

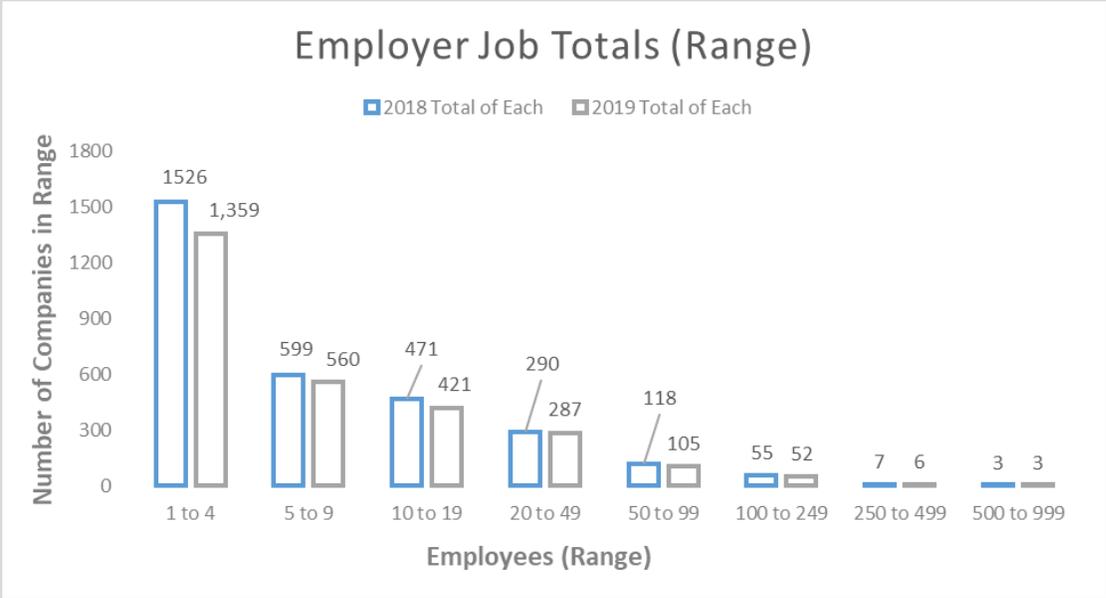
ECONOMIC DEVELOPMENT PROGRAM EVALUATION BENCHMARKS

1. Estimated number of Jobs (Citywide)

Goal: Estimate 200+ annually

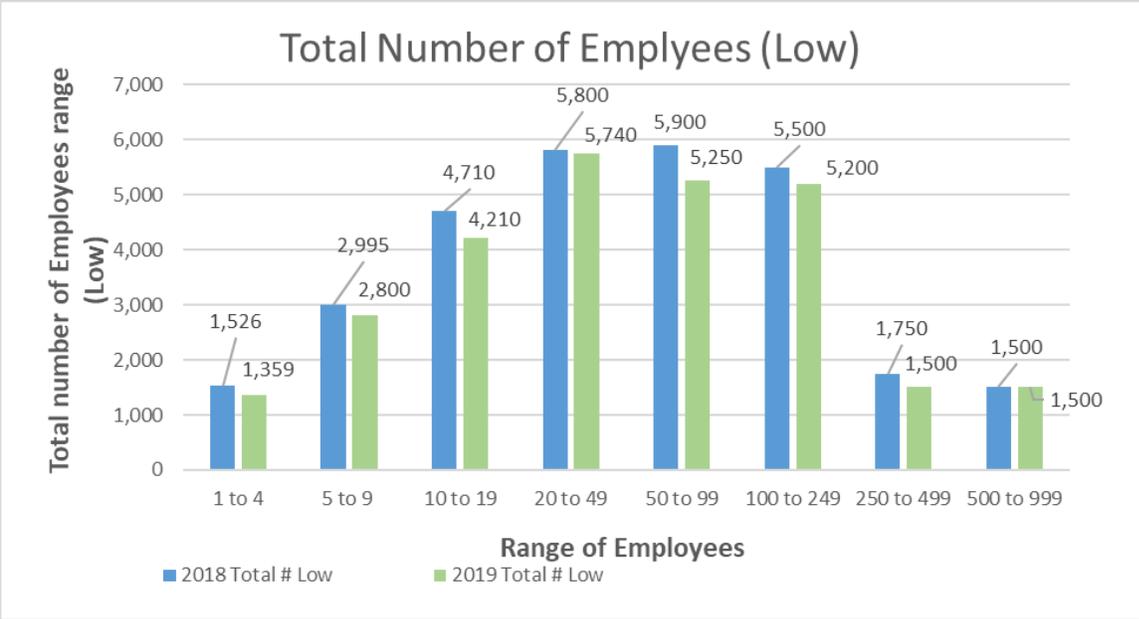
***Source:** ReferenceUSA database from 2016, 2018-19

This data reflects the total number of jobs located in the City of Brookfield based on businesses in ReferenceUSA's database. ReferenceUSA is the premier source of business and residential information for reference and research (<http://resource.referenceusa.com/>). The data should be taken as an estimate, since there are a number of factors in compiling it. For instance, the data only includes verified businesses by the data provider, or businesses located in neighboring municipalities. The data for 2019 is the most refined, by using the provider's map application, and then excluding non-business entity's (i.e. ATM's), and businesses from neighboring municipalities. With the continued refinement of businesses actually located in the City, the employment numbers have shown a decrease. City staff believes that at a minimum 200 jobs have been created with the new developments that were finished in 2019: Uncle Juilo's, Whirlyball, Marcus Movie Tavern, Hilton Garden Inn, Taco Bell, Five Below, Old Navy, and Party City.

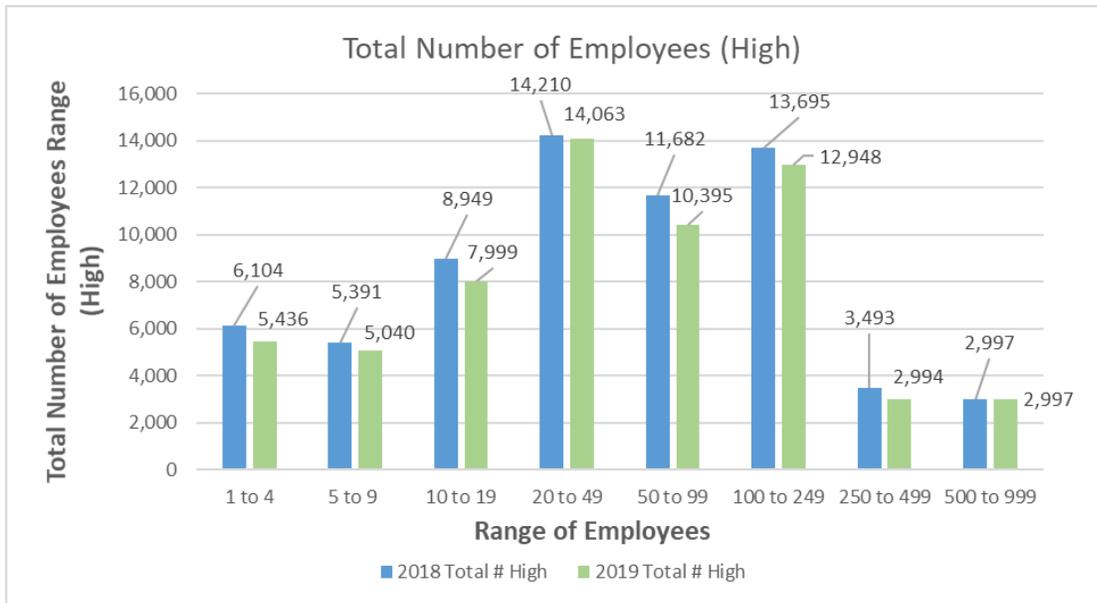


*Source: ReferenceUSA database 2016, 2018-19

The number of employees in the ranges provided have remained relatively stable from 2018 to 2019. The slight slide in each category can be attributed to a more refined approach to elimination of duplicative businesses and those not located in the City of Brookfield. Overall, the City of Brookfield has a healthy mix of businesses that employ a various range of employees. The following two graphs show the range of total employees within each breakdown to give a little more depth in the total number of employees in the company size ranges provided.



*Source: ReferenceUSA database from 2018-19



*Source: ReferenceUSA database from 2018-19

2. Number of Occupancy Permits by Year

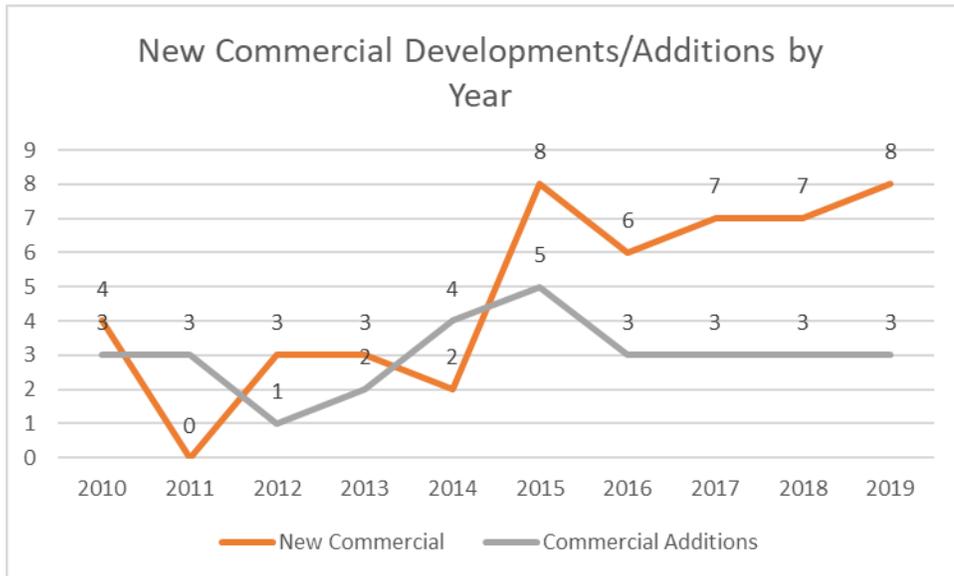
Goal: No goal is identified by the Economic Development Program, but the Economic Development Committee considers this to be an important metric for commercial properties

* Source: City of Brookfield Inspections Department from 2011 – 2019

The City of Brookfield maintained the pattern of increased occupancy permits issued in the City following a downturn from the previous year. It should be noted that in 2019, the City processed more occupancy permits than in the previous 8 years. The 9 year average of occupancy permits in the City of Brookfield is 130, and should be used as a baseline for review in the future. Currently through May of 2020, the City has processed 42 occupancy permits. The reason for an occupancy permit to be needed are: new tenant, expansion of a tenant space, business moved to a new space, new commercial building, change of use, and new owner or business name change. In the case of a new owner or business name change, there is no fee applied to the permit.

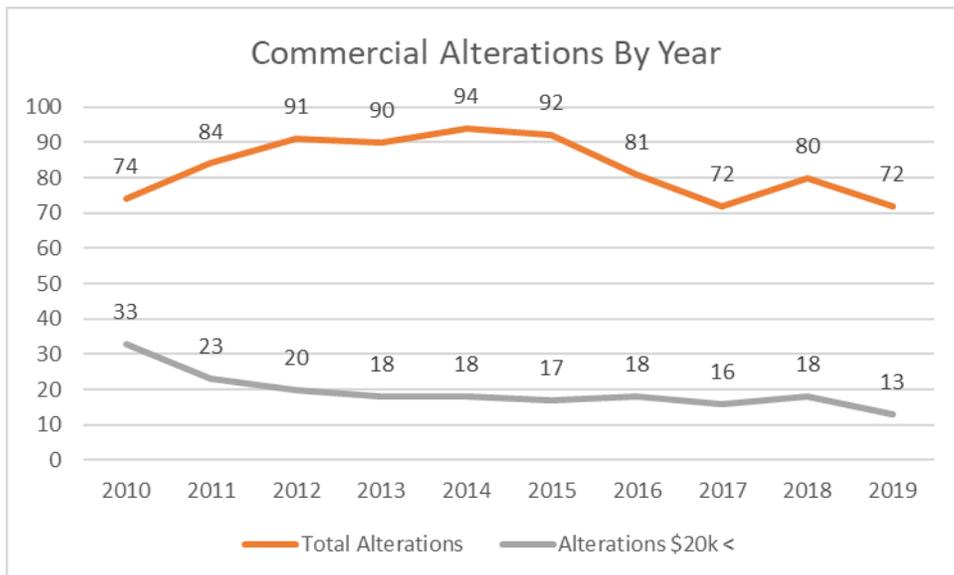
3. Building Permits Issued for New Commercial Developments

Goal: Ten new projects annually



*Source: Brookfield MUNIS database from 2009-19

The number of new commercial developments in the Brookfield has been steady since the economy has recovered from the last recession. While it is up for debate when the recession ended, for Brookfield it could be considered 2015 based on the number of new building developments. Over the past 10 years, the City has averaged 4.8 new commercial buildings and 3 commercial building additions per year. When taken together the City has met its goal since 2017 and exceeding it in 2019.

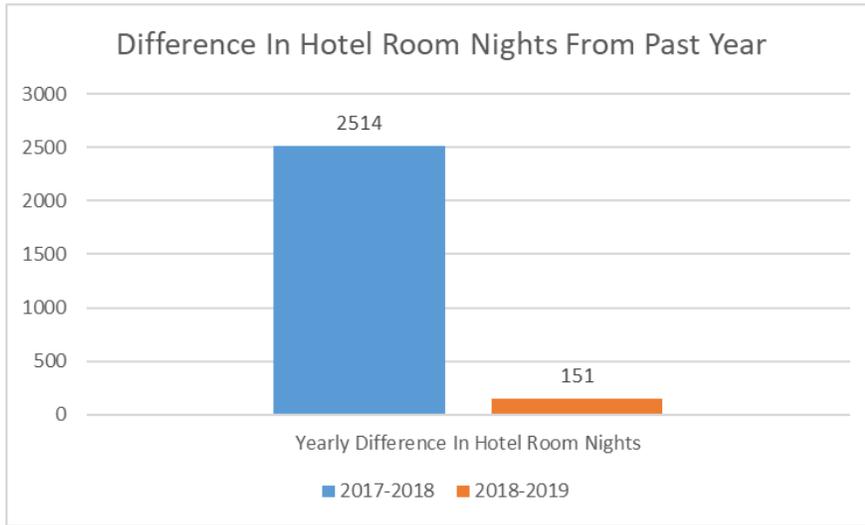


*Source: Brookfield MUNIS database from 2009-19

Based on the last 10 years of commercial tenant alterations, the City averages 83 per year. Within the total number of commercial tenant alterations, the City averages about 20 permits per year with an estimated cost of \$20k and above. It should be noted that not all commercial tenant permit applications in the City's database has an estimated cost associated with it.

4. Change in Hotel Room-Nights from Previous Years

Goal: Increase by 1% each year ongoing



***Source:** Smith Travel Research (STR Report)

The City of Brookfield just started compiling this data, so the baseline year used was 2017 which the City had a total of 294,312 room nights. In 2018, the City increased the number of room nights by 2,514, and in 2019 by 151. In 2018 the City fairly close to the increase of 1% goal set by the Economic Development Program, and held steady in the actual number of room nights in 2019. There have been a number of hotels in the City that during this time period were closed for remodeling and updates, this would be a contributing factor in why the City may not have reached its 1% goal. For 2020, the Economic Development Committee will see an actual decrease in numbers as a result of the “Safer At Home” order because of the COVID-19 pandemic. City staff will continue to track these numbers with the Convention and Visitors Bureau (Visit Brookfield), but will most likely take 2 years for the metrics to stabilize.

5. Number of First Time Businesses in Brookfield

Goal: Twenty first-time businesses annually

*** Source:** ReferenceUSA database from 2019

Narrowing the ReferenceUSA data fields based on the number of years the business has been verified,

we can get a glimpse of how many new business operations were created in the City. The Economic Development Program has set a goal for 20 first time businesses annually. While the graph shows that the City is exceeding those numbers, the number is truly first time businesses verified through ReferenceUSA.

6. Number of new commercial development projects in City’s TIA’s

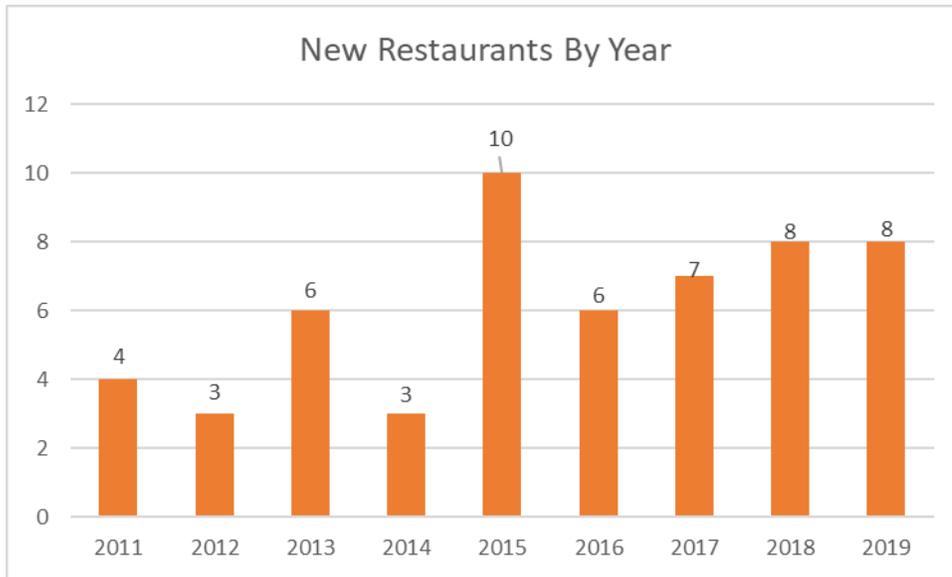
Goal: Six new projects annually

The EDP has a goal of 6 total new commercial development projects a year in anyone of the City’s 11 Targeted Investment Areas (TIA’s). In 2017 the City had 8 development projects located in a TIA, while 2018 had 10. With the addition of Bishop Woods to the TIA locations, this should allow for continued development projects to be located within the districts. Based on the 2017-19 data available, projects have been spread out over a number of the TIA’s, with only 2 TIA Districts not having any new development projects. In 2019 TIA 7 (Capitol & Calhoun) got its first new development since 2015. Based on the information available for new developments in TIA’s for 2020, the City has already reached its goal for new development. The City has averaged about 8 new commercial developments in TIA districts over the last 6 years. There has been a continued interest in the opportunities available with the Bishop Woods TIA, and staff expects the market to continue consideration of property redevelopment as office parks will continue to evolve.

124th & Bluemound	TIA 1	0
South Gateway	TIA 2	4
Civic Center	TIA 3	1
Bluemound Rd./I-94	TIA 4	26
124th & Capitol	TIA 5	6
Lilly & Capitol	TIA 6	3
Calhoun & Capitol	TIA 7	1
N. Brookfield Rd. & Capitol	TIA 8	2
Village Area	TIA 9	2
Northwest Gateway	TIA 10	2
Bishops Woods (2019)	TIA 11	0
	Total (sum)	47

7. Number of New Restaurants Opened

Goal: Two new restaurants annually

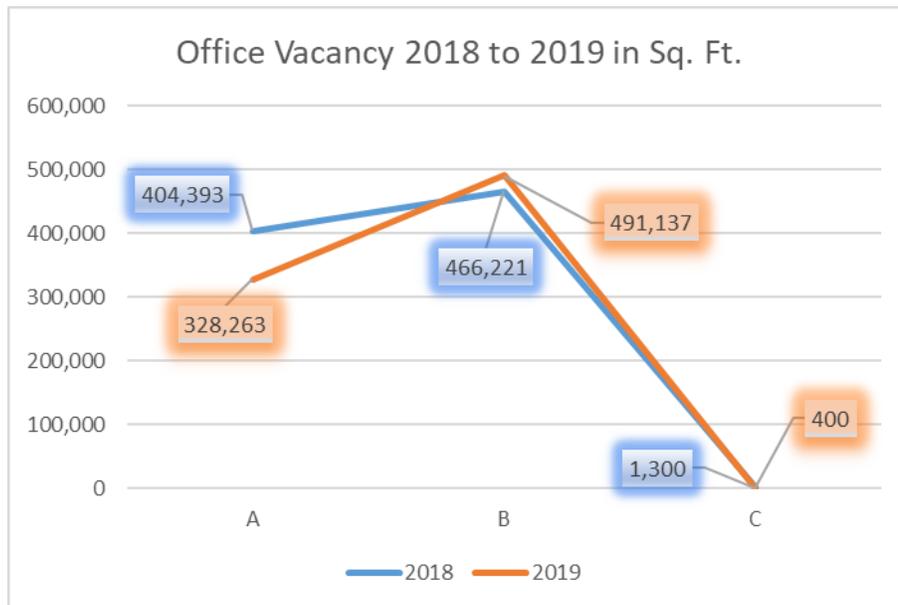


* **Source:** City of Brookfield Inspections Department from 2011 – 2019

With the use of the Inspection Department occupancy permit log from year to year, staff is able to breakdown the number of actual new restaurants in the City. The Economic Development Plan has set a goal of 2 new restaurants to be located in the City annually. Since 2011, the City has met and exceeded that goal. With a premiere retail and dining corridor in Bluemound Road, City staff continues to expect this goal to be met as opportunities present themselves in the market and areas appropriately zoned for such a use throughout the City.

8. Change in office space vacancy for Brookfield Submarket

Goal: Net absorption of 40,000 sq. ft. annually

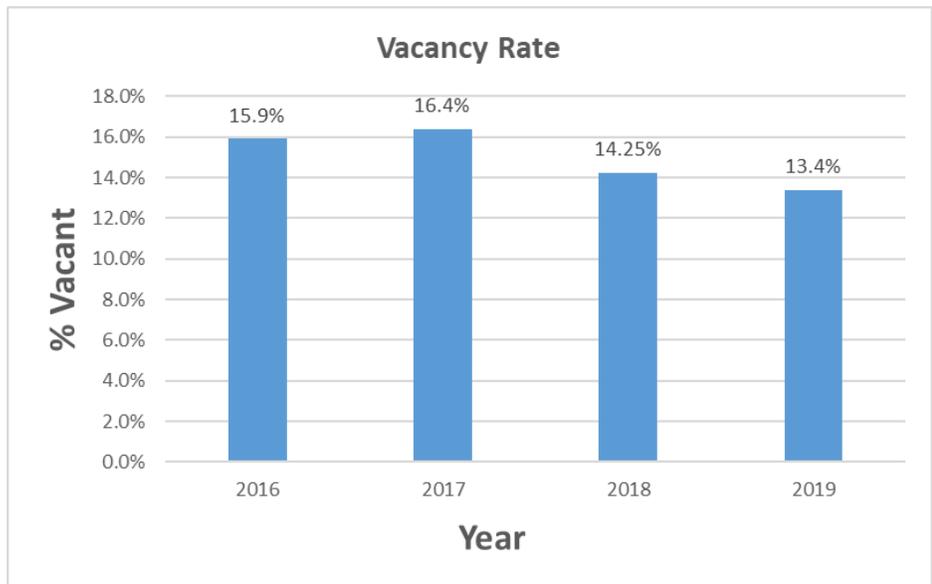


* **Source:** CARW/Catalyst Release 2019 Q4 Commercial Numbers

With a 109 buildings and a total of 6,097,878 sq. ft. of office space in the City, the Economic Development Plan has set a goal of 40,000 sq. ft. of absorption annually. From 2018 Q1 to 2019 Q4, the City of Brookfield had a net absorption of 52,114 sq. ft. of office space. Based on the numbers from 2020 Q1, the City has a net absorption of (32,822). This is based on the trend from 2018 – 2019 in positive absorption of Class A office space and negative absorption in Class B office space continuing. This will be something that the Economic Development Committee and City staff will want to monitor as the year goes on since the City currently has a greater stock of Class B office space than Class A office space with a difference of 1,888,234 sq. ft. With the creation of TIA 11 (Bishops Woods), there will be redevelopment opportunities available for aging office space as the market sees fit.

9. Change in office space vacancy rate and absorption from previous year

Goal: Vacancy rate of 15% or less

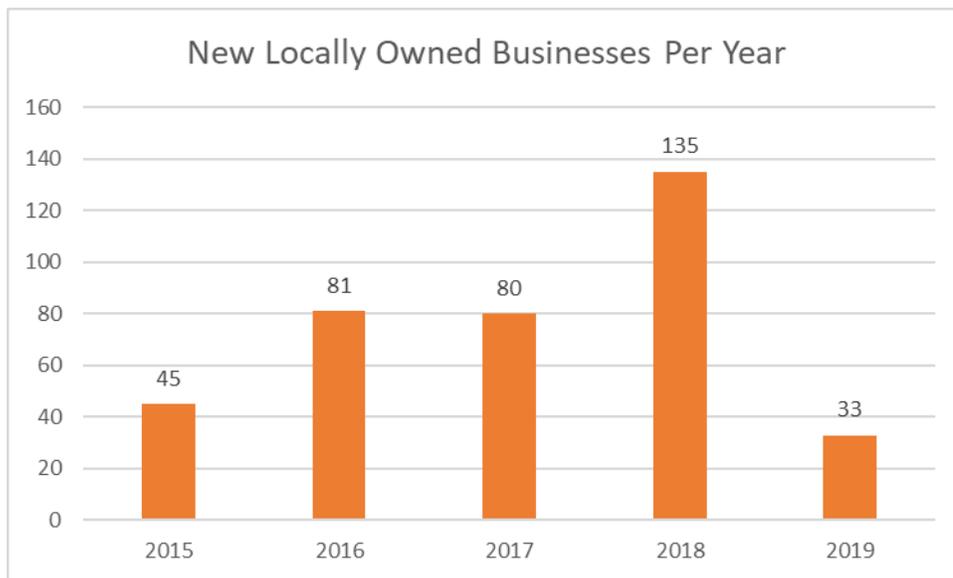


* **Source:** CARW/Catalyst Release 2019 Q4 Commercial Numbers

The Economic Development Plan calls for the office vacancy rate to be 15% or less. The last two years the City has been able to meet its goal. As mentioned in metric 9, the City should monitor the vacancy rate of Class B office space since it is a driving force behind the overall City vacancy rate. With a 2019 year-to-date absorption rate of class B office space of (99,786) it represents 59% of the vacant office space in Brookfield. Based on the 2020 Q1 market report for the City, Class B office space represents 66% of the total.

10. Number of new locally owned, small businesses established

Goal: Ten new small businesses established annually



* **Source:** ReferenceUSA database from 2019

Using the total business list for the City from ReferenceUSA, and narrowing the fields to those businesses' that were verified in the database and listed as a single location to determine locally owned businesses. The Economic Development Program calls for 10 new small businesses annually. The Economic Development Committee may want to consider increasing that number as for the past five years, the City has outpaced the Economic Development Plan goal. Another option the Economic Development Committee could recommend is that City staff further narrow the scope by focusing on new local businesses that meet a certain employment threshold based on the job range provided in Economic Development Plan metric 1. Most of the businesses that this graph includes is local medical practices and sole proprietorships that were established in the City for each given year. This should not be discredited, as this graph shows that the City is continually viewed as a place to open a new business or practice in a wide range of areas.

11. Change in number of young adults residing in Brookfield

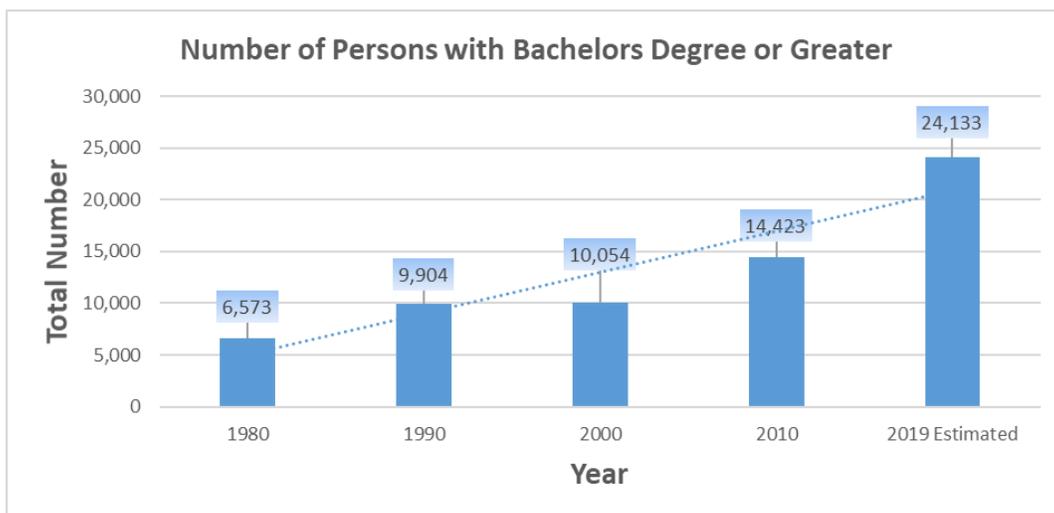
Goal: TBD

* **Source:** US Census Bureau, Town Charts

This graph shows the number of young adults living within the City of Brookfield between the ages of 20 and 44. With continual decline between the 1980 Census and the 2010 Census, the 2018 and 2019 estimates show an incline in these age ranges. This could be a direct result of more apartments available within the City, as young adults are tending to wait longer to buy single-family homes. The average age in the City is estimated to be 45.9. With the 2020 Census underway, the new numbers will be available in July of 2021. At that time, the graph will reflect the true change rather than estimates between Census years.

12. Change in number/percentage of residents with bachelors or advanced degrees

Goal: Increase by 10% over 2000 Census



* **Source:** US Census Bureau

Based on the goal of a 10% increase since the 2010 Census, the City has far exceed this goal based on Census estimates. This can be attributed to the high paying jobs that have grown in the area, and similar to metric 12, the introduction of available living spaces in the City (i.e. apartments).

13. Change in total commute time for City residents

Goal: N/A

The average commute time for Brookfield residents to work is 22.3 minutes (US Census Bureau). With the widening of North Ave. and the I-94 freeway road project complete, over the next year this time may go down a little. With the increase of businesses and destination retail and restaurants along the City’s thoroughfares, over time, the amount of travel time in and out of the City will increase.

14. Joint initiatives between Economic Development Committee, Convention & Visitors Bureau, Community Development Authority, or other local and regional organizations

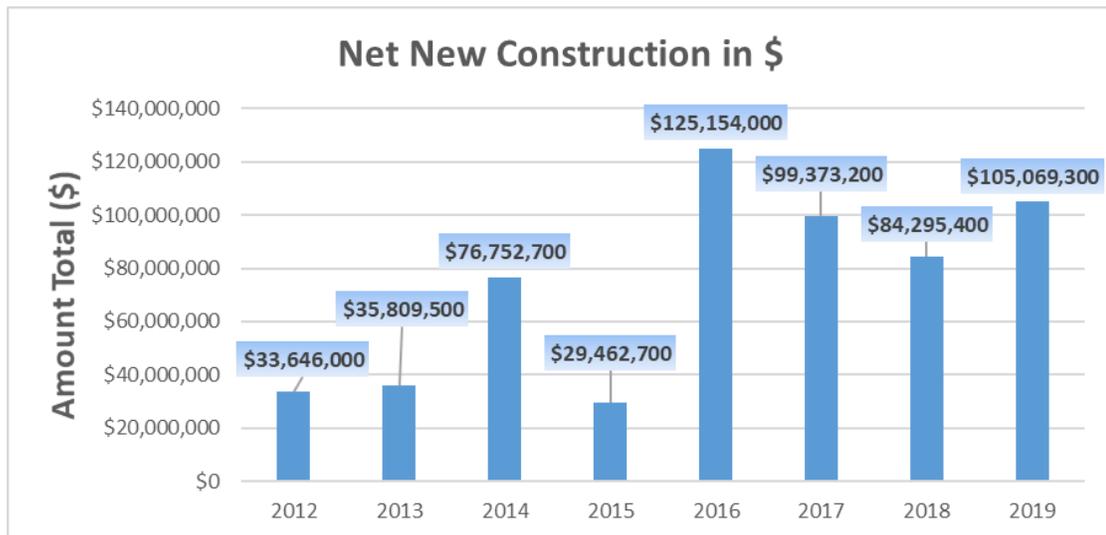
Goal: TBD

- 1) In 2019, the EDC, CVB, and CDA participated in a joint meeting to outline the Jobs & Shopping Chapter for the City’s 2050 Comprehensive Plan
- 2) Construction of the City’s Brookfield, Conference Center

As the dynamics of business, shopping and dining habits change due to the COVID-19 pandemic, the Economic Development Committee, Community Development Authority, and the City’s Convention & Visitors Bureau (Visit Brookfield) each will play an important with opportunities to continue Brookfield’s proven success. Some opportunities may only involve a singular entity, with the other agencies playing a support role.

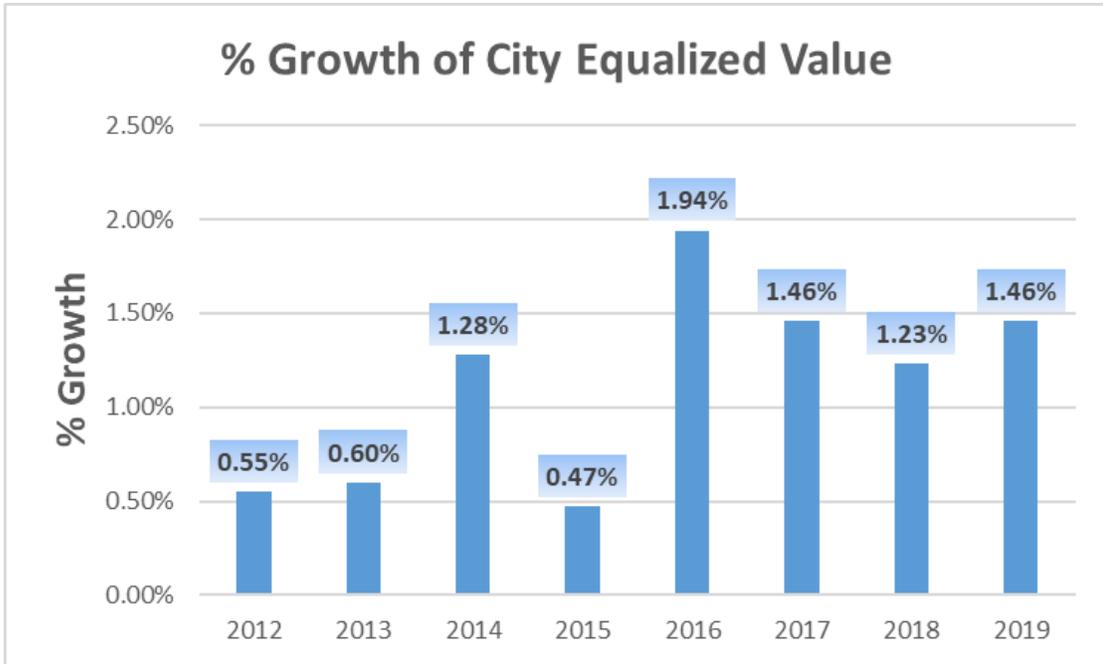
15. Projected annual value of new developments approved and/or constructed

Goal: \$50M of new valuation annually



* Source: Wisconsin Department of Revenue

The City of Brookfield continued to maintain high levels of net-new construction within its city limits. The Economic Development Plan has a goal of \$50 million annually which the City more than doubled in 2019. 2020 has a number of new construction projects underway, so staff is confident that next year's numbers will be similar as the last 4 years.



* Source: Wisconsin Department of Revenue

With the City's net-new construction comes a continued increase in the City's Equalized Value. This plays an important role in maintaining the City's low taxes on its residents. With the imposition of levy limits in 2005, the increase of new construction property values offsets increases in the municipal budget.