

COMMUNITY DEVELOPMENT: PLANNING DIVISION
1720, 5630

SUMMARY INFORMATION

DEPARTMENT MANAGER:

Steve Crandell, Director of Community Development
Mike Hoeft, City Planner

LINKAGE TO STRATEGIC PLAN GOAL AREAS: Goals 3, 4 & 6

PROGRAM DESCRIPTION:

The Planning department provides the Common Council, City Plan Commission, and other boards and commissions with expertise and recommendations in the areas of City planning, neighborhood and special areas planning, City development and redevelopment, zoning, site plan review, subdivision plat review, historic preservation, land use-related ordinance development, growth and development monitoring and land use management.

The City's strategic plan is to strengthen the division's accountability and set a strategic direction/priority to allocate the division's resources to meet the goals/outcome measures of said plan. The Planning, Landmark, and Redevelopment Authority divisions' services and activities are linked to:

Goal 3.0 – Customer Focused Organization and Outcome Measures M-1 – Number of complaints and compliments.

Goal 4.0 – Strategic and Diverse Local Economy and Outcome Measures – M-1 – Ratio of Commercial/Industrial/Residential to tax base, M-2 – Number of new jobs created by new and existing businesses, M-3 – Percent change in Top 10 employers in the City, M-4 – Net gain in new jobs, and M-5 – Average earnings per job.

Goal 6.0 – Vibrant Neighborhoods and Business Areas and Outcome Measures M-1 – Number of building permits issued to existing properties, M-2 – Percent increase in assessed values, M-3 – Compliance with street trees management standards, and M-4 – Compliance with City's Park and Open Space plan. Refer to Appendix A and B for detail data on the outcome measurements which are designed to illustrate how well this division is doing on achieving the specific goals to the division.

STRATEGIC PLAN OUTCOME MEASUREMENTS:

GOAL 4.0: ECONOMICALLY STRONG AND DIVERSE

Outcome Measure M-1: Ratio of Residential, Commercial, and Industrial Tax Base

Note: Owner of Data – Community Development/Assessor

Note: Collection of data to be annually

| Class | 2007 | | 2008 | | 2009 | |
|-------------|----------------------|------|----------------------|------|----------------------|------|
| Residential | \$3,814,561,300 | 72% | \$3,879,356,700 | 71% | \$3,968,780,200 | 70% |
| Commercial | \$1,296,502,500 | 24% | \$1,360,748,400 | 25% | \$1,507,853,600 | 26% |
| Industrial | <u>\$203,246,700</u> | 4% | <u>\$203,175,900</u> | 4% | <u>\$205,310,900</u> | 4% |
| TOTAL | \$5,314,310,500 | 100% | \$5,443,281,000 | 100% | \$5,681,944,700 | 100% |

% COVERAGE PER COMPREHENSIVE PLAN

| | |
|--------------|--------------|
| Commercial | 21.4% |
| Residential | 42.3% |
| Industrial | 7.8% |
| Agricultural | <u>4.8%</u> |
| Total | 76.3% |

Note: Remaining 23.7% coverage would be government and institution, environmental and park.

Outcome Measure M-2: Number of new jobs created by new and existing business

Source – US Census Bureau

| City of Waukesha Jobs by Business Type | 2008 | | 2007 | | 2006 | |
|--|--------------|-------|--------------|-------|--------------|-------|
| Agriculture, Forestry, Fishing and Hunting | 3 | 0.0% | 3 | 0.0% | 0 | 0.0% |
| Mining, Quarrying, and Oil and Gas Extraction | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Utilities | 508 | 1.1% | 486 | 1.1% | 456 | 1.0% |
| Construction | 2,231 | 4.7% | 2,239 | 4.9% | 2,375 | 5.2% |
| Manufacturing | 12,736 | 26.8% | 12,726 | 27.6% | 12,634 | 27.6% |
| Wholesale Trade | 3,008 | 6.3% | 2,812 | 6.1% | 2,676 | 5.8% |
| Retail Trade | 4,660 | 9.8% | 3,876 | 8.4% | 3,942 | 8.6% |
| Transportation and Warehousing | 1,301 | 2.7% | 1,195 | 2.6% | 1,273 | 2.8% |
| Information | 582 | 1.2% | 567 | 1.2% | 440 | 1.0% |
| Finance and Insurance | 2,026 | 4.3% | 2,145 | 4.7% | 2,016 | 4.4% |
| Real Estate and Rental and Leasing | 390 | 0.8% | 366 | 0.8% | 403 | 0.9% |
| Professional, Scientific and Technical Services | 1,775 | 3.7% | 1,642 | 3.6% | 1,551 | 3.4% |
| Management of Companies and Enterprises | 633 | 1.3% | 585 | 1.3% | 351 | 0.8% |
| Administration & Support, Waste Management and Remediation | 2,372 | 5.0% | 1,612 | 3.5% | 1,793 | 3.9% |
| Educational Services | 2,094 | 4.4% | 2,129 | 4.6% | 2,176 | 4.8% |
| Health Care and Social Assistance | 6,092 | 12.8% | 6,425 | 14.0% | 6,285 | 13.7% |
| Arts, Entertainment and Recreation | 385 | 0.8% | 366 | 0.8% | 352 | 0.8% |
| Accommodation and Food Services | 2,677 | 5.6% | 2,758 | 6.0% | 2,852 | 6.2% |
| Other Services (excluding Public Administration) | 1,335 | 2.8% | 1,355 | 2.9% | 1,432 | 3.1% |
| Public Administration | <u>2,799</u> | 5.9% | <u>2,751</u> | 6.0% | <u>2,774</u> | 6.1% |
| Total Jobs | 47,607 | | 46,038 | | 45,781 | |

| Jobs by Worker Age | 2,008 | | 2,007 | | 2,006 | |
|---------------------------|--------------|-------|--------------|-------|--------------|-------|
| Age 29 or younger | 11,213 | 23.6% | 10,784 | 23.4% | 11,032 | 24.1% |
| Age 30 to 54 | 27,270 | 57.3% | 26,716 | 58.0% | 26,614 | 58.1% |
| Age 55 or older | 9,124 | 19.2% | 8,538 | 18.5% | 8,135 | 17.8% |

Outcome Measure M-3: Percent change in jobs at Top 10 Employers in City

Source – Waukesha County Workforce Development

Note: Data compared annually for % change.

| Name of Employer | Type of Business | 2009 Approximate Employment (Full-time Equivalents) | 2010 Approximate Employment (Full-time Equivalents) | % Change |
|----------------------------|-------------------------|--|--|---------------------|
| GE Healthcare | Medical Products | 2,938 | 2,958 | 0.68% |
| Waukesha Memorial Hospital | Health Services | 1,800 | 1,831 | 1.72% |
| School Dist. Of Waukesha | Education | 1,508 | 1,510 | 0.13% |
| Waukesha County * | Government | 1,384 | 1,401 | 1.23% |
| Cooper Power Systems | Manufacturing | 979 | 841 | -14.10% |
| Waukesha Engine | Engine Manufacturing | 689 | 600 | -12.92% |
| City of Waukesha | Government | 541 | 540 | -0.18% |
| Waukesha Electric Systems | Power Transformers | 627 | 511 | -18.50% |
| Carroll University | Education | 320 | 360 | 12.50% |
| Husco International | Electro Hydraulic Mfg | 327 | 330 | 0.92% |

* The Waukesha County increase includes 17 new full-time equivalent positions to staff the Pewaukee Patrol contract (which is a 14 full-time equivalent position decrease without the fully funded contract).

Outcome Measure M-5: Average salary of employees in new business

Source – US Census Bureau

| Jobs by Earnings Paid | | | | | | | | |
|--|-------------|-------|-------------|-------|-------------|--------|-------------|--------|
| | 2008 | | 2007 | | 2006 | | 2002 | |
| | Count | Share | Count | Share | Count | Share | Count | Share |
| \$1,250 per month or less | 9,005 | 18.9% | 8,776 | 19.1% | 9,490 | 20.7% | 9,748 | 24.5% |
| \$1,251 to \$3,333 per month | 16,335 | 34.3% | 15,940 | 34.6% | 16,148 | 35.3% | 16,512 | 41.5% |
| More than \$3,333 per month | 22,267 | 46.8% | 21,322 | 46.3% | 20,143 | 44.0% | 13,508 | 34.0% |
| Private Sector Jobs | | | | | | | | |
| Number of Employers | - | NA | - | NA | 2,713 | 100.0% | 3,017 | 100.0% |
| Employment (Beginning of 2nd quarter) | - | NA | - | NA | 42,467 | 100.0% | 43,723 | 100.0% |
| Employment, Stable Jobs | - | NA | - | NA | 37,667 | 100.0% | 38,410 | 100.0% |
| Separations, Stable Jobs | - | NA | - | NA | 3,036 | 100.0% | 3,673 | 100.0% |
| New Hires, Stable Jobs | - | NA | - | NA | 3,414 | 100.0% | 3,619 | 100.0% |
| Firm Job Gain | - | NA | - | NA | 2,118 | 100.0% | 2,383 | 100.0% |
| Firm Job Loss | - | NA | - | NA | 1,792 | 100.0% | 1,796 | 100.0% |
| Employment (reference quarter) | - | NA | - | NA | 49,342 | 100.0% | 51,961 | 100.0% |
| Avg Monthly Earnings, Stable Jobs | - | NA | - | NA | 2,793 | 100.0% | 2,512 | 100.0% |
| Avg Monthly Earnings, Separations from Stable Jobs | - | NA | - | NA | 1,177 | 100.0% | 955 | 100.0% |
| Avg Monthly Earnings, New Hires, Stable Jobs | - | NA | - | NA | 2,071 | 100.0% | 1,836 | 100.0% |

Outcome Measure M-6: Mean earnings per job per month

Source – US Census Bureau

The City is currently working on refining this measure but it appears the mean earnings per job per month falls between \$1,201 and \$3,333

SERVICES:

- ✚ Provide for improved physical development of the City
- ✚ Coordinate public and private activities relating to development
- ✚ Manage the City's development review function and assist citizens in processing development applications
- ✚ Assist neighborhood associations in implementation of neighborhood plans and revitalization activities
- ✚ Encourage community awareness of long-range planning issues and policies
- ✚ Coordinate activities and groups involved in downtown redevelopment
- ✚ Assist Landmarks Commission in historic preservation activities
- ✚ Administer Community Development Block Grant program and Lead Safe Grants
- ✚ Technical support to Boards and Commissions

ACTIVITY MEASURES:

| ACTIVITY | 2006 | 2007 | 2008 | 2009 | 2010 * |
|--------------------------------|------|------|------|------|--------|
| Final Plats & C.S.M.s | 24 | 4 | 18 | 10 | 6 |
| Rezoning | 12 | 26 | 8 | 8 | 6 |
| Residential P.U.D. | 9 | 12 | 1 | 0 | 0 |
| Annexations | 17 | 30 | 4 | 0 | 0 |
| BZA Items | 32 | 20 | 35 | 25 | 10 |
| Site Plan Architectural Review | 71 | 85 | 74 | 60 | 36 |
| Conditional Uses | 26 | 20 | 26 | 17 | 14 |
| Preliminary Plats | 5 | 4 | 0 | 1 | 2 |
| Miscellaneous | 65 | 46 | 22 | 31 | 20 |
| Signs | 103 | 115 | 164 | 124 | 69 |
| Landmarks | 45 | 132 | 103 | 103 | 19 |

* Thru June 30, 2010

2010 STRATEGIC PLAN INITIATIVES SUMMARY:

Goal 3.0 Customer focused organization: Establish city-wide customer service standards (led by Customer Service Training).

Goal 4.0 Strong and Diverse Local Economy: Develop an updated comprehensive central-city master plan and partner with other organizations (Chamber, etc.) and conduct a business survey on follow-up visits.

Goal 6.0 Vibrant Neighborhoods and Business Areas: Conduct a comprehensive transit study (led by Public Works).

BUDGET SUMMARY:

| Major Expense Category | 2009 Actual | 2010 Budget | 2010 Y/E Est | 2011 Adopted | % Change |
|------------------------|----------------|--------------|--------------|--------------|-----------------|
| Personal Services | \$693,732 | \$706,813 | \$734,122 | \$636,149 | -10.00% |
| Contractual Services | \$35,116 | \$3,520 | \$8,820 | \$3,740 | 6.25% |
| Supplies & Expenses | \$18,826 | \$28,155 | \$89,243 | \$21,600 | -23.28% |
| Capital Outlay | <u>\$1,087</u> | <u>\$700</u> | <u>\$700</u> | <u>\$0</u> | <u>-100.00%</u> |
| Total | \$748,761 | \$739,188 | \$832,885 | \$661,489 | -10.51% |

Weed Control

PROGRAM DESCRIPTION:

The Weed Control program provides for enforcement of City ordinances dealing with tall grass and weeds.

SERVICES:

- ✚ Compliance with City's tall grass ordinance and hold hearing s as per ordinance
- ✚ Control the grown of noxious weeds according to City ordinance per directive of Weed Commissioner (Community Development Director)

BUDGET SUMMARY:

| Major Expense Category | 2009 Actual | 2010 Budget | 2010 Y/E Est | 2011 Adopted | % Change |
|------------------------|-------------|-------------|--------------|--------------|----------|
| Contractual Services | \$1,480 | \$8,000 | \$8,000 | \$8,000 | 0.00% |
| Total | \$1,480 | \$8,000 | \$8,000 | \$8,000 | 0.00% |

Planning Personnel

STAFFING:

| Position | Full-Time Equivalent Employees | | |
|-----------------------------------|--------------------------------|-------------|--------------|
| | 2009 Actual | 2010 Actual | 2011 Adopted |
| Director of Community Development | 1.00 | 1.00 | 1.00 |
| City Planner | 1.00 | 1.00 | 1.00 |
| Planner II | 1.00 | 1.00 | 1.00 |
| Planner I (1) | 2.00 | 2.00 | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 |
| Clerk Stenographer II | 1.00 | 1.00 | 1.00 |
| Clerk Typist II (2) | <u>0.25</u> | <u>0.25</u> | <u>0.25</u> |
| Total | 7.25 | 7.25 | 6.25 |

Budget Notes:

1. The Planner I is being reduced due to a vacancy in the office.
2. The Clerk Typist II position is part-time, working 20 hours per week, splitting time between Planning and Building Inspection. One half of the salary and benefits is charged to Planning and the other half to Building Inspection (2310).