic Development Committee, and the responsibility for implementing housing projects and activities to the CDA Housing Committee.

Activity Seven--The CDA should assist the Mayor and Common Council in identifying the housing and economic development projects and activities that would be funded through the City's annual Community Development Block Grant (CDBG) allocation. The City should transfer the administration of those CDBG funds allocated to housing and economic development projects and activities to the CDA.

Activity Eight--The Mayor and CDA should establish a local advertising council that would work with the CDA Economic Development Committee on enhancing the image of the City and marketing the City as a good location for business and industry. The advertising council should seek executives from local advertising and public relations firms to serve in an advisory capacity on the Council, as well as coordinate its activities with those of other local governments in Milwaukee County.

Figure 3

ORGANIZATIONAL STRUCTURE



Source: City of West Allis OEDP Subcommittee and SEWRPC.

Activity Nine--The Mayor and City Development Coordinator should attend the quarterly meetings of the Metropolitan Milwaukee Association of Commerce, Business Development Council. 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 Common Council, the City Development Coordinator should forward a copy of the OEDP to Forward Wisconsin, Inc., Wisconsin Bell, the Wisconsin Department of Development, the Wisconsin Electric Power Company, and the Wisconsin Gas Company. A cover letter from the CDA should accompany the document that indicates the City's interest in pursuing an active economic development program, and that the City is interested in working with these organizations to attract new industry to the City.

Industry Retention

Objective Two: To develop and maintain an ongoing industry retention program that will identify the problems and concerns of local employers, develop and implement solutions to these problems and concerns, and create a public-private sector partnership to further economic development in the City.

Objective Two is directly related to Goal Two of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) the need for an economic development program that includes the retention and attraction of manufacturing and commercial business establishments; 2) the local impact of changing economic conditions on manufacturing firms; 3) the lack of existing manufacturing firms planning business expansion projects; 4) the high number of manufacturing firms planning to relocate outside the City; 5) efforts by other states to attract local manufacturing firms out of the City; 6) difficulty in recruiting skilled, blue collar workers and the lack of basic skills of entry-level workers; 7) the low number of persons with post-secondary education; 8) higher worker earnings in Milwaukee County; 9) problems with vandalism at existing manufacturing buildings; 10) problems with illegally parked vehicles at existing manufacturing buildings; 11) the lack of membership by manufacturing firms in the West Allis Chamber of Commerce; 12) difficulty in recruiting workers for entry-level retail trade and service industry jobs and the lack of basic skills of entry-level workers; 13) commercial firms planning to relocate outside of the City; and 14) the need for a coordinated, cost-effective advertising program to assist local businesses.

Activity One--The City of West Allis should continue to coordinate its efforts to provide information to existing business and industry pursuing an expansion project and to new business and industry interested in locating in the City. The City should provide information on necessary local and state permits, building codes, and zoning requirements, as well as information on available local, state, and federal business financing and technical assistance programs.

Activity Two--The CDA should work with the West Allis Chamber of Commerce in implementing an "early warning system" that would enable the City to identify firms that are experiencing problems that could result in the relocation of the business establishment outside the City. The CDA should

designate a city staff member as the initial contact person for existing business and industry that are experiencing problems in doing business in the City.

Activity Three--The chief executive officers of manufacturing and service industry establishments with corporate headquarters located outside the City should be contacted. These contacts should be in the form of a personalized letter from the Mayor and the CDA. The chief executive officers should be informed of the City's interest in retaining these firms in the City and in assisting with any future expansion of the firm. In addition, these individuals should be notified of the City's current economic development efforts.

Activity Four--The CDA should work with the office of U.S. Congressman Gerald D. Kleczka and the Aspin Procurement Institute on examining the feasibility of establishing a federal procurement program in the City. In addition, the CDA should participate in regional and statewide conferences and workshops on procuring government contracts. The City Development Coordinator should provide information to local business and industry on the time and location of such activities.

Activity Five--The CDA should support the development of a Milwaukee County revolving loan fund. The Wisconsin Legislature, at the request of Milwaukee County, introduced Senate Bill 498 on February 2, 1988, in order to amend the State Statutes and permit county boards to finance and promote economic development projects. However, the Senate Bill failed to be enacted in the 1987-1988 legislative session. The CDA should encourage Milwaukee County to re-introduce this legislation in the next legislative session.

Activity Six--The City Development Coordinator should meet with representatives of local financial institutions to discuss and ensure an understanding of available financing programs provided by the City of West Allis, the Wisconsin Department of Development, the Wisconsin Housing and Economic Development Authority, the U.S. Small Business Administration, the U.S. Department of Housing and Urban Development, and others.

Activity Seven--The CDA should develop a business financing brochure that identifies conventional and nonconventional business financing. This brochure should be distributed to local businesses, financial institutions, and attorneys by the City Development Coordinator with the assistance of the West Allis Chamber of Commerce.

Activity Eight--The Mayor, CDA, and West Allis Chamber of Commerce should establish an informal program of contacting local business establishments and respondents to the Wisconsin Bell Industry Retention Survey and the OEDP Business Retention Survey that have indicated a problem or concern relative to operating a business in the City. In addition, the City should establish and maintain a computerized list of all local business establishments. Finally, the CDA should sponsor an annual meeting for all business and industry in the City, the purpose of which would be to identify local problems and concerns and potential solutions to those problems and concerns.

Activity Nine--The CDA and the West Allis Chamber of Commerce should work together in the identification of any local business expansion projects that are expected to take place in the City. Business and industry planning an expansion project should be contacted in order to determine any anticipated problems and remedies for these problems. In addition, an appropriate local official should participate in all groundbreaking ceremonies or similar activities that will publicly recognize the expansion activity of the business.

Activity Ten--The CDA and the West Allis Chamber of Commerce should work with interested local businesses on establishing a cooperative advertising program for promoting their business establishments. This type of program was requested by several respondents to the Business Retention Survey who indicated that they currently cannot advertise in local and regional markets because of the high cost.

Activity Eleven--In May 1988, the Southeastern Wisconsin Regional Planning Commission initiated a study in Washington County, Wisconsin, to identify labor force supply problems, as well as to identify alternative projects and activities to alleviate these problems. This study was requested because of the perception on the part of local businesses and government officials that there was a shortage of skilled, blue collar workers in the County. The CDA should request that the Regional Planning Commission provide a copy of its final report to the CDA.

The CDA should establish a committee that includes representatives of local business and industry, as well as employment training organizations in the City, such as the West Allis-West Milwaukee School District, Milwaukee Area Technical College, and the Milwaukee Private Industry Council, Inc. This committee should examine the results of the Regional Planning Commission labor force study in Washington County and its applicability to the City of West Allis, and develop strategies for working with local industry on employment training programs.

Industry Attraction

Objective Three: To initiate an industry attraction program that will attract new industrial and commercial establishments to the City during the next two years.

Objective Three is directly related to Goal Three of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) the need for an economic development program that includes the retention and attraction of manufacturing and commercial business establishments; 2) the lack of participation in regional and statewide economic development organizations; 3) the lack of an up-to-date inventory of vacant and underutilized industrial land and buildings; 4) minimal population growth during the 1980 to 1987 time period; 5) the lack of resident population in the 25 to 44 year old age category; 6) low wages paid to retail trade and service industry workers; and 7) high property taxes.

Activity One--The CDA should establish a local industry attraction team. The team, which would consist of five individuals knowledgeable about the City's community facilities and services and existing business and

industry, would be responsible for working with business and industry interested in locating in the City. The City Development Coordinator should be designated as the lead person for the industry attraction team and should serve as the primary contact person for industries inquiring about locating in the City. In addition, the CDA should coordinate its industry attraction activities with the activities of Forward Wisconsin, Inc., Wisconsin Bell, the Wisconsin Electric Power Company, and the Wisconsin Gas Company. These agencies have established their own promotional programs, direct mail programs, call programs, and trade show contacts, and the CDA should utilize these programs when applicable.

Activity Two--Forward Wisconsin, Inc., sponsors periodic "call trips" to neighboring states to inform business and industry located in other states of the advantages of doing business in Wisconsin. The call trips are open to all interested communities and provide local officials and business persons with an opportunity to attract business and industry to the City. The City Development Coordinator and the members of the industry attraction team should participate in the call trips of Forward Wisconsin.

Activity Three--The CDA should conduct a direct mail program to the targeted industries identified in Appendix B of this report. Specifically, the CDA should evaluate the high-priority and medium-priority targeted industries in Appendix B, as well as any industries included in the Forward Wisconsin, Inc., Wisconsin Bell, Wisconsin Electric Power Company, and Wisconsin Gas Company industry attraction programs, and select five targeted industries to include in the direct mail program. In addition, the direct mail program should emphasize the attraction of manufacturing firms with fewer than 20 employees to the City. The CDA should purchase manufacturing directories for those states with the highest concentrations of targeted industry classifications, and mail a promotional packet to 2,000 randomly selected targeted industries.

Activity Four--The CDA should work with the West Allis Chamber of Commerce to develop and maintain a computerized inventory of vacant, available, and underutilized industrial and commercial buildings and land sites in the City. This effort should be coordinated with the computerized inventory system of the Wisconsin Electric Power Company.

Business Development

Objective Four: To assist in the creation of new industrial and commercial establishments in the City during the next two-year time period.

Objective Four is directly related to Goal Four of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) limited financial assistance available for business expansion and start-up projects; 2) lack of familiarity with local and state economic development organizations and programs; and 3) lack of new manufacturing industry start-ups.

Activity One--The CDA should work with the West Allis Economic Development Partnership, Inc., to ensure the successful continuation of the West Allis Business Development Center, the City's business incubator. Specifically,

the CDA should meet with the Manager of the Business Development Center on a regular basis to ensure continued support by city officials.

Activity Two--The CDA and the West Allis Economic Development Partnership, Inc., should meet with representatives from the University of Wisconsin-Extension Small Business Development Center (SBDC) and the Milwaukee Area Technical College to determine the feasibility of expanding upon the technical assistance offered to tenants and prospective tenants at the Business Development Center, as well as to improve the utilization of these agencies' technical resources by local business persons. The SBDC should be encouraged to offer onsite business counseling services at the Business Development Center for tenants and individuals interested in starting a new business. Other available technical assistance includes business management seminars, business feasibility analysis, in-plant management programs, and other programs to assist local business and industry.

Activity Three--The CDA should assist entrepreneurs in establishing new business firms in the City by providing financial assistance through the city revolving loan fund program.

Activity Four--The CDA should investigate the need for a local venture capital fund to assist entrepreneurs in the start-up of new businesses in the City. The West Allis Chamber of Commerce and the West Allis Economic Development Partnership, Inc., should assist the CDA in identifying potential investors for a venture capital fund.

Community Facilities and Services

Objective Five: To ensure that community facilities and services are adequate to meet the needs of existing and new business and industry.

Objective Five is directly related to Goal Five of the economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) outdated city land use plan and zoning ordinances; 2) problems with traffic circulation in the City; 3) the need to continue redeveloping the central business district; 4) competition between the central business district and outlying shopping centers; 5) competition between retail trade and service industry establishments in the Milwaukee metropolitan area; 6) the need to improve and expand upon the recreational and tourism value of State Fair Park and the Olympic Ice Rink; and 7) the need to provide additional parking.

Activity One--The City of West Allis should develop a comprehensive redevelopment plan that would address business development, urban design, and traffic circulation problems in the central business district. The planning process would include the following activities:

1. The selection of a study committee to guide the work effort. It is recommended that this committee be comprised of representatives of the City Plan Commission, the CDA, the West Allis Chamber of Commerce, and West Allis Economic Development Partnership, Inc.

2. The formulation of objectives, principles, and standards, along with urban design criteria related to the redevelopment of the downtown area.
3. The completion of inventories and analyses to aid in the preparation of a downtown redevelopment plan that include: 1) a base map; 2) a land use inventory; 3) an exterior building conditions survey; 4) a photographic streetscape facade analysis, with street elevations; 5) a public facilities inventory; 6) a local merchants' survey; 7) an urban design analysis; 8) a traffic and parking inventory; and 9) an analysis of city ordinances and building codes as they relate to downtown development.
4. The preparation of forecasts of future demand for various types of commercial land use and traffic and parking conditions in the downtown.
5. The preparation of the following specific plans for the redevelopment of the downtown area: 1) a business development plan that would address the expansion potential of existing buildings; 2) a detailed schematic design plan that would include detailed land use proposals and landscape planting proposals; and 3) a traffic circulation plan that would recommend alternative traffic circulation patterns, physical improvements to streets and intersections, traffic signalization, and the location of on- and off-street parking.
6. An identification of who will be responsible for implementing the activities; what financing mechanisms will be used to fund the activities, such as a business improvement district or tax incremental financing district; and the specific dates by which the improvements will be completed.

Activity Two--The CDA and the West Allis Chamber of Commerce should continue to support the creation of a business improvement district (BID) in the downtown. A BID would provide a mechanism for developing, managing, and promoting the revitalization of the central business district through a special assessment on businesses located within the district. The formation of this district could provide funding for the downtown redevelopment plan identified above and partial funding for city staff costs in working on downtown projects. The CDA and the West Allis Chamber of Commerce should provide technical assistance to local business persons and property owners in the creation of a BID.

Activity Three--The City of West Allis should prepare and adopt an update to the land use and traffic circulation plan that was prepared by Johnson, Johnson, and Roy, Inc., in 1979. The updated plan should include the following elements: 1) an inventory of the existing cultural and natural resource base of the City and surrounding area; 2) a set of recommended land use development objectives for the City; 3) forecasts of population and economic activity; 4) alternative land use and circulation plans that could accommodate the forecast population and employment levels; and 5) a recommended plan that best meets the City's land use objectives.

Activity Four--As a follow-up to the land use and traffic circulation plan, the City of West Allis should prepare and adopt an update to the City's two zoning ordinances. An updated zoning ordinance would provide the means by which the land use plan would be implemented over time.

Activity Five--The CDA should continue to actively pursue development of the land use recommendations contained in the Howard, Needles, Tammen, and Bergendoff (HNTB) report, Comprehensive Land Use Plan Update: City of West Allis. The HNTB report made recommendations for city redevelopment of five areas on the northeast side of the City that included: 1) a mixed-use residential and small-scale retail development in the vicinity of S. 68th Street and W. Greenfield Avenue; 2) a business park in the W. Burnham Street and W. Mitchell Street area; 3) redevelopment of large manufacturing buildings for small manufacturing businesses in the W. Rogers Street area; 4) the creation of a planned unit, multiple-family residential development in the Six Points area; and 5) a mixed-use residential and commercial development for the Allis-Chalmers Corporation site.

Activity Six--The CDA should implement the Veterans Park Redevelopment Plan that was prepared by the City of West Allis Planning Department. In seeking development for the land within the redevelopment area, the CDA should encourage a mix of residential and commercial development, as recommended within the report.

Activity Seven--The CDA should work with the West Allis Chamber of Commerce to conduct a consumer market survey to identify the perceptions of local residents with regard to shopping in the City of West Allis. The survey should provide merchants with timely information on consumer needs and buying habits, as well as determine the types of new retail trade and service establishments and products that are desired by local residents.

Activity Eight--The CDA should work with the West Allis Chamber of Commerce to identify strategies for expanding the recreation and tourism industry in the City. The City's proximity to a wide variety of cultural and recreational resources in Milwaukee County provides a unique opportunity for the City to expand the local market for consumer goods and services.

Activity Nine--The CDA, with the assistance of the West Allis Chamber of Commerce and West Allis Economic Development Partnership, Inc., should assist in the creation of a gubernatorial study committee that would examine expanding on the recreational and tourism value of Wisconsin State Fair Park. In particular, the study committee should work with the University of Wisconsin-Extension, Recreation Resources Center, to determine the feasibility of establishing a hotel/convention center at State Fair Park, and assist the Wisconsin Olympic Ice Rink Operating Corporation and the Wisconsin Olympic Ice Rink Foundation with their plans to expand the Olympic Ice Rink at State Fair Park.

Future Economic Development Activities

Objective Six: To examine the feasibility of aggressively redeveloping industrial buildings and available land sites in the City, as well as expanding the City's existing business financing program.

Objective Six is indirectly related to all of the identified goals of the city economic development program. This objective and the activities identified below are intended to address the following economic development constraints that are documented in Section IV of this report: 1) limited financial assistance available for business expansion and start-up projects; 2) lack of new manufacturing industry start-ups; 3) vacant and underutilized industrial properties in the City; and 4) lack of available industrial land. However, a recommendation to implement these activities cannot be made until the results of the recommended studies and analyses have been provided.

Activity One--The City of West Allis should examine the feasibility of providing \$750,000 annually for a city revolving loan fund. The CDA should continue to set aside \$250,000 annually from its CDBG allocation for the revolving loan fund. According to a recent report by Quarles and Brady, Municipal Incentives for Economic Development, February 1988, financing for this activity can be provided through the issuance of tax-exempt redevelopment authority revenue bonds, city general obligation bonds, and/or contributions from public and private organizations.

Activity Two--The CDA should examine the feasibility of establishing a land bank fund for the purchase of large, vacant industrial buildings and available land parcels in the City. Through the utilization of a land bank fund, the CDA could provide industrial parcels at below-market rates to new and expanding businesses. This incentive, in conjunction with industrial revenue bonds and low-interest revolving loan fund loans, can provide the City with a competitive advantage in pursuing economic development projects.

Activity Three--The City of West Allis should continue to maintain its land and building fund reserve and examine the feasibility of utilizing these funds to capitalize the land bank identified herein.

Activity Four--The City of West Allis should examine the feasibility of creating tax incremental financing (TIF) districts in the City to assist in the development and redevelopment of commercial and industrial areas. TIF districts provide a mechanism for funding land purchases and public facility improvements, as well as providing industrial land parcels at below-market rates to new and expanding businesses. In addition, TIF district revenues can provide partial funding for city staff costs associated with the CDA program.

Activity Five--The CDA should offer its assistance to the Allis-Chalmers Corporation in the examination of redevelopment opportunities for the Allis-Chalmers site in the City, so that new development at the site meets the economic development and land use objectives of the City.

CITY OF WEST ALLIS OVERALL ECONOMIC DEVELOPMENT PROGRAM: IMPLEMENTATION

Table 13 provides a summary of the recommended economic development program activities, estimates the cost of each activity, and identifies the time period during which implementation should take place. These activities are scheduled to be implemented during an initial two-year time period. This summary is provided to facilitate an overall understanding of the program by local officials, business persons, and the general public.

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Table 13

CITY OF WEST ALLIS OVERALL ECONOMIC DEVELOPMENT PROGRAM IMPLEMENTATION SCHEDULE

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
A. ORGANIZATIONAL DEVELOPMENT								
1. Create a Community Development Authority (CDA)	Mayor/Common Council	None	-----					
2. Appoint a Seven-Member CDA	Mayor/Common Council	None	-----					
3. Transfer Responsibility for Housing Program to CDA	Mayor/Common Council	None	-----					
4. Transfer Responsibility for Economic Development Program to CDA	Mayor/Common Council	None	-----					
5. Conduct a Study to Determine Staff Structure and Funding Levels Needed to Implement CDA Program	Mayor/Common Council/City Staff	None	-----					
6. Establish CDA Organizational Structure and Funding Levels	Mayor/Common Council/CDA	***	-----					
7. Transfer Administration of CDBG Economic Development and Housing Allocation to CDA	Mayor/Common Council	None	-----					
8. Establish an Advertising Council to Promote City	Mayor/CDA	None	-----					
9. Attend MMAC, Business Development Council Quarterly Meetings	Mayor/CDC	None					(ongoing)	-----
10. Distribute OEDP Document to State and Regional Economic Development Agencies	CDA/CDC	None	-----					

Table 13 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place							
			1988		1989		1990			
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN
B. INDUSTRY RETENTION										
1. Continue to Coordinate City Staff Assistance to Business and Industry	Mayor/ City Staff	None	(ongoing)							
2. Establish an "Early Warning System"	CDA/Chamber	None	-----							
3. Contact Industry Establishments With Corporate Headquarters Outside City	Mayor/CDA	\$250	-----							
4. Examine Feasibility of Developing a Local Federal Procurement Program	CDA	None	-----							
5. Support Development of a Milwaukee County Revolving Loan Fund	CDA	None	(ongoing)							
6. Meet With Local Financial Institutions to Discuss State and Federal Financing Programs	CDA/CDC	None	-----							
7. Develop a Business Financing Brochure	CDA/CDC/ Chamber	\$500	-----							
8. Follow-up on Wisconsin Bell and ORDP Surveys/Develop List of Business Establishments	Mayor/CDA/ Chamber	\$250	-----							
9. Assist Local Businesses With Planned Expansion Projects	CDA/Chamber	None	(ongoing)							
10. Assist Commercial Businesses in Establishing a Cooperative Advertising Program	CDA/Chamber	None	-----							
11. Request Update on SEWRPC Labor Market Study/Establish Committee to Study Employment Training Problems	CDA	None	-----							

Table 13 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
C. INDUSTRY ATTRACTION								
1. Establish an Industry Attraction Team	CDA/CDC	None	-----					
2. Participate in Forward Wisconsin "Call Trips"	CDC/Industry Attraction Team	\$3,000				(ongoing)		
3. Conduct Direct Mail Program to Targeted Industries	CDA	\$3,000				-----		
4. Develop and Maintain a Computerized Inventory of Vacant, Available, and Underutilized Buildings and Land Sites in City	CDA/Chamber	\$1,000				(ongoing)		
D. BUSINESS DEVELOPMENT								
1. Continue to Support Business Development Center	CDA/BDP	None				(ongoing)		
2. Investigate Availability of Additional Business Technical Assistance	CDA/BDP	None	-----					
3. Include Business Startups in City Revolving Loan Fund Program	CDA	None				(ongoing)		
4. Investigate Need for Local Venture Capital Fund	CDA/Chamber/BDP	None				-----		

Table 13 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
E. COMMUNITY FACILITIES AND SERVICES								
1. Prepare and Adopt a Comprehensive Redevelopment Plan for Central Business District	Mayor/ Common Council/ Plan Commission	***						
2. Continue to Support Development of a Business Improvement District in Central Business District	CDA/Chamber	None				(ongoing)		
3. Prepare and Adopt an Update to City Land Use and Traffic Circulation Plans	Mayor/ Common Council/ Plan Commission	***						
4. Prepare and Adopt an Update to City Zoning Ordinances	Mayor/ Common Council/ Plan Commission	***						
5. Continue to Actively Pursue Land Use Recommendations in HNTB Report	CDA	***				(ongoing)		
6. Implement Veterans Park Redevelopment Plan	CDA	None				(ongoing)		
7. Conduct a Consumer Market Survey	CDA/Chamber	***						
8. Identify Strategies for Expanding Recreation and Tourism Industry	CDA/Chamber	None						
9. Assist in Creation of Gubernatorial Study Committee to Examine Expansion of State Fair Park	CDA/EDP/ Chamber	None						

Table 13 (continued)

Activity	Responsibility	Estimated Cost	Time Period During Which Activity Will Take Place					
			1988		1989		1990	
			JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC
			JAN-MAR	APR-JUN	JUL-SEP	OCT-DEC	JAN-MAR	APR-JUN
F. FUTURE ECONOMIC DEVELOPMENT ACTIVITIES								
1. Examine Feasibility of Establishing a \$750,000 City Revolving Loan Fund	Mayor/Common Council/CDA	***	-----					
2. Examine Feasibility of Creating Local Land Bank Fund	Mayor/Common Council/CDA	***	-----					
3. Continue to Maintain and Expand Use of City Land and Building Reserve Fund	Mayor/Common Council/CDA	None				(ongoing)		
4. Examine Feasibility of Creating Tax Incremental Financing (TIF) Districts in City	Mayor/Common Council/CDA	***				(ongoing)		
5. Offer Assistance to Allis-Chalmers in Examining Redevelopment Opportunities for Allis-Chalmers Site	CDA	***				(ongoing)		

Note: CDA = Community Development Authority.
 CDC = City Development Coordinator.
 EDP = West Allis Economic Development Partnership, Inc.

*** The costs for these activities will be determined later.

Source: City of West Allis OEDP Subcommittee and SEWRPC.

The total cost of the two-year economic development program cannot be accurately determined at this time because of the need to identify the costs associated with staffing the economic development program; preparing the central business district redevelopment plan, the land use and traffic circulation plan update, and the zoning ordinance update; pursuing the land use recommendations in the Howard, Needles, Tammen, and Bergendoff report; conducting a consumer market survey; and implementing the future economic development activities identified as a part of Objective Six.

The CDA should utilize available CDBG administrative funds to provide a portion of the funding necessary to implement the economic development program. Should the CDA require funding in excess of that available from the CDBG allocation to carry out this work program, the CDA, the West Allis Chamber of Commerce, and West Allis Economic Development Partnership, Inc., should investigate the potential for public sector bonding, as well as private sector contributions, to supplement the funding provided by the CDBG program.

Major Economic Development Activities

Several of the recommended economic development program activities are expected to require a relatively large financial investment and are critical to the successful implementation of the city economic development program. These activities result from the unique economic development needs of the City.

Major economic development activities include: 1) creating a Community Development Authority (CDA) and providing the necessary resources to implement the CDA program; 2) preparing a comprehensive redevelopment plan for the central business district; 3) preparing an update to the city land use and traffic circulation plans; and 4) preparing an update to the city zoning ordinances. In addition, the future economic development activities identified herein, if implemented, would have a major impact on economic development in the City.

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

MONITORING CRITERIA FOR MEASURING THE SUCCESS OF THE CITY OF WEST ALLIS ECONOMIC DEVELOPMENT PROGRAM

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

1. The effectiveness of the activities in attaining the city 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 City of West Allis budget planning process begins in July of each year. The process includes a budget request to the Director of Administration and Finance by each department head, and the eventual adoption of a budget by the Common Council. The West Allis CDA will be responsible for the implementation of the economic development program documented herein. Due to the fact that the economic development program is funded primarily by the City, the CDA will need to evaluate its economic development program on an annual basis in compliance with the city budget review process.

Program Evaluation

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 City's economy, and the economic development potentials and constraints of the City. Changes in these major assumptions should be made when necessary.
2. The overall goals of the economic development program should be evaluated relative to their appropriateness for guiding the program during a 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 permanent staff support, consultants, areawide agency staff, and volunteers to carry out the program activities.
6. The CDA, Economic Development Committee, West Allis Economic Development Partnership, Inc., and the West Allis 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 City, 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

CITY OF WEST ALLIS BUSINESS RETENTION SURVEY

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Section I

SUMMARY

INTRODUCTION

In August 1987, the City of West Allis, in cooperation with the Southeastern Wisconsin Regional Planning Commission, undertook the preparation of an Overall Economic Development Program (OEDP) plan for the City. An important aspect of this planning process included identifying the perceptions of existing employers with regard to their problems and concerns relative to doing business in the City. In this regard, a survey of local nonmanufacturing employers was conducted in September 1987 to obtain information on firm history and status; past and future business expansions; labor force issues; government services, regulations, and public utilities; availability and sources of business financing; and overall impressions of the City of West Allis, Milwaukee County, and State of Wisconsin as places in which to do business.

A total of 83 surveys were completed, or about 68 percent of the total 123 surveys distributed. The survey sample included a representative sample of the following nonmanufacturing industry sectors in the City: construction; transportation and public utilities; wholesale trade; retail trade; finance, insurance, and real estate; and services.

HISTORY AND CURRENT STATUS OF RESPONDENT FIRMS

1. The largest percentage of the respondent firms, 75 percent, were more than five years of age, with 12 percent of the firms two years of age or less.
2. Forty-nine percent of the firms that responded to the survey own their own building or own the building and lease it back to the firm, while 51 percent of the firms rent their building.
3. Sixteen respondent firms would use a business incubator if one were available,¹ and 14 respondents would use a business condominium.
4. Respondent firms indicated that the following difficulties were of primary importance in the original start-up of their businesses: hiring quality employees, 16 percent; identifying a suitable location, 14 percent; parking problems, 12 percent; and establishing a customer base, 11 percent.
5. Forty percent of the firms supplied products and/or services to local government; 36 percent to state government; and 24 percent to the federal government.

¹This question did not ask the respondents if they were familiar with the existing business incubator in the City located at 5317 W. Burnham Street.

6. Respondents indicated an interest in receiving additional information on business programs that included: business loans, 38 percent; communications and public relations, 36 percent; marketing and sales management, 35 percent; government contracts, 33 percent; personnel management, 33 percent; credit and collections, 23 percent; and financial management, 22 percent.

PAST AND FUTURE BUSINESS EXPANSIONS

1. A total of 37 respondent firms, or 45 percent, have undergone an expansion project during the last five years, resulting in a total of 365,900 square feet of additional building space and 800 new employees. Eighty-three percent of the expansions occurred in the City of West Allis. Of those firms that expanded outside the City, 17 percent, local property taxes, state corporate taxes, personal income taxes, crime and vandalism, parking problems, and insufficient building space for expansion were mentioned most often as having a negative impact on the future development of the firm.
2. A total of 34 respondents, or 42 percent, are planning to expand their operations during the next five years, resulting in an expected 255,200 additional square feet and 675 new employees. However, seven of the proposed expansions will not occur in the City, and seven of the expansions expected to occur in the City anticipate difficulties with the expansion. The difficulties identified most often included parking problems and insufficient building space for expansion.
3. Seven respondent firms were aware of businesses currently located outside the City that have indicated an interest in relocating to the City.
4. Four respondent firms were aware of businesses that have indicated an interest in relocating their businesses outside the City.
5. Ten respondent firms are planning to move all or part of their operations outside the City, with no single issue responsible for these moves.
6. Overall, local property taxes, state corporate taxes, personal income taxes, a declining customer base, and insufficient building space for expansion are having the greatest negative impact on the future development of respondent firms. The greatest positive impact on the respondent firm's future development is the hiring of quality of employees, the managing of personnel, and public transportation.

LABOR FORCE ISSUES

1. An average 50 percent of responding firms rated their employees as excellent with regard to turnover, absenteeism, lack of basic skills, use of drugs and/or alcohol, management relations, and attitudes; 46 percent rated their employees as satisfactory; and 4 percent rated their employees as poor.
2. Twenty-seven percent of responding firms encountered difficulty in obtaining workers in specific occupational areas, with occupations in

food and beverage preparation and service, sales, and medicine and health mentioned most often.

ASSESSMENT OF GOVERNMENT SERVICES, REGULATIONS, AND PUBLIC UTILITIES

1. Respondent firms are satisfied with local government services, regulations, and public utilities, with an average 45 percent of the firms rating these items as excellent, and an average 50 percent rating them as satisfactory. Twenty-one percent of the firms rated parking availability as poor, with building codes and zoning regulations each receiving a poor rating by 9 percent of the firms.
2. Respondent firms were most satisfied with the Milwaukee Area Technical College and the West Allis Chamber of Commerce, with 73 percent and 56 percent, respectively, rating these organizations as either excellent or satisfactory. Seventy-five percent or more of the respondents were unfamiliar with West Allis Economic Development Partnership, Inc.; the City of West Allis Economic Development Loan Program; and the Milwaukee County Economic Development Loan Program.
3. City officials' and employees' performance in working to improve the local economy was rated as excellent by 20 percent of respondent firms, as satisfactory by 65 percent, and as poor by 15 percent. Four percent of the firms rated Milwaukee County officials' and employees' performance as excellent, 71 percent as satisfactory, and 24 percent as poor.
4. Overall, respondent firms recommended that economic development organizations undertake activities to retain and attract industry and expand and enhance community facilities and services to improve the City's economy and assist retail trade and service businesses in the City. Specific actions mentioned most often included: attracting new business and industry; lowering property taxes; improving the City's image; subsidizing successful local businesses; improving parking; establishing an advertising campaign to promote local businesses; developing a hotel/convention center in the City; providing technical and financial assistance to businesses; and improving community identity and awareness.
5. Quality of life factors in the City that received an excellent rating most often included: recreational facilities, 44 percent; the public school system, 38 percent; and vocational/technical education, 36 percent. The respondents were most often dissatisfied with the following factors, rating them as poor: availability of convention and/or meeting facilities, 32 percent; quality of shopping areas, 11 percent; and quality of local radio and/or television, 8 percent.

AVAILABILITY AND SOURCES OF BUSINESS FINANCING

1. Eight respondent firms, or 11 percent, have had difficulty in securing financing for their business. A total of 35 firms, or 43 percent, anticipated the need to seek financing for future business activities, with four firms, or 12 percent, anticipating a problem in securing the necessary financing.

2. Ninety-nine percent of the respondent firms were unfamiliar with State of Wisconsin business financing programs, while 40 firms, or 53 percent, would like more information on these programs.

OVERALL IMPRESSIONS OF THE CITY AND STATE

1. As a place to operate a business, 95 percent of the respondent firms indicated that the City was excellent or satisfactory, 90 percent indicated that Milwaukee County was excellent or satisfactory, and 74 percent indicated that the State of Wisconsin was excellent or satisfactory; while 5 percent rated the City as a poor place to operate a business, 10 percent rated the Milwaukee County as poor, and 26 percent rated the State of Wisconsin as poor.
2. Positive characteristics relative to operating a business in the City included: geographic location, 19 percent of all responses; cooperative and concerned city officials, 10 percent; transportation system, 7 percent; clean community, 7 percent; friendly, honest, hard-working people, 6 percent; and police and fire protection, 6 percent.
3. The survey results indicate that local businesses are willing to help the City in working to improve local economic conditions. A total of 20 respondents, or 25 percent, indicated a willingness to serve on a volunteer economic development committee.

The results of the Business Retention Survey are incorporated in Section IV of the City of West Allis OEDP plan, "Economic Development Potentials and Constraints." This section of the plan summarizes the positive attributes that give the City a comparative advantage in attracting and sustaining economic development, and the negative attributes that act as constraints on further economic development in the City.

Section II

SURVEY RESULTS

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WASQ1

Table A-1

**YEAR FIRM WAS ESTABLISHED
BY CURRENT OWNERS**

Year	Respondents	
	Number	Percent
1985-87	10	12.5
1982-84	10	12.5
1979-81	7	8.8
1976-78	10	12.5
1975 or before ...	43	53.8
Total	80	100.0

Note: This table corresponds to
survey question no. 1.

Source: SEWRPC.

WASQ2

Table A-2

OWNERSHIP OF BUSINESS LOCATIONS

Type of Ownership	Respondents	
	Number	Percent
Own	35	42.2
Lease	42	50.6
Own/Leaseback ...	6	7.2
Total	83	100.0

Note: This table corresponds to
survey question no. 2.

Source: SEWRPC.

WASQ3

Table A-3

**RESPONDENT FIRMS THAT WOULD USE A BUSINESS INCUBATOR
OR BUSINESS CONDOMINIUM IF ONE WERE AVAILABLE**

Business Program	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Business Incubator	16	19.5	66	80.5	82	100.0
Business Condominium	14	16.9	69	83.1	83	100.0

Note: This table corresponds to survey question nos. 3 and 4.

Source: SEWRPC.

WASQ5

Table A-4

**MAJOR DIFFICULTIES ENCOUNTERED DURING THE
ORIGINAL STARTUP OF THE BUSINESS**

Difficulty	Responses*	
	Number	Percent
Developing a Business Plan	7	3.8
Identifying a Suitable Location	26	14.1
Obtaining Financing for Fixed Assets	12	6.5
Obtaining Financing for Working Capital ...	16	8.6
Budgeting and Managing Working Capital	7	3.8
Locating Suppliers of Products	4	2.2
Receiving Credit from Suppliers	5	2.7
Collecting from Customers	15	8.1
Difficulty Establishing Customer Base	20	10.8
Hiring Quality Employees	29	15.7
Managing Personnel	6	3.2
Obtaining Local Building/Zoning Permits ...	9	4.9
Parking Problems	23	12.4
Other	6	3.2
Total	185	100.0

Note: This table corresponds to survey question no. 5.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ6

Table A-5

RESPONDENT FIRMS SUPPLYING PRODUCTS AND/OR SERVICES TO THE GOVERNMENT

Level of Government	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Local Government	33	40.2	49	59.8	82	100.0
State Government	26	35.6	47	64.4	73	100.0
Federal Government	16	23.5	52	76.5	68	100.0

Note: This table corresponds to survey question no. 6.

Source: SEWRPC.

WASQ7

Table A-6

RESPONDENT FIRMS INTERESTED IN MORE INFORMATION ON BUSINESS PROGRAMS

Business Program	Respondents					
	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Government Contracts	22	33.3	44	66.7	66	100.0
Financial Management	13	22.4	45	77.6	58	100.0
Credit and Collections	13	23.2	43	76.8	56	100.0
Communication and Public Relations ...	22	36.1	39	63.9	61	100.0
Marketing and Sales Management	21	35.0	39	65.0	60	100.0
Business Loans	23	37.7	38	62.3	61	100.0
Personnel Management	19	32.8	39	67.2	58	100.0

Note: This table corresponds to survey question no. 7.

Source: SEWRPC.

WASQ8

Table A-7

**RESPONDENT FIRMS INVOLVED IN AN EXPANSION
PROJECT DURING THE 1983 TO 1987 TIME PERIOD**

Response	Respondents	
	Number	Percent
Yes	37	44.6
No	46	55.4
Total	83	100.0

Note: This table corresponds to survey
question no. 8.

Source: SEWRPC.

WASQ8a

Table A-8

**SQUARE FOOTAGE AND EMPLOYMENT ADDED AS A RESULT OF
FIRM EXPANSIONS DURING THE 1983 TO 1987 TIME PERIOD**

Number of Firms	Square Footage		Number of Firms	Employment	
	Total	Average		Total	Average
27	365,900	13,552	33	801	24

Note: This table corresponds to survey question no. 8a.

Source: SEWRPC.

WASQ9b

Table A-9

LOCATION OF EXPANSION DURING THE 1983 TO 1987 TIME PERIOD

Location	Respondents	
	Number	Percent
Within the City of West Allis	24	68.6
Outside the City of West Allis	6	17.1
Within and Outside the City of West Allis ..	5	14.3
Total	35	100.0

Note: This table corresponds to survey question no. 8b.

Source: SEWRPC.

WASQ9

Table A-10

RESPONDENT FIRMS PLANNING AN EXPANSION
PROJECT DURING THE 1987 TO 1991 TIME PERIOD

Response	Respondents	
	Number	Percent
Yes	34	41.5
No	48	58.5
Total	82	100.0

Note: This table corresponds to survey question no. 9.

Source: SEWRPC.

WASQ9a

Table A-11

**SQUARE FOOTAGE AND EMPLOYMENT THAT WILL BE ADDED AS
A RESULT OF FIRM EXPANSIONS DURING THE 1987 TO 1991 TIME PERIOD**

Number of Firms	Square Footage		Number of Firms	Employment	
	Total	Average		Total	Average
24	255,200	10,633	27	675	25

Note: This table corresponds to survey question no. 9a.

Source: SEWRPC.

WASQ9b

Table A-12

LOCATION OF PROPOSED EXPANSION PROJECTS

Location	Respondents	
	Number	Percent
Within the City of West Allis	24	77.4
Outside the City of West Allis ...	7	22.6
Total	31	100.0

Note: This table corresponds to survey question no. 9b.

Source: SEWRPC.

WASQ9c

Table A-13

**RESPONDENT FIRMS EXPANDING IN THE CITY OF WEST ALLIS
THAT ANTICIPATE DIFFICULTIES WITH PROPOSED EXPANSION
PROJECTS**

Response	Respondents	
	Number	Percent
Yes	7	25.9
No	20	74.1
Total	27	100.0

Note: This table corresponds to survey question
no. 9c.

Source: SEWRPC.

WASQ9d

Table A-14

**FACTORS THAT WILL HAVE A NEGATIVE IMPACT ON PROPOSED
EXPANSION PROJECTS IN THE CITY OF WEST ALLIS**

Problem	Responses*	
	Number	Percent
Insufficient Building Space for Expansion ..	7	22.6
Insufficient Land for Expansion	2	6.5
Obtaining Local Building/Zoning Permits	2	6.5
Parking Problems	7	22.6
Developing a Business Plan	1	3.2
Hiring Quality Employees	1	3.2
Difficulty Establishing Customer Base	1	3.2
Collecting from Customers	4	12.9
Obtaining Financing for Fixed Assets	2	6.5
Budgeting and Managing Working Capital	1	3.2
Other	3	9.7
Total	31	100.0

Note: This table corresponds to survey question no. 9d.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ10

Table A-15

NUMBER OF RESPONDENT FIRMS THAT WERE AWARE OF BUSINESSES
THAT HAVE INDICATED AN INTEREST IN MOVING TO OR EXPANDING
IN THE CITY OF WEST ALLIS

Response	Respondents	
	Number	Percent
Yes	7	8.4
No	76	91.6
Total	83	100.0

Note: This table corresponds to survey question no. 10.

Source: SEWRPC.

WASQ11

Table A-16

NUMBER OF RESPONDENT FIRMS THAT WERE AWARE OF BUSINESSES
THAT HAVE INDICATED AN INTEREST IN RELOCATING THEIR BUSINESS
OUTSIDE THE CITY OF WEST ALLIS

Response	Respondents	
	Number	Percent
Yes	4	5.0
No	76	95.0
Total	80	100.0

Note: This table corresponds to survey question no. 11.

Source: SEWRPC.

WASQ12

Table A-17

NUMBER OF RESPONDENT FIRMS THAT ARE PLANNING TO MOVE ALL
OR PART OF THEIR OPERATIONS TO A LOCATION
OUTSIDE THE CITY OF WEST ALLIS

Response	Respondents	
	Number	Percent
Yes	10	12.0
No	73	88.0
Total	83	100.0

Note: This table corresponds to survey question no. 12.

Source: SEWRPC.

WASQ13

Table A-18

FACTORS HAVING THE GREATEST IMPACT ON THE FUTURE DEVELOPMENT OF RESPONDENT FIRMS

Response	Respondents							
	Positive Impact		Negative Impact		No Impact		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Hiring Quality Employees	47	64.4	10	13.7	16	21.9	73	100.0
Managing Personnel	34	46.6	5	6.8	34	46.6	73	100.0
Obtaining Financing for Fixed Assets	18	25.7	5	7.1	47	67.1	70	100.0
Obtaining Financing for Working Capital	21	29.6	5	7.0	45	63.4	71	100.0
Budgeting and Managing Working Capital	21	30.4	5	7.2	43	62.3	69	100.0
Insufficient Building Space for Expansion ..	8	10.8	33	44.6	33	44.6	74	100.0
Insufficient Land for Expansion	6	8.3	26	36.1	40	55.6	72	100.0
Obtaining Local Building/Zoning Permits	13	19.4	14	20.9	40	59.7	67	100.0
Parking Problems	14	18.9	31	41.9	29	39.2	74	100.0
Traffic Patterns	19	27.5	18	26.1	32	46.4	69	100.0
Public Service or Utility Costs	14	20.6	20	29.4	34	50.0	68	100.0
Crime/Vandalism	13	18.3	31	43.7	27	38.0	71	100.0
Developing a Business Plan	23	32.4	2	2.8	46	64.8	71	100.0
Declining Customer Base	13	18.6	34	48.6	23	32.9	70	100.0
Local Competition from Other Businesses	13	18.8	26	37.7	30	43.5	69	100.0
Locating Suppliers of Products	14	20.9	1	1.5	52	77.6	67	100.0
Receiving Credit from Suppliers	12	17.6	3	4.4	53	77.9	68	100.0
Collecting from Customers	13	18.6	12	17.1	45	64.3	70	100.0
Public Transportation	28	41.2	7	10.3	33	48.5	68	100.0
Local Property Taxes	16	23.2	42	60.9	11	15.9	69	100.0
State Corporate Taxes	12	17.1	40	57.1	18	25.7	70	100.0
State Inheritance Taxes	7	10.3	28	41.2	33	48.5	68	100.0
Personal Income Taxes	11	16.7	39	59.1	16	24.2	66	100.0
Interest Rates	17	25.4	30	44.8	20	29.9	67	100.0
Market Conditions/Economy	21	32.8	30	46.9	13	20.3	64	100.0

Note: This table corresponds to survey question no. 13.

Source: SEWRPC.

WASQ14

Table A-19

RESPONDENT FIRMS RATINGS OF EMPLOYEES

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Employee Turnover	40	51.9	31	40.3	6	7.8	77	100.0
Employee Absenteeism	43	56.6	30	39.5	3	3.9	76	100.0
Employee Lack of Basic Skills	25	34.7	41	56.9	6	8.3	72	100.0
Employee Use of Drugs and/or Alcohol ..	45	59.2	30	39.5	1	1.3	76	100.0
Employee/Management Relations	43	56.6	33	43.4	0	0.0	76	100.0
Employee Attitudes	30	41.1	40	54.8	3	4.1	73	100.0
Average Percentage	---	50.0	---	45.7	---	4.2	---	100.0

Note: This table corresponds to survey question no. 14.

Source: SEWRPC.

WASQ15

Table A-20

NUMBER OF RESPONDENT FIRMS THAT ARE EXPERIENCING DIFFICULTIES
IN OBTAINING WORKERS IN OCCUPATIONAL AREAS

Response	Respondents	
	Number	Percent
Yes	22	26.8
No	60	73.2
Total	82	100.0

Note: This table corresponds to survey question no. 15.

Source: SEWRPC.

WASQ15a

Table A-21

**OCCUPATIONAL AREAS IN WHICH RESPONDENT FIRMS ARE
EXPERIENCING DIFFICULTY IN OBTAINING WORKERS**

Occupational Area	Responses*	
	Number	Percent
Architecture, Engineering, and Surveying	3	7.9
Medicine and Health	7	18.4
Computing and Account-Recording	1	2.6
Production and Stock Clerks	1	2.6
Sales	7	18.4
Food and Beverage Preparation and Service	9	23.7
Apparel and Furnishings Services	2	5.3
Metalworking	1	2.6
Mechanics and Machinery Repairers	1	2.6
Fabrication and Repair of Scientific, Medical, Photographic and Related Products	1	2.6
Assembly and Repair of Electrical Equipment	1	2.6
Fabrication and Repair of Products Made from Assorted Materials	1	2.6
Fabrication and Repair of Sand, Stone, Clay, and Glass Products	1	2.6
Painting, Plastering, Waterproofing, and Cementing	1	2.6
Excavating, Grading, and Paving	1	2.6
Total	38	100.0

Note: This table corresponds to survey question no. 15a.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ16

Table A-22

RESPONDENT FIRMS RATINGS OF GOVERNMENT SERVICES, REGULATIONS, AND PUBLIC UTILITIES IN THE CITY OF WEST ALLIS

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Water Service	48	58.5	34	41.5	0	0.0	82	100.0
Sanitary Sewer Service	48	58.5	34	41.5	0	0.0	82	100.0
Solid Waste Disposal	38	50.7	34	45.3	3	4.0	75	100.0
Snow Removal	28	35.0	48	60.0	4	5.0	80	100.0
Telephone Service	41	51.3	39	48.8	0	0.0	80	100.0
Natural Gas Service	44	55.0	36	45.0	0	0.0	80	100.0
Electric Service	44	54.3	37	45.7	0	0.0	81	100.0
Police Protection	52	62.7	30	36.1	1	1.2	83	100.0
Fire Protection	54	65.1	28	33.7	1	1.2	83	100.0
Street Maintenance and/or Repair	25	30.5	52	63.4	5	6.1	82	100.0
Sidewalk Maintenance and/or Repair ..	27	33.3	50	61.7	4	4.9	81	100.0
Building Codes	23	28.8	50	62.5	7	8.8	80	100.0
Zoning Regulations	18	23.1	53	67.9	7	9.0	78	100.0
Parking Availability	21	25.9	43	53.1	17	21.0	81	100.0
Average Percentage	---	45.2	---	50.4	---	4.4	---	100.0

Note: This table corresponds to survey question no. 16.

Source: SEWRPC.

WASQ17

Table A-23

RESPONDENT FIRMS RATINGS OF ORGANIZATIONS AND PROGRAMS IN THE CITY OF WEST ALLIS

Organization/Program	Respondents									
	Excellent		Satisfactory		Poor		Don't Know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of West Allis Economic Development Committee	6	7.6	23	29.1	0	0.0	50	63.3	79	100.0
West Allis Economic Development Partnership, Inc.	4	5.1	14	17.7	0	0.0	61	77.2	79	100.0
West Allis Chamber of Commerce ..	16	19.5	30	36.6	4	4.9	32	39.0	82	100.0
West Allis Downtown Association .	5	6.2	22	27.2	3	3.7	51	63.0	81	100.0
City of West Allis Economic Development Loan Program	1	1.3	14	17.7	1	1.3	63	79.7	79	100.0
Milwaukee County Economic Development Program ..	1	1.3	16	20.5	1	1.3	60	76.9	78	100.0
Milwaukee Area Technical College	23	28.8	35	43.8	3	3.8	19	23.8	80	100.0
Other	1	100.0	0	0.0	0	0.0	0	0.0	1	100.0

Note: This table corresponds to survey question no. 17.

Source: SEWRPC.

WASQ18

Table A-24

**RESPONDENT FIRMS THAT ARE FAMILIAR WITH STATE OF
WISCONSIN BUSINESS FINANCING PROGRAMS**

Response	Respondents	
	Number	Percent
Yes	1	1.2
No	82	98.8
Total	83	100.0

Note: This table corresponds to survey
question no. 18.

Source: SEWRPC.

WASQ18a

Table A-25

**RESPONDENT FIRMS THAT WOULD LIKE MORE INFORMATION ON
STATE OF WISCONSIN BUSINESS FINANCING PROGRAMS**

Response	Respondents	
	Number	Percent
Yes	40	52.6
No	36	47.4
Total	76	100.0

Note: This table corresponds to survey
question no. 18a.

Source: SEWRPC.

WASQ19

Table A-26

**RESPONDENT FIRMS RATINGS OF THE CITY OF WEST ALLIS' AND MILWAUKEE COUNTY'S
PERFORMANCE IN WORKING TO IMPROVE ECONOMIC AND BUSINESS CONDITIONS**

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of West Allis	16	20.3	51	64.6	12	15.2	79	100.0
Milwaukee County	4	5.3	53	70.7	18	24.0	75	100.0

Note: This table corresponds to survey question no. 19.

Source: SEWRPC.

WASQ20

Table A-27

**TYPES OF ACTIONS TO BE TAKEN BY ECONOMIC DEVELOPMENT ORGANIZATIONS IN
THE CITY OF WEST ALLIS TO IMPROVE THE CITY'S ECONOMY**

Type of Action	Responses*	
	Number	Percent
Industry Retention and Attraction Activities		
Attract New Business and Industry	13	19.1
Retain Established Business and Industry	1	1.5
Promote Availability of Business Properties and Financial Assistance Programs	1	1.5
Improve Communication Between Business and Government	3	4.4
Encourage More Communication Between Local Businesses	1	1.5
Improve City Image--Both Residential and Commercial	4	5.9
Encourage More Business Assistance from State Government	1	1.5
Establish Business Advisory Council	2	2.9
Develop Incentives Program for Job Creation	2	2.9
Subsidize Successful Local Businesses	4	5.9
Establish Local Job Placement Agency	1	1.5
Develop More Flexible City Loan Programs	1	1.5
Subtotal	34	50.0
Community Facilities and Services		
Lower Property Taxes	15	22.1
Improve Garbage Collection	1	1.5
Improve Parking	2	2.9
Reduce Unnecessary Business Inspections	1	1.5
Expand Use of State Fair Park	3	4.4
Develop Convention Center	1	1.5
Discourage Strip Malls	1	1.5
Develop More Housing--Mixed Age Groups, Elderly, Etc.	2	2.9
Too Many City Employees	1	1.5
Subtotal	27	39.7

Table A-27 (continued)

Type of Action	Responses*	
	Number	Percent
Small Business Development		
Establish New Retail Areas for Small Businesses	1	1.5
Create Incentives for Small Businesses	2	2.9
Subtotal	3	4.4
Other		
Continue Current Course of Action	1	1.5
Promote Small Conventions Held Locally	1	1.5
Reserve the Harnischfeger and Schumann Sites For Business Use	1	1.5
Display More Confident Leadership	1	1.5
Subtotal	4	5.9
TOTAL	68	100.0

Note: This table corresponds to survey question 20.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ21

Table A-28

**TYPES OF ACTIONS TO BE TAKEN BY ECONOMIC DEVELOPMENT ORGANIZATIONS IN
THE CITY OF WEST ALLIS TO ASSIST RETAIL TRADE AND SERVICE BUSINESSES**

Type of Action	Responses*	
	Number	Percent
Industry Retention and Attraction Activities		
Attract New Business and Industry	2	2.9
Meet Needs of Existing Businesses	2	2.9
Provide Technical and Financial Assistance	4	5.8
Establish Business Call Program	3	4.3
Improve Community Identity and Awareness	5	7.2
Establish Low-Interest Loan Program for Redevelopment	2	2.9
Establish Business Advisory Council	1	1.4
Develop Incentives Program for Job Creation	1	1.4
Subsidize Successful Local Businesses	1	1.4
Diversify Local Services Market	1	1.4
Use Retired Persons to Establish Mentor Program	1	1.4
Establish Advertising Campaign to Promote Local Business	7	10.1
Encourage Residents to Shop Locally	3	4.3
Subtotal	33	47.8
Community Facilities and Services		
Improve Image (Tighter Zoning) in CBD	1	1.4
Implement Business Improvement District	1	1.4
Lower Property Taxes	4	5.8
Improve Snow Removal	1	1.4
Improve Parking	7	10.1
Reduce Vandalism, Littering, Loitering, and Cruising	2	2.9
Improve Garbage Pick-Up Areas	1	1.4
Establish Code Compliance Law	1	1.4
Reduce Permit Fees	1	1.4
Develop Hotel/Convention Center in City	4	5.8
Discourage Random Commercial Development	1	1.4
Develop Affordable Housing	2	2.9
Improve Dining Facilities	1	1.4
Need More Active Chamber of Commerce	1	1.4
Subtotal	28	40.6

Table A-28 (continued)

Type of Action	Responses*	
	Number	Percent
Small Business Development		
Establish New Retail Areas for Small Businesses	1	1.4
Create Incentives for Small Businesses	2	2.9
Subtotal	3	4.3
Other		
Reduce Competition Between Local Business	1	1.4
Reduce Government Involvement in Private Business	1	1.4
Need Well Maintained Movie Theater	1	1.4
Accept Lower Middle Class Majority	1	1.4
Attract Young Professionals to City	1	1.4
Subtotal	5	7.2
TOTAL	69	100.0

Note: This table corresponds to survey question 21.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ22

Table A-29

RESPONDENT FIRMS RATINGS OF QUALITY OF LIFE FACTORS IN THE CITY OF WEST ALLIS

Quality of Life Factor	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Quality of Housing	16	20.5	60	76.9	2	2.6	78	100.0
Affordability of Housing	12	15.4	56	84.6	0	0.0	78	100.0
Availability of Housing	12	15.6	62	80.5	3	3.9	77	100.0
Quality of Shopping Areas	17	21.3	54	67.5	9	11.3	80	100.0
Quality of Public School System ..	30	38.5	45	57.7	3	3.8	78	100.0
Quality of Vocational and/or Technical Training	29	35.8	50	61.7	2	2.5	81	100.0
Quality of Local Radio and/or Television	11	14.1	61	78.2	6	7.7	78	100.0
Quality of Recreational Facilities	35	44.3	43	54.4	1	1.3	79	100.0
Availability of Meeting and/or Convention Facilities	9	12.0	42	56.0	24	32.0	75	100.0
Availability of Professional Services	18	23.1	57	73.1	3	3.8	78	100.0
Average Percentage	---	24.0	---	69.1	---	6.9	---	100.0

Note: This table corresponds to survey question no. 22.

Source: SEWRPC.

WASQ23

Table A-30

RESPONDENT FIRMS THAT HAVE EXPERIENCED DIFFICULTIES
IN SECURING THE NECESSARY FINANCING FROM A COMMERCIAL
FINANCIAL INSTITUTION FOR ONGOING BUSINESS OPERATIONS
OR A BUSINESS EXPANSION PROJECT

Response	Respondents	
	Number	Percent
Yes	8	10.3
No	70	89.7
Total	78	100.0

Note: This table corresponds to survey
question no. 23.

Source: SEWRPC.

WASQ24

Table A-31

RESPONDENT FIRMS THAT ANTICIPATE THE NEED TO SEEK
ADDITIONAL FINANCING FOR ONGOING BUSINESS OPERATIONS OR
A BUSINESS EXPANSION PROJECT WITHIN THE NEXT FIVE YEARS

Response	Respondents	
	Number	Percent
Yes	35	43.2
No	46	56.8
Total	81	100.0

Note: This table corresponds to survey
question no. 24.

Source: SEWRPC.

WASQ24a

Table A-32

**RESPONDENT FIRMS THAT ANTICIPATE DIFFICULTIES
IN SECURING THE NECESSARY FINANCING FROM A COMMERCIAL
FINANCIAL INSTITUTION FOR ONGOING BUSINESS OPERATIONS
OR A BUSINESS EXPANSION PROJECT**

Response	Respondents	
	Number	Percent
Yes	4	12.1
No	29	87.9
Total	33	100.0

Note: This table corresponds to survey
question no. 24a.

Source: SEWRPC.

WASQ25

Table A-33

**RESPONDENT FIRMS RATINGS OF THE CITY OF WEST ALLIS, MILWAUKEE COUNTY,
AND THE STATE OF WISCONSIN AS A PLACE TO OPERATE A BUSINESS**

Response	Respondents							
	Excellent		Satisfactory		Poor		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
City of West Allis	36	44.4	41	50.6	4	4.9	81	100.0
Milwaukee County	9	11.1	64	79.0	8	9.9	81	100.0
State of Wisconsin	14	17.3	46	56.8	21	25.9	81	100.0

Note: This table corresponds to survey question no. 25.

Source: SEWRPC.

WASQ26

Table A-34

**PERCEIVED POSITIVE CHARACTERISTICS ABOUT OPERATING
A BUSINESS IN THE CITY OF WEST ALLIS**

Positive Characteristics	Responses*	
	Number	Percent
Quality of Life		
Residential Character	6	4.5
Stable Community	3	2.2
Population Density	4	3.0
Progressive Community	2	1.5
Growing Community	1	0.7
Friendly, Honest, Hard Working People	8	6.0
Clean Community	9	6.7
Lack of Crime	4	3.0
Above-Average Income	2	1.5
Low Cost Housing	1	0.7
Appealing to the Elderly	1	0.7
Quality of Life	7	5.2
State Fair Park	1	0.7
Subtotal	49	36.6
Business Environment		
Geographic Location	25	18.7
Commercial Business Activity	2	1.5
Customer Loyalty	1	0.7
Customer Desire for Quality Products	1	0.7
Mix of Commercial and Residential Activity	2	1.5
Financial Institutions	1	0.7
Interest in Economic Diversity	1	0.7
Labor Market	5	3.7
West Allis Towne Centre	1	0.7
Subtotal	39	29.1

Table A-34 (continued)

Positive Characteristics	Responses*	
	Number	Percent
Government Services and Infrastructure		
Police and Fire Protection	8	6.0
Infrastructure	1	0.7
Educational System	4	3.0
Cooperative, Concerned City Officials	14	10.4
Transportation System	9	6.7
Proximity to Airport	1	0.7
Parking	2	1.5
Mass Transportation	1	0.7
Government Services	3	2.2
Public Financial Assistance	1	0.7
Reasonable Taxes	2	1.5
Subtotal	46	34.3
TOTAL	134	100.0

Note: This table corresponds to survey question 26.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASQ27

Table A-35

**RESPONDENT FIRMS THAT WOULD BE INTERESTED IN
SERVING ON A VOLUNTEER ECONOMIC DEVELOPMENT COMMITTEE**

Response	Respondents	
	Number	Percent
Yes	20	25.3
No	59	74.7
Total	79	100.0

Note: This table corresponds to survey
question no. 27.

Source: SEWRPC.

Table A-36

FINAL COMMENTS OR SUGGESTIONS FROM RESPONDENTS

Comments or Suggestions	Responses*	
	Number	Percent
Positive Comments		
Implementation of a Local Economic Development Program		
Will Help to Revitalize the Local Economy	4	12.5
West Allis Is a Good Location for Our Business	3	9.4
West Allis Is a Progressive Community with an Interest		
in Keeping Property Values High	1	3.1
Location and Access to Surrounding Communities Is Excellent	1	3.1
The Renovation of the Allis-Chalmers Site Is a Good Idea	1	3.1
Strategies for the Harnischfeger-Schomann Site Will Help to		
Revitalize the East Side of the City	1	3.1
City Police Protection Is Excellent	1	3.1
Thank You for Your Interest in Our Business	1	3.1
Subtotal	13	40.6
Problems that Need to Be Addressed by Local Government		
Lowering of Property Taxes	3	9.4
Poor Cooperation of City Service Departments	1	3.1
City Inspection Department	1	3.1
City Building Codes and Regulations Regarding Remodeling	1	3.1
On-Street Parking on W. National Avenue	1	3.1
Snow Removal from Areas Where Special Parking Zone		
Permits Are Issued	1	3.1
Compliance with City Solid Waste Removal System Is a		
Problem for Some Businesses	1	3.1
Vandalism, Littering, and Cruising on Highway 100	1	3.1
Encourage the Expansion of Only Those Retail Trade and		
Services Businesses that Will Complement Existing Businesses ...	1	3.1
The Rebuilding of the City's Heavy Manufacturing Industry Base ...	3	9.4
Subtotal	14	43.8

Table A-36 (continued)

Comments or Suggestions	Responses*	
	Number	Percent
Other		
Our Application to Locate in the W. Mitchell Street Incubator Was Handled Poorly	1	3.1
A Mentor Program for Local Businesses Could Be a Great Success	1	3.1
It is Difficult to Find a Market for Our Service	1	3.1
The Movement of Businesses to Smaller Communities is Advantageous to Inner City Businesses	1	3.1
Businesses Do Not Create a Burden on City Services	1	3.1
Subtotal	5	15.6
TOTAL	32	100.0

Note: This table corresponds to survey question 28.

* Firms responding could indicate more than one response.

Source: SEWRPC.

WASA37

Table A-37

TYPE OF RESPONDENT BUSINESS

Type of Business	Respondents	
	Number	Percent
Construction	6	7.2
Transportation and Public Utilities ...	3	3.6
Wholesale Trade	9	10.8
Retail Trade	29	34.9
Finance, Insurance, and Real Estate ...	6	7.2
Services	30	36.1
Total	83	100.0

Source: SEWRPC.

WASCT1

Table A-38

FIRMS INDICATING A PAST EXPANSION PROJECT THAT OCCURRED OUTSIDE
THE CITY OF WEST ALLIS BY FACTORS HAVING A NEGATIVE IMPACT ON THE
FUTURE DEVELOPMENT OF THE FIRM

Negative Impact	Outside City of West Allis	
	Number	Percent
Hiring Quality Employees	0	0.0
Managing Personnel	0	0.0
Obtaining Financing for Fixed Assets	1	1.5
Obtaining Financing for Working Capital	1	1.5
Budgeting and Managing Working Capital	2	2.9
Insufficient Building Space for Expansion ..	5	7.4
Insufficient Land for Expansion	3	4.4
Obtaining Local Building/Zoning Permits	2	2.9
Parking Problems	5	7.4
Traffic Patterns	3	4.4
Public Service or Utility Costs	4	5.9
Crime/Vandalism	5	7.4
Developing a Business Plan	1	1.5
Declining Customer Base	3	4.4
Local Competition from Other Businesses	1	1.5
Locating Suppliers of Products	0	0.0
Receiving Credit from Suppliers	1	1.5
Collecting from Customers	2	2.9
Public Transportation	1	1.5
Local Property Taxes	6	8.8
State Corporate Taxes	6	8.8
State Inheritance Taxes	4	5.9
Personal Income Taxes	5	7.4
Interest Rates	4	5.9
Market Conditions/Economy	3	4.4

	TOTAL	68 100.0

Note: This table corresponds to survey question nos. 8b and 13.

Source: SEWRPC.

WASCT2

Table A-39

**FIRMS INDICATING THAT A PROPOSED EXPANSION PROJECT WILL OCCUR
OUTSIDE THE CITY OF WEST ALLIS BY FACTORS HAVING A NEGATIVE
IMPACT ON THE FUTURE DEVELOPMENT OF THE FIRM**

	Outside City of West Allis	

Negative Impact	Number	Percent

Hiring Quality Employees	1	1.8
Managing Personnel	1	1.8
Obtaining Financing for Fixed Assets	0	0.0
Obtaining Financing for Working Capital	0	0.0
Budgeting and Managing Working Capital	2	3.5
Insufficient Building Space for Expansion ..	5	8.8
Insufficient Land for Expansion	4	7.0
Obtaining Local Building/Zoning Permits	4	7.0
Parking Problems	6	10.5
Traffic Patterns	2	3.5
Public Service or Utility Costs	1	1.8
Crime/Vandalism	3	5.3
Developing a Business Plan	0	0.0
Declining Customer Base	2	3.5
Local Competition from Other Businesses	1	1.8
Locating Suppliers of Products	0	0.0
Receiving Credit from Suppliers	0	0.0
Collecting from Customers	3	5.3
Public Transportation	1	1.8
Local Property Taxes	5	8.8
State Corporate Taxes	5	8.8
State Inheritance Taxes	3	5.3
Personal Income Taxes	3	5.3
Interest Rates	2	3.5
Market Conditions/Economy	3	5.3

	TOTAL	57 100.0

Note: This table corresponds to survey question nos. 9b and 13.

Source: SEWRPC.

Table A-40

FIRMS INDICATING THAT THEY PLAN TO MOVE ALL OR PART OF THEIR
OPERATIONS OUTSIDE THE CITY OF WEST ALLIS BY FACTORS HAVING
A NEGATIVE IMPACT ON THE FUTURE DEVELOPMENT OF THE FIRM

Negative Impact	Outside City of West Allis	
	Number	Percent
Hiring Quality Employees	1	1.3
Managing Personnel	1	1.3
Obtaining Financing for Fixed Assets	0	0.0
Obtaining Financing for Working Capital	0	0.0
Budgeting and Managing Working Capital	0	0.0
Insufficient Building Space for Expansion ..	5	6.7
Insufficient Land for Expansion	5	6.7
Obtaining Local Building/Zoning Permits	3	4.0
Parking Problems	5	6.7
Traffic Patterns	3	4.0
Public Service or Utility Costs	2	2.7
Crime/Vandalism	5	6.7
Developing a Business Plan	0	0.0
Declining Customer Base	6	8.0
Local Competition from Other Businesses	3	4.0
Locating Suppliers of Products	0	0.0
Receiving Credit from Suppliers	0	0.0
Collecting from Customers	3	4.0
Public Transportation	2	2.7
Local Property Taxes	7	9.3
State Corporate Taxes	8	10.7
State Inheritance Taxes	3	4.0
Personal Income Taxes	6	8.0
Interest Rates	3	4.0
Market Conditions/Economy	4	5.3
TOTAL	75	100.0

Note: This table corresponds to survey question nos. 12 and 13.

Source: SEWRPC.

Section III

SURVEY QUESTIONNAIRE

Coders
Column

1. What year was this business established by the current owners in the City of West Allis? _____

2. Do you currently own or lease your building?

- 1) Own _____
 2) Lease _____
 3) Own/Leaseback .. _____

3. Would you use a business incubator if one was made available to your firm? (Business Incubator: a new or renovated building that provides office space for new or young businesses at below-market rents, along with access to a secretarial pool and a wide range of office equipment).

- 1) Yes _____
 2) No _____

4. Would you consider locating in a business condominium if one was made available to your firm? (Business Condominium: a new or renovated building that is cooperatively owned by a number of businesses. The concept is similar to residential condominiums).

- 1) Yes _____
 2) No _____

5. Indicate the three major difficulties that you encountered during the original startup of this business?

- 1) Developing a business plan _____
 2) Identifying a suitable location _____
 3) Obtaining financing for fixed assets _____
 4) Obtaining financing for working capital ... _____
 5) Budgeting and managing working capital _____
 6) Locating suppliers of products _____
 7) Receiving credit from suppliers _____
 8) Collecting from customers _____
 9) Difficulty establishing customer base _____
 10) Hiring quality employees _____
 11) Managing personnel _____
 12) Obtaining local building/zoning permits ... _____
 13) Parking problems _____
 14) Other (please describe): _____
-

6. Does your business supply products and/or services to any of the following levels of government?

	Yes	No
1) Local Level	_____	_____
2) State level	_____	_____
3) Federal level	_____	_____

7. Would you be interested in receiving additional information on any of the following:

	Yes	No
1) Government contracts	_____	_____
2) Financial management	_____	_____
3) Credit and collections	_____	_____
4) Communications and public relations ..	_____	_____
5) Marketing and sales management	_____	_____
6) Business loans	_____	_____
7) Personnel management	_____	_____
8) Other (please describe):	_____	_____

-
8. Has your West Allis business been involved in an expansion project which included additional square footage or additional employees within the last five years (1983 through 1987) either within or outside the City of West Allis? (See note below)

1) Yes _____ (GO TO 8a and 8b)
 2) No _____ (GO TO 9)

- 8a. If yes, what was the total amount of square footage and/or number of employees added to your business?

1) Square footage _____

2) Number of employees _____

- 8b. If yes, did this expansion occur within or outside the City of West Allis?

1) Inside the City of West Allis _____
 2) Outside the City of West Allis _____

Note: Those businesses that have started their business operations or established a branch location in the City of West Allis in the last five years (regardless of where the firm's headquarters are located) should answer "Yes" to Question No. 8.

9. Is your West Allis business planning an expansion project during the next five years?

- 1) Yes _____ (GO TO 9a and 9b)
 2) No _____ (GO TO 10)

9a. If yes, what will be the approximate amount of additional square footage and/or additional number of new employees?

1) Amount of additional square footage _____

2) Number of new employees _____

9b. If yes, will the proposed expansion project take place in the City of West Allis?

- 1) Yes _____ (GO TO 9c)
 2) No _____ (GO TO 10)

9c. If yes, do you anticipate any difficulties with your expansion project in the City of West Allis?

- 1) Yes _____ (GO TO 9d)
 2) No _____ (GO TO 10)

9d. If yes, indicate the three major factors that you anticipate will have a negative impact on your expansion project in the City of West Allis?

- | | |
|--|-------|
| 1) Insufficient building space for expansion | _____ |
| 2) Insufficient land for expansion | _____ |
| 3) Obtaining local building/zoning permits | _____ |
| 4) Parking problems | _____ |
| 5) Developing a business plan | _____ |
| 6) Hiring quality employees | _____ |
| 7) Managing personnel | _____ |
| 8) Difficulty establishing customer base | _____ |
| 9) Locating suppliers of products | _____ |
| 10) Receiving credit from suppliers | _____ |
| 11) Collecting from customers | _____ |
| 12) Obtaining financing for fixed assets | _____ |
| 13) Obtaining financing for working capital | _____ |
| 14) Budgeting and managing working capital | _____ |
| 15) Other (please describe): | _____ |

10. Have any businesses that you are familiar with indicated an interest in relocating their firm to the West Allis area, or opening another store in the West Allis area?

- 1) Yes _____ (GO TO 10a)
 2) No _____ (GO TO 11)

10a. If yes, what is the firm's name, address, and telephone number?

Name: _____

Address: _____

Telephone Number: _____

11. Have any businesses that you are familiar with indicated an interest in relocating their business outside of the City of West Allis?

1) Yes _____ (GO TO 11a)

2) No _____ (GO TO 12)

11a. If yes, what is the firm's name, address, and telephone number?

Name: _____

Address: _____

Telephone Number: _____

12. Do you have immediate or future plans to move all or part of your business operations from your present location to a location outside of the City of West Allis?

1) Yes _____

2) No _____

13. Please rate the impact of the following factors on the future development of your firm? (Note: Responses are continued on page 5)

	<u>Positive</u>	<u>Negative</u>	<u>No Impact</u>
1) Hiring quality employees	_____	_____	_____
2) Managing personnel	_____	_____	_____
3) Obtaining financing for fixed assets	_____	_____	_____
4) Obtaining financing for working capital ...	_____	_____	_____
5) Budgeting and managing working capital	_____	_____	_____
6) Insufficient building space for expansion .	_____	_____	_____
7) Insufficient land for expansion	_____	_____	_____
8) Obtaining local building/zoning permits ...	_____	_____	_____
9) Parking problems	_____	_____	_____
10) Traffic patterns	_____	_____	_____
11) Public service or utility costs	_____	_____	_____
12) Crime/vandalism	_____	_____	_____
13) Developing a business plan	_____	_____	_____
14) Declining customer base	_____	_____	_____
15) Local competition from other businesses ...	_____	_____	_____

13. (Continued)

Positive Negative No Impact

- 16) Locating suppliers of products
 17) Receiving credit from suppliers
 18) Collecting from customers
 19) Public transportation
 20) Local property taxes
 21) State corporate taxes
 22) State inheritance taxes
 23) Personal income taxes
 24) Interest rates
 25) Market conditions/economy
 26) Other (please describe)

14. How would you rate your employees with regard to the following concerns?

Excellent Satis-
factory Poor

- 1) Employee turnover
 2) Employee absenteeism
 3) Employee lack of basic skills
 4) Employee use of drugs/alcohol
 5) Employee/management relations
 6) Poor employee attitudes
 7) Other (please describe)

15. Overall, does your firm experience difficulties in obtaining workers in any occupational areas?

- 1) Yes (GO TO 15a)
 2) No (GO TO 16)

15a. If yes, indicate the occupational areas in which you are experiencing difficulties in obtaining workers?

- 1) _____
 2) _____
 3) _____

16. How would you rate the following government services, regulations, or public utilities in the City of West Allis?

	<u>Excellent</u>	<u>Satis- factory</u>	<u>Poor</u>
1) Water service	_____	_____	_____
2) Sanitary sewer service	_____	_____	_____
3) Solid waste disposal	_____	_____	_____
4) Snow removal	_____	_____	_____
5) Telephone service	_____	_____	_____
6) Natural gas service	_____	_____	_____
7) Electric service	_____	_____	_____
8) Police protection	_____	_____	_____
9) Fire protection	_____	_____	_____
10) Street maintenance/repair ...	_____	_____	_____
11) Sidewalk maintenance/repair .	_____	_____	_____
12) Building codes	_____	_____	_____
13) Zoning regulations	_____	_____	_____
14) Parking availability	_____	_____	_____
15) Other (please describe)	_____	_____	_____

17. How would you rate the following organizations and programs in the City of West Allis?

	<u>Excellent</u>	<u>Satis- factory</u>	<u>Poor</u>	<u>Don't Know</u>
1) City of West Allis Economic Development Committee	_____	_____	_____	_____
2) West Allis Economic Development Partnership, Inc	_____	_____	_____	_____
3) West Allis Chamber of Commerce	_____	_____	_____	_____
4) West Allis Downtown Association ...	_____	_____	_____	_____
5) City of West Allis Economic Development Loan Program	_____	_____	_____	_____
6) Milwaukee County Economic Development Program	_____	_____	_____	_____
7) Milwaukee Area Technical College ..	_____	_____	_____	_____
8) Other	_____	_____	_____	_____

18. Are you familiar with State of Wisconsin business financing programs?

- 1) Yes _____ (GO TO 19)
2) No _____ (GO TO 18a)

18a. If no, would you like more information on these programs?

- 1) Yes _____
2) No _____

19. Overall, how would you rate the City of West Allis' and Milwaukee County's performance with regard to working to improve economic and business conditions in the area?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>
1) City of West Allis	_____	_____	_____
2) Milwaukee County	_____	_____	_____

20. What types of actions do you think should be taken by City of West Allis economic development organizations to improve the City's economy?

- 1) _____
- 2) _____
- 3) _____

21. In your opinion, what three activities should be implemented to assist retail trade and service businesses in the City of West Allis?

- 1) _____
- 2) _____
- 3) _____

22. How would you rate the following quality of life factors in the City of West Allis in terms of their effect on your business?

	<u>Excellent</u>	<u>Satisfactory</u>	<u>Poor</u>
1) Quality of housing	_____	_____	_____
2) Affordability of housing	_____	_____	_____
3) Availability of housing	_____	_____	_____
4) Quality of shopping areas	_____	_____	_____
5) Quality of public school system	_____	_____	_____
6) Quality of vocational/technical training	_____	_____	_____
7) Quality of local radio/television ..	_____	_____	_____
8) Quality of recreational facilities ..	_____	_____	_____
9) Availability of meeting/convention facilities	_____	_____	_____
10) Availability of professional services	_____	_____	_____

23. In the past, has your business experienced any difficulties in securing the necessary financing from a commercial financial institution for ongoing business operations or a business expansion project?

1) Yes _____ (GO TO 23a)
 2) No _____ (GO TO 24)

23a. If yes, what difficulties did you have in obtaining financing?

- 1) _____
 2) _____
 3) _____

24. Does your firm anticipate the need to seek additional financing for ongoing business operations or a business expansion project within the next five years?

1) Yes _____ (GO TO 24a)
 2) No _____ (GO TO 25)

24a. If yes, do you anticipate any difficulties seeking additional financing?

1) Yes _____ (GO TO 24b)
 2) No _____ (GO TO 25)

24b. If yes, what difficulties are you anticipating?

- 1) _____
 2) _____
 3) _____

25. Overall, what is your opinion of the City of West Allis, Milwaukee County, and the State of Wisconsin as a place to operate a business?

	<u>Excellent</u>	<u>Satis- factory</u>	<u>Poor</u>
1) City of West Allis	_____	_____	_____
2) Milwaukee County	_____	_____	_____
3) State of Wisconsin	_____	_____	_____

26. What three characteristics of the West Allis area do you see as positive in terms of operating a business in the City?

1) _____

2) _____

3) _____

27. Would you be interested in serving on a volunteer committee whose goal it is to try and improve the economic conditions in the City of West Allis?

1) Yes _____

2) No _____

28. Please use the space below for any final comments or suggestions.

Thank you for your time and cooperation in completing this survey. The City of West Allis will be publishing an analysis of the results of this survey, and will be forwarding a copy to you upon completion.

WASURVEY Control Number _____ - _____ - _____

SIC Code _____

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Appendix B

CITY OF WEST ALLIS INDUSTRY ATTRACTION STUDY

INTRODUCTION

The purpose of the City of West Allis industry attraction study is to identify, in a systematic fashion, targeted industry classifications whose locational requirements are compatible with the physical and socioeconomic characteristics of the City, and that should be the focus of an industry attraction program. The industry attraction program should consist of a direct mail program, whereby the City would provide promotional materials to targeted industrial establishments located in neighboring states.

This section presents the findings of the industry attraction study, which includes: 1) a list of 50 manufacturing industry classifications that have exhibited recent growth; 2) a priority ranking of the growth industry classifications relative to the industry attraction criteria developed in cooperation with the City of West Allis, Overall Economic Development Program (OEDP) Plan Subcommittee; and 3) a list of targeted industry classifications that can be utilized in a targeted industry attraction program in the City.

IDENTIFICATION OF GROWTH INDUSTRIES

The Southeastern Wisconsin Regional Planning Commission, utilizing data provided by the U.S. Department of Commerce, International Trade Administration, developed a list of 50 manufacturing industry classifications that have exhibited growth in the value of industry shipments during the 1982 through 1987 time period.¹ This list is presented in Table B-1. A summary description of the manufacturing industry classifications listed in Table B-1, as provided by the Standard Industrial Classification Manual, published by the U.S. Department of Commerce, Office of Federal Statistical Policy and Standards, is set forth in Appendix C.

RANKING OF GROWTH INDUSTRIES

In order to identify those industries that would find the City of West Allis a particularly good place to locate, the list of manufacturing industry classifications presented in Table B-1 has been ranked in accordance with criteria identified by the OEDP Subcommittee. Table B-2 lists the criteria and the rank-

¹The list of manufacturing industry classifications was developed by rank ordering the U.S. Department of Commerce list "Real Shipments for 219 Manufacturing Industries: 1972 to 1987" by growth in the value of industry shipments during the 1982 through 1987 time period, and, of those manufacturing industry classifications that showed growth during the time period, selecting those at or above the 75th percentile. Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

Table B-1

INDUSTRY CLASSIFICATIONS THAT HAVE EXHIBITED GROWTH
IN INDUSTRY SHIPMENTS DURING THE 1982 THROUGH THE
1987 TIME PERIOD, MEASURED IN 1982 DOLLARS^a

Industry	SIC Code	Percent Change 1982 to 1987
Semiconductors and Related Devices	3674	189.3
Engine Electrical Equipment	3694	106.4
Automotive Stampings	3465	102.3
Space Vehicle Equipment, nec	3769	100.2
Household Vacuum Cleaners	3635	93.9
Truck Trailers	3715	93.0
Particleboard	2492	81.9
Aircraft Equipment, nec	3728	79.5
Optical Instruments and Lenses	3832	70.8
Dolls	3942	63.1
Millwork	2431	63.1
Guided Missiles and Space Vehicles	3761	58.8
Truck and Bus Bodies/Motor Homes	3710 ^b	58.5
Carburetors, Pistons, Rings, and Valves	3592	55.5
Alkalies and Chlorine	2812	55.4
Motor Vehicle Parts and Accessories	3714	55.0
Telephone and Telegraph Apparatus	3661	51.3
Storage Batteries	3691	50.6
Adhesives and Sealants	2891	49.3
Vehicular Lighting Equipment	3647	47.9
Household Appliances, nec	3639	47.3
Surgical Appliances and Supplies	3842	44.3
Current-Carrying Wiring Devices	3643	43.3
Cereal Breakfast Foods	2043	42.9
Frozen Specialties	2038	42.2
Radio and Television Communication Equipment	3662	42.0
Brick and Structural Clay Tile	3251	41.6
Hardwood Dimension and Flooring	2426	39.8
Space Propulsion Units and Parts	3764	39.6
Plastics Materials and Resins	2821	38.8
Structural Wood Members, nec	2439	38.6
Household Laundry Equipment	3633	38.1
Electronic Capacitors	3675	37.8
Ice Cream and Frozen Desserts	2024	36.0
Environmental Controls	3822	35.9
Gypsum Products	3275	35.8
Miscellaneous Plastics Products	3079	35.5
Refrigeration and Heating Equipment	3585	33.2

Table B-1 (continued)

Industry	SIC Code	Percent Change 1982 to 1987
Wood Pallets and Skids	2448	33.1
Motor Vehicles and Car Bodies	3711	32.7
Cookies and Crackers	2052	32.7
Commercial Printing	2750 ^c	32.3
Lawn and Garden Equipment	3524	31.9
Radio and Television Receiving Sets	3651	31.4
Softwood Veneer and Plywood	2436	31.3
X-Ray and Electromedical Apparatus	3693	30.9
Industrial Organic Chemicals, nec	2869	29.4
Engineering and Scientific Instruments	3811	28.9
Wood Household Furniture	2511	28.6
Upholstered Household Furniture	2512	28.4

^a Industry shipments refers to the total value of all products shipped by establishments classified in an industry.

^b SIC Codes: 3713, 3716

^c SIC Codes: 2751, 2752, 2754

Source: U.S. International Trade Administration and SEWRPC.

Table B-2

CRITERIA AND RANKING POINTS UTILIZED TO RANK ORDER
THE LIST OF GROWTH INDUSTRIES

Criteria	Ranking Points
1. Manufacturing Industry Classifications Identified As Likely Job Generators in Wisconsin in 1985	15
2. Manufacturing Industry Classifications with Primary Locations in the States of Wisconsin or Illinois in 1982	15
3. Manufacturing Industry Classifications Located in the Milwaukee Metropolitan Area in 1987	11
4. Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in Wisconsin During the 1977 to 1982 Time Period	7
5. Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in the Midwest Region During the 1977 to 1982 Time Period	7
6. Manufacturing Industry Classifications in the U.S. with Fewer than 100 employees in 1982	3

Source: City of West Allis OEDP Subcommittee and SEWRPC.

ing points that were assigned to each of the 50 manufacturing industry classifications identified in Table B-1.

The following steps were used to rank order the manufacturing industry classifications: 1) a set of local industry attraction criteria was developed by the Regional Planning Commission staff and the OEDP Subcommittee; 2) weights ranging from three to 15 were assigned to the industry attraction criteria by the Regional Planning Commission staff utilizing the OEDP Subcommittee's ranking of the industry attraction criteria; 3) weights were assigned to manufacturing industry classifications within each criterion utilizing qualitative and quantitative measures that accurately reflected the distribution of the data and the need to select a limited number of industry classifications; and 4) the weighted criteria were applied to the previously identified 50 manufacturing industry classifications, with the total of the weights assigned to each of the criterion resulting in a rank order of the manufacturing industry classifications.

Tables B-3 through B-8 set forth the ranking of industry classifications by the weighted industry attraction criteria. Table B-9 presents the final ranking of the manufacturing industry classifications for use in a targeted industry attraction program in the City of West Allis. Table B-10 identifies the number of high-priority targeted industry establishments that are located in the midwest region.

Ranking Criterion One: Manufacturing Industry Classifications Identified As "Likely Job Generators" in Wisconsin in 1985

In August 1985, the Wisconsin Strategic Development Commission, a gubernatorial study committee, issued the Final Report, which presented a strategic plan for the State of Wisconsin and identified 77 industries in Wisconsin that were expected to be "likely job generators" for the long-term future. These industries showed employment growth in Wisconsin that exceeded employment growth in the U.S. during the 1976 through 1983 time period, and are projected to show growth in employment in the U.S. during the 1979 through 1995 time period. As indicated in Table B-3, those manufacturing industry classifications listed in Table B-1 that coincide with the industries identified by the Strategic Development Commission as "likely job generators" in Wisconsin were awarded 15 points in the ranking system, reflecting this criterion's perceived importance relative to the other criteria in the ranking system.

Ranking Criterion Two: Manufacturing Industry Classifications with Primary Locations in the States of Wisconsin or Illinois in 1982

The City of West Allis may be expected to exhibit industrial location characteristics similar to those of other communities in the State of Wisconsin. Additionally, due to the proximity of the City to the highly urbanized northeastern Illinois region, the City may be expected to attract industries located in northeastern Illinois that are expanding and/or establishing branch locations. Table B-4 shows the total number and percentage of industry establishments that were located in the States of Wisconsin or Illinois in 1982. Manufacturing industry classifications that had 5 percent or more of their industry establishments located in these states were awarded 15 points in the ranking system.

Ranking Criterion Three: Manufacturing Industry Classifications Located in the Milwaukee Metropolitan Area in 1987

The identification of manufacturing industry classifications currently located in the Milwaukee metropolitan area is an important industry attraction

Table B-3

**RANKING CRITERION ONE: MANUFACTURING INDUSTRY CLASSIFICATIONS
IDENTIFIED AS LIKELY JOB GENERATORS IN WISCONSIN: 1985**

Industry	SIC Code	Likely Job Generator		Ranking Points
		Yes	No	
Ice Cream and Frozen Desserts	2024		X	0
Frozen Specialties	2038	X		15
Cereal Breakfast Foods	2043		X	0
Cookies and Crackers	2052		X	0
Hardwood Dimension and Flooring	2426		X	0
Millwork	2431	X		15
Softwood Veneer and Plywood	2436	X		15
Structural Wood Members, nec	2439	X		15
Wood Pallets and Skids	2448		X	0
Particleboard	2492		X	0
Wood Household Furniture	2511		X	0
Upholstered Household Furniture	2512		X	0
Commercial Printing	2750 *	X		15
Alkalies and Chlorine	2812	X		15
Plastics Materials and Resins	2821		X	0
Industrial Organic Chemicals, nec	2869		X	0
Adhesives and Sealants	2891	X		15
Miscellaneous Plastics Products	3079	X		15
Brick and Structural Clay Tile	3251		X	0
Gypsum Products	3275		X	0
Automotive Stampings	3465		X	0
Lawn and Garden Equipment	3524		X	0
Refrigeration and Heating Equipment	3585	X		15
Carburetors, Pistons, Rings, and Valves	3592	X		15
Household Laundry Equipment	3633		X	0
Household Vacuum Cleaners	3635		X	0
Household Appliances, nec	3639		X	0
Current-Carrying Wiring Devices	3643	X		15
Vehicular Lighting Equipment	3647	X		15
Radio and Television Receiving Sets	3651		X	0
Telephone and Telegraph Apparatus	3661	X		15
Radio and Television Communication Equipment	3662	X		15
Semiconductors and Related Devices	3674	X		15
Electronic Capacitors	3675	X		15
Storage Batteries	3691	X		15

Table B-3 (continued)

Industry	SIC Code	Likely Job Generator		Ranking Points
		Yes	No	
X-Ray and Electromedical Apparatus	3693	X		15
Engine Electrical Equipment	3694	X		15
Truck and Bus Bodies/Motor Homes	3710 **		X	0
Motor Vehicles and Car Bodies	3711		X	0
Motor Vehicle Parts and Accessories	3714		X	0
Truck Trailers	3715		X	0
Aircraft Equipment, nec	3728	X		15
Guided Missiles and Space Vehicles	3761		X	0
Space Propulsion Units and Parts	3764		X	0
Space Vehicle Equipment, nec	3769		X	0
Engineering and Scientific Instruments	3811		X	0
Environmental Controls	3822		X	0
Optical Instruments and Lenses	3832	X		15
Surgical Appliances and Supplies	3842		X	0
Dolls	3942		X	0

* SIC Codes: 2751, 2752, 2754

**SIC Codes: 3713, 3716

Source: Wisconsin Strategic Development Commission and SEWRPC.

Table B-4

**RANKING CRITERION TWO: MANUFACTURING INDUSTRY CLASSIFICATIONS
WITH PRIMARY LOCATIONS IN THE STATES OF WISCONSIN OR ILLINOIS: 1982**

Industry	SIC Code	Number of Industry Establishments			Percent of Industry Location		Ranking Points
		Wisconsin	Illinois	U.S.	Wisconsin	Illinois	
Ice Cream and Frozen Desserts	2024	17	25	552	3.1	4.5	0
Frozen Specialties	2038	16	37	389	4.1	9.5	15
Cereal Breakfast Foods	2043	0	5	52	0.0	9.6	15
Cookies and Crackers	2052	10	23	358	2.8	6.4	15
Hardwood Dimension and Flooring	2426	16	0	789	2.0	0.0	0
Millwork	2431	88	78	2,321	3.8	3.4	0
Softwood Veneer and Plywood	2436	0	0	250	0.0	0.0	0
Structural Wood Members, nec	2439	17	16	704	2.4	2.3	0
Wood Pallets and Skids	2448	70	67	1,677	4.2	4.0	0
Particleboard	2492	3	0	54	5.6	0.0	15
Wood Household Furniture	2511	55	60	2,607	2.1	2.3	0
Upholstered Household Furniture	2512	8	25	1,227	0.7	2.0	0
Commercial Printing	2750 *	619	1,764	28,866	2.1	6.1	15
Alkalies and Chlorine	2812	0	0	51	0.0	0.0	0
Plastics Materials and Resins	2821	4	29	440	0.9	6.6	15
Industrial Organic Chemicals, nec	2869	16	32	688	2.3	4.7	0
Adhesives and Sealants	2891	17	52	684	2.5	7.6	15
Miscellaneous Plastics Products	3079	281	741	11,653	2.4	6.4	15
Brick and Structural Clay Tile	3251	0	5	294	0.0	1.7	0
Gypsum Products	3275	0	0	139	0.0	0.0	0
Automotive Stampings	3465	11	28	668	1.6	4.2	0
Lawn and Garden Equipment	3524	14	12	175	8.0	6.9	15
Refrigeration and Heating Equipment	3585	29	45	865	3.4	5.2	15
Carburetors, Pistons, Rings, and Valves	3592	6	9	171	3.5	5.3	15
Household Laundry Equipment	3633	3	2	25	12.0	8.0	15
Household Vacuum Cleaners	3635	0	4	31	0.0	12.9	15
Household Appliances, nec	3639	5	5	83	6.0	6.0	15
Current-Carrying Wiring Devices	3643	8	30	415	1.9	7.2	15
Vehicular Lighting Equipment	3647	0	11	84	0.0	13.1	15
Radio and Television Receiving Sets	3651	2	35	458	0.4	7.6	15
Telephone and Telegraph Apparatus	3661	6	32	333	1.8	9.6	15
Radio and Television Communication Equipment	3662	30	104	2,388	1.3	4.4	0
Semiconductors and Related Devices	3674	12	14	766	1.6	1.8	0
Electronic Capacitors	3675	3	11	130	2.3	8.5	15
Storage Batteries	3691	1	12	201	0.5	6.0	15

Table B-4 (continued)

Industry	SIC Code	Number of Industry Establishments			Percent of Industry Location		Ranking Points
		Wisconsin	Illinois	U.S.	Wisconsin	Illinois	
X-Ray and Electromedical Apparatus	3693	12	16	262	4.6	6.1	15
Engine Electrical Equipment	3694	9	31	433	2.1	7.2	15
Truck and Bus Bodies/Motor Homes	3710 **	17	28	767	2.2	3.7	0
Motor Vehicles and Car Bodies	3711	21	13	355	5.9	3.7	15
Motor Vehicle Parts and Accessories	3714	43	135	2,420	1.8	5.6	15
Truck Trailers	3715	9	7	325	2.8	2.2	0
Aircraft Equipment, nec	3728	0	13	966	0.0	1.3	0
Guided Missiles and Space Vehicles	3761	0	0	29	0.0	0.0	0
Space Propulsion Units and Parts	3764	0	0	27	0.0	0.0	0
Space Vehicle Equipment, nec	3769	0	0	49	0.0	0.0	0
Engineering and Scientific Instruments	3811	15	38	771	1.9	4.9	0
Environmental Controls	3822	7	12	245	2.9	4.9	0
Optical Instruments and Lenses	3832	7	31	638	1.1	4.9	0
Surgical Appliances and Supplies	3842	32	58	1,367	2.3	4.2	0
Dolls	3942	0	0	237	0.0	0.0	0

Note: Ranking points were awarded if the States of Wisconsin or Illinois included 5.0 percent or more of all U.S. establishments.

* SIC Codes: 2751, 2752, 2754

**SIC Codes: 3713, 3716

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

criterion. This criterion recognizes that locational factors that are important to a particular industry may be important to other establishments in the same industry. Additionally, local industrial firms that are similar to one another may be able to utilize the same suppliers and/or customers. Table B-5 lists the number of manufacturing industry classifications that are currently located in the Milwaukee metropolitan area--defined as the Counties of Milwaukee, Ozaukee, Washington, and Waukesha. A weight of 11 points was assigned to those industry classifications whose total number of industrial establishments located in the metropolitan area was at or above eight establishments.

Ranking Criterion Four: Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in Wisconsin During the 1977 to 1982 Time Period

The growth of an industry in Wisconsin is an important consideration in rank ordering manufacturing industry classifications for an industry attraction program. Those industry classifications that have shown growth in industry establishments in Wisconsin in the recent past have the potential for continued growth in the future. Table B-6 identifies the total number of industry establishments in Wisconsin in 1977 and 1982 and the percentage change in the number of establishments from 1977 to 1982. A weight of seven points was assigned to those industry classifications that had a rate of growth during the 1977 to 1982 time period that was at or above the upper quartile of 28.0 percent.

Ranking Criterion Five: Manufacturing Industry Classifications that Exhibited Growth in Industry Establishments in the Midwest Region During the 1977 to 1982 Time Period

The growth of an industry in the midwest region is an important consideration in an industry attraction program, since firms have historically chosen to expand or establish branch locations near their existing location. Table B-7 identifies the total number of industry establishments in the midwest region--defined as the States of Illinois, Indiana, Ohio, Michigan, Minnesota, and Wisconsin--in 1977 and 1982, and the percentage change in the number of establishments from 1977 to 1982. A weight of seven points was assigned to those industry classifications that had a rate of growth during the 1977 to 1982 time period that was at or above the upper quartile of 18.2 percent.

Ranking Criterion Six: Manufacturing Industry Classifications in the U.S. with Fewer than 100 Employees in 1982

The size of an industrial establishment is an important consideration in an industry attraction program. The attraction of small- and medium-size firms, as measured by total employment, is important because industrial establishments with fewer than 100 employees generated 77 percent of the net new jobs in Wisconsin from 1969 to 1976, as reported in The Job Generation Process in Wisconsin: 1969-1981, Wisconsin Department of Development. Table B-8 indicates the total number of establishments in each of the manufacturing industry classifications, as well as the total number and percentage of establishments with fewer than 100 employees. A weight of three points was assigned to those industry classifications whose percentage of total industry establishments with fewer than 100 employees in 1982 was at or above the median of 75.0 percent.

RESULTS OF THE INDUSTRY RANKING PROCESS

Table B-9 sets forth the results of the ranking of the manufacturing industry classifications for the industry attraction program. As indicated in Table B-9,

Table B-5

**RANKING CRITERION THREE: MANUFACTURING INDUSTRY CLASSIFICATIONS
LOCATED IN THE MILWAUKEE METROPOLITAN AREA: 1987**

Industry	SIC Code	Number of Industry Establishments Located in Milwaukee Metropolitan Area	Ranking Points
Ice Cream and Frozen Desserts	2024	4	0
Frozen Specialties	2038	8	11
Cereal Breakfast Foods	2043	0	0
Cookies and Crackers	2052	5	0
Hardwood Dimension and Flooring	2426	2	0
Millwork	2431	18	11
Softwood Veneer and Plywood	2436	0	0
Structural Wood Members, nec	2439	0	0
Wood Pallets and Skids	2448	9	11
Particleboard	2492	0	0
Wood Household Furniture	2511	16	11
Upholstered Household Furniture	2512	2	0
Commercial Printing	2750 *	286	11
Alkalies and Chlorine	2812	0	0
Plastics Materials and Resins	2821	7	0
Industrial Organic Chemicals, nec	2869	8	11
Adhesives and Sealants	2891	12	11
Miscellaneous Plastics Products	3079	101	11
Brick and Structural Clay Tile	3251	0	0
Gypsum Products	3275	2	0
Automotive Stampings	3465	0	0
Lawn and Garden Equipment	3524	4	0
Refrigeration and Heating Equipment	3585	8	11
Carburetors, Pistons, Rings, and Valves	3592	1	0
Household Laundry Equipment	3633	0	0
Household Vacuum Cleaners	3635	0	0
Household Appliances, nec	3639	2	0
Current-Carrying Wiring Devices	3643	9	11
Vehicular Lighting Equipment	3647	2	0
Radio and Television Receiving Sets	3651	3	0
Telephone and Telegraph Apparatus	3661	5	0
Radio and Television Communication Equipment	3662	10	11
Semiconductors and Related Devices	3674	2	0
Electronic Capacitors	3675	1	0
Storage Batteries	3691	3	0

Table B-5 (continued)

Industry	SIC Code	Number of Industry Establishments Located in Milwaukee Metropolitan Area	Ranking Points
X-Ray and Electromedical Apparatus	3693	7	0
Engine Electrical Equipment	3694	6	0
Truck and Bus Bodies/Motor Homes	3710 **	6	0
Motor Vehicles and Car Bodies	3711	3	0
Motor Vehicle Parts and Accessories	3714	18	11
Truck Trailers	3715	1	0
Aircraft Equipment, nec	3728	1	0
Guided Missiles and Space Vehicles	3761	0	0
Space Propulsion Units and Parts	3764	0	0
Space Vehicle Equipment, nec	3769	0	0
Engineering and Scientific Instruments	3811	5	0
Environmental Controls	3822	4	0
Optical Instruments and Lenses	3832	2	0
Surgical Appliances and Supplies	3842	13	11
Dolls	3942	1	0

Note: Manufacturing industry classifications were awarded 11 points if the total number of establishments located in the Milwaukee Metropolitan Area was at or above eight establishments.

* SIC Codes: 2751, 2752, 2754

**SIC Codes: 3713, 3716

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

Table B-6

**RANKING CRITERION FOUR: MANUFACTURING INDUSTRY CLASSIFICATIONS
THAT EXHIBITED GROWTH IN INDUSTRY ESTABLISHMENTS IN WISCONSIN: 1977 TO 1982**

Industry	SIC Code	Number of Industry Establishments		Percent Change 1977 to 1982	Ranking Points
		1977	1982		
Ice Cream and Frozen Desserts	2024	17	17	0.0	0
Frozen Specialties	2038	16	16	0.0	0
Cereal Breakfast Foods	2043	0	0	0.0	0
Cookies and Crackers	2052	8	10	25.0	0
Hardwood Dimension and Flooring	2426	17	16	-5.9	0
Millwork	2431	73	88	20.5	0
Softwood Veneer and Plywood	2436	0	0	0.0	0
Structural Wood Members, nec	2439	16	17	6.3	0
Wood Pallets and Skids	2448	60	70	16.7	0
Particleboard	2492	2	3	50.0	7
Wood Household Furniture	2511	38	55	44.7	7
Upholstered Household Furniture	2512	10	8	-20.0	0
Commercial Printing	2750 *	586	619	5.6	0
Alkalies and Chlorine	2812	0	0	0.0	0
Plastics Materials and Resins	2821	6	4	-33.3	0
Industrial Organic Chemicals, nec	2869	11	16	45.5	7
Adhesives and Sealants	2891	14	17	21.4	0
Miscellaneous Plastics Products	3079	246	281	14.2	0
Brick and Structural Clay Tile	3251	0	0	0.0	0
Gypsum Products	3275	0	0	0.0	0
Automotive Stampings	3465	6	11	83.3	7
Lawn and Garden Equipment	3524	15	14	-6.7	0
Refrigeration and Heating Equipment	3585	28	29	3.6	0
Carburetors, Pistons, Rings, and Valves	3592	5	6	20.0	0
Household Laundry Equipment	3633	3	3	0.0	0
Household Vacuum Cleaners	3635	0	0	0.0	0
Household Appliances, nec	3639	6	5	-16.7	0
Current-Carrying Wiring Devices	3643	0	8	800.0	7
Vehicular Lighting Equipment	3647	0	0	0.0	0
Radio and Television Receiving Sets	3651	5	2	-60.0	0
Telephone and Telegraph Apparatus	3661	6	6	0.0	0
Radio and Television Communication Equipment ..	3662	23	30	30.4	7
Semiconductors and Related Devices	3674	0	12	1200.0	7
Electronic Capacitors	3675	2	3	50.0	7
Storage Batteries	3691	3	1	-66.7	0

Table B-6 (continued)

Industry	SIC Code	Number of Industry Establishments		Percent Change 1977 to 1982	Ranking Points
		1977	1982		
X-Ray and Electromedical Apparatus	3693	11	12	9.1	0
Engine Electrical Equipment	3694	11	9	-18.2	0
Truck and Bus Bodies/Motor Homes	3710 **	22	17	-22.7	0
Motor Vehicles and Car Bodies	3711	16	21	31.3	7
Motor Vehicle Parts and Accessories	3714	44	43	-2.3	0
Truck Trailers	3715	8	9	12.5	0
Aircraft Equipment, nec	3728	0	0	0.0	0
Guided Missiles and Space Vehicles	3761	0	0	0.0	0
Space Propulsion Units and Parts	3764	0	0	0.0	0
Space Vehicle Equipment, nec	3769	0	0	0.0	0
Engineering and Scientific Instruments	3811	11	15	36.4	7
Environmental Controls	3822	0	7	700.0	7
Optical Instruments and Lenses	3832	3	7	133.3	7
Surgical Appliances and Supplies	3842	25	32	28.0	7
Dolls	3942	0	0	0.0	0

Note: Manufacturing industry classifications that had a rate of growth that was at or above the upper quartile of 28.0 percent were awarded seven points.

* SIC Codes: 2551, 2752, 2754

**SIC Codes: 3713, 3716

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

Table B-7

**RANKING CRITERION FIVE: MANUFACTURING INDUSTRY CLASSIFICATIONS
THAT EXHIBITED GROWTH IN INDUSTRY ESTABLISHMENTS IN THE MIDWEST REGION DURING
THE 1977 TO 1982 TIME PERIOD**

Industry	SIC Code	Total Establishments		Percent Change 1977 to 1982	Ranking Points
		1977	1982		
Ice Cream and Frozen Desserts	2024	137	109	-20.4	0
Frozen Specialties	2038	106	108	1.9	0
Cereal Breakfast Foods	2043	17	20	17.6	0
Cookies and Crackers	2052	69	72	4.3	0
Hardwood Dimension and Flooring	2426	112	74	-33.9	0
Millwork	2431	413	396	-4.1	0
Softwood Veneer and Plywood	2436	0	0	0.0	0
Structural Wood Members, nec	2439	129	111	-14.0	0
Wood Pallets and Skids	2448	177	479	170.6	7
Particleboard	2492	4	8	100.0	7
Wood Household Furniture	2511	358	307	-14.2	0
Upholstered Household Furniture	2512	118	92	-22.0	0
Commercial Printing	2750 *	3,110	3,726	19.8	7
Alkalies and Chlorine	2812	4	3	-25.0	0
Plastics Materials and Resins	2821	86	78	-9.3	0
Industrial Organic Chemicals, nec	2869	96	112	16.7	0
Adhesives and Sealants	2891	139	179	28.8	7
Miscellaneous Plastics Products	3079	2,710	3,020	11.4	0
Brick and Structural Clay Tile	3251	67	44	-34.3	0
Gypsum Products	3275	19	18	-5.3	0
Automotive Stampings	3465	477	530	11.1	0
Lawn and Garden Equipment	3524	61	65	6.6	0
Refrigeration and Heating Equipment	3585	213	203	-4.7	0
Carburetors, Pistons, Rings, and Valves	3592	43	48	11.6	0
Household Laundry Equipment	3633	15	12	-20.0	0
Household Vacuum Cleaners	3635	10	10	0.0	0
Household Appliances, nec	3639	19	25	31.6	7
Current-Carrying Wiring Devices	3643	98	103	5.1	0
Vehicular Lighting Equipment	3647	25	22	-12.0	0
Radio and Television Receiving Sets	3651	114	84	-26.3	0
Telephone and Telegraph Apparatus	3661	43	50	16.3	0
Radio and Television Communication Equipment ...	3662	320	314	-1.9	0
Semiconductors and Related Devices	3674	27	55	103.7	7
Electronic Capacitors	3675	13	16	23.1	7
Storage Batteries	3691	37	30	-18.9	0

Table B-7 (continued)

Industry	SIC Code	Total Establishments		Percent Change 1977 to 1982	Ranking Points
		1,977	1,982		
X-Ray and Electromedical Apparatus	3693	49	50	2.0	0
Engine Electrical Equipment	3694	124	103	-16.9	0
Truck and Bus Bodies/Motor Homes	3710 **	245	194	-20.8	0
Motor Vehicles and Car Bodies	3711	101	125	23.8	7
Motor Vehicle Parts and Accessories	3714	874	836	-4.3	0
Truck Trailers	3715	53	38	-28.3	0
Aircraft Equipment, nec	3728	93	121	30.1	7
Guided Missiles and Space Vehicles	3761	3	1	-66.7	0
Space Propulsion Units and Parts	3764	3	3	0.0	0
Space Vehicle Equipment, nec	3769	0	2	200.0	7
Engineering and Scientific Instruments	3811	140	133	-5.0	0
Environmental Controls	3822	49	71	44.9	7
Optical Instruments and Lenses	3832	70	86	22.9	7
Surgical Appliances and Supplies	3842	243	282	16.0	0
Dolls	3942	11	13	18.2	7

Note: The midwest region comprises the following states: Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Manufacturing industry classifications that had a rate of growth that was at or above the upper quartile of 18.2 percent were awarded seven points.

* SIC Codes: 2751, 2752, 2754

**SIC Codes: 3713, 3716

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

Table B-8

**RANKING CRITERION SIX: MANUFACTURING INDUSTRY CLASSIFICATIONS
IN THE U.S. WITH FEWER THAN 100 EMPLOYEES: 1982**

Industry	SIC Code	Total Number Establishments	Establishments With Fewer Than 100 Employees in 1982		Ranking Points
			Number	Percent	
Ice Cream and Frozen Desserts	2024	498	456	91.6	3
Frozen Specialties	2038	337	241	71.5	0
Cereal Breakfast Foods	2043	54	30	55.6	0
Cookies and Crackers	2052	339	258	76.1	3
Hardwood Dimension and Flooring	2426	728	681	93.5	3
Millwork	2431	2,121	2,027	95.6	3
Softwood Veneer and Plywood	2436	223	107	48.0	0
Structural Wood Members, nec	2439	669	657	98.2	3
Wood Pallets and Skids	2448	1,469	1,460	99.4	3
Particleboard	2492	86	62	72.1	0
Wood Household Furniture	2511	2,283	1,998	87.5	3
Upholstered Household Furniture	2512	1,134	933	82.3	3
Commercial Printing	2750 *	25,231	24,590	97.5	3
Alkalies and Chlorine	2812	60	38	63.3	0
Plastics Materials and Resins	2821	518	378	73.0	0
Industrial Organic Chemicals, nec	2869	582	405	69.6	0
Adhesives and Sealants	2891	645	612	94.9	3
Miscellaneous Plastics Products	3079	10,602	9,406	88.7	3
Brick and Structural Clay Tile	3251	276	249	90.2	3
Gypsum Products	3275	124	87	70.2	0
Automotive Stampings	3465	610	474	77.7	3
Lawn and Garden Equipment	3524	165	118	71.5	0
Refrigeration and Heating Equipment	3585	792	560	70.7	0
Carburetors, Pistons, Rings, and Valves	3592	163	119	73.0	0
Household Laundry Equipment	3633	27	11	40.7	0
Household Vacuum Cleaners	3635	33	22	66.7	0
Household Appliances, nec	3639	83	58	69.9	0
Current-Carrying Wiring Devices	3643	398	289	72.6	0
Vehicular Lighting Equipment	3647	80	60	75.0	3
Radio and Television Receiving Sets	3651	417	340	81.5	3
Telephone and Telegraph Apparatus	3661	305	181	59.3	0
Radio and Television Communication Equipment ..	3662	2,059	1,521	73.9	0
Semiconductors and Related Devices	3674	776	584	75.3	3
Electronic Capacitors	3675	115	64	55.7	0
Storage Batteries	3691	189	116	61.4	0

Table B-8 (continued)

Industry	SIC Code	Total Number Establishments	Establishments With Fewer Than 100 Employees in 1982		Ranking Points
			Number	Percent	
X-Ray and Electromedical Apparatus	3693	212	127	59.9	0
Engine Electrical Equipment	3694	394	314	79.7	3
Truck and Bus Bodies/Motor Homes	3710 **	672	598	89.0	3
Motor Vehicles and Car Bodies	3711	336	235	69.9	0
Motor Vehicle Parts and Accessories	3714	2,195	1,708	77.8	3
Truck Trailers	3715	323	256	79.3	3
Aircraft Equipment, nec	3728	849	683	80.4	3
Guided Missiles and Space Vehicles	3761	29	2	6.9	0
Space Propulsion Units and Parts	3764	29	7	24.1	0
Space Vehicle Equipment, nec	3769	45	29	64.4	0
Engineering and Scientific Instruments	3811	851	741	87.1	3
Environmental Controls	3822	251	169	67.3	0
Optical Instruments and Lenses	3832	544	461	84.7	3
Surgical Appliances and Supplies	3842	1,228	1,096	89.3	3
Dolls	3942	204	186	91.2	3

Note: Manufacturing industry classifications that were at or above the median of 75.0 percent were awarded three points.

* SIC Codes: 2751, 2752, 2754

** SIC Codes: 3713, 3716

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

Table B-9

TOTAL RANKING OF MANUFACTURING INDUSTRY CLASSIFICATIONS

Industry	SIC Code	Likely Job Generators in Wisconsin 1985	Primary Locations Wisconsin or Illinois 1982	Location in Milwaukee Metropolitan Area 1987	Growth in Wisconsin 1977-82	Growth in Midwest 1977-82	Fewer than 100 Employees 1982	Total Points
High Priority								
Adhesives and Sealants	2891	15	15	11	0	7	3	51
Commercial Printing	2750	15	15	11	0	7	3	51
Current-Carrying Wiring Devices	3643	15	15	11	7	0	0	48
Electronic Capacitors	3675	15	15	0	7	7	0	44
Miscellaneous Plastics Products	3079	15	15	11	0	0	3	44
Frozen Specialties	2038	15	15	11	0	0	0	41
Refrigeration and Heating Equipment ..	3585	15	15	11	0	0	0	41
Medium Priority								
Radio and TV Communication Equipment .	3662	15	0	11	7	0	0	33
Vehicular Lighting Equipment	3647	15	15	0	0	0	3	33
Engine Electrical Equipment	3694	15	15	0	0	0	3	33
Semiconductors and Related Devices ...	3674	15	0	0	7	7	3	32
Optical Instruments and Lenses	3832	15	0	0	7	7	3	32
X-Ray and Electromedical Apparatus ...	3693	15	15	0	0	0	0	30
Storage Batteries	3691	15	15	0	0	0	0	30
Telephone and Telegraph Apparatus	3661	15	15	0	0	0	0	30
Carburetors, Pistons, Rings & Valves .	3592	15	15	0	0	0	0	30

Table B-9 (continued)

Industry	SIC Code	Likely Job Generators in Wisconsin 1985	Primary Locations Wisconsin or Illinois 1982	Location in Milwaukee Metropolitan Area 1987	Growth in Wisconsin 1977-82	Growth in Midwest 1977-82	Fewer than 100 Employees 1982	Total Points
Low Priority								
Millwork	2431	15	0	11	0	0	3	29
Particleboard	2492	0	15	0	7	7	0	29
Motor Vehicles and Car Bodies	3711	0	15	0	7	7	0	29
Motor Vehicle Parts and Accessories ..	3714	0	15	11	0	0	3	29
Aircraft Equipment, nec	3728	15	0	0	0	7	3	25
Household Appliances, nec	3639	0	15	0	0	7	0	22
Wood Household Furniture	2511	0	0	11	7	0	3	21
Surgical Appliances and Supplies	3842	0	0	11	7	0	3	21
Wood Pallets and Skids	2448	0	0	11	0	7	3	21
Industrial Organic Chemicals, nec	2869	0	0	11	7	0	0	18
Radio and Television Receiving Sets ..	3651	0	15	0	0	0	3	18
Cookies and Crackers	2052	0	15	0	0	0	3	18
Structural Wood Members, nec	2439	15	0	0	0	0	3	18
Household Vacuum Cleaners	3635	0	15	0	0	0	0	15
Cereal Breakfast Foods	2043	0	15	0	0	0	0	15
Softwood Veneer and Plywood	2436	15	0	0	0	0	0	15
Household Laundry Equipment	3633	0	15	0	0	0	0	15
Plastics Materials and Resins	2821	0	15	0	0	0	0	15
Lawn and Garden Equipment	3524	0	15	0	0	0	0	15
Alkalies and Chlorine	2812	15	0	0	0	0	0	15
Environmental Controls	3822	0	0	0	7	7	0	14
Automotive Stampings	3465	0	0	0	7	0	3	10
Dolls	3942	0	0	0	0	7	3	10
Engineering & Scientific Instruments .	3811	0	0	0	7	0	3	10
Space Vehicle Equipment, nec	3769	0	0	0	0	7	0	7
Brick and Structural Clay Tile	3251	0	0	0	0	0	3	3
Ice Cream and Frozen Desserts	2024	0	0	0	0	0	3	3
Hardwood Dimension and Flooring	2426	0	0	0	0	0	3	3
Truck Trailers	3715	0	0	0	0	0	3	3
Upholstered Household Furniture	2512	0	0	0	0	0	3	3
Truck and Bus Bodies/Motor Homes	3710	0	0	0	0	0	3	3
Space Propulsion Units and Parts	3764	0	0	0	0	0	0	0
Guided Missiles and Space Vehicles ...	3761	0	0	0	0	0	0	0
Gypsum Products	3275	0	0	0	0	0	0	0

* SIC Codes: 2751, 2752, 2754

**SIC Codes: 3713, 3716

Source: SEWRPC.

the ranking points for each industry classification range from a total of 51 points for the adhesives and sealants and commercial printing industries, industry classifications that would be most appropriate to target in an industry attraction program for the City, to 0 points for the space propulsion units and parts, guided missiles and space vehicles, and gypsum products industries, industry classifications that would be inappropriate to target in an industry attraction program.

The manufacturing industry classifications listed in Table B-9 can be classified into three priority categories: 1) the industry classifications that should receive highest priority in an industry attraction program, or those industry classifications receiving from 41 to 51 points in the priority ranking system; 2) the industry classifications that should receive medium priority in an industry attraction program, or those industry classifications receiving from 30 to 33 points in the priority ranking system; and 3) the industry classifications that should have low priority in an industry attraction program, or those industry classifications receiving 29 or fewer points in the priority ranking system.

Table B-10 lists the total number and percentage of industry establishments located in each of the states comprising the midwest region, the total number of establishments in the midwest region, the total number of establishments in the U.S., and the percent of industry establishments located in the midwest region for each of the high-priority manufacturing industry classifications. The distribution of industry establishments within each of the targeted industry classifications provides a perspective on the concentration of these industries in the Midwest, and will provide a means by which the City of West Allis can determine the states that should be included in the city industry attraction program.

As indicated in Table B-10, the State of Illinois had the largest number of industry establishments for all of the high-priority targeted industry classifications.

INDUSTRY ATTRACTION ACTIVITIES IN SOUTHEASTERN WISCONSIN

Forward Wisconsin, Inc.

Forward Wisconsin, Inc., a nonprofit marketing corporation formed by the Wisconsin Legislature, has developed an economic development marketing program that identifies targeted industries that have the potential for locating in Wisconsin and are economic-base oriented, or primarily involved in exporting activities. This marketing program is giving priority to targeted industries that are growing nationally, that are projected to be fast-growth industries in the future, that have shown good performance in Wisconsin and the Midwest, and that have locational requirements that correspond with the unique assets of the State.

In addition, Forward Wisconsin hosts industry trade shows and prospecting call trips for local officials and business persons to assist in recruiting industry from neighboring states.

Over the next three years, Forward Wisconsin will conduct a direct mail program to the following targeted industries: 1) forest products; 2) biotechnology;

Table B-10

NUMBER AND PERCENT OF HIGH PRIORITY TARGETED INDUSTRY ESTABLISHMENTS
LOCATED IN THE UNITED STATES AND THE MIDWEST REGION: 1982

Industry Establishments							
High Priority Targeted Industry Classification	SIC Code	Illinois	Percent of Midwest Region Establishments	Indiana	Percent of Midwest Region Establishments	Michigan	Percent of Midwest Region Establishments
Adhesives and Sealants	2891	52	29.1	14	7.8	37	20.7
Commercial Printing*	2750	1,764	47.3	593	15.9	973	26.1
Current-Carrying Wiring Devices	3643	30	29.1	20	19.4	17	16.5
Electronic Capacitors	3675	11	10.7	2	1.9	0	0.0
Miscellaneous Plastics Products	3079	741	24.5	375	12.4	633	21.0
Frozen Specialties	2038	37	34.3	8	7.4	14	13.0
Refrigeration and Heating Equipment .	3585	45	22.2	23	11.3	40	19.7

Industry Establishments							
High Priority Targeted Industry Classification	SIC Code	Minnesota	Percent of Midwest Region Establishments	Ohio	Percent of Midwest Region Establishments	Wisconsin	Percent of Midwest Region Establishments
Adhesives and Sealants	2891	11	6.1	48	26.8	17	9.5
Commercial Printing*	2750	597	16.0	1,297	34.8	619	16.6
Current-Carrying Wiring Devices	3643	0	0.0	28	27.2	8	7.8
Electronic Capacitors	3675	0	0.0	0	0.0	3	18.8
Miscellaneous Plastics Products	3079	269	8.9	721	23.9	281	9.3
Frozen Specialties	2038	17	15.7	16	14.8	16	14.8
Refrigeration and Heating Equipment .	3585	23	11.3	43	21.2	29	14.3

Table B-10 (continued)

Industry Establishments				
High Priority Targeted Industry Classification	SIC Code	Midwest Region	United States	Percent of U.S. Establishments in the Midwest Region
Adhesives and Sealants	2891	179	684	26.2
Commercial Printing*	2750	3,726	28,866	12.9
Current-Carrying Wiring Devices	3643	103	415	24.8
Electronic Capacitors	3675	16	130	12.3
Miscellaneous Plastics Products	3079	3,020	11,653	25.9
Frozen Specialties	2038	108	389	27.8
Refrigeration and Heating Equipment .	3585	203	865	23.5

* SIC Codes 2751, 2752, 2754

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

3) auto supplies; 4) printing; 5) plastics; 6) administrative centers; and 7) federal prime contractors.

Wisconsin Electric Power Company

The Wisconsin Electric Power Company has initiated a major economic development marketing program with the theme "Wisconsin: Where Success Stories Start" to bring new industry to Wisconsin Electric's service area in southeastern Wisconsin. The major objectives of this program are to improve Wisconsin's out-of-state image, to generate leads that will assist in attracting new industries to the area, and to coordinate the efforts of Wisconsin Electric with the marketing efforts of communities in southeastern Wisconsin. In addition, Wisconsin Electric will be working with targeted markets that include the following industries: 1) biotechnology; 2) forest products; 3) printing and publishing; and 4) service industries.

Wisconsin Electric will be utilizing a variety of methods to conduct its marketing program. These include: 1) print advertising; 2) newsletters; 3) direct mail promotions; 4) telemarketing promotions; 5) trade shows; 6) industry call programs; and 7) miscellaneous activities such as developing fact sheets and community profiles, and expanding its site and building data bank.

The Forward Wisconsin and Wisconsin Electric economic development marketing programs include targeted industries that correspond, in part, with the targeted industry classifications identified in this study. Two of the targeted industries selected by Forward Wisconsin and Wisconsin Electric coincide with this study's high-priority ranked industries: miscellaneous plastics products and commercial printing.

RECOMMENDED TARGETED INDUSTRY PROGRAM

It is recommended that the City of West Allis initially provide a promotional packet to approximately 2,000 randomly selected industry establishments in those states that exhibit the highest concentrations of high-priority industry classifications. The City should purchase manufacturing directories for those states selected. The promotional packet would include the new City of West Allis economic profile prepared by the Southeastern Wisconsin Regional Planning Commission, in cooperation with Wisconsin Electric; a letter from the Mayor; and an offer to provide a copy of the Wisconsin Bell videotape or any other pertinent promotional materials upon request. The City Development Coordinator should be designated as the primary contact person for industry establishments responding to the industry attraction effort. In addition, the City should closely monitor the results of the initial attraction effort. Telephone calls and letters received from industry establishments in response to the solicitation should be carefully logged and the results analyzed.

Information regarding the names, addresses, and telephone numbers of specific manufacturing establishments within the Standard Industrial Classification (SIC) codes indicated above is available in printed form for each state in the nation. The publications setting forth this information range in price from \$15 to \$125 and can be ordered from Manufacturing News, Inc.; 4 E. Huron Street, Chicago, Illinois, 60611; (312) 337-1084.

Appendix C

STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODES AND INDUSTRY DESCRIPTIONS

Ice Cream and Frozen Desserts (SIC Code: 2024)

Establishments primarily engaged in manufacturing ice cream, ice milk, frozen custards, sherbets, and other frozen desserts.

Frozen Specialties (SIC Code: 2038)

Establishments primarily engaged in freezing and cold packing food specialties, such as frozen dinners, pies, baked goods, and pizza.

Cereal Breakfast Foods (SIC Code: 2043)

Establishments primarily engaged in manufacturing cereal breakfast foods and related preparations.

Cookies and Crackers (SIC Code: 2052)

Establishments primarily engaged in manufacturing cookies, crackers, pretzels, and similar nonperishable bakery products.

Hardwood Dimension and Flooring (SIC Code: 2426)

Establishments primarily engaged in manufacturing hardwood dimension lumber and workings; hardwood flooring; and wood frames for household furniture.

Millwork (SIC Code: 2431)

Establishments primarily engaged in manufacturing fabricated millwork for use in residential and nonresidential construction.

Softwood Veneer and Plywood (SIC Code: 2436)

Establishments primarily engaged in producing commercial softwood veneer and plywood.

Structural Wood Members, nec (SIC Code: 2439)

Establishments primarily engaged in producing laminated or fabricated trusses, arches, and other structural wood members, not elsewhere classified.

Wood Pallets and Skids (SIC Code: 2448)

Establishments primarily engaged in manufacturing wood and wood-metal combination pallets and skids.

Particleboard (SIC Code: 2492)

Establishments primarily engaged in manufacturing wood panel products from small wood particles. This includes preparing small particles of wood, drying, mixing with synthetic resin binders, and compressing.

Wood Household Furniture (SIC Code: 2511)

Establishments primarily engaged in manufacturing wood furniture commonly used in households, except upholstered furniture.

Upholstered Household Furniture (SIC Code: 2512)

Establishments primarily engaged in manufacturing upholstered furniture on wood frames.

Commercial Printing (SIC Codes: 2751, 2752, 2754)

Establishments primarily engaged in letterpress and screen commercial or job printing, including flexographic, printing by the lithographic process, offset printing, photo-offset printing, photolithographing, and gravure printing.

Alkalies and Chlorine (SIC Code: 2812)

Establishments primarily engaged in manufacturing alkalies, carbonates, and chlorine.

Plastics Materials and Resins (SIC Code: 2821)

Establishments primarily engaged in manufacturing synthetic resins, plastics materials, and nonvulcanizable elastomers.

Industrial Organic Chemicals, nec (SIC Code: 2869)

Establishments primarily engaged in manufacturing industrial organic chemicals, not elsewhere classified, including: noncyclic organic compounds; solvents; polyhydric alcohols; synthetic perfume and flavoring materials; and synthetic tanning agents.

Adhesives and Sealants (SIC Code: 2891)

Establishments primarily engaged in manufacturing industrial and household adhesives, glues, caulking compounds, sealants, and linoleum, tile, and rubber cements from vegetable, animal, or synthetic plastic materials.

Miscellaneous Plastics Products (SIC Code: 3079)

Establishments primarily engaged in molding primary plastics, and fabricating miscellaneous finished plastics products, not elsewhere classified, for use in packaging, consumer goods, construction, electrical and electronics, home furnishings, machinery and equipment, and transportation equipment industries.

Brick and Structural Clay Tile (SIC Code: 3251)

Establishments primarily engaged in manufacturing clay brick and structural clay tile for use in residential and nonresidential construction.

Gypsum Products (SIC Code: 3275)

Establishments primarily engaged in manufacturing plaster, plasterboard, and other products composed of gypsum.

Automotive Stampings (SIC Code: 3465)

Establishments primarily engaged in manufacturing automotive stampings, such as body parts, hubs, and trim.

Lawn and Garden Equipment (SIC Code: 3524)

Establishments primarily engaged in manufacturing lawn mowers, garden tractors, snowblowers, and other lawn and garden equipment used for home lawn and garden care.

Refrigeration and Heating Equipment (SIC Code: 3585)

Establishments primarily engaged in manufacturing refrigeration equipment and systems, air conditioners, nonelectric warm air furnaces, soda fountain and beer dispensing equipment, humidifiers, and dehumidifiers.

Carburetors, Pistons, Rings, and Valves (SIC Code: 3592)

Establishments primarily engaged in manufacturing carburetors, pistons, rings, and valves.

Household Laundry Equipment (SIC Code: 3633)

Establishments primarily engaged in manufacturing laundry equipment such as washing machines, wringers, dryers, and ironers for household use. This industry also includes coin-operated washers and dryers.

Household Vacuum Cleaners (SIC Code: 3635)

Establishments primarily engaged in manufacturing vacuum cleaners for household use.

Household Appliances, nec (SIC Code: 3639)

Establishments primarily engaged in manufacturing household appliances, not elsewhere classified, such as water heaters, dishwashers, food waste disposal units, and floor waxers and polishers.

Current-Carrying Wiring Devices (SIC Code: 3643)

Establishments primarily engaged in manufacturing current-carrying wiring devices, such as attachment plugs and caps, convenience outlets, lamp sockets and receptacles, snap switches, conductor connectors, lightning arrestors, and other lightning protective equipment.

Vehicular Lighting Equipment (SIC Code: 3647)

Establishments primarily engaged in manufacturing vehicular lighting equipment for aircraft, automobiles, motorcycles, bicycles, boats and ships, and locomotives and railroad cars.

Radio and Television Receiving Sets (SIC Code: 3651)

Establishments primarily engaged in manufacturing electronic equipment for home entertainment, including automobile radios and tape players.

Telephone and Telegraph Apparatus (SIC Code: 3661)

Establishments primarily engaged in manufacturing wire telephone and telegraph equipment, and parts especially designed for telephone and telegraph use.

Radio and Television Communication Equipment (SIC Code: 3662)

Establishments primarily engaged in manufacturing: radio and television broadcasting equipment; electric communication equipment and parts, except telephone and telegraph; electronic field detection apparatus; light and heat emission operating apparatus; object detection apparatus and navigational electronic equipment; aircraft and missile control systems; and high energy particle accelerator systems and equipment.

Semiconductors and Related Devices (SIC Code: 3674)

Establishments primarily engaged in manufacturing semiconductor and related solid state devices, such as semiconductor diodes and stacks, including rectifiers, integrated microcircuits, transistors, solar cells, and light sensing and emitting semiconductor devices.

Electronic Capacitors (SIC Code: 3675)

Establishments primarily engaged in manufacturing fixed and variable electronic capacitors and condensers for storing electrical energy and isolating electrical circuits.

Storage Batteries (SIC Code: 3691)

Establishments primarily engaged in manufacturing alkaline cell, lead acid, and other storage batteries.

X-Ray and Electromedical Apparatus (SIC Code: 3693)

Establishments primarily engaged in manufacturing radiographic X-Ray, fluoroscopic X-Ray, and therapeutic X-ray apparatus and tubes for medical, industrial, research, and control applications.

Engine Electrical Equipment (SIC Code: 3694)

Establishments primarily engaged in manufacturing electrical equipment for internal combustion engines, such as armatures, starting motors, alternators, generators, and ignition apparatus.

Motor Vehicles and Car Bodies (SIC Code: 3711)

Establishments primarily engaged in manufacturing or assembling complete passenger automobiles, trucks, commercial cars and buses, and special purpose motor vehicles. This industry also includes establishments primarily engaged in manufacturing chassis or passenger car bodies.

Truck and Bus Bodies/Motor Homes (SIC Codes: 3713, 3716)

Establishments primarily engaged in manufacturing truck and bus bodies, for sale separately or for assembly on purchased chassis, and self-contained motor homes.

Motor Vehicle Parts and Accessories (SIC Code: 3714)

Establishments primarily engaged in manufacturing motor vehicle parts and accessories, but not engaged in manufacturing complete motor vehicles or passenger car bodies.

Truck Trailers (SIC Code: 3715)

Establishments primarily engaged in manufacturing truck trailers, truck trailer chassis for sale separately, detachable trailer bodies for sale separately, and detachable trailer chassis for sale separately.

Aircraft Parts and Equipment, nec (SIC Code: 3728)

Establishments primarily engaged in manufacturing aircraft parts and auxiliary equipment, not elsewhere classified. Research and development on aircraft parts is included in this industry.

Guided Missiles and Space Vehicles (SIC Code: 3761)

Establishments primarily engaged in manufacturing complete guided missiles and space vehicles. Research and development and other services on or for guided missiles and space vehicles are included in this industry.

Space Propulsion Units and Parts (SIC Code: 3764)

Establishments primarily engaged in manufacturing guided missile and space vehicle propulsion units and propulsion unit parts. Research and development on guided missile and space vehicle propulsion units and propulsion unit parts is also included in this industry.

Space Vehicle Equipment, nec (SIC Code: 3769)

Establishments primarily engaged in manufacturing guided missile and space vehicle parts and auxiliary equipment, not elsewhere classified. Research and development on guided missile and space vehicle parts and auxiliary equipment, not elsewhere classified, is also included in this industry.

Engineering and Scientific Instruments (SIC Code: 3811)

Establishments primarily engaged in manufacturing engineering, laboratory, and scientific instruments, including nautical, navigational, aeronautical, surveying, and drafting equipment.

Environmental Controls (SIC Code: 3822)

Establishments primarily engaged in manufacturing temperature and related controls for heating and air-conditioning installations and refrigeration applications, and automatic regulators used as components of household appliances.

Optical Instruments and Lenses (SIC Code: 3832)

Establishments primarily engaged in manufacturing: instruments that measure an optical property; apparatus, except photographic, that projects or magnifies, such as binoculars, prisms, and lenses; optical sighting and fire control equipment; and related analytical instruments.

Surgical Appliances and Supplies (SIC Code: 3842)

Establishments primarily engaged in manufacturing orthopedic, prosthetic, and surgical appliances and supplies, arch supports, and other foot appliances; fracture appliances, elastic hosiery, abdominal supporters, braces, and trusses; bandages; surgical gauze and dressings; sutures; adhesive tapes and medicated plasters; and personal safety appliances and equipment.

Dolls (SIC Code: 3942)

Establishments primarily engaged in manufacturing dolls, doll parts, doll clothing, and stuffed toy animals.

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Appendix D

COMMUNITY DEVELOPMENT AUTHORITY STATUTES

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66.432 MUNICIPAL LAW

85-86 Wis. Stats. 1310

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 s. 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).

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(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.