

Introduction

According to Wisconsin's Planning Law, the purpose of the Economic Development Element is to promote the stabilization, retention and expansion of the economic base, and quality employment opportunities. To address this requirement, this chapter includes:

- Highlights of the **labor force information** from Chapter 3;
- An assessment of **strengths and weaknesses** with respect to attracting and retaining business and industry;
- An overview of programs that deal with **environmentally contaminated sites** for commercial or industrial uses; and
- A list of organizations (and contact information) providing **economic development programs** at the county, regional, state and federal levels.

In terms of the 14 state comprehensive planning goals, those listed below relate specifically to planning for Slinger's economic development:

- Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial and industrial structures.
- Encouragement of land uses, densities and regulations that promote efficient development patterns and relatively low municipal, state governmental and utility costs.
- Encouragement of coordination and cooperation among nearby units of government.
- Building community identity by revitalizing major arterial corridors and the Village's traditional central business district.
- Providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial and industrial uses.
- Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional and local levels.

Economic Development Vision

In 2025, the Village of Slinger has effectively capitalized on its location and highway access to establish several diverse business areas, including: the STH 60 Corridor, STH 175 Corridor, a business park the STH 60 /USH 41 Interchange and an industrial park. Historic Downtown Slinger has been revitalized to accommodate a mix of local service, retail, residential and entertainment uses. By blending uses, the Historic Downtown has become a unique shopping, service, and residential district that is an asset to the community. All Slinger business environments are attractively landscaped and accessible to vehicles and pedestrians. Slinger's businesses support the local tax base and provide quality jobs. All economic development is in harmony with the Village' natural environment and residential areas.

Labor Force and Economic Base

Chapter 3 provided a detailed analysis of the local and county economy as well as the labor force. Highlights from that chapter include:

- Village workers are very mobile. Residents take advantage of the Village's location and highway access to seek employment opportunities throughout the region.
- According to the 2000 U.S. Census, the two primary areas of employment reported by residents were in manufacturing (36.7%) and education, health and social services (17.3%).
- Compared the State of Wisconsin and nearby communities, Slinger has a strong capacity for manufacturing, utilities, information, management, arts/entertainment/recreation, and service industries. Refer to Location Quotient information in Chapter 3 for additional information.
- Incomes reported by Slinger residents compare favorably to state averages and are competitive with county and nearby community figures.
- Education attainment levels in the Village of Slinger are comparable to surrounding communities in Washington County. The Village has a larger share of high school graduates, but fewer college graduates compared to the county and surrounding communities.

These facts and statistics indicate that Slinger has a solid economic foundation from which to expand. Areas of commercial and industrial development are found along the state highways and railroad corridors, as well as in the historic downtown. The population projections and regional economic information suggest that the business development opportunities will continue in Slinger. Accordingly, the *Recommended Land Use Plan for 2025* provides areas for new business development.

Current Business Inventory and Business Environments

There are essentially three existing business environments in Slinger: the historic downtown, Washington Street/North Kettle Moraine, the STH 60 Corridor, and the USH 41/STH 60 interchange. What follows is a profile of each of these business environments.

HISTORIC DOWNTOWN

Concentrated along South Kettle Moraine Drive, Slinger's historic downtown includes a collection of commercial buildings that were once the economic focal point of the Village. The downtown is in a state of transition, accommodating a mix of residential, small business, and vacant storefronts. On-street parking is provided, but additional parking is needed, particularly if new businesses are to locate in the area.

LOCAL BUSINESS DIRECTORY

For a complete list of local business establishments, visit the Village of Slinger Internet Web Page at:
www.slinger-wi-usa.org

WASHINGTON STREET/SOUTH KETTLE MORaine DRIVE

Businesses along these corridors, which passes through in the heart of the Village, offer residents basic services and shopping choices, including: restaurants (subway, Dairy Queen), hardware store, post office, daycare, banks, laundromat, florists, gas station, hairstylists, and the like. Future opportunities could include video/DVD rental stores, health clubs, and food for the home establishments (i.e. bakery). Schools and the Village offices are also near this corridor, as well as, many residences. This concentrated area of development provides residents the opportunity to walk from their homes to local businesses. These corridors connect to STH 60 and USH 41.



HIGHWAY 60 CORRIDOR

The businesses along this corridor are larger (i.e. more square footage) than those in other Village business environments. The businesses along STH 60 are setback further from the roadway and include abundant areas of free parking. Businesses in this area include, but are not limited to: fast food restaurants, gas stations, a grocery store, and shopping centers.

USH 41/STH 60 INTERCHANGE

The businesses in this area cater to passing motorists (i.e. gas stations, hotels) and also residents of Slinger and surrounding towns. The businesses along this corridor are particularly important to commuters passing between USH 41 and Hartford.

Attracting and Retaining Business and Industry

The Village of Slinger has several positive attributes to offer potential businesses. Specifically, the Village has:

- A competitive tax rate;
- A great location in Washington County with easy access to Milwaukee, West Bend, Fox Valley and Madison;
- Properties with State and US Highway frontage;
- The existence and availability of professional economic development assistance from countywide, regional, and statewide economic development organizations; and
- Land available for development with access to utilities.

While the Village certainly enjoys its share of advantages, there are challenges that the Village must address when seeking to attract new businesses and industry. In particular:

- Residents of the Village of Slinger are very mobile and can easily drive to nearby communities to purchase services and products.
- Lack of organizations to support economic development (i.e. chamber of commerce, business association, downtown development authority, local economic development staff).

Home occupation uses also exist in the Village. The nature of these businesses presents no noticeable impact or nuisance to adjacent properties, so their location is difficult to detect. Moreover, some residents may work at home utilizing the Internet and other technologies. The Village supports a resident's right to have a small business operation on his/her property or work at home, provided that the business activity or establishment does not create a nuisance for neighboring property owners by generating excessive traffic, noise, lighting, visual structural obstructions, etc.

- Lack of a Village industrial development program for the retention and attraction of industrial establishment.
- Competition from other industrial parks in Southeastern Wisconsin.
- Lack of appreciation and loyalty to local businesses.

Economic Development Opportunities

HISTORIC DOWNTOWN SLINGER

Historic downtown Slinger offers a collection of buildings with an established character. The area is built to a pedestrian scale - meaning that it is easy to walk from business to business. The downtown is also centrally located in the Village. As such, it is well connected to surrounding neighborhoods, schools, and other business areas by sidewalks.

To revitalize the downtown, the following actions are recommended:

- Promotion of mixed business development (i.e. niche/specialty retail, café's, restaurants, taverns, real estate offices, travel agencies, and similar service businesses).
- Encouraging second story residential development to add apartment-housing choices that bring people downtown.
- Development of a marketing strategy to promote the area as a specialty, local market, and a point of community pride. This effort should include encouraging residents to walk to local businesses.
- Evaluation of parking availability and consider opportunities to establish parking on vacant lots, as well as shared parking areas.
- Develop and implement a streetscape plan for the area. This effort would include façade improvements for local businesses, as well as, street amenities like sidewalk improvements (i.e. pavers), lighting improvements, signage and canopies, street furniture (i.e. waste receptacles and benches), as well as landscaping. Implementation measures could include tax increment financing, grant acquisition, as well as the creation and management of a revolving loan fund to help local businesses finance improvements.

All efforts in the downtown should be closely coordinated, and lead by local business owners.

INDUSTRIAL PARK

During the planning process residents expressed an interest in seeing the Village develop an industrial park. Locations mentioned included areas along Arthur Road and adjacent USH 41. The 1995 *Village of Slinger Land Use and Street System Plan* recommended industrial park development in three areas:

- 1) South of STH 60 (extending from what is now Enterprise Drive);
- 2) Along Weil Drive, and
- 3) In the area of MBW Road, Hilldale Drive and Hartford Road.

The *Recommended Land Use Plan for 2025* in this plan illustrates potential future industrial areas and business parks.

Desired Business and Industry

The Village wants to be sure that new development does not jeopardize the local quality of life. Therefore, businesses and industries that locate in the Village should:

- Be environmentally friendly
- Have limited outdoor storage (if any) to control unsightliness
- Generate minimal noise and traffic that can be easily accommodated by the existing transportation network
- Require only minimal lighting (on-site lighting only, no beams, or other protruding light sources)
- Require only on-site signage (no billboards)
- Have generous landscaping to improve the façade from the roadway and buffer the development from adjacent land use

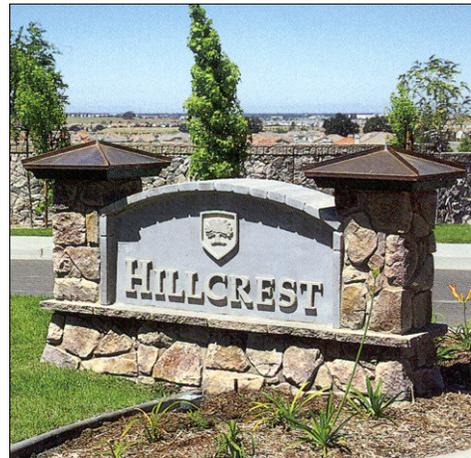
The Village would like to target the following types of development:

LIGHT INDUSTRY

Light industry (i.e., manufacturing, assembly, warehousing, production facilities) that can capitalize on local railroad access, highway access, and the planned industrial park is desired in Slinger. Industry is seen as an attractive means to provide quality jobs for residents and generate tax revenue for the Village. Environmentally friendly operations that compliment the community character and its high quality of living are desired.

PLANNED RETAIL/BUSINESS PARK DEVELOPMENT

Retail development is desired along STH 60, including the STH 60 and USH 41 interchange. Development should be designed to serve passing motorists (i.e. chain and fast food restaurants, hotels), as well as the regional marketplace (i.e. shopping destination with choices like Home Depot, Wal-Mart, etc.). Development in this area should also incorporate walking paths or sidewalks from nearby residential areas (including the mobile home park) to the shopping centers. Because this corridor is a gateway into the Village, it is the first and sometimes the only impression visitors will have of Slinger. To ensure that development in this area is attractive, a unifying theme is recommended which would incorporate common elements in signage, lighting, building materials, rooflines and colors. A theme based on natural setting is one potential for this area. The area should have a coordinated appearance that is well designed, attractively landscaped, and encouraging building with brick, stone and decorative block exteriors. By presenting an attractive, cohesive business environment, the area will be a high-value welcoming destination for residents and visitors.



Examples of attractive entrance signage that establishing a theme, or character for a development. Similar monument style signs are recommended for development in the Village's industrial park, as well as along the STH 60 corridor. The use of pylon signs is not recommended.

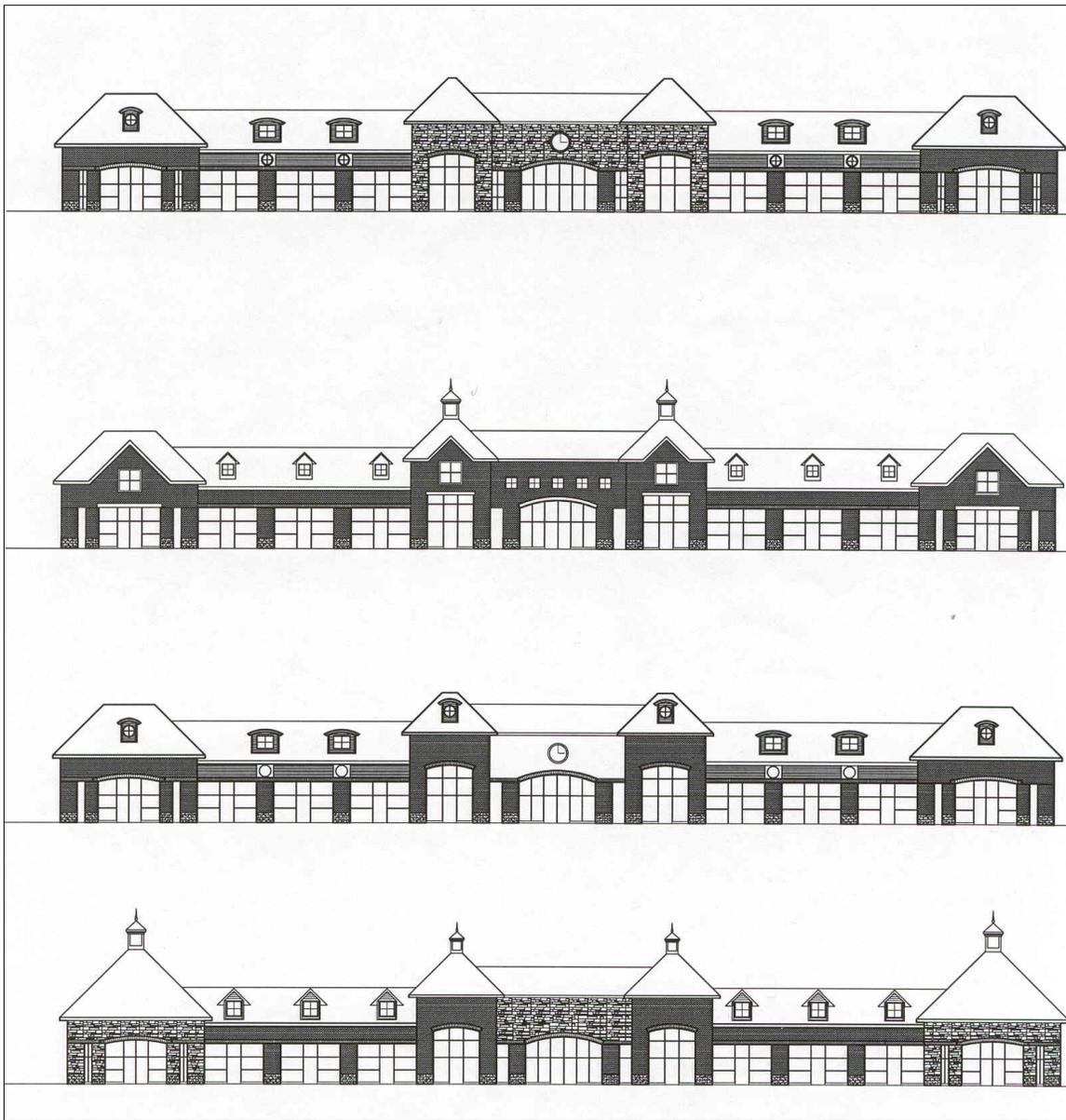


FIGURE 3 ATTRACTIVE BIG-BOX FACADES : The examples above illustrate shopping centers and “big box” facades that have been designed to present an attractive, welcoming environment for customers.

It is anticipated that development along STH 60, including in the vicinity of the STH 60/USH 41 interchange may include “big box” stores. “Big-box” retail can be defined as large-scale retailers, such as Wal-Mart, Kohls, Target, Best Buy, Circuit City, or Home Depot, that have buildings over 20,000 square feet in size and derive their profits from high sales volumes. They may operate as stand-alone facilities, or more commonly they are located in a “power center.”

Power centers usually have some common characteristics such as large rectangular single-story structures, a reliance on auto-borne traffic with large areas of parking, limited mass transit service, and a no frills site plan with little unique community character, mixed-use and pedestrian amenities. Power centers generally bring together various branches of the “big-box” family, for example, a discount department store, a warehouse club, a supermarket, and smaller outlets.

To accommodate these types of businesses, without jeopardizing community character, design standards are necessary. The intent of these types of standards is to require architectural features and patterns that provide visual interests, reduce massive aesthetic effects, and recognize local character. The design elements should be integral parts of the building fabric -- not superficially applied trim, graphics, or paint.

To achieve this purpose, building facades should include a repeating pattern to include the elements listed below.

- Color change
- Texture change
- Material module change
- Expression of architectural or structural bay through a change in plane no less than 12 inches in width, such as an offset, reveal, or projecting rib.

In addition, standards are necessary to require variations in rooflines to add interest to, and reduce the massive scale of large buildings. Parapets, mansard roofs, gable roofs, hip roofs, or dormers should be used to conceal flat roofs and roof top equipment from public view.

Exterior building materials and colors comprise a significant part of the visual impact of a building. Therefore, they should be aesthetically pleasing and compatible with materials and colors used in adjoining neighborhoods. Predominant exterior building materials shall be high quality materials. These include, without limitation:

- Brick
- Wood
- Sandstone
- Other native stone
- Tinted, textured, concrete masonry units

Entryway design elements and variations should give orientation and aesthetically pleasing character to the building. Each principal building on a site shall have clearly defined, highly visible customer entrances featuring some of the following design features:

- Canopies or porticos
- Overhangs
- Recesses/projections
- Arcades
- Raised corniced parapets over the door
- Peaked roof forms
- Arches
- Outdoor patios
- Display windows
- Architectural details such as tile work and moldings which are integrated into the building structure and design
- Integral planters or wing walls that incorporate landscaped areas and/or places for sitting

EXPANDED LOCAL BUSINESSES

Additional local retail and service businesses (i.e. restaurant, coffee shop, grocery, hardware, daycare, video rental, etc.) along Kettle Moraine and Washington Streets are desired to maintain local shopping choices. These businesses would rely on a local customer base, as compared to regional users and travelers that are targeted more to the STH 60 corridor.

Tools to Promote Economic Development

Tax Incremental Financing (TIF) helps the Village undertake public projects to stimulate beneficial development and redevelopment that would not otherwise occur. It is a mechanism for financing local economic development projects in underdeveloped and blighted areas. Taxes generated by the increased property values pay for land acquisition and needed public works.

The Village currently has two TIF districts. These districts will remain in effect through 2008 to payoff their initial debts.

In 2008/2009 or in later years, the Village anticipates establishing two new TIF districts. One of these districts will be dedicated to downtown redevelopment. The other will be for an industrial/business park in the northern portion of the Village.

INDUSTRIAL REVENUE BOND

The Department of Commerce's Industrial Revenue Bond (IRB) Program allows all Wisconsin cities, villages and Villages to support industrial development through the sale of tax-exempt

For more information on the Industrial Revenue Bond Program, contact the Wisconsin Department of Commerce at (608) 267-0762 or get information on the internet at:
www.commerce.state.wi.us

bonds. The proceeds from the bond sale are loaned to businesses to finance capital investment projects at, primarily, manufacturing facilities. Even though IRBs are municipal bonds, they are not general obligations of the municipality. The company or business that will use the facilities provides the interest and principal payments on the loan. The local government is in partnership with the business, lending its name, but not its credit, to the bond issue.

General Procedure for Establishing a TIF

The Village defines a TIF district. It may range in size from a single block to the entire Downtown area.

1. Tax assessments for the district are frozen at their current value.
2. The Village, through its tax-increment finance authority, can acquire land and make capital improvements in the district (e.g. streets, lighting, landscaping, etc.) to make it more desirable to developers.
3. When development occurs, the value of the land in the district increases. This increased value is taxed, but for a period of time while the TIF district is in effect, the additional tax revenues go to the TIF.
4. This additional tax revenue is used to pay off the expenses incurred by the Village in land acquisition and installation of capital improvements.

INTERNET MARKETING

Many communities in Wisconsin are creating Internet Web Pages. The Village of Slinger has a web page available at www.slinger-wi-usa.org. To use this site as an economic development tool, the Village should consider marketing itself by providing up-to-date detailed information about community services, programs, organizations and businesses.

Demographic, economic and housing statistics should also be provided on the web site. Much of this information could be taken from this plan. The Village should also include information on the availability of industrial/commercial lots, services provided, and cost. This type of information is a valuable resource to marketing professionals seeking development locations.



CAPITAL IMPROVEMENTS PROGRAM (CIP)

The Village of Slinger has a CIP, which it updates annually. The Village's CIP is an important planning tool for implementation of this plan, as well as other community objectives. The Village should continue to use its CIP to plan for future expenditures, thereby linking planning to the annual budgetary process. Through its CIP, the Village is able to responsibly plan for future improvements that may generate additional development in Slinger. For example, as part of its CIP, Slinger can budget for industrial park and business park infrastructure to support future development.

Program and Organization Assistance¹

A sound economic development program planning process requires an assessment of the historic economic development activities of a community. An assessment of this kind can indicate which types of economic development efforts have been successful. This may, in turn, help formulate the direction of future economic development efforts, and do so in a manner benefiting from past experience.

Local community economic development activities can be broadly categorized into five major functional areas:

1. Organizational development activities
2. Industry retention activities
3. Industry attraction activities
4. Small business development activities; and
5. Development of public facilities and services.

This section categorizes the existing economic development activities in the Village by these broad functional areas.

1. ORGANIZATIONAL DEVELOPMENT ACTIVITIES

The successful implementation of a local economic development program requires that the program be coordinated by an economic development organization consisting of public and private sector representatives who are knowledgeable regarding local economic conditions. The purpose of this organization should be to identify economic development problems in the Village, to identify solutions to these problems, and to coordinate the implementation of economic development problems in the Village, to identify solutions to these problems, and to coordinate the implementation of economic development activities that will help to improve economic conditions. While a number of economic development organizations can exist in a community, it is critical that a single organization be identified to lead the community's economic development efforts.

- **Village of Slinger.** The Village of Slinger in effect acts as a local economic development organization. The Village President, together with the Village Clerk and Administrator, lead this effort. The economic development activities of the Village may be categorized in three broad areas. First, the Village Administrator, Clerk and President are often the first people contacted by businesspersons that have a problem related to the conduct of their business in

¹ The information in this section was largely obtained from the *Village of Slinger Overall Economic Development Program Plan*, prepared by SEWRPC, October 1989.

the Village. Second, the Village staff receives inquiries regarding the availability of land and the condition of community facilities and services from businesses that are interested in a business expansion project in, or seeking to relocate to the Village. Third, the Village President, together with the Village Board and the Village staff have a responsibility for the maintenance of the community's public facilities and services, such as the sanitary sewerage system, the public water supply, public parks and related recreational areas, and various sections of the services, while often overlooked, are an important component of a local economic development program.

- **Village of Slinger Redevelopment Authority (RDA).** The Village of Slinger RDA acts as the financing agency for the TIF districts in the Village.
- **Slinger Advancement Association.** This volunteer organization has been around since 1949. The nearly 50 members include representatives of the business community and residents. The organization raises funds that it then invests back into the community. The Slinger Advancement Association has a successful history of fundraising through events like its annual brat fry and the Taste of Slinger.

The funds raised by the Slinger Advancement Association have been invested in the Village in a variety of ways, including: lights for the community Christmas tree, other holiday decorations, a park pavilion and other park improvements. Most recently, the Slinger Advancement Association has committed funds to assist in the purchase of identification/welcome signs for the Village.

- **Slinger Economic Development Corporation.** During the 1960's, a group of private individuals incorporated the Slinger Economic Development Corporation. Organized as a for-profit corporation, the purpose of the Corporation was to promote industrial development of the Village. While the Corporation has been inactive in the recent past, the Corporation retains approximately \$1,000 in cash assets.
- **Washington County Economic Development Advisory Committee.** In 1984, the Washington County Board of Supervisors created the Washington County Economic Development Advisory Committee. The Committee was created in response to a recommendation in the County's initial Overall Economic Development Program (OEDP) plan that was prepared in 1985 for the U.S. Economic Development Administration. The Committee provides advice to the County Board relative to economic development initiatives.
- **Washington County Planning Department - Economic Development Division.** The mission of the Economic Development Division is to develop strategies and coordinate a process that supports: a positive business climate for business retention and expansion; an enhanced awareness of the condition necessary for economically healthy communities; good jobs at good wages; attraction of modern industries with low impact on the environment; and retention of skilled and educated County citizens. The division also administers the Washington County revolving loan fund.
- **Southeastern Wisconsin Regional Planning Commission.** The Southeastern Wisconsin Regional Planning Commission is the official area wide planning agency for the southeastern region of Wisconsin. The Commission was created to provide the basic information and planning services necessary to solve problems, which transcend the corporate boundaries and fiscal capabilities of local units of government in the Region. The Commission's Economic

Development Division provides four basic types of services to local units of government upon request: economic development program planning; data and information; preparation and administration of economic development – related grant applications; and special project planning services.

2. INDUSTRY RETENTION ACTIVITIES

Studies have shown that the majority of new jobs in a community will result from the expansion of local employers, rather than the attraction of new employers. As a result, local economic development activities designed to assist in the expansion of local employers are important to a comprehensive local economic development program. In addition to the informal efforts of the Village leaders, Village staff, and the Village Economic Development Committee, the Wisconsin Department of Development (DOD) has primary responsibility for formal business retention activities.

- **Wisconsin Department of Workforce Development (www.dwd.state.wi.us).** The Wisconsin Department of Workforce Development (DWD) is the lead State agency for the development and implementation of economic development activities. The Department's primary responsibilities include providing job services, training and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings. Under the DWD umbrella, a wide variety of employment programs can be found which range from securing jobs for the disabled, assisting former welfare recipients as they make a transition into work, promoting 72 job centers and linking youth with the jobs of tomorrow.
- **Wisconsin Department of Commerce (www.commerce.state.wi.us).** This department is the state's primary agency for delivery of integrated services to businesses.
- **Federal Assistance.** Federal agencies also offer programs for local business retention. These agencies include:
 - Department of Agriculture Rural Development Administration – www.rurdev.usda.gov
 - US Small Business Administration – www.sba.gov: provides financial, technical and management assistance to help Americans start, run and grow their businesses.
 - US Department of Commerce – www.doc.gov

3. INDUSTRY ATTRACTION ACTIVITIES

While the retention and expansion of existing business is an important economic development activity, a comprehensive community economic development program should also include activities that will result in the attraction of new business establishments. In Wisconsin, Forward Wisconsin, Inc., and in the majority of the Southeastern Wisconsin Region, WE Energies, engages in activities designed to attract new business establishments. A description of the activities of these organizations, as well as a description of available promotional materials is provided on the next page.

- **Forward Wisconsin, Inc. (www.forwardwi.com)**. Forward Wisconsin, Inc., is a nonprofit corporation that was organized to attract new businesses to the State of Wisconsin, to promote in-state expansion of existing employers and assist in the start-up of new business enterprises. An important component of the assistance provided by Forward Wisconsin, Inc. is to provide information to site consultants nationwide by supplying factual information regarding the Wisconsin business resources base. The organization maintains a staff of professional economic development consultants that assist businesspersons in locating potential sites for business expansions, as well as securing the information necessary about each potential site that will facilitate a logical location decision. Forward Wisconsin, Inc. maintains offices in various locations throughout the State, with, importantly, one of these offices located in the City of Milwaukee, within each reach from the Village.

4. SMALL BUSINESS DEVELOPMENT

Currently, there are no specific economic development activities in the Village relative to the development and expansion of small business establishments. However, the University of Wisconsin-Extension and Wisconsin's Small Business Development Centers seek to fill this role.

- **UW-Extension**. The UW-Extension provides a range of business development services. Through the Washington County office of the University of Wisconsin-Extension, the Washington County Resource Development Agent offers:
 - Small business management assistance workshops or one-on-one counseling
 - Information on county revolving loan funds and other sources of financing
 - Research into available government loans
 - Local demographic information
- **Wisconsin Small Business Development Centers (www.uwex.edu/sbdc)**. These centers help ensure the state's economic health and stability. They offer formative business education, counseling, and technology training. The Small Business Development Center serving the Village of Slinger is located in Milwaukee.

5. COMMUNITIES FACILITIES & SERVICES

While maintaining economic development organization activities, as well as industry attraction, retention, and small business development activities are important components of local economic development, the maintenance of the community's public facilities and services is also important. For more information about local infrastructure and facilities, refer to the Utilities and community Facilities Chapter of this plan.

Environmentally Contaminated Sites

Development efforts can sometimes encounter the challenge of potentially contaminated properties, which are commonly referred to as brownfield sites (see box at right). Brownfield sites vary in size, location, age, and past use. A brownfield site can be a former corner gas station or an empty manufacturing plant. There are an estimated 10,000 brownfields across Wisconsin. These sites pose a number of problems for communities, including:

- Neighborhood deterioration and community blight
- Potential harm to human health and the environment
- Reduced tax revenue and economic growth
- Attraction for vandalism, open dumping and other illegal activity

The United States Environmental Protection Agency (EPA) defines **brownfield sites** as "With certain legal exclusions and additions, the term 'brownfield site' means real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant."

The term "brownfield" was first used to distinguish developed land from unused suburban and rural land, referred to as "greenfield" sites. The EPA, states, and municipalities believe that choosing brownfield redevelopment over greenfield development yields several benefits for communities and for commerce. Brownfield redevelopment encourages the cleanup of contaminated sites. This is the major goal of most modern environmental regulations. The fewer the number of contaminated sites, the less the cumulative impact to the environment. Another benefit of brownfield redevelopment is that it revitalizes urban areas. (Many brownfields are centrally located in urban areas.) This leads to another perceived benefit -- the minimization of green space development. When brownfields are redeveloped or revitalized in urban areas, less farmland on the urban fringe is developed, maintaining green space and reducing the need for expanding infrastructure and utilities. Finally, when brownfields are redeveloped and new businesses begin operating, these properties return tax base and provide jobs. This is a major financial incentive for municipalities to develop and encourage programs for brownfield redevelopment.

Using one of several databases, interested residents can search for properties in Slinger that have been impacted by environmental contamination (and have been reported). The WDNR Bureau for Remediation and Redevelopment Internet web site tracking list is one such database. This database is available at: www.dnr.state.wi.us/org/aw/rr/brrts/index.htm. This database tracks identified sites from first reporting through closure or no further action. Records are kept in perpetuity regardless of whether or not contamination was actually found, the size of the incidence, and whether or not the site has been cleaned. The database lists 59 sites in the Village.

Governments at all levels have recognized that brownfield redevelopment is an important issue. Numerous programs have been created to encourage brownfield redevelopment including grants, loans, and tax incentives. In the future, Slinger will encourage residents and landowners to pursue the clean up and redevelopment of any contaminated or brownfield site. Likewise, to minimize future environmental impacts, the Village will encourage environmentally friendly business development that is properly permitted and regulated to protect the Village's natural environment

Relationship to Other Required Plan Elements

Economic Development in Slinger directly affects the other elements of this comprehensive plan. Specifically, the Economic Development Element impacts the Land Use, Transportation, Housing and Intergovernmental Cooperation Elements. Therefore, it is important that the elements are consistent and support one another.

LAND USE ELEMENT

New commercial and industrial development must be located in areas that the market will support (typically clustered together). Furthermore, new commercial and industrial development should not create a nuisance for neighboring properties. As such, new development should have a minimal environmental impact and be located in areas that have access to needed infrastructure. These concerns were carefully considered during the development of the *Recommended Land Use Plan for 2025*.

TRANSPORTATION ELEMENT

Additional economic development may result in increased truck traffic for deliveries and more local traffic from customers frequenting businesses. This situation, if not carefully planned for, may create congestion. The Village must work with the county and WisDOT to monitor traffic flows to ensure that new development is appropriately planned and sited to minimize impact on adjacent roadways. Pedestrian access must also be considered in terms of access to business destinations.

HOUSING ELEMENT

New economic development typically creates more jobs and increases demand for more housing in the Village. To accommodate a growing housing demand, the Village strives to provide a variety of housing choices to serve new industrial and commercial development.

INTERGOVERNMENTAL COOPERATION

Many examples of successful economic development endeavors have required cooperation with neighboring units of government to market the overall economy of an area and, in turn, promote economic development within each participating community. There is a potential opportunity to coordinate and market economic development with Hartford and other nearby communities, particularly in relation to tourist parks in the region, Holy Hill, Slinger Speedway, and Little Switzerland.

Goals, Objectives & Policies

In 2025, Slinger expects to have a thriving downtown, industrial park, and regional shopping choices to support the local tax base without jeopardizing the residential character of the Village. The goals and objectives needed to expand the economic base are provided in Chapter 11. Supporting policies are provided below. The location for business and industrial development is illustrated on the *Recommended Land Use Plan for 2025*.

ECONOMIC DEVELOPMENT POLICIES

The Village of Slinger will assist in creating new employment opportunities by providing assistance to persons interested in developing new, or expanding existing, small businesses in the Village.

The Village of Slinger will continue to utilize the Village's Capital Improvement Program to anticipate future budget expenses and support infrastructure investments that are necessary for economic development.

The Village of Slinger will support development proposals that provide a mix of uses in the downtown, including residential, retail, and service establishments.

The Village of Slinger will work with the Washington County Economic Development Division on business retention / expansion opportunities.