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# **Employment in Wisconsin's Downtowns**

by

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# Employment in Wisconsin's Downtowns

## Introduction

Downtowns throughout the state are major centers of employment. Companies, government institutions, and other businesses located in or near downtowns generate large amounts of local revenue, income and economic activity. These organizations also bring a daily stream of workers into the area. While the businesses themselves are most commonly acknowledged as catalysts of economic growth, their employees also have an impact on the downtown economy.

This paper describes the type of employers that are located in Wisconsin's downtowns:

1. Number of jobs associated with downtown employers
2. The mix and diversity of downtown employers
3. Differences in the employment mix based on size of city

The information in this paper can be used by downtown and economic development leaders to compare their employment mix with other similar size cities in the state. The results of this comparison could provide information on the importance of downtown as a place for job retention and creation efforts. The comparison can also be used to assess relative gaps (or surpluses) in certain employment categories that might signal need for further analysis. In summary, it can be used to inform economic development and job creation efforts.

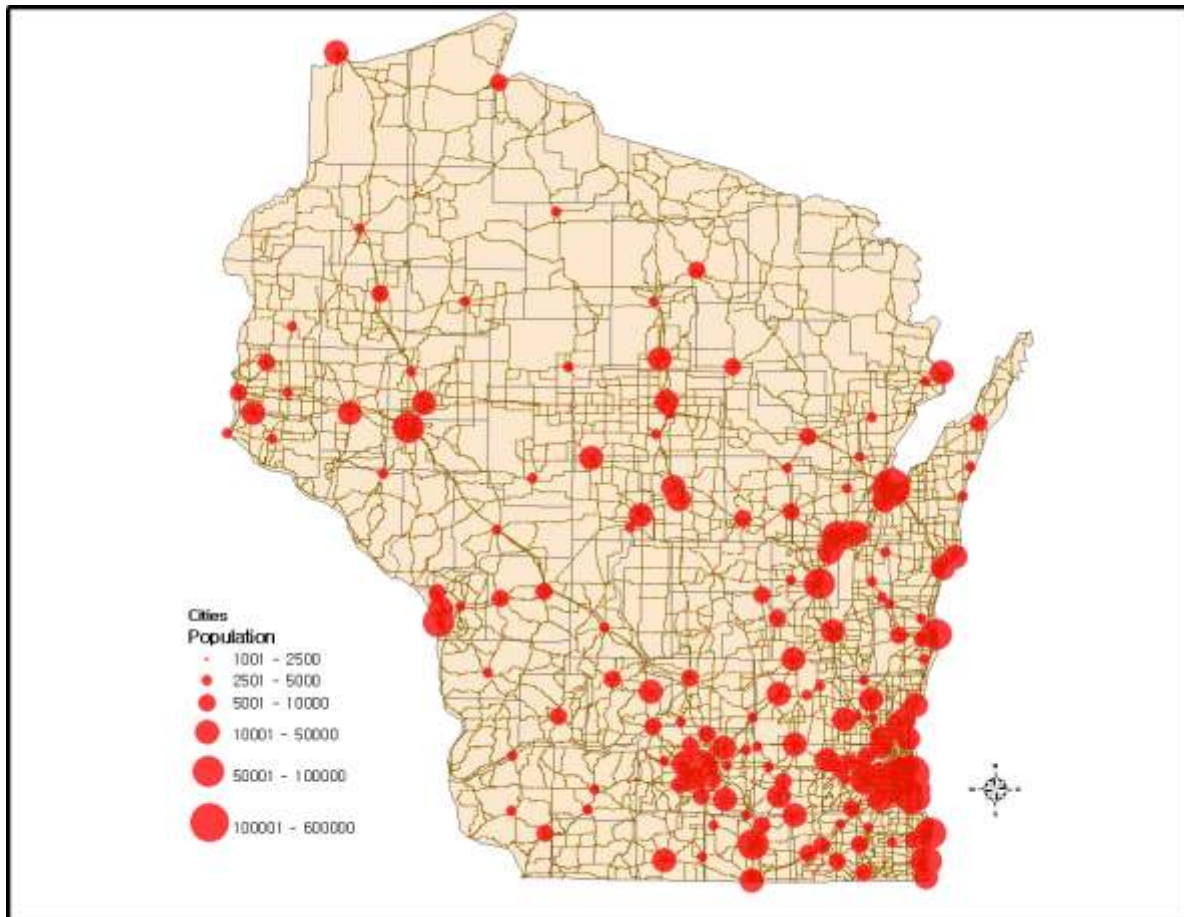
For consistency, most of the following discussion focuses on businesses located within .5 miles of the economic center of the downtown district. Data on the .5 mile radius and for the entire state are shaded in tables for ease of identification.

## Identification of Similar Size Communities

The first step in this analysis was to sort all Wisconsin cities and villages by population. Using 2009 population estimates, the following seven groups were formed:

City or Village Population	Number of Communities
1,000-2,500	143
2,500-5,000	60
5,000-10,000	45
10,000-25,000	39
25,000-50,000	13
50,000-100,000	10
Over 100,000	3

The table that follows identifies the specific cities and villages that were used. A small number of cities and villages in the state with populations within these ranges were excluded because they either lacked a distinct downtown district or had limited business activity. In addition, an estimated 281 very small cities and villages with less than 1,000 people were not included in this analysis.



## Wisconsin Cities and Villages by Population Group

### Pop. 1,000-2,500

Abbotsford  
Adams  
Albany  
Arcadia  
Athens  
Augusta  
Bangor  
Barneveld  
Belgium  
Belleville  
Big Bend  
Black Creek  
Black Earth  
Blair  
Bonduel  
Boyceville  
Buffalo City  
Butler  
Cadott  
Cambridge  
Cameron  
Campbellsport  
Cashton  
Cassville  
Cedar Grove  
Chetek  
Clear Lake  
Cleveland  
Clinton  
Colby  
Colfax  
Combined Locks  
Cornell  
Crandon  
Cuba City  
Cumberland  
Darien  
Darlington  
Deerfield  
Denmark  
Dickeyville  
Dousman  
Durand  
Eagle  
Eagle River  
Edgar  
Elkhart Lake  
Elroy  
Fall Creek  
Fall River  
Fennimore  
Fontana-on-Geneva  
Fox Lake  
Frederic  
Fredonia  
Galesville  
Genoa City  
Gillett  
Glenwood City  
Grantsburg  
Green Lake  
Greenwood  
Hammond  
Hayward  
Hazel Green

Hilbert  
Hillsboro  
Hortonville  
Hurley  
Hustisford  
Independence  
Iola  
Johnson Creek  
Juneau  
Lake Nebagamon  
Lannon  
Loyal  
Luck  
Luxemburg  
Manawa  
Maple Bluff  
Marathon City  
Marion  
Markesan  
Mazomanie  
Merton  
Mishicot  
Montello  
Monticello  
Muscodia  
Nashotah  
New Glarus  
New Lisbon  
Newburg  
Niagara  
North Prairie  
Oakfield  
Orfordville  
Osceola  
Osseo  
Palmyra  
Pardeeville  
Phillips  
Port Edwards  
Poynette  
Princeton  
Randolph  
Random Lake  
Redgranite  
Reedsville  
River Hills  
Rochester  
Schofield  
Sharon  
Shell Lake  
Sherwood  
Shullsburg  
Silver Lake  
Somerset  
Spencer  
Spring Green  
Spring Valley  
St. Croix Falls  
Stanley  
Stratford  
Strum  
Theresa  
Thorp  
Trempealeau  
Turtle Lake  
Walworth

Washburn  
Wautoma  
Westby  
Westfield  
Weyauwega  
Whitehall  
Williams Bay  
Winneconne  
Wisconsin Dells  
Wittenberg  
Woodville  
Wrightstown

### Pop. 2,500-5,000

Algoma  
Amery  
Baldwin  
Black River Falls  
Bloomer  
Boscobel  
Brillion  
Brodhead  
Chilton  
Clintonville  
Columbus  
Cottage Grove  
Cross Plains  
Dodgeville  
East Troy  
Edgerton  
Ellsworth  
Evansville  
Horicon  
Howards Grove  
Jackson  
Kewaskum  
Kewaunee  
Ladysmith  
Lake Mills  
Lancaster  
Lodi  
Marshall  
Mauston  
Mayville  
Medford  
Mineral Point  
Mondovi  
Mosinee  
Neillsville  
Nekoosa  
New Holstein  
Oconto Falls  
Omro  
Oostburg  
Park Falls  
Peshtigo  
Prairie du Sac  
Prescott  
Pulaski  
Rothschild  
Sauk City  
Saukville  
Seymour  
Slinger  
Spooner

Thiensville  
Tomahawk  
Union Grove  
Viroqua  
Wales  
Waterford  
Waterloo  
West Salem

### Pop. 5,000-10,000

Altoona  
Antigo  
Ashland  
Berlin  
Burlington  
DeForest  
Delafield  
Delavan  
Elkhorn  
Elm Grove  
Hartland  
Holmen  
Hudson  
Jefferson  
Kimberly  
Lake Geneva  
McFarland  
Milton  
Monona  
Mukwonago  
New London  
New Richmond  
Oregon  
Pewaukee  
Platteville  
Plymouth  
Portage  
Prairie du Chien  
Reedsburg  
Rhineland  
Rice Lake  
Richland Center  
Ripon  
Shawano  
Sheboygan Falls  
Sparta  
St. Francis  
Sturgeon Bay  
Sturtevant  
Sussex  
Tomah  
Twin Lakes  
Verona  
Waunakee  
Waupaca

### Pop. 10,000-25,000

Baraboo  
Beaver Dam  
Cedarburg  
Chippewa Falls  
Cudahy  
De Pere  
Fitchburg  
Fort Atkinson  
Germantown

Glendale  
Grafton  
Hartford  
Kaukauna  
Little Chute  
Marinette  
Marshfield  
Menasha  
Menomonie  
Mequon  
Merrill  
Middleton  
Monroe  
Muskego  
Neenah  
Oconomowoc  
Onalaska  
Pleasant Prairie  
Plover  
Port Washington  
River Falls  
South Milwaukee  
Stevens Point  
Stoughton  
Sun Prairie  
Two Rivers  
Watertown  
Waupun  
Whitewater  
Wisconsin Rapids

### Pop. 25,000-50,000

Beloit  
Brookfield  
Fond du Lac  
Franklin  
Greenfield  
Manitowoc  
Menomonee Falls  
New Berlin  
Oak Creek  
Superior  
Wausau  
Wauwatosa  
West Bend

### Pop. 50,000-100,000

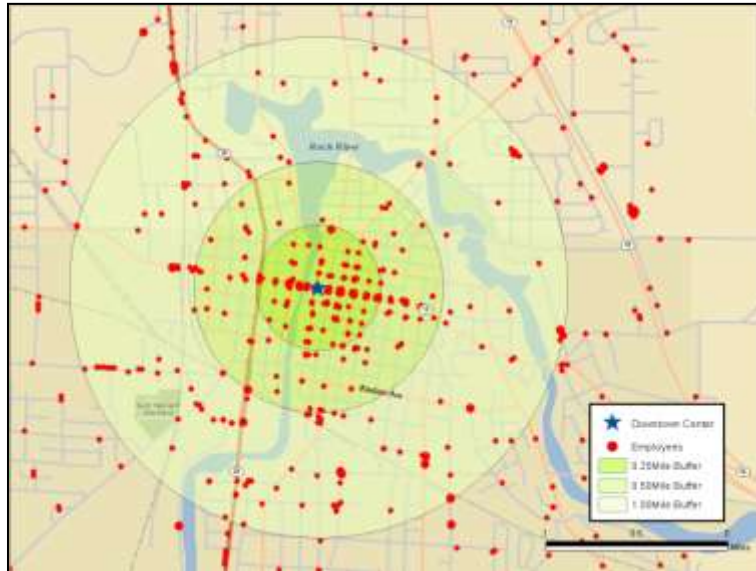
Appleton  
Eau Claire  
Janesville  
Kenosha  
La Crosse  
Oshkosh  
Racine  
Sheboygan  
Waukesha  
West Allis

### Pop. Over 100,000

Green Bay  
Madison  
Milwaukee

## Identification of Downtown Employers in Each Community

Using geographic information systems (GIS), InfoUSA business location data was placed on a map along with streets and other local features.<sup>1</sup> Some corrections to the data were made due to obvious location positioning (“geo-coding”) errors and NAICS coding errors. The approximate middle of each downtown district was visually estimated for each of the cities and villages listed earlier. This middle point (geographical center or “centroid”) was based on the local street grid structure and density of business points. The central part of the community (typically the central business district or CBD) with the highest concentration of businesses was assumed to be the middle of downtown.



For each city and village, rings were drawn around the center of downtown. All businesses within a .25 mile, .5 mile, and 1 mile ring were combined with data from other similar sized communities to determine state averages.

The data from InfoUSA was then used to summarize what type of businesses and number of employees (full and part-time) exist in each of the city/village size categories at the five-digit NAICS code.<sup>2</sup> A glossary of those business categories used and their corresponding NAICS codes are pressed in the Appendix of this report.<sup>3</sup>

<sup>1</sup> InfoUSA data as included in the 2010 release of ESRI Business Analyst. All business datasets have limitations including InfoUSA. Close examination of the data reveals some duplicate business data, incorrect geocoding, and missing data. InfoUSA estimated total “jobs” in Wisconsin to be 3.1M while other sources report estimates closer to 2.5M. Further, it is unclear if all employees assigned to a particular business location are actually employed at that location. Still, InfoUSA data was chosen for this analysis because it is updated annually, geographically linked to a specific location, and provides descriptions of the primary business category by 5-digit NAICS code.

<sup>2</sup> The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

<sup>3</sup> It is important to note that when classifying businesses into a specific category, each business is placed into only one category. The category used should reflect the primary line of business.

## Data Analysis and Findings

Data for each population group are presented in tables 1 through 10. The distribution of employment by sector is also provided with a total state comparison. Data comparing the .5 mile ring (focus of this paper) and Wisconsin are identified in the shaded areas of the tables for easy identification.

Based on InfoUSA data, there are approximately 594,000 employees within the .5 mile ring of the centers of Wisconsin downtowns. This is approximately 20-percent of total full and part-time jobs.<sup>4</sup> Approximately 23 percent of these employees are located in the downtowns of the three largest cities: Milwaukee, Madison and Green Bay. The remaining 77 percent still represent a large number of employees who are spread among small to mid-size communities statewide.

Tables 1-7 are provided for each population group and include the average number of employees contained in each of the three downtown rings (.25 mile, .5 mile, and 1 mile).

[Table 1. Wisconsin Cities/Villages with 1,000-2,500 Pop.](#)

[Table 2. Wisconsin Cities/Villages with 2,500-5,000 Pop.](#)

[Table 3. Wisconsin Cities/Villages with 5,000-10,000 Pop.](#)

[Table 4. Wisconsin Cities/Villages with 10,000-25,000 Pop.](#)

[Table 5. Wisconsin Cities/Villages with 25,000-50,000 Pop.](#)

[Table 6. Wisconsin Cities/Villages with 50,000-100,000 Pop.](#)

[Table 7. Wisconsin Cities/Villages with over 100,000 Pop.](#)

Tables 8-10 provides the same data, but presented as total number of jobs (instead of average number of jobs) for each of the population groups. These tables are organized by size of the downtown ring (.25 mile, .5 mile, and 1 mile).

[Table 8. Number of Downtown Employees in Wisconsin Cities/Villages \(within .25 Mile of the Downtown Center\)](#)

[Table 9. Number of Downtown Employees in Wisconsin Cities/Villages \(within .5 Mile of the Downtown Center\)](#)

[Table 10. Number of Downtown Employees in Wisconsin Cities/Villages \(within 1 Mile of the Downtown Center\)](#)

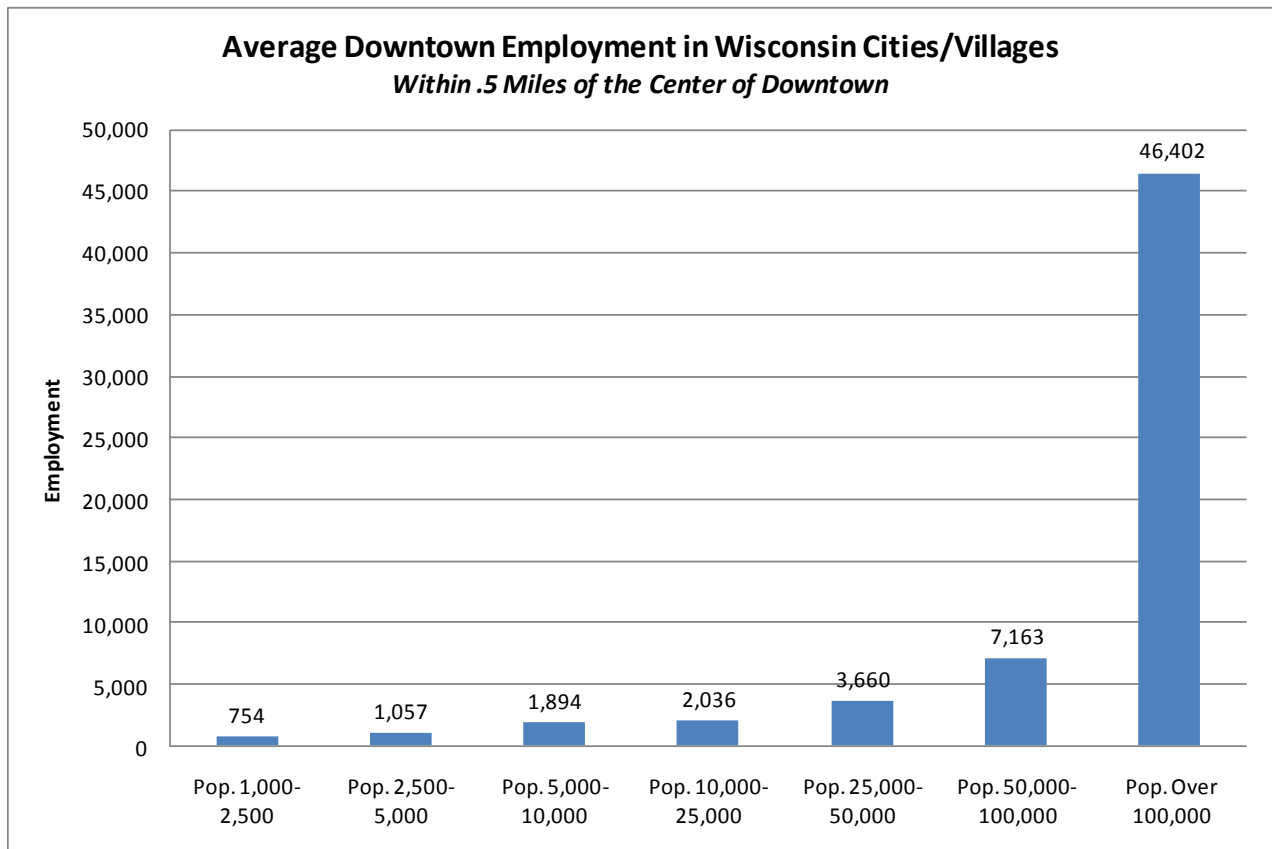
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<sup>4</sup> All data are based on InfoUSA estimates to maintain consistency. There are more accurate statewide estimates of employment that available, but these estimates are not available by detailed NAICS code at the small geographic study areas that are use in this paper.

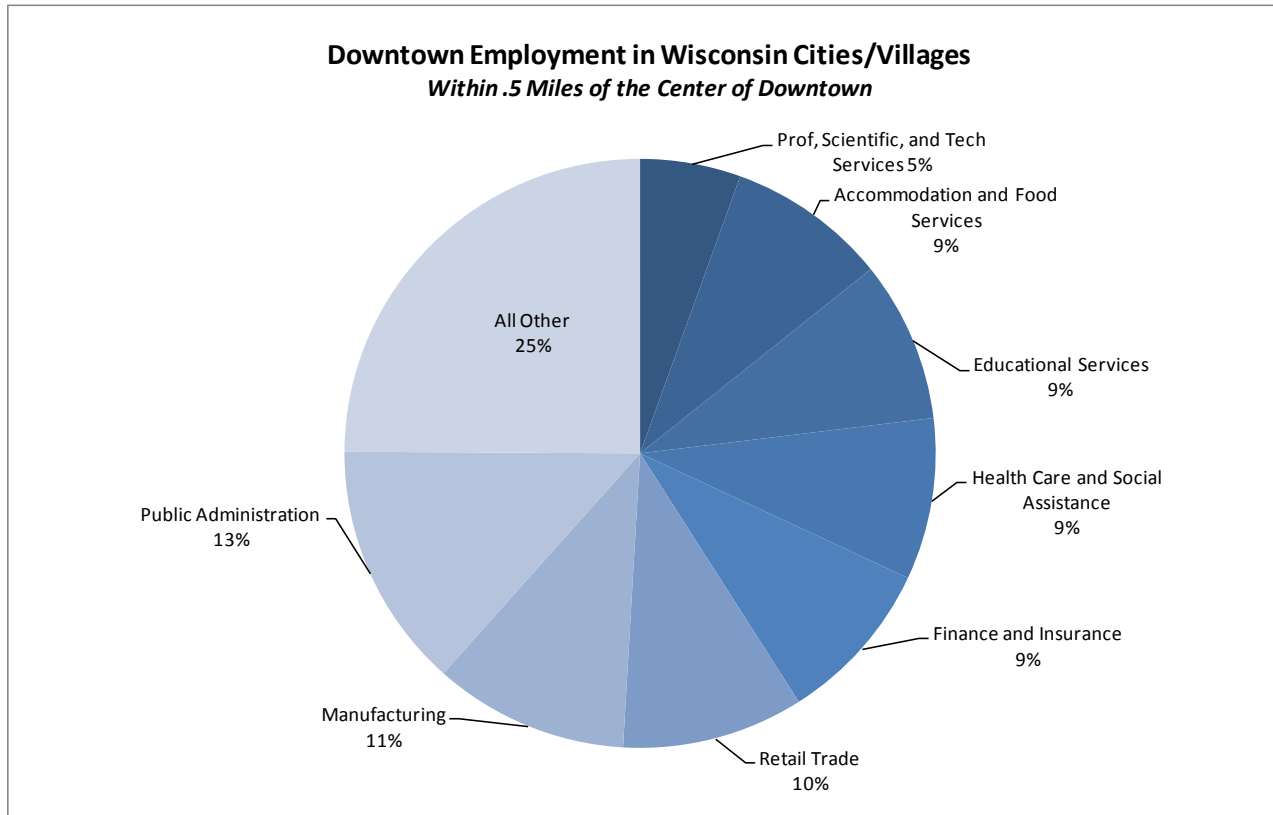
### 1. Downtowns are Major Employment Centers

Downtowns employers in cities or villages with more than 1,000 people represent approximately one-in-five (20 percent) of all full and part-time jobs in the state. This number does not include very small downtowns in places of less than 1,000, nor does it include neighborhood business districts in urbanized areas.

The following chart presents the average number of employees located in Wisconsin's downtowns by population of city or village. While downtown employment is far greater in the largest cities of the state. ....



## 2. Downtowns are Diverse Employment Centers



Seven categories of employment are discussed on the following pages.

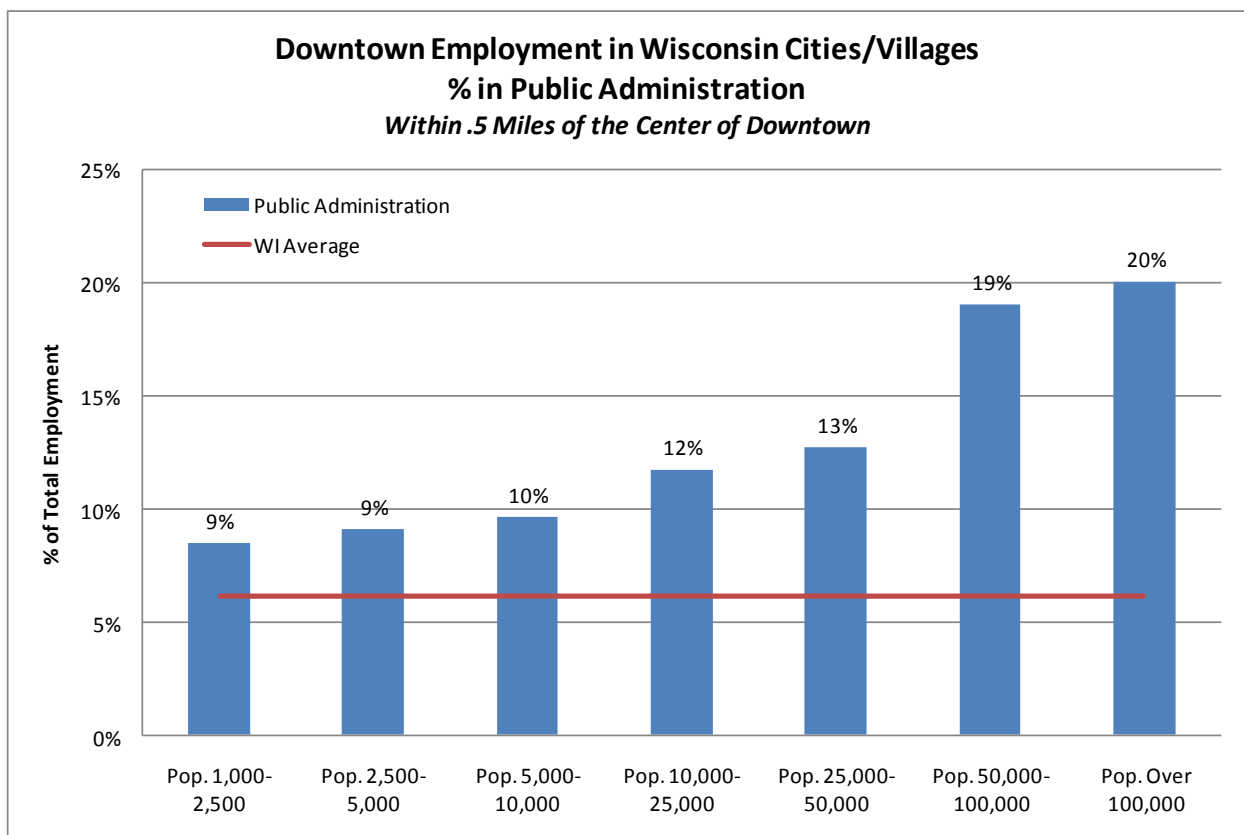


### 3a. Public Administration Employment Downtown

The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area.

Examples of downtown employers in this category include:

- Executive, Legislative, and Other General Government Support
- Justice, Public Order, and Safety Activities
- Administration of Human Resource Programs
- Administration of Economic Programs



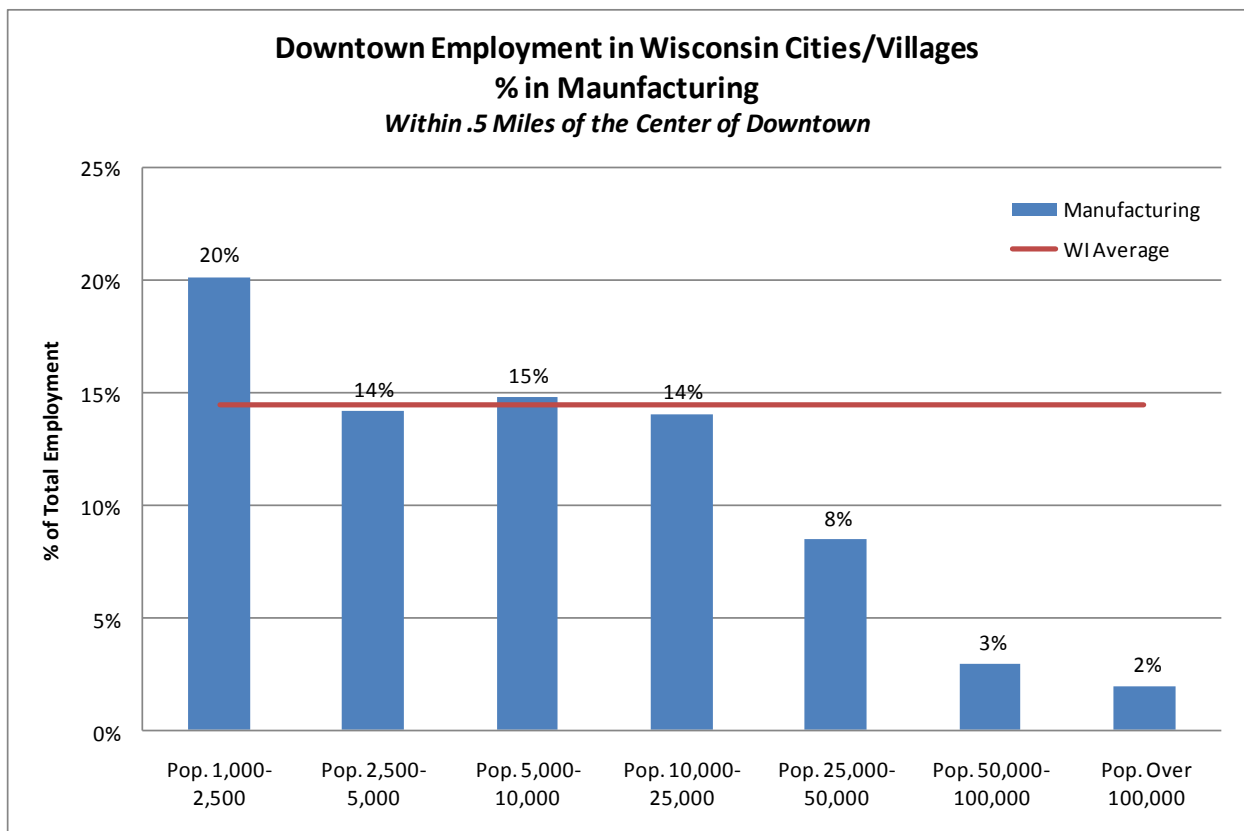
Downtowns in all of the population groups have a larger percentage of employment in this sector than the entire state (red line at 6.1%). The larger the population group, the higher the percentage of employment in this sector. This is due in part to the locations of county and state offices in larger cities.

### 3b. Manufacturing Employment Downtowns

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Sector 23, Construction.

Examples of downtown employers in this category include:

- Fruit and vegetable preserving and specialty food manufacturing
- Plastics product manufacturing
- Commercial and service industry machinery manufacturing



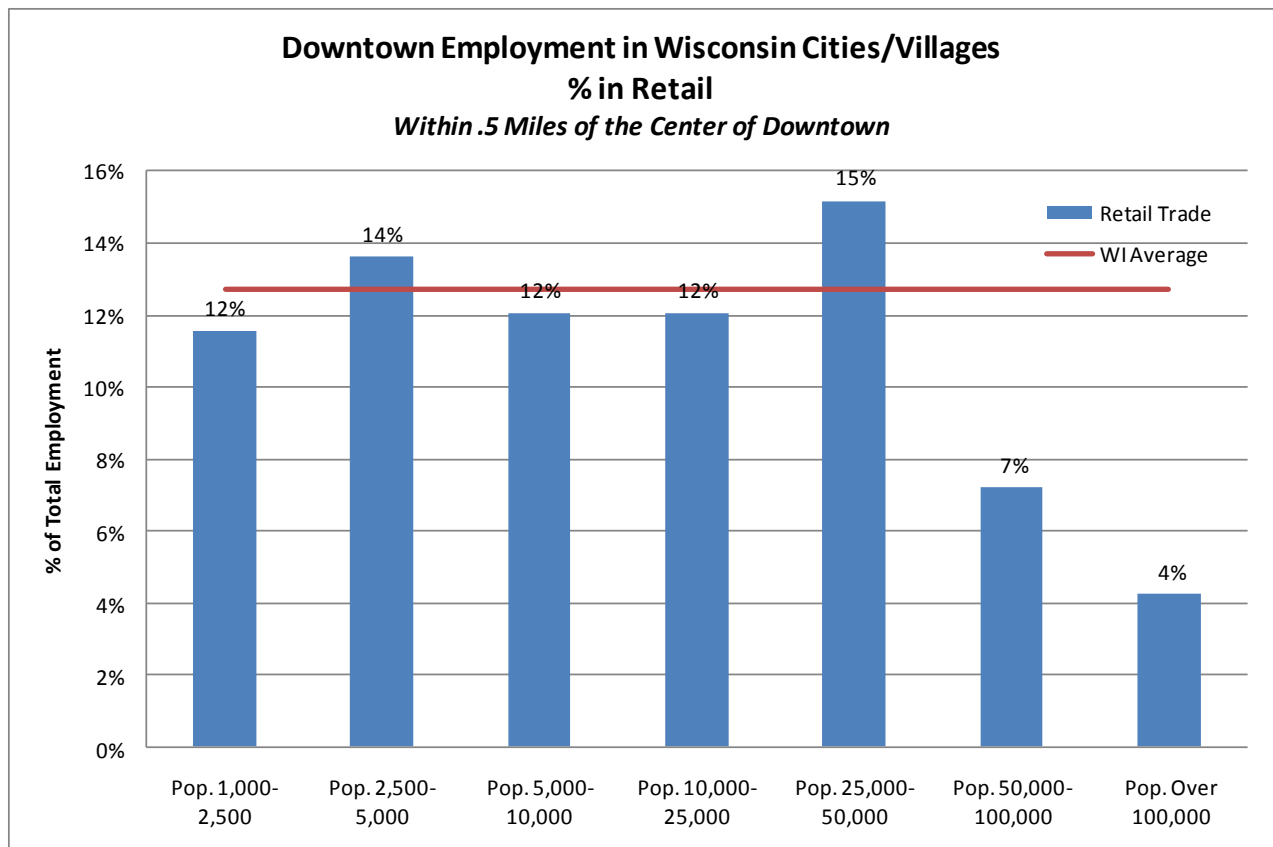
Downtowns in the smallest population group have a larger percentage of employment in this sector than the entire state (red line at 14.5%). Manufacturing employment drops in importance percentagewise in cities above 25,000. This may be partly due to the density of land use and manufacturing suitability within the .5-mile ring of larger cities.

### 3c. Retail Employment Downtown

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public.

Examples of downtown employers in this category include:

- Grocery stores
- Building material and supplies dealers
- General Merchandise stores
- Sporting goods, hobby, and musical instrument stores
- Health and personal care stores



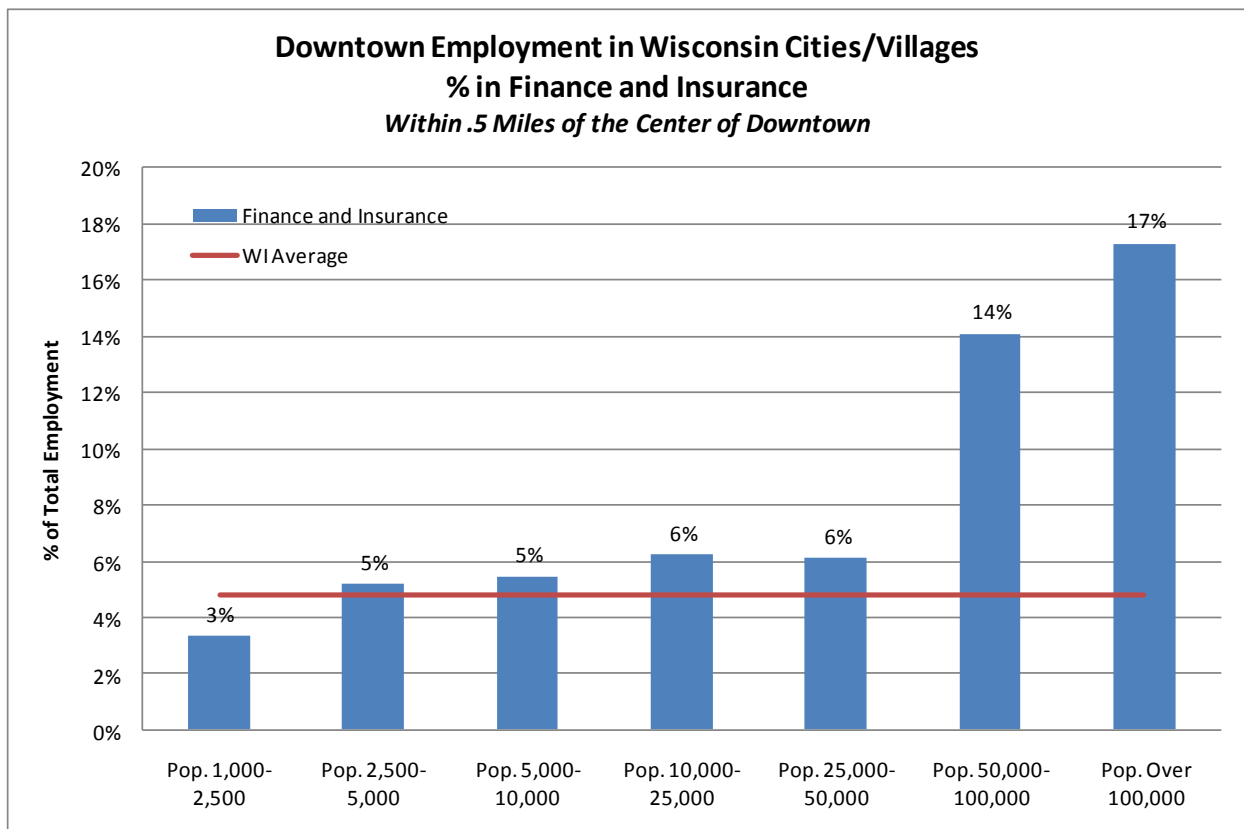
While downtowns once were the center of retail activity, current data suggests that they no longer have a higher concentration of employment in this sector than the state average. This is most obvious in larger cities above 50,000 where the retail employment concentration is significantly less than the state average (red line at 12.7%). This is due in part to Wal-Mart and other large format stores that have been developed in the urban fringe over the last 40 years.

### 3d. Finance and Insurance Employment Downtown

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.

Examples of downtown employers in this category include:

- Agencies, brokerages, and other insurance related activities
- Depository credit intermediation
- Other financial investment activities
- Securities and commodity contracts intermediation and brokerage



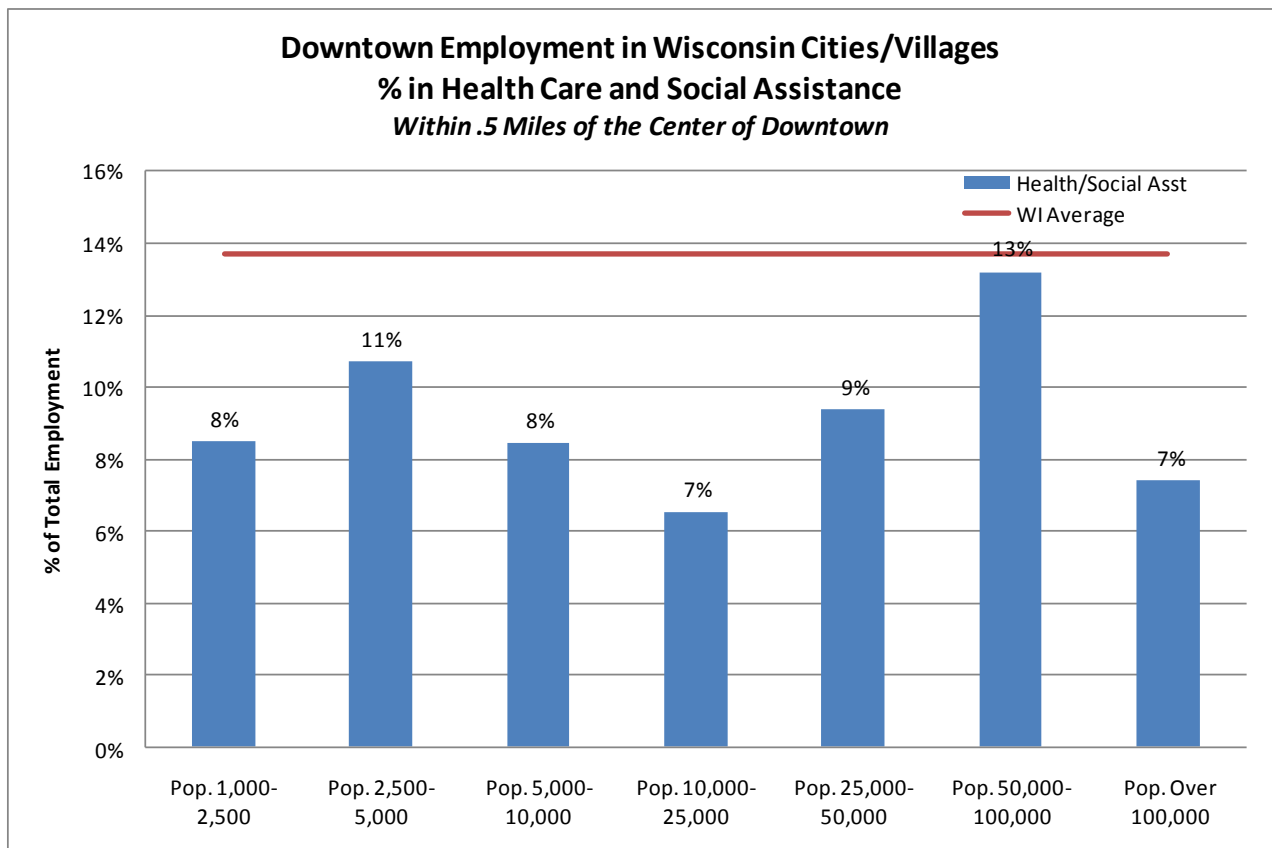
Downtowns in all but the smallest population group have a larger percentage of employment in this sector than the entire state (red line at 4.8%). The largest population groups (cities above 50,000) have a significantly higher concentration in this sector. A more careful examination of the data indicates that this is the largest sector within a .25-mile ring of the center of the largest downtowns. This is due in part to the locations of financial institutions downtown.

### 3e. Health Care and Social Assistance Employment Downtown

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities.

Examples of downtown employers in this category include:

- Individual and family services
- General medical and surgical hospitals
- Nursing care facilities
- Community care facilities for the elderly
- Child day care services



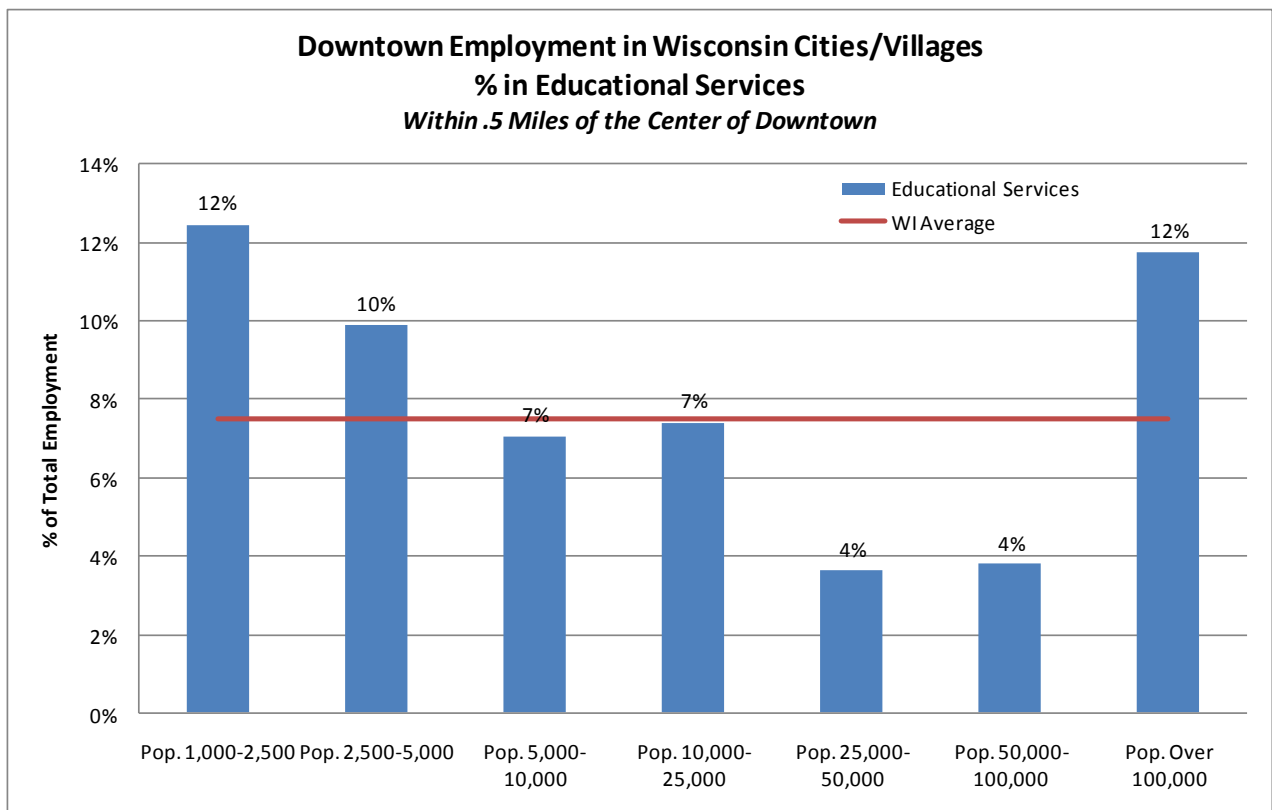
Important growth sector

### 3f. Educational Services Employment Downtown

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated.

Examples of downtown employers in this category include:

- Elementary and secondary schools
- Colleges, universities, and professional schools
- Other schools and instruction

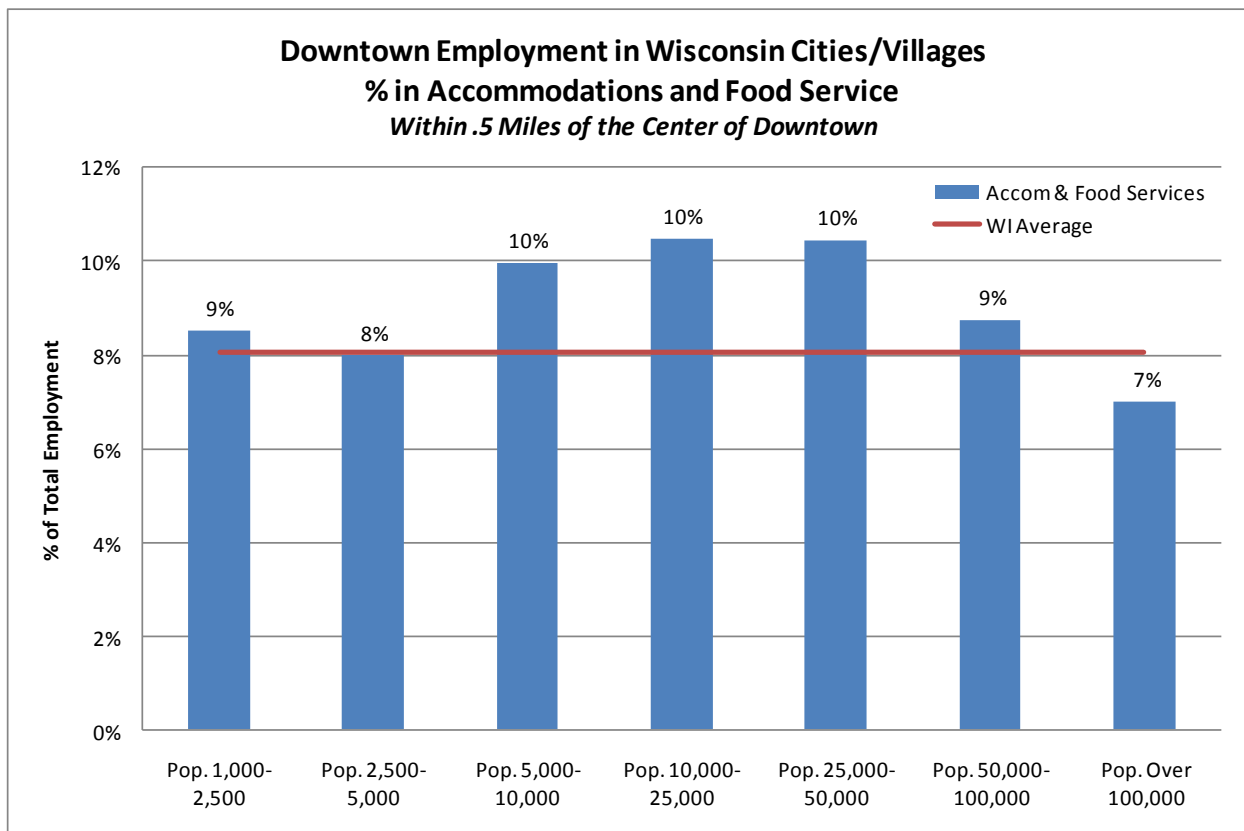


### 3g. Accommodations and Food Service Employment Downtown

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

Examples of downtown employers in this category include:

- Full-service restaurants
- Traveler Accommodation
- Drinking places (Alcoholic beverages)
- Limited-service eating places



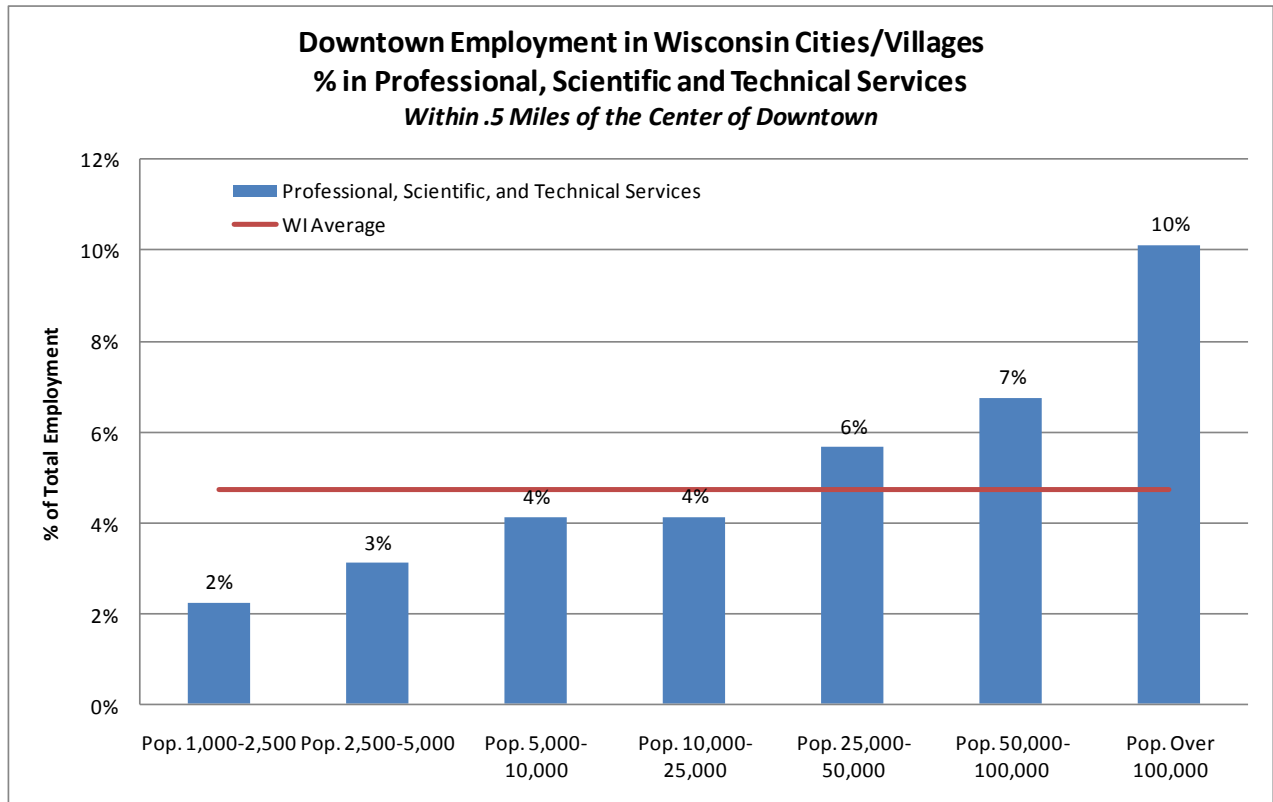
This sector has emerged in recent years as an important anchor for many downtowns

### 3h. Professional, Scientific and Technical Services Employment Downtown

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in activities that require a high degree of expertise and training. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

Examples of downtown employers in this category include:

- Legal services
- Accounting, tax preparation, bookkeeping, and payroll services
- Architectural, engineering, and related services
- Advertising, public relations, and related services
- Management, scientific, and technical consulting services





**Table 1. Wisconsin Cities/Villages with 1,000-2,500 Pop. - Average of 143 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	1	0.2%	2	0.3%	4	0.3%	0.6%
21	Mining	0	0.0%	0	0.0%	1	0.1%	0.1%
22	Utilities	2	0.5%	2	0.3%	3	0.3%	0.3%
23	Construction	13	3.3%	30	4.0%	55	4.7%	4.8%
31-33	Manufacturing	60	15.0%	152	20.2%	239	20.6%	14.5%
42	Wholesale Trade	17	4.3%	32	4.3%	73	6.3%	5.2%
44-45	Retail Trade	48	11.9%	87	11.5%	137	11.8%	12.7%
48-49	Transportation and Warehousing	10	2.5%	16	2.1%	28	2.4%	2.9%
51	Information	10	2.5%	17	2.2%	19	1.6%	2.0%
52	Finance and Insurance	20	5.0%	25	3.4%	33	2.8%	4.8%
53	Real Estate and Rental and Leasing	5	1.3%	9	1.2%	15	1.2%	1.7%
54	Professional, Scientific, and Technical Services	11	2.7%	17	2.2%	28	2.4%	4.7%
55	Management of Companies and Enterprises	1	0.3%	1	0.2%	2	0.1%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	3	0.7%	11	1.5%	16	1.3%	2.5%
61	Educational Services	33	8.3%	94	12.4%	149	12.9%	7.5%
62	Health Care and Social Assistance	26	6.5%	64	8.5%	99	8.6%	13.7%
71	Arts, Entertainment, and Recreation	14	3.5%	18	2.4%	27	2.3%	2.3%
72	Accommodation and Food Services	43	10.8%	64	8.5%	92	8.0%	8.0%
81	Other Services (except Public Administration)	34	8.4%	47	6.2%	66	5.6%	5.2%
92	Public Administration	49	12.3%	64	8.5%	78	6.7%	6.1%
<b>Total</b>		400	100.0%	754	100.0%	1,160	100.0%	100.0%

**Table 2. Wisconsin Cities/Villages with 2,500-5,000 Pop. - Average of 60 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	1	0.3%	2	0.2%	5	0.2%	0.6%
21	Mining	0	0.0%	0	0.0%	1	0.0%	0.1%
22	Utilities	1	0.1%	1	0.1%	12	0.5%	0.3%
23	Construction	18	3.3%	47	4.5%	162	7.4%	4.8%
31-33	Manufacturing	53	9.8%	150	14.2%	379	17.2%	14.5%
42	Wholesale Trade	11	2.0%	54	5.1%	113	5.1%	5.2%
44-45	Retail Trade	84	15.6%	144	13.6%	284	12.9%	12.7%
48-49	Transportation and Warehousing	12	2.2%	30	2.9%	64	2.9%	2.9%
51	Information	16	3.0%	21	2.0%	27	1.2%	2.0%
52	Finance and Insurance	44	8.2%	55	5.2%	72	3.3%	4.8%
53	Real Estate and Rental and Leasing	11	2.1%	15	1.5%	28	1.3%	1.7%
54	Professional, Scientific, and Technical Services	23	4.2%	33	3.1%	56	2.6%	4.7%
55	Management of Companies and Enterprises	5	0.9%	7	0.6%	8	0.4%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	5	0.9%	11	1.0%	22	1.0%	2.5%
61	Educational Services	42	7.7%	104	9.9%	246	11.2%	7.5%
62	Health Care and Social Assistance	42	7.7%	113	10.7%	271	12.3%	13.7%
71	Arts, Entertainment, and Recreation	13	2.3%	25	2.4%	39	1.8%	2.3%
72	Accommodation and Food Services	55	10.2%	85	8.0%	157	7.1%	8.0%
81	Other Services (except Public Administration)	41	7.5%	63	6.0%	123	5.6%	5.2%
92	Public Administration	65	12.0%	97	9.1%	128	5.8%	6.1%
<b>Total</b>		541	100.0%	1,057	100.0%	2,197	100.0%	100.0%

**Table 3. Wisconsin Cities/Villages with 5,000-10,000 Pop. - Average of 45 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	3	0.4%	4	0.2%	10	0.3%	0.6%
21	Mining	0	0.0%	1	0.0%	1	0.0%	0.1%
22	Utilities	3	0.3%	4	0.2%	8	0.2%	0.3%
23	Construction	23	2.5%	54	2.8%	130	3.3%	4.8%
31-33	Manufacturing	52	5.7%	281	14.8%	753	19.0%	14.5%
42	Wholesale Trade	28	3.0%	67	3.6%	157	4.0%	5.2%
44-45	Retail Trade	142	15.5%	229	12.1%	491	12.4%	12.7%
48-49	Transportation and Warehousing	16	1.8%	41	2.2%	72	1.8%	2.9%
51	Information	33	3.6%	111	5.8%	144	3.6%	2.0%
52	Finance and Insurance	75	8.2%	104	5.5%	178	4.5%	4.8%
53	Real Estate and Rental and Leasing	23	2.5%	35	1.9%	72	1.8%	1.7%
54	Professional, Scientific, and Technical Services	47	5.1%	78	4.1%	130	3.3%	4.7%
55	Management of Companies and Enterprises	33	3.6%	38	2.0%	38	1.0%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	12	1.3%	29	1.5%	71	1.8%	2.5%
61	Educational Services	51	5.5%	134	7.1%	376	9.5%	7.5%
62	Health Care and Social Assistance	63	6.8%	161	8.5%	457	11.5%	13.7%
71	Arts, Entertainment, and Recreation	25	2.7%	37	2.0%	70	1.8%	2.3%
72	Accommodation and Food Services	105	11.5%	189	10.0%	327	8.2%	8.0%
81	Other Services (except Public Administration)	66	7.2%	117	6.2%	211	5.3%	5.2%
92	Public Administration	116	12.7%	183	9.6%	275	6.9%	6.1%
<b>Total</b>		913	100.0%	1,894	100.0%	3,971	100.0%	100.0%

**Table 4. Wisconsin Cities/Villages with 10,000-25,000 Pop. - Average of 39 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	1	0.1%	2	0.1%	5	0.1%	0.6%
21	Mining	0	0.0%	1	0.0%	1	0.0%	0.1%
22	Utilities	3	0.3%	6	0.3%	10	0.2%	0.3%
23	Construction	29	2.6%	66	3.3%	167	3.3%	4.8%
31-33	Manufacturing	98	8.6%	287	14.1%	757	14.9%	14.5%
42	Wholesale Trade	34	3.0%	92	4.5%	205	4.0%	5.2%
44-45	Retail Trade	145	12.8%	245	12.1%	742	14.6%	12.7%
48-49	Transportation and Warehousing	29	2.6%	44	2.1%	82	1.6%	2.9%
51	Information	29	2.5%	53	2.6%	123	2.4%	2.0%
52	Finance and Insurance	102	9.0%	127	6.2%	194	3.8%	4.8%
53	Real Estate and Rental and Leasing	25	2.2%	39	1.9%	88	1.7%	1.7%
54	Professional, Scientific, and Technical Services	58	5.1%	84	4.1%	175	3.4%	4.7%
55	Management of Companies and Enterprises	7	0.6%	7	0.4%	8	0.2%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	35	3.1%	51	2.5%	129	2.5%	2.5%
61	Educational Services	72	6.3%	151	7.4%	489	9.6%	7.5%
62	Health Care and Social Assistance	63	5.5%	133	6.5%	793	15.6%	13.7%
71	Arts, Entertainment, and Recreation	39	3.4%	50	2.5%	104	2.0%	2.3%
72	Accommodation and Food Services	148	13.0%	213	10.5%	423	8.3%	8.0%
81	Other Services (except Public Administration)	74	6.5%	143	7.0%	265	5.2%	5.2%
92	Public Administration	146	12.9%	239	11.8%	322	6.3%	6.1%
<b>Total</b>		1,137	100.0%	2,036	100.0%	5,084	100.0%	100.0%

**Table 5. Wisconsin Cities/Villages with 25,000-50,000 Pop. - Average of 13 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	1	0.0%	1	0.0%	2	0.0%	0.6%
21	Mining	0	0.0%	0	0.0%	21	0.3%	0.1%
22	Utilities	0	0.0%	8	0.2%	16	0.2%	0.3%
23	Construction	55	3.4%	161	4.4%	261	3.4%	4.8%
31-33	Manufacturing	93	5.9%	311	8.5%	780	10.3%	14.5%
42	Wholesale Trade	22	1.4%	86	2.4%	226	3.0%	5.2%
44-45	Retail Trade	252	15.9%	555	15.2%	1,175	15.5%	12.7%
48-49	Transportation and Warehousing	57	3.6%	98	2.7%	206	2.7%	2.9%
51	Information	55	3.5%	207	5.7%	256	3.4%	2.0%
52	Finance and Insurance	144	9.1%	224	6.1%	352	4.6%	4.8%
53	Real Estate and Rental and Leasing	40	2.5%	69	1.9%	136	1.8%	1.7%
54	Professional, Scientific, and Technical Services	124	7.8%	207	5.7%	396	5.2%	4.7%
55	Management of Companies and Enterprises	3	0.2%	16	0.4%	18	0.2%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	44	2.8%	68	1.8%	125	1.6%	2.5%
61	Educational Services	59	3.7%	133	3.6%	451	5.9%	7.5%
62	Health Care and Social Assistance	124	7.8%	343	9.4%	1,156	15.2%	13.7%
71	Arts, Entertainment, and Recreation	17	1.1%	53	1.4%	98	1.3%	2.3%
72	Accommodation and Food Services	234	14.7%	382	10.4%	663	8.7%	8.0%
81	Other Services (except Public Administration)	126	7.9%	273	7.5%	482	6.3%	5.2%
92	Public Administration	142	8.9%	467	12.8%	776	10.2%	6.1%
<b>Total</b>		1,589	100.0%	3,660	100.0%	7,593	100.0%	100.0%

**Table 6. Wisconsin Cities/Villages with 50,000-100,000 Pop. - Average of 10 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Ave. No. of Emp.	%	Ave. No. of Emp.	%	Ave. No. of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	0	0.0%	0	0.0%	1	0.0%	0.6%
21	Mining	0	0.0%	0	0.0%	0	0.0%	0.1%
22	Utilities	0	0.0%	4	0.1%	10	0.1%	0.3%
23	Construction	45	1.2%	86	1.2%	323	2.4%	4.8%
31-33	Manufacturing	60	1.6%	213	3.0%	952	7.1%	14.5%
42	Wholesale Trade	64	1.7%	126	1.8%	325	2.4%	5.2%
44-45	Retail Trade	219	5.8%	516	7.2%	934	7.0%	12.7%
48-49	Transportation and Warehousing	101	2.7%	139	1.9%	209	1.6%	2.9%
51	Information	339	9.0%	510	7.1%	598	4.5%	2.0%
52	Finance and Insurance	884	23.5%	1,009	14.1%	1,097	8.2%	4.8%
53	Real Estate and Rental and Leasing	36	0.9%	94	1.3%	161	1.2%	1.7%
54	Professional, Scientific, and Technical Services	229	6.1%	483	6.7%	800	6.0%	4.7%
55	Management of Companies and Enterprises	12	0.3%	14	0.2%	15	0.1%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	63	1.7%	139	1.9%	279	2.1%	2.5%
61	Educational Services	86	2.3%	272	3.8%	1,008	7.5%	7.5%
62	Health Care and Social Assistance	253	6.7%	946	13.2%	2,793	20.9%	13.7%
71	Arts, Entertainment, and Recreation	74	2.0%	160	2.2%	229	1.7%	2.3%
72	Accommodation and Food Services	349	9.3%	627	8.7%	897	6.7%	8.0%
81	Other Services (except Public Administration)	231	6.1%	462	6.5%	832	6.2%	5.2%
92	Public Administration	720	19.1%	1,364	19.0%	1,930	14.4%	6.1%
<b>Total</b>		3,763	100.0%	7,163	100.0%	13,391	100.0%	100.0%

**Table 7. Wisconsin Cities/Villages with over 100,000 Pop. - Average of 3 Downtowns**

NAICS	NAICS Description	.25-Mile Buffer		.5-Mile Buffer		1-Mile Buffer		Wisconsin
		Number of Emp.	%	Number of Emp.	%	Number of Emp.	%	%
11	Agriculture, Forestry, Fishing and Hunting	138	0.8%	159	0.3%	159	0.2%	0.6%
21	Mining	0	0.0%	0	0.0%	0	0.0%	0.1%
22	Utilities	422	2.3%	568	1.2%	1,035	1.6%	0.3%
23	Construction	0	0.0%	491	1.1%	885	1.3%	4.8%
31-33	Manufacturing	569	3.1%	920	2.0%	1,416	2.2%	14.5%
42	Wholesale Trade	70	0.4%	164	0.4%	651	1.0%	5.2%
44-45	Retail Trade	351	1.9%	1,968	4.2%	2,501	3.8%	12.7%
48-49	Transportation and Warehousing	2	0.0%	57	0.1%	292	0.4%	2.9%
51	Information	545	3.0%	1,370	3.0%	1,832	2.8%	2.0%
52	Finance and Insurance	5,794	31.6%	8,028	17.3%	8,880	13.5%	4.8%
53	Real Estate and Rental and Leasing	620	3.4%	1,294	2.8%	1,650	2.5%	1.7%
54	Professional, Scientific, and Technical Services	2,581	14.1%	4,691	10.1%	5,629	8.6%	4.7%
55	Management of Companies and Enterprises	361	2.0%	1,445	3.1%	1,559	2.4%	0.4%
56	Administrative and Support and Waste Management and Remediation Services	429	2.3%	1,697	3.7%	2,845	4.3%	2.5%
61	Educational Services	29	0.2%	5,450	11.7%	7,795	11.8%	7.5%
62	Health Care and Social Assistance	502	2.7%	3,435	7.4%	7,563	11.5%	13.7%
71	Arts, Entertainment, and Recreation	219	1.2%	614	1.3%	1,591	2.4%	2.3%
72	Accommodation and Food Services	1,165	6.4%	3,249	7.0%	4,786	7.3%	8.0%
81	Other Services (except Public Administration)	633	3.5%	1,492	3.2%	2,192	3.3%	5.2%
92	Public Administration	3,896	21.3%	9,309	20.1%	12,542	19.1%	6.1%
<b>Total</b>		18,328	100.0%	46,402	100.0%	65,803	100.0%	100.0%

**Table 8. Number of Downtown Employees in Wisconsin Cities/Villages (within .25 Mile of the Downtown Center)**

NAICS	NAICS Description	Pop. 1000-2500	Pop. 2500-5000	Pop. 5000-10000	Pop. 10000-25000	Pop. 25000-50000	Pop. 50000-100000	Pop. Over 100000	Wisconsin
11	Agriculture, Forestry, Fishing and Hunting	118	86	154	31	10	0	415	18,316
21	Mining	4	3	0	0	0	0	0	2,018
22	Utilities	300	44	127	119	2	3	1,267	9,944
23	Construction	1,912	1,074	1,037	1,142	710	445	0	146,385
31-33	Manufacturing	8,566	3,182	2,345	3,830	1,212	600	1,707	443,551
42	Wholesale Trade	2,449	652	1,238	1,332	282	638	209	160,223
44-45	Retail Trade	6,830	5,053	6,369	5,659	3,275	2,189	1,054	389,652
48-49	Transportation and Warehousing	1,415	721	736	1,136	735	1,010	7	87,481
51	Information	1,409	977	1,487	1,124	719	3,388	1,634	60,940
52	Finance and Insurance	2,835	2,666	3,353	3,984	1,873	8,843	17,382	147,746
53	Real Estate and Rental and Leasing	769	676	1,011	960	514	357	1,860	52,337
54	Professional, Scientific, and Technical Services	1,561	1,353	2,097	2,260	1,607	2,290	7,744	145,122
55	Management of Companies and Enterprises	145	281	1,462	288	37	124	1,082	11,066
56	Administrative and Support and Waste Management and Remediation Services	420	287	530	1,356	571	627	1,288	76,528
61	Educational Services	4,754	2,506	2,277	2,802	760	857	88	229,842
62	Health Care and Social Assistance	3,704	2,500	2,812	2,460	1,606	2,529	1,507	419,689
71	Arts, Entertainment, and Recreation	1,986	749	1,120	1,513	225	737	657	70,913
72	Accommodation and Food Services	6,161	3,305	4,740	5,760	3,043	3,490	3,495	246,607
81	Other Services (except Public Administration)	4,827	2,427	2,972	2,867	1,641	2,305	1,899	158,573
92	Public Administration	7,011	3,904	5,224	5,704	1,840	7,195	11,688	187,714
<b>Total</b>		57,176	32,446	41,091	44,327	20,662	37,627	54,983	3,064,647



**Table 9. Number of Downtown Employees in Wisconsin Cities/Villages (within .5 Mile of the Downtown Center)**

NAICS	NAICS Description	Pop. 1000-2500	Pop. 2500-5000	Pop. 5000-10000	Pop. 10000-25000	Pop. 25000-50000	Pop. 50000-100000	Pop. Over 100000	Wisconsin
11	Agriculture, Forestry, Fishing and Hunting	281	127	178	95	11	1	476	18,316
21	Mining	23	8	42	30	0	0	0	2,018
22	Utilities	345	66	177	240	97	40	1,705	9,944
23	Construction	4,340	2,832	2,412	2,591	2,089	863	1,474	146,385
31-33	Manufacturing	21,753	8,988	12,628	11,178	4,037	2,126	2,759	443,551
42	Wholesale Trade	4,597	3,247	3,035	3,593	1,123	1,258	491	160,223
44-45	Retail Trade	12,449	8,630	10,282	9,570	7,217	5,156	5,904	389,652
48-49	Transportation and Warehousing	2,259	1,825	1,860	1,707	1,274	1,391	172	87,481
51	Information	2,416	1,250	4,978	2,081	2,690	5,104	4,110	60,940
52	Finance and Insurance	3,629	3,296	4,661	4,957	2,906	10,085	24,085	147,746
53	Real Estate and Rental and Leasing	1,294	926	1,593	1,528	893	936	3,883	52,337
54	Professional, Scientific, and Technical Services	2,418	1,971	3,508	3,282	2,692	4,830	14,072	145,122
55	Management of Companies and Enterprises	198	387	1,687	288	207	139	4,334	11,066
56	Administrative and Support and Waste Management and Remediation Services	1,609	635	1,319	1,999	877	1,389	5,090	76,528
61	Educational Services	13,417	6,262	6,015	5,887	1,730	2,723	16,350	229,842
62	Health Care and Social Assistance	9,149	6,792	7,221	5,194	4,464	9,459	10,306	419,689
71	Arts, Entertainment, and Recreation	2,583	1,500	1,680	1,951	685	1,604	1,843	70,913
72	Accommodation and Food Services	9,189	5,069	8,484	8,309	4,968	6,267	9,748	246,607
81	Other Services (except Public Administration)	6,695	3,799	5,257	5,588	3,552	4,623	4,477	158,573
92	Public Administration	9,169	5,787	8,219	9,333	6,069	13,638	27,927	187,714
<b>Total</b>		107,813	63,397	85,236	79,401	47,581	71,632	139,206	3,064,647

**Table 10. Number of Downtown Employees in Wisconsin Cities/Villages (within 1 Mile of the Downtown Center)**

NAICS	NAICS Description	Pop. 1000-2500	Pop. 2500-5000	Pop. 5000-10000	Pop. 10000-25000	Pop. 25000-50000	Pop. 50000-100000	Pop. Over 100000	Wisconsin
11	Agriculture, Forestry, Fishing and Hunting	556	314	448	197	22	5	478	18,316
21	Mining	107	30	44	53	267	0	0	2,018
22	Utilities	441	712	336	406	205	100	3,105	9,944
23	Construction	7,809	9,743	5,843	6,526	3,395	3,226	2,656	146,385
31-33	Manufacturing	34,173	22,738	33,894	29,524	10,136	9,516	4,249	443,551
42	Wholesale Trade	10,439	6,750	7,077	7,989	2,932	3,249	1,952	160,223
44-45	Retail Trade	19,588	17,048	22,093	28,918	15,270	9,342	7,504	389,652
48-49	Transportation and Warehousing	3,939	3,857	3,244	3,203	2,675	2,086	876	87,481
51	Information	2,710	1,644	6,470	4,781	3,332	5,977	5,496	60,940
52	Finance and Insurance	4,690	4,341	8,006	7,568	4,580	10,969	26,639	147,746
53	Real Estate and Rental and Leasing	2,070	1,673	3,218	3,448	1,765	1,607	4,949	52,337
54	Professional, Scientific, and Technical Services	3,944	3,381	5,869	6,819	5,143	8,001	16,888	145,122
55	Management of Companies and Enterprises	242	463	1,721	306	233	147	4,676	11,066
56	Administrative and Support and Waste Management and Remediation Services	2,214	1,334	3,180	5,047	1,626	2,792	8,536	76,528
61	Educational Services	21,318	14,769	16,919	19,085	5,863	10,084	23,384	229,842
62	Health Care and Social Assistance	14,177	16,230	20,583	30,939	15,029	27,933	22,689	419,689
71	Arts, Entertainment, and Recreation	3,786	2,316	3,162	4,040	1,277	2,289	4,773	70,913
72	Accommodation and Food Services	13,215	9,393	14,727	16,503	8,614	8,974	14,357	246,607
81	Other Services (except Public Administration)	9,226	7,400	9,483	10,351	6,260	8,316	6,575	158,573
92	Public Administration	11,160	7,683	12,391	12,572	10,082	19,295	37,626	187,714
<b>Total</b>		165,804	131,819	178,708	198,275	98,706	133,908	197,408	3,064,647

## **Discussion –**

### **Focusing Economic Development Efforts on Retaining and Creating Jobs**

Downtowns are sometimes dismissed as distressed and struggling retail districts that are disconnected from the economic mainstream of our communities. Underutilized buildings and vacant storefronts often send out notice that the downtown economy has been forgotten. At the same time, economic development initiatives often bypass downtown with lofty goals focused on luring new companies to the edge of town.

What is hidden in this assessment is the economic potential from existing downtown employers and the sectors they represent. The staff paper provides information to help understand current downtown employment in small cities as a basis for economic development activities that retain and create jobs. It examined the current business mix and employment estimates of businesses and organizations located within a half-mile walk of center of each of Wisconsin's downtowns (300+ places with a municipal population of over 1,000).<sup>1</sup> Data was examined by municipality size, ranging from small cities (pop. 1,000 to 2,500) to larger cities (pop. above 100,000).

Analysis of the data indicates that small city downtowns are important employment hubs. Overall, approximately one in five Wisconsin jobs are affiliated with businesses that are located downtown. A very small city with a population of 2,500 will, on the average, have close to 1,000 employees within a half mile of the middle of downtown. A larger city with a population of 50,000 will, on the average, have over 5,000 employees. These figures indicate that there is a high density of employment in these small geographic downtown areas. Clearly not all are employed in the shops that line Main Street. Instead, they are employed in a diverse mix of businesses and organizations within and around the retail core.

The data indicates that retail is not the dominant source of downtown employment. The average downtown has only 10 percent of its jobs in the retail sector. Public administration (13 percent) and manufacturing (11 percent) each employ a larger number of people downtown. Other important employment sectors include finance and insurance (9 percent), health care and social assistance (9 percent), educational services (9 percent), accommodations and food service (9 percent), and professional, scientific and technical services (5 percent). However, significant differences in mix exist as one climbs the hierarchy from small city to larger city.

A very small city with a population of 2,500 typically has a significant manufacturing base within a half mile of the center of downtown. In Wisconsin, these firms could be involved in food products, plastics, or industrial machinery manufacturing among others. The very small city downtown also has a relatively high concentration of employment in retail as these communities are often too small to support large format stores on the edge of town. They also have a concentration of employees related to education with elementary and secondary schools, and possibly a small college. A larger city with a population of 50,000 has a different employment mix with a higher concentration in public administration, finance and insurance, and professional, scientific and technical services. The percentage employed in manufacturing and retail drops significantly in cities over 50,000. For all cities, accommodations and food service, primarily restaurants are consistently significant employers. Health care and social assistance are also important downtown sectors regardless of community size.

The Wisconsin employment data gives us a new lens to view the economic purpose of small city downtowns. Too often, communities buy into the notion that an economically successful downtown

must be lined with retail stores and eateries clustered together in a “quality environment.” Architectural streetscapes reinforce the purpose of downtown as a festive place of consumption. As a result, many downtown economic development models often default to retail recruitment. But if economic development is about leveraging the assets that currently exist in an area, then downtown’s purpose as an employment center must be recognized.

Refocusing economic development efforts on job retention and creation does not preclude efforts to establish a vibrant retail and restaurant sector. In fact, it recognizes that to create quality jobs, you need to have a quality place. According to the Project for Public Spaces (PPS), creating an environment that will be attractive for businesses requires making it attractive to employees. This means “creating places where connections can happen, where productivity and creativity increase and where the professional networks foster collaboration and innovation.”

Many of our small city downtowns have the ability to be a catalyst for local job growth. Programs and spaces to support entrepreneurship are available in many of the underutilized buildings of our districts. The knowledge and skills of the labor force can be groomed at various educational institutions and facilities often located downtown. Physical proximity through quality and unique meeting spaces are typically available, allowing for innovation through face-to-face networking and information sharing. Finally, downtowns central place and the potential use of existing buildings and infrastructure support the very important concept of sustainability.

This discussion stops short of prescribing a plan for job retention and creation at the local level. Instead, it argues for a new economic development focus on downtown as the community’s central place of employment. With more new jobs and new hires downtown, pedestrian traffic will follow. This traffic will support the support vibrant retail stores, eateries and the exciting environment we all want to see downtown.

## Appendix: Definition of NACIS Codes

NAICS	Title	Definition
11	<b>Agriculture, Forestry, Fishing and Hunting</b>	The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.
21	<b>Mining, Quarrying, and Oil and Gas Extraction</b>	The Mining, Quarrying, and Oil and Gas Extraction sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.
21	<b>Utilities</b>	The Utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities.
23	<b>Construction</b>	The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector.
31-33	<b>Manufacturing</b>	The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Sector 23, Construction.
42	<b>Wholesale Trade</b>	The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.
44-45	<b>Retail Trade</b>	The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.
48-49	<b>Transportation and Warehousing</b>	The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.
51	<b>Information</b>	The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on

		the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.
52	<b>Finance and Insurance</b>	The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.
53	<b>Real Estate and Rental and Leasing</b>	The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks.
54	<b>Professional, Scientific, and Technical Services</b>	The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.
55	<b>Management of Companies and Enterprises</b>	The Management of Companies and Enterprises sector comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise.
56	<b>Administrative and Support and Waste Management and Remediation Services</b>	The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.
61	<b>Educational Services</b>	The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students. Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods.
62	<b>Health Care and Social Assistance</b>	The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in

		the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.
71	<b>Arts, Entertainment, and Recreation</b>	The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.
72	<b>Accommodation and Food Services</b>	The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.
81	<b>Other Services (except Public Administration)</b>	The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.
92	<b>Public Administration</b>	The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant.

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<sup>i</sup> Based on Geographic Information System (GIS) analysis using ESRI Arc GIS Business Analyst software and InfoUSA employer data.