

# 6 Economic Development

This element includes existing conditions, goals, objectives, and recommendations to help guide development of economic resources within the town. This element also includes an assessment of local strengths and weaknesses with respect to attracting and retaining businesses.

## Existing Conditions

### Education Level of Labor Force

The labor force in Shelby has a high level of educational attainment as demonstrated below.

**Table 6.1: Educational Levels, 2000**

		Town of Shelby	Town of Medary	City of La Crosse	La Crosse County
<b>Population 25 Years and Over</b>		<b>3,166</b>	973	29,391	63,308
<b>Less than 9<sup>th</sup> Grade</b>	Number	<b>43</b>	32	1,402	2,687
	Percent	<b>1.4%</b>	3.3%	4.8%	4.1%
<b>9th to 12th grade, no diploma</b>	Number	<b>114</b>	20	2,197	4,062
	Percent	<b>3.6%</b>	2.1%	7.5%	6.2%
<b>High school graduate -includes equivalency</b>	Number	<b>728</b>	205	9,290	20,823
	Percent	<b>23%</b>	21.1%	31.6%	31.9%
<b>Some college, no degree</b>	Number	<b>570</b>	211	6,661	14,176
	Percent	<b>18%</b>	21.7%	22.7%	21.7%
<b>Associate degree</b>	Number	<b>261</b>	152	2,760	6,945
	Percent	<b>8.2%</b>	15.6%	9.4%	10.6%
<b>Bachelor's degree</b>	Number	<b>681</b>	227	4,543	10,642
	Percent	<b>21.5%</b>	23.3%	15.5%	16.3%
<b>Graduate or professional degree</b>	Number	<b>769</b>	126	2,538	5,928
	Percent	<b>24.3%</b>	12.9%	8.6%	9.1%

Source: U.S. Bureau of the Census, 2000

**Participation in Labor Force**

Of those 16 years and over that are active in the labor force only 2.6% percent are currently without a job. The Town of Shelby is experiencing exceptionally strong employment numbers, as almost 98 percent of their residents are employed.

**Table 6.2: Workforce Participation, 2000**

		Town of Shelby	Town of Medary	City of La Crosse	La Crosse County
<b>Population 16 Years and Over</b>		<b>3,546</b>	1,123	43,058	84,831
<b>Civilian labor force</b>	Number	<b>2,416</b>	28,056	865	59,516
	Percent	<b>68.1%</b>	65.2%	77.0%	70.2%
<b>Employed</b>	Number	<b>2,352</b>	26,761	845	57,073
	Percent	<b>66.3%</b>	62.2%	75.2%	67.3%
<b>Armed Forces</b>	Number	<b>3</b>	23	2	40
	Percent	<b>0.1%</b>	0.1%	0.2%	0.0%
<b>Not in Labor Force</b>	Number	<b>1,127</b>	14,979	256	25,275
	Percent	<b>31.8%</b>	34.8%	22.8%	29.8%
<b>Unemployment Rate</b>		<b>2.6%</b>	2.3%	4.6%	4.1%

Source: U.S. Bureau of the Census, 2000

**Employment Statistics**

The majority of the labor force in the Town derives their income from private companies. The figure below outlines the various sources of income. The largest income generator is the private sector employees, followed by government workers who account for nearly 16 percent of the labor force.

**Table 6.3: Employment by Employer Type**

	Private Company	Government	Self-Employed	Unpaid Family Worker
<b>Shelby</b>	<b>79%</b>	<b>16%</b>	<b>6%</b>	<b>0%</b>
La Crosse County	82%	14%	5%	0.2%
Wisconsin	81%	13%	6%	0.3%

Source: U.S. Bureau of the Census, 2000

**Table 6.4: Employment by Occupation, 2000**

		Town of Shelby	Town of Campbell	City of La Crosse	La Crosse County
<b>Employed civilian population 16 years and over</b>		<b>2,352</b>	2,540	26,761	57,073
<b>Management, professional, and related occupations</b>	Number	<b>1,213</b>	7,453	778	17,601
	Percent	<b>51.6%</b>	27.9%	30.6%	30.8%
<b>Service</b>	Number	<b>240</b>	5,447	392	9,584
	Percent	<b>10.2%</b>	20.4%	15.4%	16.8%
<b>Sales and Office</b>	Number	<b>535</b>	7,785	594	15,636
	Percent	<b>22.7%</b>	29.1%	23.4%	27.4%
<b>Farming, fishing, and forestry</b>	Number	<b>8</b>	54	9	190
	Percent	<b>0.3%</b>	0.2%	0.4%	0.3%
<b>Construction, extraction, and maintenance</b>	Number	<b>142</b>	1,777	204	4,346
	Percent	<b>6.0%</b>	6.6%	8.0%	7.6%
<b>Production, transportation, and material moving</b>	Number	<b>214</b>	4,245	563	9,716
	Percent	<b>9.1%</b>	15.9	22.2%	17.0%

Source: U.S. Bureau of the Census, 2000

Over 50% of the Town's workforce is employed in management or professional related occupations. This is significantly higher than the percentage found in other parts of the County. Less than one percent of the Town is involved in farming, fishing or forestry occupations.

**Table 6.5: Average Annual Wages for La Crosse County Employees 2003**

	Average Annual Wage
All Industries	\$29,982
Natural Resources	\$29,952
Construction	\$36,917
Manufacturing	\$37,342
Trade, Transportation, Utilities	\$26,404
Information	\$40,021
Financial Activities	\$35,861
Professional & Business Services	\$31,815
Education & Health	\$34,901
Leisure & Hospitality	\$9,588
Other Services	\$17,483
Public Administration	\$32,509

Source: State of Wisconsin Department of Workforce Development, 2003

### Economic Base

Table 10.6 lists the top ten industry groups by employment for La Crosse County in March 2003. Two (2) industry types experienced employment increases between 2002 and 2003; most of the gains were in health care, and finance. Six (6) industry types were down in 2003; most of these job losses were in wholesaling, and merchandising. Data was unavailable for two (2) of the ten (10) industry types.

**Table 6.6: Top Industry Groups: La Crosse County**

Industry Group	March 2003		Number change
	Employers	Employees	2002-2003
Educational Services	30	5,428	-64
Food Services and Drinking Places	205	4,977	-5
Hospitals	(x)	(x)	(x)
Ambulatory Health Care Services	103	4039	472
Machinery Manufacturing	(x)	(x)	(x)
Administrative and Support Services	97	2421	-78
Merchant Wholesalers, Nondurable Goods	54	2139	-312
Credit Intermediation and Related Activity	45	2013	216
General Merchandise Stores	12	1955	-152
Nursing and Residential Care Facilities	16	1805	-78

Source: Wisconsin Department of Workforce Development, 2003

**Table 6.7: Top Employers in La Crosse County**

Private		
Gundersen Lutheran	5,000 FTE employees	Health Care
Trane	2,500 FTE employees	Manufacturer
Franciscan Skemp Healthcare/Mayo Health System	2,350 FTE employees	Health Care
Kwik Trip	900 FTE employees	Convenience Store
CenturyTel	830 FTE employees	Telephone Utility
The Company Store	567 FTE employees	Manufacturer
APAC Customer Service	500 FTE employees	Telephone & Telecommunications
Dairyland Power Cooperative	425 FTE employees	Electric Utility
Bethany-St. Joseph Corp.	420 FTE employees	Nursing Home
Burlington Northern Santa Fe Railroad	400 FTE employees	Rail Transport

Government/Education		
County of La Crosse	1,100 FTE employees	Government
School District of La Crosse	1,060 FTE employees	Education
University of Wisconsin-La Crosse	1,000 FTE employees	Education
City of La Crosse	525 FTE employees	Government
School District of Holmen	449 FTE employees	Education
Western Technical College	418 FTE employees	Education

Source: La Crosse Area Chamber of Commerce. 2005

**Environmentally Contaminated Sites**

The Comprehensive Planning Law requires communities to evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The Wisconsin Department of Natural Resources (DNR) Environmental Remediation and Redevelopment Program maintains a list of contaminated sites, or brownfields. The DNR identifies brownfields as “abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination.” Properties listed in the DNR database are self-reported and do not represent a comprehensive listing of possible brownfields in a community. Other state and federal databases may provide more comprehensive lists for the Town. As of January 2006, there were no sites in the Town was listed on the Bureau for Remediation and Redevelopment Tracking System (BRRTS).

**Employment Projections**

The State of Wisconsin’s Department of Workforce Development’s “La Crosse County Workforce Profile” provides insight into the regional employment forecast for the County. This section illustrates employment forecasts for the La Crosse County area and for the entire State of Wisconsin.

Table 10.8 lists the top 10 occupations experiencing the fastest growth rates and the most job openings in Western Wisconsin. Many of the fastest growing occupations fall into either the “management, professional or related occupations” category or the “service” category, and there is a particular growth trend in computer software and support occupations as well as medical support occupations. The areas with the most openings are generally “service occupations,” with some exceptions.

**Table 6.8: Western Region Occupation Projections: 2010**

	<b>Top Ten Occupations</b>	<b>Education &amp; Training Typically Required</b>	<b>Average Wage</b>
<b>Fastest Growth</b>	Computer Support Specialists	Associate degree	\$16.65
	Network Systems/Data Communications Analysis	Bachelor's degree	\$23.49
	Medical Records/Health Info Techs	Associate degree	\$11.43
	Medical Assistants	1-12 mo. on-the-job	\$10.61
	Personal and Home Care Aides	1-month or less training	\$8.25
	Computer/Information Systems Managers	Work experience & degree	\$29.77
	Social/Human Service Assistants	1-12 mo. on-the-job	\$12.30
	Computer Systems Analysts	Bachelor's degree	\$24.14
	Home Health Aides	1-month or less training	\$9.03
	Dental Assistants	1-12 mo. on-the-job	\$10.93
<b>Most Openings</b>	Combination Food Preparation/Service Workers Including Fast Food	1-month or less training	\$6.91
	Cashiers	1-month or less training	\$7.60
	Retail Salespersons	1-month or less training	\$9.04
	Waiters/Waitresses	1-month or less training	\$7.55
	Registered Nurses	Bachelor's degree	\$20.23
	Truck Drivers/Heavy/Tractor-Trailer	1-12 mo. on-the-job	\$20.88
	Janitors/Cleaners, Maids/Housekeepers	1-month or less training	\$9.42
	Office Clerks/General	1-month or less training	\$10.27
	Bartenders	1-month or less training	\$7.41
	Nursing Aids/Orderlies/Attendants	1-month or less training	\$9.95

Source: WI DWD, Bureau of Workforce Information, 2002

## Strengths and Weaknesses for Economic Development

**Strengths:** The Town enjoys local access to the regional highway system. USH 14/61 and STH 35 both traverse Town boundaries, and provide access to other more regional transportation networks including freight, rail, and shipping facilities in nearby communities. Shelby also provides plenty of undeveloped land that could be utilized by both developing industries and residential contractors to provide corporate campus-type development. Close proximity to other industries within La Crosse County is also a local attribute.

**Weaknesses:** Meetings on the preparation of this Plan with the Plan Commission and residents of the community revealed the economic development outlook for the Town is less than it could be because of the lack of localized water or sewer system. Many noted that business owners, industries, and commercial uses require pressurized water systems to ensure sufficient product delivery and timely service provision. The Town is also located within a region that contains many other municipalities with more advanced service capacity, including the City of La Crosse that also provides direct access to Interstate 90.

### Desired Businesses

Preferred business types are of a smaller scale mixed use nature along main arterials.

## Goals, Objectives, and Recommendations

Goals and objectives identify what the plan should accomplish. Goals are statements that describe a desired future condition, often in general terms. Objectives are statements that describe a specific future condition to be attained, to reach the established goals.

Recommendations identify the action necessary to achieve goals and objectives. For this reason, recommendations should be actionable, attainable, and specific. Not all recommendations can be achieved in the short-term, so they should be specific enough so that any individual or group wishing to achieve a stated goal can take action.

The following goals, objectives, and recommendations were jointly developed by the Town of Shelby Land Use Planning Committee and its consultants.

**Economic Development Goal:** Participate in ongoing efforts to promote economic growth in the region.

### Objectives:

- a. Define the types of business growth that are desired and appropriate in Shelby.
- b. Define the types of business growth that are desired and appropriate in the Region.
- c. Define, preserve, and enhance the unique aspects of Shelby that contribute to the overall quality of life that and the region's ability to attract and maintain businesses.

### Recommendations:

1. Promote sustainable development, energy conservation, and green building techniques in new commercial development.
2. Promote small commercial "cottage" business in allowed areas designated by this Comprehensive Plan.