ECONOMIC DEVELOPMENT
ASSISTANCE DIVISION

DIVISION FUNCTIONS

The Economic Development Assistance Division assists local units of government in the Region in pursuing economic development activities and promotes the coordination of local economic development plans and programs. The Division provides four basic types of services: local economic development program planning; economic development data and information provision; economic development project planning services; and economic development, housing, and public facility grant assistance.

LOCAL ECONOMIC DEVELOPMENT PROGRAM PLANNING

Increasingly, communities within the Southeastern Wisconsin Region have identified a need for ongoing local economic development activities. This need has been evidenced by a variety of local and regional economic development problems, including: 1) structural changes in the regional and national economies, as evidenced by a declining proportion of manufacturing employment and an increasing proportion of retail trade and service employment, 2) the growing importance to employers of international trade and government sales, 3) the availability of workers for the full range of employment opportunities in the Region, and 4) decisions by local businesses and industries to relocate to, or expand in, areas outside a community within the Region.

There has been an increasing interest in carefully planning local economic development programs in order to contain the rising costs of promoting economic development. In order to attract new and retain existing employers, some communities have chosen to purchase land for industrial parks and to provide the necessary infrastructure for development. Examples of the latter policy include roadway, sanitary sewer, water supply, and stormwater drainage improvements. Other communities have improved central commercial business districts through street resurfacing; improvements to curbs and gutters, sidewalks, public parking lots, and utilities; and the provision of such streetscape amenities as trees and curbside benches. Because the costs of these improvements have continued to escalate, however, and because business establishments have become less attached to existing geographic locations, many communities have begun to reevaluate previous decisions to promote economic development. While some have decided not to promote the growth of existing business and industry or the location of new firms within their boundaries, others have decided to continue to pursue a range of local economic development measures. These include identifying the types of economic development compatible with overall community development goals and objectives and promoting such compatible economic development activities. In response to the increased interest in furthering economic development at the local level, the Commission has developed a staff capability to assist public agencies and private organizations in such efforts.

Figure 50
ECONOMIC DEVELOPMENT ASSISTANCE DIVISION

1995 FUNDING
$239,100

LOCAL GOVERNMENT CONTRACTS 38%
MEMBER COUNTIES 62%

ECONOMIC DEVELOPMENT AND HOUSING GRANT ASSISTANCE 19%

PROVISION OF ECONOMIC DEVELOPMENT DATA 9%
ECONOMIC DEVELOPMENT PLANNING 2%

SPECIAL PROJECTS 14%
During 1995, the Commission engaged in the following local economic development program planning efforts:

- Provision of the demographic and socio-economic data necessary to enable preparation of county overall economic development program plan annual reports for Kenosha and Racine Counties. These reports serve to maintain county eligibility for Federal public works grants and revolving loan fund programs to further economic development.

- Participation in the Regional Economic Partnership—an economic development initiative that is being carried out cooperatively by the seven counties in the Southeastern Wisconsin Region, the Wisconsin Electric Power Company, and the Commission.

ECONOMIC DEVELOPMENT DATA AND INFORMATION PROVISION

Considerable Commission staff effort is directed at responding to requests for economic development-related data. This function also includes the provision of short-term technical assistance to local units of government, public agencies, and local development corporations in the analysis of economic development data. During 1995, the Division prepared written responses from the Commission files to 64 requests for economic development-related data. In addition, the Division responded to approximately 400 requests made by telephone and through personal visits to the Commission offices. These requests came from local units of government, Federal and State agencies, local development organizations, businesses, and individual citizens. The following are some examples of Division activity in performing this function during 1995:

- Provision of Wisconsin Department of Industry, Labor and Human Relations (DILHR) data identifying the number of industries and employees by industry type within communities in Southeastern Wisconsin. In addition, Wisconsin Department of Administration, U. S. Bureau of the Census, U. S. Bureau of Economic Analysis, U. S. Bureau of Labor Statistics, and Southeastern Wisconsin Regional Planning Commission demographic and socio-economic data were provided upon request. These types of data were provided to various units and agencies of government, nonprofit organizations, and businesses in Southeastern Wisconsin.

- Provision of assistance to local community staff and representatives of businesses interested in locating or expanding in communities in Southeastern Wisconsin, utilizing information on State and Federal business loan and infrastructure development programs.

ECONOMIC DEVELOPMENT PROJECT PLANNING SERVICES

Economic development project planning involves conducting detailed economic development planning studies for local units of government, development corporations, and other organizations concerned with economic development and seeking Commission assistance. During 1995, the following representative project planning services were provided:

- The Commission staff completed work on an update of the series of community economic profiles originally prepared in 1984 and updated in 1988 and 1990 with the assistance of the Wisconsin Electric Power Company. The profiles are intended to be used by local units of government and private development organizations in Southeastern Wisconsin in efforts to attract and retain industrial and commercial development. The profiles, prepared in a succinct, easy-to-read format, provide information on resident population, personal income, employment and labor force statistics, financial and educational institutions, public and private utilities and public services, transportation facilities, housing stock, health facilities and services, and media outlets. In addition, each profile is illustrated with a map of the community and of the Southeastern Wisconsin Region. The updated series includes community profiles for the Region, the Milwaukee Metropolitan Statistical Area, each of the constituent seven counties, and 60 cities, villages, and towns within the Region. The communities whose previously existing profiles were updated, as well as those for which new profiles were prepared as part of the update effort, are shown on map 28.

- Commission staff assisted the Racine County Economic Development Corporation with the conduct of a countywide business retention survey.
Map 28

COMMUNITIES FOR WHICH ECONOMIC DEVELOPMENT PROFILES HAVE BEEN PREPARED: 1995

LEGEND

INITIAL PROFILE PREPARED PRIOR TO 1994; UPDATE COMPLETED IN 1995
NEW PROFILE PREPARED AS PART OF UPDATE EFFORT COMPLETED IN 1995

NOTE: UPDATED PROFILES HAVE ALSO BEEN PREPARED FOR EACH OF THE SEVEN COUNTIES IN THE REGION, THE FOUR-COUNTY MILWAUKEE METROPOLITAN STATISTICAL AREA, AND THE ENTIRE SEVEN-COUNTY REGION.
• Commission staff assisted the Village of Menomonee Falls in the conduct of, and data analysis for, a local business retention survey.

• Commission staff initiated a work program to assist the City of Lake Geneva in relocating businesses and residential dwellings attendant to the creation of new surface parking in the City. The work program includes preparing a relocation plan for the project and providing the necessary services to implement that plan.

• At the request of Milwaukee County, Commission staff served on the Mitchell International Business Parks Project Planning Committee, an initiative that has been undertaken by Milwaukee County to develop and market industrial sites on land adjacent to or in the environs of General Mitchell International Airport.

• Commission staff completed work on an economic development fact sheet for the 30th Street Industrial Corridor Corporation in the City of Milwaukee.

• Commission staff completed work on an economic development and land use study for the STH 100 corridor in the City of Greenfield.

• Commission staff completed work on a directory of industrial and business parks in Waukesha County for the Waukesha County Economic Development Corporation.

• Commission staff assisted the Waukesha Area Chamber of Commerce in assembling statistical data for a City of Waukesha fact book.

• Commission staff served on the Waukesha Area Chamber of Commerce Economic Development/Industrial Council Committee.

ECONOMIC DEVELOPMENT, HOUSING, AND PUBLIC FACILITY GRANT ASSISTANCE

The Commission staff provides assistance to local units of government in the preparation of State and Federal economic development, housing, and public facility grant applications and in the administration of the programs after issuance of a grant award. The grant applications seek State or Federal funding to provide below-market-interest-rate loans to businesses or grants to local units of government in an effort to expand employment opportunities and to increase the community tax base, to provide for the rehabilitation of existing housing for low- and moderate-income persons, and to improve deficient public facilities serving low- and moderate income persons. Tables 34 and 35 provide a summary of grants obtained during 1995 with Commission assistance. These grants involved a total of about $2.9 million, as well as about $6.1 million in expected accompanying investment, the expected accompanying creation of 412 new jobs and retention of 150 jobs, and the expected accompanying rehabilitation of a total of 53 housing units. The specific grant awards involved are summarized below.

Grant Preparation

In 1995, the Commission assisted local units of government and economic development-related agencies in obtaining a variety of economic development, public facility, and housing grants:

• The City of West Bend was the recipient of a $500,000 Wisconsin Community Development Block Grant—Public Facilities for Economic Development (PFED) grant award. This grant will be used to provide public infrastructure improvements adjacent to the Serigraph, Inc., manufacturing facility in the City. The grant award is expected to result in 50 new jobs and generate $395,000 in private investment.

• The City of Cedarburg was the recipient of a $750,000 Wisconsin Community Development Block Grant—Economic Development grant award. This grant will be used to partially finance the construction of a new manufacturing facility for the Kelch Corporation in the City. The grant award is expected to result in 38 new jobs and generate $1.8 million in private investment.

• The Village of Jackson was the recipient of a $260,000 Wisconsin Department of Transportation-Transportation Facilities Economic Assistance and Development (TEA) grant award. The TEA grant will be used to provide roadway improvements attendant to the Sysco Food Services of Eastern Wisconsin expansion project in the Village. The grant
### Table 34

**ECONOMIC DEVELOPMENT GRANT ASSISTANCE: 1995**

<table>
<thead>
<tr>
<th>Project</th>
<th>Grant Amount</th>
<th>Private Investment</th>
<th>New Jobs</th>
<th>Retained Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development Block Grant - Public Facilities for Economic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development (PFED) Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of West Bend Serigraph, Inc.</td>
<td>$500,000</td>
<td>$895,000</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>Community Development Block Grant - Economic Development Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Cedarburg Kelch Corporation</td>
<td>$750,000</td>
<td>$1,833,500</td>
<td>38</td>
<td>0</td>
</tr>
<tr>
<td>Community Development Block Grant - Revolving Loan Fund Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Village of Menomonee Falls Whalen Relocation Services, Inc.</td>
<td>$100,000</td>
<td>$200,000</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>T. R. Drigget, Inc.</td>
<td>100,000</td>
<td>740,000</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$200,000</td>
<td>$940,000</td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>Village of Menomonee Falls Economic Development Master Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>K &amp; G Investments, LLC</td>
<td>$15,000</td>
<td>$436,950</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Wisconsin Transportation Facilities Economic Assistance and Development (TEA) Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Village of Jackson Syesco Food Services of Eastern Wisconsin</td>
<td>$260,000</td>
<td>$1,097,333</td>
<td>170</td>
<td>150</td>
</tr>
<tr>
<td>City of West Bend Serigraph, Inc.</td>
<td>633,000</td>
<td>633,000</td>
<td>130</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$893,000</td>
<td>$1,730,333</td>
<td>300</td>
<td>150</td>
</tr>
<tr>
<td>Wisconsin Transportation Demand Management (TDM) Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Menomonee Falls Chamber of Commerce and Industry</td>
<td>$16,500</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>U. S. Small Business Administration 7(a) Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Racine County Economic Development Corporation Dynaseal, Inc.</td>
<td>$95,000</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total</td>
<td>$2,469,500</td>
<td>$5,834,783</td>
<td>412</td>
<td>150</td>
</tr>
</tbody>
</table>

### Table 35

**HOUSING GRANT ASSISTANCE: 1995**

<table>
<thead>
<tr>
<th>Project</th>
<th>Grant Amount</th>
<th>Private Investment</th>
<th>Housing Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development Block Grant - Disaster Recovery Assistance Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenosha County Serigraph, Inc.</td>
<td>$200,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Community Development Block Grant - Housing Rehabilitation Assistance Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Waukesha National Hotel, LLC</td>
<td>$90,000</td>
<td>$300,000</td>
<td>34</td>
</tr>
<tr>
<td>Kenosha County Serigraph, Inc.</td>
<td>112,672</td>
<td>N/A</td>
<td>19</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$202,672</td>
<td>$300,000</td>
<td>53</td>
</tr>
<tr>
<td>Total</td>
<td>$402,672</td>
<td>$300,000</td>
<td>53</td>
</tr>
</tbody>
</table>
award is expected to result in 170 new jobs and the retention of 150 jobs and to generate $1.1 million in private investment.

- The City of West Bend was the recipient of a $633,000 Wisconsin Department of Transportation-Transportation Facilities Economic Assistance and Development (TEA) grant award. The TEA grant will be used to provide roadway improvements attendant to the Serigraph, Inc., expansion project in the City. The grant award is expected to result in 130 new jobs and generate $633,000 in private investment. The new jobs and private investment are in addition to those expected as a result of the Wisconsin Community Development Block Grant-Public Facilities for Economic Development (PFED) grant award that was funded with the assistance of the Commission in 1995 and which is noted above.

- The Menomonee Falls Chamber of Commerce and Industry was the recipient of a $16,500 Wisconsin Department of Transportation-Transportation Demand Management (TDM) grant award. The TDM grant will be used to finance the formation of a transportation management association in the Village of Menomonee Falls.

- Kenosha County was the recipient of a $200,000 Wisconsin Community Development Block Grant-Disaster Recovery Assistance Program grant to finance the continuation of a qualified buyout program for the purpose of acquiring residential dwellings located in the 100-year recurrence interval floodplain of the Fox River in the Towns of Salem and Wheatland and the Village of Silver Lake, as well as relocating the residents living in those dwellings.

The Commission staff assisted the City of Waukesha in determining the feasibility of utilizing $90,000 in Waukesha Community Development Block Grant (CDBG) funds to partially finance the acquisition and rehabilitation of the Waukesha Hotel by National Hotel, LLC, in the City. The project is expected to rehabilitate 34 rental units and generate $300,000 in private investment.

The Commission staff assisted the Racine County Economic Development Corporation in obtaining approval for a U. S. Small Business Administration (SBA) 7(a) loan guarantee application involving a $95,000 loan for Dynaseal, Inc., in the City of Racine.

The Commission staff completed work on the following grant applications during 1995 for submission to their respective funding agencies for consideration in 1996:

- A City of Hartford application for a Wisconsin Department of Transportation-Statewide Transportation Enhancements Program (STEP) grant to finance improvements for the Hartford Heritage Auto Museum in the City.

- A City of Hartford application for a Wisconsin Department of Transportation-Congestion Mitigation and Air Quality Improvement Program (CMAQ) grant to finance a pedestrian and bicycle trail along the Rubicon River in the City.

- A Hartford Area Development Corporation application for a Wisconsin Department of Development Community-Based Economic Development (CBED) Program grant to finance the capitalization of a revolving loan fund for tenants of the Innovation Center of Hartford.

- A Village of Sturtevant application for a Wisconsin Department of Development-Public Facilities Program grant to finance sewer, water, and roadway improvements along Wisconsin Street in the Village.

- A Kenosha County Housing Authority application for a Local Housing Organization Grant (LHOG) to finance the administrative costs attendant to a first-time-home-buyers' program in the County.

The Commission staff provided the following economic development grant-related technical assistance services in 1995:

- Provision of assistance to determine the feasibility of using Wisconsin Department of Transportation-Transportation Facilities Economic Assistance and Development Program (TEA) funds to partially finance two business development projects in the City of Cudahy.
• Provision of assistance to determine the feasibility of using Wisconsin Community Development Block Grant-Economic Development funds to finance business expansion projects in the Cities of Burlington, Elkhorn, Hartford, Oconomowoc, and West Bend.

• Provision of assistance to determine the feasibility of using funds from the Wisconsin Department of Administration-Home Investment Partnerships Program (HOME) and the Wisconsin Department of Administration-Housing Cost Reduction Initiative (HCRI) program to finance housing development projects in Waukesha County.

• Provision of assistance to determine the feasibility of using Wisconsin Department of Administration-Home Investment Partnerships Program (HOME) funds to assist in the construction of new senior-citizen rental units in the Village of Menomonee Falls.

• Review of applications and submission of letters of support for Wisconsin Department of Development Community-Based Economic Development (CBED) grant applications for the Village of West Milwaukee, the Hartford Area Development Corporation, and the following organizations in the City of Milwaukee: Community Enterprises of Greater Milwaukee, Ltd.; Esperanza Unida, Inc.; the Milwaukee Urban League; the 30th Street Industrial Corridor Corporation; and the YWCA of Greater Milwaukee.

• Review of an application and submission of a letter of support for a U. S. Environmental Protection Agency (EPA) application by Milwaukee County and the 30th Street Industrial Corridor Corporation for a grant from the Brownfield Redevelopment Initiative Program.

Grant Administration

In addition to helping local communities apply for available Federal and State funds, the Commission will, upon request, contract with successful applicants for the administration of the grant awards and for the administration of revolving loan funds financed with repayments on loans to businesses and homeowners. A number of activities are involved in administering the grant awards, including ensuring that the terms of each grant award are met. During 1995, the Commission provided contract services to administer the following grant awards:

1. A Wisconsin Community Development Block Grant-Economic Development loan obtained by the City of Burlington with Commission assistance in 1993 and used to provide a business loan to Video Information System Training Associates, Inc.

2. A Wisconsin Community Development Block Grant-Economic Development loan obtained by the City of Hartford with Commission assistance in 1993 and used to provide a business loan to K & L Progressive Tools, Inc.

3. A Wisconsin Department of Administration-Home Investment Partnerships Program (HOME) grant obtained by the City of Hartford Community Development Authority with Commission assistance in 1993 and used to assist in the construction of new low- and moderate-income apartments in the City.

4. A Wisconsin Community Development Block Grant-Public Facilities for Economic Development (PFED) grant obtained by the City of Delavan with Commission assistance in 1994 and used to provide public infrastructure improvements adjacent to the Stock Lumber, Inc., truss plant and retail yard in the City.

5. A Wisconsin Department of Transportation-Transportation Facilities Economic Assistance and Development Program (TEA) grant obtained by the City of Delavan and used to provide roadway and storm sewer improvements adjacent to the Stock Lumber, Inc., truss plant and retail yard in the City.

6. A Wisconsin Community Development Block Grant-Public Facilities for Economic Development (PFED) grant obtained by the Village of Jackson with Commission assistance in 1994 and used to provide public infrastructure improvements adjacent to the Craft-Cast Company, Inc., expansion project in the Village.

7. A Wisconsin Community Development Block Grant-Housing and Neighborhood Revitaliza-
tion Program grant obtained by Kenosha County with Commission assistance in 1994 and used to increase the pool of funds available through the Kenosha County Housing Authority housing rehabilitation revolving loan fund program established with loan repayments from 1985, 1988, and 1990 Wisconsin Community Development Block Grant awards that Kenosha County obtained with Commission assistance.

8. A Wisconsin Community Development Block Grant-Disaster Recovery Assistance Program grant obtained by Kenosha County with Commission assistance in 1994 and used to finance a qualified buyout program for the purpose of acquiring residential dwellings located in the 100-year recurrence interval floodplain of the Fox River in the Towns of Salem and Wheatland and the Village of Silver Lake, as well as relocating the residents living in those dwellings.

Details regarding each of the above grants are set forth in the Commission Annual Reports for the years in which they were respectively awarded.

In addition, the Commission provided contract services to administer the following grant awards made in 1995:

- A Wisconsin Community Development Block Grant-Economic Development grant award in the amount of $750,000 obtained by the City of Cedarburg with the assistance of the Commission. The grant funds will be used to partially finance the construction of a new manufacturing facility for the Kelch Corporation in the City. The grant award is expected to result in 38 new jobs and generate $1.8 million in private investment.

- A Wisconsin Community Development Block Grant-Disaster Recovery Assistance Program grant award in the amount of $200,000 obtained by Kenosha County with the assistance of the Commission. The grant funds will be used to finance the continuation of the qualified buyout program that was initially funded in 1994 with the assistance of the Commission.

Finally, the Commission provided technical assistance in the utilization and administration of revolving loan fund programs established through repayments on Wisconsin Community Development Block Grant awards and through locally borrowed funds during 1995 as follows:

- Provision of assistance to the Village of East Troy in conducting meetings with businesses interested in obtaining financing from the Village's revolving loan fund program and in completing the following activities: 1) administration of the Rodger N. and Catherine A. Trader, doing business as Tradecraft Wood Products, loan that was provided with the assistance of the Commission in 1992; 2) administration of the Buell Motorcycle Company loan that was provided with the assistance of the Commission in 1994; and 3) provision of assistance in the preparation of a 1994-1995 annual report for the Wisconsin Department of Development.

- Provision of assistance to the Village of Menomonee Falls in conducting meetings with businesses interested in obtaining financing from the Village's Community Development Block Grant revolving loan fund program and the Village's economic development master fund program, and in completing the following activities: 1) administration of the CAAP, Inc., loan that was provided with the assistance of the Commission in 1989; 2) administration of the Children's Community Center, Inc., loan that was provided with the assistance of the Commission in 1991; 3) administration of two loans for Performance Mold Products, Inc., that were provided with the assistance of the Commission in 1993; 4) administration of the Titan Plastics, Inc., loan that was provided with the assistance of the Commission in 1993; 5) administration of the James L. Schaefer, doing business as Signworks, loan that was provided with the assistance of the Commission in 1993; 6) administration of the Wilson's, Inc., loan that was provided with the assistance of the Commission in 1994; 7) administration of the Ganoung Flowers, Inc., loan that was provided with the assistance of the Commission in 1994; 8) administration of two loans for Debra and Kevin Krause, doing business as Needful Things, that were provided with the assistance of the Commission in 1994; 9) administration of the Richard and
Melanie Frank, doing business as Main Street Deli, loan that was provided with the assistance of the Commission in 1994; 10) provision of assistance in the packaging, closing, and administration of a $100,000 Village loan to Whalen Relocation Services, Inc., which loan is expected to create 10 new jobs and generate $200,000 in private investment; 11) provision of assistance in the packaging, closing, and administration of a $100,000 Village loan to T.R. Drigett, Inc., which loan is expected to create 14 new jobs and generate $740,000 in private investment; 12) provision of assistance in the packaging, closing, and administration of a $15,000 Village loan to K & G Investments, LLC, which loan is expected to generate $435,950 in private investment; and 13) provision of assistance in the preparation of a 1994-1995 annual report for the Wisconsin Department of Development.

- Provision of assistance to the City of Mequon in conducting meetings with businesses interested in obtaining financing from the City's revolving loan fund program.

- Provision of assistance to the Cities of Burlington, Hartford, and Whitewater, to the Village of Sussex, to Washington County, and to the Waukesha County Economic Development Corporation in the administration of their respective revolving loan fund programs.

- Provision of assistance to the Kenosha County Housing Authority in utilizing and administering the Kenosha County housing rehabilitation revolving loan fund program, which included the following activities: 1) submission of 48 loan applications to the Kenosha County Housing Authority for review and approval; 2) conduct of closings for 19 revolving loan fund loans totaling $112,672; 3) provision of information to 126 residents interested in the revolving loan fund program; and 4) administration of all outstanding revolving loan fund loans.