

Chapter 4

ECONOMIC DEVELOPMENT

Economic development is an important component to any healthy community. This economic development section provides the framework to help create and retain employment, increase income levels, diversify and expand local workforce capacity, and increase the quality-of-life within the community. Upon reference of West Allis' strengths, challenges and current economic profile, a series of goals, objectives and recommendations has been outlined to guide policy decisions and investments to develop a stronger economic base. These strategies include targeted job retention and expansion, property tax relief through redevelopment, continued workforce development, increased attention to sustainability and quality-of-life initiatives, and regional engagement.

When guided by the overall economic goals and objectives found in this chapter, programs and expenditures related to economic development can be seen as a community investment. Throughout its

history, economic development has driven West Allis, and in today's global economic climate, it remains as important as ever.

In order to truly understand the economy of West Allis, a comprehensive regional approach must be undertaken. In comparison to its regional competitors, West Allis has favorable taxable property value per square mile, and must continue to implement value-driven development policies in order to reduce the burden of property taxes within the city. Job distribution trends and commuting patterns further indicate that economic conditions are truly regional in scope and will require solutions at a corresponding scale.

Existing employment conditions and trends provide a valuable snapshot of the economic conditions in West Allis. The data provided in this chapter indicate that West Allis' once predominant manufacturing sector has continued to decline, as indicated by a 47% drop in employment from 1997-2002. New growth within the city and region has been focused within the Health Care and Social Assistance (+236%) and Educational Services (+167%) sectors. Future projections of employment within the region forecast similar trends.



However, not all jobs provide equal economic benefits, and regional economic development organizations continue to advocate for strengthened advanced or specialized manufacturing employment, arguing that its benefits as a driving industry cannot be easily replaced.

Workforce demographics and consumer conditions also provide insight into the local economy. Median and per capita income levels are lower in West Allis than other surrounding suburban communities. Compared to surrounding municipalities, the labor force in West Allis also has a lower proportion of advanced education, which indicates that workforce development may be an issue relating to both job diversity and income levels within the city. Unemployment levels at all geographies (national, state, regional and local) are currently higher-than-average, and the City must recognize this as a large-scale problem and work towards solutions that have positive local effects.

There are also several things that West Allis currently does and can continue to do at a local level to increase its position within the region. For example, West Allis maintains a conservative financial budget with a considerable reserve, which provides beneficial stability

to the City. A description of additional activities and programs, including brownfield redevelopment and TIF districts, are further provided within this element.

The following chapter outlines past and current economic development trends in West Allis and defines goals, objectives and recommendations to continue West Allis' progression towards a more sustainable 21st century economy.

ISSUES: STRENGTHS AND CHALLENGES

The following list of Strengths and Challenges were identified to assist the development of this chapter.

Strengths

- Location – “City at the Center”
- Availability of affordable property
- Public policy favorable to development
- Microenterprise business development support

- Accessibility – Interstates, street grid, rail, transit, pedestrian and bicycle infrastructure
- Demand generators – Hwy 100, Downtown, office and industrial parks
- Density and mixed-use neighborhoods
- Fully developed community and infrastructure

Challenges

- Land-locked
- Environmental issues (brownfields)
- Aging and economically obsolete properties
- Regional sprawl of businesses, employment and population
- Workforce development
- Changes to traditional base sector economy (manufacturing)
- Reliance on property taxes
- Demographic profile



GOAL, OBJECTIVES AND RECOMMENDATIONS

Goal: A competitive and diverse economic atmosphere that maintains and attracts investments and employment **to the City, providing benefits to its residents.**

- **Objective 1: Jobs** Maintain, diversify and increase the number of jobs that West Allis offers to its residents and the region, with an emphasis on family-supporting wages.
 - **Recommendation 1.1:** Target economic development incentives, such as loans and tax credits, to businesses with quality employment.
 - **Recommendation 1.2:** Develop and monitor performance measurements pertaining to employment opportunities and income.
- **Objective 2: Taxable Property Value** Reduce the property tax burden through redevelopment.
 - **Recommendation 2.1:** Continue the use of resourceful financing mechanisms, such as Tax Increment Financing and New Market Tax Credits, to prioritize site-specific redevelopment.
 - **Recommendation 2.2:** Remove obstacles, such as blight and brownfield contamination, and promote the financial benefits of in-fill development and redevelopment to developers.



- **Recommendation 2.3:** Maintain cost-effective municipal budgets that take advantage of the property tax relief attained through additional investment and make West Allis more competitive within the region.
- **Objective 3: Redevelopment** Encourage redevelopment efforts throughout West Allis that are cost-effective, sensitive to the environment and contain efficient land use and transportation connectivity.
 - **Recommendation 3.1:** Compile and prioritize a list of potential redevelopment sites within the city.
 - **Recommendation 3.2:** Develop shovel-ready parcels in a diversity of sizes that have access to transportation infrastructure, public utilities and telecommunications.
 - **Recommendation 3.3:** Review and update zoning and design regulations to create high-quality development that is complimentary to the neighborhoods within the city.
- **Recommendation 3.4:** Consider the use of acquisition and eminent domain for redevelopment.
- **Objective 4: Private Investment** Experience increased private investment by overcoming real or perceived barriers to growth.
 - **Recommendation 4.1:** Serve as a clearinghouse of information with quality customer service to potential investors in the community, while assuring conformance to development standards and regulations.
 - **Recommendation 4.2:** Review and update economic development finance and technical assistance tools.
 - **Recommendation 4.3:** Engage the private sector in discussions regarding policies and programs that would promote further investment, and identify those which put the community at a competitive advantage.
 - **Recommendation 4.4:** Further develop and maintain an Economic Development Web site that promotes the benefits of investing in West Allis.
- **Objective 5: Business Retention and Expansion** Identify and invest in efforts to capture sectors of the economy that correspond with local, regional, national and/or global trends, in which West Allis can be competitive.

- **Recommendation 5.1:** Meet with industry leaders in West Allis to identify opportunities to deliver products and services more effectively and efficiently.
- **Recommendation 5.2:** Create and foster business relationships between local and regional suppliers.
- **Recommendation 5.3:** Prioritize the development of local businesses within targeted industrial sectors.
- **Objective 6: Workforce** Work with local and regional businesses and organizations to expand the talent, education and economic capacity of the workforce.
 - **Recommendation 6.1:** Support the creation of workforce development programs that serve the local community and lead to employment opportunities.
 - **Recommendation 6.2:** Recognize the increasing diversity of West Allis and stimulate interaction between all members of the community.
- **Recommendation 6.3:** Assist the Chamber of Commerce in promoting workforce development.
- **Objective 7: Quality of Life** Highlight and advance efforts that improve quality-of-life indicators as a means to inform location decisions of residents and businesses.
 - **Recommendation 7.1:** Develop and distribute materials that promote the availability of quality education, affordable living, recreation opportunities and regional accessibility in West Allis.
 - **Recommendation 7.2:** Support investments in recreational, entertainment, cultural and housing options that attract residents, employers and additional private investment.
- **Objective 8: Sustainability** Promote public and private sector development that fosters growth and meets sustainable (economic, environmental, social and cultural) community needs without jeopardizing the future.
- **Recommendation 8.1:** Work with developers to upgrade, reuse or recycle existing buildings and infrastructure to retain and optimize previous investments.
- **Recommendation 8.2:** Enhance and restore place making by preserving the historic and architectural features of West Allis.
- **Recommendation 8.3:** Work with developers to incorporate energy conserving measures, through the use of efficient infrastructure and appliances, alternative energy, natural light and ventilation, and local materials.
- **Recommendation 8.4:** Promote the creation of an Energy Conservation District within the City's Downtown.
- **Objective 9: Downtown, Business and Neighborhood Improvement Districts** Increase the value, appearance and vitality of West Allis' Historic Downtown, and other Business and Neighborhood Districts as unique community assets.
 - **Recommendation 9.1:** Support the existence of the Downtown Business Improvement District (BID) as the lead organization for Downtown revitalization efforts.
 - **Recommendation 9.2:** Promote the creation of additional Business and Neighborhood Improvement Districts throughout the city.
 - **Recommendation 9.3:** Continue to offer façade grants and assistance loans to high-quality renovations that upgrade and/



Summit Place, 6737 W. Washington St.



or restore the appearance of development within the city.

- **Recommendation 9.4:** Work with the Downtown BID on creating a business attraction strategy to enhance the entertainment, cultural and retail resources within Downtown.
- **Recommendation 9.5:** Invest in efforts that increase the quality of infrastructure and public space in Downtown.
- **Recommendation 9.6:** Promote the creation of more housing options in Downtown.
- **Objective 10: Accessibility to Regional Economy** Maintain accessibility throughout the region for business and employee needs through investments and support of multi-modal transportation infrastructure.

- **Recommendation 10.1:** Work with regional leaders to develop and maintain transportation infrastructure that serves local needs and limits sprawl.
- **Recommendation 10.2:** Prioritize developments that have access to multi-modal transportation connections, such as mass transit, rail, bicycle lanes/paths and sidewalks.
- **Objective 11: Education** Continue to work with educational institutions in West Allis and the region to foster the development of curricula and campuses that serve the needs of our workforce and neighborhoods.
 - **Recommendation 11.1:** Serve as a liaison between the local business community and regional education providers to align the education and skills of the workforce with existing and future needs.
 - **Recommendation 11.2:** Meet with the leaders of advanced education institutions to learn of long-range development plans and needs.



- **Recommendation 11.3:** Utilize the resources offered at MATC for the creation of workforce development initiatives.
- **Objective 12: Regionalism** Work with neighboring and overlapping jurisdictions on increasing the economic value of West Allis and the Milwaukee Metropolitan Region.
 - **Recommendation 12.1:** Continue to work with the First-ring Industrial Redevelopment Enterprise (FIRE) in promoting redevelopment on a regional basis, forming coalitions to attract resources to Southeastern Wisconsin.
 - **Recommendation 12.2:** Support the work of the Milwaukee 7 and work with them to promote regional economic development.
 - **Recommendation 12.3:** Identify policies and actions that diminish the competitiveness of West Allis within the region, and work with regional partners to address them.

EXISTING EMPLOYMENT CONDITIONS

Employment per Sector

Employment data from the United States Economic Census is categorized into industrial sectors. At the time of this report, data is available from the 1997 and 2002 Economic Census. Complete data from the 2007 Economic Census will not become available until 2010. The current data can be used to identify the percentage of jobs per industrial sector within geographic boundaries as of 2002. Within West Allis, twelve (12) industrial sectors are reported (Figure 4-1). Of those categories, as of 2002, the Health Care and Social Assistance sector has overtaken the Manufacturing sector as West Allis' primary employment sector. West Allis' manufacturing sector witnessed a 47% decrease in its employment numbers over this period of time, but remains as one of the City's top employers.

A review of data from neighboring and overlapping jurisdictions (Figures 4-2 and 4-3) reveals that similar trends are happening throughout the metro region. The manufacturing sector declined in Milwaukee County as a whole, as well as in the Cities of Milwaukee, Wauwatosa and New Berlin. Similarly, the largest sector growth was seen in the Health Care and Social Assistance category in Milwaukee County, and the Cities of Milwaukee and Wauwatosa.

Figure 4-1. WEST ALLIS EMPLOYMENT BY SECTOR (1997 AND 2002)

	1997			2002			% Change (1997-2002)
	Establishments	Paid Employees	Sector %**	Establishments	Paid Employees	Sector %**	
Manufacturing	145	7,537	25.89%	114	3,981	15.27%	-47.18%
Wholesale Trade	128	1,797	6.17%	121	1,801	6.91%	0.22%
Retail Trade	311	5,485	18.84%	285	4,900	18.80%	-10.67%
Information	NA	NA	--	31	606	2.33%	--
Real Estate, Rental and Leasing	66	1,011	3.47%	59	458	1.76%	-54.70%
Professional, Scientific and Technical Services	135	843	2.90%	117	894	3.43%	6.05%
Administrative, Support, Waste Management and Remediation Services	105	6,162	21.17%	96	3,318	12.73%	-46.15%
Educational Services	9	52	0.18%	13	139	0.53%	167.31%
Health Care and Social Assistance	170	2,274	7.81%	220	7,643	29.32%	236.10%
Arts, Entertainment and Recreation	15	284	0.98%	17	254	0.97%	-10.56%
Accommodation and Food Services	159	2,500*	8.59%	175	1,000*	3.84%	-60.00%
Other Services (except Public Administration)	164	1,167	4.01%	174	1,070	4.11%	-8.31%
Total	1,407	29,112	100.00%	1,422	26,064	100.00%	

Source: 1997 & 2002 Economic Census

* = minimum estimate

** = per employee



Figure 4-2. EMPLOYMENT BY SECTOR - NEIGHBORING MUNICIPLITIES (1997 AND 2002)

	West Allis			Greenfield			Milwaukee			New Berlin			Wauwatosa			West Milwaukee		
	1997	2002	Change															
	Paid Employees	Paid Employees		Paid Employees	Paid Employees		Paid Employees	Paid Employees		Paid Employees	Paid Employees		Paid Employees	Paid Employees		Paid Employees	Paid Employees	
Manufacturing	7,537	3,981	-47.2%	--	--	--	46,467	34,957	-24.8%	6,647	6,158	-7.4%	7,766	5,013	-35.4%	3,558	2,197	-38.3%
Wholesale Trade	1,797	1,801	0.2%	250	--	--	14,029	13,869	-1.1%	2,918	2,911	-0.2%	2,622	2,127	-18.9%	180	143	-20.6%
Retail Trade	5,485	4,900	-10.7%	4,012	3,932	-2.0%	22,655	19,506	-13.9%	1,481	1,712	15.6%	6,903	5,575	-19.2%	231	60	-74.0%
Information	--	606	--	--	450	--	--	12,050	--	--	1,219	--	--	502	--	--	10	--
Real Estate, Rental and Leasing	1,011	458	-54.7%	160	318	98.8%	3,899	3,568	-8.5%	123	274	122.8%	510	342	-32.9%	27	55	103.7%
Professional, Scientific and Technical Services	843	894	6.0%	676	643	-4.9%	14,871	15,946	7.2%	1,062	734	-30.9%	1,880	2,349	24.9%	23	60	160.9%
Administrative, Support, Waste Management and Remediation Services	6,162	3,318	-46.2%	7,196	859	-88.1%	22,029	17,500	-20.6%	904	1,323	46.3%	8,146	6,024	-26.0%	60	750	1150.0%
Educational Services	52	139	167.3%	--	--	--	314	951	202.9%	32	--	--	61	80	31.1%	--	--	--
Health Care and Social Assistance	2,274	7,643	236.1%	2,414	2,697	11.7%	11,854	49,030	313.6%	674	1,184	75.7%	4,766	14,938	213.4%	60	10	-83.3%
Arts, Entertainment and Recreation	284	254	-10.6%	163	--	--	1,781	5,389	202.6%	184	86	-53.3%	184	311	69.0%	60	--	-100.0%
Accommodation and Food Services	2,500	1,000	-60.0%	2,176	1,974	-9.3%	17,852	19,233	7.7%	500	959	91.8%	2,559	2,558	0.0%	189	143	-24.3%
Other Services (except Public Administration)	1,167	1,070	-8.3%	537	877	63.3%	5,080	7,563	48.9%	741	780	5.3%	822	1,565	90.4%	57	24	-57.9%
Totals	31,612	27,064		17,584	11,750		160,831	199,562		15,266	17,340		36,219	41,384		5,445	4,452	

Source: 1997 & 2002 Economic Census



Figure 4-3. EMPLOYMENT BY SECTOR - COUNTY, REGIONAL, & STATE TRENDS (1997 AND 2002)

	Milwaukee Co.			Milw-Wauk-WA (MSA)			Wisconsin		
	1997	2002	Change	1997	2002	Change	1997	2002	Change
	Paid Employees	Paid Employees		Paid Employees	Paid Employees		Paid Employees	Paid Employees	
Manufacturing	86,933	67,611	-22.2%	165,143	138,997	-15.83%	562,479	503,588	-10.5%
Wholesale Trade	22,559	21,793	-3.4%	43,101	43,581	1.11%	110,309	112,763	2.2%
Retail Trade	52,471	46,871	-10.7%	86,453	83,547	-3.36%	305,255	311,730	2.1%
Information		16,761			24,711		43,546	55,286	27.0%
Real Estate, Rental and Leasing	6,745	6,030	-10.6%	9,775	10,396	6.35%	23,924	25,827	8.0%
Professional, Scientific and Technical Services	20,568	22,588	9.8%	32,645	--		70,689	89,948	27.2%
Administrative, Support, Waste Management and Remediation Services	47,841	31,909	-33.3%	61,619	46,945	-23.81%	123,207	116,782	-5.2%
Educational Services	612	1,642	168.3%	1,245	2,512	101.77%	3,263	6,313	93.5%
Health Care and Social Assistance	27,274	82,265	201.6%	40,173	112,207	179.31%	114,562	336,466	193.7%
Arts, Entertainment and Recreation	3,119	7,346	135.5%	5,689	11,482	101.83%	22,339	35,043	56.9%
Accommodation and Food Services	31,402	32,377	3.1%	49,984	52,862	5.76%	190,520	200,748	5.4%
Other Services (except Public Administration)	9,778	14,172	44.9%	17,291	24,406	41.15%	49,101	68,270	39.0%
Totals	309,302	351,365		513,118	551,646		1,619,194	1,862,764	

Source: 1997 & 2002 Economic Census



Major Employers

The City of West Allis annually maintains a list of the major employers located within its municipal borders. Figure 4-4 lists the top employers based on the number of Full Time Equivalent (FTE) employees based in West Allis in 2009. The table also identifies the primary product or service offered by each business. The list reflects the size and diversity of employment opportunities in West Allis. This listing of employers complements data from the Economic Census, which revealed a significant portion of occupations in the Healthcare and Social Assistance sector. Figure 4-5 illustrates major employment center locations.



Figure 4-4. WEST ALLIS MAJOR EMPLOYER LIST (2003-2009)

Employers	Type of Service	Full Time Equivalent Employees						
		2009	2008	2007	2006	2005	2004	2003
West Allis Memorial Hospital (Aurora)	Regional Hospital	1,671	1,658	1,615	1,203	1,553	1,560	1,549
West Allis School District	Elementary/Secondary Education	950	932	933	943	943	947	975
Quad Graphics	Commercial Printer	934	976	958	913	982	724	770
City of West Allis	Municipal Government	520	515	516	524	526	536	558
Anthem Blue Cross	Health Insurance	475	520	520	-	-	-	-
Brookdale Senior Living (formerly Alterra)	Assisted Care Health Provider	343	322	282	186	140	-	-
Covenant Health Systems	Health Care Services	332	326	254	203	171	303	285
Village at Manor Park	Nursing Home & Retirement Facility	302	365	375	351	452	383	375
Visiting Nurse Assn of Milwaukee (Aurora)	Social Service Agency	293	432	304	226	256	245	185
US Bank (Mortgage, Insurance, Phone Service)	Banking Services	261	248	255	226	223	290	-
Sullivan/Schein Dental Products	Dental Equipment Distributor	256	257	232	213	208	194	185
Motor Castings Company	Foundry	225	225	215	225	206	175	175
MATC	Technical College	214	214	229	229	194	194	171
Chr. Hansen Lab, Inc.	Food Additive Manufacturer	207	196	188	207	207	207	197
Grebes Bakery	Commercial Bakery	196	200	180	180	200	150	200
Wilde Toyota	Auto Dealership	195	197	191	168	163	144	130
Metal Technologies (WA Ductile Iron)	Foundry	187	294	300	296	293	300	270
C&H Distributors	Direct Marketer	179	205	220	203	201	195	213
Rogers Memorial Hospital	Psychiatric Hospital	173	173	156	198	190	182	158
Mitchell Manor / Meadowmere	Assisted Living	160	212	-	-	-	-	-
Poblocki & Sons	Custom Electrical Signs	157	162	151	143	146	148	148
ReGENco	Fabrication / Repair Turbines	148	125	106	111	110	100	96
Unit Drop Forge Company	Iron, Steel Forgings	140	136	140	140	133	120	121
Colder's Furniture Showplace	Showplace Furniture / Appliance Dealership	138	132	161	162	195	180	255
International Autos	Auto Dealership	134	137	130	120	110	115	115
HM Graphics	Advertising/Marketing	133	153	150	150	130	160	185
Poblocki Paving Corp.	Paving Contractor	130	125	104	106	115	125	125
Langer Roofing	Roofing/Construction	120	120	120	125	130	130	130
Home Depot	Retail Hardware	114	127	150	153	142	194	150
Gordon Flesch Company	Office Machines Sales/Services	110	130	135	130	130	135	120
Ikon Office Solutions	Office Products/Sales & Services	95	100	-	-	-	-	-
Mid American Bldg. Services	Commercial Cleaners	95	-	-	-	-	-	-
Gordie Boucher - 2 WA Offices	Auto Dealership	91	89	95	92	-	-	-
Sanford Brown College	College	89	67	-	-	-	-	-
Marsh Electronics	Electronics Manufacturer/Distributor	88	74	91	70	-	-	-
Tri City		87	88	83	86	61	-	-
Kohl's Department Store	Retail	85	79	97	80	89	99	96
Gateway Health Center	Health Facility	81	81	110	90	62	46	50
Aseracre (Home and Health Hospice)	Home and Health Hospice	76	75	-	-	-	-	-
Xentel, Inc.	Event Planning, Marketing & Production	70	75	60	100	100	-	-
Symbiont	Environmental Services	61	63	-	-	-	-	-
Curative Rehabilitation Services	Physical/Occupational Therapy	60	55	51	85	85	80	80
Merge Healthcare, Inc	Computer Health Care Technology	60	62	62	75	65	60	50
URS	Engineering Firm	60	-	-	-	-	-	-
Office Copying Equipment	Office Copying/Supplies	55	55	59	55	55	53	56
Advanced Boiler	Metal Fabrication Manufacturer	50	74	50	50	-	-	-
Milwaukee Plate Glass	Glass Manufacturer/Sales	50	49	47	48	45	46	45
Global Power	Boiler Manufacturer	50	-	-	-	-	-	-
AC Equipment Services (3 Divisions)	Manufacturing & Services	43	45	50	55	52	52	55
Quality Calibration	Machine Calibration	41	45	43	42	48	49	54
Trane Company	HVAC Sales/Services	41	45	43	42	48	49	54
Managed Health Services		**	123	125	124	115	112	-
Metal Technologies (WA Gray Iron)		-	***	102	104	105	93	86
Pitney Bowes		-	*	27	65	-	-	-
Maintenance Services		-	*	28	26	28	35	60
Columbia Pipe and Supply		*	50	-	-	-	-	-
West Park Place		-	*	40	60	50	49	49
Siemens Bldg Technologies		*	65	60	60	50	-	-
Aurora Health Center Clinic		*	46	44	38	35	37	38
Columbia/St. Mary's Clinic		-	*	27	24	-	-	-

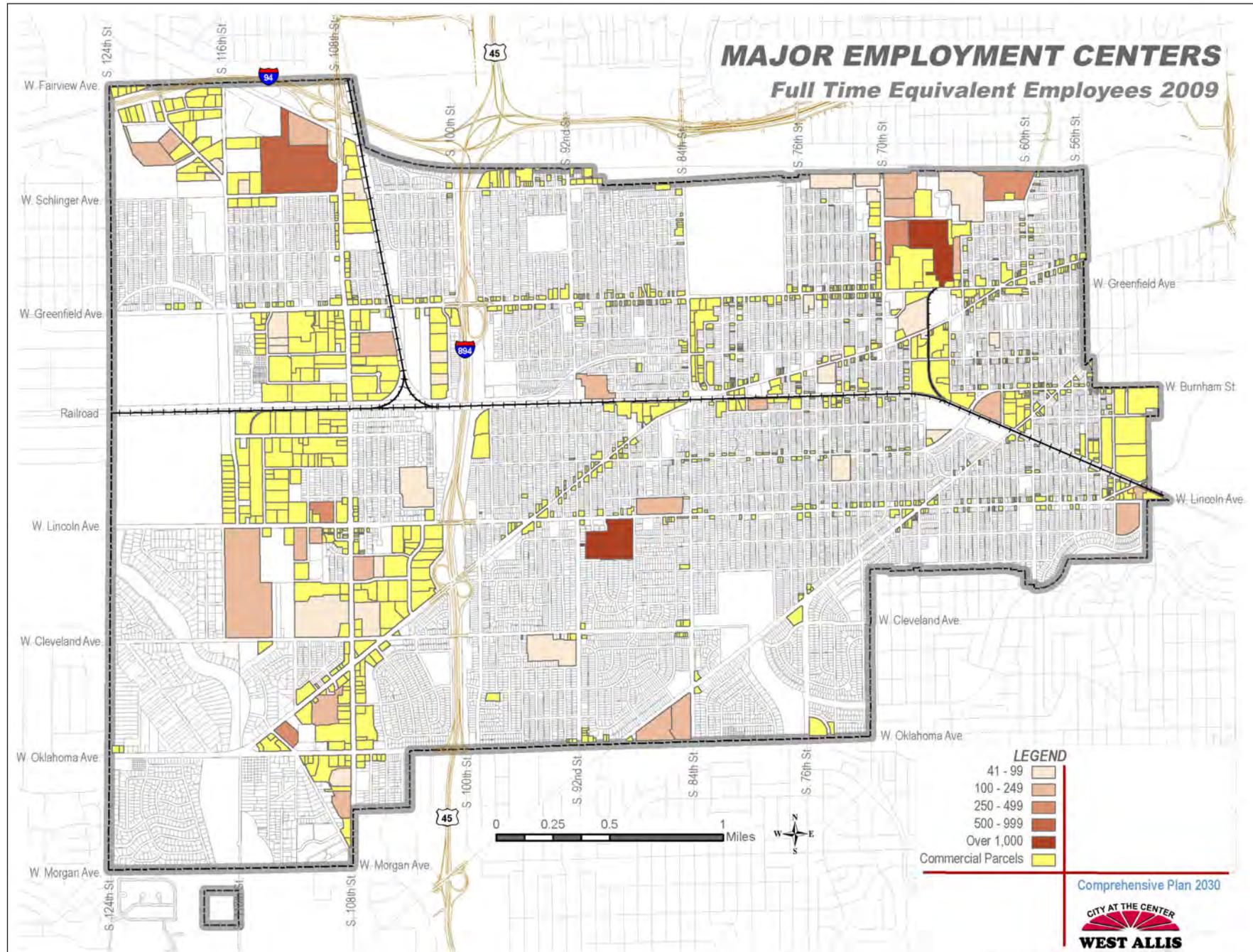
* Dropped Below 40

** Moved out of West Allis

*** Ceased Operations

Source: City of West Allis

Figure 4-5.



Jobs-to-Residents Ratios

Data from the 2002 Economic Census along with population estimates from the 2005-2007 American Community Survey indicate that West Allis maintains 0.42 jobs per resident, which ranks well in comparison to its neighbors (Figure 4-6). This number is higher than the Cities of Greenfield (0.33) and Milwaukee (0.34), as well as Milwaukee County (0.37). Wauwatosa maintains a higher ratio (0.82), much of which can be attributed to Wauwatosa's Retail Trade employment around the Mayfair Mall and the Health Care and Social Assistance employment associated with regional providers at the Milwaukee County Grounds.

Economic Projections

The Wisconsin Department of Workforce Development's Office of Economic Advisors provides short-term and long-term employment projections by industry for regions throughout Wisconsin. The most recent long-term projections were published in 2006 and range through 2016 (Figure 4-7). These projections indicate that based on percentage increase per occupation the Milwaukee/WOW Region (WOW = Waukesha, Ozaukee and Washington Counties) is expected to see its most significant employment growth in the Healthcare Support Occupations. Based on the projection of creating the most new jobs (Figure 4-8), the Healthcare Practitioners and Technical Occupations, as well as the Office and Administrative Support Occupations are expected to witness the most significant growth. Finally, when the addition of employee replacement is considered (Figure 4-9), Sales and Related Occupations and Food Preparation and Serving Related Occupations are expected to be in greater demand.

Figure 4-6. **JOBS PER CAPITA (2002)**

	Paid Employees	Population	Jobs Per Capita
West Allis	26,064	61,854	0.42
Greenfield	12,120	37,276	0.33
Milwaukee	199,562	58,4007	0.34
New Berlin	17,360	37,358	0.46
Wauwatosa	41,384	50,173	0.82
Milwaukee County	351,365	951,026	0.37

Source: 2002 Economic Census, 2005-2007 ACS

Figure 4-7. **ESTIMATED EMPLOYMENT INCREASE BY PERCENT (%) THROUGH 2016**

Occupation	% Change	New Jobs
Healthcare Support Occupations	25.00%	6,400
Personal Care and Service Occupations	23.60%	6,080
Computer and Mathematical Occupations	23.20%	4,260
Healthcare Practitioners and Technical Occupations	22.10%	9,520
Community and Social Services Occupations	21.60%	2,800

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors

Figure 4-8. **ESTIMATED AVERAGE ANNUAL NEW JOBS PER YEAR (2006-2016)**

Occupation	New Jobs Per Year
Healthcare Practitioners and Technical Occupations	950
Office and Administrative Support Occupations	900
Food Preparation and Serving Related Occupations	780
Healthcare Support Occupations	640
Business and Financial Operations Occupations	620

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors

Figure 4-9. **ESTIMATED AVERAGE ANNUAL TOTAL JOBS (WITH REPLACEMENTS) THROUGH 2016**

Occupation	# of Available Jobs by 2016
Office and Administrative Support Occupations	3,990
Food Preparation and Serving Related Occupations	3,000
Sales and Related Occupations	2,900
Production Operations	2,070
Healthcare Practitioners and Technical Occupations	1,750

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors

REGIONAL ECONOMIC DEVELOPMENT AND REGIONAL DRIVER INDUSTRIES

In today's global economy, which features great mobility of both human and financial capital, economic conditions are often best described at a regional level. Regional economies are driven by a group of industries that export goods and services beyond their region, resulting in net income for the area. Two regional economic development organizations operating in the Milwaukee metropolitan area have recently identified driver industries that they believe are best positioned to attract economic prosperity to the region.

Metropolitan Milwaukee Association of Commerce (MMAC)

The Metropolitan Milwaukee Association of Commerce (MMAC) has a mission to improve the metro Milwaukee region as a place to invest capital, grow business and create jobs. Serving the four county area and beyond, their organization is comprised of approximately 1,800 member businesses with 300,000 employees. They provide programs and resources regarding networking, economic development and public policy to their members. In 2006, MMAC published a white paper entitled "Milwaukee Regional Driver Industries." Within this publication, regional driver industries were identified based on the size of industries within the region, its location quotient and the annual earnings per worker. Utilizing these criteria, several manufacturing and service-providing industries were shown to be driver industries. Their analysis indicated that the region's historic backbone of manufacturing remained a strong driver industry; however, its strength was evidenced through a slower rate of decline in relation to national trends rather than actual growth. The fifteen driver industries by three-digit sectors are identified in Figure 4-10.

Expanding the criteria slightly and including anecdotally known local company drivers, an additional 13 sectors were identified as Driver Industries or Sectors of Interest by the MMAC.

- Hospitals
- Food Manufacturing
- Truck transportation
- Credit intermediation and related services
- Merchant wholesalers, nondurable goods
- Ambulatory health care services
- Securities, commodity contracts, investments
- Publishing industries, except Internet
- Leather products

- Air services
- Advertising specialties
- Musical instruments
- Hospitality and travel services

Figure 4-10. METROPOLITAN MILWAUKEE ASSOCIATION OF COMMERCE DRIVER INDUSTRIES

Industry	2005 Employment	Industry %	Location Quotient	'05 Avg. Annual Pay Metro Milw.	% of total Avg. Pay Metro Milw.
Electrical equipment and appliance manufacturing	14,992	1.5%	4.63	\$58,560	145.7%
Machinery manufacturing	27,269	2.8%	3.15	\$56,728	141.2%
Printing and related support activities	13,949	1.4%	2.90	\$42,070	104.7%
Fabricated metal product manufacturing	29,728	3.0%	2.63	\$43,342	107.8%
Primary metal manufacturing	7,933	0.8%	2.29	\$44,158	109.9%
ISPs, search portals, and data processing	4,983	0.5%	1.75	\$66,874	166.4%
Plastics and rubber products manufacturing	9,517	1.0%	1.59	\$41,239	102.6%
Management of companies and enterprises	20,148	2.1%	1.55	\$82,177	204.5%
Computer and electronic product manufacturing	14,397	1.5%	1.47	\$65,151	162.1%
Miscellaneous manufacturing	7,014	0.7%	1.45	\$44,551	110.9%
Chemical manufacturing	8,968	0.9%	1.38	\$51,341	127.8%
Insurance carriers and related activities	21,113	2.1%	1.32	\$59,476	148.0%
Merchant wholesalers, durable goods	29,216	3.0%	1.31	\$55,686	138.6%
Paper manufacturing	4,601	0.5%	1.28	\$45,164	112.4%
Educational services	18,208	1.9%	1.14	\$41,850	104.1%
Total, all industries	982,508	100.0%	1.00	\$40,188	100.0%

Source: Metropolitan Milwaukee Association of Commerce

Milwaukee 7 (M7)

The Milwaukee 7 is a regional economic development organization that focuses its efforts on attracting, retaining and growing diverse businesses and talent in the seven-county greater metropolitan region (Kenosha, Milwaukee, Ozaukee, Racine Walworth, Waukesha and Washington). The M7's Strategic Framework notes "companies, counties and cities are not enough; we will succeed or fail as a region." It further notes that the region cannot afford deep gaps in prosperity between people and geographies, and that real opportunity exists. The M7 has identified the region's assets as: freshwater location, Chicago/Madison connection, infrastructure, arts and entertainment, Great Lakes trade zone, innovation capacity, cultural diversity, and experienced and educated talent.

In regards to driver industries, the M7 states that nearly 1/3 of the region's one million jobs export good and services beyond the regional borders, which create new income for the region and power the economy. For every job in a driver industry, conservatively one other job is created to support that job, and the direct and indirect spending from these jobs generates additional jobs to support the region (i.e. dentists, dry cleaners, technicians, etc.). According to the M7, the top regional export drivers in the region are included in Figure 4-11.

First-Ring Industrial Redevelopment Enterprises (FIRE)

First-Ring Industrial Redevelopment Enterprise (FIRE) is a Community Development Entity strategically focused to provide gap financing to mixed-use developments and business expansions throughout the Southeast Wisconsin industrial corridor. FIRE was formed under the auspices of the City of West Allis whose experience in redeveloping industrial property

Figure 4-11. MILWAUKEE 7 DRIVER INDUSTRIES

Industry	Jobs	Payroll
Manufacturing	173,305	\$8.7 billion
Financial Services	49,871	\$2.9 billion
Headquartered Companies/Management	20,148	\$1.7 billion
Information Technology	12,270	\$885 million

Source: Milwaukee 7

has led to numerous local, state and national economic development awards.

FIRE has a mission of stimulating regional economic growth. FIRE was designed to extend the strategies and expertise of successful revitalization opportunities throughout the "first-ring" of industrial corridors in Southeast Wisconsin. The cities in this region have been aggressively utilizing many economic development tools such as tax increment financing, brownfield development funds and other public programs to attract private investment. However, these tools often need further assistance to fund the extensive amount of opportunities that could be leveraged to reinvigorate our regional economy.

The City of West Allis, who has experienced first-hand the value of working with the New Market Tax Credit program, worked cohesively with leaders from Kenosha, Racine and Milwaukee to craft a regional economic strategy when developing the foundation for FIRE. The principal vision is to inject capital into mixed-use, commercial and industrial development projects to create jobs, tax base and catalyze new life in the urban cores of these targeted disinvested areas.

FIRE was awarded \$35 million in 2007 and \$70 million in 2009 in New Markets Tax Credits by the CDFI Fund, an arm of the Treasury Department. This resource will be utilized as a primary vehicle to support FIRE's mission. Transactions that involve development of brownfield property, mixed-use development or

expanding businesses that will provide jobs for local residents (particularly where there is a commitment to working with workforce training and employment placement providers), green-build techniques and/or commitments to utilize workforce training programs and local employee placement programs will receive priority for review. To date, FIRE has assisted projects at Discovery World, The Brewery and Duracolor, and credits remain available for financing other projects in the region.

West Allis/West Milwaukee Chamber of Commerce

The West Allis/West Milwaukee Chamber of Commerce has been active since 1958. The mission of the Chamber is to actively promote economic development and business retention; enhance the image of West Allis and West Milwaukee, and their respective business communities; sponsor programs and services, which are responsive to member needs; and to serve as both an information center for business and residents, and a collective voice on economic issues affecting both West Allis and West Milwaukee.

The Chamber is comprised of various committees and is supported by staff to help businesses succeed and grow. The Chamber hosts a broad spectrum of business and social events, regular networking opportunities, and charitable activities throughout the communities. The Chamber also has formed an Education Foundation to partner with businesses and

the education community to raise funds to support programs that nurture, enhance and provide a quality learning experience for students within both West Allis and West Milwaukee. Most recently, the Chamber launched a YP Impact program to bring together young professionals for the purpose of business development, social involvement and volunteerism. The Chamber also partners with the West Allis West Milwaukee Family Resource center on various community outreach programs, such as “Operation: Families First,” which supports local military families, and the “Sisterhood of West Allis West Milwaukee Club,” which encourages the growth of young female leaders.

WORKFORCE DEMOGRAPHICS

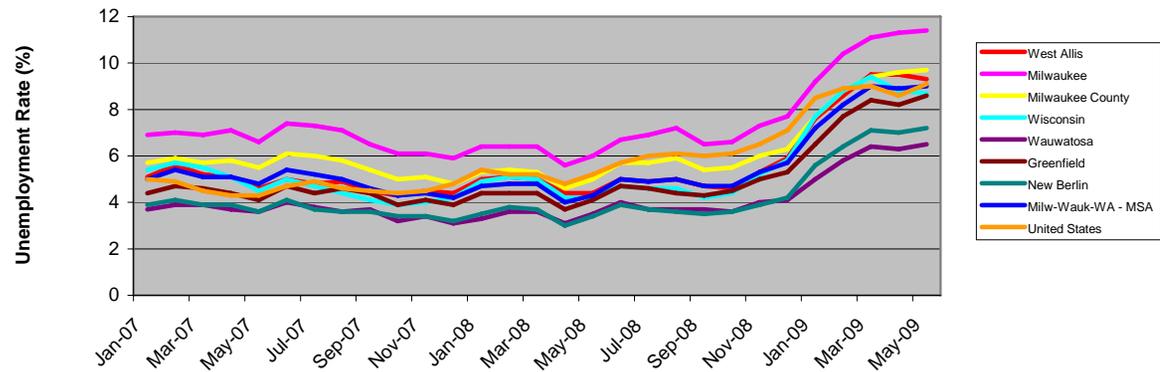
Labor Force

Unemployment trends at the local, county, metropolitan, state and national levels are available through the Wisconsin Department of Workforce Development. Analyzing trends from the January 2007 – May 2009, it is apparent that unemployment was on the rise across all geographies (Figure 4-12). The rise in unemployment at the local level was not disproportionate in comparison to other geographies. This suggests that a general downturn in the national economy is responsible for the recent growth in unemployment, rather than local origins. Figure 4-13 lists the unemployment rates reported as of May 2009.

Educational Attainment

As indicated in West Allis’ Demographic Profile (Figure 4-14), approximately 17.8% of persons 25 and older hold a bachelor’s degree or higher in West Allis. Conversely, 12.3% of the population 25 and older has not completed a high school education. These rates are lower than both the rates in the City and County of Milwaukee.

Figure 4-12. **UNEMPLOYMENT RATES (2007-2009), not seasonally adjusted**



Source: Wisconsin Department of Workforce Development

Figure 4-13. **UNEMPLOYMENT RATES**

	May 07	May 08	May 09
West Allis	4.6%	4.4%	9.3%
Greenfield	4.1%	4.1%	8.6%
Milwaukee	6.6%	6.0%	11.4%
New Berlin	3.6%	3.4%	7.2%
Wauwatosa	3.6%	3.5%	6.5%
Milwaukee County	5.5%	5.0%	9.7%
Milw-Wauk-WA MSA	4.8%	4.3%	9.0%
Wisconsin	4.5%	4.2%	8.7%
United States	4.3%	5.2%	9.1%

Source: Wisconsin Department of Workforce Development

Figure 4-14. **EDUCATIONAL ATTAINMENT**

	Less than HS Degree	HS Graduate	Some College or Associates Degree	Bachelor’s Degree or Higher
West Allis	12.3%	40.4%	29.6%	17.8%
Greenfield	11.7%	32.2%	31.4%	24.6%
Milwaukee	20.4%	33.6%	26.3%	19.7%
New Berlin	5.7%	27.2%	28.1%	39.0%
Wauwatosa	7.3%	16.6%	24.9%	51.2%
Milwaukee County	16.0%	31.6%	26.9%	25.5%

Source: 2005-2007 ACS

Commuting Patterns

Commuting patterns reported by the Census Bureau's Local Employment Data Origin-Database provide a representation of where residents of West Allis work and where workers in West Allis reside. This data is reflective of commuting patterns in 2006, and indicates that the majority of West Allis residents work within Milwaukee County (Figure 4-15). The largest percentage (29%) of West Allis residents is employed in the City of Milwaukee. The City of West Allis ranks second in terms of providing employment with 14.5%, followed by Wauwatosa and Brookfield, respectively. Data describing where the employees who work in West Allis originate indicates that nearly 29% of West Allis' employees live in the City of Milwaukee. The second largest percentage (12.9%) of workers resides in West Allis, followed by smaller percentages in New Berlin (3.8%) and Greenfield (3.4%).

Data revealing the mean travel time to work for persons who reside in West Allis and commute to work is available from the American Community Survey. On average, West Allis residents who commute to work spend 20.07 minutes traveling to their place of employment (Figure 4-16). This figure is comparable to the County average (20.08 minutes) and neighboring municipalities. The similarity in travel times suggests a wide distribution of employees and employers throughout the region, which makes maintaining connectivity with the region via various modes of transportation essential for economic prosperity. West Allis' central location makes such connectivity possible.

CONSUMER CONDITIONS / INCOME

According to estimates from the period 2005-2007, the median income in West Allis rose 10.36% to \$43,475 (Figure 4-17). This increase is slightly lower than the county average (10.77%), but higher than the City of

Figure 4-15. **COMMUTING PATTERNS**

<u>Where West Allis Residents Work</u>			<u>Where Employees who Work in West Allis Live</u>		
<u>Workplace Geography</u>	<u>Employees</u>	<u>Share</u>	<u>Employee Geography</u>	<u>Employees</u>	<u>Share</u>
Milwaukee	9,386	29.0%	Milwaukee	10,380	28.5%
West Allis	4,680	14.5%	West Allis	4,680	12.9%
Wauwatosa	2,143	7.5%	New Berlin	1,339	3.8%
Brookfield	1,796	5.5%	Greenfield	1,228	3.4%
New Berlin	1,518	4.7%	Waukesha	1,098	3.0%
Waukesha	1,371	4.2%	Wauwatosa	1,070	2.9%
Menomonee Falls	949	2.9%	Brookfield	804	2.2%
Greenfield	806	2.5%	Franklin	800	2.2%
Madison	651	2.0%	Muskego	719	2.0%
Glendale	591	1.8%	Oak Creek	696	1.9%
All Other Locations	8,224	25.4%	All Other Locations	13,497	37.1%
Total	32,115		Total	36,311	

Source: US Census Bureau, LED Origin-Destination Data Base

Milwaukee's growth (9.36%). The median income in West Allis remained less than the County's, but higher than the City of Milwaukee. Per capita income figures also reflect this situation, where West Allis (\$22,999) is also below the County average (\$23,106) (Figure 4-18). Lastly, the largest percentage of household income in West Allis per category is under \$20,000. The overall income distribution in West Allis is fairly spread out between \$20,000 - \$99,999 (Figure 4-19). In comparison to the county, West Allis maintains higher percentages of its population in the categories ranging from \$30,000 - \$99,999.

Poverty

Since 2000, the poverty rate within the City of West Allis has increased (Figure 4-20). The percentage of individuals living in poverty rose from 6.52% to 11.33%. Likewise, the percentage of households in poverty was 4.56% in 2000, whereas the percentage of families living in poverty in 2005-2007 was 7.18%.

Figure 4-16. **MEAN TRAVEL TIME TO WORK**

<u>Place of Residence</u>	<u>Travel Time (in minutes)</u>
West Allis	20.07
Greenfield	20.02
Milwaukee	20.27
Wauwatosa	16.59
New Berlin	21.09
Milwaukee County	20.08
Waukesha County	20.09

Source: 2005-2007 ACS

Figure 4-17. **MEDIAN INCOME (2000,2005-2007)**

	<u>2000*</u>	<u>2005-2007**</u>	<u>% Change</u>
West Allis	\$39,394	\$43,475	10.36%
Greenfield	\$44,230	\$51,297	15.98%
Milwaukee	\$32,216	\$35,233	9.36%
New Berlin	\$67,576	\$75,972	12.42%
Wauwatosa	\$54,519	\$65,827	20.74%
Milwaukee County	\$38,100	\$47,388	10.77%

* 1999 inflation adjusted dollars
** 2007 inflation adjusted dollars

Source: 2000 US Census, 2005-2007 ACS

Figure 4-18. **INCOME PER CAPITA (2000, 2005-2007)**

	2000*	2005-2007**	% Change
West Allis	\$20,914	\$22,999	9.07%
Greenfield	\$23,755	\$28,436	16.46%
Milwaukee	\$16,181	\$18,249	11.33%
New Berlin	\$29,789	\$36,679	18.78%
Wauwatosa	\$28,834	\$33,958	15.09%
Milwaukee County	\$19,939	\$23,106	13.71%

* 1999 inflation adjusted dollars
** 2007 inflation adjusted dollars

Source: 2000 US Census, 2005-2007 ACS

Figure 4-19. **HOUSEHOLD INCOME (2005-2007)**

	West Allis		Milwaukee County	
Under \$20,000	5,403	19.69%	85,436	22.64%
\$20,000 - \$29,999	3,713	13.53%	48,051	12.74%
\$30,000 - \$39,999	3,451	12.57%	46,154	12.23%
\$40,000 - \$49,999	2,817	10.26%	37,249	9.87%
\$50,000 - \$59,999	3,102	11.30%	32,364	8.58%
\$60,000 - \$74,999	3,319	12.09%	38,229	10.13%
\$75,000 - \$99,999	3,550	12.93%	41,592	11.02%
\$100,000 - \$124,999	1,264	4.61%	22,418	5.94%
\$125,000 and above	828	3.02%	25,817	6.84%

Source: 2005-2007 ACS

Figure 4-20. **POVERTY RATES (2000, 2005-2007)**

	2000		2005-2007		
Individuals	3,944	6.52%	Individuals	6,894	11.33%
Households	708	4.56%	Families	1,056	7.18%

Source: 2000 US Census, 2005-2007 ACS

Figure 4-21. **EQUALIZED VALUE PER CAPITA AND PER SQUARE MILE**

	Property Value		Property Value		
	2008 Equalized Value	Population*	Per Capita	Sq. Miles	Per Sq. Mile
West Allis	\$4,477,791,900	61,854	\$72,393	11.4	\$392,788,763
Greenfield	\$3,178,954,800	37,276	\$85,282	11.5	\$276,430,852
Milwaukee	\$32,238,573,100	584,007	\$55,202	97.0	\$332,356,423
New Berlin	\$4,872,140,400	37,358	\$130,418	36.9	\$132,036,325
Wauwatosa	\$5,645,219,200	50,173	\$112,515	13.2	\$427,668,121
Milwaukee County	\$68,224,068,500	951,026	\$71,737	241.6	\$282,384,389

Source: Wisconsin Department of Revenue, *2005-2007 ACS

ASSESSED REAL ESTATE AND TAX RATES

Equalized Property Values

Utilizing the assessed value of real estate from the Wisconsin Department of Revenue, it is possible to calculate per capita property values. This figure can be used to understand the proportion of tax dollars that can be generated and devoted to services per person. In West Allis, the per capita equalized property value in 2008 was \$72,393. This is higher than the average for Milwaukee County (\$71,737) and the City of Milwaukee (\$55,202). However, in relation to its neighboring communities West Allis has less available property value available to generate revenue for services per person (Figure 4-21).

In comparison to per capita property values, West Allis has a more favorable ratio of property value per square mile than its neighboring communities (Figure 4-21). This value may be capitalized upon in providing more cost effective services dependent upon land coverage. West Allis has approximately \$393 million in value per square mile, which is only lower than Wauwatosa's \$427 million per square mile. The less dense nature of Milwaukee's other suburban communities account for

their lessened values per square mile: Greenfield (\$276 mil) and New Berlin (\$132 mil).



Municipal Tax Rates

Statistics compiled by the Public Policy Forum for its July 2008 report entitled "Property tax rates on the rise: trend or anomaly?" rank West Allis' net tax rate (22.39) lower than five other Milwaukee County municipalities, including West Milwaukee, but higher than its other neighboring municipalities. The net tax rate was determined by dividing the amount of the gross tax levy minus the state tax credits by the total equalized value. However, when the tax rate is viewed in conjunction with median home values for the purpose of creating an average tax bill, West Allis proves to be competitive with its neighbors (Figure 4-22), ranking only below the City of Milwaukee.

Figure 4-22. **MUNICIPAL EQUALIZED TAX RATES & AVG. TAX BILLS**

	Median Home Value*	Municipal Tax Rate**	Avg. Tax Bill (pre-credits)
West Allis	\$161,300	22.39	\$3,612
Brookfield	\$298,200	15.92	\$4,747
Greenfield	\$187,500	20.74	\$3,889
Milwaukee	\$142,600	21.31	\$3,039
New Berlin	\$245,700	15.99	\$3,929
Wauwatosa	\$232,500	19.11	\$4,443
West Milwaukee	(not available)	25.50	--

Sources: * 2006-2008 ACS

** 2008 Public Policy Forum



EXISTING ACTIVITIES AND PROGRAMS

Institutional Capacity

The City of West Allis maintains a Community Development Authority and an Economic Development Committee to aid in economic development. These committees are comprised of citizen representatives appointed by the Mayor and approved by the Common Council. The primary task of the Economic Development Committee is to review economic development loans and business development programs. The Community Development Authority (CDA) oversees redevelopment projects in the City. The purpose of the CDA is to carry out blight elimination, slum clearance, urban renewal programs and projects, and housing projects. Staff support for these Committees is provided by the Department of Development.

The City's Department of Development actively works to enhance the community by expanding the tax base and attracting employment opportunities. West Allis has become a leader in the metro-Milwaukee area by focusing on community growth through redevelopment of older industrial properties and re-energizing neighborhoods through sound planning. The department creates redevelopment areas to capture new growth and investment while diversifying the tax

base. Planning has opened the door for contemporary architecture, improved landscaping and building a bold image for the community. The department administers programs that assist start-up and business expansions. The department is a partner with community initiatives that promote West Allis as a place to live and do business.

Tax Incremental Financing

Perhaps the most important economic development tool available to West Allis, and other communities, is Tax Incremental Financing (TIF). Abiding by state statutes, municipalities may establish TIF districts to assist development that otherwise would not happen. The Wisconsin Department of Revenue describes TIF as a financing tool that allows municipalities to invest in infrastructure and other improvements, and pay for these investments by capturing property tax revenue from the newly developed property. Common expenditures include demolition, soil remediation, roads, sidewalks, sewer and water systems. As property values rise, facilitated and catalyzed by the public improvements, taxes that would otherwise go to overlying districts are sent directly to the municipality



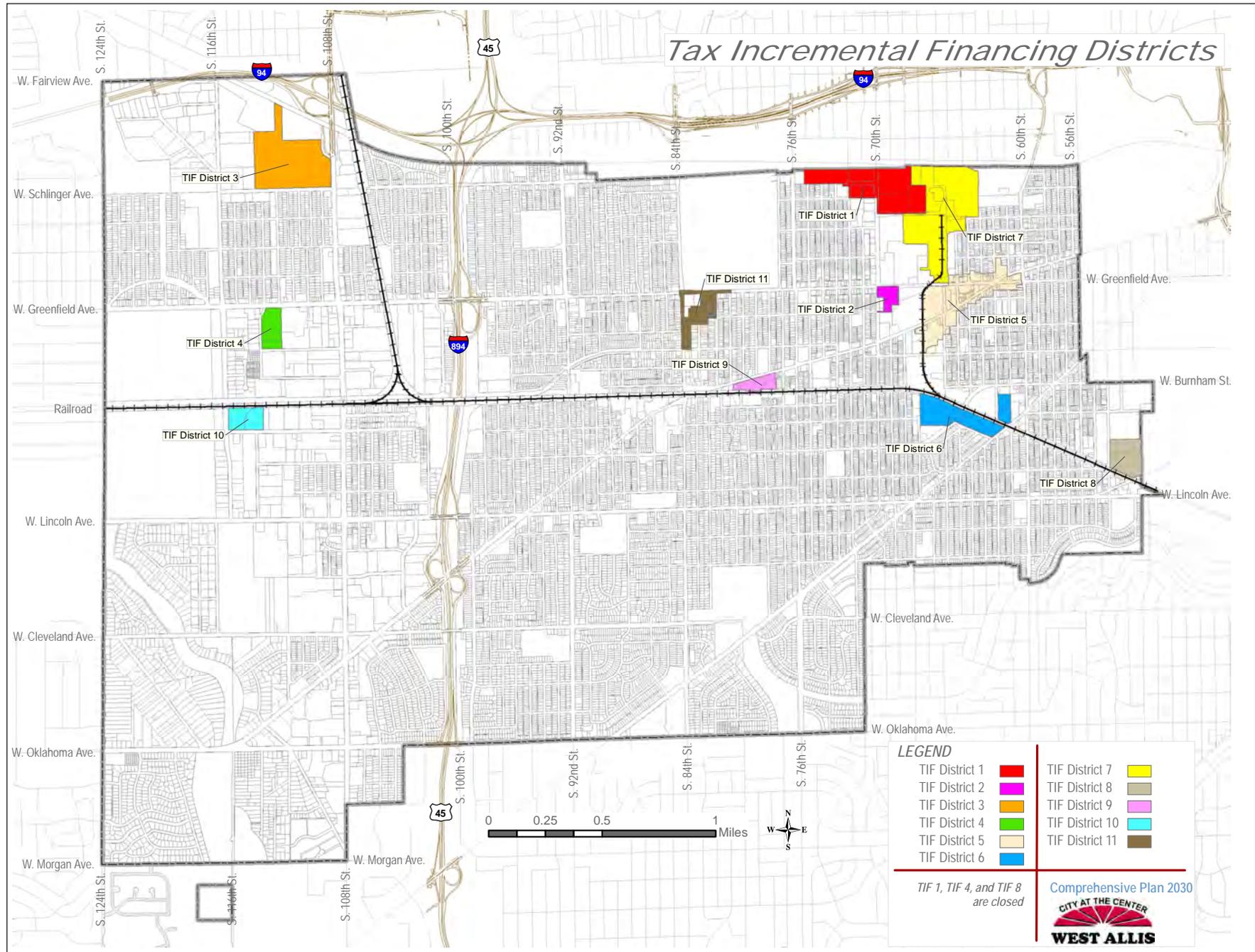
to pay off the cost of improvements. Once the improvements are paid off, the district is closed and taxes are then again shared between the municipality and overlying districts.

As a built-out and redeveloping city, TIF is critical to the economic development and stability of West Allis. As of 2009, West Allis maintains 7 active TIF districts, has 1 additional TIF district set to begin in 2010 and has successfully closed out 3 others. West Allis' TIF districts are as follows (Figure 4-23):

- TIF #1: S. 70th St. and W. Walker St. (closed 2007)
- TIF #2: Veterans Park
- TIF #3: Quad Graphics
- TIF #4: S. 113th St. and W. Greenfield Ave. (closed 2005)
- TIF #5: Six Points/Farmers Market
- TIF #6: S. 67 and W. Becher Place
- TIF #7: Summit Place
- TIF #8: Wehr Steel (closed 2007)
- TIF #9: Pioneer Neighborhood
- TIF #10: Yellow Freight
- TIF #11: 84th and Greenfield

The Wisconsin Department of Revenue's TIF Value Limitation Report for 2008 noted that the utilization rate of West Allis' TIF investments was 2.15% of its equalized value, which is below the state's maximum limit of 12%. This rate indicates that West Allis could choose to enact additional TIF districts, if it deemed them to be feasible.

Figure 4-23.



Main Street / Business Improvement District

The Downtown West Allis Business Improvement District (BID) is a not for profit organization established to serve the merchants and property owners. Its major focuses include the revitalization of the historic business district through business development initiatives and the promotion of the district businesses through aggressive marketing and organizing several special events. The mission of the BID is to "Build a Positive Image that Encourages Customer Growth and Community Involvement."

In 2001 Downtown West Allis was recognized as a Wisconsin Main Street Community. The Main Street Program is a technical assistance grant, which provides historic business districts with small business support, redevelopment materials, design assistance, and organization guidance.

Organization: Builds partnerships among diverse groups - property owners, merchants, residents, bankers, public officials, the business association and civic groups - who must work together to improve and maintain the downtown.

Promotion: Reestablishes a strong, positive image to compete with other shopping districts, rekindling community excitement and involvement as well as improving sales. Promotion ranges from street festivals to retail merchandising, from community education to aggressive public relations.

Design: Attends to all visual elements of the downtown area - not just buildings and storefront renovations, but public improvements, rear entry clean-ups, signage, landscaping, window displays and graphic materials.

Economic Development: Strengthens the existing business district while recruiting new stores to provide a balanced retail mix.

Brownfields

As a redeveloping industrial community, West Allis is challenged with brownfield issues. At the same time, brownfields offer great opportunity for economic regeneration. Incentives for the revitalization of abandoned, idle or underused commercial or industrial properties, where expansion or redevelopment is hindered by real or perceived contamination have become common practice. According to the Wisconsin

Department of Natural Resources' (WDNR) Bureau for Remediation and Redevelopment Tracking System (BRRTS) West Allis has over 170 open or conditionally closed brownfield sites, as of July 2009. When considering the redevelopment of these sites, state and national incentives should be researched.

The City of West Allis is actively participating in economic regeneration through brownfield remediation. It has taken advantage of programs offered by the Wisconsin DNR, Wisconsin Department of Commerce and the United States Environmental Protection Agency. Utilizing brownfield sites, West Allis has redeveloped buildings and land formerly used by industrial giant Allis Chalmers into the Summit Place Office Complex valued at over \$74 million, and reclaimed over 60 acres of land in the Six Points Farmers Market area for a mixed use, residential urban renewal project with an expected value of nearly \$50 million, representing an increase of over \$30 million.

Community Development Block Grant (CDBG) - Economic Development Loans

For this loan program, the City uses federal funds to create job opportunities for low-to-moderate income



workers. Borrowers must guarantee that they will create at least one new job for every \$10,000 the City lends. At least 51% of these new jobs must be filled by a worker from a low-to-moderate income household. Any construction/rehabilitation work associated with these loan funds must comply with Federal Fair Labor Standards provisions of the Davis-Bacon Act, (i.e. contractor must pay prevailing wage). Federal rules require the City to apply a “necessary and appropriate” test to all loan requests. This means that the applicant must provide evidence that they are unable to obtain all the financing needed for the project on affordable terms. In cases where the project will result in an extraordinary economic benefit to the community, the Common Council will consider waiving these guidelines on eligible costs, required lender participation and maximum loan amount.

Program Details

Eligible businesses: Industrial and commercial

Eligible costs: Acquisition of property and equipment, new construction or rehabilitation of existing facilities. No working capital loans.

Structure: The City’s program is intended to bridge the gap between the amount that a conventional lender is willing to lend and the amount that is needed to finance the project. Lender participation must be at least 67%.

Maximum loan amount: \$150,000

Minimum loan amount: \$10,000

Repayment terms: Matched to company’s debt service capacity, maximum of 20 years.

Interest rate: Market rate

Fees: 1% of loan amount, minimum of \$500

Average processing time: 60 days

Small Business Development

Technical and financial assistance is offered to businesses with five or fewer employees. Technical assistance is in the form of classroom instruction and one-on-one counseling on the various aspects of operating a business. Financial assistance is in the form of “seed loans” of \$5,000 to \$25,000 designed to attract other conventional financing. The Wisconsin Women’s Business Initiatives Corporation, under a contract with the City of West Allis, manages the Small Business Development Program.