
*Economic Development &
Revitalization Plan*

City of New Berlin

May 2002

*City of New Berlin, Wisconsin
Master Plan Update:*

Economic Development & Revitalization Plan

May 2002

Prepared by Ruckert & Mielke with input from the New Berlin Economic Development Corporation (NBEDC), Focus New Berlin, and the City of New Berlin:



City of New Berlin ***Economic Development & Revitalization Plan***

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**DRAFT NEW BERLIN ECONOMIC DEVELOPMENT AND REVITALIZATION
ELEMENT**

INTRODUCTION

The City of New Berlin has prepared this Economic Development Element in order to meet both the State of Wisconsin and the City's larger economic goals. The future of New Berlin's economic health hinges both on new development and redevelopment. Over the past 10 years the City has seen considerable growth especially with the expansion of commercial and retail in Westridge Business Park. Now it will be important for the City to focus on the revitalization of several areas of the City including the various strip malls that have vacant space, the redevelopment of the New Berlin Industrial Park, and further research of the existing commercial base. Over the next few years, the City should prepare comprehensive redevelopment plans for the New Berlin Industrial Park, the National Avenue Corridor, Lincoln Avenue, and other commercial and industrial areas in order to bring these areas up to the current standards of the City of New Berlin Municipal Code including enhanced landscaping, lighting, and signage throughout the Park.

This Economic Development Element will fulfill a portion of the Comprehensive Plan requirements of Wisconsin's Smart Growth law, specifically Wis. Stats. 66.1001(f). Under the statute, the Economic Development Element must contain, or provide, the following:

- An analysis of the City's labor force and economic base
- An assessment of the City's strengths and weaknesses with respect to attracting and retaining businesses and industries
- An assessment of categories or particular types of desired businesses and industries
- An adequate number of sites for such businesses and industries
- An evaluation, and promotion of, the use of environmentally contaminated sites for commercial or industrial activities
- A list of county, regional and state economic development programs that apply to the local governmental unit
- Objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion, of the economic base and quality employment opportunities

The required components of the Economic Development Element are set forth below, beginning with the analysis of the City's labor force and economic base.

LABOR FORCE AND ECONOMIC BASE

New Berlin's economic base includes its labor force, major employers, current and projected within the City limits, company revenue and personal income.

Labor Force and Workforce Diversity

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The labor force is the sum of the employed and unemployed persons who are 16 years old and older and reside in New Berlin. Those who are not working and/or seeking work are not included in the labor force numbers. As shown in Table 1, New Berlin's labor force totaled 19,132 persons in 1990. The 2000 Census employment data will not be available until June of 2002. Therefore, the labor force estimate of 23,532 for the year 2000 was extrapolated from estimates available for Waukesha County from the Wisconsin Department of Workforce Development. This figure represents an increase of 23%, considerably higher than the City's 14% population growth from 33,592 to 38,220 for the period 1990-2000.

The disparity between population growth and labor force growth is echoed throughout Waukesha County. The County witnessed an 18% increase in population between 1990 and 2000 but an estimated 23% increase in labor force between 1990 and 1999. In New Berlin and Waukesha County, the greater labor force growth reflects the fact that the number of persons of prime working age has increased and these age groups tend to work in higher percentages than older or younger persons, thus increasing the size of the labor force.

New Berlin's labor force is diversified and its educational attainment level is quite high. As can be seen from the 1990 data and 2000 extrapolation in Table 1, New Berlin's labor force is concentrated most heavily in the following sectors: manufacturing (23.7%), retail trade (16.8%) and services-oriented and professional specialties including FIRE (Finance, Insurance, and Real Estate Sector) (8.2%), Business and Repair Services (4.5%), Personal Services (1.5%), Entertainment & Recreation (0.6%), Health (9.7%), Education (7.0%), Other Professional Services (6.4%), and Public Administration (1.5%). Within three miles of New Berlin's City Hall 21% of the population had obtained bachelors degrees in 1990 and 8.5% had obtained graduate degrees. The corresponding percentages in the United States in 1990 were 13.1% and 7.2%.

Despite New Berlin's healthy labor force and high educational attainment levels, there are signs of a potential labor shortage. Indeed, between 1990 and 1998, the County witnessed a 32.6% increase in the population between the ages of 40 and 54. However, these are aging baby-boomers that will be retiring in 10 to 20 years. Moreover, the size of the younger age population between 25 and 39 has actually been declining in Waukesha County since 1990. Consequently, it may be difficult for firms in New Berlin that traditionally hire younger workers to fill their employment needs, particularly those firms in the service industries.

Table 1: New Berlin Employed Labor Force by Industry - 1990 and 2000 Extrapolation

Industry	1990	% in 1990	2000 Extrapolation	% 2000 Extrapolation
Agric. Forestry, Fishing	191	1.0	235	1.0
Mining	36	0.2	44	0.2
Construction	1056	5.5	1299	5.5
Manufacturing	4541	23.7	5585	23.7
Transportation	703	3.7	865	3.7
Communication	596	3.1	733	3.1
Wholesale Trade	1258	6.6	1547	6.6
Retail Trade	3218	16.8	3958	16.8
FIRE*	1570	8.2	1931	8.2
Business and Repair Services	864	4.5	1063	4.5
Personal Services	294	1.5	362	1.5
Entertainment and	114	0.6	140	0.6

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Recreation				
Health	1852	9.7	2278	9.7
Education	1339	7.0	1647	7.0
Other Professional	1220	6.4	1501	6.4
Public Admin.	280	1.5	344	1.5
TOTAL	19132	100.0	23532	100.0

Source: U.S. Bureau of the Census, 1990 and Wisconsin Dept. of Workforce Development

*FIRE = Finance, Insurance and Real Estate sector

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New Berlin Employment

New Berlin is one of the most economically robust municipalities in the Milwaukee region and in the State of Wisconsin. As shown in Table 2, it was estimated that 26,044 persons were employed in New Berlin in 1999, most of who lived within the Seven County Southeastern Wisconsin Region. The five largest industrial sectors by employment were manufacturing (7,012), services (6,643), retail trade (3,224), wholesale trade (3,098) and construction (1,696). Many of these jobs, especially manufacturing, were concentrated in the City's five major industrial and business parks. These include New Berlin Industrial Park (at 650 acres, the largest in the state), Moorland Industrial Park (370 acres), Westridge/Towne Business Park (350 acres), Lincoln Avenue Industrial Park (52 acres) and MSI Industrial Park (21 acres). Many of the retail trade and service jobs were concentrated along the National Avenue Corridor, Moorland Road and Beloit and the within the City's developing City Center at Moorland Road and National Avenue.

Shift-share analyses performed by Pflum, Klausmeier & Gehrum, Inc. and Clarion Associates in 1999 indicated that the City's robust economy would continue at least until the year 2020, with significant gains in employment in all sectors except mining. In fact, total employment in New Berlin is anticipated to grow by 35.4% between 1999 and 2020. However, as the economy of the Milwaukee region continues to mature and becomes more post-industrial, it is anticipated that manufacturing, while still strong, will no longer be the number one employment sector in New Berlin. Percentage-wise, more of the gains between 2001 and 2020 will occur in the following sectors: finance, insurance and real estate, services, wholesale trade, and transportation, communication and public utilities. By 2020, it is anticipated that the services sector will be the largest employer in New Berlin. Not surprisingly, it is anticipated that the construction industry in New Berlin will witness strong growth of 27% between now and 2020 to accommodate the growth of new businesses and business parks – along West Lincoln Avenue, South Moorland Road, and expansion of existing businesses and rehabilitation of the City's more mature industrial/business parks.

If a shortage of young skilled workers to fill these service jobs develops within New Berlin's own labor force, the City may become an even greater commuter magnet. This will place more traffic on the major arterial roads and commercial corridors in the City. As commercial development and employment growth will likely occur along these established corridors, such as National Avenue and Moorland Road, the continued growth in traffic may require better vehicular access management, improved intersection signal timing and improved pedestrian access. Providing a greater variety of housing options and more affordable housing to enable younger, skilled workers and their households to reside as well as work in New Berlin could change commuter patterns and alleviate some of these potential traffic problems. In addition, a greater supply of housing that meets worker demand in terms of variety and pricing would improve the City's ability to attract a more diverse group of employers and employees.

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Table 2: New Berlin Employment: 1999 Estimate and 2020 Projection

Industrial Sector	1999 Estimated Employment	2020 Projected Employment	Numeric Change 1999 to 2020	Percent Change 1999 to 2020
Agric. Services	188	253	64	34.0
Mining	37	42	5	13.5
Construction	1696	2156	460	27.1
Manufacturing	7012	8237	1225	17.5
T/C/PU*	845	1136	291	34.4
Wholesale Trade	3098	4476	1378	44.5
Retail Trade	3224	4266	1042	32.3
FIRE*	1302	2287	985	75.6
Services	6642	10402	3760	56.6
TOTAL	26044	35275	9231	35.4

Source: Pflum, Klausmeier & Gehrum Consultants, Inc. & Clarion Associates, "Memorandum: New Berlin Land Demand Analysis", dated 7-2-99.

*T/CPU = Transportation/Communication/Public Utilities; *FIRE = Finance, Insurance and Real Estate Sectors

Table 3: Major Employers in 2001 (Partial List)

Industrial Sector	Companies or Entities
Agriculture, Forestry & Fishing	The Davey Tree Expert Company, Greenridge., New Berlin Animal Hospital, R Hermann Dale, Trees on the Move, Inc.
Construction	Pro-Tel, Gruman Construction company, Bundy Commercial Masonry, Reliance Electric, Mueller Pipeliners, Wenninger, Magaw Electric, D G Beyer
Services	Geo Technology, Modern Maintenance Building Services, ABB Industrial Systems, Fun Time, Usweb, Efund, HK Systems, Lindengrove, National Regency New Berlin, Color Graphics
Manufacturing	Schoeneck Containers, A & A Manufacturing, Southwest Metal Finishing, ABB Flexible Automation, GE, Tekra, Badger Pattern Works, Ehlert Tool, Hader Industries, ABB Industrial Systems, Mexican Accent, Relizon, Toolrite Mfg., US Controls, Super Products, Magnetek, Community Newspapers, Liturgical Publications, New Berlin Plastics, American Superconductor, G S Hydraulics, Midland Plastics
Mining	Johnson Sand and Gravel, New Valley Sand & Gravel
Retail	Steinhafels, Compass Group USA, Volume Services America, McAdams, Cascio Music
Transit/Transportation	B&T Mail Service, School Services & Leasing, SM&P Utility Resources
Wholesale	Pritlaff Wholesale Meats, Nabisco Holdings, Caliendo-Savio Enterprises, Boise Cascade, Industrial Electric Wire & Cable, Beechwood Distributors, Unisource Worldwide, World Class Wire & Cable
Education	Eisenhower High and Middle, New Berlin West High and Middle, Calhoun Elem., Cleveland Hts. Elem., Elmwood Elem., Glenn Park Elem., New Berlin Center Elem., Orchard Lane Elem., Prospect Hill Elem., Holy Apostles, Star of Bethlehem Lutheran
Finance	Snap-On Credit, HNI, Keddie, M&M
Health Care	Aurora Health Center, Concentra Medical Clinic, Milwaukee Medical Clinic, New Berlin Family Physicians, New Berlin Therapies, St. Luke's – New Berlin Health Care Center, Waukesha Medical Center, New Berlin
Public Administration	City of New Berlin, City of New Berlin Police Dept., & City of New Berlin Fire Dept.

Source: New Berlin Economic Development Corporation – Business Director

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Other Economic Base Indicators – Equalized Assessed Value and Per Capita Income

By any measure, New Berlin – with its robust, diversified economy - is in solid financial condition. In 2001, total equalized value was \$3,196,579,200. This equalized value is based on a tax assessment ratio of 0.8571 and a net tax property tax rate \$24.95 per \$1,000 of property value. The City's extensive and diversified industrial base and high home ownership rates predict a continued healthy tax base. Data from the 2000 Census revealed that over 81% of the housing units were owner occupied, compared to about 19% renter occupied. Waukesha County Data from the 2000 Census revealed that over 76% of the housing units in the County were owner occupied, compared to about 24% renter occupied.

Moreover, New Berlin is a relatively high-income community. Income data from the 2000 Census will not be available until 2002. However, available market research reveals that average per capita income within a three-mile radius of New Berlin's City Hall is \$31,432 compared with a national average of \$22,433.

According to the State of Wisconsin Department of Workforce Development, levels of unemployment remain somewhat low, but have been on the rise over the past year. As of January 2001, the unemployment rate for the civilian labor force in New Berlin was 2.5%, compared to Waukesha County at 3.0%, the State of Wisconsin at 4.8%, and the United States at 4.7%. As of January 2002, the unemployment rate for the civilian labor force in New Berlin was 3.7% compared to Waukesha County at 4.3%, the State of Wisconsin at 5.8%, and the United States at 6.3%.

ASSESSMENT OF CATEGORIES AND TYPES OF DESIRED BUSINESSES AND INDUSTRIES

In order to assess the categories and types of desired businesses and industries for retention, expansion and recruitment over the next 20 years two major sources were used: 1) the May 2001 visioning workshops and 2) available market research. The results from each of these sources are summarized below. In essence, the information below combines what the individuals involved in the visioning workshops thought or perceived versus what the market actual states the City of New Berlin could use.

Visioning Workshops – Assessment of Desired Businesses and Industries

The consensus vision from the May 2001 visioning workshops with the New Berlin Economic Development Corporation, Focus New Berlin and the New Berlin Plan Commission was that over the next twenty years the City’s business community would become more diversified – both in terms of industries and labor pool. The following list summarizes the desired categories and types of businesses recommended during these visioning workshops:

- Traditional manufacturing/light industrial/warehousing base should be retained and, where feasible, expanded in New Berlin’s five existing industrial/business parks. The desired categories and types of businesses should include at least the following:
 - Manufacturing, including metal finishing, containers, automation, precision tools, publications, plastics, construction equipment
 - Services, including geo-technical services, building maintenance systems, industrial maintenance systems
 - Wholesale, including food and beverage, paper products, plastics, electrical equipment, cable
 - Construction, including offices for residential and non-residential construction firms, building suppliers
- Retail, including furniture, gardening, department stores, apparel, grocery stores, convenience stores, computers and electronic goods, sporting goods,
- Finance-Insurance-Real Estate (FIRE), including law firms, real estate agencies, insurance agencies, brokers
- Professional specialties including physicians offices, medical clinics, engineering, architectural, planning and surveying firms
- Personal services are those services including dry cleaners, beauty salons, and other various personal services.
- High technology firms, especially those that can capitalize on proximity to the Milwaukee area’s traditional industrial base (i.e. precision tool manufacturing, food and beverage preparation and capital goods)

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- Bio technology firms that can capitalize on the Milwaukee area’s large medical complexes and teaching hospitals
- Incubating industries, including start-up high technology firms and newly formed traditional light manufacturing and light industrial firms
- Small arts and crafts studios and antique shops in the older commercial areas throughout the entire City (especially along Greenfield Avenue, West National Avenue, Sunny Slope, etc.) should be encouraged including those small enough and adaptable enough to be “housed” in smaller mixed-use buildings. For example, some small arts and crafts studios and shops could be located on the first floor of mixed residential/commercial buildings.
- Rural oriented cottage businesses, antiques, organic farms, and horticultural and landscaping firms with experimental gardens and arboretums on the City’s western half, generally the area West of Calhoun Road.
- Commercial gyms, fitness centers and businesses that cater to recreational and leisure-time activities
- Eating and drinking establishments, including fine quality dining in close proximity to hotels and business parks
- Hotels and Conference Centers to accommodate existing residents, visitors and businesses

Market Research - Indicators of Market Potential for Retail Categories and Unmet Demand

Market information provided by Claritas, Inc. includes retail trade potential, business employment and major age-income-education-lifestyle household types in New Berlin. The data on retail trade potential that will be referred to in the following paragraphs is contained in Appendix One. The data on business employment is contained in Appendix Two and the data on household types is contained in Appendix Three. The chief significance of this market research data is that it provides a reasonable indication of what categories and types of retail businesses might be most successful in New Berlin, assuming the City is not already saturated with them. Perhaps more importantly, the data indicates “gaps” where there are few or zero businesses in certain retail categories that might be filled with new businesses. The data on the household types suggests that there may be a high demand for certain goods and services. Meeting this demand will become increasingly important to the City’s attractiveness as a place to live and work and, therefore, its economic viability.

Tables 5, 6 and 7 in Appendix One provide a snapshot of retail trade potential within one, three and five miles of New Berlin’s City Hall. The five-mile radius takes in sections of neighboring communities but is still instructive since people in those communities may shop in New Berlin. The tables rank the yearly sales potential per retail category. The retail categories are based on the widely used North American Industrial Classification System (NAICS).

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As can be seen, retail sales potential increases with increasing distance from City Hall because the size of the market area increases. Total retail sales potential ranges from \$57,000,000 one mile from City Hall to \$1,455,000,000 five miles from City Hall. The top six categories for potential retail sales for all three radii are:

- General merchandise
- Food Stores
- Hardware, lumber and garden stores
- Department stores
- Eating and drinking places

Tables 8, 9 and 10 in Appendix Two provide a snapshot of the number of businesses by type and number of employees within each business sector, or category, within one, three and five miles of the New Berlin City Hall. The businesses are listed under the following ten categories: 1) retail trade, 2) finance-insurance-real estate, 3) services, 4) agriculture, 5) mining, 6) construction, 7) manufacturing, 8) transportation, communication and public utilities, 9) wholesale trade and 10) government. The most significant finding is that the data for the one and three mile radii suggest that there may be more of a market for hotels and lodging than has been met. Meeting this demand may become increasingly important as the City attempts to attract new businesses to locate in New Berlin and more professionals to live and work in New Berlin.

In addition, the Appendix Two data suggests that there may be a market for general merchandise stores within one mile of City Hall that is not being met, given the lack of such stores in this radius and the high retail potential for general merchandise stores (see Appendix One).

The data from Table 11 in Appendix Three show that the majority of households in New Berlin fall within the following age-income-education-lifestyle segments: Home Sweet Home, Established Wealth, Family Ties, Mid-Life Success, Prosperous Metro Mix and Great Beginnings. For purposes of assessing retail trade potential, there are 44 other segments into which American households fall, but these six are the most representative of New Berlin. Overall, New Berlin's six major segments indicate a well-educated, prosperous population. Except for the Great Beginnings segment, they are predominantly owners of single-family detached homes. Income levels range from above the national average (Great Beginnings) to three of the five highest income brackets (Established Wealth, Mid-Life Success and Prosperous Metro Mix).

The Established Wealth, Mid-Life Success and Prosperous Metro Mix segments tend to be early to late middle aged, tend to be heavy consumers of financial services and tend to be heavy users of personal computers with on-line services and internet access.

The Established Wealth segment is the most likely of all segments to have at least one telecommuter.

The Home Sweet Home segment is composed primarily of late middle-aged households heavily invested in their homes. They tend to spend considerable sums at home improvement stores.

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The Family Ties segment tends to live in large households with children and tends to enjoy recreational activities such as camping, golfing, bowling or visiting the zoo. This segment also frequents home improvement stores.

The Great Beginnings segment consists primarily of younger households between 25 and 39 years of age. Many of them live in renter occupied, multi-unit housing, drive imported cars and exercise through a variety of means including tennis, weight-lifting, jogging and aerobics. The lifestyle segments research suggests that there are markets, if not already saturated, for the following types of retail and service businesses:

- Computer sales and services
- Sporting equipment stores
- Financial, brokerage and insurance services, banks

- Gyms and fitness centers
- Home furnishing stores
- Adult educational services and classes, particularly with a focus on high technology, financial planning and home improvement

SITES FOR BUSINESSES AND INDUSTRIES

The recommended sites for existing and future businesses and industries are contained in Figure 1. These sites, numerically labeled, are based on the following considerations:

- Existing development
- Presence of environmentally sensitive lands and environmental corridors
- Availability of public infrastructure
- The City of New Berlin Growth and Development Master Plan Update and Future Land Use Plan (2000)

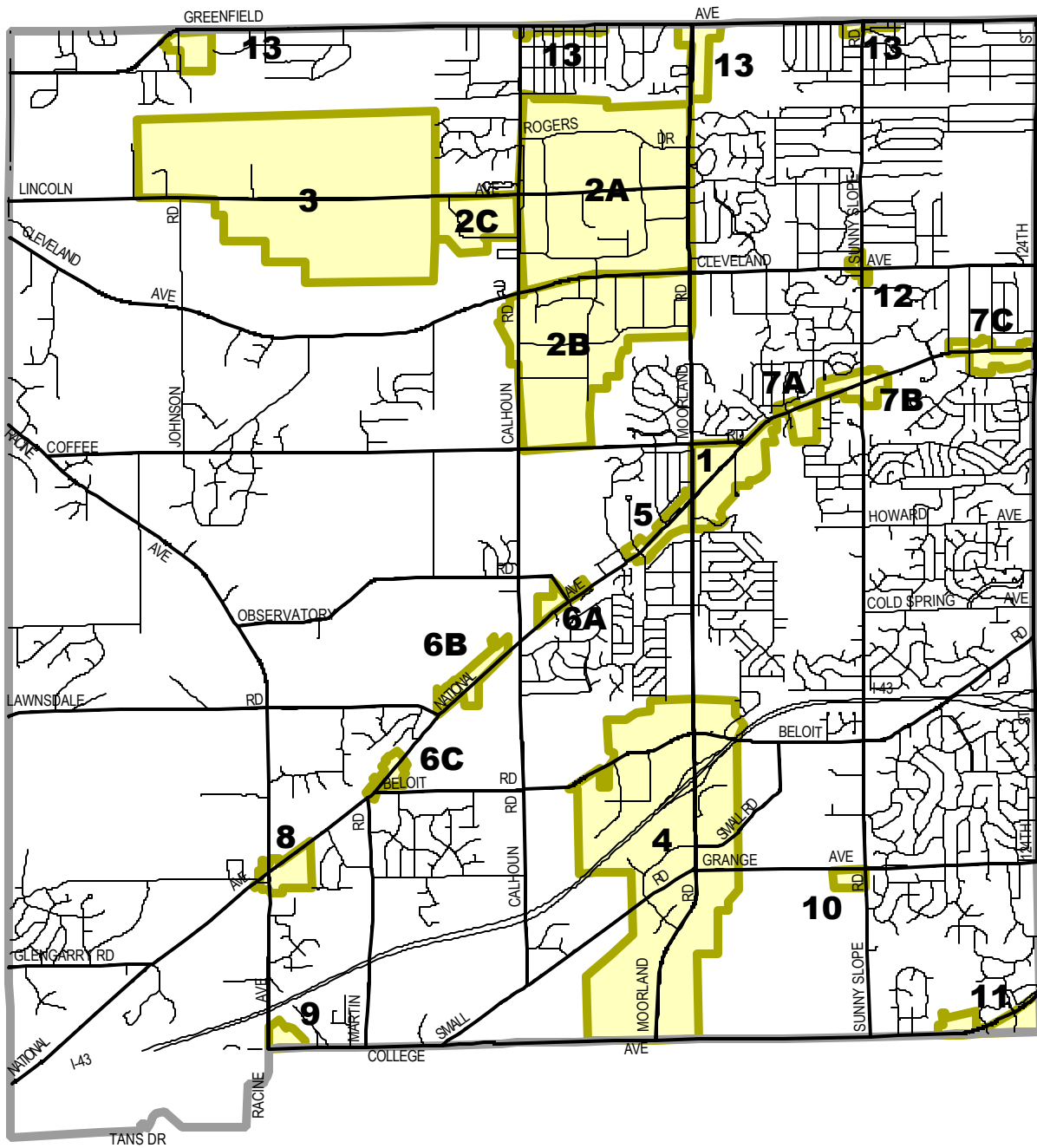
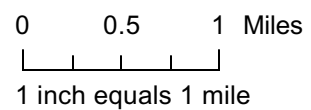


FIGURE 1: Recommended Business Sites



Land Information Services
 Department of Community Development
 City of New Berlin
 3805 S Casper Drive
 New Berlin Wis. 53151-0921
 262/797-2445
 Fax: 262/780-4605
 www.newberlin.org/dcd



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Table 4, below, provides a list of these sites and the recommended uses.

Table 4: Sites for Businesses and Industries

Site No.	Location or Name	Recommended Economic and Business Development
1	New Berlin City Center	Mixed Retail , Office, Institutional and Higher Density Residential Uses including senior housing, parks, conservancy areas, civic center, public auditoriums, and pedestrian and bicycle trails. This area will serve as the City’s commercial and cultural focal point.
2a 2b 2c	New Berlin Industrial Park Moorland Industrial Park MSI Industrial Park	Continue mix of light industrial, office and service uses. Develop a Modernize/Redevelopment Plan for landscaping, building facades and vehicular and pedestrian access and internal circulation to improve traffic flow and increase attractiveness for business retention, new firm recruitment and to encourage on-site firm expansions. Develop an inventory of the businesses within these parks. Concentrate on filling vacant sites, through regulatory incentives and targeted marketing to promote more efficient land use. Potentially provide small grant program opportunities for small-scale retail, restaurant and business and personal service uses.
3	West Lincoln Avenue Corridor	Currently this area of the City is considered to be in a “business park holding zone”, but when development becomes imminent, it should occur as a mix of light industrial, office and business park uses in campus-like settings with strong preservation of environmental corridors and isolated natural features. Land assemblage should be large scale and master-planned instead of piecemeal. However, before these uses are implemented the infrastructure (sanitary sewer) and highway access issues need to be resolved.
4	a) Westridge Business Park (I-43 and Moorland Road) b) Towne Corporate Business Park (I-43 and Beloit Road)	Continue development of new entrance area with light manufacturing, office, hotel, entertainment and small-scale retail uses to the city line.
5	West National Avenue Corridor	Redevelop this mixed-use corridor with improved facades, access and pedestrian and vehicular flow. Economic development should complement evolving City Center.
6a 6b 6c	Far West National Avenue Corridor	Encourage rural commercial development west of Calhoun Road such as nurseries, feed and seed stores, antique stores, small grocery and convenience stores.
7a 7b 7c	East National Avenue Corridor	Concentrate on rehabilitating older commercial structures in improving landscaping to promote infill business development. Market vacancies as incubators and for new small-scale retail.
8	Prospect Hill (Racine and National)	Small scale rural oriented cottage shops, cafes, and antique stores that respect and reinforce the area’s historic and rural character.
9	I-43 and Racine	The northwest portion is currently a quarry and planned for a regional City Park. This area also could be considered as a long-range job center. Smaller scaled mix of light manufacturing, office, small-scaled retail, and restaurant/hotel uses. Perhaps, medium density residential townhouses or senior housing could provide a transition between the businesses and the I-43 Interchange.
10	Sunnyslope and Grange	Small-scale, neighborhood-oriented retail and service uses.
11	Far Southeast (Highway L Area)	Small-scale, neighborhood-oriented retail and service uses.
12	Sunnyslope and Cleveland	Small-scale, neighborhood-oriented retail and service uses.
13a 13b	Greenfield Avenue	Mixed residential and small-scale retail corridor with the potential for shops on the first floors and residences on second floors of buildings.

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13c 13d		Improve with landscaping, signage and banners to promote since this is an entranceway to the City.
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NOTE: Plan Commission to prioritize this list, keeping in mind redevelopment projects including the Industrial Park, National Avenue Corridor, and City Center.

EVALUATION AND PROMOTION OF ENVIRONMENTALLY CONTAMINATED SITES FOR COMMERCIAL OR INDUSTRIAL ACTIVITIES

Over 120 sites have been identified by the Wisconsin Department of Natural Resources (WDNR) as either known to be contaminated or suspected of being contaminated. The cause of the contamination can vary. Common sources of contamination include leaking underground storage tanks and spills. A number of these sites are located within the City’s older industrial parks. Other sites are scattered throughout the City. Many of these other sites are in older commercial and non-residential areas. The common term for these older industrial and commercial sites suspected of being contaminated, and some of which are abandoned, is brownfields. It is important to identify these sites because many can be cleaned up and rehabilitated for light industrial and commercial infill development. This may become increasingly important in the sewered portion of New Berlin where available industrial sites are at a premium. As further discussed in the subsequent section on county, regional and state economic development programs, WDNR offers funding through a series of programs to address and resolve brownfield redevelopment issues.

According to the WDNR there are several classifications for contamination. A map and chart have been included to demonstrate where contamination exists in the City and at what “Brownfield Priority”, “Brownfield Risk”, and “activity type”. Please see Appendix 6.

COUNTY, REGIONAL AND STATE ECONOMIC DEVELOPMENT PROGRAMS

Waukesha County is an “urban entitlement county”. Therefore, Waukesha County and most of its municipalities, including the City of New Berlin, are entitled to receive and utilize federal Community Development Block Grant (CDBG) funds. Nonetheless, 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 is partnered with the Waukesha County Economic Development Corporation (WCEDC). The CDBG program provides funding that could be used to help 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 BID purposes. Assessment methods tend to vary, but generally they are based on each commercial property's assessed value. In Wisconsin, the average BID assessment has tended to be about \$2.95 per thousand dollars of assessed valuation each year.

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:

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

Community Based Economic Development Program (CBED)

The CBED program offers a series of competitive grants funded by the Wisconsin Department of Commerce (WDOC). Applications are made directly to WDOC. The recipients administer the projects. Specifically, the CBED program offers grants for the following economic development strategies: small business assistance, revolving loans, business incubator and technology-based incubator startups, venture capital development seminars and regional economic development. As these are competitive grants, it would be advantageous for the City to show that assistance

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requests are closely linked to an overall economic development plan with well-defined objectives and target areas.

CBED Small Business Assistance Grants designed to assist small business range up to \$30,000 and require a minimum 25% local match.

The CBED Revolving Loan Program grants up to \$50,000 per year to start or re-capitalize a revolving loan fund. This loan program requires a 50% local match.

Business Incubator/Tech-Based Incubator Grants require a 50% local match and cover a range of assistance from startup to re-capitalization, including:

- Up to 10,000 per year for technical assistance to develop a feasibility study or initial design of an incubator startup or expansion project
- Up to 100,000 per year to start or expand an incubator
- Up to 30,000 per year to fund the operations of an existing incubator
- Up to 50,000 per year to start or re-capitalize a revolving loan fund

Applicants seeking incubator grants may not receive more than two technical assistance, two startup or expansion, five operations and two tenant revolving loan fund grants over the life of a program.

The Venture Capital Fair Program grants up to \$75,000 to municipalities for a venture capital development seminar.

Regional Economic Development Grants are earmarked for unique regional projects that are collaborative efforts between community-based organizations and local units of government.

WDOC Technical Assistance Programs for Wisconsin Communities

WDOC 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.

Community Development Block Grant Technical Assistance (CDBG-TA): provides assistance with financing, financing proposals and other technical matters using CDBG funds that are available to local government officials, business persons and local community and economic development organizations, such as the New Berlin Economic Development Corporation (NBEDC).

Revolving Loan Fund Technical Assistance Program: consults with communities, such as New Berlin, eligible for CDGB funds on ways to improve the operation and benefits of their local revolving loan funds.

Brownfields Program: provides information and assistance related to brownfields redevelopment, including identifying and resolving regulatory and liability issues related to contaminated properties. This may be especially important for redevelopment of now vacant parcels in New Berlin's older industrial parks.

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Wisconsin Business Retention and Expansion Survey Program (WIBRES): uses surveys to help communities produce a confidential, comprehensive data base/profile on businesses in the community in order to develop a systematic approach to business retention. WIBRES helps communities do follow-up studies to determine the impact of economic changes on the business community, assess current economic needs and evaluate economic improvements that have been made in the local business climate. New Berlin could then utilize this information to develop a business retention and expansion plan targeted to specific industrial sectors and/or specific areas of the City, such as the New Berlin Industrial Park and Westridge Business Park.

Wisconsin Main Street Program: a comprehensive downtown economic revitalization program emphasizing historic preservation, design, promotional strategies and economic restructuring activities. This WDOC-administered program provides technical assistance but no funding. The process is extremely competitive – no more than three communities are selected for the program each year. Once a municipality is designated a Main Street community it must hire a downtown manager. The manager receives five years of technical assistance and training from WDOC and the National Main Street Center in business management techniques and architectural and street design. The programs key elements are as follows:

- The business leaders, public officials and residents must organize and meet regularly with the director to generate ideas for carrying out and managing the program.
- Downtown revitalization must be actively promoted through an organized marketing campaign that includes the use of such aids as festivals and promotional activities.
- Design improvements, including façade improvements, sidewalks, cross walks, signage, landscaping, street furniture, lighting, etc. must be part of the program.
- The program must include economic restructuring, including adaptive re-use of older buildings and helping businesses, new and existing, market their products and services.

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, the West National Avenue Corridor and Prospect Hill (at National Avenue and Racine Avenue).

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 re-paving, 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.

Industrial Revenue Bonds (IRB)

The IRB program, which is administered by WDOC, 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.

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Federal Transportation-Related Programs (Administered by WisDOT)

There are federal transportation programs that provide economic assistance through the Wisconsin Department of Transportation (WisDOT). The two most applicable programs are the Transportation Economic Assistance Grant Program (TEA Grant Program) and the Transportation Equity Act for the 21st Century (TEA-21).

The TEA Grant Program provides funding to business and community sponsored transportation improvement projects.

The TEA-21 Program provides funds on a competitive basis. There are two sections to the funding: the Local Transportation Enhancements Program (TEP) and the Surface Transportation Discretionary Program (STP-D). The TEP program is designed to fund historic preservation, acquisition of scenic easements and trails and facilities for pedestrians and bicyclists. 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. Again, this primarily benefits pedestrians and bicyclists.

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.

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 below.

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.

Wisconsin Department of Commerce (WDOC) Programs for Small and Medium-Sized Businesses and Manufacturers

WDOC administers programs specifically designed to help small and medium sized companies with managerial and workforce development issues. The major ones applicable to New Berlin are listed below.

Economic Development and Revitalization Plan

Business Development Assistance Center: provides management assistance to small businesses, particularly first-time entrepreneurs, including information on government regulations and financing alternatives.

Business Employees' Skills Training (BEST) Program: helps small businesses in industries that are facing labor shortages upgrade the skills of their workforce. This program includes tuition reimbursement to help cover a portion of the costs associated with training employees.

Wisconsin Small Business Development Centers (WSBDC): centers associated with the University of Wisconsin system that provide management education to enhance the success of small businesses.

Manufacturing Assessment Center: administered by WDOC through the Wisconsin Manufacturing Extension Partnership (WMEP). The Center assists small and medium manufactures to improve their competitiveness by providing an overall assessment of a company's strengths and opportunities for improvement.

ECONOMIC DEVELOPMENT OBJECTIVES, POLICIES, GOALS, PROGRAMS AND STRATEGIES

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.

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 incomes.
- Goal 3:** Maintain a local property tax base to ensure efficient services and to protect economic health.
- Goal 4:** Utilize the GDMP, 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.

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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:** As necessary, desirable and feasible, update major commercial corridors to improve traffic flow, encourage more coordinated development, increase aesthetics and provide safe pedestrian access.
- Objective 3:** Implement the recently adopted Alternative Transportation Plan.
- Objective 4:** Obtain federal, state, county grants and access available programs for workforce development, small business development, business district improvements, incubator development, high technology development, and brownfield redevelopment.
- Activity 1:** Aggressively apply for grants from various agencies including, but not limited to, the Department of Natural Resources, Department of Commerce, Waukesha County Community Development Block Grant Program, Waukesha County Economic Development and the Blue Chip Incentive Program.

Policies & 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 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. The department anticipates placing this information on the City's web site in the near future.
- Policy 2:** Maintain and attract business in the City of New Berlin
- Activity 1:** Maintain the Mayoral Work Place Visit Program.
- Activity 2:** Develop an Economic Development Newsletter.

Economic Development and Revitalization Plan

Activity 3: Maintain and encourage partnerships with the New Berlin Chamber of Commerce & Visitors Bureau, WCEDC, Wisconsin Economic Development Corporation.

Activity 4: Perform a retention and attraction business survey of New Berlin.

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 creation of a Modernization/Revitalization Plan. This plan will include an inventory of the existing businesses in the parks as well as ideas on how to improve the overall landscaping, building façades, signage, and vehicular and pedestrian access to the park.

Activity 3: Potentially set up a Community Development Authority to oversee redevelopment efforts in the City.

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 New Berlin Economic Development Corporation, the Waukesha County Economic Development Corporation, the New Berlin Chamber of Commerce and Visitor’s Bureau, the City Plan Commission 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: If a separate Economic Development Committee/Commission is created, dissolve the NBEDC.

Activity 4: 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.

Activity 1: Develop a Natural Resources Plan.

Economic Development and Revitalization Plan

APPENDIX ONE: POTENTIAL HIERARCHY OF RETAIL SALES PER RETAIL SALES ACCORDING TO DISTANCE FROM NEW BERLIN CITY HALL

Table 5: Hierarchy of Retail Sales per Retail Category within One Mile of New Berlin City Hall

Retail Category	Current Potential Retail Sales
Automotive Dealers	\$17,000,000
General Merchandise	\$8,000,000
Food Stores	\$8,000,000
Hardware, Lumber and Garden Stores	\$5,000,000
Department Stores	\$5,000,000
Eating and Drinking Places	\$4,000,000
Home Appliance, Radio and T.V. Stores	\$3,000,000
Gasoline Service Stations	\$3,000,000
Drug and Proprietary Stores	\$2,000,000
Apparel and Accessory Stores	\$2,000,000
Furniture and Home Furnishings Stores	\$1,000,000
Automotive and Home Supply Stores	\$1,000,000
Total	\$57,000,000

Source: Claritas, Inc.

Table 6: Hierarchy of Retail Sales per Retail Category within Three Miles of New Berlin City Hall

Retail Category	Current Potential Retail Sales
Automotive Dealers	\$130,000,000
Food Stores	\$66,000,000
General Merchandise	\$65,000,000
Department Stores	\$38,000,000
Hardware, Lumber and Garden Stores	\$38,000,000
Eating and Drinking Places	\$31,000,000
Gasoline Service Stations	\$22,000,000
Home Appliance, Radio and T.V. Stores	\$22,000,000
Drug and Proprietary Stores	\$15,000,000
Apparel and Accessory Stores	\$14,000,000
Furniture and Home Furnishings Stores	\$11,000,000
Automotive and Home Supply Stores	\$5,000,000
Total	\$447,000,000

Source: Claritas, Inc.

Table 7: Hierarchy of Retail Sales per Retail Category within Five Miles of New Berlin City Hall

Retail Category	Current Potential Retail Sales
Automotive Dealers	\$395,000,000
Food Stores	\$214,000,000
General Merchandise	\$203,000,000
Department Stores	\$137,000,000
Eating and Drinking Places	\$113,000,000
Hardware, Lumber and Garden Stores	\$113,000,000
Gasoline Service Stations	\$72,000,000
Home Appliance, Radio and T.V. Stores	\$71,000,000
Drug and Proprietary Stores	\$57,000,000
Apparel and Accessory Stores	\$52,000,000
Furniture and Home Furnishing Stores	\$39,000,000
Automotive and Home Supply Stores	\$17,000,000
Total	\$1,455,000,000

Source: Claritas, Inc.

Economic Development and Revitalization Plan

APPENDIX TWO: CURRENT BUSINESS EMPLOYMENT ACCORDING TO DISTANCE FROM NEW BERLIN CITY HALL

Table 8: Business Employment within One Mile of New Berlin City Hall

Type of Business	Number of Businesses	Number of Employees
TOTAL BUSINESSES	486	14,988
TOTAL RETAIL TRADE	71	1,544
Home Improvement Stores	19	314
General Merchandise Stores	0	2
Food Stores	2	16
Auto Dealers and Gas Stations	6	66
Apparel and Accessory Stores	2	287
Furniture/Home Furnishings	22	500
Eating and Drinking Places	10	307
Miscellaneous Retail Stores	10	51
TOTAL FINANCE, INSURANCE, REAL ESTATE	27	336
Banks, Saving and Lending Institutions	4	113
Securities Brokers and Investors	3	14
Insurance Carriers and Agencies	14	180
Real Estate Trust Holding Companies	5	29
TOTAL SERVICES	117	2,978
Hotels and Lodging	0	0
Personal Services	20	174
Business Services	48	2,083
Motion Picture and Amusement	10	268
Health Services	14	184
Legal Services	5	26
Education Services	1	34
Social Services	6	77
Other Services	14	133
AGRICULTURE	6	35
MINING	2	27
CONSTRUCTION	33	802
MANUFACTURING	145	7,366
TRANS., COMMUN., PUBLIC UTILITIES	10	279
WHOLESALE TRADE	64	1,450
GOVERNMENT	12	171

Source: Claritas, Inc.

Economic Development and Revitalization Plan

Table 9: Business Employment within Three Miles of New Berlin City Hall

Type of Business	Number of Businesses	Number of Employees
TOTAL BUSINESSES	1,204	23,368
TOTAL RETAIL TRADE	230	4,013
Home Improvement Stores	33	513
General Merchandise Stores	3	288
Food Stores	16	333
Auto Dealers and Gas Stations	22	423
Apparel and Accessory Stores	7	339
Furniture/Home Furnishings	42	850
Eating and Drinking Places	49	878
Miscellaneous Retail Stores	49	390
TOTAL FINANCE, INSURANCE, REAL ESTATE	97	779
Banks, Saving and Lending Institutions	18	285
Securities Brokers and Investors	7	26
Insurance Carriers and Agencies	32	261
Real Estate Trust Holding Companies	40	227
TOTAL SERVICES	393	5,620
Hotels and Lodging	2	5
Personal Services	82	449
Business Services	132	2,463
Motion Picture and Amusement	29	465
Health Services	67	912
Legal Services	9	59
Education Services	14	599
Social Services	23	437
Other Services	34	231
AGRICULTURE	31	204
MINING	2	29
CONSTRUCTION	109	1,443
MANUFACTURING	203	8,527
TRANS., COMMUN., PUBLIC UTILITIES	29	629
WHOLESALE TRADE	107	1,913
GOVERNMENT	14	191

Source: Claritas, Inc.

Economic Development and Revitalization Plan

Table 10: Business Employment within Five Miles of New Berlin City Hall

Type of Business	Number of Businesses	Number of Employees
TOTAL BUSINESSES	5,232	82,861
TOTAL RETAIL TRADE	1,024	19,598
Home Improvement Stores	84	1,349
General Merchandise Stores	17	2,329
Food Stores	74	1,733
Auto Dealers and Gas Stations	101	2,265
Apparel and Accessory Stores	71	1,020
Furniture/Home Furnishings	165	3,108
Eating and Drinking Places	241	5,227
Miscellaneous Retail Stores	269	2,568
TOTAL FINANCE, INSURANCE, REAL ESTATE	680	8,534
Banks, Saving and Lending Institutions	146	1,835
Securities Brokers and Investors	67	631
Insurance Carriers and Agencies	255	3,758
Real Estate Trust Holding Companies	212	2,310
TOTAL SERVICES	2,091	26,457
Hotels and Lodging	17	616
Personal Services	517	2,625
Business Services	632	10,363
Motion Picture and Amusement	100	1,337
Health Services	338	4,591
Legal Services	135	684
Education Services	87	3,021
Social Services	118	1,951
Other Services	147	1,270
AGRICULTURE	97	626
MINING	4	38
CONSTRUCTION	351	4,398
MANUFACTURING	468	15,402
TRANS., COMMUN., PUBLIC UTILITIES	141	2,508
WHOLESALE TRADE	329	4,527
GOVERNMENT	48	772

Source: Claritas, Inc.

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APPENDIX THREE: MAJOR AGE-INCOME-EDUCATION-LIFESTYLE SEGMENTS IN THE NEW BERLIN AREA ACCORDING TO DISTANCE FROM CITY HALL

Table 11: Major Age-Income-Education-Lifestyle Segments

Distance from City Hall	Percentage of Households in the Home Sweet Home Segment	Percentage of Households in the Established Wealth Segment	Percentage of Households in the Family Ties Segment	Percentage of Households in the Mid-Life Success Segment	Percentage of Households in the Prosperous Metro Mix Segment	Percentage of Households in the Great Beginnings Segment
1 Mile	21.8	21.3	19.7	10.0	8.3	0
3 Miles	19.9	17.2	10.9	14.2	6.4	12.2
5 Miles	20.0	7.4	13.0	9.5	2.7	15.3

Source: Claritas, Inc.

APPENDIX FOUR: ASSESSMENT OF THE CITY’S STRENGTHS AND WEAKNESSES WITH RESPECT TO ATTRACTING AND RETAINING BUSINESSES AND INDUSTRIES BASED ON THREE VISIONING WORKSHOPS

In May 2001, visioning workshops were conducted with the New Berlin Economic Development Corporation, Focus New Berlin and the New Berlin Plan Commission to assess the City’s strengths and weaknesses relative to attracting and retaining businesses and industries and to begin developing a consensus for the City’s economic future. The visioning workshop determinations are included in fulfillment of the “assessment of the city’s strengths and weaknesses requirement” of the Economic Development Element.

Perceptions of New Berlin’s Economic Development Strengths

The following perceptions of strengths, by category, were identified relative to attracting and retaining businesses and industries:

- Workforce: New Berlin has a diverse, well-educated workforce with a wide range of skill levels.
- Industrial Parks/Business Parks: New Berlin has high quality industrial/business parks with good job opportunities and the capacity for additional employment.
- Transportation: New Berlin contains an enviable transportation network including I-94, I-43 and several major corridors such as Moorland Road, National Avenue, Greenfield Avenue, Racine Avenue and Calhoun Road.
- Schools: New Berlin has an excellent public school system, excellent parochial and private schools and is in close proximity to a number of excellent colleges and universities. These include Marquette University, UW-Madison, UW-Milwaukee, UW-Waukesha, UW-

Economic Development and Revitalization Plan

Whitewater, Cardinal Stritch University, Concordia University, Alverno College, Mount Mary College, Waukesha County Technical College, Milwaukee Area Technical College and Milwaukee School of Engineering.

Parks and Recreation:	New Berlin offers an extensive, well-planned park and recreational system totaling 48 park & open space sites or 1,619 acres which is just about 7% of the City, including four community parks, ten neighborhood parks, a historical park in Prospect Hill, the Hickory Grove Center (the New Berlin Senior Citizens Center), six Conservation areas and a municipal golf course.
Location:	New Berlin is well situated to directly benefit from commerce in the Milwaukee area. It is also well situated for access to the Chicago and Madison Metropolitan areas.
Economy:	The City has a stable economy and an affluent residential population.
Business Diversity:	New Berlin has a diverse mix of light industrial, office and retail uses within its borders.
Conservation and Environmental Amenities:	New Berlin contains environmental corridors with high quality woodlands, ridges, wetlands, and vistas – especially in its western half.

Perceptions of New Berlin's Economic Development Weaknesses

The following perceptions of weaknesses, by category, were identified relative to attracting and retaining businesses and industries:

Business Climate:	New Berlin's residents and governing bodies are not always welcoming to new businesses and businesses that need to expand.
Affordable Housing:	The City has insufficient amounts of affordable housing to meet the needs of present and future workers for its businesses and industries.
Aesthetics:	Portions of New Berlin's major commercial corridors, business parks and entrance points are unattractive and unkempt and lack high quality, consistent landscaping, architecture, signage and appealing pedestrian access.
Land Use Planning:	Major corridors continue to contain an inconsistent hodgepodge of commercial and residential uses. Many commercial uses are too spread out which aggravates an already undesirable sprawl

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	patterns and creating a physically inefficient economic development pattern.
Traffic:	Traffic volumes are quite high on New Berlin's major corridors. Moorland Road is often cited as an example. Large traffic volumes lengthen travel time, create a negative visual image and contribute to an overall decrease in the quality of life. There is general agreement that high traffic volumes in New Berlin reflect the fact that large numbers of people drive through the City en route to other destinations from other municipalities and the fact that New Berlin has become a commuter magnet because of its large job pool. During visioning workshop sessions, some participants lamented the fact that many drive-through commuters were not investing any time or money in New Berlin's businesses.
Mass Transportation:	New Berlin's mass transportation alternatives are perceived to be inadequate.
Insufficient Road Connectivity:	The road network provides insufficient connections between the residential areas and retail and service areas.
Road Quality:	Generally roads are in need to be improved.
Sewer:	The lack of sewer service in certain areas of New Berlin, in particular the area West of Calhoun Road, limits the potential for economic development in those areas.
Water:	New Berlin's ability to supply sufficient water for new development is a recurring concern.
Inefficient Industrial Park Use and Marketing:	New Berlin's industrial parks have vacancies that remain unfilled. This suggests inefficient marketing of available infill sites, which, in turn, leads to excessive competition between newer and older industrial parks for new and expanding businesses.
Downtown Area:	New Berlin still lacks a true downtown that conveys a sense of place with centrally located commercial and service uses, auditoriums and public meeting places.
Economic Development Plan:	New Berlin lacks an economic development plan that tailors business growth and evolution to its present and projected population, employment mix and skill levels and available infrastructure.

APPENDIX FIVE: VISIONING WORKSHOP ATTENDANCE

New Berlin Economic Development Corporation: May 4, 2001

- Mike Crowley, Rob Brown, Ken Matheson, Monique Wilms, Bill Mitchell, and Dennis Winchell. Also present was Nikki Jones, Associate Planner.

Focus New Berlin: Focus New Berlin: May 16, 2001

- Mary Hiebl, Charles Smith, and Michael Lynch. Also present were Greg Kessler, Director of Community Development and Nikki Jones, Associate Planner.

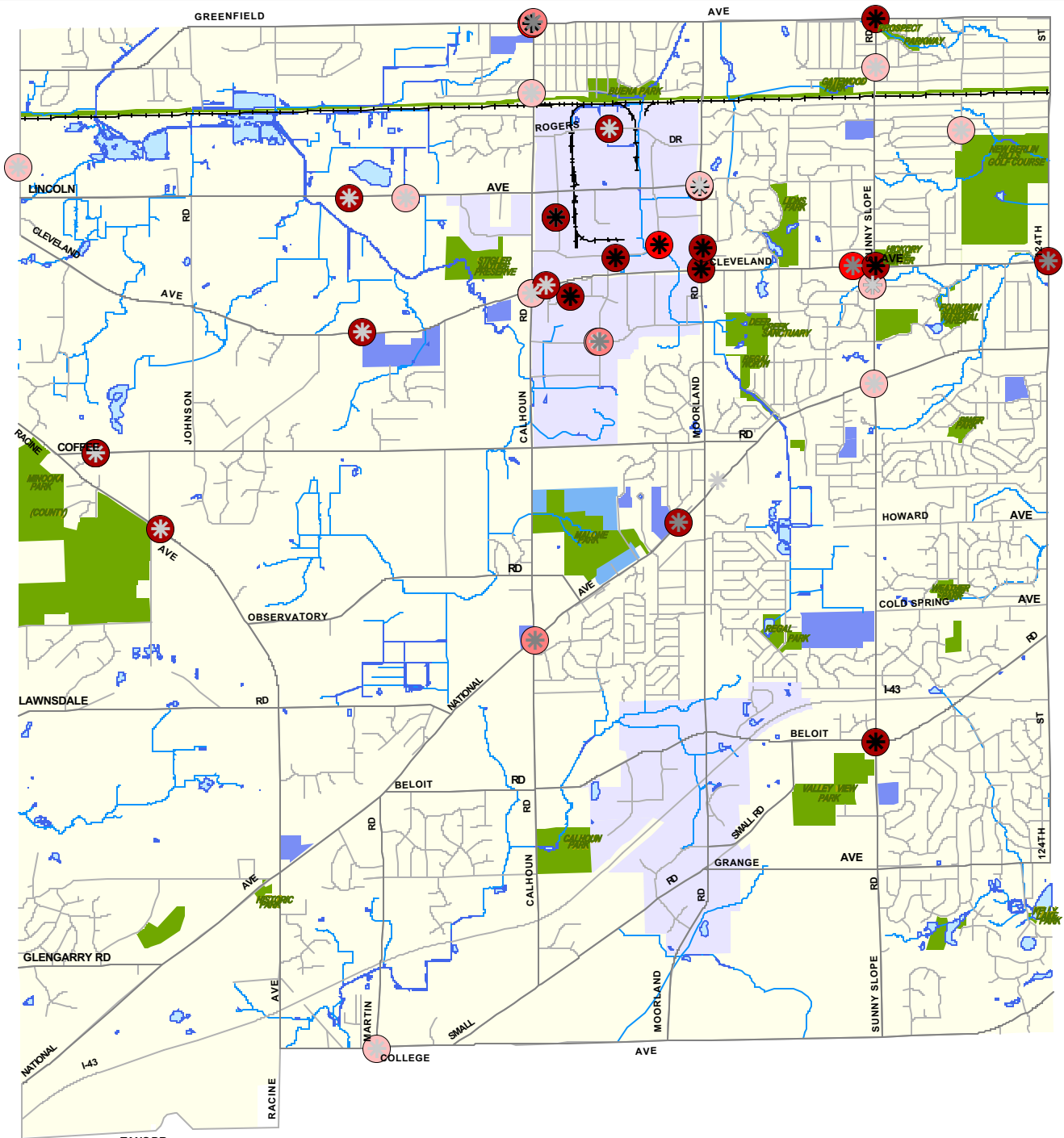
City of New Berlin Plan Commission: May 21, 2001

- Chairman Mayor Wysocki, Commissioner Brian Felda, Commissioner Brian Teclaw, Commissioner Dave Ament. Also present were Greg Kessler, Director of Community Development, Nikki Jones, Associate Planner, and Olofu Agbaji, Associate Planner. Commissioner Doug Barnes, Commissioner Bill Christel, and Commissioner Jeff Chase were excused.

APPENDIX SIX: BROWNFIELD MAP & CHART CREATED BASED ON THE DNR'S WEB PAGE (USING BRRTS)

Attached is a map and chart of the properties list on the Wisconsin Department of Natural Resources for Remediation and Redevelopment Tracking System web site. Here is the location of the web site where the definitions can be found.

<http://www.dnr.state.wi.us/org/aw/rr/brrts/index.htm>



Appendix Six: Brownfields

Brownfield Priority

- High
- Low
- Medium
- Unknown

Brownfield Risk

- ✱ 1
- ✱ 2
- ✱ 4

0 0.5 1 Miles

Business Parks

City Campus

Park

School

Water

Major Road

Minor Road

Railroad

1 inch equals 4,792 feet



City of New Berlin
 3805 S Casper Drive
 New Berlin Wis. 53151-0921
 262/797-2445
 Fax: 262/780-4605
 www.newberlin.org/dcd

Properties on the DNR's BRRT's Listing						
DNR Activity Number	Activity Type	Activity Name	Site Name	Address Number	Priority	Risk
03-68-183635	LUST	AUTO BODY CARE INC	AUTO BODY CARE INC	2730 S SUNNYSLOPE RD	High	1
02-68-153287	ERP	AUTO BODY CARE INC	AUTO BODY CARE INC	2730 S SUNNYSLOPE RD	Unknown	4
03-68-100065	LUST	BERTNICKS CAR CARE CENTER	BERTNICKS CAR CARE CENTER	14001 W CLEVELAND AVE	Low	2
02-68-000043	ERP	CHEM CENTRAL/UNIVERSAL PAPER	CHEMCENTRAL MILWAUKEE	2400 S 170TH ST	High	4
03-68-003137	LUST	CHEMCENTRAL	CHEMCENTRAL MILWAUKEE	2400 S 170TH ST	High	1
03-68-000292	LUST	OHIO FUEL & SUPPLY (NEW BERLIN 76)	CITGO GAS STATION	13975 W CLEVELAND AVE	High	1
03-68-003221	LUST	CLARK STATION #1246	CLARK OIL STATION #1246	15815 W NATIONAL ST	High	2
03-68-001768	LUST	CLARK OIL STATION #1528	CLARK OIL STATION #1528	15551 W CLEVELAND RD	High	1
02-68-223440	ERP	DRYCLEAN USA NEW BERLIN	DRYCLEAN USA NEW BERLIN	15427 W NATIONAL AVE		4
02-68-000698	ERP	FIRE STATION #2	FIRE STATION #2	1711 S SUNNY SLOPE RD	Unknown	4
02-68-257832	ERP	FORMER FRANKLIN TOOL FACILITY	FRANKLIN TOOL FACILITY (FORMER)	16525 W GLENDALE DR	Low	1
02-68-000996	ERP	ARTOS ENGINEERING	HADER SEITZ	15600 W LINCOLN AVE	High	1
03-68-001537	LUST	CITGO SERVICE STATION	HOMETOWN INC	17200 W CLEVELAND AVE	High	4
02-68-000049	ERP	HOMETOWN OIL FACILITY	HOMETOWN INC	18730 W COLLEGE AVE	Unknown	4
03-68-261303	LUST	HOMETOWN SERVICE	HOMETOWN INC	17200 W CLEVELAND AVE	Unknown	4
03-68-001948	LUST	COFFEE RD. GRAVEL PIT (COFR CORP)	JAEGER SAND & GRAVEL #1392	21350 W COFFEE RD	High	1
02-68-000176	ERP	JAEGER SAND & GRAVEL #1392	JAEGER SAND & GRAVEL #1392	21350 W COFFEE RD	High	4
03-68-001891	LUST	JIM'S MOBIL SERVICE	JIMS MOBIL SERV	12401 W CLEVELAND AVE	High	2
02-68-196962	ERP	JORGENSEN MACHINING CORP	JORGENSEN MACHINING CORP	15601 W LINCOLN AVE	Unknown	4
03-68-002065	LUST	JRD INVESTMENTS	JRD INVESTMENTS	16500 W GLENDALE	High	1
02-68-000820	ERP	KRAHN BROTHERS INC	KRAHN BROTHERS INC	18930 W LINCOLN AVE	High	4
03-68-000586	LUST	KWIK TRIP - #352	KWIK TRIP #352	13976 W BELOIT RD	High	1
02-68-000388	ERP	LEO N DRETZKA LF	LEO N DRETZKA LF	2180 SPRINGDALE RD	Unknown	4
03-68-000597	LUST	LINCOLN STATE BANK	LINCOLN STATE BANK	14000 W NATIONAL AVE	Unknown	4
02-68-235395	ERP	MRM, INC	MRM INC	2936 S 166TH ST	Unknown	4
02-68-000828	ERP	NATIONAL AVE (CTH ES)	NATIONAL AVE (CTH ES)	NATIONAL AVE 700' W OF CALHOUN	High	4
03-68-004900	LUST	NATIONAL SCHOOL BUS SERVICE	NATL SCHOOL BUS SERV	2937 S 166TH ST	Medium	2
03-68-002057	LUST	NEW BERLIN CENTRAL ELEM. SCHOOL	NEW BERLIN CENTER ELEM SCHOOL	4385 S CALHOUN RD	Medium	2
03-68-171175	LUST	NEW BERLIN HILLS GOLF COURSE	NEW BERLIN HILLS GOLF COURSE	13175 W GRAHAM ST	Unknown	4
03-68-003682	LUST	NEW BERLIN WEST HIGH SCHOOL	NEW BERLIN WEST HS	18695 W CLEVELAND AVE	High	4
02-68-218476	ERP	ONE HOUR MARTINIZING	ONE HOUR MARTINIZING	1410 S CALHOUN RD	Unknown	4
02-68-000197	ERP	PARKVIEW SAND & GRAVEL	PARKVIEW SAND & GRAVEL	3950 S RACINE AVE	High	4
02-68-001105	ERP	MICROELECTRONIC MODULES	PHILIPS ELECTRONICS NA CORP	2601 S MOORLAND RD	High	1
03-68-005156	LUST	FORMER RINGIER AMERICA FACILITY	QUAD GRAPHICS PARCEL DIRECT	16555 W ROGERS DR	High	1
02-68-001177	ERP	RINGIER AMERICA/QUAD GRAPHICS	QUAD GRAPHICS PARCEL DIRECT	16555 W ROGERS DR	High	4
02-68-000450	ERP	STAR LINE TRUCKING CORP LF	STAR LINE TRUCKING CORP	18460 W LINCOLN AVE	Unknown	4
02-68-186356	ERP	1410/1420/1422 S CALHOUN	STEWART PRPRTS/WDOT MY LAUNDRY/1HR MARTINIZI	1410 S CALHOUN RD	High	4
03-68-005055	LUST	WDOT MY LAUNDRY AT 1410 S CALHOUN	STEWART PRPRTS/WDOT MY LAUNDRY/1HR MARTINIZI	1410 S CALHOUN RD	Low	1
03-68-003288	LUST	SUPER AMERICA #4230	SUPERAMERICA #4230	14001 GREENFIELD AVE	High	1
02-68-246388	ERP	NEECE PAVING & PAINTING AKA TRAFFIC LINES	TRAFFIC LINES INC	16735 W DAKOTA ST	High	1
02-68-225844	ERP	TSM - FORMERLY S & Z CONSTRUCTION	TRAFFIC SIGNING & MARKING	16875 W CLEVELAND AVE	High	4
03-68-004033	LUST	JIFFY STOP	WI DOT JACOBUS PETROLEUM PRODUCTS	17201 W GREENFIELD AVE	Medium	2
03-68-223662	LUST	YORK INTERNATIONAL CORP	YORK INTERNATIONAL CORP	1810 S CALHOUN RD		4
03-68-223720	LUST	YORK INTERNATIONAL CORP	YORK INTERNATIONAL CORP	1810 S CALHOUN RD	Unknown	4

LUST: Leaking Underground Storage Tanks

ERP: Environmental Repair Program

Source: DNR Web Page: BRRTS (Bureau for Remediation and Redevelopment Tracking System)

<http://www.dnr.state.wi.us/org/aw/rr/brrts/index.htm>

