

SEWRPC Community Assistance Planning Report No. 295
A COMPREHENSIVE PLAN FOR THE TOWN OF POLK

Chapter X

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)(f) 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 Town of Polk. In addition, this element must:

- Include an analysis of the Town labor force and economic base.
- Assess categories or particular types of new businesses and industries that are desired by the Town.
- Assess the Town'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 Town.

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 Town including approximate employment and unemployment, employment by job type in Washington County,² the largest employers in the Town, personal income characteristics of residents, existing and planned business/industrial parks in neighboring communities, and environmentally contaminated land.

Part 2 sets forth the projected number of jobs in the Town in 2035, an assessment of desirable new businesses and industries, and an assessment of the Town's strengths and weaknesses with respect to attracting those businesses and industries. Part 3 sets forth economic development goals and objectives through the plan design year of 2035.

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

²This data is only available at the County level.

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 3.

A description of economic development organizations and programs which assist in the establishment, retention, and expansion of area businesses, is provided in Appendix E.

PART 1: INVENTORY AND ANALYSIS

Labor Force

The labor force is defined as those residents of the Town of Polk 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 Town because some Town residents are employed outside the Town, some have more than one job, some are unemployed, and some jobs in the Town are held by non-residents.

Table X-1 sets forth the employment status of Town residents 16 years of age or older. There were 2,209 employed persons residing in the Town and 2,262 Town residents in the labor force in 2000. Employed persons comprised about 56 percent of the total population of the Town in 2000. There were 32 unemployed persons age 16 or older, or about 1 percent of the labor force. By comparison, 2.7 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 Washington County at 3.9 percent of the labor force and the unemployment rate for the Milwaukee Metropolitan area⁴ at 5.5 percent of the labor force. There were also 21 persons in the Armed Forces, or about 1 percent of the labor force. About 21 percent of Town residents, or 608 persons, 16 years of age or older did not participate in the labor force in 2000.⁵

Table III-10, in Chapter III, sets forth the location of employment for Town and County residents in 2000. About 49 percent of employed Town residents worked within Washington County, including about 12 percent in the City of West Bend, and about 51 percent of residents traveled outside the County for employment. Of the 51 percent of Town residents who traveled outside the County for employment, about 24 percent worked in Milwaukee County and about 17 percent worked in Waukesha County.

The occupational and educational attainment make-up of the labor force provides useful insight into the nature of work the Town labor force is most suited to, the type of industry that the Town may be most successful in retaining and attracting, and the types of new businesses and industries most desired by the Town. The number of employed persons by occupation in the Town and County is set forth in Table III-9 in Chapter III. Town residents employed in management, professional, and related occupations comprised the largest percentage of the employed labor force at about 32 percent, or 710 workers. Sales and office and production, transportation, and material moving and occupations ranked second and third respectively, with about 24 percent, or 537 workers, and about 17 percent, or 377 workers, of the employed Town residents. Construction, extraction, and maintenance occupations (15 percent); service occupations (10 percent); and farming, fishing, and forestry occupations (1 percent) represent the remaining 26 percent of the employed Town workforce.

The high percentage of workers in management and professional and sales and office occupations are consistent with the high level of educational attainment among Town and Washington County residents 25 years of age and

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

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

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

Table X-1

**EMPLOYMENT STATUS OF PERSONS 16 YEARS OF AGE
 OR OLDER RESIDING IN THE TOWN OF POLK: 2000**

Employment Status	Residents 16 Years of Age and Older		
	Number	Percent of Labor Force	Percent of all Persons 16 and Older
Employed	2,209	97.7	77.0
Unemployed	32	1.4	1.1
In Armed Forces	21	0.9	0.7
Subtotal in Labor Force	2,262	100.0	78.8
Not in Labor Force	608	--	21.2
Total	2,870	--	100.0

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

older. Nearly 94 percent of Town residents at least 25 years of age and 89 percent of County residents at least 25 years of age had attained a high school or higher level of education in 2000. Those percentages are 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 54 percent of Town of Polk residents age 25 and older, and the same percentage of residents in Washington County and the seven-county region, had attended some college or earned either an associate, bachelor, or graduate degree. Educational attainment for residents of the Town and County is set forth in Table III-5 in Chapter III.

Changing age composition of the Town labor force, which is expected to resemble that of Washington County, may also affect retention and attraction of business and industry to the Town and the types of business and industry most desired by the Town. The percentage of the population under 20 years old and ages 20 to 44 is expected to decrease by 4 percent and 8 percent, respectively, from 2000 to 2035. However, the percentage of the population ages 45 to 65 will remain stable, while the percentage of the population 65 years of age and older will increase by 13 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 Town for 2035, as stated in Chapter III, is 4,590 persons. Assuming the Town population projection and the County age composition projection will apply within the Town, about 3,672 Town residents will be working age (age 16 or older⁶). If current labor force participation trends hold constant and the same methodology for calculation is used as above, about 2,637 Town 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 11 percent to 24 percent in Washington County between 2000 and 2035) will likely mean a larger percentage of retired residents in 2035.

Employment

Number and Type of Jobs

Employment or “place of work” data are the number and type of jobs available in the Town of Polk and Washington County. 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 Town and County to serve the projected 2035 Town population.

Table X-2 shows historic employment growth in Washington County between 1950 and 2000. In 1950, there were 10,200 jobs located in the County. Between 1950 and 2000, the number of jobs located in the County grew by 505 percent, which was significantly higher than the 113 percent job growth experienced in the Region over the same time period.

Table X-3 sets forth the number of jobs in 2000 in the Town of Polk and each community in the County. In 2000, the Town of Polk had 1,557 jobs. Jobs were concentrated in the Cities of Hartford and West Bend and the Villages of Germantown, Jackson, Kewaskum, Newburg, and Slinger. These communities also have the 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 III-11 in Chapter III. The 1990’s 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 1990’s, following a 15 percent decrease during the 1980’s, and a modest 4 percent increase during the 1970’s. Conversely, service-related employment increased substantially during each of the past three decades, by 33 percent during the 1990’s, 41 percent during the 1980’s, and 53 percent during the 1970’s. 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

⁶*This definition is based on methodology used by the U.S. Census Bureau for compiling labor force data.*

Table X-2

NUMBER OF JOBS IN WASHINGTON COUNTY: 1950 - 2000

Year	Number of Jobs	Change From Preceding Year		Percent of Region Total
		Number	Percent	
1950	10,200	--	--	1.8
1960	15,200	5,000	49.0	2.3
1970	24,300	9,100	59.9	3.1
1980	35,200	10,900	44.9	3.7
1990	46,000	10,900	31.0	4.3
2000	61,700	15,600	33.8	5.0

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

Table X-3

NUMBER OF JOBS IN WASHINGTON COUNTY COMMUNITIES: 2000

Community	Number of Jobs	Percent
Cities		
Hartford ^a	8,248	13.3
West Bend	19,181	31.0
Villages		
Germantown	12,724	20.5
Jackson	3,392	5.5
Kewaskum	1,891	3.1
Newburg ^b	514	0.8
Slinger	2,453	4.0
Towns		
Addison	2,061	3.3
Barton	1,344	2.2
Erin	502	0.8
Farmington	513	0.8
Germantown	242	0.4
Hartford	995	1.6
Jackson	955	1.5
Kewaskum	502	0.8
Polk	1,557	2.5
Richfield	2,544	4.1
Trenton	432	0.7
Wayne	557	0.9
West Bend	1,339	2.2
Washington County ^c	61,946	100.0

^aIncludes entire City of Hartford.

^bIncludes entire Village of Newburg.

^cIncludes Washington County and the entire City of Hartford and Village of Newburg.

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

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.

Unlike the region and the rest of Wisconsin, Washington County has experienced an increase in manufacturing jobs. Manufacturing jobs in the County have increased from 9,255 jobs to 17,307 jobs, or by almost 87 percent, between 1970 and 2000. The County also experienced growth in all other employment categories between 1970 and 2000, with the exception of agricultural jobs. Agricultural jobs decreased about 37 percent, from 2,002 jobs to 1,255 jobs.

There were 64,362 jobs located in the County in 2004, which is an increase of 4 percent from the 2000 level. Table X-4 sets forth the number of jobs by industry group in the County as of 2004. The two industry groups listed on Table X-4 include the Standard Industry Classification (SIC) system and the North American Industry Classification System (NAICS). The two industry groups provide different industry group classifications. In 1997, the U.S. government started using the NAICS to categorize 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 Types⁷

The manufacturing industry led Washington County in number of jobs in 2004, despite the drop in the number of manufacturing jobs from 17,307 in 2000 to 14,178 in 2004. The next five largest private employment categories were:

- Retail trade – 7,848 jobs
- Health care and social assistance – 5,349 jobs
- Construction – 4,404 jobs
- Accommodation and food services – 4,297 jobs
- Other services, except public administration – 3,951 jobs

The largest government employer in the County was local government, which consisted of 4,853 jobs.

Location Quotient Analysis

The Washington County location quotient, set forth in Table X-5, 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, Washington County has a very high concentration of manufacturing, wholesale trade, and, construction jobs. In addition, the County has a high concentration of retail trade and other services, except public administration jobs. By contrast, the County has a low concentration of information technology, finance and insurance, professional and technical services, management, administrative and waste services, educational services, health care and social assistance, farm employment, and government related jobs.

Major Employment Locations

Major employment locations (those with 100 or more employees) in Washington County in 2007 are listed by community on Table X-6. Ranges are given rather than a specific number of employees for privacy reasons. St. Joseph's Hospital is the largest employer in the Town of Polk, with 500 to 999 employees. Other large employers in the Town include Kruepke Trucking, Inc. and Performance Roofing Systems, Inc., both with 50 to 99 employees; and Gundrum Trucking, Inc., MCR Services LLC, and NTC of Wisconsin, Inc., each with 20 to 49 employees. The largest employers in the County were Serigraph Inc., Washington County, West Bend Mutual

⁷*This data is only available at the County level.*

Table X-4

PRIVATE AND GOVERNMENT EMPLOYMENT BY INDUSTRY GROUP IN WASHINGTON COUNTY: 2004

Industry Group (NAICS) ^a	Former SIC Industry Group ^b	Number	Percent
Private Employment			
Forestry, fishing, related activities, and other	Agricultural, forestry, and fishing	44	0.1
Mining	Mining	77	0.1
Utilities	Transportation, communication, electric, gas, and sanitary services	-- ^c	-- ^c
Construction	Construction	4,404	6.8
Manufacturing	Manufacturing	14,178	22.0
Wholesale trade	Wholesale trade	3,232	5.0
Retail trade	Retail trade	7,848	12.2
Transportation and warehousing	Transportation, communication, electric, gas, and sanitary services	-- ^c	-- ^c
Information	Services	641	1.0
Finance and insurance	Finance, insurance, and real estate	2,669	4.2
Real estate and rental and leasing	Finance, insurance, and real estate	1,618	2.5
Professional and technical services	Services	2,338	3.6
Management of companies and enterprises	Services	97	0.2
Administrative and waste services	Services	2,650	4.1
Educational services ^d	Services	613	1.0
Health care and social assistance	Services	5,349	8.3
Arts, entertainment, and recreation	Services	1,186	1.9
Accommodation and food services	Services; Retail trade	4,297	6.7
Other services, except public administration	Services	3,951	6.1
Farm employment	Agricultural, forestry, and fishing	1,230	1.9
Subtotal ^e	--	58,586	91.0
Government and Government Enterprises			
Federal, civilian	Public Administration; Transportation, communication, electric, gas, and sanitary services	258	0.4
Military	Public Administration	404	0.6
State government	Public Administration	261	0.4
Local government	Public Administration	4,853	7.6
Subtotal	--	5,776	9.0
Total	--	64,362 ^f	100.0

^aAmerican Industry Classification System.

^bStandard Industry Classification system.

^cDetailed data is not available at the County level; however, the utilities and transportation and warehousing industry groups combined total 2,164 jobs and 3.3 percent of the total jobs located in the County.

^dThe educational service category includes those employed by private schools and colleges. Public school employees are included in the local government category.

^eSubtotal includes the sum of utilities and transportation and warehousing industry jobs.

^fIncludes Washington County only.

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

X-4a

Table X-5

WASHINGTON COUNTY EMPLOYMENT LOCATION QUOTIENT: 2004^a

Industry (NAICS)	Comparison with State	Comparison with Nation
Private Employment		
Forestry, fishing, related activities, and other	--b	--b
Mining	--b	--b
Utilities	--b	--b
Construction	1.26	1.13
Manufacturing	1.47	2.53
Wholesale trade	1.39	1.39
Retail trade	1.05	1.11
Transportation and warehousing	--b	--b
Information	0.63	0.48
Finance and insurance	0.85	0.87
Real estate and rental and leasing	1.00	0.68
Professional and technical services	0.86	0.56
Management of companies and enterprises	0.17	0.20
Administrative and waste services	0.91	0.68
Educational services	0.59	0.50
Health care and social assistance	0.78	0.84
Arts, entertainment, and recreation	1.00	0.90
Accommodation and food services	0.97	1.00
Other services, except public administration	1.17	1.07
Farm employment	0.66	1.12
Government and Government Enterprises		
Federal, civilian	0.50	0.25
Military	1.20	0.50
State government	0.14	0.13
Local government	0.94	0.93

^aIncludes Washington County only.

^bDetailed data is not available at the County level.

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

Table X-6

MAJOR EMPLOYERS IN WASHINGTON COUNTY: 2007^{a,b}

Name	Location	Number of Employees ^c
City of Hartford		
Broan-Nutone, LLC	926 West State Street	500-999
Quad/Graphics, Inc. ^d	1900 West Sumner Street	500-999
Signicast Corporation ^d	1800 Innovation Way	500-999
API Software, Inc.	310 North Wilson Avenue	250-499
Aurora Medical Center of Washington County, Inc.	1032 East Sumner Street	250-499
Aurora Medical Group, Inc.	1004 E. Sumner Street	100-249
Hartford Finishing, Inc.	844 West State Street	100-249
K-MART Corporation	1275 Bell Avenue	100-249
Mineshaft Restaurant	22 North Main Street	100-249
Menasha Packaging Company	621 Wacker Drive	100-249
Steel Craft Corporation of Hartford	105 Steelcraft Drive	100-249
THI of Wisconsin at Hartford, LLC	1202 East Sumner Street	100-249
Triton Corporation	857 West State Street	100-249
City of West Bend		
Washington County	432 East Washington Street	500-999
Serigraph, Inc.	3801 East Decorah Road	500-999
West Bend Mutual Insurance Co.	1900 South 18th Avenue	500-999
West Bend School District	735 South Main Street	500-999
City of West Bend	1115 South Main Street	250-499
Kettle Moraine YMCA, Inc.	1111 West Washington Street	250-499
Regal Ware, Inc.	1100 Schmidt Road	250-499
Serigraph, Inc.	3701 East Decorah Road	250-499
WAL-MART Associates, Inc.	1515 West Paradise Drive	250-499
Amity Rolfs, Inc.	820 East Washington Street	100-249
Aurora Medical Group, Inc.	205 Valley Avenue	100-249
Fleet & Farm Supply Co of West Bend, Inc.	1637 West Wash Street	100-249
Gehl Co.	143 Water Street	100-249
Kohl's Department Stores, Inc.	1400 South Main Street	100-249
Menard, Inc.	575 West Paradise Drive	100-249
REM Wisconsin	505 Meadowbrook Drive	100-249
Moore Wallace North America, Inc.	201 East Progress Drive	100-249
Serigraph, Inc.	603 Hi Mount Road	100-249
The Threshold Inc.	600 Rolfs Avenue	100-249
Ultra Mart Foods, LLC	2380 West Washington Street	100-249
Ultra Mart Foods, LLC	1719 South Main Street	100-249
Village of Germantown		
Techstar MFG Company	W190 N11701 Moldmakers Way	500-999
Airgas Safety, Inc.	W185 N11300 Whitney Drive	250-499
David J. Frank Landscape Contracting, Inc.	N120 W21350 Freistadt Road	250-499
GKN Sinter Metals, Inc.	N112 W18700 Mequon Road	250-499
Gehl Guernsey Farms, Inc.	N116 W15970 Main Street	100-249
Germantown Public High School	W180 N11501 River Lane	100-249
Germantown Public School (Kennedy Middle)	W160 N11836 Crusader Court	100-249
J.W. Speaker Corporation	W185 N11315 Whitney Drive	100-249
L.T. Hampel Corporation	W194 N11551 McCormick Drive	100-249
Smurfit-Stone Container Enterprises, Inc.	11900 North River Lane	100-249
Virginia Highlands Health and Rehabilitation Center	N173 N10915 Bernies Way	100-249
Ultra Mart Foods, LLC	N112 W16200 Mequon Road	100-249
Village of Germantown	N112 W17001 Mequon Road	100-249

**Table X-6
(Continued)**

Name	Location	Number of Employees^c
Village of Jackson Sysco Food Services of Eastern Wisconsin, LLC	1 Sysco Drive	500-999
Village of Kewaskum Regal Ware Inc. Kewaskum School District	1675 Reigle Drive 1675 Reigle Drive #100	100-249 100-249
Village of Richfield Cabela's W.G. Strohwig Tool/Die, Inc.	3049 STH 145 3285 Industrial Road	250-499 100-249
Town of Addison Kreilkamp Trucking Inc. Maysteel, LLC	6487 STH 175 6199 CTH W	250-499 250-499
Town of Barton Weasler Engineering, Inc.	7801 North STH 45	250-499
Town of Germantown Riteway Bus Service, Inc.	W201 N13900 Fond du Lac Avenue	100-249
Town of Jackson Schreiber Foods	807 Pleasant Valley	100-249
Town of Kewaskum Summit Ski Corporation	8355 Prospect	250-499
Town of Polk St. Joseph's Hospital	3200 Pleasant Valley Road	500-999
Town of West Bend Benevolent Corp Cedar Community	5595 CTH Z	500-999

^aMajor employers include those with 100 or more employees at a single location.

^bIncludes Washington County, that portion of the City of Hartford located in Dodge County, and that portion of the Village of Newburg located in Ozaukee County.

^cThe exact number of employees is confidential. The number of employees includes seasonal and part-time workers.

^dPartially located in that portion of the City of Hartford in Dodge County.

Source: Wisconsin Department of Workforce Development, Washington County, and SEWRPC.

Insurance Co., and the West Bend School District in the City of West Bend; Broan-Nutone LLC, Quad/Graphics Inc., and Signicast Corporation in the City of Hartford; Techstar MFG Company in the Village of Germantown; Benevolent Corporation Cedar Community in the Town of West Bend; Sysco Food Services in the Village of Jackson; and St. Joseph's Hospital in the Town. The largest employers in local governments without a major employer (100 or more employees) are listed in Table X-7.

Annual Wages⁸

Table X-8 sets forth the average annual wages by industry in Washington County, the Region, and the State in 2005. The average annual wage paid to workers employed in Washington County was \$33,398 per year. This figure was about 94 percent of the State average of \$35,547 per year. Jobs in financial activities provided the highest average annual wage in the County at \$43,800, with jobs in manufacturing second at \$42,355. Jobs in construction provided the third highest average annual wage in the County at \$38,478. Jobs in leisure and hospitality provided the lowest annual wage at \$9,587. Table X-8 shows that annual wages by industry were generally lower in Washington County than surrounding counties, the Southeastern Wisconsin Region, and 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 Town and each community in the County is documented in Table III-7 in Chapter III. The median household income in the Town was \$62,933 in 1999, which was \$5,900 more than the median household income in the County (\$57,033), \$16,346 more than the median household income in the Region (\$46,587), \$19,142 more than the median household income in the State (\$43,791), and \$20,939 more than the household income in the Nation (\$41,994).

Table X-9 sets forth historic median household income levels in the Town and each community from 1979 to 1999 in dollars reported and constant (1999) dollars. Reported household income in the Town has increased from \$24,844 in 1979 to \$62,933 in 1999, which is an increase of about 153 percent. When expressed in constant dollars, 1979 reported income adjusted for inflation to express that income in 1999 dollars, household income in the Town increased from \$57,443 to \$62,933, which is an increase of about 10 percent. Adjusted median household income increased in the County by about 12 percent, the State by about 7 percent, and the Nation by about 8 percent, but decreased in the Region by one-third of one percent between 1979 and 1999.

Overall, households in the Town have experienced economic prosperity over the last two decades; however, a number of households in the Town had annual incomes under the poverty level in 1999. There were 42 households, or about 3 percent of all households, with incomes below the poverty level in the Town in 2000, and 35 households were family households and 7 were 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 1999.⁹

Business and Industrial Areas

The Town of Polk and Washington County have a strong economic base, as indicated by labor force and household income characteristics. In addition to positive labor force characteristics, the Town and County must ensure that an adequate number of sites for business creation, retention, expansion, and attraction are identified to maintain the strong economic base. The Town land use plan map (Map VI-4 in Chapter VI) designates an additional 1,530 acres for business and industrial use in 2035, compared to the 295 acres developed for such uses in 2008.

⁸*This data is only available at the County level.*

⁹*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.*

Table X-7

**LARGEST EMPLOYERS IN WASHINGTON COUNTY COMMUNITIES
 WITHOUT A MAJOR^a EMPLOYER: 2007**

Name	Location	Number of Employees ^b
Village of Newburg		
No-No's Restaurant LLC	3498 STH 33 East	35 – 99
Dehling – Voigt Inc.	4229 CTH Y	35 – 99
Central United Corporation	6789 Carmody Court	35 – 99
Village of Slinger^c		
Slinger School District	207 Polk Street	50 – 99
Slinger School District (Slinger Elementary School)	203 E. Polk Street	50 – 99
Slinger School District (Slinger Middle School)	521 Olympic Drive	50 – 99
Slinger School District (Slinger High School)	209 Polk Street	50 – 99
Hanke Trucking, Inc.	765 Hilldale Road	50 – 99
Jacob L. Hansen Foods, Inc. (Hansen Supermarket)	1100 E. Commerce Street	50 – 99
MBW, Inc.	250 Hartford Road	50 – 99
Uptown Motorcars	1101 E. Commerce Boulevard	50 – 99
Town of Erin		
Erin School District	6901 CTH O	50 – 99
Basilica of Holy Hill	1525 Carmel Road	10 – 19
Erin Construction, Inc.	7116 Roosevelt Road	10 – 19
Heiliger Huegel Ski Club	5482 STH 167	10 – 19
Tally Corp	1855 STH 83	10 – 19
Town of Erin	1846 STH 83 South	5 - 9
Town of Farmington		
Kewaskum School District (Farmington Elementary School)	8736 Boltonville Road	20 – 49
Country Catering	1848 CTH H	10 – 19
Town of Farmington	9422 STH 144	10 – 19
U.S. Cylinders	7960 Indian Lore Road	5 - 9
Town of Hartford		
Lee Precision, Inc.	4275 CTH U	50 – 99
Hahn True Value Hardware	2945 STH 83	20 – 49
The Hartford Golf Club, Inc.	7072 Lee Road	20 – 49
Timlin's Furniture of Hartford, Inc.	5980 STH 60 E	20 – 49
Washington County Golf Course	6439 Clover Road	20 – 49
Hartford Animal Clinic	2962 STH 83	10 – 19
Town of Hartford	3360 CTH K	10 – 19
Town of Trenton		
Walden's Supper Club	2472 Wallace Lake Road	20 – 49
Unique Services, Inc	4915 C Drive	20 – 49
Phase II Mold & Die, Inc.	6417 Stockhausen Road	10 – 19
R & K Excavating, Inc.	4971 Cal Drive	10 – 19
Stocky's Fast Track, LLC	6405 Stockhausen Lane	10 – 19
USW Local 2-00369	363 Speedway Court	10 – 19
Master Electric	1682 Maple Dale Road	5 - 9
Town of Wayne		
Brooks Stevens, Inc.	7741 Commercial Lane	20 – 49
Kewaskum School District (Wayne Elementary School)	5760 Mohawk Road	20 – 49
Spiros Industries, Inc	7666 CTH WW	20 – 49
Clean "N" Brite, Inc	9575 Lake Bernice Drive	10 – 19
The Learning Garden	5760 Mohawk Road	5 – 9
E S Service, Inc.	CTH W	5 – 9
Special Souvenirs, Inc.	9284 Skyline Drive	5 – 9
Town of Wayne	6030 Mohawk Road	5 – 9

^aMajor employers are those with 100 or more employees.

**Table X-7
(continued)**

^bEmployers listed in this table have a minimum of five employees. The number of employees includes seasonal and part-time workers.

^cOnly those employers in the Village of Slinger with 50 to 99 employees are listed in this table. The Village also has 17 employers that have between 20 and 49 employees.

Source: Wisconsin Department of Workforce Development, Washington County, and SEWRPC.

Table X-8

AVERAGE ANNUAL WAGES BY INDUSTRY GROUP IN WASHINGTON COUNTY AND ITS ADJACENT COUNTIES, SOUTHEASTERN WISCONSIN, AND THE STATE OF WISCONSIN: 2005

County and Industry Group (NAICS)	Average Annual Wage	Percent of Region	Percent of State
Dodge County^a			
All Industries	\$32,861	90.6	92.4
Natural Resources	\$31,115	97.0	112.1
Construction	\$46,064	99.2	107.4
Manufacturing	\$39,335	78.1	88.5
Trade, Transportation, Utilities	\$25,055	75.1	80.6
Information	-- ^b	-- ^b	-- ^b
Financial Activities	\$28,101	51.6	60.7
Professional and Business Services	\$45,800	104.9	113.2
Education and Health	\$31,773	81.7	85.3
Leisure and Hospitality	\$8,277	58.9	66.4
Other Services	\$15,386	69.7	74.7
Public Administration	\$33,719	79.4	90.5
Fond du Lac County^a			
All Industries	\$32,649	90.0	91.8
Natural Resources	\$25,487	79.4	91.8
Construction	\$44,787	96.5	104.4
Manufacturing	\$46,307	91.9	104.2
Trade, Transportation, Utilities	\$25,819	77.4	83.1
Information	\$27,773	-- ^b	63.9
Financial Activities	\$35,194	64.6	76.1
Professional and Business Services	\$28,106	64.4	69.5
Education and Health	\$35,770	92.0	96.1
Leisure and Hospitality	\$9,332	66.4	74.8
Other Services	\$18,103	82.0	87.9
Public Administration	\$34,712	81.8	93.2
Milwaukee County			
All Industries	\$40,979	112.9	115.3
Natural Resources	\$42,726	133.1	153.9
Construction	\$48,256	103.9	112.5
Manufacturing	\$51,581	102.4	116.1
Trade, Transportation, Utilities	\$34,107	102.3	109.7
Information	\$54,923	-- ^b	126.4
Financial Activities	\$58,019	106.5	125.4
Professional and Business Services	\$45,047	103.2	111.3
Education and Health	\$40,270	103.6	108.2
Leisure and Hospitality	\$16,862	120.1	135.2
Other Services	\$21,951	99.5	106.5
Public Administration	\$48,312	113.8	129.7
Ozaukee County			
All Industries	\$37,381	103.0	105.2
Natural Resources	\$31,810	99.1	114.6
Construction	\$43,089	92.8	100.5
Manufacturing	\$48,772	96.8	109.8
Trade, Transportation, Utilities	\$31,101	93.3	100.1
Information	-- ^b	-- ^b	-- ^b
Financial Activities	\$48,836	89.7	105.6
Professional and Business Services	\$40,453	92.7	99.9
Education and Health	\$39,676	102.0	106.6
Leisure and Hospitality	\$11,663	83.0	93.5

Table X-8
(Continued)

County and Industry Group (NAICS)	Average Annual Wage	Percent of Region	Percent of State
Other Services	\$18,748	85.0	91.0
Public Administration	\$31,313	73.8	84.1
Sheboygan County^a			
All Industries	\$35,095	96.7	98.7
Natural Resources	\$21,422	66.8	77.2
Construction	\$39,765	85.6	92.7
Manufacturing	\$43,948	87.2	98.9
Trade, Transportation, Utilities	\$26,597	79.8	85.6
Information	\$32,044	-- ^b	73.8
Financial Activities	\$42,007	77.1	90.8
Professional and Business Services	\$29,748	68.2	73.5
Education and Health	\$36,927	95.0	99.2
Leisure and Hospitality	\$10,781	76.8	86.5
Other Services	\$14,067	63.8	68.3
Public Administration	\$37,410	88.1	100.4
Washington County			
All Industries	\$33,398	92.0	94.0
Natural Resources	\$29,164	90.9	105.0
Construction	\$38,478	82.9	89.7
Manufacturing	\$42,355	84.1	95.3
Trade, Transportation, Utilities	\$30,751	92.2	98.9
Information	\$23,865	-- ^b	54.9
Financial Activities	\$43,800	80.4	94.7
Professional and Business Services	\$35,557	81.5	87.9
Education and Health	\$35,153	90.4	94.4
Leisure and Hospitality	\$9,587	68.3	76.9
Other Services	\$18,526	84.0	89.9
Public Administration	\$33,150	78.1	89.0
Waukesha County			
All Industries	\$40,708	112.2	114.5
Natural Resources	\$37,674	117.4	135.7
Construction	\$49,152	105.9	114.6
Manufacturing	\$49,634	98.5	111.7
Trade, Transportation, Utilities	\$36,010	108.0	115.8
Information	-- ^b	-- ^b	-- ^b
Financial Activities	\$54,843	100.7	118.5
Professional and Business Services	\$47,783	109.5	118.1
Education and Health	\$37,807	97.2	101.6
Leisure and Hospitality	\$12,046	85.8	96.6
Other Services	\$24,860	112.7	120.7
Public Administration	\$35,978	84.8	96.6
Southeastern Wisconsin Region			
All Industries	\$36,286	100.0	102.1
Natural Resources	\$32,089	100.0	115.6
Construction	\$46,434	100.0	108.3
Manufacturing	\$50,372	100.0	113.4
Trade, Transportation, Utilities	\$33,347	100.0	107.3
Information	-- ^b	-- ^b	-- ^b
Financial Activities	\$54,454	100.0	117.7
Professional and Business Services	\$43,646	100.0	107.9
Education and Health	\$38,881	100.0	104.4
Leisure and Hospitality	\$14,044	100.0	112.6
Other Services	\$22,065	100.0	107.1
Public Administration	\$42,446	100.0	114.0

**Table X-8
(Continued)**

County and Industry Group (NAICS)	Average Annual Wage	Percent of Region	Percent of State
State of Wisconsin			
All Industries	\$35,547	98.0	100.0
Natural Resources	\$27,765	86.5	100.0
Construction	\$42,891	92.4	100.0
Manufacturing	\$44,430	88.2	100.0
Trade, Transportation, Utilities	\$31,088	93.2	100.0
Information	\$43,439	-- ^b	100.0
Financial Activities	\$46,267	85.0	100.0
Professional and Business Services	\$40,462	92.7	100.0
Education and Health	\$37,228	95.7	100.0
Leisure and Hospitality	\$12,468	88.8	100.0
Other Services	\$20,604	93.4	100.0
Public Administration	\$37,244	87.7	100.0

^aCounty is not part of the Southeastern Wisconsin Region.

^bData not available.

Source: Wisconsin Department of Workforce Development and SEWRPC.

Table X-9

MEDIAN HOUSEHOLD INCOME IN WASHINGTON COUNTY COMMUNITIES: 1979 - 1999

Community	1979	1989	1999	Percent Change 1979 - 1999
City of Hartford				
Reported Dollars	17,986	28,092	46,553	158.8
Constant 1999 Dollars	41,586	38,068	46,553	11.9
City of West Bend				
Reported Dollars	19,732	34,337	48,315	144.9
Constant 1999 Dollars	45,623	46,531	48,315	5.9
Village of Germantown				
Reported Dollars	25,313	42,083	60,742	140.0
Constant 1999 Dollars	58,527	57,028	60,742	3.8
Village of Jackson				
Reported Dollars	18,986	30,858	53,990	184.4
Constant 1999 Dollars	43,898	41,817	53,990	23.0
Village of Kewaskum				
Reported Dollars	20,948	33,306	49,861	138.0
Constant 1999 Dollars	48,435	45,134	49,861	2.9
Village of Newburg				
Reported Dollars	19,803	33,500	57,024	188.0
Constant 1999 Dollars	45,787	45,397	57,024	24.5
Village of Slinger				
Reported Dollars	18,670	30,965	47,125	152.4
Constant 1999 Dollars	43,168	41,962	47,125	9.2
Town of Addison				
Reported Dollars	23,125	39,707	56,875	145.9
Constant 1999 Dollars	53,468	53,808	56,875	6.4
Town of Barton				
Reported Dollars	22,800	41,675	64,861	184.5
Constant 1999 Dollars	52,717	56,475	64,861	23.0
Town of Erin				
Reported Dollars	26,210	47,439	74,875	185.7
Constant 1999 Dollars	60,601	64,286	74,875	23.6
Town of Farmington				
Reported Dollars	22,593	40,685	61,667	172.9
Constant 1999 Dollars	52,238	55,134	61,667	18.1
Town of Germantown				
Reported Dollars	25,314	43,486	75,000	196.3
Constant 1999 Dollars	58,530	58,929	75,000	28.1
Town of Hartford				
Reported Dollars	23,491	42,437	69,896	197.5
Constant 1999 Dollars	54,315	57,508	69,896	28.7
Town of Jackson				
Reported Dollars	26,925	48,504	64,070	138.0
Constant 1999 Dollars	62,255	65,729	64,070	2.9
Town of Kewaskum				
Reported Dollars	19,732	36,771	59,500	201.5
Constant 1999 Dollars	45,623	49,830	59,500	30.4
Town of Polk				
Reported Dollars	24,844	42,425	62,933	153.3
Constant 1999 Dollars	57,443	57,491	62,933	9.6
Town of Richfield				
Reported Dollars	27,099	51,143	72,809	168.7
Constant 1999 Dollars	62,657	69,306	72,809	16.2
Town of Trenton				
Reported Dollars	23,671	41,448	66,213	179.7
Constant 1999 Dollars	54,731	56,168	66,213	21.0

**Table X-9
(Continued)**

Community	1979	1989	1999	Percent Change 1979 - 1999
Town of Wayne				
Reported Dollars	22,029	36,136	61,033	177.1
Constant 1999 Dollars	50,934	48,969	61,033	19.8
Town of West Bend				
Reported Dollars	22,617	35,000	73,333	224.2
Constant 1999 Dollars	52,294	47,430	73,333	40.2
Washington County				
Reported Dollars	21,989	38,431	57,033	159.4
Constant 1999 Dollars	50,842	52,079	57,033	12.2
Southeastern Wisconsin Region				
Reported Dollars	20,096	32,146	46,308	130.6
Constant 1999 Dollars	46,465	43,562	46,308	-0.3
Wisconsin				
Reported Dollars	17,680	29,442	43,791	147.7
Constant 1999 Dollars	40,879	39,898	43,791	7.1
United States				
Reported Dollars	16,841	30,056	41,994	149.4
Constant 1999 Dollars	38,939	40,730	41,994	7.8

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

X-5g

Business/Industrial Parks

Existing business parks located in the County are listed in Table X-10. 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 or availability
- Single ownership at the time the park was subdivided
- Land that is available and on the market
- 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

There was one business park, Helsan Business Park, located in the Town of Polk in 2006. Helsan Business Park encompassed 39 acres in 2006, with about 94 percent, or 36.5 acres, currently developed or committed to development and about 6 percent, or 2.5 acres, currently available for development. The Helsan Business Park was annexed by the Village of Richfield in late 2008.

There were 27 business parks located in the County in 2006. Total acreage encompassed by business parks at that time was 3,520 acres. About 75 percent of the land, or 2,630 acres, has been developed or is committed to development. About 25 percent of the land, or 890 acres, is currently available for development. Business parks are located in the Cities of Hartford and West Bend; Villages of Germantown, Jackson, Kewaskum, Richfield, and Slinger; and the Town of Addison. 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 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. There are two environmentally contaminated sites in the Town of Polk, which are shown in Table VI-4 and Map VI-3 in Chapter VI. The sites are currently developed with commercial and residential uses, and no redevelopment is planned or recommended.

Former landfill sites are also shown on Table VI-4 and Map VI-3. There are six former landfills in the Town, encompassing about 21 acres. All are classified as “no action required” by the Wisconsin Department of Natural Resources (DNR), indicating that the DNR reviewed available information and determined that no further action on their part was necessary. The DNR uses a number of sources to identify former landfills, including State databases of registered landfills and demolition disposal permits. The DNR may allow building on former landfills, subject to a case-by-case review of the proposed building and the condition of the landfill. Development on former landfills typically consists of recreational uses, such as ski or sledding hills and other passive uses; however, the development of buildings and parking lots may be allowed, depending on site conditions. More information is available on the DNR website (www.dnr.wi.gov/org/aw/rr/rbrownfields/historic_fill.htm).

PART 2: ECONOMIC PROJECTIONS AND DESIRABLE BUSINESSES

Employment Projections

Future employment levels in the County are expected to be strongly influenced by the strength of the regional economy relative to the rest of the State and Nation. The Southeastern Wisconsin Regional Planning Commission’s (SEWRPC) economic study, *The Economy of Southeastern Wisconsin*¹⁰, which was prepared as

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

Table X-10

BUSINESS/INDUSTRIAL PARKS IN WASHINGTON COUNTY: 2008^a

Park Name	Location ^b	Total Site Area (Acres)	Area Developed/ Committed for Business/Industrial Uses (Acres)	Remaining Available Developable Area (Acres)
City of Hartford				
Dodge Industrial Park ^c	T10N, R17E Section 12-4 and Section 13-1 and 4; T10N, R18E Section 7-3 and Section 18-2 and 3	540.0	507.0	33.0
Hartford Industrial Park	T10N, R18E Section 17-2 and 3 and Section 20-1 and 2	106.0	106.0	--
Western Industrial Park	T10N, R18E Section 17-3 and Section 18-1 and 4	66.0	66.0	--
City of West Bend				
River Road Industrial Park	T11N, R19E Section 36-4	57.0	35.5	21.5
West Bend Corporate Center	T11N, R19E Section 26-2 and 3	234.0	113.0	121.0
West Bend Industrial Park - East	T11N, R20E Section 7-3	67.0	67.0	--
West Bend Industrial Park - South	T11N, R19E Section 25-1, 2, 3, and 4	204.0	195.5	8.5
Wingate Creek Business Center	T11N, R20E Section 27-3 and 4	70.0	36.0	34.0
Village of Germantown				
Germantown Business Park (Donges Bay Industrial Park)	T09N, R20E Section 32-3	350.0	233.0	117.0
Germantown Industrial Park (Maple Road Industrial Park)	T09N, R20E Section 20-1 and 4 and Section 21-2 and 3	474.0	474.0	--
Stonewood Business Park	T09N, R20E Section 28-1	18.0	18.0	--
Village of Jackson				
Cedar Creek Business Park	T10N, R19E Section 13-4 and Section 14-1	110.0	110.0	--
Jackson Northwest Business Park	T10N, R20E Section 18-1, 2, 3, and 4	290.0	210.0	80.0
Village of Kewaskum				
Trading Post Center Business Park	T12N, R19E Section 15-3	57.0	17.0	40.0
Village of Richfield				
Beechwood Industrial Park	T9N, R19E Section 24-1	44.0	44.0	--
Endeavor Industrial Park	T9N, R19E Section 1-2	133.0	20.0	113.0
Strohwig Industrial Park	T9N, R19E Section 12-2 and 3	150.0	100.0	50.0
Village of Slinger				
Industrial Site #1	T10N, R19E Section 16-3	23.0	--	23.0
Industrial Site #2	T10N, R19E Section 16-4	49.0	--	49.0
Industrial Site #3	T10N, R19E Section 6-3	13.0	--	13.0
Industrial Sites #4 and #7	T10N, R19E Section 17-4 and Section 20-1	100.0	97.5	2.5
Industrial Sites #5 and #10	T10N, R19E Section 7-4 and Section 8-3	19.0	--	19.0
Industrial Site #6	T10N, R19E Section 21-1	27.0	--	27.0
Industrial Site #8	T10N, R19E Section 18-2	16.0	--	16.0
Industrial Site #9	T10N, R19E Section 7-3 and Section 18-2	34.0	34.0	--

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**Table X-10
(continued)**

Park Name	Location ^b	Total Site Area (Acres)	Area Developed/ Committed for Business/Industrial Uses (Acres)	Remaining Available Developable Area (Acres)
Town of Addison St. Lawrence Industrial Park	T11N, R18E Section 34-4	230.0	110.0 ^d	120.0
Town of Polk Helsan Business Park ^e	T10N, R19E Section 36-4	39.0	36.5	2.5
Total – 27 Sites	--	3,520.0	2,630.0	890.0

^aBusiness/Industrial Parks in Washington County were identified based on the following characteristics: the presence of a planned publicly-owned internal street system, single ownership at the time the park was created, having buildable sites, and created by plat or by certified survey map.

^bThe location represents the U.S. Public Land Survey Township, Range, and Section in which the site is located. The last number indicates the quarter section location. A "1" indicates the northeast quarter, a "2" indicates the northwest quarter, a "3" indicates the southwest quarter, and a "4" indicates the southeast quarter.

^cThe Dodge Industrial Park is partially located in that portion of the City of Hartford in Dodge County.

^dIncludes an existing nonmetallic mining site.

^eThe Helsan Business Park was annexed by the Village of Richfield in late 2008.

Source: Washington County, Local Governments, and SEWRPC.

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.

Projections of total employment for Washington County were prepared within the framework of the regional employment projection largely on the basis of trend analysis. The number of jobs by industry group in 2000 and the projected number of jobs in 2035 are shown on Table X-11. The total number of jobs in the County is projected to increase by 17,170 jobs, or by about 28 percent. Most of the job growth in the County 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.

The Town land use plan map designates an additional 1,758 acres for mixed use development and 156 acres for industrial development between 2008 and 2035. It was assumed that about 40 percent of areas designated as “mixed use” would be developed with business uses, about 40 percent would be developed with industrial uses, and about 20 percent would be developed for residential and institutional uses. Based on standards developed by SEWRPC, which were developed as part of the regional land use plan based on existing commercial and industrial development in the region, 18,800 additional jobs,¹¹ for a total of 20,357 jobs, could be accommodated in the mixed use and industrial areas shown on the Town land use plan. A continuation of recent employment trends (1980 through 2005) would result in 3,233 jobs in the Town by 2035, compared to 1,557 jobs in the Town in 2000, or an increase of 108 percent. If all of the land designated for mixed use and industrial development were to be developed at the intensity observed for the Region as a whole, the number of jobs in the Town would increase by more than 13 times, from 1,557 jobs in 2000 to 20,357 jobs in 2035. Such an increase is unlikely, because the lack of sanitary sewer and water services in most areas of the Town will limit the types and intensity of business and industrial uses. Typical industrial uses in areas without public sewer and water include warehousing, storage units, and contractors’ offices and yards.

Based on consideration of the range of employment projections described in the preceding paragraph, the Town of Polk selected an employment projection of 3,233 jobs in the year 2035, which reflects a continuation of recent trends.

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 Town of Polk be identified in the economic development element of the comprehensive plan. This section includes a list of businesses and industries the Town would like to create, attract, retain, or expand.

The following desired business and industries were identified as part of the multi-jurisdictional planning process and reviewed and accepted by the Town Plan Commission:

- Biomufacturing and manufacturing of medical equipment
 - 3254, Pharmaceutical and Medicine Manufacturing
 - 3391, Medical Equipment and Supplies Manufacturing
- Information systems, including software development and data processing
 - 5182, Data Processing, Hosting, and Related Services
 - 5112, Software Publishers
 - 5415, Computer Systems Design and Related Services
- Entrepreneurial companies and independent businesses led by visionaries that will attract venture capital to the County
 - No specific codes, would apply to virtually all
- Advanced technology manufacturing and niche manufacturing, such as plastics, military, defense, and medical industries; and manufacturing that requires high precision and low product volume

¹¹ Based on an average of 16.6 workers for each acre of retail and service development and 8.3 workers per acre of industrial development.

Table X-11

EMPLOYMENT PROJECTIONS FOR WASHINGTON COUNTY
 UNDER THE REGIONAL LAND USE PLAN: 2000-2035

Industry Group	Existing Number of Jobs 2000	Projected Number of Jobs 2035	2000-2035 Number Change in Employment	2000 Percent of Total Employment	2035 Percent of Total Employment
Industrial ^a	23,999	24,062	63	38.9	30.5
Retail	10,152	12,674	2,522	16.5	16.1
General ^b	16,890	31,758	14,868	27.4	40.3
Transportation, Communications, and Utilities	2,313	2,186	-127	3.7	2.8
Government.....	6,018	6,018	0	9.8	7.6
Other ^c	2,319	2,163	-156	3.7	2.7
Total	61,691	78,861	17,170	100.0	100.0

^aIndustrial includes construction, manufacturing, and wholesale trade categories.

^bIncludes finance, insurance, and real estate (FIRE), and service categories.

^cIncludes agricultural, agricultural services, forestry, mining, and unclassified jobs.

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

- 326, Plastic and Rubber Products Manufacturing
- 331, Primary Metal Manufacturing
- 332, Fabricated Metal Product Manufacturing
- 333, Machinery Manufacturing
- 334, Computer and Electronic Product Manufacturing
- 335, Electrical Equipment, Appliance, and Component Manufacturing
- 336, Transportation Equipment Manufacturing
- 339, Miscellaneous Manufacturing
- No specific codes provided for military/defense industries
- Financial and insurance services, including financial planning, banking, online support facilities, and processing facilities
 - 52, Finance and Insurance
- Business incubators for small businesses that may grow into larger businesses and expand
 - No specific codes, would apply to virtually all
- Small businesses and home-based businesses
 - No specific codes, would apply to virtually all
- Niche agriculture, including organic farming; food production for local restaurants, micro-breweries, and other niches; and crop production for the bio-fuel industry
 - No specific codes provided for these businesses
- Continuation of dairy farming and other existing types of agriculture
 - 11212, Dairy Cattle and Milk Production
- Professional/engineering/technical offices
 - 54, Professional, Scientific, and Technical Services
- Logistics/freight/trucking
 - 48-49, Transportation and Warehousing
 - 484, Truck Transportation
 - 482, Rail Transportation
 - 488, Support Activities for Transportation
 - 4885, Freight Transportation Arrangement
 - 493, Warehousing and Storage
- Nonmetallic mining
 - 2123, Nonmetallic Mineral Mining and Quarrying
 - 327, Nonmetallic Mineral Product Manufacturing
- Aerospace manufacturing
 - 3364, Aerospace Product and Parts Manufacturing
- Food processing
 - 311, Food Manufacturing
- Conservation industries
 - No specific codes provided; see codes under “Advanced technology, manufacturing, and niche manufacturing” above.

Economic Development Strengths and Weaknesses

Section 66.1001 of the *Wisconsin Statutes* also requires that an assessment of strengths and weaknesses with respect to attracting and retaining businesses and industries in the Town be completed as part of the economic development element. This section includes a list of perceived strengths and weaknesses, which were identified as part of the multi-jurisdictional planning process and reviewed and accepted by the Town Plan Commission:

The Town of Polk’s perceived strengths regarding attracting and retaining desirable businesses and industries include:

- Strong regional cooperation and promotion through the Milwaukee 7 economic development initiative
- Proximity to Moraine Park Technical College, UWWC, and Milwaukee area universities and colleges, including Milwaukee Area Technical College (MATC)

- High quality of life, including good healthcare; recreational and open space amenities; rural character; high quality public services; low crime rate; cultural opportunities; and location in the Milwaukee Metropolitan Area
- Proximity and accessibility to highway system; STH 60, STH 144, STH 145, STH 164, STH 175, USH 41, and USH 45, and good access to Milwaukee and Waukesha
- Educated and skilled workforce
- Good school system and youth programs
- County and local governments that are receptive to business needs
- Presence of farms
- Police, fire, and emergency services
- Consistent population growth
- Fair Park (meeting, convention, and exhibition facilities that operate year-round to showcase area businesses)
- Access to transportation and/or shipping through rail, local airports, Mitchell International Airport, and the Port of Milwaukee

The Town of Polk’s perceived weaknesses regarding attracting and retaining desirable businesses and industries include:

- Lack of affordable workforce housing
- Too many educated young people leaving the Town and County
- Aging of the workforce population
- Prejudice towards technical education and employment in “trade jobs”
- Lack of workers with skills suited to trade jobs and manufacturing jobs
- High land costs
- Lack of availability of business services
- Disconnect between the education system and the business sector – students are not necessarily learning the skills employers covet
- Lack of public transportation options
- Town residents may be reluctant to change and fearful of new business ideas
- “NIMBY” (Not In My Back Yard) attitude
- Lack existing manufacturing buildings with ample electric power to run manufacturing equipment
- Lack of technical and trade programs in local high schools
- Tax base needs to be diversified with more industrial and business uses

PART 3: ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, POLICIES, AND PROGRAMS

Goals:

- The Town supports small-scale economic development that does not negatively impact the Town’s rural character or natural resources.
- Provide for business development at select locations.
- Industrial development should be located in areas where adequate transportation facilities are available and surrounding uses are compatible.
- Communicate with existing local businesses and work to retain them, if possible.
- Preserve rural character and support country living by retaining viable farmland.

Objectives:

- Make the Town’s vision statement, comprehensive plan, and future land use map available to developers with potential business proposals.

Policies:

- Allow business and industrial development in appropriate areas.
- Continue to require site plan approval for all new business and industrial development.

- Continue to accommodate home occupations and home-based businesses that meet zoning ordinance requirements.
- Provide zoning that supports local family farm operations, small specialty farms, and hobby farms to maintain agriculture as a part of the rural landscape

Programs:

- Continue to allow a wide variety of agricultural uses in the Town in accordance with the requirements of the A-1 (General Agricultural) district in the Town zoning ordinance.
- Identify suitable areas for business and industrial development on the Town land use plan map (see Map VI-4 in Chapter VI).
- Continue to implement the site plan review requirements of the Town zoning ordinance for business and industrial uses.
- Continue to work with Washington County to regulate nonmetallic mineral extraction in accordance with the County's nonmetallic mining reclamation ordinance; and continue to enforce requirements of the Q-1 (Quarrying) district in the Town zoning ordinance.