

Chapter 6: Economic Development

While Whitefish Bay has a very large residential presence, there is also a very defined business district within the heart of the Village to which a majority of Economic Development efforts are focused. This element will review the local economic base and labor force in terms of the objectives, policies, goals, and programs that have been designed to maximize their potential. The businesses within the Village are very active within the community to help attract new businesses and retain old businesses.

The primary businesses within the Village include retail uses (i.e. clothing, jewelry, specialty shops) and service uses (i.e. dentists, lawyers, salons, banks) with no manufacturing or industrial businesses. There is also an assorted influence of restaurants, coffee shops, and bakeries.

6.1 Current Condition

The main business district is located along E. Silver Spring Drive from Lydell Avenue to Marlborough Drive (Figure 6.1.1, page 2). This is an important thoroughfare for many people as it connects Interstate 43 with State Highway 32 (Lake Drive). This produces a lot of traffic as the street serves as a major roadway through the Village. There are over 100 businesses in this 8-block stretch that is home to an independent theater, pharmacy, variety store, grocery store as well as a private high school and grade school (Figure 6.1.2, page 3). There are also a small number of businesses located outside of this area in different parts of the Village that are older in existence including a restaurant, barbers, pharmacy/convenience store, mechanic, lawyers, and generally other service related uses.

Table 6.1.1 summarizes the distribution of business types within the Village. The data provided in this chart is from the 2002 Economic Census conducted by the US Census Bureau.

Table 6.1.1 – Whitefish Bay Business Distribution

Industry Code	Industry Code Description	Total Businesses	% of Total	Total # of Employees	% of Total
42	Wholesale Trade	13	6%	34	2%
44-45	Retail Trade	39	18%	583	40%
51	Information	6	3%	28	2%
53	Real Estate, Rental, & Leasing	12	6%	64	4%
54	Professional, Scientific, & Technical Services	54	25%	123	8%
56	Admin, Support, Waste Mgmt, & Remediation Serv	14	7%	61	4%
61	Educational Services	5	2%	N/A	0%
62	Health Care & Social Assistance	44	21%	362	25%
71	Arts, Entertainment, & Recreation	2	1%	N/A	0%
72	Accommodation & Food Services	8	4%	145	10%
81	Other Services (Except Public Administration)	17	8%	69	5%
Total		214		1469	

*Source: 2002 Economic Census, US Census Bureau. Consult US Census for Industry Code Definitions.

A majority of these businesses are independent retailers with some regional franchises, and very few national chains. The business district is pedestrian friendly with large walkways in the front of stores and its close proximity to the rest of the Village, which is composed of residential neighborhoods. Metered parking is available in front of almost every business in addition to two municipal parking lots in the center and east end of the district.

While professional Services (25%) and health care (21%) businesses are slightly more prominent than retail (18%), there is greater employment in retail (40%) compared to professional services (8%) and health care (25%) combined. This is consistent with the type of work that is performed as many of the professional service and health care positions are lawyers, bankers, doctors, and other professionals with advanced degree requirements. Many of the retail positions are store clerks and other day laborers. Future employment projects are expected to remain constant as little opportunity exists to add new businesses outside of the business district.

Female owned businesses represent the only minority business ownership within the district. This represents a 37% female ownership rate as compared to Milwaukee County’s female business ownership rate of 30%.

Assessed Value of Real Estate

Another measure of financial wealth of a community is the assessed value of real estate. While the business district and other commercial properties are an important asset for the Village, it only represents 6% of the total tax base.

Table 6.1.2 – Parcel and Land Value within Village

Real Estate	Parcel		Value		Total Value	Percent of Total
	Land	Impr	Land	Impr		
Residential	4,825	4,809	\$603,103,000	\$1,274,985,250	\$1,878,088,250	94.0%
Commercial	101	98	\$38,590,100	\$74,480,400	\$113,070,500	5.7%
Apartments	44	44	\$14,788,000	\$42,224,200	\$57,012,200	2.9%
Other Commercial	57	54	\$23,802,100	\$32,256,200	\$56,058,300	2.8%
Personal Property				\$7,008,300	\$7,008,300	0.4%
Total	4,926	4,907	\$641,693,100	\$1,356,473,950	\$1,998,167,050	100%

* Source: 2009 Statement of Assessment, Village of Whitefish Bay

Figure 6.1.1 – Whitefish Bay Business Locations

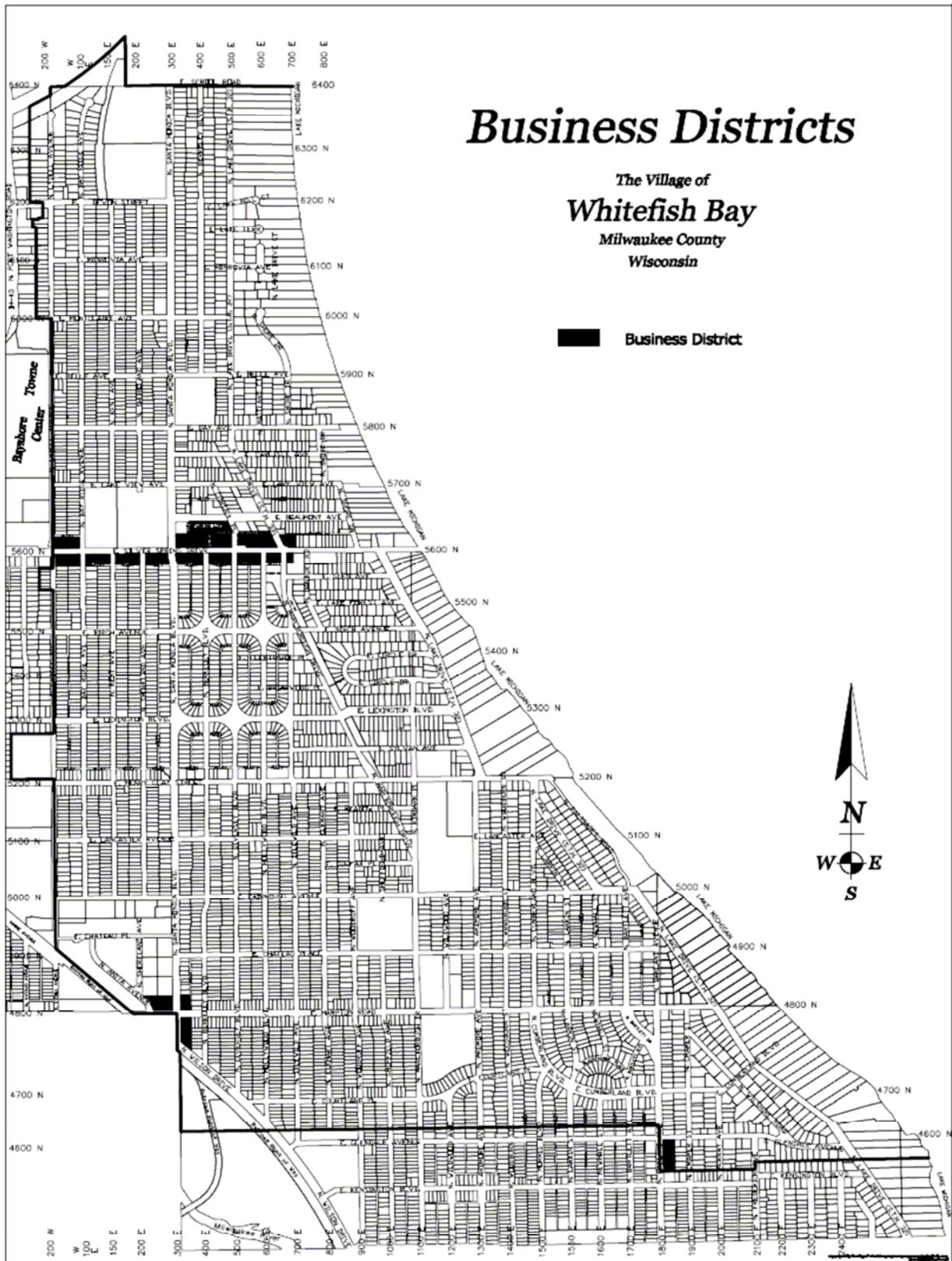


Figure 6.1.2 Businesses Located Along E. Silver Spring Drive



500 block of Silver Spring Drive – Thiet Jewelers, Calvary Games and Hobbies, T&T Salon, The Great Frame Up, Gallery 505, and Placesetters.



Sendik's Food Market, 500 E. Silver Spring Drive



Fox Bay Cinema Grill, 334 E. Silver Spring Drive



Regina's Bay Bakery (423 E. Silver Spring Drive), Schwanke-Kasten Jewelers (417 E. Silver Spring Drive), and Red Cap Luggage & Gifts (415 E. Silver Spring Drive).



Above: The Kent Building including the Persian Rug Gallery (159 E. Silver Spring Drive) and Les Moise Sports Apparel (151 E. Silver Spring Drive).



Right: M&I Bank Building, 177 E. Silver Spring Drive

6.2 Analysis of Labor Force and Economic Base

Employment

Residents in the labor force are typically employed in professional occupations as opposed to other occupations of manual labor. These types of jobs are typically not found in the Village, and require residents to work outside the Village in the City of Milwaukee and surrounding suburbs. Public transportation is available on two different bus lines (Transportation Element pg. 7); however, 92.3% of the labor force uses a car, truck, or van to get to work with 85.4% of those individuals driving alone to work versus 6.9% car pooling with 2 or more people (US Census Bureau). Other means of travel to work include public transportation (1.7%), walking (1.7%), and biking (0.3%) (US Census Bureau). The following table shows the breakdown of professions for male and female residents.

Table 6.2.1 – Male and Female Occupations within Village

Profession	Male	Female	Total
Management, Professional, and Related Occupations	2662	2119	4781
Management, Business, and Financial Operations	1140	630	1770
Professional and Related Occupations	1522	1489	3011
Service Occupations	144	202	346
Healthcare Support		0	51
Protective Service Occupations		42	9
Food Preparation and Serving Related Occupations		51	36
Building and Grounds Cleaning and Maintenance		33	15
Personal Care and Service Occupations		18	91
Sales and Office Occupations	825	964	1789
Sales and Related Occupations		650	436
Office and Administrative Support		175	528
Farming, Fishing, Forestry	0	0	0
Construction, Extraction, and Maintenance	114	14	128
Construction and Extraction		68	7
Installation, Maintenance, and Repair		46	7
Production, Transportation, and Material Moving	256	48	304
Production		174	23
Transportation and Material Moving		82	25
Total	4001	3347	7348

*Source: US Census Bureau - 2000 Census

Table 6.2.2 shows the percentage breakdown by occupation for residents in surrounding communities, the county, and state. This demonstrates the need for residents to travel outside of the Village for their employment, as the positions typically found within the Village are not currently the professions of most residents. Whitefish Bay shares the same employment categories as its Northshore neighbors, but is much different when compared to employment background when looking at Milwaukee city and county as well as the State.

Table 6.2.2 – Comparable Occupation Distribution by Percentage

Municipality	% Distribution by Occupation						% in Selected Indus.		Govt. Workers
	Mgmt, Prof, and Related	Serv.	Sales & Office	Farm, Fish, Forestry	Const, Extract, Maint.	Prod, Trans, Material Moving	Ag, Forestry, Fish, & Hunt	Manuf.	
Fox Point	59.4%	7.3%	28.1%	0.3%	1.7%	3.3%	0.2%	10.2%	11.8%
Glendale	50.8%	9.8%	26.4%	0.0%	3.7%	9.3%	0.0%	14.5%	13.3%
Milwaukee (City)	28.0%	18.6%	26.2%	0.2%	6.0%	21.1%	0.3%	18.5%	15.0%
Milwaukee (County)	32.3%	15.5%	27.2%	0.2%	6.4%	18.4%	0.3%	18.5%	13.2%
Shorewood	59.5%	7.6%	24.6%	0.1%	2.2%	6.0%	0.2%	10.0%	15.1%
Whitefish Bay	65.1%	4.7%	24.3%	0.0%	1.7%	4.1%	0.2%	12.0%	14.6%
Wisconsin	31.3%	14.0%	25.2%	0.9%	8.7%	19.8%	2.7%	22.2%	12.5%

As compared to the 2000 Census by the US Census Bureau, the Village has a higher rate of residents in the labor force at 71.9% versus its comparables, the city and county of Milwaukee, and the State of Wisconsin (Table 6.2.3). This is combined with a very low unemployment rate similar to that of surrounding communities. Since 2000, the economy has changed drastically and it is expected for those numbers to be much higher than what was reported in the 2000 Census. Table 6.2.4 shows the unemployment rates from June 2008 versus June 2009 demonstrating the effect the current recession has had on the job market leading higher unemployment rates in the greater Milwaukee area.

Table 6.2.3 – Labor Force Breakdown of Comparable Municipalities

Categories	Fox Point	Glendale	Milwaukee (city)	Milwaukee (county)	Shorewood	Whitefish Bay	Wisconsin
In Labor Force	3,551	6,612	282,823	469,257	7,849	7,463	2,869,236
Employed	3,513	6,413	256,244	436,878	7,709	7,348	2,734,925
Unemployed	38	199	26,579	32,379	140	115	134,311
Not in Labor Force	1,943	4,488	159,793	248,881	3,440	2,912	1,284,926
Armed Forces	0	0	229	431	0	0	2,868
Total Pop. 16 years+	5,494	11,100	442,845	718,569	11,289	10,375	4,157,030

*Source: US Census Bureau - 2000 Census

Table 6.2.4 – Unemployment Rates for Various Communities in the Greater Milwaukee Area.

Municipality	June 2008	June 2009	Change
Brookfield	3.7	7.6	3.9
Franklin	4.1	7.9	3.8
Greenfield	4.7	9.2	4.5
Menomonee Falls	3.8	8.6	4.8
Milwaukee	6.7	12.3	5.6
New Berlin	3.9	8.0	4.1
Oak Creek	4.2	8.6	4.4
Waukesha	5.1	11.4	6.3
Wauwatosa	4.0	7.2	3.2
West Allis	5.0	10.2	5.2
West Bend	6.0	14.6	8.6

*Source: State of Wisconsin - Department of Workforce Development

Income

Residents income levels far exceed those of surrounding communities with the exception of Fox Point. The median income for the Village is more than twice that of Milwaukee County and more than 1.5 times that of the State of Wisconsin. Please see Table 6.2.5 for a detailed breakdown by income range for Whitefish Bay and surrounding communities.

Table 6.2.5 – Surrounding Communities Income Distribution

Income Range	Fox Point	Glendale	Milwaukee (City)	Milwaukee (County)	Shorewood	Whitefish Bay	Wisconsin
Less than \$10,000	79	230	32,701	40,098	512	160	148,964
\$10,000 to \$14,999	36	303	18,446	25,500	353	125	121,366
\$15,000 to \$19,999	143	250	18,812	26,545	313	130	127,169
\$20,000 to \$24,999	111	305	19,055	27,468	387	151	137,728
\$25,000 to \$29,999	107	252	18,106	26,553	351	219	136,502
\$30,000 to \$34,999	88	283	17,403	26,799	490	231	139,531
\$35,000 to \$39,999	83	374	15,456	24,440	390	173	129,719
\$40,000 to \$44,999	98	318	13,635	22,434	301	168	129,319
\$45,000 to \$49,999	94	310	11,870	19,636	295	251	118,711
\$50,000 to \$59,999	196	589	19,250	34,292	533	355	220,781
\$60,000 to \$74,999	270	719	20,240	38,273	711	561	253,518
\$75,000 to \$99,999	456	902	16,387	35,982	739	876	226,374
\$100,000 to \$124,999	332	372	5,526	14,357	389	628	94,628
\$125,000 to \$149,999	136	192	2,252	6,115	276	432	39,091
\$150,000 to \$199,999	210	164	1,599	4,454	181	418	30,598
\$200,000 or more	387	214	1,574	5,037	320	564	32,305
Total Households	2,826	5,777	232,312	377,983	6,541	5,442	2,086,304
Median Income	\$80,572	\$55,306	\$32,216	\$38,100	\$47,224	\$80,755	\$43,791
Mean Income	\$118,878	\$68,772	\$40,875	\$48,868	\$68,288	\$103,164	\$53,863

*Source: US Census Bureau - 2000 Census

6.3 Economic Development Strengths and Weaknesses

The Village has a strong economic base with a supporting community of high-income levels and property values. This is a key strength when attracting new businesses to Silver Spring Drive showing a strong local customer base. The business district is also very close in close proximity to Interstate 43 and State Highway 32 (Lake Drive).

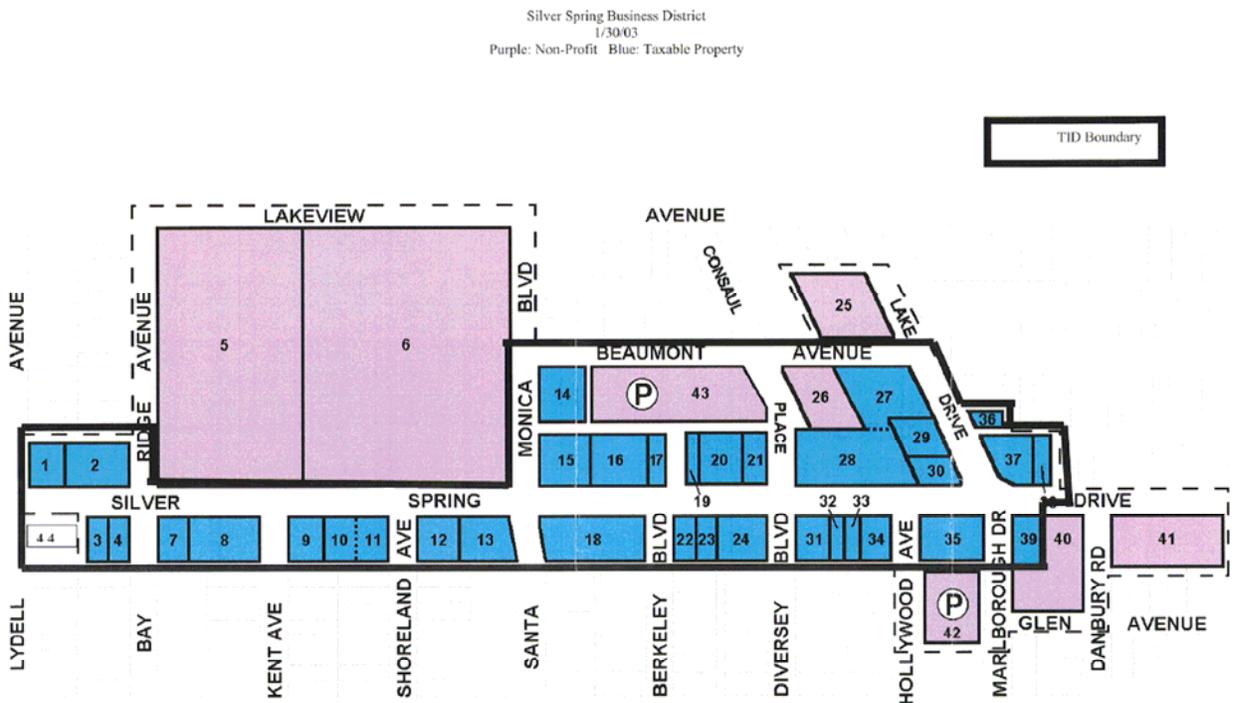
The Bayshore Town Center was completed in 2007 and has presented strengths and weaknesses for the business district due to its close location just 2 blocks west on Silver Spring Drive. The shopping mall has many competing businesses, but shares many similar goals in developing the regional shopping environment.

The commercial properties along Silver Spring Drive are in some cases functionally obsolete and expensive to build out for new occupants. Options for new development are very limited due to the fact that the business district is largely built out with the exception of public and private parking lots. There are very few undeveloped and developable parcels that are available for new development within the Village as a whole, and it is important to focus on the continued redevelopment and renovation of the existing parcels.

6.4 Whitefish Bay Tax Increment District (TID) and Community Development Authority (CDA)

The Village formed Tax Increment District #1 effective January 1, 2004 (Figure 6.4.1) shortly after it approved the Community Development Authority (CDA). This financing mechanism promotes development and redevelopment. The intention is to install public utilities, including sewer and water facilities, make street improvements, engage in street scaping, possible property acquisition and clearance that will allow redevelopment to take place. New development will increase the tax base, upgrade the quality of the building stock, and provide additional or ongoing employment opportunities.

Figure 6.4.1 – Whitefish Bay Tax Increment District



Since its inception the TID and CDA has undertaken five main projects:

- Johnson Bank Building Development – The TID acquired the property for a mixed-use development at site 37 and 38 as listed in Figure 6.4.1. A four-story building was constructed on what used to be a gas station and office building. This provided for Johnson Bank on the first floor and three additional floors of condominiums. The increment created from this project was able to repay the project TID support within three years following construction.

Figure 6.4.2 – Johnson Bank Building

- Façade Improvement Grant – The TID has provided property owners with grant money to help renovate existing facades within the business district. The grant provides for 25% of the cost of the façade improvement up to \$7,500. To date, 9 property owners have taken advantage of this grant using \$70,000 of grant money along with private investment of hundreds of thousands of dollars in façade improvements.
- Creation of Zoning District 11 Silver Spring Drive Business District – All commercial properties within the Village were previously zoned under District 6 until 2004 when District 11 was created specifically for the properties in the Silver Spring Drive business district. The intent and purpose of the Silver Spring Drive Business District is to provide land for retail, office, and mixed-use residential developments and provide employment and purchasing opportunities. In addition, the district is intended to offer a vibrant gathering place for Village residents and visitors. The Silver Spring Business District Master Plan, adopted by the Village Board in June 2003, was the catalyst for the creation of this unique business zoning district. Development or redevelopment within this district should conform to the intent of the Master Plan. The desired character of this district includes buildings close to and oriented towards the sidewalk. Development is intended to be pedestrian oriented. The district allows a full range of retail, service, business, and mixed use-residential uses with a local, community, and regional market area. The ordinance provides requirements for the following:
 - Prohibited and Conditional Uses – Each new business has to submit a conditional use permit for the Plan Commission to review. The conditional use permit contains information regarding the business that pertains to how the property would be used by the proposed business. The Plan Commission can then provide conditions attached to the property to limit the negative impacts a business may have and regulate the use.

- Building Design Standards – Every exterior renovation of a building has to comply to the standards set in the ordinance including vehicular access, build to and set back lines, building composition, entrance location, transparency, materials, landscape and screening, lighting, mechanical equipment, and conformance requirements. Additionally it provides further requirements for ground floor and upper floor setback zones including architectural elements, signage, hoods, canopies, awnings, balconies, bay windows, lighting, and street furnishings.
- Parking Standards – There are two publically owned and maintained parking lots within the district and multiple other privately owned parking lots. The remainder of the parking spaces within the district has parking meters. It is important to review the impact new businesses have on parking so that it is not negatively impacted affecting neighboring businesses or the surrounding residential neighborhoods.
- Retail Incentive Program – The purpose of the Retail Incentive Program is to provide assistance on a case by case basis to new retail businesses to locate within the Business Improvement District (BID) that enhance the vibrancy of the overall retail mix of the district. The program is jointly funded at \$200,000 through matching grants from the Village and BID. The Village provided the total grant funds to draw from as needed, and the BID is required to pay back all funds expended for their portion of the grant from the BID special assessment process. The applicant has to be a new retail business (i.e. – non service) from outside the district and be a business that matches the established eligibility list. The applicant submits details about the business along with supporting documentation for review, and may be eligible for a grant of \$20 per square foot up to a \$50,000 maximum payment. The BID Economic Restructuring Committee and Village CDA, in their sole discretion, make the final decision regarding the disbursement of the grant dollars based on their review of the application.
- Utility, Streetscape, and Road Resurfacing Construction Project – In 2008, the Village began a \$3 million construction project that with a majority of the funding provided by the TID. The first phase of the project installed new storm sewer the length of the street, new water main for half of the street, and conducted spot repairs of the sanitary sewer. This led to phase two to provide for streetscaping in the form of decorative brick pavers, landscaping, benches, sidewalk, bump outs, roadway medians, street resurfacing, and other elements designed to improve the aesthetic appearance of the district and enhance pedestrian safety. It is anticipated that the increment will pay for this project with in ten years without taxpayer support from the general fund.

Figure 6.4.3 – Silver Spring Project, from left to right the progression of reconstruction of Consaul Commons



6.5 Silver Spring Business District Master Plan

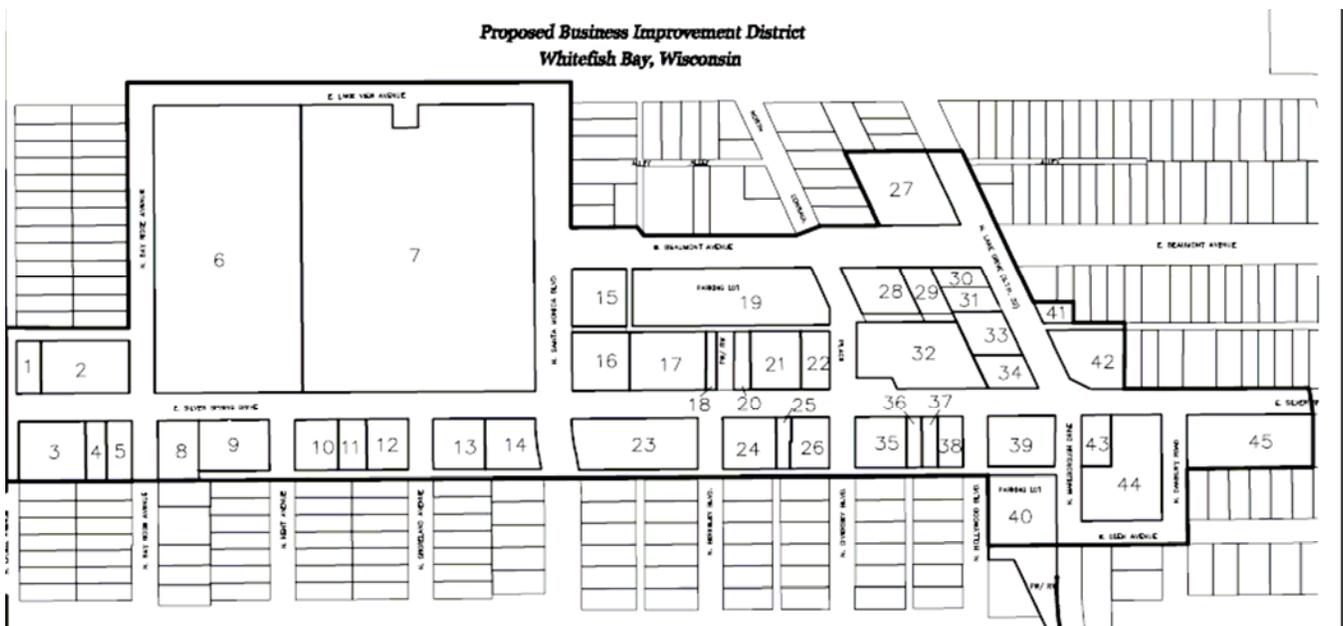
The Village completed a Master Plan for the Business District in 2003 to guide policy decisions that affect the Silver Spring Business District for both the short and long term in order to maintain and enhance the neighborhood character and quality of life that residents, business owners, and visitors currently enjoy. This plan involved all members of the community to provide input on the revitalization of Silver Spring Drive identifying recommendations on redevelopment opportunities, building facades, signage, public streetscape, parking, and circulation to be implemented in the future.

This plan has been used as a reference guide by the Village Board, Plan Commission, Community Development Authority, residents, businesses, and others to assist in the decision making process for all things related to the business district. This plan was recently added in 2008 with the addition of a visioning session that involved Village officials, residents, businesses, and developers in determining the future vision of the business district in terms of density, mass, and scale of real property improvements.

6.6 Whitefish Bay Business Improvement District (BID)

The Whitefish Bay Business Improvement District (BID) was formed in 2008 to take over operations of the previous Business and Professional Association (Figure 6.6.1). In 1984, the State of Wisconsin created Section 66.1109 of the Statutes enabling municipalities to establish Business Improvement Districts upon the petition of the owner of at least one property used for commercial purposes within the proposed district. The purpose of the law is "...to allow businesses within those districts to develop, to manage, and to promote the districts and to establish an assessment method to fund these activities." (1983 Wis. Act 184, Section 1, legislative declaration.)

Figure 6.6.1 – Whitefish Bay BID Map



The Village received petitions from property owners within the proposed district and subsequently drafted an operating plan effective January 1, 2009 with their input. The following broad objectives were identified:

- Commitment to the Community and Commercial Interests;
- Develop marketing and public relations campaigns;
- Create a champion for the street;
- Be a liaison to the Village, commercial interests, media;
- Partnership with the Village to engage in business attraction and recruitment; and
- Organize and implement special events in the district.

The formation of the BID was suggested as the best means to provide the leadership, organization, and funding to achieve these objectives. A business improvement district creates a mechanism for nonresidential property owners to levy and collect assessments to finance the achievement of common goal(s). The BID will be dedicated to increasing activity and improving the image of the BID. Staffed with a professional or volunteer manager, the BID will create a link between service, retail, civic, and social activities. It is anticipated that these efforts will help increase BID sales volume, attract additional business investment, and enhance property values in the BID.

A nine-member board comprised of seven business/property owners, and two residents governs the BID. The original assessment for the BID was a \$1.00 per \$1,000 of property value up to \$2,500. This combined with other revenue streams has led to a first year operating budget of \$50,000.

6.7 Economic Development Programs

The Village has demonstrated the need to participate in State Economic Development programs like the TID and BID, but it also recognizes the need in other areas as well. Continuing to examine the potential uses for Community Development Block Grant (CDBG) funding, Coastal Management, Brownfields, and other grant funding where applicable is a priority for the Village. The continued financial health of the TID is especially important, as additional reconstruction of Silver Spring Drive will be necessary sometime between 2019 and 2024.

6.8 Economic Development Goals

- Continue to promote renovation and maintenance of existing structures within the business district.
- Work with the Business Improvement District to improve the variety and quality of retail businesses within the business district.
- Provide appropriate and reasonable financial support for business development.
- Actively promote Whitefish Bay as a good location to live, work, and purchase goods/services.

6.9 Economic Development Strategies

- Continue to review and develop appropriate economic development initiatives that are unique to current economic conditions including the continued application of the façade grant and retail incentive programs.
- Work with the Village of Shorewood on a cohesive plan for development along Oakland Avenue.
- Work with Bayshore Town Center to develop a mutually beneficial marketing program for Bayshore and the BID.
- Continue to maintain public infrastructure within the business district.
- Assist the BID in working with business and property owners to find ways to better meet the needs of the general public.
- Continue programs to promote and enforce exterior maintenance of all properties within the business district.
- Continue to construct adequate new infrastructure within the business district.

