

# CHAPTER 3: ECONOMIC DEVELOPMENT

Revisions approved by Council on 11/15/16 via Ordinance #2579

## OVERVIEW

Basic principles underlying economic development address the addition of real value to land, property, and community. Economic development discussions often focus on increasing the city's tax base; however, that new tax base also brings new public expenditures. Economic development is not only a question of increasing the tax base, but increasing the economic base – that is, the fundamental industries and businesses that increase the overall wealth of a community. Typically, increasing the economic base leads to new jobs which, in turn, have a multiplier effect in improving retail goods and services and provides communities with opportunities for social improvement. These issues, along with previous studies, will influence plan recommendations for the future. The sections included in this element of the Plan are as follows:

- Economic Development Guidelines
- Broker Interviews
- Potential Sites for Development and Redevelopment
- New Berlin Spending Patterns and Opportunities
- Tax Information
- Fiscal Impact Analysis
- Preliminary Report on Existing Impact Fees
- County, Regional, and State Economic Development Programs
- Goals, Objectives, and Policies

In an effort to further promote new and existing City of New Berlin businesses, the City has a Work Place Visit and "Business of the Month" program. The Business of the Month program recognizes a New Berlin business each month and promotes the business on our social media sites, Leaflet and New Berlin Notes, provides a display area at City Hall and also includes a visit from the Mayor. The Work Place Visit program provides an opportunity for the Mayor, Staff, Chamber of Commerce and School District to visit local businesses and learn more about their business operations, future plans, challenges and needs.



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## ECONOMIC DEVELOPMENT GUIDELINES

The American Planning Association (APA) provides publications, research, and “tools of the trade” for various approaches to economic development. The following approaches are applicable to future economic activities in New Berlin, and present opportunities to enhance economic development activities throughout the city.<sup>1</sup>

### Potential Economic Development Strategies

The following are potential strategies the City of New Berlin may use, either solely or in concert with other organizations, to realize enhanced economic development, a few are expanded to provide a better understanding of their impact and potential value for the community.

- Coordinate economic development programs and support services
- Provide business development activities
- Encourage business attraction and retention
- Offer development incentives and financing
- Coordinate workforce education and training
- Conduct a land supply analysis for business growth
- Invest in infrastructure
- Invest in quality of life factors conducive to business innovation
- Continue to update and expand upon the City's Economic Development website and searchable database.

### Strategy 1: Coordinate Economic Development Programs and Support Services

Intraregional Coordination aims to avoid competition among communities within a region. Degrees of intraregional coordination range from the establishment of a formal organization to perform economic development planning, financing, recruitment, and retention functions, to informal coordination among regional jurisdictions either on a consistent or as needed basis.

One component of intraregional coordination involves pooling resources to attract companies to the region. Similar efforts are currently being pursued by the Milwaukee 7, the regional entity established to guide the

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<sup>1</sup> Information in this section is based on “Tools-of-the-Trade” by the American Planning Association. Strategies and methods discussed in this series can be found in more detail within two Planning Advisory Service (PAS) Reports: An Economic Development Toolbox: Strategies and Methods (PAS 541) and Community Indicators (PAS 517).

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seven southeastern Wisconsin counties: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The motivation behind pooling these resources is the recognition that job creation and retention have economic effects that spill over municipal boundaries. If a company comes to a central city, for example, workers from nearby suburbs can benefit by commuting to those jobs. Existing businesses throughout the region would benefit from a) workers spending money in their home city or nearby, and b) purchase orders made by the new business from other businesses within the region.

Waukesha County is creating a new economic development organization (EDO) in early 2016, to help support and grow existing county businesses and assist companies considering relocation to Waukesha County. An Economic Development Strategy Workgroup was convened in late 2014 and throughout 2015 with the mission to develop a Business Growth Strategy for Waukesha County.

A new EDO will enhance Waukesha County businesses' ability to grow by making connections between businesses in need and the tools available to help. The organization could also provide access to financial resources and other assistance and work closely with existing organizations in supporting workforce training and workforce development needs.

Pooling resources at the regional level may take form through regional tax-base sharing. Although spillover economic effects benefit the entire region, the municipality where a business chooses to locate receives the added benefit of property tax revenue. Through regional tax-base sharing, funds can be used to:

- Mitigate potential intraregional competition in the quest for property tax revenue;
- Reduce disparities in fiscal capacity (per capita property valuation) among local units of government; and
- Provide needed revenues at different points in a community's life cycle.

## Strategy 2: Provide Business Development Activities

### Business Skills and Management Training for Small Businesses

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Small business assistance centers provide accessible management training, counseling, consulting, and research services for small firms. Programs respond to the needs that individual businesses identify in the areas of technology transfer, management, financing, marketing, and workforce training. The School District of New Berlin has created partnerships with the education and business community, including WCTC, to help students become “college and career ready”. DCD Staff attends the annual “Partners in Education Breakfast” hosted by the School District of New Berlin. This allows Staff to stay current on ways the City can support the District.

Hosting an annual or semi-annual business startup fair would allow prospective entrepreneurs to meet with those who have experience launching a business or offer other useful support services. A startup fair places fledgling businesses in contact with low-cost or no-cost mentors (such as retired executives) who could provide advice for small businesses in the area of management, marketing, accounting financing, and other skills. The New Berlin Chamber hosts an annual community fair called “Discover New Berlin”, a collaborative effort with the “Moving New Berlin Forward” organization to highlight New Berlin businesses and provide a job fair.

Additionally, small businesses in New Berlin could refer to SCORE “Counselors to America’s Small Business”, a nonprofit association dedicated to educating entrepreneurs and the formation, growth and success of small business nationwide. SCORE is a resource partner with the U.S. Small Business Administration (SBA). Of the 370 chapters nationwide, the nearest chapter is located in downtown Milwaukee.

Other resources available to businesses include:

- The Wisconsin Women’s Business Initiative Corporation (WWBIC) provides hands-on assistance to business owners through classes, one-on-one assistance, and access to capital through direct lending programs.
- The UWM Small Business Development Center works with new entrepreneurs to turn ideas into viable business concepts and with established businesses to improve their performance.
- The Federal Deposit Insurance Corporation (FDIC) recently created a new hotline where small business can call for help regarding credit availability.

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### Strategy 3: Encourage Business Attraction and Retention

The Wisconsin Economic Development Corporation (WEDC) and the Waukesha County Business Alliance employ a variety of business attraction and retention techniques. The City, area nonprofit organizations, and private marketing firms may desire to undertake many of these techniques.

Waukesha County is creating a new economic development organization (EDO) in early 2016, to help support and grow existing county businesses and assist companies considering relocation to Waukesha County. A new EDO will enhance Waukesha County businesses' ability to grow by making connections between businesses in need and the tools available to help.

#### **Marketing to Attract Businesses**

Before New Berlin undertakes any program to attract a business, the objective of the program should be clear. Many marketing strategies employ the technique of targeting, which requires identifying a group of firms the community wants to reach. Targeting tends to focus on sectors with growth potential, linkages to existing businesses in the area, and community characteristics which attract businesses.

Those involved in formulating a business attraction strategy in New Berlin should begin with an examination of groups included in the North American Industrial Classification System (NAICS). NAICS divides firms into categories that can be split into market segments based on products and services.

Direct marketing techniques employed as part of a business attraction strategy may take many forms, and target sectors desired in New Berlin:

- Advertising in trade publications or generalized advertising supplements;
- Sending direct mail to specific industries or locational consultants
- Participating in industry trade shows;
- Telemarketing potential businesses;

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- Prospecting trips to certain areas of the country (or other countries) where potential new businesses are located;
  - Conducting seminars for prospective businesses;
  - Establishing business websites;
  - Distributing brochures or pamphlets, either general or targeted to a specific industrial classification, about attractive features in New Berlin for business and industry;
  - Maintaining a publicly accessible database of available commercial and industrial land and buildings. (Available at [newberlin.org](http://newberlin.org))
  - Using social media strategies.
  - Email and phone calls to local brokers to better understand the current market.

### **Business Retention**

The City can help retain businesses by reducing development or operation costs with financial incentives, waivers of fees or taxes, or in-kind services. Some common techniques include:

- Periodic business roundtables or breakfasts;
- Regular personal visits by local officials to businesses (Work Place and Business of the Month visits);
- Costs of doing business;
- Creation of teams of top local government managers to expedite responses to problems identified by local businesses;
- Publication of quarterly *Economic Development Watch* newsletters to local businesses;
- Active involvement by local officials in chambers of commerce and other business groups;
- Appointment of local business owners or managers on local boards and commissions, even if they are not residents;
- Surveys of local businesses to determine plans for changes or expansions and attitudes toward local governments;
- Expedited and predictable review process for zoning permits for re-occupancies and/or site and building additions/expansions.

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## SURVEY OF BUSINESSES IN NEW BERLIN INDUSTRIAL PARK AND WESTRIDGE/TOWNE CORPORATE BUSINESS PARK

In early 2009, the City of New Berlin with the Center of Urban Initiatives and Research (CUIR) at the University of Wisconsin-Milwaukee conducted a paper survey of businesses located in the New Berlin Industrial Park (NBIP), Westridge Business Park (WBP) and Towne Corporate Business Park (TCBP). The purpose of the survey was to gather input from owners and executives from businesses located in the business parks about type of business, number of employees, annual sales, years in business, why New Berlin was chosen for their business, future plans and suggestions for the City of New Berlin to support continued growth. The final report for the survey is provided in Appendix B.

The self-report survey consisted of sixteen items, including twelve multiple-choice items and four open-ended items, which allowed respondents to provide short answers. The survey was sent to 506 businesses within the two parks, 414 were in the New Berlin Industrial Park and 92 in the Westridge or Towne Corporate Business Park. A total of 150 completed surveys were returned by June 19, 2009, for a 32% response rate in the NBIP and a 15% response rate in the WBP/TCBP.

In the New Berlin Industrial Park, 79% reported the location of their company headquarters as the City of New Berlin. 27% described their business as manufacturing and 21% wholesale trade. Annual sales ranged from \$14,000 to \$400,000,000 with median sales of \$1,400,000. Number of employees ranged from 1 to 400 with a median of 12 employees. 70% rated New Berlin as good or excellent as a place to do business. The number one reason for choosing New Berlin was location. 28% of respondents suggested New Berlin should control or reduce taxes to support continued growth and help businesses.

In the Westridge /Towne Corporate Business Park, only 11% reported the location of their company headquarters as the City of New Berlin. 24% described their business as wholesale trade and 12% manufacturing. Annual sales ranged from \$34,000 to \$105,661,010 with median annual sales or \$2,600,000. Number of employees ranged



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from 1 to 260 with a median of 21 employees. 71% rated New Berlin as good or excellent as a place to do business. The number one reason for choosing New Berlin was location. 17% of respondents suggested New Berlin should control or reduce taxes to support continued growth and help businesses.

## BROKER INTERVIEWS

In 2008, the City and consultant team conducted confidential interviews with real estate brokers to discuss current and future development in New Berlin. Interviewees included industrial and retail brokers who have worked in the New Berlin community for several years. The brokers interviewed have experience working throughout the region. They broker properties in the industrial parks and commercial corridors.

Information was gathered on existing conditions, citywide strengths, and opportunities for improvement. The following information provides a summary of the most common answers and actions for moving forward. Additional information about the broker interviews is provided in Appendix C.

### Industrial Parks: Overview

A significant asset is the location of New Berlin between two major highways. Overall, the industrial parks are a regional need and are a highly desired location for employers.

The variety offered within the industrial parks is considered a strong asset and not found in many industrial parks in the region. Rental rates are comparable/competitive with other SE WI markets. Often owners can remain in the City as they grow and expand.

Compared to the restrictions of industrial parks in surrounding communities, industrial property owners have more freedom in New Berlin – which is a benefit and an attraction for business owners.

Brokers stated the strong workforce in the New Berlin area is a draw to locate here and why many owners chose to stay here when expanding or moving their business.

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### **New Berlin Industrial Park: Low Vacancy**

The New Berlin Industrial Park is user-friendly, and is one of the largest industrial park in Wisconsin. The density is unprecedented, with the ratio of built land to open land being highly desirable. Interested buyers can purchase a sound structure without acquiring an over abundance of land.

In spring of 2016, the Park has approximately a 3.92% vacancy rate, one of the lowest vacancy rates in the region. According to area brokers, anything less than 20% is considered good. In this market, a low vacancy rate is considered to be 7-7.5%. The 'For Lease' signs may give the impression that the vacancy rate is high, however the signs are necessary since there are several multi-tenant buildings in the industrial park. Building owners tend to keep the signs posted at all times. The building mix in the New Berlin Industrial Park is typically 70% ownership and 30% leased space. Brokers stated that local companies prefer to own their real estate.

Brokers felt there was an opportunity to educate area residents about the parks, specifically the low vacancy rate of the New Berlin Industrial Park. Some residents think of the park as a negative, when it is actually an asset to the community and increases the tax base without creating a burden on the school district. The park is an incubator not just for New Berlin, but for the entire marketplace. In the future, the industrial park could become even more of an incubator and/or testing ground.

### **Concern**

One concern with the New Berlin Industrial Park is how environmental assessments are conducted. A Phase I Environmental Site Assessment treats the industrial park land as a whole. As a result, a Phase II is almost always required. This can impact the interest of the buyer if they do not want to invest in research and remediation. In addition, due to the density, it can be difficult to determine the responsible party for any environmental problems.

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### Westridge: New Development

Westridge offers larger parcels and the opportunity to build new buildings. The development is more segregated and has a higher threshold in terms of price. As the density fills in, the demand for parcels in Westridge may increase.

The location near new commercial development and immediate access to the highway is an asset for buyers.

### Commercial Development

All brokers felt the variety of commercial uses in the city were an asset to attracting other businesses or industrial park tenants. The main commercial corridors are improving with recent developments.

A key suggestion for working with commercial owners is not to fight the prototype – store sizes and store layouts. Rather than fight a prototype, it was suggested to negotiate on the parking, building design, and aesthetics. Commercial owners can more easily change their façade design or amount of landscaping in the parking lot, but it is very difficult to change the internal layout of the store. Brokers felt the average person could not distinguish between 115,000 and 130,000 sq. ft., but they can see the difference in aesthetic quality.

Development agreements should continue to be used, as should the Planned Unit Development (PUD) tool. City planners should have the authority to use their judgment when requesting site and building changes, and PUDs allow for this.

### Moorland Road

Moorland Road is a prime site for commercial businesses looking to locate in New Berlin and is considered a huge asset to the area. Residents, employees, and business owners can find what they need on Moorland Road. Bus service comes up occasionally as an opportunity to enhance the corridor, but is not viewed as necessary for attracting businesses to the corridors.

## POTENTIAL SITES FOR DEVELOPMENT AND REDEVELOPMENT

### Northwest Section 2 –North Moorland Road Corridor (Southeast corner of Moorland Road and Greenfield Avenue)

The Department of Community Development has been going through the process of analyzing the area now referred to as the North Moorland Road Corridor. This area is generally bounded by Moorland Road to the West, the Highland Memorial Park Cemetery and Walmart development to the East, Greenfield Avenue to the North and the New Berlin Recreational Trail to the South (Figure 3.1). This area is intended for retail and commercial uses located on the corner then transitioning to the south to allow for commercial retail and/or office on the first floor with residential integrated above. The far southern end of the parcel could be developed as low-density multi-family residential as defined in the Zoning Code. Development policies were added within Chapter 11 – Neighborhood A (Greenfield Avenue Corridor) to guide any future development requests.



Fig. 3.1 North Moorland Road Corridor Map.

### New Berlin City Center Redevelopment Opportunities

In 2016, DCD initiated an effort to explore redevelopment opportunities within the southwest area of the City Center. With the recent news of Kroger Co. acquiring Roundy's, Inc. (Pick N' Save), continued vacancy of the former Walmart building and recent closure of Fazoli's, DCD City saw this as an ideal time to discuss future plans for Moorland Square at approximately 15415 W. National Avenue in New Berlin's City Center. This specific area is bounded by National Avenue to the north, Moorland Road to the west, Howard Avenue to the south and the east property lines of the Walmart, US Bank and USPS parcels (see Figure 3.1-1). This study area includes total of 35.41 acres with 17.53 acres of parking or 49.5% of the total acreage. The amount of parking far exceeds what the current zoning code requires. Moorland Square is a prime example of a traditional suburban shopping center development with a large grocery store as the anchor and ample parking in front of the stores. The design inherently promoted the use of the automobile to access the center, pedestrian connections were not considered.

Although the shopping center is in a central location, at the highly traveled intersection of Moorland Road and National Avenue, the strip center is set far back and the storefronts are disguised by a top-heavy building overhang and outdated façade. The raised planting beds, with overgrown landscaping further conceal the dark store windows creating the impression that spaces are empty or closed. Stand alone buildings along National Avenue further block the strip center with the significant grade change. Adequate signage continues to be a struggle for many of the tenants.

Redevelopment opportunities could include ways to improve appearance, increase the value of the study area, encourage pedestrian connections to adjacent neighborhoods, realignment of internal roads, reduction of impervious surfaces, provide another connection to the City Center area to the east and help to create an overall increased sense of place. A market feasibility study is also recommended prior to preparing a redevelopment plan.

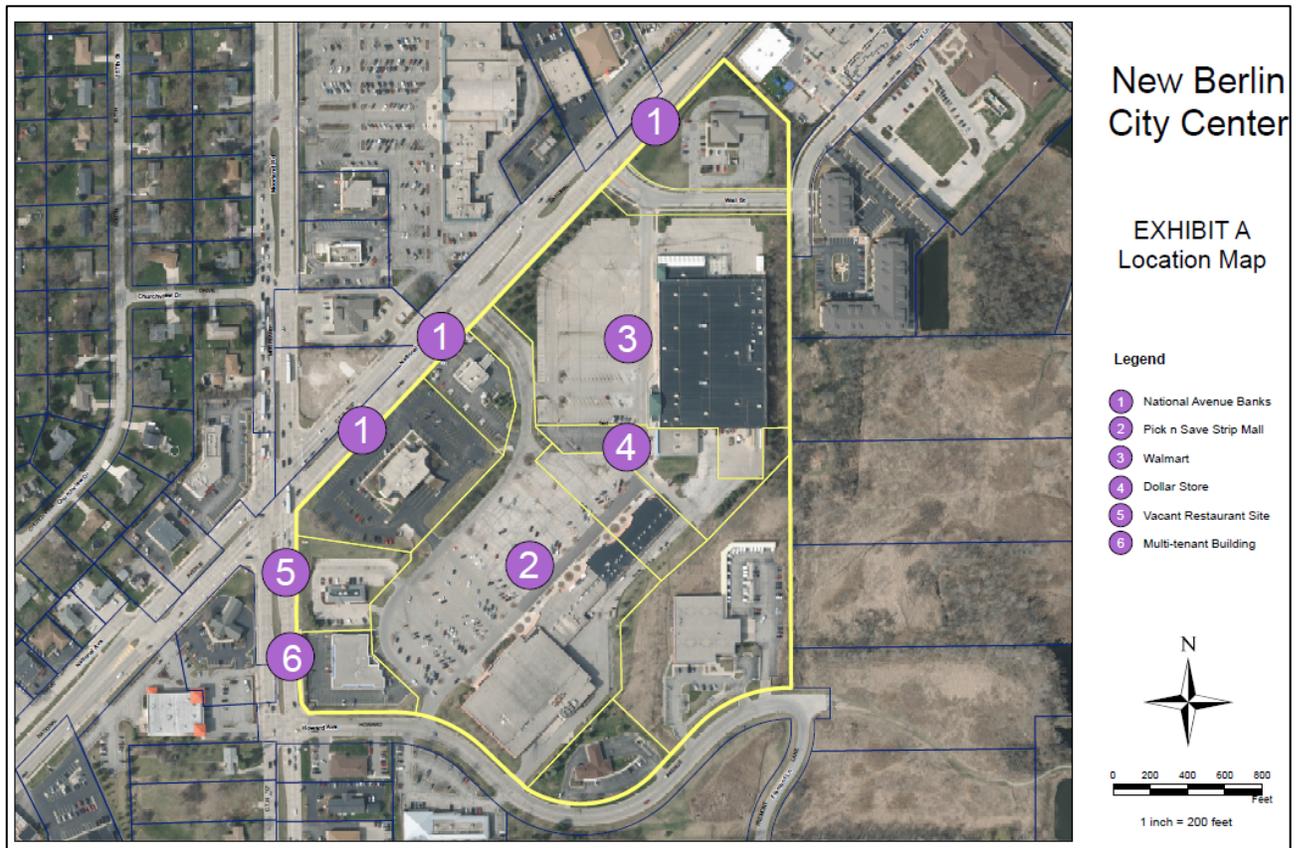


Figure 3.1-1. City Center Redevelopment Area.

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## Section 34 – 35 – South Moorland Road Corridor

Section 35 is an area that is envisioned to be a mix of business park industrial, office, retail, residential, and passive and active park uses. In order to implement the conceptual neighborhood plan, the City has created three new zoning districts specifically for this geographic area.

They include a new R-6 (Section 35 Low-Density Single-Family Residential), M-3 (Section 34 & 35 Business Park Development District) and P-2 (Section 35 Park Complex District) as further described in Chapter 10 – Land Use. Figure 3.1-2 identifies the Future Land Use within the South Moorland Road Corridor. The development area includes approximately 433 gross acres of Business Park/Industrial land use, 295 acres of residential land use and a 97 acre park complex.



Figure 3.1-2. South Moorland Road Corridor Future Land Use.

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## NEW BERLIN SPENDING PATTERNS AND OPPORTUNITIES

New Berlin is home to more than 1,800 businesses; the locations for many of these businesses are shown in Figure 3.2. Spending patterns and opportunities relating to these businesses are described in this section.

Economic data gathered from Claritas identifies consumer spending patterns and retail opportunities in the City of New Berlin. Detailed data charts are in Appendix D. The data reflects 2008 economic conditions, so it should be noted that there are some limitations to the data given 2009 economic impacts. However, overall patterns should be similar.

### Consumer Spending Patterns 2008

The following are some of the categories that project a minimum 20% increase in spending between 2008 and 2013:

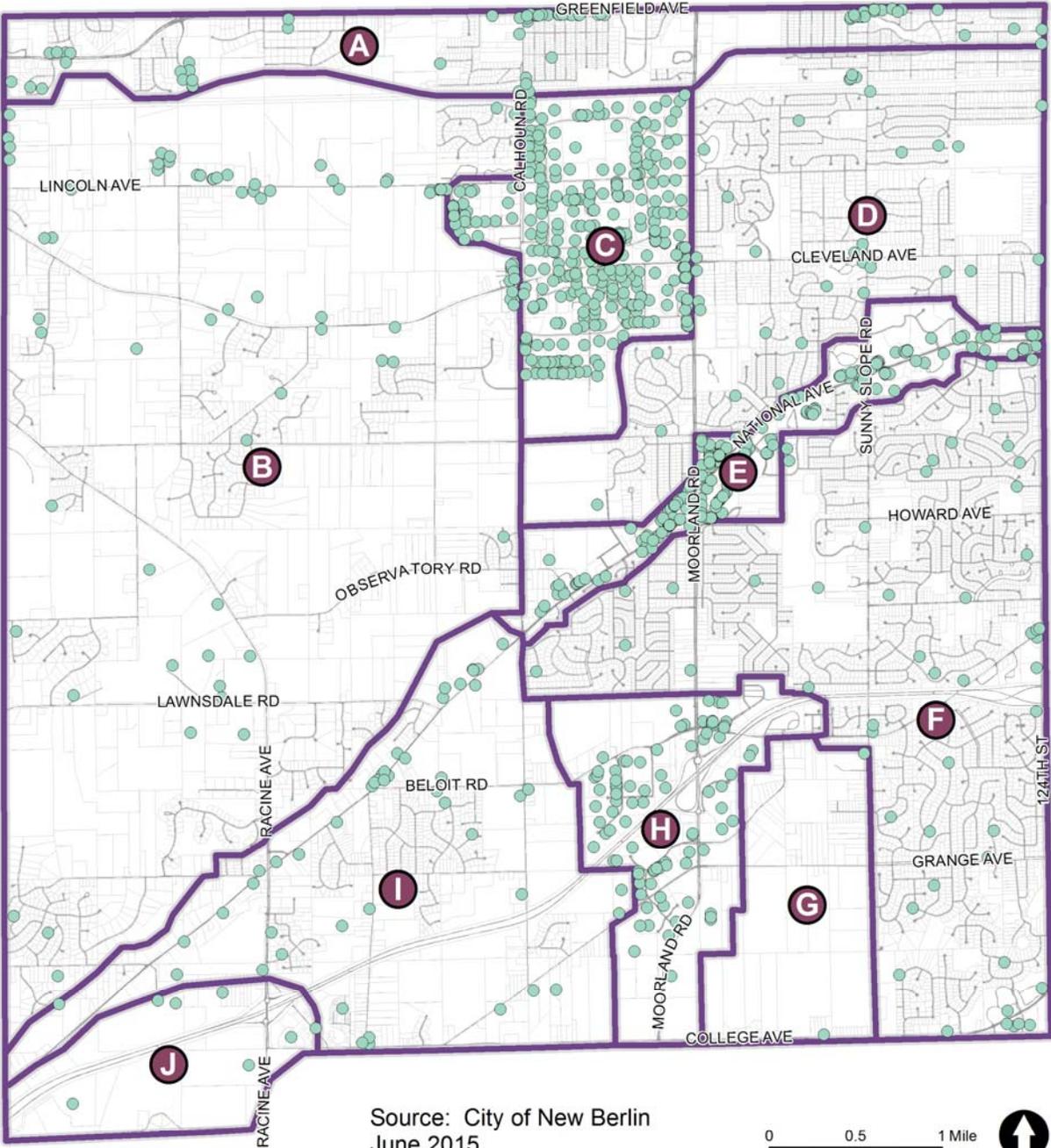
- TV, radio, and sound equipment related sales (23% increase)
- Prescription drugs (62% increase)
- Tuition and School Supplies (31% increase)
- Lunch/Restaurants (34% increase)
- Snacks and non-alcoholic beverages (45% increase)
- New vehicles (22% increase)
- Used vehicles (38% increase)
- Gasoline (32% increase)
- Automotive maintenance/repair (24% increase)

### Retail Opportunity Gaps

Data was gathered from the Consumer Expenditure Survey, the U.S. Bureau of Labor Statistics, and the U.S. Census. Based on income levels of New Berlin residents, spending patterns, and the types of retail businesses located within the city, the following categories represent significant opportunities for new retail businesses. The types of businesses should be reviewed as to which are appropriate for New Berlin and where they could be located. The categories show a surplus of demand (consumer expenditures) compared to the supply (retail sales):

# BUSINESS LOCATIONS IN NEW BERLIN

with Neighborhood Overlay



November 2015

**COMPREHENSIVE PLAN 2020**  
City of New Berlin, Wisconsin

Figure 3.2. Business Locations in New Berlin.

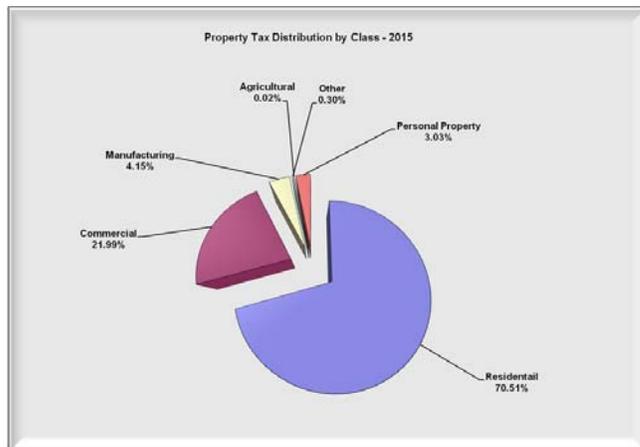
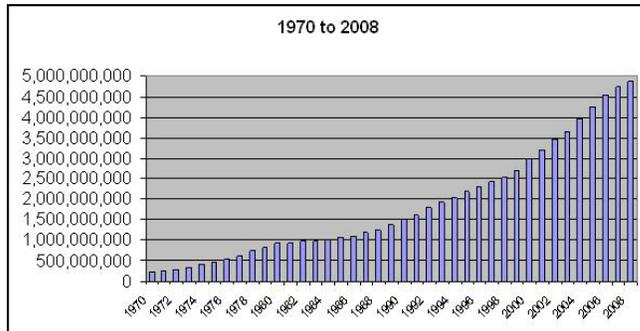
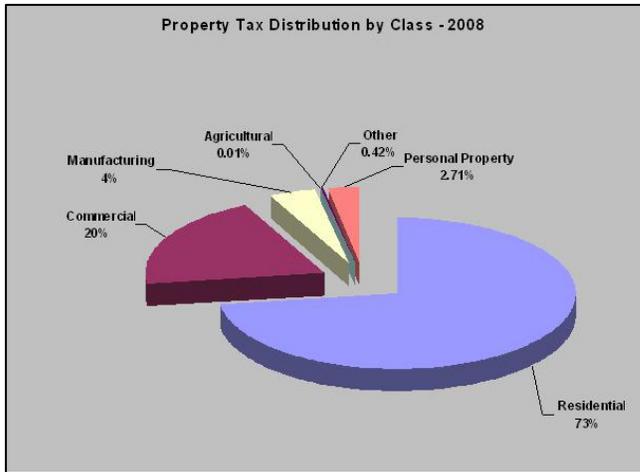
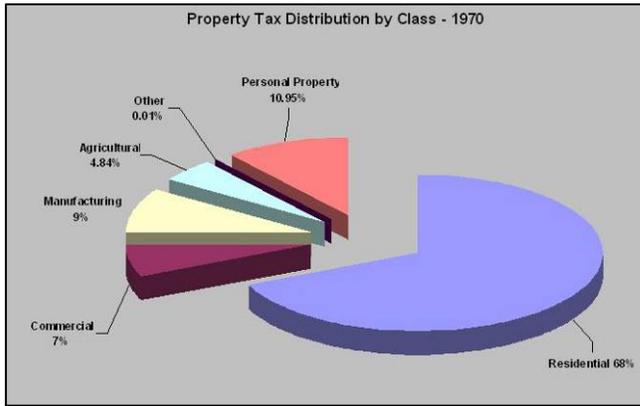


Figure 3.3: Property Tax Data.

#### Automotive dealers

- Building material and supply dealers
- Home Centers
- Grocery stores
- Gasoline stations with convenience stores
- General merchandise stores, including warehouse clubs and super stores
- Full-service restaurants
- Clothing and accessory stores
- Furniture and home furnishings stores

The following categories show significantly more stores than consumer spending; therefore, New Berlin may have a surplus of these businesses. A surplus could offer more competitive pricing, but could also mean some of the businesses may not be viable over the long-term:

- Electronics and appliance stores
- Computer and software stores
- Gasoline stations
- Sporting goods and hobby stores

## TAX INFORMATION

### Citywide Tax Levy Analysis by Neighborhood

A tax levy analysis was completed in 2009 to determine the effects of any new development upon tax levy and total assessed value, per neighborhood planning area, based upon the land use plan outlined in this document. See Appendix E for the full analysis. At present, Neighborhoods F, D, B, C and E rank in the top five neighborhoods, respectively, in terms of the highest current total assessed values and captured tax levy. In 2009, Neighborhood F has an assessed value total of \$1,621,606,731 while Neighborhood E is currently assessed at \$363,904,504. After applying the growth scenarios in the tax levy analysis (Appendix E), the development of Neighborhood G (Section 35) and Neighborhood J (Mill Valley Business Park), the new top five rankings are Neighborhoods F, D, B, C and H. The most significant changes in total assessed values upon new development are within Neighborhoods F, H and J. Figure 3.4 shows the changes in said values.

Neighborhoods	Current Value (2009)	New Value	Added Value
F	\$1,621,606,731	\$1,910,169,925	\$288,563,195
H	\$354,295,316	\$550,189,323	\$195,894,008
J	\$10,595,554	\$170,596,755	\$160,001,201
Totals	\$1,986,497,600	\$2,630,956,003	\$644,458,403

Figure 3.4: Tax Levy Impact for the Top Three Neighborhoods  
(Current Levy vs. New Levy after New Development)

As is illustrated in Figure 3.4, by implementing the adopted future land use plan, the total estimated value of new development in these neighborhoods is \$719,399,862 or an increase of \$386,447,032 above current values (a 116% increase). The current average tax levy per square mile increases from the present average of \$613,639 upwards to \$667,545 (9% increase).

## FISCAL IMPACT ANALYSIS

The purpose of a Fiscal Impact Analysis is to get a ballpark figure of projected revenues and projected expenses based on future development opportunities. Most Comprehensive Plans do not include a fiscal impact analysis, however it provides further justification for land use and development recommendations. The following is an overview of potential costs and revenues given future development based on the Future Land Use recommendations. The assessment data and projections provided below and throughout this plan were completed in 2009 and were not updated with the 2016 revisions.

According to the City assessor, the projected 2009 valuation of the City of New Berlin is \$4,720,434,096 with a tax levy of \$24,940,159.

A fiscal impact analysis was prepared based upon the projected future land uses proposed in this plan. The analysis includes the projected property valuations over the next ten-year planning period by incorporating very modest valuation increases of 1.5% for those areas already at "full-build out" and by including new development/growth projections into those areas that are "undeveloped" but projected to be developed within the next ten years. From these numbers, future tax levies were estimated. An analysis of costs was also incorporated for both general government and public safety. General government costs include roadway maintenance and other operating budget expenditures.

The ten year projected revenues were then compared to the ten year projected costs. A summary of the results and assumptions are described below:

- With new growth / development, the projected City Operating Budget will increase from \$34,634,526 in 2010 (2% increase over 2009) to \$43,476,042 in 2020, a projected 25.53% increase.
- With new growth / development, the projected City Tax Levy Rate will increase by approximately 4.28% from a projected \$5.2834/\$1,000 in 2010 to \$5.5094/\$1,000 in 2020. This averages out to a 0.39% increase per year.
- Without new growth / development, the projected City Operating Budget will increase from \$34,634,526 in 2010 (2% increase over 2009) to \$42,219,294 in 2020, a projected 21.90% increase.
- Without new growth / development, the projected City Tax Levy Rate will increase by approximately 11.86% from a projected \$5.2834/\$1,000 in 2010 to \$5.9101/\$1,000 in 2020.

Year	Tax Rate (2010-2020)	
	Without New Growth	With New Growth
2010	5.2834	5.2834
2011	5.3478	5.3219
2012	5.4119	5.3615
2013	5.4758	5.3638
2014	5.5394	5.3690
2015	5.6028	5.3778
2016	5.6647	5.4156
2017	5.7263	5.4302
2018	5.7878	5.4456
2019	5.8490	5.4623
2020	5.9101	5.5094
Increase	11.86%	4.28%

Figure 3.5: New Growth Affect on Tax Rate 2010-2020

To summarize, the new growth projections do have a financial benefit on the bottom line for the City. As the variable and semi-variable costs (wages, benefits, fuel, road salt) generally increase over the planning period (2010 thru 2020), the City can take advantage of both fixed-costs and economies of scale to continue to absorb changes in the aforementioned costs. The levies achieved from new growth / development help to minimize tax rate increases to a mere 0.39% per year on average over the ten-year planning period. Without the new

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projected development, the tax rate is projected to increase by at least 1.08% per year on average over the ten-year planning period. Accounting for new growth and modest increases in valuation, the City could realize an increase in citywide value of ~\$1,520,702,230 by the year 2020.

The impact on the NB School District's tax rate is consistent under both the new development and "no development" scenarios. The rate increase is projected from 4.6% - 4.9%.

The following assumptions were used in the economic analysis (Please note these assumptions were not updated during the 2016 revisions. Since the initial plan adoption in 2009, a handful of amendments were made to the Future Land Use map, with the most significant being the South Moorland Road Corridor planning efforts that were approved via Ordinance #2553):

- In general, all neighborhoods are assumed to grow at a 1.5% annual increase from 2010 through 2020. Neighborhoods that are projected to have new growth/development are B, G, H and J; thus they will increase by 1.5% annually plus by the increases shown in Section B.
- Neighborhood J is anticipated to have build-out starting in Year 2013 and completed by Year 2020 similar to growth experienced in the Westridge Business Park. However, the valuation is not expected to start until the Year 2013. Approximate 12.5% increase in valuation/year from 2013 thru 2020 based upon a total increase in valuation of \$150 million.
- Neighborhood G has been allocated only new residential growth and no business park land uses. Business park land use is allocated to H. Assume a 1:4 density was used at \$300K per lot. Assumes 50% build-out by the Year 2020 (51 of 101 projected lots under this density) similar to growth experienced in conservation subdivision (i.e.: Rogers Glen). Valuation is not expected to increase until the Year 2012. Approximate 5.6% increase in valuation/year from 2012 thru 2020 based upon a total increase in valuation of \$15.3 million.

- Neighborhood H has been allocated only new business park/commercial growth and no residential land uses. H is anticipated to reach 75% build-out by the Year 2020 similar to growth experienced in the Westridge Business Park. Valuation is not expected to increase until the Year 2011. Approximate 7.5% increase in valuation/year from 2011 thru 2020 based upon a total increase in valuation of \$124.1 million.
- Neighborhood B has been allocated 120 acres of business park/industrial growth on the future land use map. Assume 25% of this growth will occur by the Year 2020 with valuation expected increase starting in the Year 2016. Approximate 5% increase in valuation/year from 2016 thru 2020 based upon a total increase in valuation of \$15 million.
- The annual Operating Budget for the City is projected to increase by 2% per year.
- The annual roadway maintenance costs are projected to increase by 3% per year.
- General Government Costs include existing Roadway Maintenance Costs.
- One police officer and firefighter will be added per 1,000 population increase.

Facility	Single Family	Multi-Family	Industrial	Retail
Library	\$153.98	\$108.53	N/A	N/A
Law Enforcement	\$22.62	\$127.92	N/A	\$0.6427
Fire Protection	\$174.34	\$132.14	\$0.0074	\$0.1182
Parks	\$142.04	\$85.21	N/A	N/A
Bicycle & Pedestrian	\$142.47	\$87.75	N/A	N/A
TOTAL	\$635.45	\$541.55	\$.0074	\$.7609

Figure 3.6: New Berlin Impact Fees Per Square Foot from 1999 Needs Assessment

## PRELIMINARY REPORT ON EXISTING IMPACT FEES

### Introduction

The City of New Berlin currently charges a broad assortment of impact fees for various public improvements. In 1999, the City adopted an

impact fee needs assessment prepared by Virchow Krause & Company. This report recommended five impact fees summarized in Figure 3.6.

In addition to the fees identified in the 1999 report, the City also charges fees related to public sites, open space, and water & sewer utilities. These fees are summarized in Figure 3.7.

Facility	Residential	Non-Residential
Public Site Fee	\$1,807.60 per lot	Combined Public Site/Open Space fee is \$1,206.14 + \$100 per acre
Open Space Fee	\$130.00 per lot	

Figure 3.7: Public Sites & Open Space Fees

### State Statutes Pertaining to Impact Fees

Wisconsin Statutes § 66.0617 allows a municipality to charge an impact fee to a developer or land owner on a per unit or per acre basis based on the effect that unit or acre will have on public facilities or infrastructure.

A public facilities assessment study is required to demonstrate a rational relationship for new, expanded, or improved public facilities required for new development. Impact Fees may not exceed the proportionate share of the capital costs for new development, compared to existing uses within the municipality. Existing deficiencies for public facilities cannot be paid by impact fees. Municipalities must also take into account other charges (special assessments) or grants used for a project. Statutory uses for impact fees include:

- Highways per Wis. Stat. § 340.01 (22)
- Other Transportation Facilities
- Traffic Control Devices
- Collection & treatment of sewage
- Pumping, storing and distribution of water
- Parks, playgrounds, & land for athletic fields
- Solid waste and recycling facilities
- Fire protection, law enforcement, emergency medical facilities, & libraries – not including City Halls.

### 2006 Changes in Impact Fee Laws

Wisconsin Act 203, which became law in April 2006, amended the allowable time period during which impact fees must be used and redefined eligible entities from “political subdivisions” to “municipality,”

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effectively prohibiting counties from imposing impact fees. The Act also provided a mechanism for the refunding of impact fees to current property owners with interest that are not used within seven years of collection.

The seven year time limit may be extended by three years if the municipality adopts a Resolution stating that, because of extenuating circumstances or hardship in meeting the seven year time limit, it needs an additional three years to use the impact fees that were collected. Wisconsin Act 203 applies not only to impact fees imposed after April 2006, it also applies to impact fees imposed and/or collected under Wis. Stat. § 66.0617 prior to April 2006. Act 203 also requires municipalities to track each impact fee in its own separate account, and required municipalities to provide specific revenue and expenditure amounts for each impact fee in its annual budget.

Wisconsin Act 477, which became law in June 2006, amended the scope of eligible parks and recreational facilities for which impact fees may be collected from “parks, playgrounds, and other recreational facilities” to “parks, playgrounds, and land for athletic fields.” Act 477 also excluded vehicles from the definition of eligible capital costs and prohibits local governments from imposing fees or charges as a condition of plat approval for development. The law also states that the required public improvements must “bear a rational relationship to a need” resulting from the development.

### 2008 Changes in Impact Fee Laws

Wisconsin Act 44, which became law in January 2008, changed several of the provisions included in Wisconsin Act 477 passed in 2006. The changes include:

- A grandfathering provision for impact fees imposed before June 14, 2006 for “other recreational facilities” substantially completed by June 14, 2006.
- A requirement for the Public Facilities Needs Assessment to include an estimate of the cumulative effect of all proposed and existing impact fees on affordable housing in the community.
- A requirement for the developer or property owner to pay impact fees upon the issuance of a building permit.

- A stipulation that a Resolution passed by the Governing Body requesting a 3- year extension must include detailed written findings specifying extenuating circumstances or hardship.

Wisconsin Act 44 also established several new collection and spending scenarios to avoid refunding impact fees to current property owners with interest, as outlined in Figure 3.8:

Collection Date	Collection Period	Spending Deadline
Before 1/1/2003	N/A	12/31/2012
After 12/31/2002, Before 4/11/2006	N/A	1 <sup>st</sup> day of 120 <sup>th</sup> month after first collection date
After 4/10/2006	Within 7 Years of effective date of Ordinance	Within 10 years of effective date of Ordinance
After 4/10/2006	More than 7 Years of effective date of Ordinance	"Reasonable period of time"

Figure 3.8: Impact Fee Collection Information  
Source: City of New Berlin and Ehlers

Finally, Wisconsin Act 44 also amended Wisconsin Subdivision regulations to allow a municipality or town to impose a fee or other charge to fund the acquisition or initial improvement of land for parks. This is defined further as "grading, landscaping, installation of public utilities, construction of sidewalks, installation of playground equipment, and construction or installation of restroom facilities in land intended for public park purposes.

### **Implementation of Impact Fees**

Prior to adopting any new impact fees, the City needs to complete a comprehensive needs analysis, including projection of anticipated project costs. A Public Hearing is required to present the findings of the needs assessment. A Class 1 Public Hearing Notice is required to be published in the official newspaper advertising the hearing, and the needs assessment study must be on file in the Clerk's office for 20 days. During the Public Hearing, the City must demonstrate that the needs assessment accurately depicts the impact new development will have on existing services or infrastructure, in addition to the other requirements summarized in this report.

### **Purpose and Status of Existing Fees**

Before the City of New Berlin considers amending or adding additional impact fees, it is important to understand the purpose, historical use, fund balance, funds in need of rebate, legal considerations, and ongoing uses for each of the existing and past impact fees. Since the adoption of the Comp Plan in 2009, the city completed a review of the

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impact fees that were being collected to determine which fees should continue to be collected, not collected and how to distribute any balances left in certain impact fee account. As a result of this analysis, Ordinance No. 2453 was adopted by the Common Council on May 24, 2011. A summary of the outcome of the ordinance is provided below.

#### Library Impact Fee

Purpose: Fee collected from residential properties to help pay for library expansion or construction.

Status: This impact fee will continue to be collected. Monitor spending requirements in State Statutes for rebate of fees to property owners, apply towards library debt service based on the portion of the facility serving new growth.

#### Law Enforcement

Purpose: Fee collected to pay for construction of new police facilities.

Status: Upon adoption of Ord. No. 2453, this impact fee is no longer being collected.

#### Fire Protection

Purpose: Fee collected to pay for construction of new fire facilities.

Status: This impact fee will continue to be collected. Apply towards debt service of Fire Station No. 3 and other uses consistent with Wisconsin Impact Fee Law.

#### Parks

Purpose: Pay for park construction within the City's capital facilities plan. Wisconsin Statutes states impact fees for park projects can be spent on "parks, playgrounds, and land for athletic fields". This is interpreted to mean that the impact fees can only be spent on the land portion of athletic fields (i.e. grading). Infrastructure associated with large athletic complexes such as tennis courts or baseball diamonds cannot be paid for with impact fees

Status: This impact fee will continue to be collected. Spend fees for land acquisition needed for park development. Monitor spending deadlines for rebate of fees to property owners. These impact fee funds must be spent within seven years of the date of collection.

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### Public Site and Open Space Fees

The City charges a public site and open space fee on a per lot basis. These fees are collected through the platting process. Currently, Section 235-34(c) of the New Berlin Municipal Code provides for the collection of a fee which is to be used for the acquisition of public land and development in the preparation of public land. State Statutes treat fees collected as a condition of (platting) approval separately from "impact fees".

Wisconsin Statutes §236.45(6)(am) states a Municipality may only impose a fee or other charge, as a condition of approval, to fund the acquisition or initial improvement of land for public parks. This is further defined as "grading, landscaping, installation of utilities, construction of sidewalk, installation of playground equipment, any construction or installation of restroom facilities on land intended for public purposes".

As a result of this definition, the City can only charge a fee as a condition of approval for the acquisition or improvement of land for public parks as defined above. The Public Site and Open Space fee revenue collected since 2006 can only be used for this purpose.

Status: The fee will continue to be collected.



Figure 3.9. Postcard Developed with CDBG Funds.

## CITY OF NEW BERLIN HOUSING TRUST FUND BOARD & FAIR HOUSING OUTREACH PLAN - UPDATE

As discussed in the Chapter 6 – Housing, on June 12, 2012 the Common Council adopted Ordinance #: 2491 An ordinance to create a Housing Trust Fund for the City of New Berlin. The creation of the Housing Trust Fund was required under the terms of the Consent Decree that the City entered into with the United States Department of Justice. The terms of the Consent Decree require that the city place Seventy Five Thousand Dollars (\$75,000.00) into the Fund. The Common Council on May 22, 2012 via Resolution #: 12-23 approved the transfer of funds to establish the Trust Fund. In addition, on July 10, 2012 the City of New Berlin Common Council adopted Resolution #: 12-30 approving the Fair Housing Outreach Plan. The City has created a “Fair Housing” section on the City’s website where this information is located.

On April 21, 2016, the City of New Berlin was informed that the obligations under the Consent Decree between the City of New Berlin and the Department of Justice had been fulfilled and the Decree has expired. The City plans to continue Fair Housing efforts in conformance with the Fair Housing Outreach Plan.

The following is a brief list of activities and new programs since 2012:

- The Board has made progress on the tasks outlined in the Housing Outreach Plan. Figure 3.9 is a samples of a postcard that was developed by DCD Staff sent out to all businesses in the City of New Berlin.
- Figure 3.10 is a poster that was developed by DCD Staff and was hand delivered during the summer of 2015 to various businesses in the City, public buildings, etc. Both documents were created using CDBG funds.
- A QR Code was established and has been placed on all documents to connect those interested in housing in New Berlin to the Fair Housing section of the City’s website.
- DCD Staff and other City officials attended Fair Housing Training on Monday, July 13, 2015. The Milwaukee Fair Housing Council led the training session.
- In addition, the City has worked closely over the past year with First Financial Bank Centre to create a home loan grant program for First Time Home Owners. The program will be funded by the Trust Fund. The City would provide a \$2,500 grant to first time home

buyers to provide for down payment and closing costs associated with buying their own home. The bank may match that request up to \$2,500 and will assist the City in reviewing the requests. The City has created a home loan grant application which is located on the City's website.

- In addition, the City has partnered with First Financial Bank Centre to provide a First Time Home Buyer seminar at the City of New Berlin Library. The seminar is set for spring 2016.

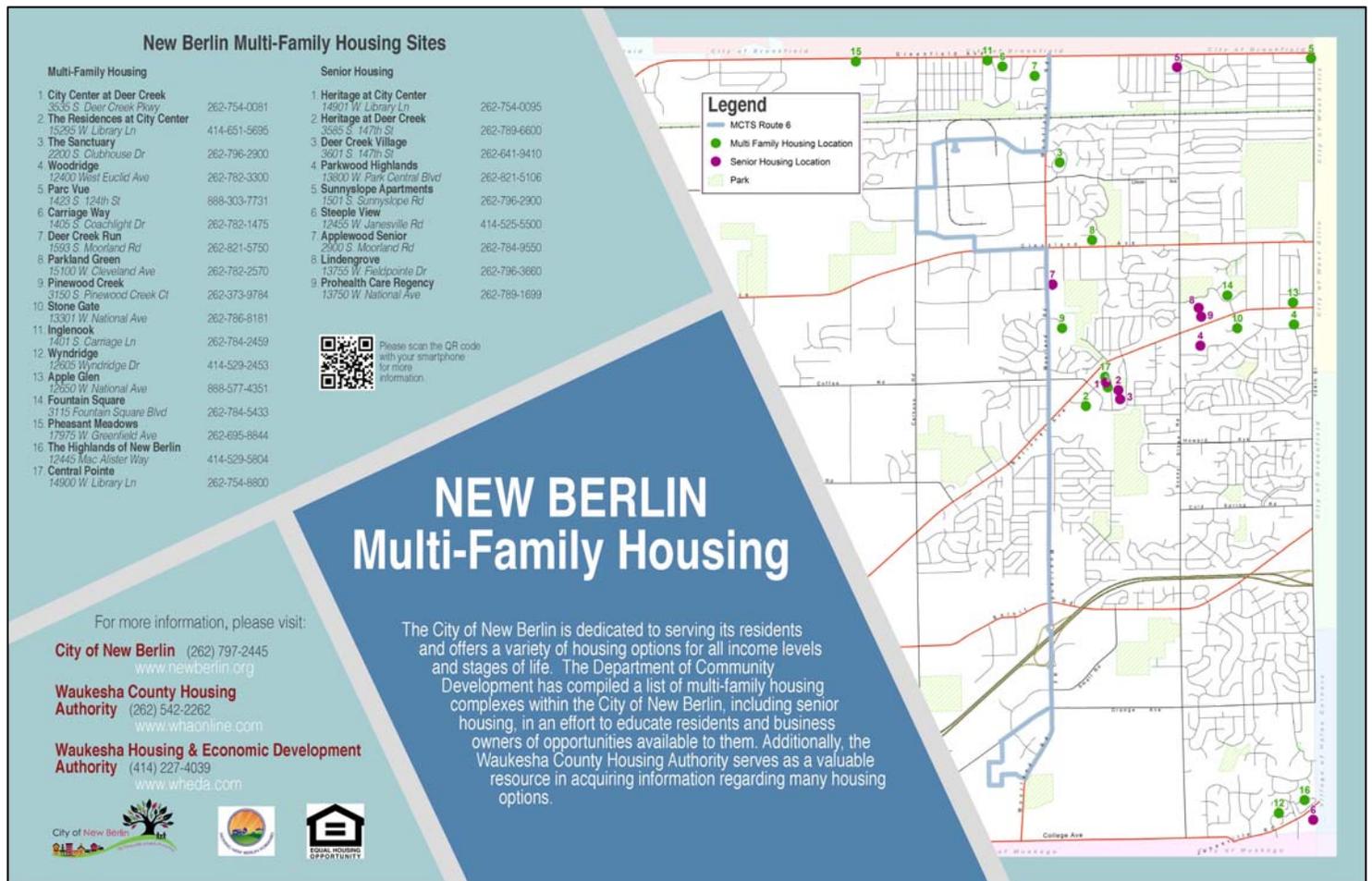


Figure 3.10. Poster Developed with CDBG Funds.

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## COUNTY, REGIONAL AND STATE ECONOMIC DEVELOPMENT PROGRAMS

Due to Waukesha County's status as an "urban entitlement county" New Berlin is entitled to receive and utilize federal Community Development Block Grant (CDBG) funds. A number of state economic development programs are available to New Berlin, particularly those that help small businesses and promote the growth of high technology industries. The following paragraphs summarize the major county, regional and state economic development programs available to the City of New Berlin.

### Waukesha County Community Development Block Grant Program (CDBG)

Waukesha County's CDBG program provides funding that could be used to help individuals in New Berlin's low- and moderate-income households purchase affordable housing and improve businesses in well-defined low- and moderate-income neighborhoods. Businesses in these neighborhoods are provided with low interest loans through the CDBG program to help create more jobs. CDBG monies can be used in these neighborhoods for infrastructure improvements that are tied directly to business retention and attraction such as street paving, lighting, street trees, street furniture, signage, building façades and sidewalks. Funding can also be used for historic preservation and rehabilitation of older or blighted buildings that is tied to business improvements or the provision of more affordable housing.

### Business Improvement Districts (BIDs)

A Business Improvement District (BID) is a special assessment district that can be set up under Wis. Stats. 66.1109 to allow the City and the businesses share the responsibilities and benefits of improving a well-defined business area. The idea in creating a BID is to fund improvements that attract more customers, enable businesses to gain higher profits and enable the City to eventually gain more tax revenue from higher real estate assessments. Pursuant to the statutory requirements, a BID would have to be created by the City of New Berlin at the behest of the business owners of a defined area. The properties that make up a BID must be contiguous. Only commercial properties can be assessed for BID purposes. Residential and tax-exempt properties can be included in the BID area but they are not assessed for

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BID purposes. Assessment methods tend to vary, but generally they are based on each commercial property's assessed value.

BIDs require the creation of a governing Board of Directors to submit an annual operating plan to the City, hold public meetings under the Open Meetings law, conduct an annual audit of BID activity and hold an annual stakeholders meeting. The Board must be composed of at least five members, a majority of whom own or occupy real property in the BID.

BID monies can be used to fund basically anything the BID's Board of Directors determine will improve business, according to the operating plan. Thus, BID monies can be, and have been used successfully for the following:

- Business recruitment
- Crosswalks
- Entrepreneurial training
- Facade improvements
- Increased security
- Landscaping, streetscape, trees, signage and lighting
- Marketing and promotional events
- Parking
- Public art
- Sidewalks
- Snow removal
- Street narrowing and traffic calming
- Street paving

### Waukesha County Economic Development Organization (EDO)

Waukesha County is creating a new economic development organization (EDO) in early 2016, to help support and grow existing county businesses and assist companies considering relocation to Waukesha County. An Economic Development Strategy Workgroup was convened in late 2014 and throughout 2015 with the mission to develop a Business Growth Strategy for Waukesha County.

As part of the effort of the by the Workgroup, a survey of Waukesha County businesses was conducted. The survey data was used to drive the strategy for the new organization and will complement research

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being conducted to determine options for the entity's structure and financing.

A new EDO could enhance Waukesha County businesses' ability to grow by making connections between businesses in need and the tools available to help. The organization could also provide access to financial resources and other assistance and work closely with existing organizations like Waukesha-Ozaukee-Washington Workforce Development Board (WOW) in supporting workforce training and workforce development needs.

#### Technical Assistance Programs:

The Wisconsin Economic Development Corporation (WEDC) offers a range of technical assistance programs to help communities undertake economic development. Several of the programs most applicable to New Berlin are described below.

**Business Development Assistance:** WEDC's Early-Stage Business Investment Program and Qualified New Business Venture Program (QNBV) work together to spur investment in early-stage Wisconsin businesses with the potential for significant economic impact and job growth. Early-stage businesses developing innovative products, processes or services may be designated as QNBVs. Investments in QNBVs made by angel investors, angel investment networks and qualified venture capital funds are eligible to receive a tax credit equal to 25 percent of the amount of the equity investment through the Early-Stage Business Investment Program.

**Community Development Assistance:** WEDC provides many programs to help communities spur local economic development including the Community Development Investment Grant, Idle Industrial Site Redevelopment Program, Capacity Building Grant and Certified Sites.

**Export Assistance:** WEDC offers resources, financial support and training programs to businesses looking to start or expand their exporting strategy including International Market Access Grant and Collaborative Market Access Grant Programs.

**Start-up and Business Growth Assistance:** WEDC provides many programs to help businesses fulfill their growth plans including economic development tax credits, jobs tax credits and training grants.

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Wisconsin Main Street Program: a comprehensive downtown economic revitalization program emphasizing historic preservation, design, promotional strategies and economic restructuring activities. In the first five years of a local Main Street program, the state of Wisconsin invests approximately \$125,000 in on-site visits, training, and technical assistance. The Wisconsin Main Street Program, the National Main Street Center, and private consultants spend more than 80 days in each new community during the start-up phase. After the start-up phase, the state annually invests approximately \$5,000 in each Main Street community to provide quarterly volunteer and director training sessions, design assistance, business consultations, and town-specific technical assistance. Other benefits are an annual awards ceremony, cooperative marketing opportunities, and an extensive library of slides, videos, and printed materials. In addition, scholarships are available for local Main Street program directors to attend the National Town Meeting on Main Street.

Although the program is intended primarily for older, traditional downtown areas, there may be older commercial nodes in New Berlin that might qualify now, or in the future, for the Main Street Program. Among these areas are Greenfield Avenue east of Calhoun Road and the West National Avenue Corridor, which includes Prospect Hill (at National Avenue and Racine Avenue).

The Wisconsin Women's Business Initiative Corporation (WWBIC) offers a range of services to business owners through classes, one-on-one assistance and access to capital through direct lending. Several of the programs most applicable to New Berlin are described below.

**Small Business Loans:** WWBIC offers business loans for small businesses. Funds can be used for start-up capital, inventory and equipment, business expansion, working capital and business support.

**Small Business Consulting:** WWBIC provides ongoing support to WWBIC loan clients including annual site visits, one-on-one meetings, promotional and networking opportunities and resource referral network.

**Business Education:** WWBIC provides business education courses including basic business planning and introductory classes, workshops

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for those in start-up phases and classes for businesses preparing for the next stage of growth.

Industrial Revenue Bonds (IRB): The IRB program offers all Wisconsin cities, villages and towns the opportunity to issue tax-exempt bonds to support industrial development and finance expansion projects. The advantage of an IRB over a conventional loan is that it offers convenient long-term and fixed rate financing for capital investment needs.

### Tax Increment Financing (TIF)

Under a TIF, the tax increments resulting from the increase in value from actual development are used by the municipality to finance infrastructure improvements such as repaving, new sidewalks, curb and gutter, street lighting, sewer extensions, landscaping and traffic signals. TIF may be used for a variety of economic development schemes including downtown revitalization, financing new business, financing industrial parks or financing the redevelopment of brownfields.

As the City of New Berlin looks to prepare plans for future growth areas in the City, TIDs may be an appropriate topic worth evaluating as part of public infrastructure investment and/or other investments as these areas develop. On January 12, 2016 the Common Council adopted the "City of New Berlin Tax Incremental Financing Policy." The purpose of this policy is to outline standards and processes that the City of New Berlin will use in initiating or considering applications for Tax Increment Financing (TIF). A copy of the policy is on file with DCD and available on the City's website.

Applications for tax incremental financing may be considered in mixed-use districts, industrial/business park districts, and/or commercial districts. Projects proposed in those areas of the City shall be reviewed in light of the goals established through the Comprehensive Plan.

### Federal Transportation-Related Programs (Administered by WisDOT)

The Wisconsin Department of Transportation (WisDOT) provides economic assistance for various transportation projects through various avenues.. The three most applicable programs are the Transportation Economic Assistance Grant Program (TEA), the Local Transportation Enhancements (TE) Program, and the Surface Transportation Discretionary Program (STP-D).

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The TEA Grant Program provides funding to business and community sponsored transportation improvement projects. The Transportation Economic Assistance (TEA) program provides 50% state grants to governing bodies, private businesses, and consortiums for road, rail, harbor and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state. The goal of the TEA program is to attract and retain business firms in Wisconsin and thus create or retain jobs. The businesses cannot be speculative and local communities must assure that the number of jobs anticipated from the proposed project will materialize within three years from the date of the project agreement and remain after another four years. Grants of up to \$1 million are available for transportation improvements that are essential for an economic development project. It must begin within three years, have the local government's endorsement, and benefit the public. The program is designed to implement an improvement more quickly than normal state programming processes allow. The 50% local match can come from any combination of local, federal, or private funds or in-kind services.

The TE program is designed to fund up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping and the preservation of historic transportation structures. The Bicycle Pedestrian Facilities Program (BFPF) is available as a part of the TE program. The STP-D program funds projects that favor or promote alternative means of transportation to single occupancy vehicle trips for commuting, traveling to school and shopping. Although this funding was eliminated from the 2003-2005 and 2005-2007 biennial budgets, it may become available in the future.

These transportation-based programs are well worth researching for future application in New Berlin because they bear a close relationship with the City's overall economic development. Indeed, the provision of adequate pedestrian and bicycle paths linking neighborhoods, jobs, shopping and parks and the provision of improved, more functional roads will improve the City's overall image and help provide the quality of life amenities needed to attract a more diverse, highly skilled workforce.

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## Programs Administered by the Wisconsin Department of Natural Resources (WDNR)

WDNR has a computerized database to track site specific information about known or suspected brownfields. It also has a series of funding programs for addressing and resolving brownfield redevelopment issues. These are briefly described .

Stewardship Program: provides funds to acquire brownfield sites for urban river restoration, bicycle and pedestrian trail construction and green space creation.

Brownfields Environmental Assessment Program: provides funding for environmental site assessments (referred to as Phase I and Phase II assessments) of known or suspected contaminated brownfield sites.

Site Assessment Grant for Local Governments: provides funds through the WDNR Bureau of Community Financial Assistance for the assessment of sites for environmental problems – used to “jump start” brownfield projects.

## GOALS, OBJECTIVES, AND POLICIES

### Recommendations

The City of New Berlin's economic development goals, objectives and strategies are listed below. They reflect an analysis of the City's labor force and economic base, assessment of the City's strengths and weaknesses with respect to attracting and retaining businesses and industries, determination of desired types of businesses, recommended business sites and available economic development programs. They are a combination of previous recommendations from the 2002 Economic Development and Revitalization Plan and new recommendations.

### Goals

- Goal 1: Diversify the local economic base by encouraging and facilitating the retention and expansion of the existing firms in the community while attracting new manufacturing firms and retail businesses.
- Goal 2: Increase employment opportunities for a more diversified workforce, especially in terms of skill levels, and to raise local

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incomes. Continue partnerships with the School District of New Berlin.

- Goal 3: Maintain a local property tax base to ensure efficient services and to protect economic health.
- Goal 4: Utilize the Comprehensive Plan, and current zoning regulations to locate manufacturing firms and retail businesses in appropriate sites.
- Goal 5: Seek ways to improve New Berlin's overall quality of life in order to improve the overall economic health of the City.
- Goal 6: Improve the image of the business/industrial parks within the City.
- Goal 7: Recruit area industrial firms who are not members of the Chamber of Commerce.
- Goal 8: Establish communication with the Wisconsin Economic Development Corporation (WEDC), Waukesha County Business Alliance, Workforce Development Center (WOW), Wisconsin Women's Business Initiative Corporation (WWBIC), Milwaukee 7, the Wisconsin Economic Development Association (WEDA), Wisconsin Housing and Economic Development Authority (WHEDA) the New Berlin Chamber of Commerce and Visitor's Bureau, and other organizations committed to economic development so each organization is aware of what the New Berlin community offers.
- Goal 9: Continue to focus on planning/developments efforts within the South Moorland Road Corridor Neighborhood.
- Goal 10: Continue to work with the New Berlin Housing Trust Fund Board to further fair housing efforts in New Berlin.
- Goal 11: Continue to explore redevelopment opportunities within the southwest portion of the New Berlin City Center.

## Objectives

- Objective 1: Provide more affordable housing and a greater variety of housing options to encourage more people to live in as well as work in the City.
- Objective 2: Update major commercial corridors, as necessary, desirable and feasible, to improve traffic flow, encourage more coordinated development, increase aesthetics and provide safe pedestrian access.
- Objective 3: Obtain federal, state, county grants and access available programs for workforce development, small business development, business district improvements, incubator

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development, high technology development, and brownfield redevelopment.

## Policies and Activities

**Policy 1:** Encourage the marketing and use of vacant sites in existing industrial/business parks as an efficient infill policy and as an alternative to constructing new commercial centers, industrial/ business parks. Such infill sites might provide excellent buildings for incubators and high technology start-ups.

- Activity 1: This can be achieved through marketing techniques like the Available Property list put together by Community Development Staff. This document is derived from several sources including the Business Journal quarterly leasing guide, the Grubb & Ellis Quarterly Leasing Guide as well as a quarterly parcel-by-parcel inventory by Community Development Staff. This information is on the City's web site
- Activity 2: Maintain the database containing all existing and potential industrial and business site information within the city.
- Activity 3: Update marketing brochures to showcase the best features of locating a business in New Berlin.

## **Policy 2:** Maintain and attract business in the City of New Berlin

- Activity 1: Maintain the Mayoral Work Place Visit and Business of the Month Program.
- Activity 2: Continue publishing the Economic Development Newsletter, *Economic Development Watch*.
- Activity 3: Maintain and encourage partnerships with the New Berlin Chamber of Commerce & Visitors Bureau, Wisconsin Economic Development Corporation (WEDC), Waukesha County Business Alliance, Workforce Development Center (WOW), Wisconsin Women's Business Initiative Corporation (WWBIC), Milwaukee 7, Wisconsin Housing and Economic Development Authority (WHEDA) and Wisconsin Economic Development Association (WEDA) .
- Activity 4: Perform a retention and attraction business survey of New Berlin.
- Activity 5: Implement and maintain a program which calls on each Chief Executive Officer of local industries on a regular basis. This program would provide an opportunity for local industrial leaders to express and discuss their concerns.

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- Activity 6: Monitor businesses so appropriate assistance can be offered when expansion is initiated, since existing firms are the best source for the generation of new employment opportunities.
  - Activity 7: Continue informing local educators, including high schools, technical colleges, and universities as to the employment and training needs of local industries.
  - Activity 8: Encourage the Waukesha County Business Alliance and the New Berlin Chamber of Commerce and Visitor's Bureau to continue assisting industries with recruitment of both 'blue collar' and professional employees, stressing the area's quality of life.

**Policy 3:** Re-evaluate, on an annual basis, the desirability and feasibility of extending public sewer and water to potential commercial and industrial economic development sites.

- Activity 1: Maintain an ongoing relationship with Milwaukee Metropolitan Sewerage District (MMSD)

**Policy 4:** Encourage the design of commercial and retail structures along major corridors for multiple tenants combined with shared access to reduce the "big box" effect and improve traffic flow.

**Policy 5:** Encourage the use of consistent architecture, landscaping, street trees, buffers and signage along major commercial corridors, within existing and developing industrial parks and at the City's gateways to improve the City's overall visual appeal.

- Activity 1: Continue to implement the high quality design standards laid out in the City's Zoning Ordinance.
- Activity 2: Focus on redevelopment of the City's more mature parks through the implementation of the New Berlin Industrial Park Modernization/Revitalization Plan.

**Policy 6:** Improve the governing body's and the public's receptivity toward economic development by establishing and adequately staffing a separate economic development division within the City of New Berlin Department of Community Development. This division should continue to strengthen relationships between the Waukesha County Business Alliance, the New Berlin Chamber of Commerce and Visitor's Bureau, the City Plan Commission and Community Development Authority and the other divisions within the City's Department of Community Development for economic development purposes.

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- Activity 1: Adopt this Economic Development Plan as part of Wisconsin Smart Growth.
  - Activity 2: Possibly create a City based Economic Development Committee/Commission.
  - Activity 3: Develop an operating budget for Economic Development activities.

**Policy 7:** Evaluate the feasibility of helping to manage traffic flow by providing more public and privatized transit options for business parks and large employment centers.

**Policy 8:** Incorporate preservation of open spaces, environmental corridors and isolated natural features, such as wetlands, flood plains, streams, woodlands and prairies, into the design and development of business and light industrial areas in the western part of the City. This is particularly important for the West Lincoln Avenue Corridor.

**Policy 9:** Analyze TIF proposals in accordance with the “City of New Berlin Tax Incremental Financing Policy” that was adopted by the Common Council on January 12, 2016. A copy of the policy is on file with DCD and available on the City’s website.