

A COMPREHENSIVE PLAN FOR THE CITY OF PORT WASHINGTON

Chapter XII

ECONOMIC DEVELOPMENT ELEMENT

INTRODUCTION

The economic development element is one of the nine elements of a comprehensive plan required by Section 66.1001 of the *Wisconsin Statutes*. Section 66.1001 (2) (b) of the *Statutes* requires the economic development element to compile goals, objectives, policies, and programs that promote the stabilization and retention or expansion of the economic base and quality employment opportunities in the City of Port Washington. In addition, this element must:

- Include an analysis of the City labor force and economic base.
- Assess categories or particular types of new businesses and industries that are desired by the City.
- Assess the City's strengths and weaknesses with respect to attracting and retaining businesses and industries and designate an adequate number of sites for such businesses and industries.
- Evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses.
- Identify economic development programs, including State and Regional programs, which apply to the City.

In addition, the following comprehensive planning goals related to the economic development element are set forth in Section 16.965 of the *Statutes* and must be addressed as part of the planning process:¹

- Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.
- Protection of economically productive areas, including farmland and forests.
- Encouragement of land uses, densities, and regulations that promote efficient development patterns and relatively low municipal, state government, and utility costs.
- Building of community identity by revitalizing main streets and enforcing design standards.
- Providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.
- Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local level.

Part 1 of this chapter provides an inventory and analysis of the labor force and economic base in the City including approximate employment and unemployment, employment by job type in Ozaukee County,² the largest employers in the City, personal income characteristics of residents, existing and planned business/industrial parks and environmentally contaminated land. This information, along with an assessment of the strengths and weaknesses of the City with respect to attracting and retaining business and industry, was used to help determine the types of new business and industry desired by the City.

Part 2 provides a description of economic development programs that apply to the City of Port Washington, including County, State, and Regional programs. Part 3 sets forth the projected number of jobs in 2035 for Ozaukee County, an assessment of desirable new businesses and industries, and an assessment of the City's strengths and weaknesses with respect to attracting those businesses and industries. Part 4 sets forth economic

¹ Chapter I lists all 14 of the comprehensive planning goals included in Section 16.965 of the *Statutes*.

² This data is only available at the County level.

development goals and objectives through the plan design year of 2035. Recommended policies, defined as steps or actions to achieve economic development goals and objectives; and programs, defined as projects or services necessary to achieve economic development policies, are also identified in Part 4.

PART 1: INVENTORY AND ANALYSIS

Labor Force

The labor force is defined as those residents of the City of Port Washington 16 years of age and older who are employed or are actively seeking employment. Labor force data are often referred to as “place of residence” data as opposed to “place of work” data, or employment data. The labor force is not equated with the number of employment opportunities, or jobs, in the City because some of the resident labor force are employed outside the City, some have more than one job, some are unemployed, and some jobs in the City are held by non-residents.

Table XII-1 sets forth the employment status of residents 16 years of age or older for the City. There were 5,618 employed persons residing in the City and 5,746 residents in the labor force in the City in 2000. Employed persons comprised about 53.7 percent of the total population of the City 2000. There were 128 unemployed persons age 16 or older, or 2.2 percent of the labor force, residing in the City in 2000. By comparison, 2.3 percent of the County labor force, 3.6 percent of the Regional³ labor force, and 3.2 percent of the State labor force were unemployed in 2000. Unemployment has trended upward between 2000 and 2006. As of November 2006, the Wisconsin Department of Workforce Development (DWD) reported the unemployment rate in Ozaukee County at 3.1 percent of the labor force and the unemployment rate for the Milwaukee Metropolitan area⁴ at 4.7 percent of the labor force. About 27.9 percent of City residents, or 2,226 persons, 16 years of age or older did not participate in the labor force in 2000.⁵

Table XII-2 sets forth the estimated labor force population in Ozaukee County, the State, and the Nation in 2005. The Ozaukee County labor force has grown by 1,975 resident workers, or about 4 percent, between 2000 and 2005.⁶ About 56 percent of County residents participated in the labor force, which is a 2 percent increase over the 2000 level. The percentage of residents participating in the labor force was about the same as the State rate and about 6 percent higher than the National rate. About 79 percent of County residents, or 67,796 residents, were in the labor force population (residents age 16 and older) in 2005 compared to 78 percent in the State and 76 percent in the Nation.

Table II-11, in Chapter II, sets forth the location of employment for City residents in 2000. About 28.3 percent of employed residents worked within the City of Port Washington, about 67.5 percent the County, and about 32.5 percent of residents traveled outside the County for employment. The majority of residents who traveled outside the County for employment, about 21.3 percent, worked in Milwaukee County.

The occupational and educational attainment make-up of the labor force provides useful insight into the nature of work the City of Port Washington labor force is most suited to, the type of industry that the City may be most successful in retaining and attracting, and the types of new businesses and industries most desired by the City. The number of employed persons by occupation in the City, County, and Region is set forth in Table II-9 in Chapter II. City residents employed in management, professional, and related occupations comprised the largest percentage of the employed labor force at 34.8 percent, or 1,953 workers. Sales and office occupations and production, transportation, and material moving occupations ranked second and third respectively, with 26.0

³ *The Southeastern Wisconsin Region consists of Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.*

⁴ *The Milwaukee Metropolitan area consists of Milwaukee, Ozaukee, Washington, and Waukesha Counties.*

⁵ *Persons age 16 and older who did not participate in the labor force include only those persons who did not work nor seek employment.*

⁶ *This data is only available at the County level.*

percent, or 1,462 workers, and 20.0 percent, or 1,122 workers, of the employed resident workforce. Service occupations (11.4 percent); construction, extraction, and maintenance occupations (7.6 percent); and farming, fishing, and forestry occupations (0.2) represent the remaining 19.2 percent of the employed City workforce.

The relatively high percentage of workers in management and professional occupations is consistent with the high level of educational attainment among City and Ozaukee County residents 25 years of age and older. Nearly 90 percent of City residents at least 25 years of age and 92 percent of County residents at least 25 years of age had attained a high school or higher level of education in 2000. This is higher than the educational attainment of the overall population of the Region, where 84 percent of the population 25 years of age and older had attained this level of education as of 2000. About 58 percent of the population 25 years of age and older in the City and 68 percent of the population 25 years of age and older in Ozaukee County attended some college or earned an associate, bachelor, or graduate degree, compared to about 54 percent in the Region. Educational attainment for residents of the City, County, and Region is set forth in Table II-4 in Chapter II.

Changing age composition of the City labor force, which is expected to resemble that of Ozaukee County, may also affect retention and attraction of business and industry to the City and the types of business and industry most desired by the City. Figure XII-1 illustrates the current age composition and the projected age composition for the County in 2035. The percentage of the population under 20 years old will remain fairly stable. However, the percentage of the population ages 20 to 44 and 45 to 65 will decrease by 5 percent and 4 percent, respectively, and the percentage of the population 65 and older will increase by 12 percent. The result will be a smaller working age percentage of the population, and a population that may demand an increase in certain products and services, such as those provided by the health care industry.

The projected population of the City for 2035, as stated in Table II-22 in Chapter II, is 14,500 persons. Assuming the City population projection and the County age composition projection will apply within the City, about 11,455 City residents will be working age (age 16 or older⁷). If current labor force participation trends hold constant and the same methodology for calculation is used as above, about 8,120 City residents could be participating in the labor force in 2035. However, this method does not account for retired persons. The large percentage change in persons in the age 65 and older category (from 13 percent to 25 percent in Ozaukee County between 2000 and 2035) will likely mean a larger percentage of retired residents in 2035. In addition, about 71.7 percent of employed City residents would travel outside the City for work if commuting patterns remain constant.

Employment

Number and Type of Jobs

Employment or “place of work” data are the number and type of jobs available in the City and the Ozaukee County planning area. This information provides an important indicator of the level of economic activity for economic development planning and land use planning purposes. Employment data and labor force data form the baseline information in determining how many and what type of jobs will need to be added in the City and County to serve the projected 2035 City population.

There were 51,161 jobs located in the Ozaukee County planning area in 2000, shown on Map XII-1, which represented about 4 percent of the total jobs in the Region. Table XII-3 shows historic employment growth in Ozaukee County between 1950 and 2000. In 1950 there were 6,600 jobs located in the County, which represented about one percent of the total jobs in the Region. Between 1950 and 2000 the number of jobs located in the County grew by 669 percent. During the same time period the number of jobs in the Region grew by 189 percent. The decade with the largest percentage change in the County, about 109 percent or 21,300 new jobs, was between 1960 and 1970. The decade with the greatest number of new jobs added in the County, 15,500 new jobs, about a 43 percent change, was the decade between 1990 and 2000.

⁷*This definition is based on methodology used by the U.S. Bureau for compiling labor force data.*

Table XII-4 sets forth the number of jobs in 2000 in the City and each community participating in the Ozaukee County multi-jurisdictional comprehensive planning process. The areas with the most jobs in the County, as shown on Map II-3 in Chapter II, include the Cities of Mequon and Port Washington and the Village of Grafton. These areas also have largest populations and number of residents in the labor force.

Historical job levels by general industry group are summarized for the County and Region in Table II-10 in Chapter II. The 1990s saw a continuation of a shift in the regional economy from manufacturing to service industry jobs. Manufacturing employment in the Region was virtually unchanged during the 1990s following a 15 percent decrease during the 1980s, and a modest 4 percent increase during the 1970s. Conversely, service-related employment increased substantially during each of the past three decades – by 33 percent during the 1990s, 41 percent during the 1980s, and 53 percent during the 1970s. Due to these differential growth rates, the proportion of manufacturing jobs relative to total jobs in the Region decreased from 32 percent in 1970 to 18 percent in 2000, while service-related employment increased from 18 percent in 1970 to 33 percent in 2000. In comparison to the manufacturing and service industry groups, other major industry groups – such as wholesale trade, retail trade, government, and finance, insurance, and real estate – have been relatively stable in terms of their share of total employment in the Region over the last three decades. Agricultural jobs decreased by over 50 percent between 1970 and 2000, the only industry group other than manufacturing to lose employees in this time period.

The percentage of jobs by general industry group in Ozaukee County in 2000 is shown in Figure II-3 in Chapter II. Unlike the Region overall and the rest of Wisconsin, Ozaukee County has experienced an increase in manufacturing jobs. The number of manufacturing jobs in the County has increased from 8,703 jobs to 12,953 jobs, or by almost 49 percent, between 1970 and 2000, although the County's percentage of jobs in manufacturing decreased from about 41 percent to about 26 percent during that period. The County also experienced growth in all other employment categories between 1970 and 2000, with the exception of agricultural jobs. Agricultural jobs decreased almost 59 percent, from 1,483 jobs to 612 jobs.

There were 50,752 jobs located in Ozaukee County in 2004,⁸ which was a slight drop from the 2000 level. Table XII-5 sets forth the number of jobs by industry group in the County as of 2004. The industry groups in Table XII-5 differ from those in Table II-10. This is because the data in Table II-10 is based on the Standard Industry Classification (SIC) system⁹ and the data in Table XII-5 is based on the North American Industry Classification System (NAICS). The SIC system was used for Table II-4 because historical employment data is only available in this form. In 1997 the U.S. government started using the NAICS to categorize and disseminate employment data. The NAICS was developed jointly by the U.S., Canada, and Mexico to provide improved comparability in statistics about business activity across North America.

Major Employment Types¹⁰

The manufacturing industry led Ozaukee County in number of jobs in 2004, despite the drop in the number of manufacturing jobs from 12,953 in 2000 to 10,214 in 2004. The next five largest private employment categories were:

- Retail trade – 5,741 jobs
- Health care and social assistance – 4,085 jobs
- Accommodation and food services – 3,597 jobs
- Professional and technical services – 3,457 jobs
- Finance and insurance – 3,364 jobs

⁸ Employment data for 2004 was not available for cities, villages, and towns.

⁹ The SIC industrial classification structure is shown in more detail in Appendix G.

¹⁰ This data is only available at the County level.

The largest government employer in the County was local government, which consisted of 3,629 jobs. Of the 50,752 jobs located in the County, 40,532, or about 80 percent, were wage and salary jobs and 10,220, or about 20 percent, were proprietor employment jobs. About 4 percent of the proprietor jobs, or 459 jobs, were farm proprietor jobs.

Location Quotient Analysis

The Ozaukee County location quotient, set forth in Table XII-6, is a ratio comparing the concentration of jobs in the County by industry type to the concentration of jobs in the State and Nation by industry type. If the location quotient is one, the County has an equal concentration of jobs by that industry type compared to the State or Nation. If the location quotient is less than one, the County has a lower concentration of jobs by that industry type compared to the State or Nation. If the location quotient is greater than one, the County has a higher concentration of jobs by that industry type compared to the State or Nation. Compared to the State and Nation, Ozaukee County has a very high concentration of manufacturing jobs. In addition, the County has a high concentration of finance and insurance; real estate, rental, and leasing; professional and technical services; educational services; and arts, entertainment, and recreation jobs. By contrast, the County has a low concentration of information technology, management, administrative and waste services, farm employment, and government related jobs.

Major Employment Locations

Major employment locations in Ozaukee County in 2004 (those with 100 or more employees) are listed by community on Table XII-7 and shown on Map XII-2. There were five employers with between 500 and 999 employees, five employers with between 250 and 499 employees, and 45 employers with between 100 and 249 employees located in the County.¹¹ Ranges are given rather than a specific number of employees for privacy reasons. The five largest employers were Ozaukee County Government, located in the City of Port Washington; Rockwell Automation Inc., Columbia-St. Mary's Hospital, and Concordia University, all located in the City of Mequon; and Leggett and Platt Inc., located in the Village of Grafton. The largest employers in participating local governments without a major employer (100 employees or more) are listed in Table XII-8.

Annual Wages¹²

Table XII-9 sets forth the average annual wages by industry in Ozaukee County, the Region, and the State in 2005. The average annual wage paid to workers employed in Ozaukee County was \$37,381 per year. This was about 5 percent above the State average of \$35,547 per year. Jobs in financial activities provided the highest average annual wage in the County at \$48,836, with jobs in manufacturing second at \$48,772. Jobs in construction provided the third highest average annual wage in the County at \$43,089. Jobs in leisure and hospitality provided the lowest annual wage at \$11,663. Table XII-9 shows that annual wages by industry were generally lower in Ozaukee County than the rest of the Southeastern Wisconsin Region, but generally higher than the rest of the State.

Personal Income

Personal income is another primary indicator of the overall economic well being of an area. Household income is one of the primary measurements of personal income. Annual household income in the City of Port Washington and each community participating in the Ozaukee County multi-jurisdictional comprehensive planning process is documented in Table II-6 in Chapter II. The median household income in the City was \$53,827 in 1999, which was \$8,918 less than the median household income in the County, \$7,240 more than the median household income in the Region (\$46,587), \$10,036 more than the median household income in the State (\$43,791), and \$11,833 more than the household income in the Nation (\$41,994). Ozaukee County had the highest median household income among counties in the Region in 1999. In addition, each community in the County had median household incomes greater than that of the Region, State, and Nation in 1999.

¹¹ *Employers with more than one location are listed separately for each location.*

¹² *This data is only available at the County level.*

Table XII-10 sets forth historic median household income levels in the City and each participating community from 1979 to 1999 in dollars reported and constant (1999) dollars. Reported household income in the City has increased from \$21,914 in 1979 to \$53,827 in 1999, which is an increase of about 145.6 percent. When expressed in constant dollars, 1979 reported income adjusted for inflation to express that income in 1999 dollars, household income in the City increased from \$50,668 to \$53,827, which is an increase of about 6.2 percent. Adjusted median household income increased in the State by 7.1 percent and Nation by 7.8 percent, but decreased in the Region by 0.3 percent between 1979 and 1999.

Overall, households in the City have experienced economic prosperity over the last two decades; however, a number of households in the City had annual incomes under the poverty level in 1999. Table II-11 sets forth the number of households below the poverty level in the City and all other communities participating in the County planning process. There were 180 households with incomes below the poverty level in the City in 2000. About 41.7 percent, or 75 households, were family households and about 58.3 percent, or 105 households, were non-family households. About 54.7 percent of family households below the poverty level were married couple households, about 45.3 percent were households with female householders and no husband present, and none were households with male householders and no wife present. Table II-12 sets forth income threshold levels that define poverty status by family size and for one person non-family households. Poverty thresholds are determined on a National basis and do not change by geographic region. Poverty thresholds ranged between \$8,501 for a one person household and \$34,417 for a nine person household in 1999.¹³

Commercial and Industrial Areas

The City of Port Washington and Ozaukee County have a strong economic base, as indicated by labor force and household income characteristics. In addition to positive labor force characteristics, the City and County must ensure that an adequate number of sites for business retention, expansion, and attraction are identified to maintain the strong economic base. This Chapter contains an inventory of sites suitable for commercial and industrial development including existing business parks and tax increment finance (TIF) districts in the City and the County as a whole. Environmentally contaminated sites in the City and County were also identified to assist in analyzing whether such sites may be suitable for remediation and redevelopment for commercial or industrial uses.

Business/Industrial Parks

Existing business parks located in the City and the County are shown on Map XII-3 and listed in Table XII-11. Business parks are defined as having each of the following characteristics:

- A planned and publicly-owned internal street system
- Sanitary sewer service and public water service available
- A minimum of 10 acres for brownfield sites and 40 acres for greenfield sites
- Land that was platted or divided by certified survey map, except for brownfield sites, and under single ownership at the time the park was created

In 2006, there were 3 business parks located in the City of Port Washington, encompassing about 291 acres. About 75.6 percent of the land, or 220 acres, has been developed or is committed to development. About 24.4 percent of the land, or 71 acres, is currently available for development. There were 10 additional business parks located in the County. Total acreage encompassed by business parks in the County was 1,770 acres, including the business parks located in the City. About 69 percent of the land, or 1,230 acres, has been developed or is committed to development. About 31 percent of the land, or 540 acres, is currently available for development. An additional business park encompassing 60 acres is being developed on the north side of the City of Cedarburg. Existing business parks are generally located adjacent to a highway or arterial street. Uses located in business parks are traditionally manufacturing, warehousing, or office uses; however, commercial retail and service uses may also be appropriate for business parks. The most compatible commercial retail and service uses for business

¹³ *The poverty thresholds above are weighted averages. Thresholds vary depending on the number of related children under 18 present in the household and the age of the householder.*

parks are those that provide goods and services catering to the needs of employees who work in the business parks, such as child care centers, restaurants, and banks or credit unions. Health care clinics are also increasingly being located in business parks.

Environmentally Contaminated Sites

Section 66.1001 of the *Wisconsin Statutes* requires the economic development element of a comprehensive plan to promote environmentally contaminated sites for commercial and industrial use. Environmentally contaminated sites in the City of Port Washington and the County are shown on Map XII-4 and listed in Table XII-12. In 2006, the Wisconsin Department of Natural Resources identified 10 environmentally contaminated sites in the City and a total of 87 sites in the County that had not been remediated, which are currently being monitored. Contaminated sites include leaking underground storage tank (LUST) sites and environmental repair (ERP) sites. A LUST site has soil and/or groundwater contaminated with petroleum, which includes toxic or cancer causing substances; however, given time, petroleum contamination naturally breaks down in the environment (biodegradation). In addition, some LUST sites may emit potentially explosive vapors. An ERP site has contaminated soil and/or groundwater that is not caused by a leaking underground storage tank. Possible causes of an ERP site include industrial spills or dumping that requires long-term investigation, buried containers of hazardous substances, closed landfills that have caused contamination, and areas with petroleum contamination from above ground storage tanks.

PART 2: ECONOMIC DEVELOPMENT ORGANIZATIONS AND PROGRAMS

General Economic Development Organizations and Programs

A number of economic development organizations and programs have been established to assist in the establishment, retention, and expansion of area businesses in the City of Port Washington and the County, including the following:

Ozaukee County Economic Development Corporation

The Ozaukee Economic Development Corporation (OED) is a non-profit organization created in 1989 to promote, assist, encourage, develop, and advance the businesses, prosperity, and economy of Ozaukee County. The OED Board consists of 21 members representing the Ozaukee County Board of Supervisors, business leaders, and local governments. In addition, the first full-time executive director was hired in 2007. The OED is currently focusing on several core services including business retention, business marketing and attraction, business financing and business programs, and promoting Ozaukee County through regional partnerships.

Business Retention

Services provided by the OED to promote business retention include:

- Business visits
- Development of an online survey for feedback on OED services
- Development of a quarterly electronic newsletter for Ozaukee County businesses and investors
- Presentations to businesses and service groups
- Providing services to connect businesses to business resources

Business Attraction and Marketing

Programs will be developed and implemented by the OED to attract businesses to the County through relocation and start-ups including:

- Serving as the first responder to businesses seeking land or buildings in Ozaukee County
- Meeting with all local governments located in the County annually to discuss economic development needs and opportunities
- Developing the OED website into a business attraction resource
- Providing communities with demographic data
- Connecting developers and potential businesses to appropriate locations

Business Financing and Business Programs

OED is involved with the following business financing and business programs:

- Marketing the Ozaukee County Revolving Loan Fund for greater visibility
- Working in coordination with the Ozaukee County UW-Extension office to promote and develop the Workforce 2010, Fast Trac, and First Steps To Entrepreneurship Programs (each is described below)
- Working with Ozaukee County to update and implement the Ozaukee County Multi-jurisdictional Comprehensive Plan

Promoting Ozaukee County Through Regional Partnerships

The OED is a partner with several economic development organizations and participates in several economic development programs in the Region including:

- The Washington-Ozaukee-Waukesha (WOW) Workforce Development Board (described below)
- The Regional Economic Partnership (described below)
- The Milwaukee 7, which includes the We-Energies funded Resource Center for Business/Talent and the Inter-County Protocol Agreement (described below)

Workforce 2010

Workforce 2010, a subsidiary of the OED, is a partnership of business, education, community, government organizations, and individuals dedicated to improving the opportunities of students by placing greater emphasis on preparing young people for the workplace and by helping students learn about jobs and career opportunities in Ozaukee County. The school districts of Cedarburg, Grafton, Northern Ozaukee, Port Washington-Saukville, and Random Lake have formed a partnership with local employers to provide these opportunities.

Fast Trac

Fast Trac is a national program founded in 1985 to answer the demand by business owners for entrepreneurial training. The focus of the course is to help new and existing entrepreneurs develop business plans and covers virtually every aspect of starting and running a successful business. It is an eleven week course offered at the MATC-Mequon Campus. Almost 50 business plans have been completed since 2003.

First Steps to Entrepreneurship

This program is a three hour workshop that serves as a starting point for individuals considering starting a business. A four-step analysis for potential entrepreneurship to assess the environment for new businesses, identify resources for new businesses, and assess readiness for new business start-ups is reviewed during the program.

Ozaukee County Development Foundation, Inc.

The Ozaukee County Development Foundation is a non-profit subsidiary of the OED that was developed to raise and disburse contributions from the general public for building and maintaining public infrastructure in Ozaukee County. The Foundation also raises funds to sponsor several activities that promote the quality of life in the County, including educational programs and economic development activities.

Washington-Ozaukee-Waukesha (WOW) Workforce Development Board

The WOW Workforce Development Board was established in response to the Workforce Investment Act of 1998 (WIA). The Board is a non-profit corporation dedicated to providing workforce development services to residents and businesses of Washington, Ozaukee, and Waukesha Counties. It works in collaboration with County and local elected officials, economic development corporations (such as the OED), and businesses to address workforce issues. The board is dedicated to finding solutions to local workforce needs through long-term planning and timely responses to the changing economy.

The WOW Workforce Development Board has several programs available. The following is a summary of each of these programs:

H-1B Advanced Manufacturing Training Program

The H-1B Advanced Manufacturing Training Program is funded by the U.S. Department of Labor and is intended to reduce the dependence of American companies on skilled workers from other countries. The program's objective is to train 200 apprentices and 500 other workers in advanced manufacturing skills to address the industry need for highly-skilled workers. The program will provide a maximum of \$500 per month per apprentice.

On-The-Job Training Program

The On-The-Job Training Program provides funding to employers to help offset the cost of training new employees. Businesses can receive a wage reimbursement of up to 50 percent of the new employee's wages during the training period. The length of the training period depends on the amount and complexity of the training needed to bring the worker to the desired skill level. To be eligible the job should meet or exceed minimum wage requirements; the job trained for must have transferable skills and not be seasonal or temporary; and contracts must be completed and approved prior to the new hire's first day of work.

Workforce Advancement and Attachment Training Program

The Workforce Advancement and Attachment Training Program awards grants to employers to provide training to existing entry-level workers so that they may move up another employment level and receive a salary increase. To be eligible for the grant the employer must employ workers who meet income guidelines; have specific training in mind for employee(s); provide training to advance skills outside the current job; and complete training within one year. The training must result in an increase in pay or a promotion within six months of training, or be necessary for job retention.

Dislocated Worker Program

The objective of the Dislocated Worker Program is to assist laid-off workers in obtaining full-time employment in a job compatible with the worker's capabilities and interests at a competitive wage. The WOW Dislocated Worker program is a "Work First" program, with emphasis on opportunities for employment. Participation requires that the worker be committed to intensive efforts toward obtaining full-time employment. Program staff develops an Individual Employment Plan (IEP) with each participant that identifies the full-time employment objectives and what steps will be taken to achieve the objectives. The IEP specifies the occupational goals of the enrollee, based on assessment, testing, and individualized counseling.

If, after an initial period of intensive work search the participant is unsuccessful in obtaining employment, additional training may be considered, subject to availability of funds. Those who are deemed eligible to receive additional training are given an Individual Training Account (ITA), and information on providers, which includes the cost of training and the success rate of the training provider.

Work Keys Program

Work Keys is an employability skills assessment tool designed to ensure that an employer has the right people staffing key positions. The tool evaluates the key skills and levels of competency required for specific jobs in an organization. Skill assessments are then administered to job applicants and/or employees to pinpoint their current skill levels. Once complete, it compares the skill levels demonstrated by each test taker to the minimum skill levels required for the profiled jobs, which enables employers to immediately evaluate an applicant's qualifications and/or determine the training needs of current employees. This process provides job analysis, assessment, instructional support, reporting, and training identification services to employers.

Regional Economic Partnership (REP)

The REP includes economic development organizations in each of the Region's seven Counties (Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha) plus We Energies, the City of Milwaukee, the Metropolitan Milwaukee Association of Commerce, and SEWRPC. The REP was formed in 1993 to provide:

- A development partner to assist with financing, workforce training programs, and technology development programs
- Assistance with business permits and regulations

- Continuing assistance beyond project completion

The Milwaukee 7

The Milwaukee 7 is a council of representatives from the seven Southeastern Wisconsin counties – Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The council, made up of about 35 civic and business leaders, was formed with the idea that a regional approach is key to fostering economic growth. The council is engaged in efforts focusing on regional strategic planning for economic development. Among the council's goals are to compile comprehensive information about the Region, creating a way for businesses to tap easily into data that can help them make expansion or location decisions, identifying “clusters” of industries well suited to the area, and creating jobs to retain more Wisconsin college graduates. The Milwaukee 7 website and resource center were opened in November 2006, and its strategic planning process is scheduled to be completed in April 2007. The website (www.choosemilwaukee.com) and resource center are intended to provide a one-stop location for information on available buildings and sites for business development. In addition, each of the seven cooperating counties has signed a “non-compete” agreement.

Revolving Loan Fund

The Wisconsin Community Development Block Grant (CDBG) Program, administered by the Wisconsin Department of Commerce, provides local governments with funds to use for business start-ups and expansion. These funds, received from the U.S. Department of Housing and Urban Development, are used to provide grants to local units of government that use the funds to loan to a business. The business, in return for use of the public funds, provides private investment towards the assisted activity and most importantly creates job opportunities, principally for the benefit of low- and moderate-income persons.

When a business repays the community the loan (principal and interest payments), the funds are used to capitalize a local revolving loan fund (RLF). With the RLF, the community can make additional loans to businesses wishing to expand or locate in the community. These loans typically are smaller loans (\$20,000-\$100,000). The community's revolving loan fund can expand the amount in its RLF to an amount in excess of the original when successfully administered. This happens when the community exercises due diligence by performing a thorough credit analysis to determine business viability and adequately securing and servicing the loan. In administering a RLF, a community becomes a "bank" and accepts responsibilities similar to that of a commercial lender when it makes a CDBG or RLF loan to a business.

The City of Port Washington established the RLF program to create employment opportunities, encourage private investment, and provide a financing alternative for new business start-ups or expanding existing business in the community. The loan may be used for the purchase, rehabilitation, renovation, or construction of a building; site acquisition and preparation; purchase of furniture, fixtures, and equipment; financing and working capital; tenant improvements; and buyouts by purchase of assets or stock. There are currently six businesses participating in the City RLF program in 2006. Three businesses have paid-off their loans and their accounts are retired.

To be eligible for funding, a proposed project must meet all of the following minimum requirements:

- Private Funds Leveraged - One dollar of private sector investment shall be provided for each dollar of RLF investment. Private sector investment is defined as financing from a private lending institution, public sector business loan programs other than the CDBG program, or new equity that is injected into the business as a part of the expansion project.
 - Cost Per Job - A minimum of one full-time equivalent (FTE) job shall be created or retained for each \$20,000 of RLF funds requested.
 - Financial Feasibility and Business Viability - The applicant shall demonstrate that the proposed project is viable and that the business has the economic ability to repay the funds.
- Low- and Moderate-Income (LMI) Benefit - At least 51 percent of the jobs created or retained shall be made available to persons who reside in low-and moderate-income households.
- Project Completion - All projects must be completed, all funds expended, and all jobs created and/or retained within 24 months from the date of the RLF loan approval. All jobs shall be maintained for a minimum of 12 months.

Ozaukee County operates an identical RLF program using the same requirements. Port Washington businesses are also eligible to obtain financing from the County program.

Community Development Block Grant - Economic Development (CDBG-ED)

The CDBG-ED program was designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Commerce awards the funds to a city, village, town, or county, which then loans the funds to a business. When the business repays the loan, the community may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the community.

Technology Zones

Wisconsin's Technology Zone program, administered by the Wisconsin Department of Commerce, offers tax credit incentives to new and growing businesses in the State's high-technology sectors. High technology businesses planning to expand existing operations in a designated Technology Zone area, individuals planning to start a new business in a Technology Zone area, or businesses considering relocation to a Technology Zone area from outside Wisconsin may be eligible for a maximum \$500,000 tax credit. Ozaukee County is part of the Metropolitan Milwaukee Technology Zone; however, there have been no beneficiaries of the program in the County.

Tax Increment Financing

Wisconsin's Tax Increment Finance (TIF) program was approved by the Legislature in 1975. Its purpose is to provide a way for a city or village to promote tax base expansion. TIF is aimed at eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. The TIF law was amended in 2004 to allow towns limited participation in the TIF program. Towns may create TIF districts for projects involving the agricultural, forestry, manufacturing, and tourism industries, as defined in Section 60.85 of the *Wisconsin Statutes*.

When a TIF is created, the aggregate equalized value of taxable and certain municipality-owned property is established by the Department of Revenue. This is called the Tax Incremental Base. The municipality then installs public improvements, and property taxes generally increase. Taxes paid on the increased value are used to pay for improvements funded by the community. This is the Tax Increment. It is based on the increased values in the Tax Increment District (TID) and levies of all the taxing jurisdictions that share the tax base. Other taxing jurisdictions do not benefit from taxes collected on value increases until project costs have been recovered and the TID is retired. At this point, the added value is included in the apportionment process and all taxing jurisdictions share the increase in property value. The City of Port Washington created its first and only TID in 1991 and it was retired in 2007.

Community Development Authorities

Cities, by two-thirds vote of the members of the common council, may adopt an ordinance or resolution creating a housing and community development authority known as the "Community Development Authority" (CDA) under Section 66.1335 of the Wisconsin Statutes. Sections 66.1339 and 66.1341 of the Statutes provide Villages and Towns, respectively, the authority to establish a CDA. The CDA is a separate body from the governing body with the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects, and housing projects. The ordinance or resolution may also grant the CDA authority to act as the agent of the local government in planning and carrying out community development programs and activities approved by the governing body under the Federal Housing and Community Development Act of 1974 and as the agent to perform all acts that may be performed by the plan commission, with the exception of preparing the comprehensive plan for the local government. Redevelopment and housing authorities must cease operation if the local government establishes a CDA.

The City of Port Washington established a CDA in 1994. The CDA is available to assist the Common Council, local businesses, and private developers in the rehabilitation of blighted properties and the reuse of abandoned or unused commercial and industrial properties.

City of Port Washington Economic Development Committee

The City of Port Washington Economic Development Committee is generally responsible for overseeing the economic health of the City. This Committee has eight specific duties including:

- Interface with local civic groups
- Provide for industry retention activities with an emphasis on regular communication
- Develop marketing plans
- Consult with the Common Council on long-range economic development goals
- Compile community information to enhance marketing activities
- Assist commercial marketing and business recruitment activities
- Develop and submit an economic development budget to the Common Council on an annual basis

Additional Economic Development Programs

Information on additional economic development grants and programs is provided in Appendix S.

Brownfield Remediation Grants

The comprehensive planning law places an emphasis on the remediation and reuse of environmentally contaminated, or brownfield, sites. Brownfields are defined as abandoned, idle, or underused industrial or commercial properties where redevelopment is hindered by known or suspected environmental contamination. The following grant programs are available to assist in the identification and clean up (remediation) of brownfield sites:

Brownfield Site Assessment Grants (SAG)

Brownfield Site Assessment Grants (SAG) assist local governments in taking preliminary steps to stimulate redevelopment of brownfield areas. Counties, cities, villages, towns, redevelopment authorities, community development authorities, and housing authorities are eligible for the grant. The applicant may not have caused the environmental contamination, and the party responsible for the contamination must be unknown, unable to be located, or financially unable to pay for grant eligibility. The grant may fund Phase I and II environmental site assessments, environmental investigation, demolition, removal of underground storage tanks, and removal of abandoned containers. The State budget typically includes \$1.7 million per year for SAG funding. The grants are administered by the Wisconsin Department of Natural Resources (WDNR).

Blight Elimination and Brownfield Redevelopment (BEBR) Grants

Blight Elimination and Brownfield Redevelopment (BEBR) grants are administered by the Wisconsin Department of Commerce and provide funding for blight elimination and brownfield projects that promote economic development and have a positive effect on the environment at abandoned, idle, or underused industrial and commercial sites. Counties, cities, villages, towns, non-profit organizations, individuals, and businesses are eligible for the grant. The grant may fund property acquisition, Phase I and II environmental site assessments, environmental investigation, removal of abandoned containers and some underground storage tanks, environmental cleanup, demolition, rehabilitation of buildings, and redevelopment. This program is funded by a combination of State and Federal funds and typically receives about \$7.5 million in funding per year.

Brownfield Green Space and Public Facilities Grants

Brownfield Green Space and Public Facilities Grants assist local governments in cleaning up brownfields that are intended for future public use. This includes developing green spaces and public facilities. Cities, villages, towns, counties, redevelopment authorities, community development authorities, and housing authorities that have completed an environmental investigation and are ready to clean up the contaminated property are eligible for the grants. The maximum grant awarded is \$200,000. The program is administered by the WDNR.

Petroleum Environmental Cleanup Fund Award (PECFA)

The PECFA program was created by the Wisconsin Department of Commerce in response to enactment of Federal regulations requiring release prevention from underground storage tanks and cleanup of existing contamination from those tanks. PECFA is a reimbursement program returning a portion of incurred remedial cleanup costs to owners of eligible petroleum product systems, including home heating oil systems. Program funding is generated from a portion of a \$0.02/gallon petroleum inspection fee.

Brownfield Economic Development Initiative (BEDI) Grants

The Brownfield Economic Development Initiative (BEDI) provides eligible communities with grants to clean up and redevelop brownfields. Local governments that are Federal entitlement communities or non-entitlement communities may apply for BEDI grants.

Activities funded by BEDI grants must meet one of the following National objectives:

- Benefit low-to-moderate income people
- Prevent or eliminate slum or blight
- Address imminent threats or urgent needs

The grant funds may be used for planning, property acquisition, Phase I and II environmental site assessments, environmental investigation, removal of underground storage tanks and abandoned containers, environmental cleanup, demolition, rehabilitation of buildings, redevelopment and marketing, and public facility and infrastructure improvements. The maximum grant awarded is \$2 million.

Federal Brownfields Assessment Grants

The Federal Brownfield Assessment Grants are administered by the U.S. Environmental Protection Agency (EPA) and are for assessment of brownfield sites. Local governments, regional planning commissions, redevelopment authorities, non-profit organizations, and some other governmental organizations are eligible for the grants. The grants are available to fund planning; Phase I and II environmental site assessment; environmental investigation; removal of some petroleum tanks; and remediation, planning, and design. The maximum grant award is \$200,000. An applicant may request a total of \$400,000 per year.

Federal Brownfields Site Cleanup Grants

The Federal Brownfield Site Cleanup Grants are administered by the U.S. EPA for the clean up of a brownfield site. Local governments, regional planning commissions, non-profits, redevelopment authorities, and some other governmental organizations are eligible for the grants. The grants may fund environmental cleanup, demolition, and removal of some abandoned containers and underground petroleum tanks. The maximum grant award is \$200,000 with a 20 percent cost share required in the form of money or in kind services.

PART 3: ECONOMIC PROJECTIONS AND DESIRABLE BUSINESSES

Employment Projections

Future employment levels in the City and Ozaukee County are expected to be strongly influenced by the strength of the regional economy relative to the rest of the State and Nation. The Regional Planning Commission's economic study,¹⁴ which was prepared as part of the regional land use planning program, concluded that the regional economy is unlikely to significantly increase or decrease in strength relative to the State or Nation over the projection period of 2000 to 2035.

The Commission used a disaggregate approach to the preparation of regional employment projections. This approach involved the explicit consideration of employment in dominant and subdominant industry groups and the preparation of projections for those groups. Dominant industries are those which accounted for at least 4 percent of total regional employment in 2000 and subdominant industries are those that accounted for 2 to 3.9

¹⁴ Documented in SEWRPC Technical Report No. 10 (4th Edition), The Economy of Southeastern Wisconsin, July 2004.

percent. At the regional level, employment projections for industries were developed based on consideration of past industry trends, available indicators of future trends Nationally and in the State and Region, and relative industry and sector strength in the Region as compared to the State and Nation. Another variable taken into account was the future available labor force. Population projections indicate that a leveling-off in the regional labor force may be expected as much of the baby-boom generation reaches retirement age in the middle of the projection period. The anticipated leveling-off of the labor force is expected to moderate the number of jobs able to be accommodated in the Region and in the Ozaukee County planning area.

Projections of total employment for the City of Port Washington and Ozaukee County were prepared within the framework of the regional employment projection largely on the basis of trend analysis. The total number of jobs located in the City is projected to increase by 1,392 jobs, or by about 18.6 percent, to 8,886 jobs in 2035. The total number of jobs in the County is projected to increase by 11,485 jobs, or by about 23 percent, to 62,258 jobs by 2035. The number of jobs by industry group in Ozaukee County in 2000 and the projected number of jobs in 2035 are shown on Table XII-14.¹⁵ Most of the job growth is expected to occur in the “General” category, which includes service jobs and jobs in finance, insurance, and real estate. Retail and industrial jobs are expected to increase, while the number of transportation and utility jobs, government jobs, and agricultural and natural-resource related jobs are expected to remain the same or to decrease.

Desired Businesses

Section 66.1001 of the *Wisconsin Statutes* requires that an assessment of categories or particular types of new businesses and industries desired by the City of Port Washington be identified in the economic development element of the comprehensive plan. This section includes a list of businesses and industries the City would like to attract, retain, or expand. The list was developed by the Citizen Advisory Committee. Economic development inventory data from this chapter, demographic data from Chapter II, housing data from Chapter IX, and public input outlined in the City and Ozaukee County public participation plans were also reviewed to identify desirable businesses for attraction, retention, and expansion in the community. Desired business and industries for the City include:

- Biotechnology, including the biomedical technology industry
- Businesses and industry needing fresh and abundant water sources
- Health care, including home healthcare firms and facilities such as RCACs and CBRFs
- Information systems, including software development and data processing
- Tourism and eco-tourism that capitalizes on Lake Michigan recreational opportunities and marina
- Communications media, including computer/web-based/electronic and print
- Construction industry
- Entrepreneurial companies and independent businesses led by visionaries that will attract venture capital to the County and produce new ideas in fields such as computer technologies and biotechnology
- Research and development firms
- Manufacturing, including advanced technology manufacturing and niche manufacturing such as the plastics and medical industries and manufacturing that requires high precision and low product volume
- Developers specializing in providing workforce housing and housing for seniors, including senior living arrangements
- Educational institutions, including those that specialize in technical and adult education such as ITT Tech and the University of Phoenix
- Educational support services
- Necessity retail, such as grocery stores, in areas of the County that are currently underserved
- Financial services, including financial planning, banking, online support facilities, and processing facilities
- Business incubators that provide shared services for small businesses looking for cost efficient start-up facilities, which may grow into larger businesses and expand in size
- Entertainment venues

¹⁵ Projections by job sector were prepared for Counties only.

- Meeting, banquet and convention related facilities
- Tall ship cruises, Great Lake excursion-type businesses
- Small businesses and home-based businesses¹⁶
- Niche agriculture, including organic farming; food production for local restaurants, micro-breweries, and other niche marketing; and crop production for the bio-fuel industry
- Additional restaurants, both locally-owned and franchises

City of Port Washington Economic Development Strengths and Weaknesses

Section 66.1001 of the *Wisconsin Statutes* also requires that an assessment of City of Port Washington strengths and weaknesses with respect to attracting and retaining businesses and industries be completed as part of the economic development element. This section includes a list of perceived strengths and weaknesses, which were identified by the Citizen Advisory Committee using the same inventory data and public input as the desired businesses list for the City. The perceived strengths for attracting and retaining businesses and industries include:

- Fresh water location adjacent to Lake Michigan
- Small-town atmosphere with a well-defined downtown
- Affordable housing stock including both owner-occupied and rental housing options
- Strong quality of life, including good healthcare; tourism, recreational, and open space amenities; rural character; high quality public services; low crime rate; location in the Milwaukee Metropolitan Area; and strong historic preservation
- Strong educational system including the primary and secondary schools within the local school district and technical schools (MATC) in Ozaukee County. Ozaukee County also has four year colleges such as Concordia University and the City of Port Washington is in close proximity to regional educational resources such as the University of Wisconsin – Milwaukee (UWM), Marquette University, and the Medical College of Wisconsin in Milwaukee County
- Good highway system, with location near I-43 and good access to Milwaukee and Chicago; close proximity to both West Bend and Sheboygan easy work commutes
- Strong public transportation system including the *Ozaukee County Express Bus System*, *Ozaukee County Shared Ride Taxi System*, and the *Port Washington Transport Shared Ride Taxi System*
- Access to transportation and shipping through Mitchell International Airport and the Port of Milwaukee
- Tax Increment Financing (TIF) and *Revolving Loan Fund Financing* incentives
- High level of public health
- Highly developed utility infrastructure, including gas and electric lines and the We Energies power plant in the City of Port Washington
- Available land within the City existing and planned business/industrial parks
- An educated and skilled workforce
- City of Port Washington government that is free from corruption and is receptive to business needs
- Location of the City east of the Great Lakes Watershed Divide. This location ensures that the City will have access to Lake Michigan water in the future and lessens dependency on other sources of water, such as ground water. The City is also better able to accommodate industries that use large volumes of water than areas that rely on groundwater as their only water source
- Strong regional cooperation and promotion through the Milwaukee 7 economic development initiative
- Availability of business services
- Consistent population growth

The City of Port Washington’s perceived weaknesses regarding attracting and retaining desirable businesses and industries include:

¹⁶ According to the 2000 Census, 3.7 percent of employed County residents worked at home. In 1990 the Census reported that 3.6 percent of residents worked at home.

- Lack of available workers with skills suited to trade and manufacturing jobs and for the high-tech industry
- Aging workforce population
- Many educated young people leave the City¹⁷
- Long-term viability of some existing employers due to external economic conditions
- Lack of development ready sites for both commercial and industrial businesses
- Lack of available venture capital
- Lack of awareness of opportunities including technical education and employment in “trade jobs”
- Disconnect between the education system and the business sector – students are not necessarily learning the skills required by employers
- Lack of meeting, convention, and exhibition facilities that operate year-round in the City and County to showcase local businesses
- Lack of ordinances requiring stricter design standards and for encouraging sustainable site design¹⁸
- “NIMBY” (Not In My Back Yard) attitude in some cases

PART 4: GOALS, OBJECTIVES, POLICIES, AND PROGRAMS

This section sets forth economic development goals and objectives through the plan design year of 2035. Policies, which are steps or actions recommended to be taken to achieve economic development goals and objectives; and programs, which are projects or services intended to achieve economic development policies, are also identified. Goals and objectives were developed using the inventory data and public input outlined in the desired businesses and strengths and weakness section of Part 3 of this Chapter, and the general planning issue statements and goals and objectives related to economic development identified in Chapter VI. The following economic development issues have been identified through inventory data and public and committee input:

Economic Development Issues

Labor Force Issue

An available, well educated, skilled labor force is an important influence in attracting and retaining desirable businesses. The City has a well educated resident labor force as evidenced by their high educational attainment. About 90 percent of residents age 25 and older have attained a high school degree, compared to 84 percent in the Region; and about 58 percent of City residents have attended some college or attained an associates, bachelors, or graduate degree, compared to about 54 percent in the Region. About 72 percent of City residents are working age and the City is also in close proximity to a large labor pool because of its location in the Milwaukee Metropolitan Area.

It is projected that about 1,400 jobs will be added in the City by the plan design year of 2035, for a total of about 8,900 jobs in 2035 (about 62,300 in the County). This is an increase of about 18.6 percent between 2000 and 2035. The projected population for City for 2035 is 14,500 persons. About 11,455 residents will be working age and about 8,120 residents will be participating in the labor force if current labor force participation tends hold constant.

The City of Port Washington labor force has many positive attributes and has been recognized as a strength with respect to attracting and retaining business and industry in the City; however, concerns regarding the resident labor force have been expressed during the planning process. The aging of the City resident population, with 25 percent of the population projected to be age 65 or older by 2035 compared to 13 percent in 2000 has been

¹⁷ *It is perceived that many young educated residents of Ozaukee County and the Milwaukee Metropolitan Area as a whole leave the area for larger regions with greater job opportunities, such as Chicago. According to the 2000 Census, 23.9 percent of Chicago PMSA residents were in the 25 to 29 age group, compared to 21.9 percent in the Milwaukee-Waukesha PMSA.*

¹⁸ *Sustainable site design includes green building practices and natural and cultural resource protection.*

identified as a concern by Citizen Advisory Committee members. This concern centers around the unknown percentage of the working age population that may either be in retirement or physically unable to work by 2035. The aging population was also identified as a threat during the SWOT analysis conducted at the Ozaukee County comprehensive plan kickoff meetings because of the implications for the potential decrease in the labor force and an increase in the cost of government services for the elderly. The loss of young educated people to areas outside the City due to various factors, such as a lack of job opportunities, has also been identified as a factor that may reduce the size of the resident labor force over the planning period. Finally, education of the resident work force has been identified as both a weakness and strength. While the resident labor force has achieved a high educational attainment, there is a concern that there are not enough residents with technical training to fill trade jobs and skilled manufacturing jobs (manufacturing was the largest employment sector in Ozaukee County in 2004). It has been suggested that school aged residents will not pursue the education and training required for jobs in the trade or manufacturing fields unless parents and educators receive more information about these jobs as an alternative to professional jobs.

Employment Issue

Employment refers to the number and type of jobs located in the City of Port Washington and the County. Employment data and labor force data form the baseline information in determining how many and what types of jobs need to be located in the City to serve the projected City population in the plan design year 2035. Ozaukee County as a whole has experienced employment growth over the last 50 years. The number of jobs located in the County has grown by almost 670 percent over this period, compared to about 190 percent job growth in the Region. Manufacturing was the largest industry sector employer in the County in 2004 at 10,214 jobs and had experienced a 49 percent increase in the County between 1970 and 2000, while the Region experienced a 12 percent decrease over the same time period. The County has, however, experienced a decrease from the 2000 level of 12,953 manufacturing jobs.

The six largest categories of private employers in the County in 2004 were manufacturing, retail trade, health care and social assistance, accommodation and food services, professional and technical services, and finance and insurance. The manufacturing, finance and insurance, health care and social assistance, and professional and technical services industry sectors had high average annual wages compared to other industry sector employers in the County. Retail trade and accommodation and food services had relatively low wages compared to other Ozaukee County industry sectors.

Ozaukee County also had a high concentration of existing industries that have been identified as desirable to the City to attract and retain, such as manufacturing and finance and insurance industry sector jobs, when compared to the State and the Nation. The high concentration of these types of jobs may help the City create industry clusters of desirable employment sectors. While Ozaukee County has a comparatively high concentration of jobs in several of the job types identified as desirable, it has a comparatively low concentration in some other job types identified as desirable, most notably information technology and management of companies and enterprises.

As noted above, the City resident labor force is relatively well educated and prepared for jobs in some of the higher paying industry sectors located in the County. However, concern has been expressed over a lack of resident labor force participants well trained for advanced manufacturing jobs, which have been identified as desirable jobs to attract and retain within the City. In addition, a small labor pool has been viewed as a threat to the City by those who participated in the SWOT analysis conducted at the Ozaukee County Kickoff meetings. This issue is closely connected to the issue of workforce housing discussed in Chapter IX and may have an impact on the future labor pool available in the City to work in the retail trade and accommodation and food services industry sectors, currently the second and fourth largest employers in Ozaukee County.

Commercial and Industrial Sites Issue

The City of Port Washington has a strong economic base, as indicated by the City's labor force and personal income characteristics. In addition to these positive characteristics, the City must ensure that an adequate number of sites for business retention, expansion, and attraction are identified to maintain its strong economic base and meet the requirements set forth in Section 66.1001 of the *Wisconsin Statutes*. Business parks and Tax Increment

Finance (TIF) Districts have been identified, and inventoried in Parts 1 and 2 of this Chapter, as the sites most suitable for new commercial and industrial development in the City. Adequate infrastructure should also be provided, including utilities; transit and other transportation facilities and services; an adequate water supply; sanitary sewers; stormwater management; and communications facilities.

Home-based businesses and telecommuting may also account for a greater number of jobs in residential areas in the future due to advances in telecommunications and other technologies. Advantages of home-based businesses include less travel and reduced costs to households for services such as childcare.

Desirable Businesses and Strengths and Weaknesses Issue

Desirable types of businesses have been identified by the Citizen Advisory Committee and are described in Part 3 of this Chapter. The City has many positive attributes, or strengths, that may be used to attract these target businesses, such as a good quality of life, location, development incentives, and water resources. The City's weaknesses for attracting desirable businesses, also inventoried in Part 3, include the aging workforce population. The aging of the population is part of a nation-wide phenomenon due to the aging of the "baby boom" generation. This demographic trend may lead to older people working longer, or to a change in employment practices that would allow older workers to work part-time. Recent changes to Social Security have raised the retirement age to 66 for those born between 1943 and 1954, increasing to 67 for those born after 1960.

Economic Development Goals, Objectives, Policies, and Programs

This section includes a compilation of goals, objectives, policies, and programs to promote the stabilization, retention, and expansion of the economic base and quality employment opportunities in the City of Port Washington. Each set of goals, objectives, policies, and programs corresponds to one of the economic development issue statements in the preceding section.

General Economic Development Issue

Goal: Identify and encourage desirable and sustainable businesses and job development.

- **Objective:** Identify a diversity of business "clusters" to be encouraged within the City.
- **Objective:** Encourage business development that matches the educational attainment of residents within the City.
- **Objective:** Encourage cooperation between schools and the business community to develop educational programs that provide the City's labor force with skills to meet the employment needs of City businesses and to provide services needed by City residents.
- **Objective:** Encourage cooperation between high schools and technical colleges, such as MATC, to develop educational programs that provide the City's labor force with skills to meet the employment needs of City businesses and to provide services needed by City residents.
- **Objective:** Encourage increased promotion of technical education and training opportunities available at local primary and secondary schools and technical colleges in Ozaukee County such as MATC.
- **Objective:** Promote the availability and abundance of fresh water resources
- **Objective:** Capitalize on tourism amenities, including eco-tourism that capitalizes on Lake Michigan recreational opportunities and the City's lakefront marina.

Labor Force Issue

- **Goal:** Promote an adequate supply of workers to meet the employment needs of businesses located in the City of Port Washington through the plan design year 2035.
 - **Objective:** Promote a labor force of about 8,900 workers available to City businesses.
 - **Policy:** Promote the availability of affordable housing choices for people who work in the City or who wish to live and work in the City.
 - **Program:** Establish a marketing effort to attract people to move to the City
 - **Program:** Implement the recommended County Housing Cost/Workforce Housing Issue programs in Chapter IX of the City Comprehensive Plan.

- **Program:** Assist the OED in distributing a business retention survey to businesses located in the City. A portion of the survey will focus on affordable housing options for resident and non-resident workers of Ozaukee County.
- **Policy:** Promote convenient, flexible, and affordable public transportation options between the City and neighboring communities.
 - **Program:** Encourage Ozaukee County to continue operation of the Ozaukee County Express Bus System.
 - **Program:** Encourage Ozaukee County to continue operation of the Ozaukee County Shared-Ride Taxi and expand operations to the City of Port Washington if the City of Port Washington Transport Shared-Ride Taxi stops operation.
 - **Program:** Encourage Ozaukee County to expand operations of the shared-ride taxi system to provide service to Ozaukee County residents that work in the southern portion of Sheboygan County.
 - **Program:** Continue operation of the City of Port Washington Transport Shared-Ride Taxi.
 - **Program:** Assist the OED in distributing a business retention survey to businesses located in the City. A portion of the survey will focus on transportation options for resident and non-resident workers of Ozaukee County.
 - **Program:** Encourage Ozaukee County to study altering or expanding various service components of the Ozaukee County Express Bus System and Ozaukee County Shared-Ride Taxi System to meet the needs of businesses in the City as a result of findings from the business retention survey, if necessary.
- **Objective:** Promote educational programs to prepare workers for jobs in the desirable businesses and industries identified in Part 3 of this Chapter.
 - **Policy:** Encourage cooperation between the local school district and the business community to develop educational programs that provide the City labor force with skills to meet the employment needs of City businesses and to provide the services needed by City residents.
 - **Policy:** Encourage cooperation between the local school district and technical colleges, such as MATC, to develop educational programs that provide the City labor force with skills to meet the employment needs of City businesses and to provide the services needed by City residents.
 - **Policy:** Encourage cooperation between the local school district and four-year colleges and universities located in Ozaukee County, such as Concordia University, and the region, such as UW-Milwaukee and Marquette University, to develop educational programs that provide the City labor force with skills to meet the employment needs of City businesses and to provide the services needed by City residents.
 - **Program:** Encourage and assist the OED to continue involvement and partnership with educational programs such as Fast Trac and First Steps to Entrepreneurship through representation on the OED Board.
 - **Program:** Study the formation of an economic development committee to advise the Plan Commission and Common Council on economic development matters including educational partnerships and assist in cooperative educational efforts between educational institutions and employers.
 - **Program:** Distribute educational materials provided to the City regarding various workforce education partnerships and opportunities and job/career opportunities available for students and adults.
 - **Program:** Assist the OED in distributing a business retention survey to businesses located in the City. A portion of the survey will focus on job skills required by businesses.
 - **Program:** Work with the OED in studying the administration of additional partnerships and educational opportunities designed to develop the job skills sought by employers and potential employers in the City.
 - **Program:** Work with the OED in pursuing partnerships with SEEK, Manpower, and the Workforce Development Center at MATC to advertise employment opportunities in the City.

Employment Issue

- **Goal:** Encourage business and industries desired by the City in order to provide the number of jobs projected by 2035.
 - **Objective:** Encourage business development that provides a living wage for its employees and enables employees to afford housing in the City.
 - **Objective:** Encourage business development that matches the educational attainment of residents within the City.
 - **Policy:** Promote the retention of manufacturing, finance and insurance, and professional and technical services industry sector jobs in the City and Ozaukee County. The location quotient analysis in Part 1 of this Chapter indicates that the County has a high percentage of these types of jobs in relation to the State and Nation.
 - **Policy:** Promote an increase in information and technology, management of companies and enterprises, and health care and social assistance industry sector jobs in the City and Ozaukee County. The location quotient analysis in Part 1 indicates that the County has a relatively low percentage of such jobs.
 - **Objective:** Promote the tourism industry, including eco-tourism, in the City and Ozaukee County.
 - **Policy:** Encourage more collaboration of marketing and promotional efforts between the Ozaukee County Tourism Council, the Port Washington Tourism Council, and Port Washington Business Improvement District.
 - **Objective:** Promote economic development incentives to attract businesses to the City and Ozaukee County and to retain existing businesses.
 - **Policy:** Continue the use of Tax Increment Financing (TIF) to attract commercial, industrial, and mixed use development to the City.
 - **Policy:** Continue administration of the City community development authority to promote economic development in the City.
 - **Policy:** Continue the administration of the City of Port Washington Revolving Loan Fund (RLF) to create employment opportunities, encourage private investment, and provide a means to finance new and expanding businesses in the City
 - **Policy:** Promote the Ozaukee County RLF to businesses as a financial incentive to create employment opportunities, encourage private investment, and provide a means to finance new and expanding businesses in the City and Ozaukee County
 - **Policy:** Support the continued use of Community Development Block Grant – Economic Development (CDBG – ED) funds in the City. The funds can be used for loans to businesses wishing to expand in Wisconsin or relocate to Wisconsin. The City can retain the funds to capitalize an RLF once they are repaid by the businesses
 - **Policy:** Promote Ozaukee County agricultural products, including organic products, to restaurants and stores located in the City.
 - **Policy:** Promote awareness of Chambers of Commerce located in Ozaukee County that participate in employer health care purchasing pool programs.
 - **Policy:** Distribute educational materials provided to the City regarding various funding and incentive opportunities to businesses located in the City or wishing to relocate to the City.
 - **Policy:** Distribute educational materials provided to the City regarding the use of State Technology Zone Tax Credit Incentives to high technology businesses considering expanding or relocating to Ozaukee County.
 - **Policy:** Develop expedited permitting procedures for businesses wishing to relocate to or expand in the City.
 - **Objective:** Support the Labor Force Issue polices to attract and retain businesses.
 - **Policy:** Implement Labor Force Issue programs.

Commercial and Industrial Sites Issue

- **Goal:** Provide an adequate number of sites for business retention, expansion, and attraction in the City through the comprehensive plan design year 2035.

- **Objective:** Provide an adequate amount of available and suitable land with supporting infrastructure for business retention, expansion, and attraction in the City through 2035.
- **Objective:** Promote redevelopment of underutilized commercial and industrial land in the City through 2035.
- **Objective:** Provide 116 acres to 121 acres of land to support the 1,400 new jobs projected to be located in the City in 2035 (see Table XII-15 for the average number of jobs by job category accommodated by each acre of land designated for commercial or industrial use from the 2035 regional land use plan).
 - **Policy:** Promote commercial and industrial development in business/industrial parks and TIF Districts (TID).
 - **Policy:** Promote commercial redevelopment in the downtown area.
 - **Policy:** Promote the remediation and reuse of environmentally contaminated sites for commercial and industrial uses, where feasible.
 - **Policy:** Promote the development of new businesses, or business expansion, in areas with existing infrastructure and community services, or in areas near or contiguous to existing service areas that can readily be served by extending infrastructure. An exception should be made for home based businesses that do not require urban services.
 - **Policy:** Study the use of boundary agreements, such as the agreement between the City and Town of Port Washington, as a means to extend sanitary sewer to areas of the Town of Port Washington identified for economic development.
 - **Program:** Assign industrial or commercial land uses to all environmentally contaminated sites identified by the City as high priority redevelopment sites suitable for industrial or commercial use.
 - **Program:** Review and amend, if necessary, the City Zoning Ordinance to ensure it is consistent with the *Planned Land Use Map 2035*.
 - **Program:** Distribute educational materials provided to the City regarding brownfield redevelopment programs to businesses.
 - **Program:** Distribute educational materials provided to the City regarding various programs that may encourage economic development in traditional downtown areas, such as the Wisconsin Main Street Program.
 - **Program:** Work with SEWRPC to develop a plan to provide access to wireless voice and data communications networks to City businesses and residents, including residents who telecommute or operate a home-based business.
 - **Program:** Review and amend, if necessary, the City Zoning Ordinance to ensure home-based businesses that are compatible with surrounding residential uses are permissible.
 - **Program:** Review and amend the City Zoning Ordinance to regulate the size of large buildings being constructed and to require a reuse plan for the building as part of the review process (in the event the business moves or closes in the future).
 - **Program:** Study the use of Transportation Economic Assistance (TEA) funds and Freight Railroad Infrastructure Improvement Program funds for transportation projects and improvements that may help attract businesses to the City or encourage existing businesses to remain and expand in the City.

Desirable Businesses and Strengths and Weaknesses Issue

- **Goal:** Attract desirable businesses to the City of Port Washington.
 - **Objective:** Maintain the positive attributes or strengths of the City for attracting desirable businesses.
 - **Policy:** Aggressively promote the positive attributes (strengths) of the City to desirable businesses that may be considering relocating or expanding.
 - **Policy:** Use a cluster-based economic development strategy which focuses investment and energy in attracting industries where the City, Ozaukee County, and the Southeastern Wisconsin Region have a competitive advantage over other areas.
 - **Policy:** Promote sustainable economic development concepts in the City that will meet the needs of the present without compromising the ability of future generations to meet their own needs.

- **Program:** Study the development and support a local economic development organization to aggressively promote the strengths of the City to desirable businesses.
 - **Program:** Work cooperatively with OED to promote economic development in Ozaukee County.
 - **Program:** Support Ozaukee County’s partnership with the Milwaukee 7 in an effort to promote a regional approach to economic growth, which will benefit economic development efforts in Ozaukee County.
 - **Program:** Use the City website to market the City quality of life and availability of water directly to desirable businesses.
 - **Program:** Support the local chamber of commerce in their efforts to promote the City and Ozaukee County to businesses considering expansion or relocation from outside the Southeastern Wisconsin Region.
 - **Program:** Develop an incentive program to attract businesses that utilize sustainable economic development concepts such as the use of renewable energy sources; building and landscape design that reduce the use of toxic chemicals, reduce the use of impervious building materials, and preserve open space and natural features; and provide jobs that pay wages sufficient to meet the cost of living in the City.
 - **Program:** Assist the OED in distributing a business retention survey to businesses located in the City. A portion of the survey will focus on the strengths and weaknesses of Ozaukee County regarding attracting and retaining businesses.
- **Objective:** Address the weaknesses of the City regarding business attraction identified in Part 3.
 - **Policy:** Support the Labor Force Issue, Employment Issue, and Commercial and Industrial Areas Issue policies and programs to address the City’s weaknesses regarding business attraction and retention
 - **Program:** Implement the programs recommended under the Labor Force Issue, Employment Issue, and Commercial and Industrial Sites Issue.
 - **Program:** Assist the OED in distributing a business retention survey to businesses located in the City. A portion of the survey will focus on the strengths and weaknesses of the County for attracting and retaining businesses.

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