

Chapter 7

ECONOMIC DEVELOPMENT

Economic development is vital for communities in Waukesha County and the Village of Hartland. With optimum paying jobs and growing businesses, the Village, the County, and the Region will be able to maintain and expand their quality of life. In order to maintain the highest quality of life for its residents, the Village of Hartland needs to foster job growth and new business development. This is especially true if the Village of Hartland intends to designate lands for new mixed-use, commercial, or industrial uses.

Through the comprehensive planning process the Village is working to determine the future demand for land, which both the Village and the County Plan must consider relative to future population, household and employment levels. Future population, household, and employment levels must therefore, be forecasted with land use and supporting facility plans taking forecast conditions into consideration.

This chapter will provide an overview of the methodology and assumptions that underlie the economic and employment projections of southeastern Wisconsin, Waukesha County, and the Village of Hartland. Included is descriptive information pertaining to measures of economic activity and employment projections.

This element of the comprehensive plan was created by identifying the strengths, concerns, and weaknesses related to economic development in the Village of Hartland. The Plan Commission, Village staff, and planning consultant evaluated the following list of items to gauge the impacts of economic development within the community.

Issues which the Village and citizen participants considered as strengths were:

- Employers and employees are attracted by the general quality of life in Hartland, which includes quality medical services, and a variety of shopping and dining opportunities
- Low crime rate makes the community a safe place to live and work
- Quality education, which translates into a higher living wage
- Business retention is considered very important
- Innovative business leaders that promote local investment
- Local spirit of entrepreneurship fostering business growth
- Businesses prefer to establish equity in commercial or industrial land rather than renting
- Superior work ethic of local employees
- Established a Business Improvement District
- Created Tax Incremental Finance Districts and retired several TIF early

Issues which the Village and citizen participants considered as concerns or weaknesses were:

- Wages are not keeping pace with the cost of living
- The need for additional technology development
- There are limited entertainment venues available
- Perception of high property taxes
- Rising health care costs
- Land use planning and zoning practices

Other issues that arose during discussions with the Plan Commission, village staff, and the planning consultant, and which should be taken into account in the preparation of the Plan included the following:

- The aging workforce, and need for replacement workers
- Citizen’s lack of understanding of business issues

WORKFORCE ANALYSIS

In order to plan for future economic growth and development it is essential to understand the current workforce demographics. Workforce data that is often analyzed includes income, educational attainment, labor availability, and employer information. NOTE: The following data was gathered, and projections made, in 2008 and earlier; this plan is being drafted in the midst of significant shifts in the nation’s economy, in late 2008.

Median Household and Family Income

The Waukesha County median household income was \$62,839.00 in 2000. This is the second highest county median household income in the state and fifty-first highest in the nation. A total of 84,720 county residents, making up over 21 percent of the population, were considered low-to-moderate income households according to the U.S. Department of Housing and Urban Development (HUD). In the Village of Hartland, the median household income was \$58,359, and the median family income was \$67,844 according to the 2000 census. This was considerably higher than the Waukesha County median household income of \$62,839 in 2000. In the Village of Hartland 1,204 of 3,008 total households or 40.0%, earn less than 80% of the County median household income, and are therefore considered low to moderate income households. (See Chapter 2, Table 2-4) In addition, 39 families and 204 individuals were considered to be at or below poverty status in 1999.

Average Adjusted Gross Income Per Return

In 2004, Waukesha County ranked third in Wisconsin in average adjusted gross income behind Milwaukee and Dane counties. In 2004, Waukesha County residents generated 12 billion dollars in individual adjusted gross income. The average adjusted gross income per return filed individually or jointly ranged from \$32,824.00 to \$592,030.00 in Waukesha County. The Village of Hartland has an average adjusted gross income of \$71,272, which is considerably higher than Waukesha County, but inline with comparable communities in the area.

Table 7-1

**PERSONAL INCOME RETURNS BY COMPARABLE COMMUNITIES
TO THE VILLAGE OF HARTLAND: 2004**

Name	Number of Income Tax Returns Filed	Total Adjusted Gross Income	Average Adjusted Gross Income
Town of Delafield	2,787	308,512,761	110,697
Town of Merton	2,972	227,533,931	76,559
Village of Hartland	5,519	393,350,660	71,272
Village of Pewaukee	3,401	181,149,139	53,263
Village of Sussex	5,617	293,637,582	52,277
City of Delafield	3,001	273,916,537	91,275
Waukesha County Total	188,027	12,038,261,266	64,024

Source: Wisconsin Department of Revenue.

Per Capita Personal Income

Per capita personal income is defined as a location's total personal income divided by its total resident population. This measure is one of the most widely used measures of a location's economic health. According to the U.S. Bureau of Economic Analysis, the per capita personal income for residents in the Village of Hartland was \$26,537. A median income for males working full-time, year-round, was \$48,475 and a median income for females working full-time, year-round was \$30,253 as reported for the Village of Hartland in the 2000 U.S. Census.

Per Capita County Income

According to the U.S. Bureau of Economic Analysis, per capita personal income in Waukesha County was \$43,455.00 in 2004. Other adjacent counties such as Dodge, Jefferson, Milwaukee, Racine, Kenosha, Washington and Walworth counties in the southeastern part of the state have a much lower per capita personal incomes when compared to Waukesha County.

Table 7-2

PER CAPITA PERSONAL INCOME: BY SELECTED WISCONSIN COUNTIES: 1980-2004

County	1980	1990	2000	2004
Dodge	9,539	14,809	25,514	27,527
Jefferson	9,417	16,870	27,927	31,000
Walworth	9,827	16,973	27,292	29,089
Washington	10,408	20,207	33,604	36,324
Waukesha	12,335	23,984	41,033	43,455

Source: U.S. Bureau of Economic Analysis

Educational Attainment

Waukesha County has a highly educated population. As mentioned in Chapter 2, Waukesha County has the third highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin. In analyzing the educational attainment of the residents of the Village of Hartland, 29.4% of those 25 years or older graduated from high school, 24.4% have some college (but no degree), 31.1% obtained associate or bachelor's degrees, and 9.8% have graduate or professional degrees. (Table 2-3) It is important for higher education institutions and businesses to continue to develop and maintain relationships that integrate constant changing concepts, innovation and technology into core business functions, so Waukesha County and the Village can continue to grow in a rapidly changing global economy.

WORKFORCE DEMOGRAPHICS AND LABOR AVAILABILITY

The Department of Commerce does not keep statistics at the municipal level for Villages. While a direct correlation can be made between the number and type of employment at Region level, this correlation is less accurate if projected down to the Village level. Nonetheless, it is important to understand the overall economic condition of the County when reviewing employment opportunities at the local level. In 2005, Waukesha County had 205,012 people employed in its work force, with an average unemployment rate of 3.9 percent. Waukesha County has a highly educated workforce, with an outstanding work ethic, that produces high quality goods and services. However, Countywide, one of the biggest concerns is that the workforce is growing older. The Village of Hartland is no exception as 2,293 persons or 29.0% of the population is over 45 years of age, in 2000. The median age in the Village of Hartland is 34.1 years, whereas the median age countywide is 38.1. This changing age composition will have major implications for the future labor market. Waukesha County and the Village will need to retain and recruit a younger workforce to fill positions left vacant by retiring baby boomers. This is why it is important that the communities in Waukesha County work together and at a regional level in southeastern Wisconsin to market the economic strengths and quality of life rather than the individual communities

EMPLOYER AND EMPLOYEE TRENDS

Large Employers

Collectively the largest business establishments employ approximately 30,030 workers making up 11 percent of the total workforce in Waukesha County. In 2002, the County had 12,579 businesses, and ninety three percent of those businesses had less than 50 employees. (See Table 7-3) The largest employers in Waukesha County are doing business in the health services, medical product innovation, retail, wholesale, government, education and communication sectors. (See Table 7-4)

Table 7-3

LARGEST BUSINESS ESTABLISHMENT GROUPS IN WAUKESHA COUNTY, 2002

Type of Business	Number of Businesses
Wholesale /Retail Trade	2,630
Professional & Administrative Services	1,700
Construction	1,589
Education & Health Care Services	1,172
Manufacturing	1,096
Finance, Insurance and Real Estate	1,031

Source: U.S. Bureau of Census, County Business Patterns, 2003

Table 7-4

LARGEST EMPLOYERS IN WAUKESHA COUNTY, 2005

Name of Employer	Type of Business	Approximate Employment (Full-time equivalents)
Pro Health Care	Health Services	4,964
Kohl's Department Stores	Retail/Company Headquarters	4,045
GE Healthcare	Medical Products/Headquarters	3,976
Roundy's	Food Wholesale/Retail	3,593
Quad Graphics Inc.	Printing/Company Headquarters	3,146
Target Corporation	Retail/Distribution Center	1,623
School District of Waukesha	Education	1,508
AT&T	Communications	1,478
Community Memorial Hospital	Health Services	1,474
Wal-mart Corporation	Retail	1,425
Waukesha County	Government	1,402
Waukesha County Technical College	Education	1,396

Source: Wisconsin Department of Workforce Development, Labor Market Information Bureau and Waukesha County, 2006 employer inquiry updates.

The largest employers in the Village of Hartland are doing business in the printing and publishing, health services, medical product innovation, retail, education and government sectors. Among the largest industries, none have fewer than 50 employees. (Table 7-5)

Table 7-5
LARGEST EMPLOYERS IN THE VILLAGE OF HARTLAND: 2005

Name of Employer	Type of Business	Approximate Employment (Full-time equivalents)
Commercial Communications	Commercial Printing	250
Hartland-Lakeside School District	Elementary and Secondary Education	173
Dorner Mfg. Corp.	Belt Type Conveyor and Systems	171
Camtronics Ltd.	Medical Imaging Equip.	166
Piggly Wiggly	Grocery Store	156
AQS	Insurance Software	130
Midwest Instrument Co., Inc.	Metal Samples & Temp.Devices	121
Batteries Plus LLC.	Retail Battery Sales	100
Journal Community Publishing Group	Printing & Publishing	95
Lake Country Racquet & Athletic	Fitness and Sport Center	90
Village of Hartland	Municipal Government	84
Watertronics Pumping Systems, Inc.	Pump Sales and Service	75
Wilkinson Medical Clinic	Outpatient Medical Facility	60

Source: Online Wisconsin State Business Directory and the 2005 Wisconsin Manufacturers Register.

Average Wages

In addition, average annual wages by industry in Wisconsin and Waukesha County indicate that the County pays a higher wage within most industry sectors as shown in Table 7-6.

Table 7-6
**AVERAGE ANNUAL WAGE BY INDUSTRY DIVISION IN WISCONSIN
AND WAUKESHA COUNTY: 2004**

Type of Industry	Average Annual Wage for Wisconsin	Average Annual Wage for Waukesha	Waukesha County's Average Annual Wage as a Percent of Wisconsin
All Industry	34,749	39,671	114.2
Natural Resources and Mining	27,399	37,255	136.0
Construction	41,258	47,420	114.9
Manufacturing	44,145	48,775	110.5
Trade, Transportation, Utilities	30,088	24,494	114.6
Information	41,759	49,520	118.6
Financial Services	45,103	51,502	122.3
Professional & Business Services	39,580	48,398	122.3
Education & Health Services	36,408	36,261	99.6
Leisure & Hospitality	12,295	11,881	96.6
Other	20,207	23,781	117.7
Public Administration	36,347	34,854	95.9

Source: WI Dept. of Workforce Development, Bureau of Workforce Information, Quarterly Census of Employment & Wages

INDUSTRY ANALYSIS

Waukesha County has experienced significant employment growth between 1990 and 2000 in finance, insurance, and real estate, services, construction, wholesale trade and retail trade. In 2000, the County had over 270,700 jobs, an increase of over 81,000 jobs since 1990. For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth.

Generally, in Waukesha County the services type industries made up 28% of the total employment opportunities in Waukesha County, this was a 64.7% change increase from 1990 to 2000. The only type of industry which decreased between 1990 and 2000 was the agricultural industry, which is 0.4% of the total employment and had a 15.1% decrease in the 10 year period. (Table 7-7) For information regarding the breakdown, review Chapter 2.

Table 7-7

EMPLOYMENT INDUSTRY TRENDS IN WAUKESHA COUNTY: 1990-2000

Type of Industry	1990	2000	2000 Percent of Total Employment	1990-2000 Number Change in Employment	1990-2000 Percent Change in Employment
Agriculture	1,191	1,011	0.4	-180	-15.1
Construction	12,679	18,462	6.8	5,783	45.6
Manufacturing	44,871	56,754	20.9	11,883	26.4
Transport, Communication & Utilities*	8,185	9,516	3.5	1,331	16.2
Wholesale Trade	16,128	22,508	8.3	6,380	39.5
Retail Trade	31,054	43,132	15.9	12,078	38.9
Finance, Insurance and Real Estate	13,131	22,340	8.2	9,209	70.1
Services**	46,293	76,265	28.2	29,972	64.7
Gov. and Government Enterprises**	13,994	17,059	6.4	3,065	21.9
Other***	2,135	3,749	1.4	1,614	75.6
Total Employment	189,661	270,796	100.0	81,135	42.8

* Transportation, Communication and Utilities includes information in 2000 census.

**Services include business, repair, personal, entertainment, recreation, health, education, accommodation and food, social, professional, and waste management services.

*** Other includes agricultural services, forestry, commercial fishing, mining, and unclassified jobs.

Source: U.S Bureau of Economic Analysis and SEWRPC

Table 7-8

EMPLOYMENT INDUSTRY TRENDS FOR THE VILLAGE OF HARTLAND: 1990-2000

Type of Industry	1990	2000	2000 Percent of Total Employment	1990-2000 Number Change in Employment	1990-2000 Percent Change in Employment
Agriculture	8	30	0.7	22	275.0
Construction	211	284	6.2	73	34.6
Manufacturing	1,065	926	20.4	-139	-13.0
Transport, Communication & Utilities*	183	334	7.3	151	82.5
Wholesale Trade	260	244	5.3	-16	-6.1
Retail Trade	601	427	9.3	-174	-28.9
Finance, Insurance and Real Estate	258	342	7.5	84	32.6
Services**	966	1,677	36.8	711	73.6
Gov. and Government Enterprises***	95	70	1.5	-25	-26.3
Other****	175	230	5.0	55	31.4
Total Employment	3,822	4,564	100.0	742	19.4

* Transportation, Communication and Utilities includes information in 2000 census.

** Services include business, repair, personal, entertainment, recreation, health, education, accommodation and food, social, professional, and waste management services

*** Government and Government Enterprises does not include part-time paid on-call firefighters/EMT's

**** Other includes unclassified jobs (except for public administration).

Source: U.S Bureau of Economic Analysis and SEWRPC

Agriculture

Although agriculture is still a viable economic sector in Waukesha County, the type of agricultural opportunities has shifted from dairy farming to specialty crop production, orchards, greenhouses, and plant and tree nurseries. In 2000 the Village of Hartland had 30 jobs in this sector, accounting for only 0.7 percent of all employment. However, this sector experienced a 275.0 percent increase in the number of job since 1990. (see Table 7-8 above)

Commercial Uses

In Waukesha County there was 86,334,846 sq. ft. being used for wholesale and storage and 100,970,824 sq. ft. was in commercial uses. In the Village of Hartland there are four principle areas for commercial or business use. These areas are located on Hartbrook Drive, at the intersection of E. Capitol Drive and Cottonwood Avenues in an area known as “Village Center”, in an area on Cottonwood Avenue south of the Canadian Pacific railroad, and in a newer development on the north east corner of STH 83 and CTH KE. The newest area is developed as a business and professional office park. These areas will be discussed in more detail in Chapter 9 - Land Use.

Industrial and Manufacturing Uses

In 2000, the Southeastern Wisconsin Region had 224,300 manufacturing jobs. Waukesha County grew from 44,870 manufacturing jobs in 1990 to 56,754 manufacturing jobs in 2000, for a 21 percent increase in the number of jobs over the decade. In 2000, Waukesha County had 55,451,190 sq. ft. of space in manufacturing and another 871,189 sq. ft. projected for future manufacturing development. The Village of Hartland has 361 acres, or 10 percent of the planned urban area devoted to industrial uses. In 2000, the Village reported 926 manufacturing jobs, which is down 13 percent from a decade earlier, but still accounts for 20.4 percent of all employment. Although the area has lost manufacturing jobs, Wisconsin continues to maintain more skilled manufacturing positions than other states. Many of these manufacturers have a niche product that is not directly subject to the pressure of lowering costs. However, this is may not be the case for local manufacturers that produce commodity goods. These manufacturers will continue to experience intense pressure to lower costs resulting in outsourcing to foreign countries. This is significant since manufacturing jobs generate the third highest average wage for workers in Waukesha County, and presumably in the Village of Hartland. This will be covered in more detail in Chapter 9 – Land Use.

Transportation, Communication, and Utilities

This sector includes jobs in passenger and freight transport, shipping, communication services, and gas, electric, water, and sanitary services. Businesses in this sector experienced some growth in the 1990s, but new jobs slowed significantly beginning in 2000 due to recession. In 1990, Waukesha County had 8,185 people employed in this sector. This figure increased to 9,516 in 2000 for an increase of 1,331 jobs resulting in a total percent increase of 14 percent for this sector. In 2000 the Village of Hartland had 334 jobs in this sector, accounting for 7.3 percent of all employment. This sector experienced an 82.5 percent increase in the number of job since 1990.

Wholesale Trade

This sector includes businesses that employ people who primarily sell products and goods to retailers. Wholesale trade in Waukesha County is linked to manufacturing. In 1990, 16,128 jobs in Waukesha County were in wholesale trade. Jobs increased to 22,508 in 2000 for a gain of 6,380 jobs over the decade and a 28 percent increase. In 2000, the Village of Hartland had 244 jobs in this sector, accounting for 5.3 percent of all employment. This sector also experienced a 6.1 percent decline in the number of job since 1990.

Retail Trade

This industry includes businesses engaged in selling merchandise primarily for personal or household consumption. Employment in retail trade grew steadily in Waukesha County throughout the 1990s. Jobs in retail trade grew from 31,054 in 1990 to 43,132 in 2000 showing a 12,078 gain in the number of jobs and a 28 percent increase. In 2000, the Village of Hartland had 427 jobs in this sector, accounting for 9.3 percent of all employment. This sector also experienced a 28.9 percent decrease in the number of job since 1990.

Finance, Insurance and Real Estate

This sector includes banks, credit unions, security brokerages, insurance carriers, real estate agencies, and land development firms. This sector experienced significant growth in the 1990s and grew from 13,131 jobs in 1990 to 22,340 jobs in Waukesha County in 2000 for a total gain of 9,209 jobs and a 41 percent increase. In 2000, the Village of Hartland had 342 jobs in this sector, accounting for 7.5 percent of all employment. This sector also experienced a 32.6 percent increase in the number of job since 1990.

Services

Categories in this sector include business, repair, personal, recreation, accommodations, food, entertainment, social and professional services. This sector has experienced phenomenal growth in jobs in Waukesha County. The number of people employed in services increased from 46,293 in 1990 to 76,265 in 2000. Continuing population growth, the county's aging population, and business growth have all contributed to this growth of 29,972 jobs and an overall 39 percent increase. In 2000, the Village of Hartland had 1,677 jobs in this sector, accounting for 36.8 percent of all employment. This sector also experienced a 73.6 percent increase in the number of jobs since 1990.

Government and Government Enterprises

These jobs include all nonmilitary government positions at the federal, state, county, city, village, Village, and school district levels of government. Between 1990 and 2000 Waukesha County governmental positions grew from 13,994 jobs to 17,059 jobs for a gain of 3,065 jobs resulting in an 18 percent increase in this sector. In 2000, the Village of Hartland had 70 jobs in this sector, accounting for only 1.5 percent of all employment. This sector also experienced a 26.3 percent decrease in the number of job since 1990.

OVERALL EMPLOYMENT PROJECTIONS

Employment projections are important to analyze when planning for future economic development. Planners, businesses, and local governments should understand the amount of projected employment growth as well as in what occupations this growth will occur.

Total Employment

The State of Wisconsin Comprehensive Planning Law requires that plans project employment growth for a twenty-year planning period. The projections in this document are from SEWRPC Technical Report No. 10 (4th Edition), *The Economy of Southeastern Wisconsin, July 2004*. The data shows employment sector projections based on a regional scale, not a county scale, and are also based upon past industry trends and future regional, state, and national trends as well as projections from the WDWD and the Wisconsin Department of Revenue. The employment projections were developed together with population projections for the Southeastern Wisconsin Region. The aging of the population may result in moderate employment growth of the Region. Another significant statistic for the Southeastern Wisconsin Region is the fact that projections show a continuing decline in manufacturing jobs over the next 30 years. This is a concern since manufacturing jobs provided the third highest average wage for workers in Waukesha County in 2004.

Location Quotient Analysis of Employment Sector

A location quotient is a ratio that compares the concentration of a resource or activity, such as employment, in a defined area to that of a larger area or base. For example, location quotients can be used to compare state employment by industry to that of the nation. In this case, Waukesha County employment is compared to the State of Wisconsin and the United States.

If a location quotient is equal to 1, then the industry has the same share of its area employment as it does in the reference or compared area. A location quotient greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area. Location quotients are calculated by first, dividing local industry employment by the total of type of employment. Second, reference area industry employment is divided by the all industry total for the reference area. Finally, the local ratio is divided by the reference area ratio.

Waukesha County is higher in construction; manufacturing; trade, transportation, and utilities; information; financial activities; and professional business services employment than the state (all have location quotients greater than 1) (Table 7-9). When compared to the nation, Waukesha County ranks higher in construction, manufacturing, and trade, transportation, and utilities employment. Construction employment is much higher when compared to the state of Wisconsin and manufacturing employment is significantly greater than the national ratio.

The only three categories that Waukesha County ranks lower in than the rest of Wisconsin is natural resources and mining, professional and business services, and leisure and hospitality employment (all have location quotients less than 1). When compared to the nation, Waukesha County ranks lower in natural resources and mining, information, financial activities, professional and business services, education and health services, and leisure and hospitality employment.

Table 7-9

WAUKESHA COUNTY LOCATION QUOTIENT COMPARISONS: 2004

Industry	Comparison With State	Comparison With U.S.
Natural Resources & Mining	.31	.18
Construction	1.41	1.20
Manufacturing	1.07	1.75
Trade, Transportation & Utilities	1.04	1.02
Information Technology	1.18	.89
Financial Activities	1.06	.97
Business Services	1.18	.85
Education & Health Services	.74	.73
Leisure & Hospitality	.80	.86

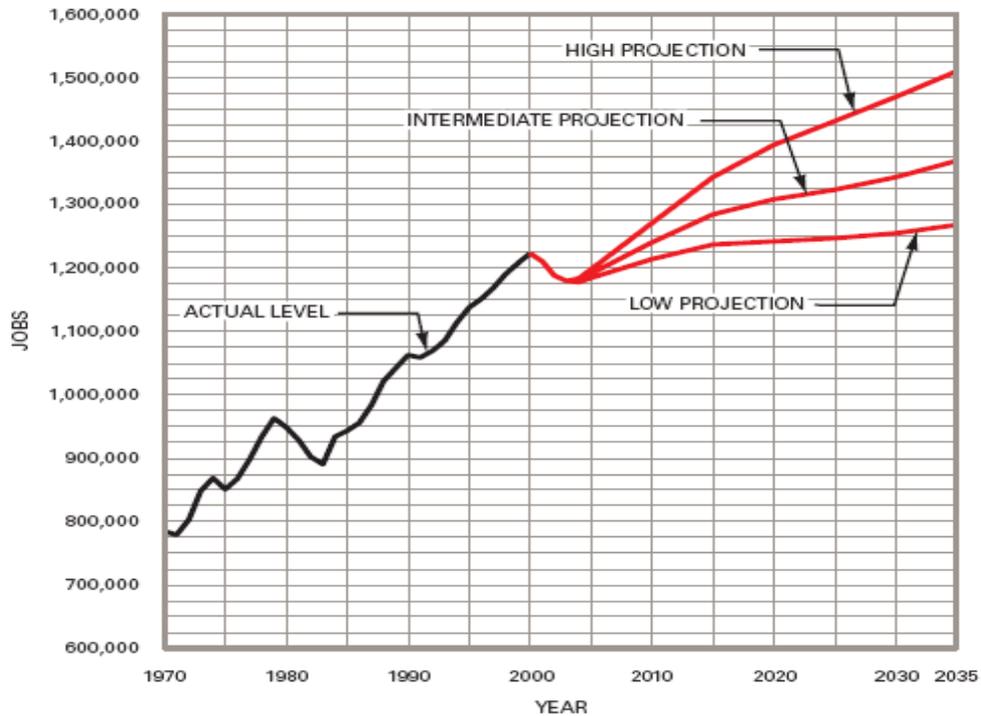
Source: U.S. Bureau of Economic Analysis

The total employment for the seven county Southeastern Wisconsin Region is projected at a low, intermediate, and high projection to 2035. The low projection indicates that the Region will gain 44,700 jobs by 2035. The intermediate projection estimates that the gain in jobs will reach 145,500. The high projection calculates a job increase of 286,800. For the purposes of this plan, the intermediate projection was chosen as the best estimate of job growth. Using the intermediate projection, Waukesha County will gain 76,400 new jobs by 2035, which is 52 percent of total regional gain. Due to this projected growth, Waukesha County is expected to ~~will~~ increase to 28.2 percent of regional employment share in 2035. (Figure 7-1 and Table 7-10)

The intermediate projection for “Civilian Labor Force” in the Region will increase rapidly until 2015 and then experience slower growth. Between 2010 and 2015 the labor force is projected to show a robust increase of 44,300 jobs over this 5 year period. The labor force would experience a smaller increase between 2015 and 2035 gaining 83,900 jobs over this 20 year period. The use projections result in a gain of 145,500 jobs or an 11.9 percent increase between 2000 and 2035.

Figure 7-1

**TOTAL EMPLOYEMENT PROJECTIONS
FOR THE REGION: 2000-2005**



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

Table 7-10

ACTUAL AND PROJECTED REGIONAL EMPLOYMENT SCENARIOS: 2000-2035

Year	High Projection			Intermediate Projection			Low Projection		
	Jobs	Change from Preceding Year		Jobs	Change from Preceding Year		Jobs	Change from Preceding Year	
		Absolute	Percent		Absolute	Percent		Absolute	Percent
Actual Employment: 2000	1,222,800			1,222,800			1,222,800		
Projected Employment: 2005	1,197,300	-25,500	-21.0	1,190,600	-32,200	-2.6	1,184,000	-38,800	-3.2
2010	1,270,600	73,300	6.1	1,240,100	49,500	4.2	1,213,300	29,300	2.5
2015	1,343,200	72,600	5.7	1,284,400	44,300	3.6	1,236,600	23,300	1.9
2020	1,393,900	50,700	3.8	1,308,200	23,800	1.9	1,244,200	7,600	0.6
2025	1,431,200	37,300	2.7	1,323,100	14,900	1.1	1,246,700	2,500	0.2
2030	1,469,800	38,600	2.7	1,343,100	20,000	1.5	1,254,500	7,800	0.6
2035	1,509,600	39,800	2.7	1,368,300	25,200	1.9	1,267,500	13,000	1.0
Change: 2000-2035		286,800	23.5		145,500	11.9		44,700	3.7

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

Table 7-11

ACTUAL AND PROJECTED EMPLOYMENT IN THE REGION BY COUNTY: 2000-2035

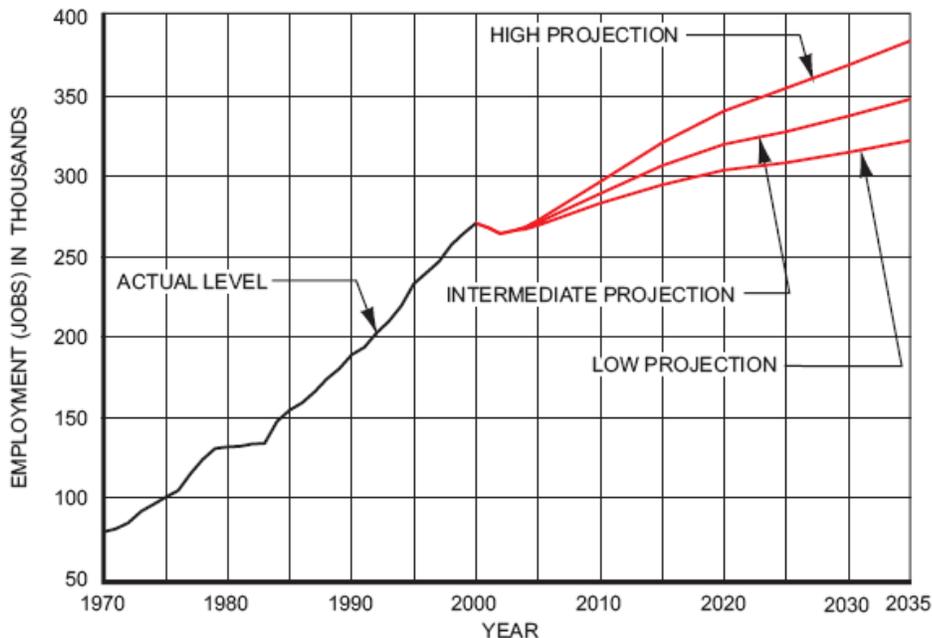
County	Actual Employment 2000		Projected Employment: 2035									
			High Projection			Intermediate Projection			Low Projection			
	Number of Jobs	Percent of Region	Number of Jobs 2035	Change: 2000-2035		Number of Jobs 2035	Change: 2000-2035		Number of Jobs 2035	Change: 2000-2035		Percent of Region Jobs
				Number	Percent		Number	Percent		Number	Percent	
Kenosha	68,700	5.6	93,700	25,000	36.4	85,000	16,300	23.7	78,700	10,000	14.6	6.2
Milwaukee	624,000	51.1	639,500	64,900	10.4	624,900	300	-- ^a	578,900	-45,700	7.3	45.7
Ozaukee	50,800	4.2	68,100	17,300	34.1	61,700	10,900	21.5	57,200	6,400	12.6	4.5
Racine	94,400	7.7	114,700	20,300	21.5	104,000	9,600	10.2	62,000	1,900	2.0	7.5
Walworth	51,800	4.2	73,800	22,000	42.5	66,900	15,100	29.2	96,300	10,200	19.7	4.9
Washington	61,700	5.0	86,700	25,000	40.5	78,500	16,900	27.4	72,800	11,100	18.0	5.7
Waukesha	270,800	22.2	383,100	112,300	41.5	347,200	76,400	28.2	321,600	50,800	18.8	25.4
Region	1,222,200	100.0	1,509,600	286,800	23.5	1,368,300	145,500	11.9	1,267,500	44,700	3.7	100.0

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

The intermediate projection for Waukesha County predicts that the labor force will increase from 270,800 jobs in 2000 to 347,200 in 2035. This would result in a growth of 76,400 additional jobs which is actually less than the job growth that occurred between 1990 and 2000. (Figure 7-2)

Figure 7-2

TOTAL EMPLOYMENT PROJECTIONS FOR WAUKESHA COUNTY: 2000-2035



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

EMPLOYMENT PROJECTIONS BY SECTOR

The following employment projections by sector are based on the selected intermediate projections for the 7 county Southeastern Wisconsin Region. Projections show that the greatest growth in employment is likely to occur in the Service Sector, especially business, health, and social services.

Printing and Publishing

Printing and publishing is a strong employment sector within Waukesha County and projections predict that it will remain a stable industry. The outlook for this sector is promising due to the continued expansion of periodical publications and bookbinding, which are expected to offset the reduced growth in newspaper publishing. While this sector requires investment in the latest of technologies to control costs and enhance product quality, the intermediate projection for Regional jobs in 2035 is 24,700. This is nearly the same as 2000 (24,500 jobs). The Village may actually experience increased employment in this area, because two of its largest employers are in this sector.

Fabricated Metal Products

This sector is projected to continue to decline. It includes establishments engaged in producing metal products, such as metal cans, tin ware, hand tools, cutlery, general hardware, fabricated structural metal products, and metal stampings. Much of this sector could move overseas where it is possible to reduce labor costs and remain competitive. Within the Region, fabricated metals may be reduced from 25,600 jobs in 2000 to 11,600 by 2035, a decrease of 55 percent. This could mean the loss of as many as 121 jobs in the Village of Hartland because one of its largest employers is involved in the manufacture of metal samples and temperature devices.

Industrial Machinery and Equipment

The industrial machinery and equipment industry includes the manufacture of engines, turbines, farm and garden machinery, construction machinery, metalworking machinery, and computer and office equipment. The intermediate projection shows a loss of jobs in this sector. In 2000, 48,000 people worked in this sector in the Region, but by 2035 the intermediate projection shows that only 24,900 may be employed in this industry resulting in a 48 percent decrease. This could mean the loss of as many as 75 jobs in the Village of Hartland because one of its largest employers is involved in the sales and servicing of pump equipment.

Electronic and Other Electrical Equipment

The electronic and electrical equipment sector will likely experience decline in the Region and Waukesha County. This sector includes businesses engaged in manufacturing of electricity distribution equipment, electrical industrial apparatus, household appliances, electrical wiring and lighting, and electronic components. The intermediate projection for the number of jobs in this sector for the Region in 2035 is 15,300. This would result in a 43 percent decrease from the 27,000 such jobs in 2000. This could mean the loss of as many as 166 jobs in the Village of Hartland because one of its largest employers is involved in the medical imaging equipment. However, with the increase in the aging population, and a need for medical care, the Village may actually see an increase in employment in this sector.

Other Manufacturing

These are jobs in a wide range of manufacturing businesses that, taken individually, are not large enough to be considered as a separate category. Using the intermediate projection, jobs in other types of manufacturing would decline in the Region by 10 percent from 99,200 jobs in 2000 to a projected 89,400 jobs in 2035.

Construction

Construction is expected to continue to create new jobs in the region and Waukesha County, but at a much slower rate than what was experienced in the 1990s. Under the intermediate projection, Regional construction employment would increase from 53,800 jobs in 2000 to 57,100 in 2035, a 6 percent increase. This is good for the Village, as it has seen an increase of 6.2 percent since 2000, which may continue.

Retail Trade

Retail trade employment is likely to grow in the Region and Waukesha County through 2035, however not at the pace it experienced in the 1980s and 1990s. A focus on reducing costs, more emphasis on e-commerce, and the lower wages associated with the retail sector creating labor shortages, are all issues that will slow job growth. The rate of growth will also depend on the health of the economy and how much personal income continues to increase. The intermediate projection predicts that jobs in retail trade will grow by 6 percent between 2000 and 2035 resulting in an increase from 193,700 to 205,400 for such jobs in the Region.

Wholesale Trade

Wholesalers for the most part are engaged in selling merchandise to professional business customers, retail establishments, industrial, commercial, institutional, farm, or construction contractors, and other wholesalers. Wholesale trade is highly dependent on providing merchandise to manufacturers. The projected slow growth of manufacturing will have a significant impact on wholesale trade employment. The intermediate projection predicts that jobs in wholesale trade will remain the same at 64,400 jobs in the Region between 2000 and 2035.

Transportation, Communication, and Utilities

This industry sector is not expected to be a significant provider of new jobs for Waukesha County. The best potential for future job growth projected to occur in the transportation sector is in shipping especially in the motor freight and warehousing segments. Increasing demand for air travel will continue to contribute new jobs as well. Projections show that the communication and utility segments will continue to lose jobs. New technology and competition in these sectors will continue to reduce the number of jobs in these sectors. The intermediate projection shows an overall loss of jobs in the Region from 2000 to 2035 in the transportation, communication, and utilities sectors. Under the intermediate projection, 51,100 people will be employed in transportation, communication, and utilities by 2035 in the Region. This would be a 7 percent decrease from the 2000 level of 54,800 jobs.

Business Services

These establishments provide services such as advertising, computer programming, data processing, security systems services, and building cleaning and maintenance services. Businesses that provide engineering, accounting, research, management, and other related services are not included in this sector. They are grouped in the "other services" category. Business services also include workers with temporary employment firms and people that provide services on a contract or fee basis to others. This sector is likely to continue to grow rapidly. Under the intermediate projection for the Region, business services employment will increase to 164,600 jobs in 2035, a 60 percent increase over the 2000 level of 102,800 jobs.

Health Services

The health services industry includes establishments engaged in furnishing medical, surgical, and other health services including hospitals, offices and clinics of physicians and health care practitioners, nursing and rest homes, medical and dental laboratories and home health care services. This sector is poised for growth as Waukesha County's median age continues to increase, as the baby-boomer generation continues to grow older, and the overall population continues to increase. Under the intermediate projection, employment in health services in the Region will exceed 132,000 jobs in 2035, an increase of 35% over the 2000 level of 97,700 jobs. The Village of Hartland may be able to experience increased employment in this area, because two of its largest employers are in medical and fitness related businesses. With an increased awareness in preventative medicine and more active lifestyles comes an opportunity for future business expansion.

Social Services

These establishments provide help and rehabilitation services to individuals with needs requiring special care and to the disabled and disadvantaged. The industry group also includes child day-care facilities and certain residential care facilities for children, the elderly, and others who need help with self-care. This sector will continue to see significant growth as the aging of baby-boomers continues along with the movement to outpatient care and more home-based assistance living. Under the intermediate projection, social services employment will increase in the Region from 34,300 jobs in 2000 to 62,100 jobs in 2035, for an increase of 81 percent. As mentioned earlier expansion of services will provide opportunities in the Village of Hartland.

Other Services

This category includes a diverse range of services including lodging places, laundry and dry-cleaning, funeral homes, automotive repair and miscellaneous repair shops, motion picture theaters, recreational services, and engineering, accounting, research, management and other consulting services. The intermediate projection reveals that Regional employment for other services will increase from 171,200 jobs in 2000 to 231,300 jobs in 2035 for an increase of 35% percent.

Finance, Insurance, and Real Estate

This sector includes banks, credit unions, security brokerages, insurance carriers, real estate agencies, and land development firms. This sector is projected to grow from 93,700 jobs in 2000 to 103,600 jobs in year 2035, resulting in an 11 percent increase for the Region. The Village may be able to experience increased employment in this area, because one of its largest employers is in the insurance sector.

Government and Government Enterprises

This area includes all Village, City, County, State, and Federal units and agencies of government, public schools, publicly owned enterprises, and the U.S. Postal Service. Government employment is projected to increase slightly over the next 30 years. In 2000, 114,400 people were engaged in employment regionally in this sector, and this figure will slightly increase to 115,300 by 2035, for an increase of 1 percent. This slight increase over the next 30 years is due to the fact that government is projected to create more efficiency, and more opportunities for collaboration and intergovernmental cooperation.

Agriculture

Agricultural enterprises include farms, orchards, greenhouses, and nurseries, engaged in the production of crops, plants, trees, or livestock. The Southeast Wisconsin Region will continue to hold a comparative advantage in dairy, grain, and vegetable production especially in Walworth, western Racine, and western Kenosha Counties. However, due to increasing technology and mechanization, modern management practices, and global competition, the employment levels in agriculture will continue to decline. Using the intermediate projection, agricultural employment in the Region will decrease from 6,000 jobs in 2000 to 4,800 jobs in 2035, resulting in a 20 percent decrease. Because of the urban character of the Village, agriculture employment will decline, especially with economic pressure to develop residential housing in areas previously used for traditional agriculture use.

Other Employment

This category includes jobs in forestry, commercial fishing, mining, and agricultural services such as crop services, veterinary services, landscaping services, and lawn and garden services. As urbanization continues, employment will continue to grow in landscaping and lawn and garden services. The intermediate projection for the Region shows a 39 percent increase for such jobs from 11,700 in 2000 to 16,200 in 2035.

SELECT PROGRAMS AND INITIATIVES FOR ECONOMIC GROWTH

The State of Wisconsin Comprehensive Planning Law encourages cooperation among state government, local government units, and economic development organizations and initiatives. The following initiatives and programs support economic development activities in Waukesha County, and can be found in greater detail in Chapter 6 of the Waukesha County Development Plan.

- Waukesha County Programs and Initiatives
- Waukesha County Action Network (WCAN)
- Waukesha County Community Block Grant Program
- Southeastern Wisconsin Regional Planning Commission (SEWRPC)
- Milwaukee 7
- Wisconsin Department of Commerce (WDOC)
- The Wisconsin Department of Workforce Development (DWD)
- Wisconsin Housing and Economic Development Authority (WHEDA)
- Forward Wisconsin
- Wisconsin Main Street Program
- Wisconsin Economic Development Association (WEDA)
- U.S Small Business Administration's (SBA)
- U.S. Department of Housing and Urban Development's (HUD)

SUMMARY

If the Comprehensive Plan is to constitute a sound and realistic guide for making decisions concerning the physical development of the Village and environs, then pertinent economic development factors must be given due consideration. This chapter has presented a description of economic development aspects related to the Village of Hartland. The most important findings are as follows:

- The economic viability of the Village necessitates that current and future population, household, and employment levels be reviewed, and that land use and supporting facility plans take forecast conditions into consideration.
- Workforce information, based on 2000 census data, included income, educational attainment, labor availability, and employer information. The projections made in late 2008, occurred in the midst of significant shifts in the nation's economic outlook.
- In the Village of Hartland, the median household income was \$58,359, and the median family income was \$67,844 according to the 2000 census. This was considerably higher than the Waukesha County median household income of \$62,839 in 2000. However, in the Village 1,204 or 40.0% of the total households earn less than 80% of the County median household income, and are therefore considered low to moderate income households.
- The Village of Hartland has an average adjusted gross income of \$71,272, which is considerably higher than the \$59,203 upper limit for Waukesha County, and is in line with comparable communities in the area.
 - The per capita personal income for residents in the Village of Hartland was \$26,537. A median income for males working full-time, year-round, was \$48,475, and a median income for females working full-time, year-round was \$30,253.
- The educational attainment of the residents of the Village of Hartland for those over 25 years or older indicated 29.4% graduated from high school, 24.4% have some college (but no degree), 31.1% obtained associate or bachelor's degrees, and 9.8% have graduate or professional degrees.
- Countywide, one of the biggest concerns is that the workforce is growing older. The Village of Hartland is no exception as 2,293 persons or 29.0% of the population was over 45 years of age, in 2000. The median age in the Village of Hartland was listed as 34.1 years.
- The largest employers in the Village of Hartland are doing business in the printing and publishing, health services, medical product innovation, retail, education and government sectors. Among the largest industries, none have fewer than 50 employees
- For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth, so that clear and understandable employment projections can be forecast for a twenty-year planning period. The employment projections take into account population projections and age.
- Waukesha County will gain 76,400 new jobs by 2035, which is 52 percent of total regional gain. Projected growth in printing and publishing, health services, insurance service, and the business services sector may provide the Village with opportunities for expansion and new growth, because several of the largest employers are currently in those sectors.
- Projections show a continuing decline in manufacturing jobs over the next 25 years, which will have a significant impact on the average wage for workers.
- There are a number of programs and incentives by county, state, and federal agencies and organizations that are available to assist the Village of Hartland with economic development.

ECONOMIC OBJECTIVES:

The following list provides an overview of Planning Objectives for this Chapter.

OBJECTIVE NO. 1 – ECONOMIC VITALITY OF COMMERCIAL AND INDUSTRIAL USES

To maintain the economic vitality of the Village Center and existing commercial and industrial areas, while promoting the possibility of additional economic development in specific areas of the Village.

Principle

The Village Center is a vital civic, business, and cultural center for the Hartland area, and the continual proper care of the Village Center, and existing commercial and industrial areas, will help to ensure a viable, long-term business environment.

Village Center Principle

A Village Center provides community-level commercial facilities and services, cultural facilities, and other public and quasi-public facilities and services in convenient proximity to residential areas, where there are inter-connecting streets, sidewalks, and bicycle facilities to ensure ready access.

Standards

1. The Village Center should be established as a compact location of community-level retail and service businesses and specialty stores with some buildings containing mixed-uses, with principal commercial uses located on the lower street level and secondary residential uses located on the upper level. Housing for the elderly should also be accommodated in the vibrant Village Center due to convenient proximity to services, active recreational opportunities, and passive enjoyment of daily activities in the Village Center and along the Bark River.
2. The Village should continue to capitalize on and improve development orientation towards the Bark River corridor as it extends through, and is an integral part of, the Village Center.
3. New community-level commercial facilities and services should be located close to the peak flow of traffic and pedestrians, where such facilities can be conveniently accommodated and, whenever possible, made easily accessible to adequate parking and transportation facilities and utilities.
4. The Village Center, where buildings are constructed close to sidewalks, should continue as a pedestrian- and bicycle-friendly environment. This can be accomplished by providing sidewalks and bicycle facilities, along with other streetscape amenities, such as benches, sculptures, bike stands, and attractive landscaping to create a unique visual experience.
5. Underdeveloped land in the Village Center should be redeveloped to contribute to the maintenance of a compact relationship between land uses which would reinforce the overall level of convenience and accessibility to downtown businesses as a group. Compact and continuous development in the Center encourages economic vitality and fosters a positive image of the Village.

Viability of Existing Commercial and Industrial Use Principle

The preventative maintenance, rehabilitation, and redevelopment of existing commercial and industrial areas are important to the economic vitality of the Village.

Standards

1. Buildings and accessory features, including landscaping and parking lots, which have only minor deterioration should be upgraded and maintained in sound condition to the maximum extent possible.
2. Buildings and accessory facilities which have significantly deteriorated should be repaired and rehabilitated and measures should be taken to eliminate or minimize future deterioration.
3. Buildings and accessory facilities which have deteriorated to the point of becoming a health or safety hazard for occupants and which are not economically feasible to rehabilitate should be considered for replacement with new development.

ECONOMIC DEVELOPMENT - IMPLEMENTATION RECOMMENDATIONS

Village of Hartland Development Standards

Village officials understand that commercial growth can be a burden on public service such as snowplowing, sanitary sewer, water supply, and police and fire protection. Therefore, the Village has had a long established goal that additional commercial development occur within the existing business areas, or be compatible with existing adjacent land uses. The original planning goals and objectives promoted commercial development which was separate from the residential uses by a transition area. It promoted commercial development which would employ area residents, provide business services not currently available in the area, and encourage the majority of the commercial growth to be located within the Village where it would be centrally located for all residents. Commercial or industrial development should also be sensitive to natural areas including primary, secondary and isolated natural resource areas.

1. In order to enhance the viability of existing or proposed industrial, office, and retail centers, standards shall be included in the Land Use Chapter of this Plan, to guide the placement of new uses as follows:
 - a. Commercial use should serve residents beyond the Village boundaries.
 - b. The development shall have access to available and adequate water supply, sanitary sewer service, storm water drainage facilities, and power supply.
 - c. The site should have minimal slope limitations and have adequate facilities for storm-water drainage or retention.
 - d. The site shall be serviced adequately with fire and emergency services
 - e. The site should be highly visible from arterial or collector streets.
 - f. There shall be readily access to the arterial street and highway system.
 - g. The site shall have adequate on-street and off-street parking and loading areas.
 - h. The site should have adequate depth to provide an area for landscape screening from adjacent land uses.
 - i. The site shall make provisions for properly located points of ingress and egress, appropriately controlled to prevent congestion on adjacent arterial streets.
 - j. The site design should emphasize integration with nodes or centers, rather than linear strips.
 - k. The site design shall appropriately integrate with adjacent land uses.
 - l. Where possible, the site should be served by a transit service when industrial, retail, and office uses are located within, or in proximity to, medium- and high-density residential development.
2. To address cyclical overdevelopment of commercial space or buildings, particularly office space, the Village should avoid pre-zoning lands. For example, the Village should not create zoning patterns that are not justifiable in the marketplace, or for which the above standards have not been met.
3. The Village should promote the use of other comprehensive land development tools and techniques in advising developers, regarding planning and zoning actions and decisions.
4. Officials in the Village should annually review the capital improvement plans or programs in an effort to coordinate transportation and other improvements that aid in the delivery of goods, services, and employment.

Tax Increment Financing

1. The conservation and renewal of established urban areas can enhance their viability.
2. Tax Incremental Financing may be used for brownfield redevelopment, and other redevelopment projects designed to implement this comprehensive development plan.

Housing Development

1. In anticipation of projected employment sector growth, promote and provide an adequate supply of new housing of sufficient quantity and density within reasonable proximity to new and existing employment centers (Refer to Chapter 6).

Education, Jobs and Business Growth

1. To enhance higher paying jobs, support initiatives to increase development of a diverse business sector.
2. Create partnerships between local economic development organizations, and colleges and universities to promote entrepreneurial programs, industry collaborations, technology transfer and seed capital.
3. In response to existing and projected skilled workforce needs, the Village should work with appropriate business and community organizations to encourage greater access to bachelor degree programs in Waukesha County.

Government Services and Taxes

1. In an effort to reduce the property tax burden in the Village of Hartland, consider consolidations, mergers, shared services or legislative measures to reduce cost and increase efficiency.