



OFFICIAL MEETING MINUTES

OF A SPECIAL SCHEDULED MEETING OF THE ECONOMIC DEVELOPMENT COMMITTEE AND COMMUNITY DEVELOPMENT AUTHORITY HELD ON MONDAY, APRIL 1, 2019 @ 4:30 PM, IN THE COUNCIL CHAMBERS, CITY HALL, 2000 NORTH CALHOUN ROAD, BROOKFIELD, WISCONSIN

MEMBERS PRESENT:

EDC

Alderman Bob Reddin (Chair)
Scott Oleson
Diane Byrne
Glen Allgaier
David Krutz
Brian Shecterle

CDA

Mayor Steve Ponto (Chair)
Gordon Rozmus
John Kersey
Jeff McCarthy (Alderman)
Michael Faber
Greg Bauer

MEMBERS EXCUSED:

EDC

Spencer Mather

CDA

Davis Raysich

OTHERS PRESENT:

Dan Ertl, Dir. Community Development
Todd Willis, Economic Development Coordinator
Richard VanDerWal, Neighborhood Planner
Nancy Justman, Visit Brookfield
Carol White, Chamber of Commerce
Jolena Presti, Vandewalle & Associates
Jackie Mich, Vandewalle & Associates

Roll Call

1. *Both Mayor Ponto and Chairman Reddin noted a quorum present and called the Committees to order at 4:30 pm.*

Order of Business

Minutes

2. *Motion made by Mr. Krutz for approval of the March 4, 2019 EDC Minutes, seconded by Mr. Allgaier. Passed unanimous 6-0*
3. *Motion made by Mr. Rozmus for approval of the March 27, 2018 CDA minutes, seconded by Mr. Faber. Passed unanimously 6-0*

It was noted, that for future minutes they will be distributed shortly after the meeting to CDA for immediate understanding, but will not be adopted until the CDA convenes.

New Business

4. **Discussion with Vandewalle & Associates on the 2050 City of Brookfield Comprehensive Plan Update including but not limited to Chapter 4 – Jobs and Shopping** – Each of the members of the CDA and EDC along with City staff introduced themselves to Vandewalle & Associates to begin the discussion. Vandewalle & Associates explained that they were contracted by the City to guide and assist with the City's Comprehensive Plan 10 year update. Ms. Mich explained that currently the City was in the informational gathering stage of the Plan update, consisting of demographic and housing information as well as information from community focus groups. Vandewalle went over the Regional Influences graphic as it appears today to start the discussion with the members, and explained that the graphic presented was in draft form, and that over time in the process it will change based on community input received.

Vandewalle asked the group a series of questions to gather input for the meeting:

A. Does the group have any questions (i.e. timeline, process, general thoughts)?

Mr. Bauer asked that since the City completed this process in 2009, would Vandewalle be incorporating a progress report from the 2009 version to the new updated version? Mrs. Presti stated that a progress report on the 2009 Comprehensive Plan would be included and will be discussed in the near future with the Plan Commission. Mr. Rozmus asked that since the update will be complete prior to the 2020 Census report, and how that gets considered into this Plan (i.e. age, schools) and if an addendum to the Plan could be accommodated? Ms. Mich said that the Census gathers and uses more frequent data to create estimates (American Community Survey) as recent as 2017, so the data is not exclusive to prior 2010 Census data. She stated that City staff and Vandewalle could line up an addendum to update the Comprehensive Plan with tables and figures from the 2020 Census if desired by the City. Mr. Allgaier asked how the Elmbrook school district would be included within the Comprehensive Plan? Ms. Mich stated that an interview is being set up with the superintendent while also looking at enrollment projections of the school district. In addition, one of the focus groups planned with residents within the community is currently enrolled high school students.

B. What are some of the trends in the current commercial real estate market?

Mr. Faber stated that industrial market is hot, and has been for some time. He added that this is in part because of the rise in ecommerce or internet sales and the need for warehousing and distribution needs. This will continue to help strengthen the City's industrial markets. Included within any sale is the trickle-down effect to get a product packaged and to a doorstep. Conversely it will result in less brick-and-mortar retail traffic, but the end result of it is still an uncertainty (i.e. food, returns, etc...). Mr. Faber added that the City's policies should allow for transitions as necessary, remaining cognizant of the economic engine of Bluemound Road, in a way that the City can have the foresight and planning so that it does not fall behind and does not lose what is already existing as the City's economic drivers relative to the region. Mrs. Presti asked if Brookfield had a role in e-commerce presence (i.e. Amazon distribution) or is it not necessary (already handled by Oak Creek/Chicago Region)? Mr. Faber stated it's hard to predict perfectly, but that it won't completely replace the existing economic engine because of its different delivery model.

Mr. Faber added that it seems that people who own homes or choose to live in Brookfield do so because they think it's the best community and they can afford it, since typically people want to buy as much as they can afford. The earning power of residents is the base of success in the City, and economic drivers like retail typically will follow. Mrs. Justman mentioned that soon, the City of Brookfield will be the 2nd largest cluster of

hotels in southeastern Wisconsin with 2,512 rooms available daily. This should bring visitors to the area and should also be taken into account as driving these economic factors. She added that they are an important element to continuing the growth of the hospitality base in the City.

Mr. Faber stated that with all things being equal it is not the City's job to choose the winners and losers within the market, but to rather ensure that the area is lively enough, and the processes in place encourage new areas of the market as they happen.

C. Are there any trends that are impacting the commercial market overall?

Mr. Kersey stated that the demise of the suburban office market trend has had an effect on Brookfield. Mrs. Presti asked if that was since the start of the recession in 2008? Mr. Kersey replied that everything happens in trends. At the start it was everything should be downtown, then it was how we attract millennials, and the next recession will be you work where you work. He stated that he felt these current trends in the office market might hurt the hotels based on what they (commercial office tenants) bring into the hospitality market. Part of the problem he sees within Brookfield's current office supply is the age of the buildings.

Mr. Rozmus stated that one infrastructure problem is that there are still a number of single-family residences on wells rather City supplied water, which causes a negative impact on certain home values.

Mr. Allgaier stated that in previous demographic studies by the Elmbrook School District and its surrounding communities, that Brookfield was oldest. He added that as of recent (past couple of years), the school district has seen steady increases in enrollment. So he feels that there is a trend within the residential real estate market of single-family home turnover to younger families in the community. Mr. Bauer added that he believes part of the increase in families was due to the diversity of the population through foreign born workers within the regional job market, which has increased the school district's enrollment. Mrs. Justman added that the Brookfield Visitor's Bureau receives a lot of referrals from employers within and outside of Brookfield that are looking for landing spots to encourage recruitment of employees globally.

Mr. Shecterle stated that there is a trend in the restaurant or casual dining experience for a drive-thru continues to trend upward. He added that he has experienced this within his own restaurants (Culver's) in the City, and can also be seen with the likes of the Chick-Fil-A (double drive-thru) or Starbucks willing to move in order to get a drive-thru. So while it causes a challenge for developers and existing businesses in this area, if the trend continues, it may end up being the norm over the next 5 years. Mr. Faber added that this appears consistent to what is seen in residential markets, that the younger generation is willing to pay for convenience.

D. What kind of trends or opportunities within the Target Investment Areas (TIA's) does the group think are appropriate (i.e. mixed-use, bigger footprint, etc...)?

Mr. Faber stated that he owns a similar type property in Oak Creek, and there is a challenge by the City to incorporate more mixed-use rather than strictly retail. In doing so, the City is willing to allow more density and relax certain areas of enforcement if developers are open to the mixed-use concept. He also added that Oak Creek may be willing to create a new category in their Comprehensive Plan for these types of uses. So he felt part of the adaption and flexibility is for the City to figure out a way to shorten the reaction time to change within its TIA's. He sees the fundamental measures of the existing plan as limiting change only when it is directly impacting the City's single family residential fabric but there are areas of the commercial and industrial fabric in TIA's that are adjacent to single family residential that leads to tension when changes are necessary. He added that there may be current residents in proximity to TIA's who do not

want change toward commercial or “urbanized developments” but future generations may desire living close to these uses similar to more urban environments.

Mr. Krutz mentioned that he travels to many other cities nationally, and one of the biggest challenges that he see is the availability of affordable workforce housing (not low-income housing), and this could be a real opportunity for the City of Brookfield within its identified TIA's. There are segments of the population as Mr. Faber stated that enjoy pockets of urban living within mixed-use within the suburbs. When it takes 20-30 minutes to get downtown from the western parts of Brookfield, most of the younger generations and those from urban environments view that as a close proximity to downtown. He thinks that the City should focus on this mixed-use aspect including housing options and ensure that it is done in a proper and attractive manner and it will be ultimately successful for the City. Mrs. Justman added that a critical piece when talking about this, is the competition that Brookfield has within the regional market to success in getting new and attractive developments in the City.

E. What do the development professionals think are the driving factors in other communities that create opportunities for the newest desirable developments in the region? What type of role should the City play in attracting those developments (i.e. TIF, zoning, grants, marketing, etc...)?

Mr. Rozmus stated that the pressure on redevelopment within communities is going to increase over the next few years. He added that the City of Brookfield is in a very enviable situation, in that all metropolitan communities are facing traffic problems. While the traffic is less in this region, it will continue to increase as the area grows. Brookfield is in a great position that it will not have these extensive problems because of its access to the freeway, Bluemound Road and Capitol Drive, but has traffic regardless has gotten worse over the years. Mr. Rozmus also added that in the case of Brookfield, with a limited amount of available land, redevelopment of its existing properties is going to be the key to its future, but its single-family residences need to also be protected. Mayor Ponto agreed with Mr. Rozmus, adding that while millennial's are starting families later than the baby boom generation, there will be an attraction to the single family residences with the large backyards in the City and a great school system. Mayor Ponto added that he also felt the level of good governance the City has had over the years also drives the attraction to the community.

Mr. Kersey asked what the group wants to try and accomplish? Was it the City wanted to be the best community to raise a family? Highest tax base? An equal balance of both? Where does the City want to be in 25 years? He thought the biggest driving factor that brings people to Brookfield was the great school district and the stability in the tax rate. Mr. Faber stated that while most communities that are considered Brookfield's competition are attracting millennials, Brookfield is working from a position of strength for the very reasons the Mayor pointed out. The residents want to be in a community where they feel comfortable, so if there are strengths that the City has that make people want to relocate here, then the City has to have a plan to continue to build upon those strengths or continue to maintain them at a high level. Mr. Faber added that while there are strengths that make his generation comfortable within the community, those of future generations coming to the community need to be taken into account.

Mr. Allgaier mentioned that the birthrate in the City is the highest it has been in years, so it was either a result of housing stock turnover or millennials are already starting to transition. In relation to the diversity in the school district, it is in part because relatives in other regions have discussed the positives around the community. Lastly, Mr. Allgaier added that some of the medical facilities in the area require their employees to live within a certain distance to the facility, so it makes Brookfield an ideal place to live. Mr. Shecterle stated that it's not just one or two things that this Plan is supposed to accomplish (i.e. schools, backyard, safety, convenience), its bringing all of those

components together. Mr. Krutz stated that on top of the things that Mr. Shecterle stated, the goal is to set up a way for Brookfield to accomplish all of these things in a changing world. Planning on how the City adapts to the global changes and influences without lowering the standards for any of these things. Mr. Krutz added that City government should not be picking the “winners” or “losers”, but proactive in lessening the regulations (not the standards) in time to limit any uncertainties. Mr. Bauer thought that the study should include some input from Milwaukee Tool as to why they made such a huge investment in the City. Mr. Shecterle mentioned 10-15 years ago Mayfair Mall was redeveloping and was the hot market, recently Brookfield Square has undergone massive redevelopment efforts, and has helped revitalized our community. Mr. Rozmus said most of his working life was in Wauwatosa, and Mayfair went through 3 major redevelopments over the years. Wauwatosa’s principles were based on schools, safety, and housing standards. An element that Brookfield has along with those ideals is a good quality of life (i.e. biking/walking trails, parks).

F. What should the City do when it comes to various housing options?

Alderman McCarthy stated that during his time on the Council, Brookfield has done a lot in order to diversify its housing options with senior living facilities for the aging population and apartments. He stated that he felt the Council had approved as many apartments as it was going to for the time being. Alderman McCarthy added that he had felt the Council had done what it needed to do to supply other housing options within a single-family community based on studies done for the City. Mr. Faber stated that if this was the case, then the group should recognize the economic model that appeals to millennials outside single-family homes will be a little behind the curve if the general model calls for it. Mr. Reddin reverted back to the Mayor’s earlier comment that eventually families grow and look for better and more secure options which makes Brookfield attractive at that time.

Mrs. Pesti asked what Mr. Faber was referring to with his earlier statement? Mr. Faber stated he was responding to the idea of limiting the number of apartments. Mr. Faber felt that since the world is becoming more global all the time, that even financially secure people want flexibility to rent versus own. He added that it was not just about families, kids or schools, there is a changing need for people to not always want to be tied to something. Mr. Krutz said there is a number of these mixed-use areas throughout the country like in Broomfield, CO or Decatur, GA where they are adjacent to single-family home. From his prospective he wasn’t sure what the City would be able to do around areas such as Bluemound Rd. if brick and mortar keeps shrinking? He thinks there are some nodes within the City where different style housing options may become appropriate for the City to continue its growth. Mr. Kersey stated that there is no shortage of places to go and rent if you can spend the money, but there is a shortage of workforce housing or affordable housing. In connection, he added that it could help solve issues with workforce shortages and transportation needs for those workers. Alderman McCarthy wondered if this exercise should be defined by how the City makes the best version of itself, rather than the best version of what everyone thinks it should be? He added that he grew up in Brookfield because his parents wanted the good schools, the yard and safety, and those are the similar reasons he chose to raise his family in the City. Alderman McCarthy said that generation z is more in line with the baby boomer generation. Where generation y went to the best college they could get into, generation z is going to the best college they can afford based on the ability to pay off the debt. So they may also end up looking for the similar aspects the community already offers. He stated the City should focus on having the best version of retail spaces and opportunities it can, and the same goes for the office space. Mrs. Justman added there is nothing wrong with being an affluent suburb of Milwaukee. In fact there is something to be said when there is a segment of the population that wants to live here, but people also want to visit (i.e. shopping, restaurants, etc...). She expressed that Brookfield can’t be everything for everyone, we don’t have the Green Bay Packers, but we do have many

other things to offer, and if the City tries to change too much it will start to lose some of its identity.

G. As the suburban office parks age, what should the City do? Look to upgrade to class A office space? Redevelop as same use or different use?

Mr. Kersey stated that all of those are options for a current office building owner, including the ability to sell the property. He added that the City can identify with the property owner what they would like to see happen with a property, but ultimately it is up to the market. Mayor Ponto stated that the City is really focused on the Bishop's Woods office park and its revitalization opportunities. Mayor Ponto also mentioned that it has a new apartment development on some previously unused property within the office park. He felt that some of the recent changes in zoning should help with the area. Mayor Ponto also expressed the need for greater mass transit to the Bluemound Rd. corridor to spur economic development. Specifically, Mayor Ponto identified Bluemound Road's design to accommodate the introduction for Bus Rapid Transit (BRT) into the area, and would help make it easier for commuters. Mayor Ponto also felt that some of the new developments, such as Lifetime Fitness, will help the office market and increase the interest of businesses to locate in the area. Mr. Allgaier asked if there were ways to identify in the Plan update potential future happenings (i.e. interchange access, etc....). Ms. Mich stated that there would be areas within the Plan update that would speak to potential future opportunities from various regional plans. Director Ertl stated that while there seems to be a consensus among the group to not change the identity model of the City, there seems to be consensus on a need to outline the underpinnings supporting the model that need attention in specific areas (i.e. interchanges, mass transit, etc.). Mr. Faber stated that it is interesting to him that the City of Brookfield and its resident and business community is crammed into two (2) freeway exits, while Pewaukee has either five (5) or six (6)? Mr. Faber stated that he felt some of the resistance to adding more interchanges was political, but also the unwillingness from those residents nearby to support such a measure. Mr. Krutz stated that if the group was truly going to address a 2050 Plan, there would have to be some consensus from the group on if an interchange would be acceptable in the future. Mr. Rozmus added that when you look at the traffic on Capitol Dr. during peak times in the morning and afternoons, there is an equal number of cars going East as there is going West. Mr. Oleson stated that when the City went through its 2020 Master Plan, multi-modal options were discussed and traffic was identified as a concern with continued growth, including the prediction that people would be driving cars less. He expressed that things do come full circle and that if options were available to residents and guests, people will typically take the path of least resistance (i.e. ease of travel, time). Preferences change and Brookfield has enjoyed success both in terms of residents and visitors from the time of the 2020 Master Plan until now, we just need to continue the momentum moving forward.

H. Are there any concerns from the group on the ability of the City to attract or retain an innovation economy? Or is it already in place?

Mr. Krutz stated that he didn't see that in the City, and while there is the Milwaukee Tool's and Fiserv's, there is not necessarily an innovation hub. He added that the Research & Medical College, UW-Milwaukee have tried some things, but he doesn't know if Brookfield is the right market for it. This is because the City is not right downtown where the youth (25 and under) are, which currently not the identity of the City. Mr. Faber stated that he doesn't necessarily think the cordless and electric tools from Milwaukee Tool was high-tech, but the process in which they created it is more of the innovation.

Mr. Faber asked if the Milwaukee Tool developments were led by a standard City process by which things get done in the City, or if there was some relaxation in order to get them comfortable to help move the project through? Mayor Ponto said that there was some flexibility within the process because of the amount of growth. Mr. Faber stated that it was not the reputation out in the development world, and if the City wanted to attract those type of high-tech/innovation developments, the City needs to have a greater

willingness to apply flexibility to other projects. Mr. Faber stated it's not a matter of changing the City's standards, but more so the customer experience through the development process. Mayor Ponto said that the City does make an effort to make the City more approachable and acceptable experience for businesses that look to establish a presence in the City. Mr. Krutz stated that he thought a Comprehensive Plan goal could be to look for a corporate headquarters for mid-sized companies. He felt that was what the City seemed to attract and serviced, so the City could use the existing market as a showcase. Alderman McCarthy stated that when looking at this Fiserv continues to be a wild card in the City. If they should plan to build new or expand their current in the City, this would be another example to showcase as a high-tech company located in the City. Director Ertl added that the City has used the Milwaukee Tool streamlined process to showcase the City to other corporate entities, but Director Ertl affirmed that Mr. Faber was correct in assessing that the City is not always perceived positively when it comes to development processes.

Mrs. Presti stated that it was just about at the time limit set for the discussion and thanked the members for their input, and would be willing to take additional input from the group if they thought necessary. She also mentioned that in the future there would be a professionally administered community survey, and will be continue to gather more input.

Adjournment

Mr. Allgaier made a motion to adjourn the EDC meeting, seconded by Mr. Shecterle, motion passed unanimously 6-0

Mr. Faber made a motion to adjourn the CDA meeting, seconded by Mr. Rozmus, motion passed unanimously 6-0

Mayor Ponto and Chairman Reddin called the meeting adjourned at 6:00 PM