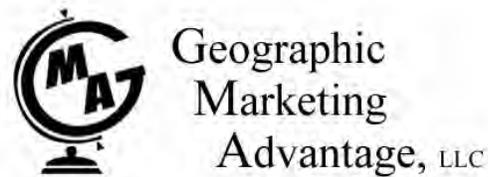


New Berlin Industrial Park Redevelopment Plan

Prepared By:



The City of New Berlin



November 22, 2005

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NEW BERLIN INDUSTRIAL PARK REDEVELOPMENT/MODERNIZATION PLAN

INTRODUCTION

The New Berlin Industrial Park (NBIP) is a vital resource to the City of New Berlin, and the surrounding communities. As an important employment base for the region, and a critical tax base for the City, efforts must be taken to continue to attract new business growth in the park, reduce the relocation or flight of existing companies from the park, and encourage current businesses in the Park to continue to grow and operate in New Berlin. The plan's goal is to raise the standards of the Industrial Park to the current competitive standards of newer, surrounding parks. Furthermore, this document supports the City's adopted Economic Development Element of the Comprehensive Plan as mandated by the state's Smart Growth legislation.



The New Berlin Industrial Park (NBIP), as viewed in this plan is actually three adjoining industrial parks: New Berlin Industrial Park, Moorland Road Industrial Park, and the MSI/Lincoln Industrial Park. It is important to view all 1,126 acres as one area.

In the spring of 2002, students from the University of Wisconsin-Milwaukee's School of Architecture and Urban Planning completed an overview study of the Park. Surveys were sent to all business owners within the park, with 90 out of the 220 mailed questionnaires returned. The information sent back to the students indicated that the roads were in need of repair, the parks appearance was dated, and action was needed to reduce the vacancy rate of the Park. Using this study as a catalyst, the New Berlin Common

Council authorized the Community Development Authority in May 2003 to prepare this revitalization plan.

After the initial draft of the plan was written and reviewed by the CDA, four public listening sessions were held for public input. Three of the open houses, August 19th, August 21st and September 2nd were with Owners and businesses within the Park, and the fourth, on September 23rd was held with developers and brokers working to sell, lease and develop property in the Park. Significant revisions were made to the plan, based on the comments of the business owners. It was widely accepted that the infrastructure of the Park needed to be repaired or upgraded.

Timing is most appropriate for the City of New Berlin to evaluate the NBIP. Competitive parks are cropping up throughout the region. Businesses are making hard decisions to stay competitive in tight market conditions and have more choices today. And although it's not feasible to start from the scratch, effective redevelopment initiatives can be instituted to revitalize the park to once again make it a commerce showcase in the region.

NEW BERLIN INDUSTRIAL PARK TAX REVENUE

As stated, it is vitally important to the City to maintain a quality, thriving industrial park. Based upon tax revenue research in 1990, balancing residential growth with properly planned industrial development has a positive effect on the City of New Berlin's tax base, along with increasing overall net tax revenues. The following table illustrates current tax revenues being generated in the New Berlin Industrial Park.

INDUSTRIAL PARK	Acreage	Assessed Value	Tax Revenue
Moorland	370	161,522,130	3,388,912
New Berlin	650	223,745,790	4,694,433
MSI / Lincoln	73	33,724,220	707,571
Computer Reimbursement		48,519,409	1,017,990
	1093	467,511,549	\$9,808,906

Of the \$9,808,906 of tax revenue generated by the NBIP, the School District of New Berlin receives 57% or \$5,591,076 of the income.

Development	Total Tax Revenue	% Realized by School District	School District Revenue
Industrial	\$9,808,906	0.5700	\$5,591,076

The \$9.8 million dollars of tax revenue generated by the Park is relied upon by both the City and School District. Allowing the Park to decline, and diminish the amount of tax revenue generated would have a severe impact on the quality of services provided by both entities.

INFRASTRUCTURE IMPROVEMENTS

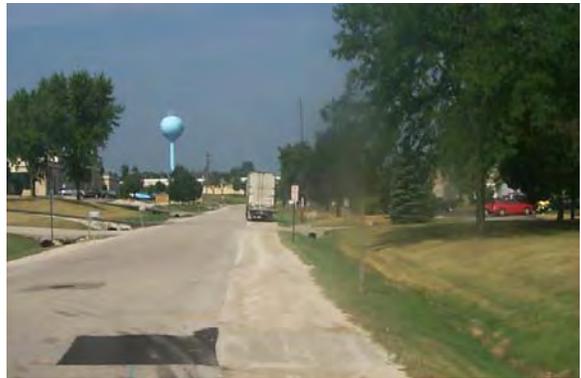
One of the goals of the redevelopment/modernization plan is to create a master plan for all infrastructure improvements. Road reconstruction, storm water management, storm water quality, lighting, signage, power distribution, fiber optic/technology wiring and landscaping all need to be taken into consideration as the NBIP continues to modernize. Although each of these topics is important on it's own, they must be addressed together, in a comprehensive plan, that will eliminate the possibility of correcting one issue, and redoing/tearing it out as another issue is resolved.

ROADWAYS

The current network of roads within the park are in a state of deteriorating shape. The roads are too narrow for the effective and safe use for the amount of traffic generated from both cars and trucks. The existing width of pavement is 24 feet, the new standard will be set at 44 feet.



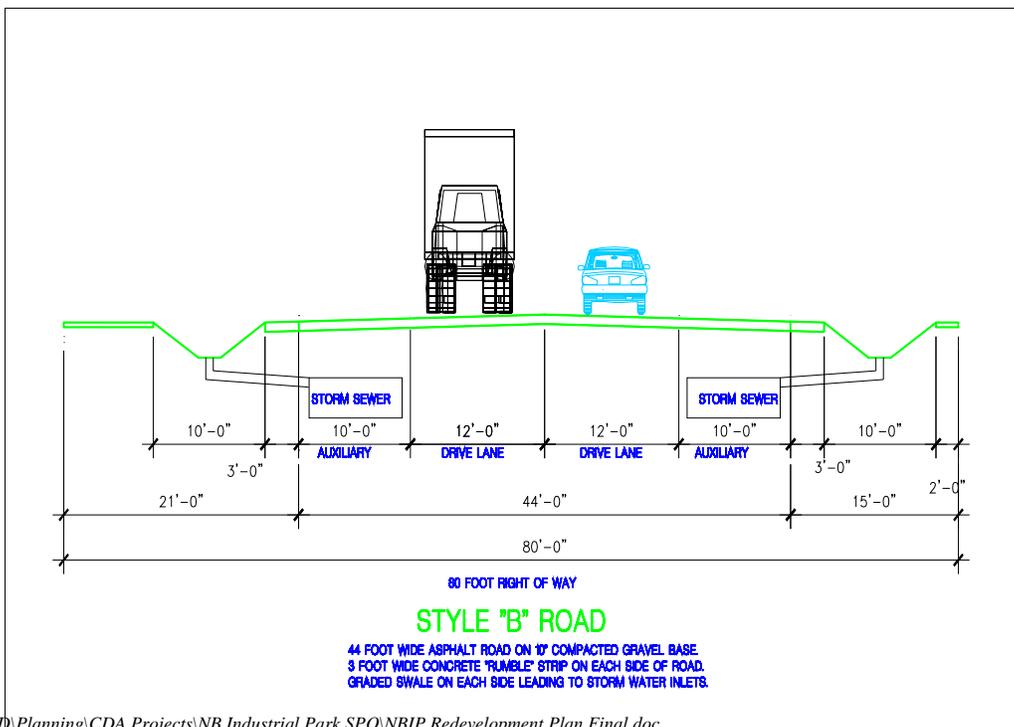
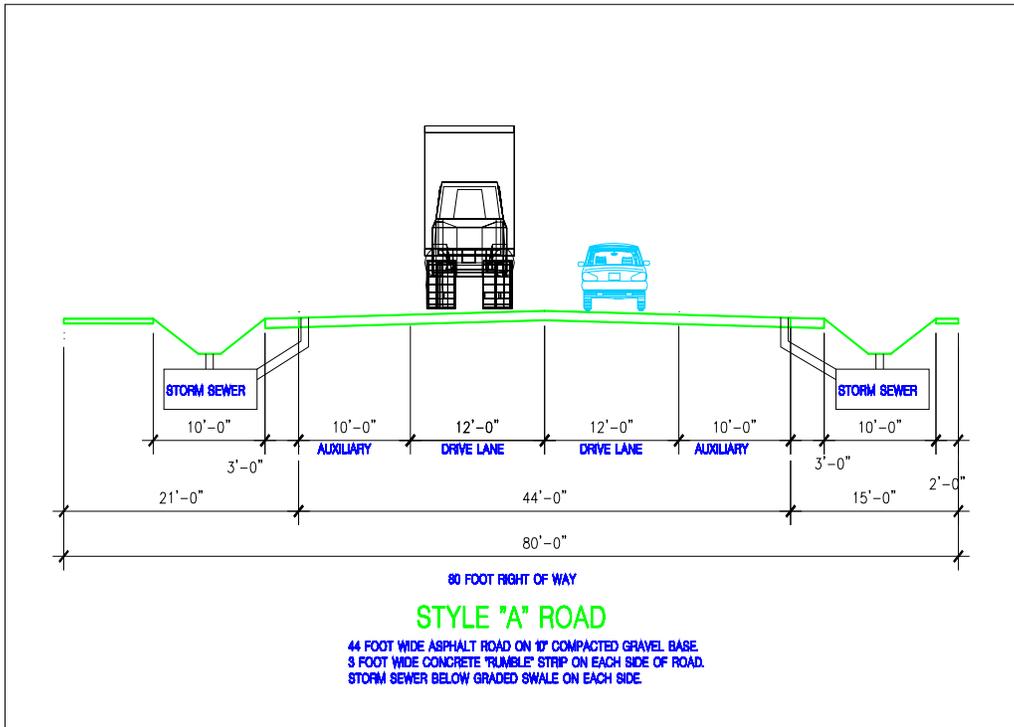
Improvement of the roadway network within the park will need to be phased over a period of years due to the overall cost of the project, and the impact the reconstruction will have on the businesses occupying the park. In addition, the two major roads bordering the park on the East and West sides of the park are also scheduled for work. Calhoun Road is scheduled for design in 2004-2005, land acquisition in 2005-2006 and reconstruction starting in 2007-2008. Moorland Road will be resurfaced in 2006.

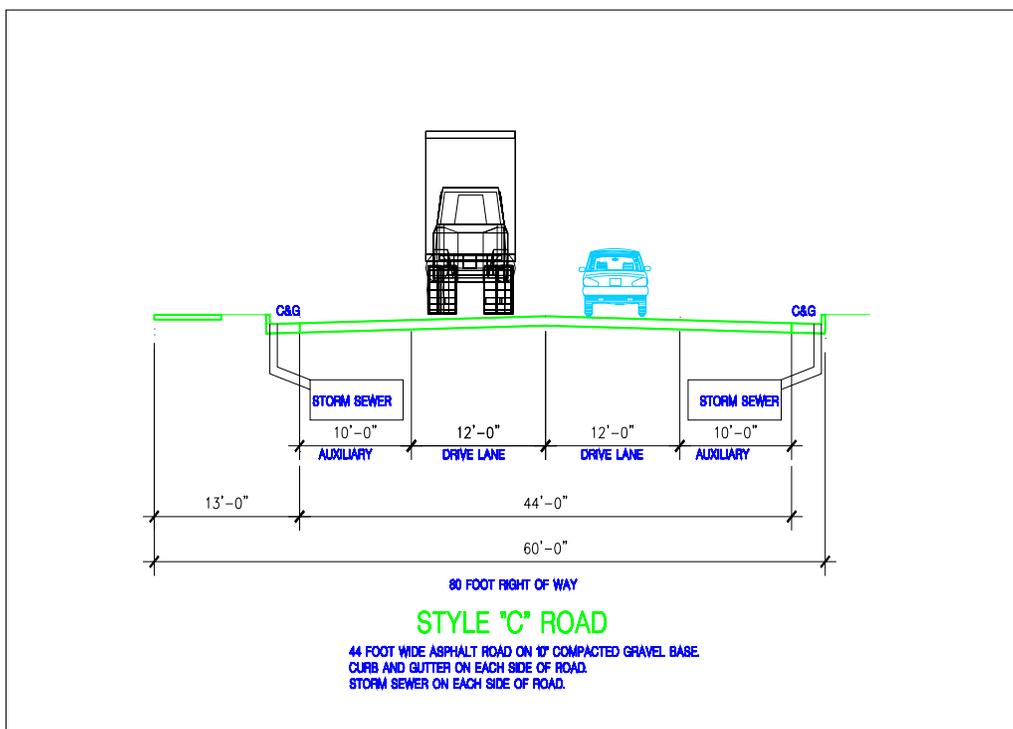


The existing right of way, or the land available for rehabilitation / redevelopment varies. All streets North of Cleveland Avenue have 80 foot right of ways. Streets South of Cleveland vary from 60 to 80 feet. Below is a chart indicating what the available right-of-way is for each street.

ROAD	ROW	LENGTH		ROAD	ROW	LENGTH
RODGERS DRIVE	80	5,240 FT		RYERSON ROAD	80	5,350 FT
LINCOLN AVENUE	80	5,050 FT		VICTOR ROAD	80	2,100 FT
OVERLAND DRIVE	80	1,190 FT		JAMES DRIVE	80	1,145 FT
GLENDALE DRIVE	80	3,950 FT		160TH STREET	60 - 80	1,600 FT
162ND STREET	80	3,360 FT		163RD STREET	80	1,760 FT
COMMERCE DRIVE	80	1,400 FT		166TH STREET	60 - 80	4,375 FT
170TH STREET	80	3,590 FT		167TH STREET	60	600 FT
DAKOTA STREET	60	2,150 FT		171ST STREET	80	1,050 FT

The right-of-way will also help determine the style of reconstructed road to be planned. The following diagrams illustrate the concepts being investigated at this time for each road. Full engineering analysis and design will be completed as the roads are scheduled for reconstruction. Streets running in an East-West direction, with an 80' ROW will be reconstructed using style "A" road and will have storm sewers running below the swales, leading to Deer Creek. Streets with an 80' ROW running North-South will utilize a swale to transfer the storm water to the sewer system running in the streets traveling East-West. Streets with a 60' ROW will utilize a storm sewer system and curb and gutters.





Ratings and Priorities

The City of New Berlin monitors the condition of all roads within the City and utilizes the PASER rating system. PASER is an acronym for Pavement Surface Evaluation and Rating system and is used to evaluate the surface condition of concrete and asphalt roadway pavement. Roadways are rated on a scale from one to ten, with ten being the best or new construction, and one representing a condition needing total replacement. This system is then used to establish a schedule of maintainance.

The chart on the following page describes the PASER rating system in detail and provides a description of the all the rating levels from 1 to 10 and what can be expected for each rating level.

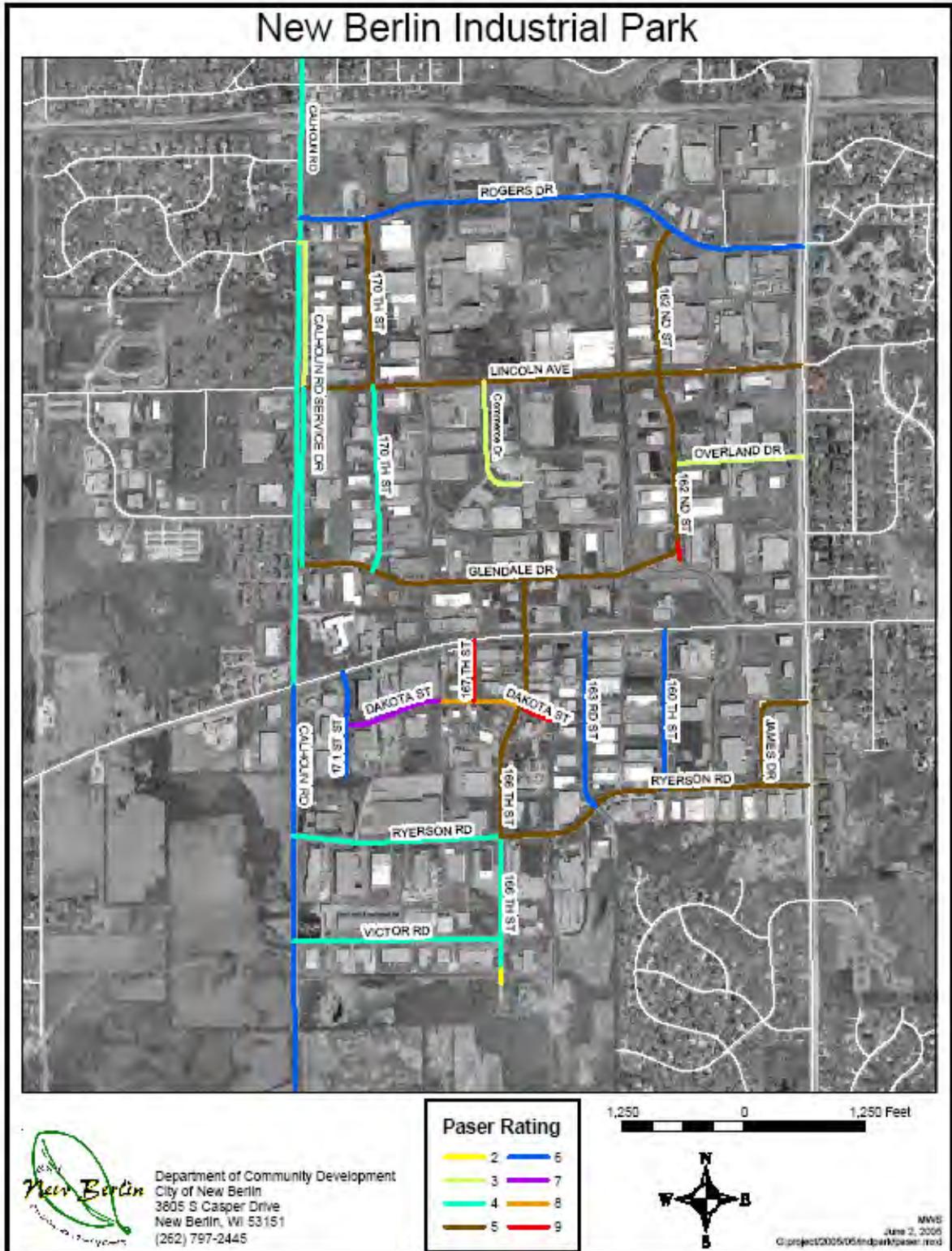
PASER Rating	Pavement Quality
1	Poor ↑ ↓ Excellent
2	
3	
4	
5	
6	
7	
8	
9	
10	

PASER Rating System

Surface Rating	Visible Distress	General Condition / Treatment Measures
10 Excellent	None	New construction
9 Excellent	None	Recent overlay, like new.
8 Very Good	No longitudinal cracks except reflection of paving joints. Occasional transverse cracks, widely spaced (40' or greater).	Recent sealcoat or new road mix. Little or no maintenance required.
7 Good	Very slight or no raveling, surface shows some traffic wear. Longitudinal cracks (open 1/4") spaced due to reflection or paving joints. Transverse cracks (open 1/4") spaced 10 feet or more apart, little or slight crack raveling. No patching or very few patches in excellent condition.	First signs of aging. Maintain with routine crack filling.
6 Good	Slight raveling (loss of lines) and traffic wear. Longitudinal cracks (open 1/4" - 1/2") due to reflection and paving joints. Transverse cracking (open 1/4" - 1/2") some spaced less than 10 feet. Slight to moderate flushing or polishing. Occasional patching in good condition.	Show signs of aging, sound structural condition. Could extend life with sealcoat.
5 Fair	Moderate to severe raveling (loss of lines and coarse aggregate). Longitudinal cracks (open 1/2") show some slight raveling and secondary cracks. First signs of longitudinal cracks near wheel path or edge. Transverse cracking and first signs of block cracking. Slight crack raveling (open 1/2"). Extensive to severe flushing or polishing. Some patching or edge wedging in good condition.	Surface aging, sound structural condition. Needs sealcoat or non-structural overlay.

4	Fair	<p>Severe surface raveling.</p> <p>Multiple longitudinal and transverse cracking with slight raveling.</p> <p>Block cracking (over 25 - 50% of surface).</p> <p>Patching in fair condition.</p> <p>Slight rutting or distortions (1" deep or less).</p>	<p>Significant aging and first signs of need for strengthening. Would benefit from recycling or overlay.</p>
3	Poor	<p>Closely spaced longitudinal and transverse cracks often showing raveling and crack erosion.</p> <p>Block cracking over 50% of surface.</p> <p>Some alligator cracking (less than 25% of surface).</p> <p>Patches in fair to poor condition.</p> <p>Moderate rutting or distortion (1" or 2" deep).</p> <p>Occasional potholes.</p>	<p>Need patching and major overlay or complete recycling.</p>
2	Very Poor	<p>Alligator cracking (over 25% of surface).</p> <p>Severe distortions (over 2" deep).</p> <p>Extensive patching in poor condition.</p> <p>Potholes.</p>	<p>Severe deterioration. Need reconstruction with extensive base repair.</p>
1	Failed	<p>Severe distress with extensive loss of surface integrity.</p>	<p>Failed. Needs total reconstruction.</p>

Utilizing the PASER Rating system, the aerial photograph highlights the roads in the NBIP and has assigned the appropriate the PASER rating and priority of maintenance.



DEER CREEK STORM WATER IMPROVEMENTS

Storm water improvements that are being considered along Deer Creek Cleveland Avenue and the railroad tracks include enhancing the channel by removing the existing concrete invert and creating a more natural area with wetland plantings and pool areas and ripple areas. At each bridge crossings, we would create a weir allowing low flow to go through the weir to maintain the regular low-flow conditions of the channel. Each weir would be designed with a spillway at a prescribed elevation to allow water to spill over the weir and drain downstream to the next weir. Constructing the weirs could be combined with the bridge modifications associated with roadway improvements.



View looking North from Lincoln Avenue
May 2003, prior to storm



View looking North from Lincoln Avenue
May 2003, after storm



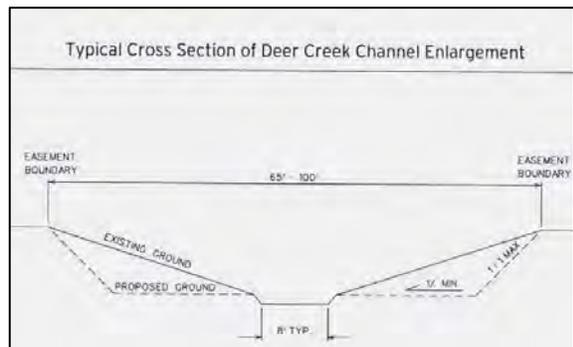
View looking South from Lincoln Avenue
May 2003, prior to storm



View looking South from Lincoln Avenue
May 2003, after storm



Deer Creek at Lincoln Avenue



Concept of Enlarging Deer Creek by HNTB

The modifications will develop a tiered effect along the channel. Having the tiered effect allows storm sewer discharge locations to be positioned downstream of the weirs in the channel. The benefit of this is that storm sewer discharge will not flood the pool areas. As rain events occur, water will back up behind each weir before overflowing the weir. The City would gain additional floodplain control because we would be cutting back the banks of the channel itself.

Water quality enhancements could include installing “storm filter” devices that appear to be capable of providing 80% solids removal from storm water, according to the WDNR. The “storm filter” system consists of canisters that are installed that filter the storm water, removing pollutants. It is a high maintenance system, but it appears to have high capabilities for removing sediments, lead, and other pollutants coming from typical industrial park settings. Combining “storm filter” devices with storm water storage facilities will enhance the storm water management capabilities within the Industrial Park.

The City of New Berlin Alternative Transportation Plan, a component of the City’s Master Plan has identified Deer Creek for the location of a walkway constructed on one side of the channel that would be a natural feature. This walkway would be an extension that is planned to run the entire length of the Creek in New Berlin. That walkway could also serve as the access location for maintenance equipment. Staff has spoken to the Wisconsin Department of Natural Resources (WDNR) on the matter. The initial reaction from WDNR is it could be permitted.

There would be some limited similarities to that which was done on Lincoln Creek in 2001 - 2002. We do not have concrete side slopes that need to be removed as in Lincoln Avenue, but we will be removing concrete invert and have the grass side slopes cut back creating more of a meander for the channel.

STORM WATER QUALITY MANAGEMENT PLAN

The Wisconsin Department of Natural resources (WisDNR) issued a municipal stormwater discharge permit in January 2004. The permit requires the City to control the quality of stormwater discharge from its separate storm sewer outfalls. The City has also been mandated by the State to achieve a 20% reduction in total suspended solids in stormwater runoff from existing developed urban areas by 2008, and a 40% reduction by 2013.

To comply with these regulations, and help offset costs, the City applied for and received a grant for preparing an Industrial Park Storm Water Quality Management Plan. That grant allows for 60% cost sharing in plan preparation. The Plan includes:

- Investigation of existing conditions
- Summary of Best Management Practices (BMP’s) alternatives
- Recommendations
- Final Implementation Plan
- Meetings and presentations
- In-kind Services
- Public Education

HNTB has been hired by the City to complete the Storm Water Quality Management Plan. The plan includes the Deer Creek Main Channel, the Lincoln Avenue Drainage Easement, the Industrial Park Street System, the Deer Creek and Poplar Creek Direct Drainage Areas, and the Coffee Road Open Space. Alternative stormwater management measures are reviewed and analyzed, including roadside swales, underground storage, and bioretention swales. The Plan targets non-point pollutants resulting from the commercial and industrial land uses in the Industrial Park.

Implementation of the Plan will involve a partnership between the City of New Berlin and the Commercial Development Authority in investigating and determining incentives for businesses that implement techniques to manage urban runoff from their properties within the Industrial Park with the goal of reducing pollutant levels. The Plan sets minimum storm water quality requirements for improvements made to the Industrial Park. It would incorporate Low Impact Development techniques and new Best Management Practices (BMP's) into its recommendations of various methods to be used. These methods, in combination, will attain reduction of non-point pollution to the Fox River Basin.

The drawings below, created by HNTB illustrate the use of the bioretention swales along the sides of the roads. Landscaping utilized in the swales would be credited toward any landscaping requirements of the individual property owners whose property abuts the swales.



TABLE 6-6
Costs of Alternative Stormwater Control Measures

Geographic Area	Control Measure	Construction Cost ¹	Cost per Pound of TSS Removed	Maintenance Cost
Deer Creek Main Channel	Channel Enlargement Culvert Modification	\$ 1,300,000	--	--
		\$ 620,000	--	--
Lincoln Avenue Drainage Easement	Hydraulic Improvements Diversion Underground Storage	\$ 210,000	--	--
		\$ 1,400,000	--	--
		\$ 3,300,000	--	--
Rogers Drive, Lincoln Avenue, Glendale Drive, and Ryerson Road	Swale Storage, R/W > 80'	\$ 500,000	--	--
	Underground Storage, R/W = 80'	\$ 2,300,000	--	--
	Underground Storage, R/W > 80'	\$ 1,200,000	--	--
	Swale/Underground Storage, R/W = 80'	\$ 1,500,000	--	--
	Bioretention Swales, R/W=80'	\$ 2,100,000	\$ 12.01	\$ 2,000
	Inlet Filters	\$ 112,500	\$ 3.69	\$ 30,000
	End-of-Pipe Treatment Devices	\$ 2,100,000	\$ 24.02	\$ 163,000
Deer Creek and Poplar Creek Direct Drainage Areas	On-site measures	\$ 214,500	\$ 7.48	\$ 57,000
	Regional End-of-Pipe Treatment Devices	\$ 4,500,000	\$ 46.98	\$ 371,000
Coffee Road Open Space	On-site measures	\$ 1,200,000	\$ 59.94	\$ 11,000
	Centralized Detention Basin	\$ 550,000	\$ 27.47	\$ 7,000

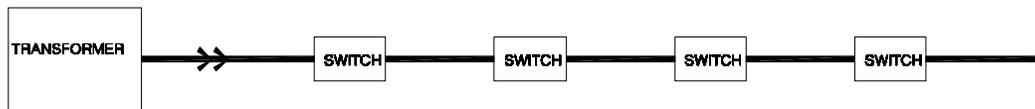
¹ Includes 25% for engineering and contingency.

The chart above is an excerpt from the Stormwater Quality Management Plan and identifies the options the study has analyzed, and the estimated cost of the corrective measures.

WE-ENERGIES – DISTRIBUTION VISION 2010

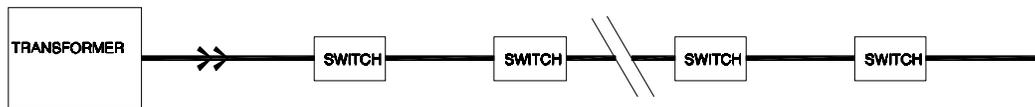
Every business in the Industrial Park relies on the ability of We-Energies to deliver continuous electrical power to operate their facilities. We-Energies in conjunction with a consortium of utilities has developed a new design for electric power distribution. We Energies proposes to install this new design for electrical distribution to 1/2 the industrial park. The objective of the Distribution Vision 2010 - New Berlin Pilot is to improve both supply and reliability of electrical service to the industrial park. The new plan utilizes advanced communication and technology equipment and distribution system automation that will make a major improvement in the systems reliability.

The current method of delivery of service is through a radial system. This Primary Voltage system contains over 28,000 miles conductors and accounts for 44% of the outages recorded. Simply stated, the power being supplied flows from the source, in one direction, on one line. If a problem occurs along the line, numerous customers will be with power until the problem can be corrected.



RADIAL DISTRIBUTION

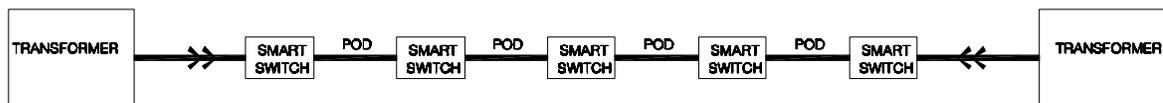
CURRENT METHOD OF SUPPLY.
SINGLE LINE SOURCE OF SUPPLY FROM TRANSFORMER TO CUSTOMERS THROUGH A SERIES OF SWITCHES.



RADIAL DISTRIBUTION

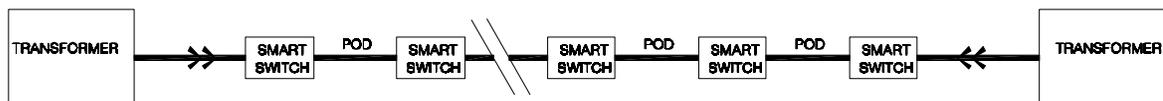
PROBLEM
IF OUTAGE OR DISRUPTION ALONG THE PRIMARY LINE OCCURS, NUMEROUS CUSTOMERS LOSE SERVICE.

The Distribution Vision 2010 proposes to supply power in a Primary Two Line Network. If a problem occurs along the line in this system, through the use of technology and communication advances, the smart switches will redirect the flow, and minimize the number of customers affected by the outage.



TWO LINE DISTRIBUTION NETWORK

SUPPLY IS AVAILABLE FROM EACH SIDE OF THE NETWORK



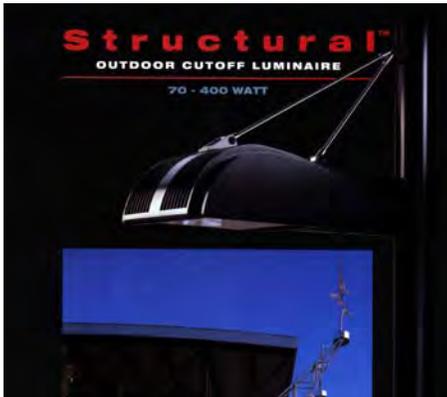
TWO LINE DISTRIBUTION NETWORK

PROBLEM OCCURS:
THE SMART SWITCH IDENTIFIES WHERE THE OUTAGE IS, AND REDIRECTS THE FLOW OF SUPPLY FROM ONE TRANSFORMER TO THE OTHER, ISOLATING THE PROBLEM TO A SINGLE POD.

The area between the smart switches is referred to as a POD. A POD can consist of one large customer, or several customers sharing the POD. The DV2010 Pilot Project will form a network with 2 circuits to serve ½ of the Industrial Park. Installation and full operation is scheduled for 4th quarter 2005.

STREET LIGHTING

The lack of lighting along the streets was one of the concerns identified by the businesses located in the park. In order to provide a safer environment, it is recommended that street lights be installed at all intersections. Each intersection will have two lights installed on opposite ends. The pole height will be 24 feet. The total number of poles and fixtures required to light the intersections of the park is approximately 60.



The photographs above illustrate the style of lights to be installed.

STREET LANDSCAPING

Landscaping along the street edge is one of the easiest ways to soften the environment. Trees should be placed approximately 150 – 200 (depending on driveways, street lighting, and intersection locations) feet apart, on both sides of each street.

Recommended trees to be planted are as follows. All plantings must have a minimum of a moderate tolerance to salt spray and soil salt absorption.

<u>Botanical Name</u>	<u>Common Name</u>	<u>Size</u>
Acer spp.	Maple	3” DBH
Gleditsia triacanthos	Honeylocust	3” DBH
Celtis occidentalis	Common Hackberry	3” DBH

SIGNAGE

An integrated sign package has been designed and implemented throughout the NBIP. Monument signs, located along Moorland and Calhoun Roads will be located in five positions announcing arrival to the park. Gateway and directional signs will be provided helping identify businesses and street signs will be installed at all intersections.

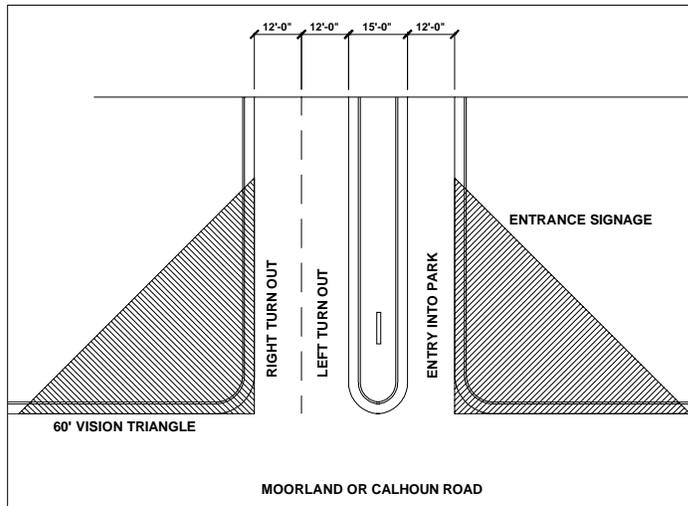
MONUMENT SIGN

There is no formal announcement of entry into the NBIP area. The five monument signs located with purple dots on the aerial map to the right would help identify the park. The signs are 9 feet long and 6 feet tall. The bases are cast in place concrete with the top portion being internally lit, two sided aluminum. Along the base of the sign, low shrubs and perennial flowers will be planted. The first two signs along Moorland will be installed in 2005, and shall be funded through grant money already awarded the City. The signs on Calhoun will not be installed until the final reconstruction of Calhoun.



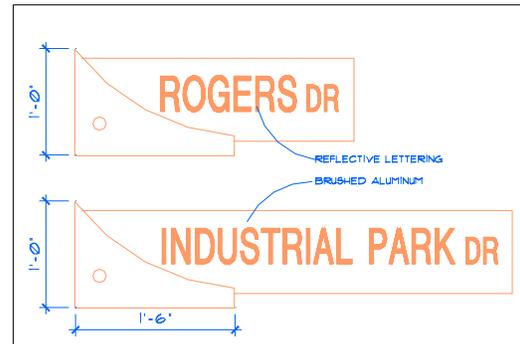
GATEWAY ENTRANCES

The entry ways into the park need to be improved for safety concerns and to create a better first impression once entering the park. At the three major roads, Rodgers, Lincoln and Ryerson it is suggested that a boulevard, separate the two directions of traffic. The boulevard, approximately 100 feet long would be landscaped with low shrubs, and perennial flowers. The traffic leaving the park should have two lanes, each dedicated for either a right or left hand turn.



STREET SIGNAGE

All intersections will have street signage identification. The signs will be pole mounted and be approximately 9 feet off the ground. The style of the sign will mimic the shape of the monument sign.



FINANCIAL AND IMPLEMENTATION ANALYSIS

It should be understood that the implementation of the goals and objectives contained in this Plan will take time. Estimates of implementation range from a minimum of ten (10) years or more. It is critically important to coordinate all City led roadway, stormwater and utility capital construction projects within this geographic area in order to minimize any disruption to the businesses and to effectively meet future stormwater water quantity & quality requirements and maintain the City's transportation network. The costs for the infrastructure improvements described above: roads, storm sewer, lighting, and landscaping are itemized below.

NEW BERLIN INDUSTRIAL PARK PRELIMINARY ROAD INFRASTRUCTURE CONSTRUCTION COSTS									
ROAD	ROW	STYLE	PRIORITY	PASER RATING	LENGTH	ROAD COST	STORM COST	DESIGN COST	TOTAL COST 2005
LINCOLN AVE CALHOUN TO MOORLAND	80	A	1	5	5050 FT	\$941,053	\$1,200,000	\$535,260	\$2,676,313
RYERSON RD CALHOUN TO 166TH	80	A	2	4	2165 FT	\$399,605	\$480,000	\$220,000	\$1,099,605
RYERSON RD 166TH TO MOORLAND	80	A	2	5	3185 FT	\$595,000	\$720,000	\$330,000	\$1,645,000
ROGERS DR CALHOUN TO MOORLAND	80	A	3	6	5240 FT	\$998,750	\$524,000	\$380,685	\$1,903,435
GLENDALE DR CALHOUN TO 162ND	80	A	4	5	3950 FT	\$745,695	\$412,000	\$284,925	\$1,442,620
166TH ST SOUTH TERMINI TO VICTOR	80	B	4	2	380 FT	\$60,035	\$17,500	\$19,300	\$96,835
166TH ST VICTOR TO RYERSON	80	B	4	4	1400 FT	\$232,635	\$67,800	\$75,110	\$375,545
166TH ST RYERSON TO GLENDALE	60-80	B-C	4	5	2595 FT	\$457,750	\$133,500	\$147,800	\$739,050
COMMERCE DR SOUTH TERMINI TO LINCOLN	80	C	5	3	1400 FT	\$235,508	\$141,175	\$93,627	\$470,310
VICTOR RD CALHOUN TO 166TH	80	A	5	4	2100 FT	\$392,500	\$210,000	\$150,615	\$753,115
OVERLAND DR 162ND TO MOORLAND	80	C	6	3	1190 FT	\$208,135	\$119,000	\$81,875	\$409,010
170TH ST GLENDALE TO LINCOLN	80	C	6	4	1900 FT	\$317,200	\$93,625	\$102,653	\$513,478
170TH ST LINCOLN TO ROGERS	80	C	6	5	1690 FT	\$286,768	\$85,365	\$90,785	\$462,918
162ND ST SOUTH TERMINI TO GLENDALE	80	C	7	9	175 FT	\$71,985	\$20,850	\$18,500	\$111,335
162ND ST GLENDALE TO ROGERS	80	C	7	5	3185 FT	\$543,050	\$170,525	\$187,540	\$901,115
160TH ST RYERSON TO CLEVELAND	60-80	B	7	6	1600 FT	\$276,800	\$80,000	\$89,200	\$446,000
JAMES DR RYERSON TO MOORLAND	80	C	8	5	1145 FT	\$213,200	\$114,500	\$81,900	\$409,600
163RD ST RYERSON TO CLEVELAND	80	C	8	6	1760 FT	\$303,610	\$88,000	\$97,900	\$489,510
171ST ST SOUTH TERMINI TO CLEVELAND	80	C	9	6	1050 FT	\$184,680	\$52,500	\$59,300	\$296,480
DAKOTA ST 171ST TO 167TH	60	B	9	7	900 FT	\$158,650	\$90,300	\$61,160	\$310,110
DAKOTA ST 167TH TO 166TH	60	B	9	8	880 FT	\$150,100	\$86,000	\$59,150	\$295,250
DAKOTA ST 166TH TO EAST TERMINI	60	B	10	9	370 FT	\$67,995	\$38,700	\$27,000	\$133,695
167TH ST DAKOTA TO CLEVELAND	60	B	10	9	600 FT	\$109,303	\$30,000	\$34,800	\$174,103
						\$7,950,007	\$4,975,340	\$3,229,085	\$16,154,432

The side paths originally planned to run along the reconstructed roads and the associated costs have been removed from the plan. The City of New Berlin Alternative Transportation Plan has identified Deer Creek for the location of a walkway constructed on one side of the channel. Consideration of the path will be given when the Deer Creek improvements are designed and implemented.

Although both the Calhoun Road Reconstruction and Moorland Road Resurfacing Projects are not included as parts of this redevelopment plan, the significance and schedule of these projects have been taken into consideration in the prioritization and implementation of the Industrial Park Modernization Plan.

FUNDING OPTIONS

Historically, the City of New Berlin has never instituted any special assessments for roadway or stormwater capital projects. In fact, the City should take the lead role in implementation and attempt not to create any additional financial burdens for businesses in terms of requiring their participation in financing capital improvements. Great care should be taken to not burden existing businesses, although it should be understood that private property improvements and compliance with codes or regulations will require investments by the individual property owners. Therefore, it is important to understand the funding options available to implement the capital projects associated with the revitalization of the New Berlin Industrial Park. Other revenue streams that could be used to fund the projects are:

- Tax Incremental Districts
- Business Development Districts
- City Collected Fees
- Taxes – City Capital Improvement Projects Budget
- Grants
- Taxes

A brief description of each of the above follows.

TAX INCREMENTAL DISTRICT (TID or TIF)

Ehlers & Associates has reviewed the potential for the use of Tax Incremental Financing for improvements in the existing New Berlin Industrial Park.

It has been concluded that the applicability of the use of TIF would be marginal at best.

Our primary concern would be in the ability to meet the statutorily required “but for” test. Essentially this test requires that the community determine that “but for the creation of the TID, the new values or development anticipated would not otherwise occur.”

In the case of the New Berlin Industrial Park, you have a virtually fully developed site. We understand that there is only minimal infill possible, so the only opportunity for additional value to be captured by the TID fund would be through appreciation of the existing values. This “inflation” increment would be significant as is reflected in our attached spreadsheet. The inflation increment alone would yield a net present value of between \$9,237,000 and \$19,612,000 over the full 20 year life of the district. This was calculated using a tax rate that is flat at \$18.75 per \$1,000 and between 1% and 2% inflation.

If allowed to capture just the inflated value, the taxes off of that appreciated value would be sufficient to fund most if not all of the costs of improvements anticipated in the park.

The only problem with this is that the overlapping taxing jurisdictions would naturally be expected to object to this as not meeting the “but for” test in that they would argue that the existing values are already in place and that the appreciation would likely happen in any event. As such, the creation of the district would then be depriving them of taxes that they would have otherwise collected anyway.

TIF is really a program meant to stimulate new tax base.

The spreadsheet on the next page assumes that the entire New Berlin Industrial Park is included in the TID. This creates a “base value” of \$418,992,140. While the overlapping districts would continue to collect and receive the taxes from this base value for the life of the district, any appreciation or “inflation” on the base value would also be taxed at the standard rate, but those taxes would instead be captured and deposited in the TID fund. This model assumes no new construction in the TID and only calculates the increase in value of the base due to inflation.

Two scenarios have been run. One assumes a 1% rate of inflation and the other assumes a 2% rate. The NPV figures at the bottom represent the Net Present Value of the total taxes collected over the full life of the district. Or, another way of looking at it is that this is the dollar amount that could be borrowed today (2005) at a rate of 5 % for which the TID would generate sufficient revenues over the life of the district to pay the full amount of principal and interest.

City of New Berlin Tax Incremental District No. 3

Base Value		418,992,140		Inflation Factor		1.00%		2.00%		
Construction Year	Valuation Year	Revenue Year	Inflation Increment @ 1%	Valuation Increment @ 1%	Tax Rate	Tax Increments Using a 1% Factor	Inflation Increment @ 2%	Valuation Increment @ 2%	Tax Rate	Tax Increments Using a 2% Factor
1	2005	2006	4,189,921	4,189,921	18.75	78,561	8,379,843	8,379,843	18.75	157,122
2	2006	2007	4,231,821	8,421,742	18.75	157,908	8,547,440	16,927,282	18.75	317,387
3	2007	2008	4,274,139	12,695,881	18.75	238,048	8,718,388	25,645,671	18.75	480,856
4	2008	2009	4,316,880	17,012,761	18.75	318,989	8,892,756	34,538,427	18.75	647,596
5	2009	2010	4,360,049	21,372,810	18.75	400,740	9,070,611	43,609,038	18.75	817,669
6	2010	2011	4,403,650	25,776,460	18.75	483,309	9,252,024	52,861,062	18.75	991,145
7	2011	2012	4,447,686	30,224,146	18.75	566,703	9,437,064	62,298,126	18.75	1,168,090
8	2012	2013	4,492,163	34,716,308	18.75	650,931	9,625,805	71,923,931	18.75	1,348,574
9	2013	2014	4,537,084	39,253,393	18.75	736,001	9,818,321	81,742,253	18.75	1,532,667
10	2014	2015	4,582,455	43,835,848	18.75	821,922	10,014,688	91,756,941	18.75	1,720,443
11	2015	2016	4,628,280	48,464,128	18.75	908,702	10,214,982	101,971,922	18.75	1,911,974
12	2016	2017	4,674,563	53,138,691	18.75	996,350	10,419,281	112,391,204	18.75	2,107,336
13	2017	2018	4,721,308	57,869,999	18.75	1,084,875	10,627,667	123,018,870	18.75	2,306,604
14	2018	2019	4,768,521	62,628,520	18.75	1,174,285	10,840,220	133,859,091	18.75	2,509,898
15	2019	2020	4,816,207	67,444,727	18.75	1,264,589	11,057,025	144,916,115	18.75	2,717,177
16	2020	2021	4,864,369	72,309,096	18.75	1,355,796	11,278,165	156,194,280	18.75	2,928,643
17	2021	2022	4,913,012	77,222,108	18.75	1,447,915	11,503,728	167,698,009	18.75	3,144,338
18	2022	2023	4,962,142	82,184,251	18.75	1,540,955	11,733,803	179,431,812	18.75	3,364,346
19	2023	2024	5,011,764	87,196,014	18.75	1,634,925	11,968,479	191,400,291	18.75	3,588,755
20	2024	2025	5,061,882	92,257,896	18.75	1,729,836	12,207,849	203,608,139	18.75	3,817,653
Totals			92,257,896	92,257,896		17,591,338	203,608,139			37,578,231
Net Present Value Using a 1% Inflation Factor at 5%						9,237,996				19,612,756
Net Present Value Using a 2% Inflation Factor at 5%										

BUSINESS DEVELOPMENT DISTRICTS (BID)

In a BID, the properties and/or businesses within this legally constituted district pay a special tax or assessment to cover the cost of the infrastructure improvements. At least 51 percent of owners in the district must approve the added tax or assessment before the district can be established. Additional funding may be derived from annual city contributions and from private sponsorships and grants. The BID would be created to raise the required revenue, but would be dependent on the City to administer and implement the projects. All funds raised by the BID, could only be allocated for projects within the District.

A BID would not be viewed as an appropriate mechanism for the NBIP considering the business & property owner feedback during the open house listening sessions, expressing no interest in special assessments and/or creating additional tax burdens to fund these improvements.

CITY COLLECTED FEES

Due to increased regulations and requirements of the Wisconsin Department of Natural Resources concerning the quality of stormwater runoff and management, the City of New Berlin created a stormwater utility, and started to collect fees in January of 2002. The fees will be used for:

- Construction and Maintenance of ponds and other facilities to clean stormwater.
- Reduce flooding problems throughout the City.
- Reconstruct/repair catch basins, culverts, ditches, storm sewers, and the construction of detention basins, mini-sewers and storm sewers.

The collected fees could be used to offset the costs of the stormwater improvements recommended in the report written by HNTB.

TAXES – CAPITAL IMPROVEMENT PROJECTS

The Department of Community Development in conjunction with the budgetary guidelines sets a five (5) year Capital Plan for both roadway and stormwater projects. It is through the capital budgeting process that the primary funding source will be for Plan implementation. By financing the plan within the City's annual budget, the costs dictate that the complete integration of the plan will take a minimum of ten (10) years. The following chart demonstrates the cost of the project, based on the priorities identified in the plan over a ten year period.

10 Year Projected Costs of the Infrastructure Improvement Master Plan Total Cost in Year 2016 - \$20,762,111

NEW BERLIN INDUSTRIAL PARK PRELIMINARY ROAD INFRASTRUCTURE CONSTRUCTION COSTS																
ROAD	ROW	STYLE	PRIORITY	PASER RATING	TOTAL COST 2005	TOTAL COST 2006	TOTAL COST 2007	TOTAL COST 2008	TOTAL COST 2009	TOTAL COST 2010	TOTAL COST 2011	TOTAL COST 2012	TOTAL COST 2013	TOTAL COST 2014	TOTAL COST 2015	TOTAL COST 2016
LINCOLN AVE CALHOUN TO MOORLAND	80	A	1	5			\$2,950,635									
RYERSON RD CALHOUN TO 166TH	80	A	2	4				\$1,272,930								
RYERSON RD 166TH TO MOORLAND	80	A	2	5				\$1,904,293								
ROGERS DR CALHOUN TO MOORLAND	80	A	3	6					\$2,098,537							
GLENDALE DR CALHOUN TO 162ND	80	A	4	5						\$1,841,169						
166TH ST SOUTH TERMINI TO VICTOR	80	B	4	2						\$112,099						
166TH ST VICTOR TO RYERSON	80	B	4	4						\$479,301						
166TH ST RYERSON TO GLENDALE	60-80	B-C	4	5						\$943,236						
VICTOR RD CALHOUN TO 166TH	80	A	5	4							\$1,009,246					
COMMERCE DR SOUTH TERMINI TO LINCOLN	80	C	5	3						\$630,260						
OVERLAND DR 162ND TO MOORLAND	80	C	6	3							\$575,518					
170TH ST GLENDALE TO LINCOLN	80	C	6	4							\$722,515					
170TH ST LINCOLN TO ROGERS	80	C	6	5							\$651,372					
162ND ST SOUTH TERMINI TO GLENDALE	80	C	7	9							\$190,421					
162ND ST GLENDALE TO ROGERS	80	C	7	5							\$1,331,357					
160TH ST RYERSON TO CLEVELAND	60-80	B	7	6							\$658,945					
JAMES DR RYERSON TO MOORLAND	80	C	8	5										\$635,424		
163RD ST RYERSON TO CLEVELAND	80	C	8	6										\$759,391		
171ST ST SOUTH TERMINI TO CLEVELAND	80	C	9	6											\$482,935	
DAKOTA ST 171ST TO 167TH	60	B	9	7											\$505,137	
DAKOTA ST 167TH TO 166TH	60	B	9	8											\$480,931	
DAKOTA ST 166TH TO EAST TERMINI	60	B	10	9												\$228,664
167TH ST DAKOTA TO CLEVELAND	60	B	10	9												\$297,775
							\$2,950,635	\$3,177,223	\$2,098,537	\$3,375,825	\$1,639,506	\$1,949,405	\$2,180,723	\$1,394,815	\$1,469,003	\$526,439
																\$20,762,111

15 Year Projected Costs of the Infrastructure Improvement Master Plan Total Cost in Year 2020 - \$21,658,208

NEW BERLIN INDUSTRIAL PARK PRELIMINARY ROAD INFRASTRUCTURE CONSTRUCTION COSTS 15 YEAR MASTER PLAN																	
ROAD	PRIORITY	COST 2005	COST 2006	COST 2007	COST 2008	COST 2009	COST 2010	COST 2011	COST 2012	COST 2013	COST 2014	COST 2015	COST 2016	COST 2017	COST 2018	COST 2019	COST 2020
LINCOLN AVE CALHOUN TO MOORLAND	1			\$2,950,635													
RYERSON RD CALHOUN TO 166TH	2				\$1,272,930												
RYERSON RD 166TH TO MOORLAND	2				\$1,904,293												
ROGERS DR CALHOUN TO MOORLAND	3					\$2,098,537											
GLENDALE DR CALHOUN TO 162ND	4						\$1,841,189										
166TH ST SOUTH TERMINI TO VICTOR	4							\$124,883									
166TH ST VICTOR TO RYERSON	4							\$484,322									
166TH ST RYERSON TO GLENDALE	4							\$963,117									
VICTOR RD CALHOUN TO 166TH	5								\$1,050,510								
COMMERCE DR SOUTH TERMINI TO LINCOLN	5									\$709,562							
OVERLAND DR 162ND TO MOORLAND	6										\$727,800						
170TH ST GLENDALE TO LINCOLN	6											\$805,677					
170TH ST LINCOLN TO ROGERS	6											\$730,345					
162ND ST SOUTH TERMINI TO GLENDALE	7												\$181,580				
162ND ST GLENDALE TO ROGERS	7												\$1,470,460				
160TH ST RYERSON TO CLEVELAND	7													\$658,945			
JAMES DR RYERSON TO MOORLAND	8															\$695,959	
163RD ST RYERSON TO CLEVELAND	8															\$830,750	
171ST ST SOUTH TERMINI TO CLEVELAND	9																\$523,281
DAKOTA ST 171ST TO 167TH	9																\$547,337
DAKOTA ST 167TH TO 166TH	9																\$521,110
DAKOTA ST 166TH TO EAST TERMINI	10																\$245,410
167TH ST DAKOTA TO CLEVELAND	10																\$319,576
				\$2,950,635	\$3,177,223	\$2,098,537	\$1,841,189	\$1,572,322	\$1,050,510	\$709,562	\$727,800	\$1,536,022	\$1,652,040	\$658,945	\$1,526,709	\$1,591,728	\$564,986
																	\$21,658,208

20 Year Projected Costs of the Infrastructure Improvement Master Plan Total Cost in Year 2025 - \$23,519,048

NEW BERLIN INDUSTRIAL PARK PRELIMINARY ROAD INFRASTRUCTURE CONSTRUCTION COSTS 20 YEAR MASTER PLAN																						
ROAD	PRIOR	COST 2005	COST 2006	COST 2007	COST 2008	COST 2009	COST 2010	COST 2011	COST 2012	COST 2013	COST 2014	COST 2015	COST 2016	COST 2017	COST 2018	COST 2019	COST 2020	COST 2021	COST 2022	COST 2023	COST 2024	COST 2025
LINCOLN AVE CALHOUN TO MOORLAND	1			\$2,950,635																		
RYERSON RD CALHOUN TO 166TH	2				\$1,388,225																	
RYERSON RD 166TH TO MOORLAND	2				\$2,076,775																	
ROGERS DR CALHOUN TO MOORLAND	3					\$2,454,769																
GLENDALE DR CALHOUN TO 162ND	4						\$2,012,293															
166TH ST SOUTH TERMINI TO VICTOR	4							\$135,075														
166TH ST VICTOR TO RYERSON	4							\$523,845														
166TH ST RYERSON TO GLENDALE	4							\$1,030,895														
VICTOR RD CALHOUN TO 166TH	5								\$1,136,233													
COMMERCE DR SOUTH TERMINI TO LINCOLN	5									\$709,562												
OVERLAND DR 162ND TO MOORLAND	6												\$667,430									
170TH ST GLENDALE TO LINCOLN	6												\$837,900									
170TH ST LINCOLN TO ROGERS	6												\$755,400									
162ND ST SOUTH TERMINI TO GLENDALE	7													\$196,504								
162ND ST GLENDALE TO ROGERS	7													\$1,590,448								
160TH ST RYERSON TO CLEVELAND	7													\$787,180								
JAMES DR RYERSON TO MOORLAND	8																\$781,926					
163RD ST RYERSON TO CLEVELAND	8																\$934,475					
171ST ST SOUTH TERMINI TO CLEVELAND	9																				\$612,154	
DAKOTA ST 171ST TO 167TH	9																				\$640,307	
DAKOTA ST 167TH TO 166TH	9																				\$609,625	
DAKOTA ST 166TH TO EAST TERMINI	10																					\$298,575
167TH ST DAKOTA TO CLEVELAND	10																					\$388,817
				\$2,950,635	\$0	\$3,465,000	\$0	\$2,454,769	\$0	\$3,702,108	\$0	\$1,845,795	\$0	\$2,260,730	\$0	\$2,574,132	\$0	\$1,716,401	\$0	\$1,862,086	\$0	\$687,392
																					\$23,519,048	

GRANT SOURCES

Grants are recommended to be the only other source of funding for implementation.

There are several grant programs available at the state level that the City should investigate as possible sources of funds to financially support this Plan and the redevelopment of the New Berlin Industrial Park.

Although there are no specific grant programs identified at this time, the City should continually take notice of what the Governor's Office provides for in the upcoming biennial state budget. There has been discussion regarding substantial efforts to retain industry and manufacturing in the state, thereby retaining and increasing our jobs base. These efforts may come in the form of a grants program that New Berlin surely would be uniquely positioned for considering the City's efforts in their Smart Growth planning, revitalization efforts through the Community Development Authority and its significant industrial & manufacturing base.

Transportation and Roadway Project Grant Sources

1) General Transportation Aids (GTA)

These funds are provided to local governments to partially reimburse spent funds to offset the cost of county and municipal road construction, maintenance, traffic, and police costs. A local unit of government's payment is based on either a share of eligible transportation related expenditures, or a per mile payment. The mix of fund sources supporting local roads reflects the mix of benefits they provide to both highway users and property owners.

2) Local Roads Improvement Program (LRIP)

This program assists local units of governments in improving seriously deteriorating county highways, town roads, and municipal streets in cities and villages under the authority of the local unit of government. The LRIP program is a reimbursement program and pays up to 50% of the total eligible project costs, with the balance matched by the local unit of government. Eligible projects include: design or feasibility studies, reconstruction, resurfacing, bridge replacement or rehabilitation and asphalt purchasing. New road construction, ditch repairs, crack & pothole repair, seal coats, chip seals, storm sewer, curb & gutter, utility work, small culvert replacements, parking lots and guard rails are ineligible projects.

3) Surface Transportation Urban Program (STP-Urban, STP-U)

The objective of the STP-Urban Program is to improve transportation in Wisconsin's federal aid eligible roads and streets in urban areas. Projects must meet federal and state requirements. The program is funded through the federal Transportation Equity Act for the 21st Century (TEA-21). Counties, towns, cities, villages and certain public authorities located within the urban and urbanized areas are eligible for funding on roads functionally classified as higher than "local". Urban areas with populations of more than 200,000 (Madison and Milwaukee) receive designated funding. Small urban areas receive funds with minimal specific pass-through requirements.

4) Local Transportation Enhancements Program (TE)

Program funds are intended to accomplish something "above and beyond" what is normally done on highway projects. The Local Transportation Enhancements (TE)

Program is designed to fund projects that enhance traditional highway facilities and promote multi-modal activities. The Local TE program is intended to promote the development of a range of activities that compliment – or enhance – a project or an area served by a transportation project. Projects costing \$100,000 or more that involve construction are eligible for funding, as are non-construction projects costing \$25,000 or more. Federal funds will provide up to 80% of project costs, while the sponsor must provide at least the other 20%. Eligible project categories include:

- Provision of facilities for pedestrians and bicycles;
- Provision of safety and educational activities for pedestrians and bicycles;
- Acquisition of scenic easements and scenic or historic sites;
- Scenic or historic highway programs, including the provision of tourist and welcome centers;
- Landscaping and other scenic beautification;
- Historic preservation;
- Rehabilitation and operation of historic transportation buildings, structures or facilities;
- Preservation of abandoned railway corridors;
- Control and removal of outdoor advertising;
- Archaeological planning and research;
- Mitigation of water pollution due to highway runoff or reduction of vehicle caused wildlife mortality;
- Establishment of transportation museums.

5) Surface Transportation Discretionary Program (STP-D)

The objective of this program is to encourage projects that foster alternatives to single-occupancy vehicles (SOV) trips, such as facilities for pedestrian and bicycles, purchase of replacement vehicles for transit systems, and other transportation demand management (TDM) projects. Projects costing \$100,000 or more that involve construction are eligible for funding, as are non-construction projects costing \$25,000 or more. Federal funds will provide up to 80% of project costs, while the sponsor must provide at least the other 20%. Funding for the STP-D program was eliminated in the 2003-05 state budget. At this time, it is not known if funding will be restored to the program.

6) Transportation Economic Assistance (TEA)

This 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. Grants of up to \$1 million are available for transportation improvements that are essential for an economic development project. The project must begin within three years, have the local government's endorsement, and benefit the public. The 50% local match can come from any combination of local, federal, or private funds or in-kind services.

7) Congestion Mitigation and Air Quality Program (CMAQ)

This program provides funds for transportation projects to improve air quality and reduce traffic congestion in counties classified as air quality non-attainment and maintenance areas for the federal criteria pollutant ozone. Under the CMAQ program, funds are available to counties, local units of government, transit operators

and state agencies. Applicants must provide at least a 20% match of the project's total cost. Projects costing \$100,000 or more that involve construction are eligible for funding, as are non-construction projects costing \$25,000 or more. CMAQ projects generally fall into one of three broad categories:

- Projects that reduce the number of vehicle trips and/or vehicle miles traveled (VMT);
- Projects that reduce emissions by improving traffic congestion;
- Projects that reduce emissions through improved vehicle and fuel technologies.

Examples of eligible CMAQ projects include:

- Capital and operating assistance for new transit services;
- Rideshare promotion, vanpool purchases and park & ride lots;
- Pedestrian and bicycle facilities;
- Alternate/clean fuel vehicles and fueling facilities;
- Inspection and Maintenance program support;
- Marketing programs designed to increase the public's awareness of air quality and transportation issues.

8) Traffic Signing and Marking Enhancement Grants Program

The purpose of this program is to provide funds to local units of government for the installation of traffic signing and marking enhancements, with the intent of improving visibility to assist elderly drivers and pedestrians. The program can pay up to 75% of total eligible project costs, with the local government contributing matching funds equal to at least 25% of the total eligible project costs to the limit of the award.

All of the aforementioned grant programs are administered by the Wisconsin Department of Transportation. Additional information for each program is available via the WisDOT website at www.dot.state.wi.us.

INDUSTRIAL PARK vs. RESIDENTIAL REVENUE COMPARISON

With the assistance of the City Assessor’s office, a comparison of Industrial and Residential Tax Revenues was prepared. The assessments and the resulting tax revenues were tabulated and comparisons were made with plausible residential scenarios in an effort to assist in the determination of the economic impact of industrial and residential type developments. The following table illustrates current tax revenues being generated in the New Berlin Industrial Park.

INDUSTRIAL PARK	Acreage	Assessed Value	Tax Revenue
Moorland	370	161,522,130	3,388,912
New Berlin	650	223,745,790	4,694,433
MSI / Lincoln	73	33,724,220	707,571
Computer Reimbursement		48,519,409	1,017,990
	1093	467,511,549	\$9,808,906

The following table illustrates tax revenues that could be generated if hypothetical residential developments would be built in place of the industrial park.

PARK	Residential Model	Acreage	Assessed Value	Per Acre Density	Tax \$/Acre	Hypothetical Tax Revenue
Moorland	Greenridge	370	193,000	2.60	10,528	3,895,360
New Berlin	Parkland Green	650	201,400	1.70	7,184	4,669,600
MSI / Lincoln	Fieldpointe	73	256,600	1.79	9,637	703,501
		1093				\$9,268,461

The following table illustrates the difference in the total tax revenue generated between the uses of the NBIP and a hypothetical residential development.

Hypothetical Residential Tax Revenues	Industrial Park Tax Revenues	Difference
\$9,268,461	\$9,808,906	\$540,445

The following table illustrates the approximate cost realized by the School District that would be associated with the hypothetical residential development.

Student per Acre	Acreage	Potential Students	School District Cost Per Student	School Service Cost
0.945	1,093	1,032	\$9,392	\$9,692,544

The tax revenue that the School District realizes is calculated below for both scenarios.

Development	Total Tax Revenue	% Realized by School District	School District Revenue
Residential	\$9,268,461	0.5700	\$5,283,023
Industrial	\$9,808,906	0.5700	\$5,591,076

Under this model, the **School District would lose \$308,054** in tax revenue if the industrial park would be a residential development.

The following table illustrates the School Revenue minus the School Service Cost to produce a Net Revenue to the School District for both the hypothetical Residential Development and the current Industrial Park.

Item	Residential	Industrial
School Tax Revenue	\$5,283,023	\$5,591,076
School Service Cost	-\$9,692,544	\$0
Net School Revenue	-\$4,409,521	\$5,591,076
Increase in Service Cost	-\$4,409,521	\$5,591,076

The total effect on the School District, if the hypothetical residential development would occur in place of the Industrial Park is calculated below by adding the increase in service cost, plus the difference (loss) in tax revenue being generated.

Additional Student Service Cost	Tax Revenue Difference	Total Increase in Cost
\$4,409,521	\$308,054	\$4,717,575

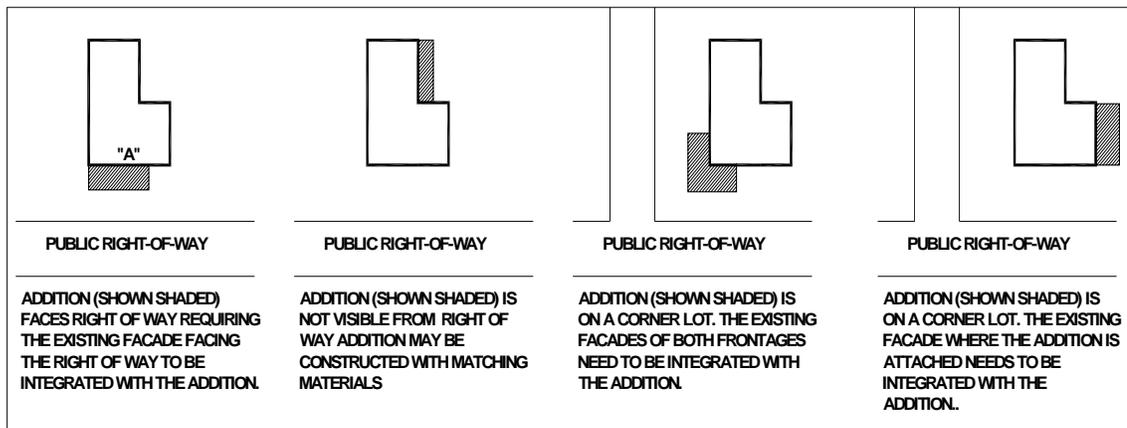
SUMMARY

- The current net industrial park tax revenues are \$540,445 greater per year than if residential development would occur in the same area.
- Residential development in this area would cost the School District approximately \$4,717,575 additional dollars per year

ARCHITECTURAL BUILDING STANDARDS

BUILDING CRITERIA

- a. All new buildings constructed in the Industrial Park shall follow the design guidelines outlined below.
- b. Any building addition that faces the public right-of-way, or can be seen from the public right-of-way must follow the design guidelines.
- c. If an addition faces the public right-of-way, or can be seen from the public right-of-way, the facade of the existing structure, facing the right-of-way must be improved to the design guidelines.
- d. The CDA will be responsible to review all new construction projects in the NBIP, not the City Plan Commission. If an addition or parking lot expansion has a footprint of less than 15,000 SF, the City of New Berlin staff will review the proposed project (not the CDA) and issue the Zoning and Building Permit.
- e. Any additions, regardless of size or location will require the site and landscaping to be improved to the new standards.



DESIGN GUIDELINES

- a. The exterior design of the building shall not be such an unorthodox or abnormal character, in relation to its surrounding environment, as to be unsightly or offensive to the generally accepted taste of the community.
- b. The exterior design of the building may not be identical with adjacent buildings.
- c. All buildings shall incorporate the design principles of composition, detail, proportion, rhythm and scale. The visual continuity of the building facade and their contributing elements (piers, banding, parapets, coping, cornices, etc...) shall be maintained along the entire exterior envelope in both new development and remodeled or altered facilities.
- d. No building façade may extend longer than 40 feet without the use of piers, or building setbacks, to breakup the monotonous length of wall.
- e. Overhead docks and doors of additions and new facilities are recommended not to face the public right-of-way.
- f. All dumpsters must be screened from the public view using building elements and materials that complement the building or approved landscaping. Wooden fenced screening is permissible as well as chain link fencing with a non-clear vinyl coated slating.
- g. All pad mounted equipment, including HVAC and electrical transformers must be screened with either landscaping, or building elements that complement the building. Wooden fenced screening is permissible as well as chain link fencing with a non-clear vinyl coated slating.
- h. All new roof-top equipment requiring a zoning permit must be screened from view if the equipment can be seen from the centerline of the public right-of-way in the front of the property, or placed in an area of the building as not to be seen. Roof-top screening must be compatible and complementary to the buildings architecture.

GIS MAP

Chapter 275 of the City of New Berlin Zoning Ordinance determines the allowable lot coverage for all parcels throughout the City. The NBIP's zoning district is both M-1 and M-2. The current code requires a side setback of 15 feet on each side. The recommendation of this report is to revert back to the original declaration of restrictions for the industrial park, written in 1965. This allows for a building to be constructed 10 feet from the side property line, but the total of the two side setbacks shall not be less than 30 feet. The following chart outlines the minimum requirements and maximum coverage for each site.

District	Minimum Setbacks (Feet)						Maximum Height
	Front	Side (One Side)	Total Side	Rear	Shore	Wetland	
M-1	50	10	30	25	50	10 / 30*	45
M-2	50	10	30	25	50	10 / 30*	60

Table 275-35-2

District	Lot Coverage (Percent)		
	Maximum Coverage by Buildings	Maximum Coverage by Impervious Surfaces	Minimum Coverage by Open Space & Landscaping
M-1	50	75	25
M-2	50	75	25

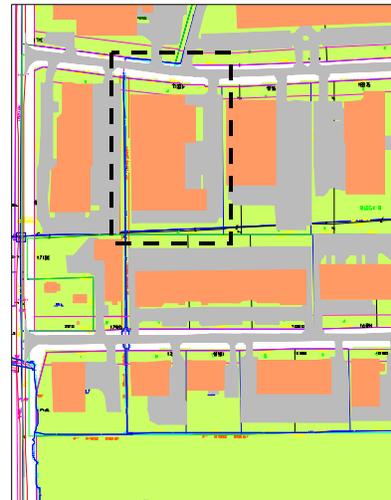
Table 275-35-3

The original declaration of restrictions for the industrial park called for a maximum coverage of buildings on a lot to be 45%, it is recommended that the current standard of 50% maximum building coverage remain the restriction.

If the maximum lot coverage would be increased to 75%, 56 lots, or 21% would exceed the maximum coverage.

Through the use of GIS Mapping, the entire park has been analyzed for buildable areas for each CSM recorded parcel. Information provided by the analysis will indicate: setbacks, green space, pavement and building footprint. Two examples of the format follow:

Lot 4	
Lot Size:	5 Acres
Allowable Total Site Coverage:	3.5 acres
Building Footprint:	2.29 Acres (99,840 SF)
Pavement:	1.42 Acres (62,229 SF)
Total Impervious Coverage:	3.71 Acres (162,069 SF)
NO ADDITIONAL BUILDING OR PAVEMENT ALLOWED, UNLESS BUILDING REPLACES EXISTING IMPERVIOUS SURFACE.	



MATERIALS

The following is a list of approved exterior materials and finishes that are recommended to be incorporated into each project.

a. Masonry – The use of plain exposed concrete block (including painted block) may only be used as an accent material or band, and may not be used on more than 20% of each exterior façade. Accepted materials are:

- Architectural Concrete Masonry Units (split faced, scored, etc ...)
- Face Brick
- Stone
- Cast Stone
- Tile



Example of Architectural CMU with integrated banding.

b. Concrete – The use of concrete as an exterior finish will require detailing to include textures, patterns and reveals to prevent large expanses of monotonous, monolithic walls. Accepted materials are:

- Cast-in-Place concrete with architectural finish
- Recast concrete with architectural finish.

Architectural finishes may be one of the following:

- Exposed aggregate
- Brick, stone or architectural CMU set in the panel
- Scored and reveal accent bands
- Sandblasted surfaces
- Painted or stained surfaces.



Example of Precast Concrete integrating different textures and reveals to create interest.

- c. **Windows / Glass** – The use of glazing systems, including spandrel panels should be considered as a means to introduce color, texture, pattern and detail. Any façade facing the public right-of-way must include windows as a design element. Accepted window systems are:

- Wood framed doors, windows and skylights.
- Wood-Clad framed doors, windows and skylights.
- Aluminum framed doors, windows and skylights.
- Aluminum framed glass storefronts and curtain walls.

Glass may be any of the following, but must be integrated throughout the entire building:

- Clear
- Tinted
- Reflective

- d. **Metal** – The use of an architectural metal may be used as a primary building material. Corrugated wall panels may not be used. The gauge of the metal, color and the profile must be submitted to the CDA for approval. All metal is to be installed with a corrosion resistant finish and a gauge heavy enough to prevent buckling or “oil-canning”. In addition to the use of an architectural metal panel as a primary material, it is also an acceptable use as:

- Copings, fascias and soffits.
- Column covers and spandrel panels.
- Exposed structural elements.
- Roof-top equipment screening.
- Canopies.

- e. **Exterior Insulation Finishing Systems (EIFS)** – The use of exterior insulation finishing systems may only be used as accent material, and may not be used as the predominant or primary building material, or along the base of the building. Accepted use of EIFS are:

- Copings, fascias and soffits.
- Column covers and spandrel panels.
- Accent Banding.

- f. **Architectural Lighting** – The use of architectural lighting of building elevations is encouraged to create nighttime identity and character. All exterior lighting shall utilize indirect or hidden lighting sources. Acceptable lighting features include:

- Wall Washing
- Overhead Down Lighting
- Ground mounted up lighting directed at the building.

LANDSCAPE STANDARDS

Landscaping within the Industrial Park is to be upgraded and maintained to create a uniform park/campus environment. While individual project identity is important, and should be maintained through creative design, the goal is to relate each project to its immediately adjacent neighbors.

DESIGN GUIDELINES

The following are minimum landscape requirements that will serve as a quantifiable minimum design standard. Plant quantities listed here are minimum standards and additional plantings are encouraged.

- a. Landscaping along common property lines or common driveways must be coordinated with adjacent property owners.
- b. The landscape plan should provide for seasonal color and the use of flowers and shrubs at the entrance and signage locations.
- c. All open areas not occupied by buildings, parking or storage shall be seeded and protected from soil erosion and maintained with grass.
- d. All parking and loading areas are to be shielded from the public view by the use of trees, shrubs and low berms, while preserving views to the entrance.
- e. All planting beds shall include organic mulch ground cover. Planting materials must comprise no less than 50% of the bed.
- f. Slopes and berms steeper than one vertical foot for every three feet horizontal shall not be permitted.
- g. On-site grades must meet existing streetscape grades.
- h. The landscape design should enhance and complement the architecture, and buffer mechanical, electrical and building equipment located along the premises.
- i. Applicant is required to post a fiscal security either by bond, certificate of deposit or letter of credit in the amount of value of the landscape improvements. Should the City need to provide services or materials for full compliance of the approved plans, the applicant will forfeit the entire fiscal security.
- j. A Landscape Designer (provided by applicant) shall inspect and provide the City a signed letter of compliance after the installation of all landscape improvements. Upon City agreement with the letter, the fiscal security will be returned.
- k. Landscape irrigation systems are not required to be installed.
- l. A re-occupancy permit, internal facility remodeling, or parking lot repair and maintenance do not require the implementation of these requirements. Only a building or parking lot expansion will prompt the requirements to be enforced.

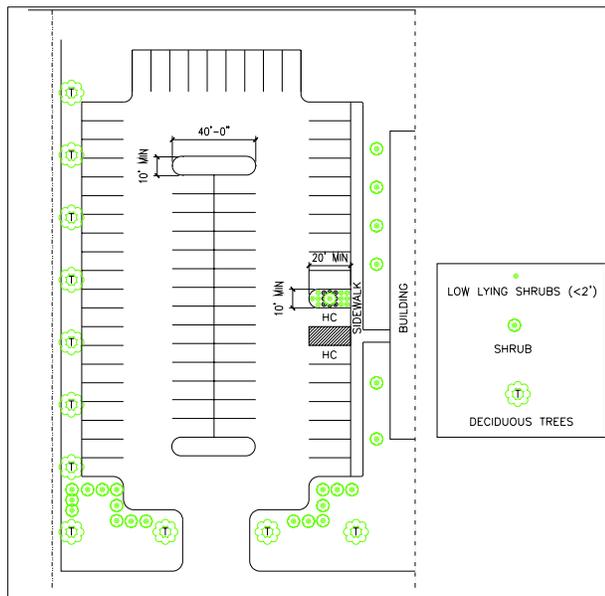
LANDSCAPE REQUIREMENTS

- a. There shall be at least one tree and three shrubs for every 3,600 square feet of lot area covered by open space. The landscaping required for the perimeter of the lot (not the parking lot) may be credited toward these requirements.
- b. There shall be one tree for every 40 feet of distance along the front of the lot. One third of these trees shall be evergreens with a minimum height of 8 feet. This does not include parking lot requirements.
- c. The front yard shall include one shrub for every 10 feet of road frontage.
- d. 50% of all evergreen trees planted are to be a minimum of 8 feet tall, the remainder shall not be less than 6 feet tall.
- e. 60% of all landscaping shall be located in the front yard.
- f. If bio-retention swales are utilized, the landscaping planted as part of the swale will account for, or be credited toward, 90% of the required landscaping of the front and side yards.

PARKING LOT LANDSCAPE REQUIREMENTS

All parking lots with 20 or more parking spaces shall comply with these minimum requirements. It is the intent to screen the parking along public right-of-ways to enhance the visual quality of the park.

- a. The perimeter of the parking lot shall include one shade tree or evergreen tree per 20 linear feet of parking surface along and parallel to a public street.
- b. Perimeter parking along the side lot line shall include one shade tree or evergreen tree per 30 linear feet.
- c. If landscape islands are utilized, they shall be at least 200 square feet in size with the narrowest dimension being 10 feet. Landscape islands are not required.



LANDSCAPE MATERIAL PLANT LIST

The following is a list of approved plantings materials that are recommended to be incorporated into each project. This is not an all inclusive listing, but should be viewed as starting point for planning. All plantings must have a minimum of a moderate tolerance to salt spray and soil salt absorption.

<u>Botanical Name</u>	<u>Common Name</u>	<u>Size</u>
Fraxinus Americana	White Ash	3" DBH
Gleditsia triacanthos	Honeylocust	3" DBH
Acer platanoides	Norway Maple	3" DBH
Cercis Canadensis	Eastern Redbud	3" DBH
Pinus sylvestris	Scotch Pine	6' – 8'
Pinus nigra	Austrian Pine	6' – 8'
Picea pungens	Colorado Green Spruce	6' - 8'
Rhus aromatica	Fragrant Sumac	24" – 30"
Rhus typhina	Cutleaf Sumac	3'
Viburnum trilobum	American cranberry	5'
Syringa vulgaris	Lilac	5'
Berberis koreana	Korean Barberry	24" – 30"
Hemerocallis	Day lilly	4"

EXTERIOR LIGHTING

The design objectives of exterior lighting are to provide security, identity, and reinforce the architectural character of the building. Light "pollution" to the neighboring properties shall be minimized through these standards.

- a. The maximum illumination level shall be 0.5 foot-candles measured at the property line, at a height of 4 feet.
- b. Flashing, traveling, intermittent and animated lighting will not be allowed.
- c. All fixtures shall be fully shielded luminaries with cut-off type optics, with flat clear lenses and no refractorizing elements. The light shall be totally concealed when viewed at an angle of 75 degrees from the horizontal plane.
- d. All fixtures and poles are to be finished with a non-corrosive material, black in color. Bases may be of the same material or natural concrete.
- e. The height of any exterior pole mounted fixture, including the base, may not exceed 20 feet.
- f. Walkways to the building should be illuminated to clearly identify entry points and pedestrian walkways.
- g. Pedestrian lighting shall utilize warm-white halogen or metal halide lamps.
- h. See section 1.2.1 (f) for architectural lighting guidelines.

APPENDIX

REGIONAL COMPARATIVE ANALYSIS of BUSINESS/INDUSTRIAL PARKS

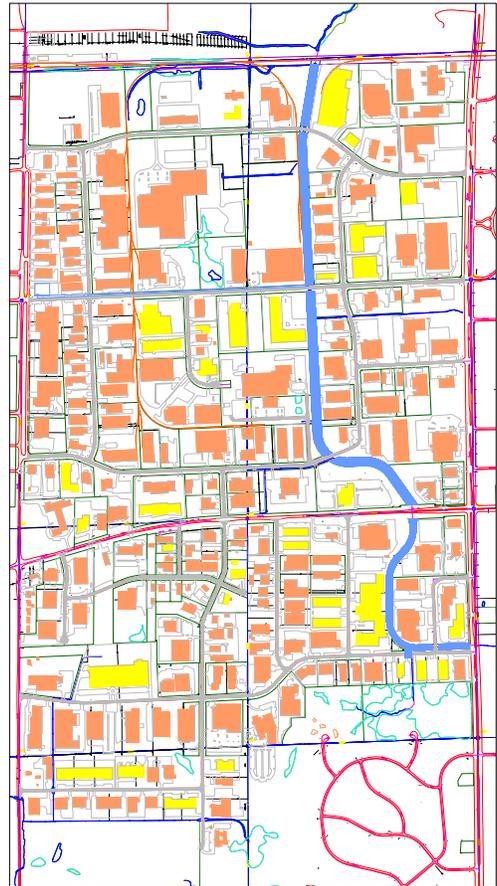
The Regional Comparative Analysis was completed in the summer of 2003 and is included in the appendix as a reference only as to what the surrounding communities are providing.

CURRENT CONDITIONS OF THE PARK (2003)

Over the past four decades the New Berlin Industrial Park has been a vibrant and critical part of the City of New Berlin. It is evident that the NBIP is showing its age. Lack of high speed communication infrastructure, weathered roadways absent of curb and gutter, facades reminiscent of previous decades, no “sense of place” achieved through uniform architectural design standards and most importantly, numerous vacancies and real estate signs are posted throughout the park.



The map (generated in 2003) to the right highlights all of the businesses in the NBIP. Approximately 15 percent of the buildings in the park have partial or total vacancies. These buildings are shaded yellow.



COMPETITIVE LANDSCAPE

The NBIP is faced with increasing pressure from rival industrial parks. Such parks offer updated amenities required by today’s businesses to compete. Case in point is the recent announcement of the Pabst Farms development exclusively using next-generation high-tech fiber optics for communication transmission. It’s been shrined as the first of its kind in the state. Such newer technology will afford businesses faster, better and more reliable service.

In terms of competitors, other local communities understand the benefits of business/industrial development to achieve economic stability. As such, they proactively take measures to entice business away from aging, inadequate parks designed for a previous era. Although it was hard to determine an exact number of parks in SE Wisconsin for this report, it is safe to say that the New Berlin Industrial Park is playing in a very competitive market. This was substantiated by review of the Business Journal’s annual listing of largest

business/industrial parks and the Waukesha County Economic Development Corporation (WCEDC). WCEDC's business park directory includes over 60 parks with thousands of dedicated acres for commerce in Waukesha County alone.

Many of the newer parks categorize themselves business parks. There is less emphasis placed on the term industrial. Permitted uses include office space, light industrial and warehousing. Through site visitations, there was less evidence of smokestack type heavy manufacturing. As for typical buildings, many were assembled with precast concrete or brick. There was evidence of an increased usage of glass and greater architectural relief as compared to the NBIP.

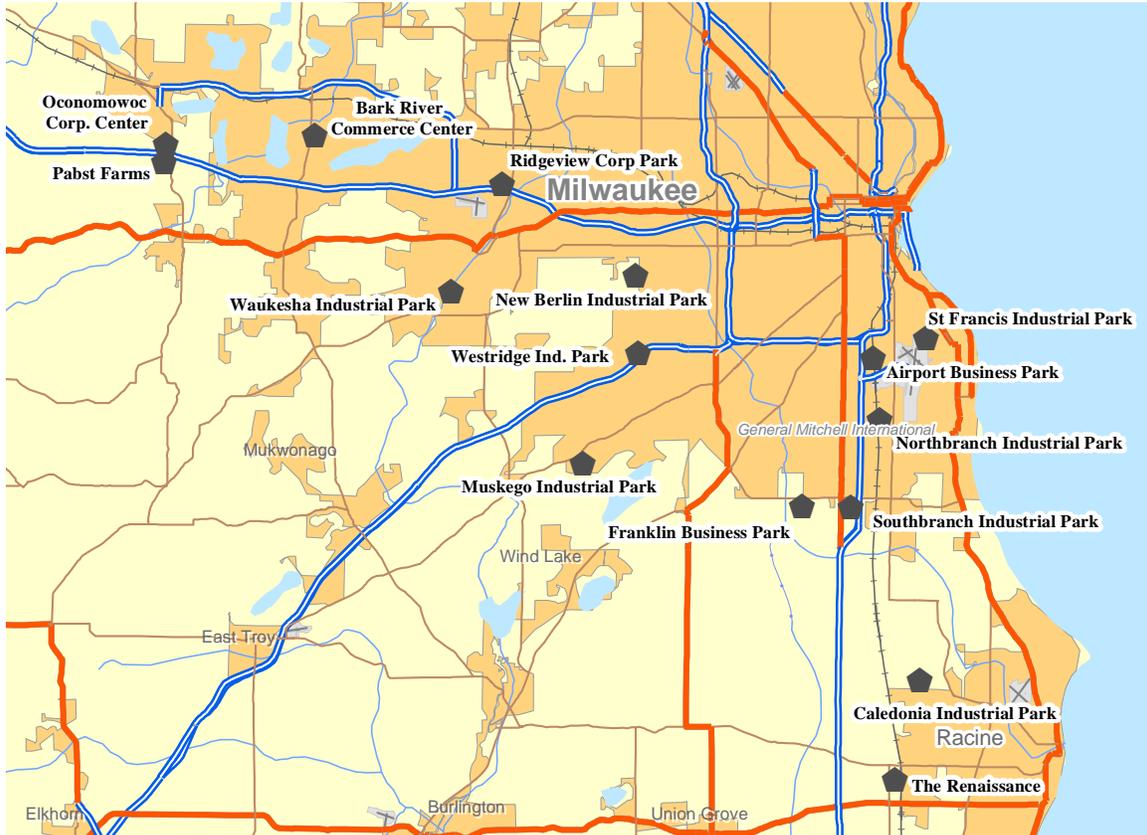
In preparation of this report, the Business Journal was used as a base reference of industrial park information. In the April 29, 2005 edition, the Journal summarized the largest Milwaukee-area business/industrial parks. Details include total acres, developed acres, cost per acre, number of park tenants including major tenants names, and rail accessibility. Despite the fact that this report may not be all inclusive, the table on the following page illustrates the result of the Journal's findings.

Park Name	City Location	2005 Ranking	2004 Ranking	2003 Ranking	Total Acres	Total Developed	# of Businesses	Rail Access	\$ per Acre
Northbranch Industrial Park	Oak Creek	1	1	1	1,303	992	119	Yes	NA
Milwaukee Ind. Park and Land Bank	Milwaukee	2	2	2	1,138	1,153	160	Yes	50-65K
New Berlin Industrial Park	New Berlin	3	3	3	640	640	300	Yes	NA
Germantown Industrial Park, Ph 1-4	Germantown	4	4	4	565	555	100	Yes	45K
Dodge Industrial Park	Hartford	5	5	5	540	480	15	Yes	22K
Saukville Industrial Park	Saukville	6	6	6	530	457	29	Yes	23K
Caledonia Industrial Park	Caledonia	7	7	7	500	100	50	Yes	NA
Germantown Business Park	Germantown	8	8	9	430	97	7	Yes	49.9K
Franklin Business Park	Franklin	9	9	10	245	385	68	No	84.9 - 217K
The Renaissance	Sturtevant	10	10	11	390	300	21	Yes	84.9 - 350K
Moorland Industrial Park	New Berlin	11	11	12	370	370	100	No	NA
Mukwonago Business Park	Mukwonago	12	12	NR	300	63	1	No	NA
St. Francis Industrial Park	St. Francis	13	13	15	260	247	15	No	50K
Belgium Industrial-Corporate Park	Belgium	14	15	18	250	16	4	Yes	Negotiable
Silver Spring Corporate-Tech Park	Menomonee Falls	15	14	17	241	235	24	Yes	99.5K
Glendale Industrial Park	Glendale	16	16	19	230	230	35	Yes	NA
West Bend Corporate Center	West Bend	17	17	21	224	169	24	No	49.5 - 90K
Commerce Center - Pabst Farms	Oconomowoc	18	24	25	223	139	3	No	NA
Mecqon Business Park, Ph 1-2	Mecqon	18	18	NA	223	205	26	No	89K
Sussex Corporate Center	Sussex	20	19	22	221	213	34	No	84.9K
Ridgeview Corporate Center	Pewaukee	21	20	23	205	167	36	No	NA
Southbranch Industrial Park	Oak Creek	22	21	24	204	89	22	No	NA
Business Tech Core-Pabst Farms	Oconomowoc	22	NA	NA	204	NA	NA	No	NA
Jackson Northwest Business Park	Jackson	24	22	14	200	95	20	Yes	49.9 - 59.9K
Muskego Industrial Park	Muskego	24	22	NA	200	200	119	No	NA
				Source	The Business Journal Friday April 29, 2005				
					Parks included in this study				

Westridge Industrial Park was ranked 13th in the 2003 and 2004 Business Journal, but was omitted from the 2005 rankings.

Upon review of the aforementioned, it was determined that field visits were necessary to compare the NBIP with other parks primarily along the I-94 and I-43 corridors. Due to constraints, this exercise sampled 15 parks in Waukesha, Milwaukee and Racine counties. This provided a greater sense of regional competition. It also allowed for review of criteria not included in the Business Journal report. Such criteria included prevalent building materials, signage, lighting, and vacant land availability. From this review, an overview map and matrix were prepared distinguishing the parks and are as follows.

Selected Industrial Parks in SE Wisconsin



Industrial Park Site Visit Matrix

(Selected Parks in SE Wisconsin along I-94/I-43 Corridor)

Criteria/Measures	New Berlin Industrial Park (12) / (3)**	Waukesha Industrial Park (8)	Bark River Commerce Center (16)	Economove Corporate Center (not ranked)	Pabst Farms Commerce Center (25)	RidgeView Corporate Park (23)	Muskego Industrial Park (not ranked)	Westridge Business Park (13)	Airport Business Park (not ranked)	St Francis Industrial Park (15)	Northbranch Industrial Park (1)	Southbranch Industrial Park (24)	Renaissance (11)	Caledonia Industrial Park (6)	Franklin Business Park (10)
First impression	aged, industrial	aged, industrial	new, professional	new, professional	new, professional	new, professional	old, industrial	new, professional	old, industrial	old, industrial	mix	mix	new, professional	new, industrial	new, professional
Basic exterior building materials *	yes	yes	no	no	no	no	yes	no	yes	yes	no	yes	no	yes	no
Streetscaping	no	no	no	yes	yes	yes	no	no	no	no	no	yes	no	no	yes
Street lighting throughout park	no	yes	no	no	no	no	yes	no	yes	yes	yes	yes	no	no	yes
Entrance signage	no	no	no	yes	no	yes	yes	yes	yes	no	no	yes	yes	no	yes
Uniform address signage	no	no	no	no	no	yes	no	yes	no	no	no	no	no	no	no
Sidewalk	no	no	no	no	no	no	no	no	no	no	no	no	no	no	yes
Curb and gutter	no	yes	yes	yes	yes	yes	no	yes	yes	yes	no	mix	no	no	yes
Vacant land	no	yes	yes	yes	yes	yes	no	yes	yes	no	yes	yes	yes	yes	yes
Vacant buildings	yes	yes	no	no	no	no	yes	no	no	no	yes	yes	no	no	yes
Building for sale/for lease signage	yes	yes	yes	yes	no	yes	yes	yes	no	no	yes	yes	no	no	yes

Notes: Criteria/Measures variables are based on NBIP Redevelopment Plan meeting results
 Analysis is based on general designs observed while visiting documented industrial parks and may be deemed subjective in nature
 * - Basic exterior materials include ribbed metal sheet panels and plain exposed concrete block materials

Based on observations, newer parks offered the greatest curb appeal. Buildings appeared more professional in nature. Streets often had curb and gutter but rarely displayed sidewalks. Streetscaping was more dominant and entrance signage was impressionable. And finally, uniform address signage provided a consistent theme throughout the park.

BUSINESS COMPOSITION

This section summarizes two studies conducted to get a better sense of business types in the NBIP and its competition. The first study reports current vacancy rates in the NBIP. As collected through field research and a phone survey conducted by the Zimmerman Design Group in Wauwatosa,, WI. in 2003, the results revealed that the vacancy rate is approximately 15%. This number reflects full building vacancies and buildings with space available for lease.

Time and resources didn't allow for a comparable study for the additional 14 parks. However, a conscious effort was made to compare all of the parks based on businesses by type, or Standard Industrial Classification (SIC) code. The purpose was to establish a sense of business mix and density.

An SIC code is a four-digit number assigned by the government to various distinct business industries. Its purpose is to numerically represent an entire field of economic activities such as: agriculture, construction, manufacturing, and the like. Using business data based on SIC, the following matrix compares the 15 business/industrial parks. Due to the difficulty in defining exact boundaries of each park, a two mile buffer (two mile radius) was employed to aggregate all businesses from the parks' centroids or middle point using Geographic Information Systems (GIS).

Industrial Park Tenant Matrix

(Selected Parks in SE Wisconsin along I-94/I-43 Corridor)

Major SIC Category	New Berlin Industrial Park	Waukesha Industrial Park	Bark River Commerce Center	Oconomowoc Corporate Center	Pabst Farms Commerce Center	RidgeView Corporate Park	Muskego Industrial Park	Westridge Business Park	Airport Business Park	St Francis Industrial Park	Northbranch Industrial Park	Southbranch Industrial Park	Renaissance	Caledonia Industrial Park	Franklin Business Park
Agric., Forestry, Fishing	17	20	6	5	5	20	15	16	12	16	13	7	11	7	2
Mining	2	0	1	0	0	1	0	1	0	0	0	1	0	0	1
Construction	74	84	37	15	10	72	60	32	54	70	44	37	27	24	36
Manufacturing	160	103	55	16	16	109	36	24	33	82	50	33	23	13	43
Transportation and Public Utilities	23	25	13	4	2	28	16	8	94	90	56	23	19	4	31
Wholesale Trade	131	79	48	8	6	124	37	45	67	67	59	24	31	12	26
Retail Trade	190	252	81	40	22	127	68	86	293	339	142	60	79	24	36
Finance, Insurance, Real Estate	114	96	54	25	8	79	28	40	104	98	57	20	28	20	10
Services	520	621	204	149	52	343	143	181	531	625	201	115	109	33	75
Public Administration	8	24	9	4	4	4	6	6	5	18	5	2	5	1	2
Other	83	20	9	18	14	25	14	21	59	124	31	14	25	9	13
	1,322	1,324	517	284	139	932	423	460	1,252	1,529	658	336	357	147	275

• This matrix reflects all businesses by Standard Industrial Classification (SIC) as provided by InfoUSA through the use of ESRI's Business Analyst.

• The summary of these businesses are based on a two mile buffer (2 mile radius) from each business park.

• NBIP ranks 1st in this category

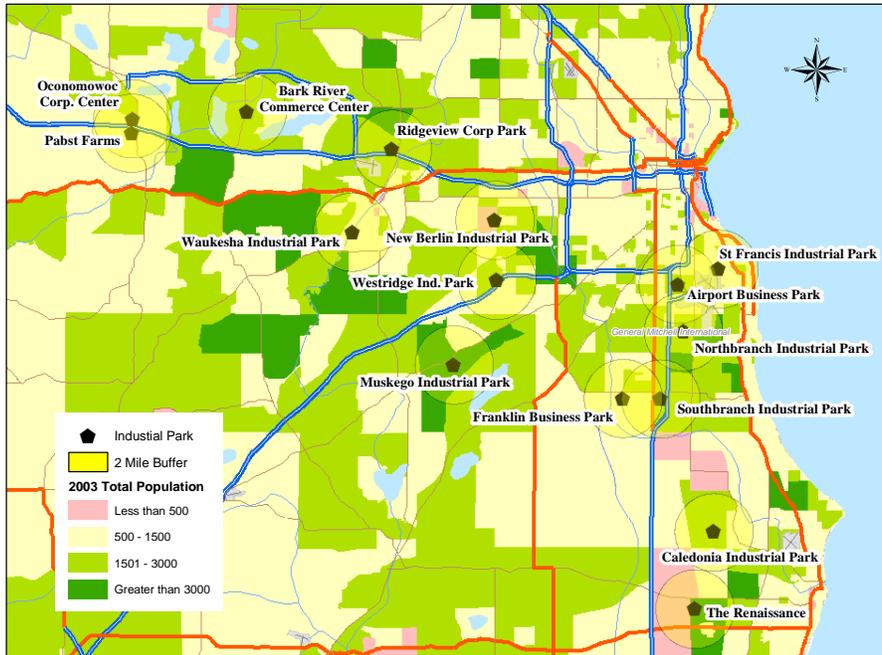
The New Berlin Industrial Park area ranked high in total concentration of businesses. It's dominance in manufacturing businesses supports the original design of the park.

DEMOGRAPHIC ANALYSIS

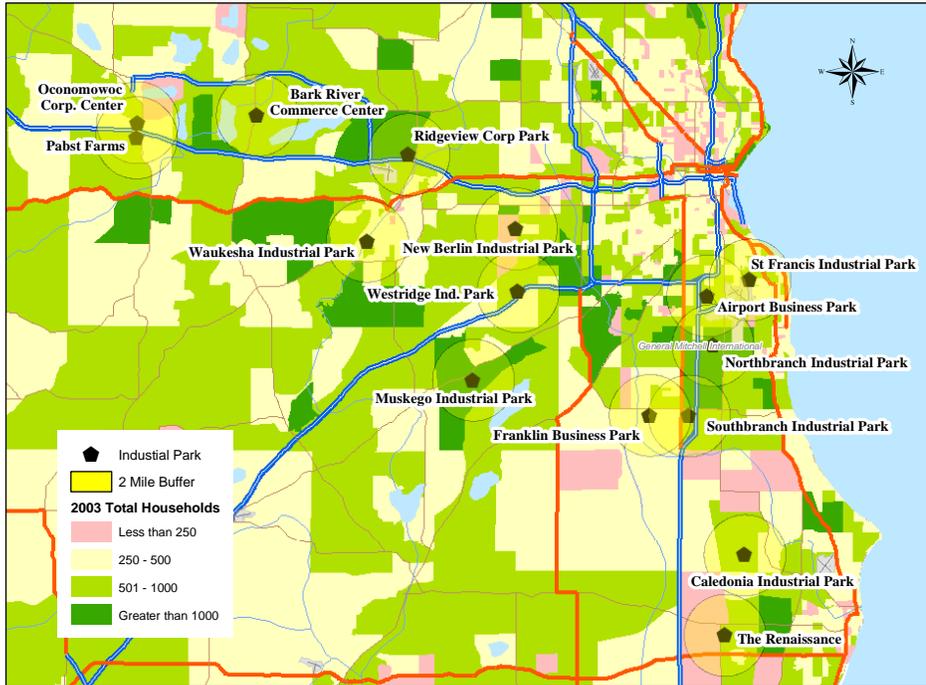
Understanding the demographics, or human population characteristics, surrounding the industrial parks can provide insight into a parks success. Unfortunately, personal automotive transportation can skew immediate assumptions as mobility is highly increased. Regardless, below is a summary of several key demographic variables comparing the 15 parks. Again, this analysis was conducted with the aid of GIS.

The results reflect totals for each variable based on a two mile buffer (two mile radius) of each park. Included variables are: total population, total households, per capita income, average household income, employment and labor force. Although the capability existed to create a larger demographic profile, it was deemed unnecessary for this analysis.

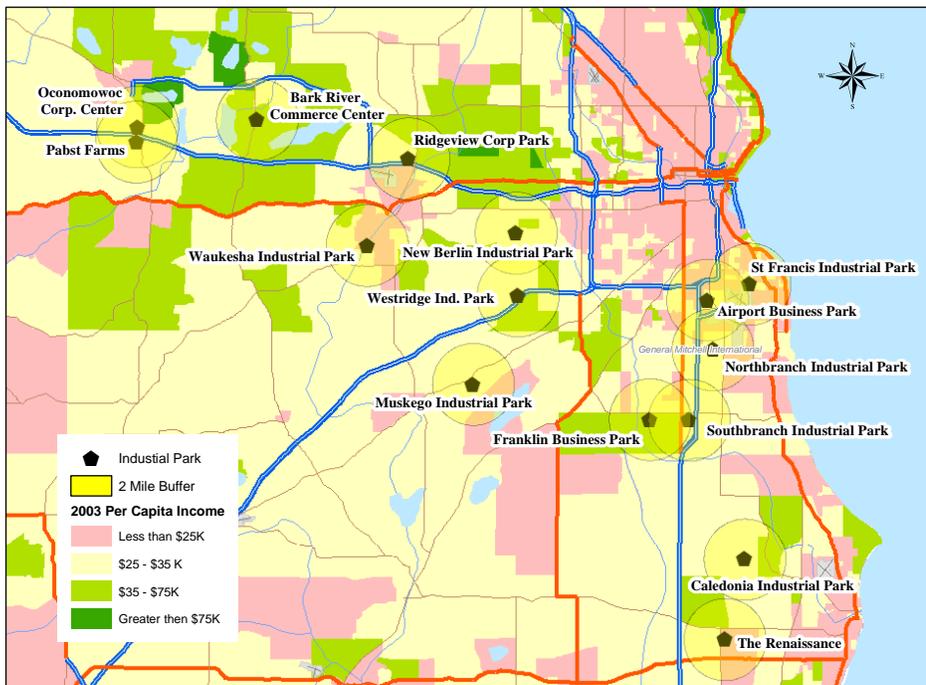
**2003 Total Population Density
by Block Group**



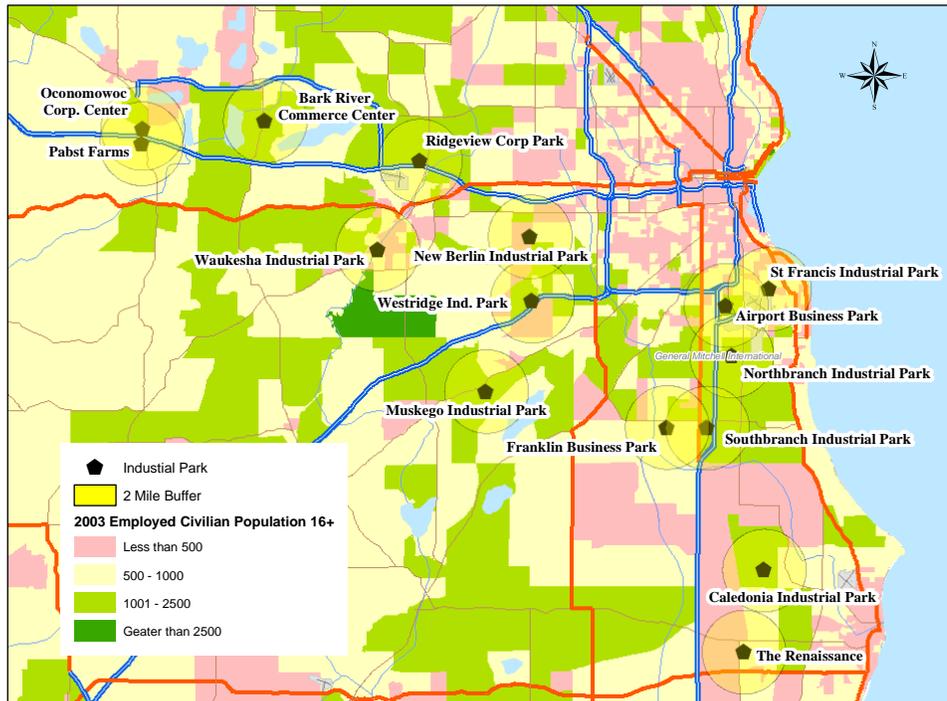
2003 Total Household Density by Block Group



2003 Per Capita Income by Block Group



**2003 Employed Civilian Population 16 Yrs +
by Block Group**



Criteria/Measures	New Berlin Industrial Park	Waukesha Industrial Park	Bark River Commerce Center	Economoc Corporate Center	Pabst Farms Commerce Center	RidgeView Corporate Park	Muskego Industrial Park (not ranked)	Westridge Business Park	Airport Business Park (not ranked)	St Francis Industrial Park	Northbranch Industrial Park	Southbranch Industrial Park	Renaissance	Caledonia Industrial Park	Franklin Business Park
Total Population	19,736	36,654	10,251	4,646	3,059	13,363	9,789	15,876	37,404	45,757	17,272	13,127	6,547	4,354	8,682
Total Households	8,263	14,443	3,882	1,832	1,129	4,994	3,644	5,556	16,248	20,467	7,197	5,255	2,020	1,560	2,509
Per Capita Income	\$ 33,014	\$ 25,696	\$ 38,895	\$ 35,325	\$ 35,552	\$ 33,141	\$29,367	\$ 34,040	\$ 23,768	\$ 23,272	\$ 25,942	\$ 28,554	\$ 22,635	\$ 32,929	\$ 28,014
Average HH Income	\$ 79,823	\$ 63,885	\$ 105,235	\$ 87,010	\$ 90,996	\$ 87,118	\$80,102	\$ 95,977	\$ 54,876	\$ 51,776	\$ 62,882	\$ 70,618	\$ 63,428	\$ 90,815	\$ 62,989
Employment*	15,335	27,978	7,069	3,464	2,241	10,224	6,981	11,642	30,550	37,182	13,368	9,527	5,318	3,241	6,854
In Labor Force**	10,795	20,815	5,556	2,497	1,622	7,156	5,354	8,568	19,979	25,804	9,745	7,393	2,972	2,353	4,105
Aggregate of all variables	166,966	189,471	170,888	134,774	134,599	155,996	135,237	171,659	182,825	204,258	136,406	134,474	102,920	135,252	113,153
Rank based on Aggregate	6	2	5	11	12	7	10	4	3	1	8	13	15	9	14

Results based on 2 mile buffer
Data Sourced 2003 ESRI BIZ forecast data
* 2000 Total Population 16+ by Employment Status

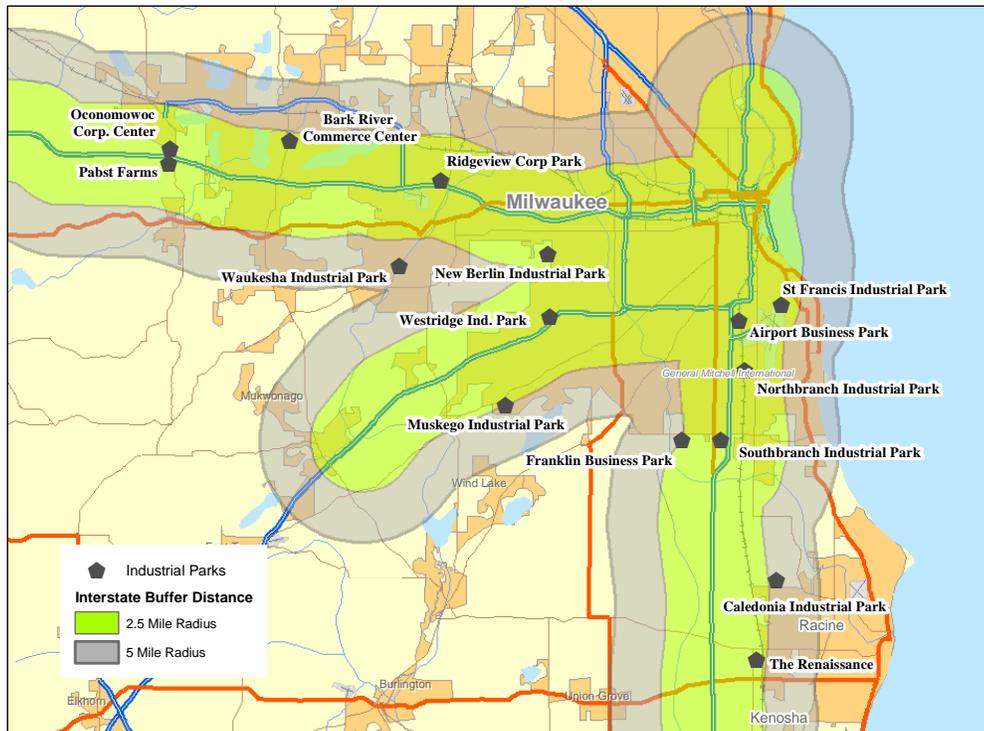
It should be noted that the NBIP ranks 9th in the average demographic categories.

TRANSPORTATION

Effective and efficient distribution of products and services is paramount to business success. Proximity to major roadways is imperative as vehicles are primarily responsible for deployment and distribution. Additionally, access to air and rail transportation may aid in site selection of any particular business. Well constructed and maintained road and railways are vital to the success of the NBIP. In recent years however, the need of rail has continued to decline, based on the quickening pace of our society, and the need for immediate overnight deliveries. Despite the benefits of rail, vehicle transportation offers greater flexibility. In review of the site visited, a majority of the parks still have rail access and several are very close to Mitchell International Airport. It's interesting to note that newer developments take less interest in rail and international air access.

It is evident by the following map that all parks are conveniently located near major roadway arterials and interstates. In review of the parks' geographic positioning, all locations are within five miles of an interstate and the vast majority are located within two and one half miles as illustrated below.

**Industrial Parks
in Relationship to Interstates**



To further examine the road network, traffic counts were reviewed based on the State of Wisconsin Department of Transportation records. Using the 2001 Wisconsin Highway Traffic Volume Data publication, the following table exhibits vehicular traffic. In some cases, this data reflects back to late 1990 counts and may not accurately report today's volumes. It is apparent, and not surprising, that most of the parks are adjacent to major collectors with close proximity to the freeway system.

Park Name	Traffic Count
Airport Business Park	36,000
New Berlin Industrial Park	24,000
Northbranch Industrial Park	23,000
The Renaissance	23,000
Westridge Ind. Park	20,000
Southbranch Industrial Park	20,000
Oconomowoc Corp. Center	20,000
Waukesha Industrial Park	19,300
Franklin Business Park	15,000
Bark River Commerce Center	15,000
Ridgeview Corp Park	14,000
Muskego Industrial Park	9,500
Caledonia Industrial Park	9,200
St Francis Industrial Park	9,000
Pabst Farms	8,500

Note - Figures reflect late 1990s/early 2000 WDOT records

SUMMARY

In review of the information provide, it's noteworthy to report that the NBIP does exhibit several positive assets including:

- Highest concentration of businesses by SIC in mining, manufacturing, wholesale and financial business.
- Is in the top half of the demographic aggregation summary
- Is conveniently located within 2.5 miles of both I-43 and I-94.
- Railway service is provided.

Unfortunately, these attributes are often overshadowed by a competitively growing market. Newer developments like the Westridge Business Park to the south are attractive to today's businesses. Undeveloped land is available which offers greater flexibility in site plan design. Newer technologies, such as communication infrastructure are readily available.

Although the NBIP is still operational and serves existing businesses, the park is currently being challenged. In response, the City of New Berlin is currently in a position to take advantage of this opportunity to recapture industrial business through sound redevelopment. The institution of more current design standards and improved infrastructure will be of great value not only to the park but the community as well.