



Institute for Survey and Policy Research  
P. O. Box 413  
Milwaukee, WI 53201

## *Miller Park – Impact After 10 Years*

**Draft Report prepared for the Mueller Communications, Inc (MCI)  
April 2012**

*Do not release without the express permission of MCI or ISPR*

## Executive Summary

This study, undertaken on Behalf of the Mueller Communications Inc., examined the economic impact of the Brewers franchise on the economy of the five-county area which includes Milwaukee, Ozaukee, Racine, Washington and Waukesha. The estimated total, direct, indirect and induced impacts were computed using the Regional Input-Output Modeling System (RIMS II) developed by the Bureau of Economic Analysis of the US Department of Commerce. Final demand multipliers were applied to estimate output, earnings, and employment effects.

The economic impacts of the Brewers are as follows:

- Total economic contributions of spectators visiting from outside of the five county area are estimated to be \$262.61 million. This includes \$160.94 million of direct impact due to spending by the visitors, indirect impact of \$101.67 million in earnings and proprietary income, and 3,230 in full time and part time jobs.
- Total economic contribution due to the Brewers five county based facility operation is estimated to be \$93.1 million. This includes direct impact of \$43.6 million, indirect and induced impact of \$49.5 million in earnings and proprietary income and 1,159 in full time and part time jobs.
- Total impact due to out of five county visitors and the Brewers facility operation is \$355.72 million in output, \$151.19 million in earnings and proprietary income and 4,389 full time and part time jobs.
- For year 2011, total spending through direct, indirect and induced impacts of \$248.03 million generated \$13.48 million in sales taxes. This to some extent off set the actual sales tax collected for the Southeast Wisconsin Professional Baseball Park District. During 2011 this was \$25.2 million.
- For year 2011, Brewers withheld \$8.6 million Wisconsin income tax from the salaries of Brewers players, traveling and Wisconsin based staff and the visiting team payroll. In addition \$130.58million payroll through indirect impact generated about \$7.83 million in Wisconsin income tax. Thus the total income tax impact is \$16.40 million. Please note that the amounts withheld may not exactly correspond with the taxes paid by individuals.

- In addition, charitable contributions made by the Brewers Community Foundation during the last ten years have increased seven fold. In 2002 foundation contributed about \$300,000 and in 2011 contribution was about \$2.1 million.

It should be strongly emphasized that the estimated economic impact of the Brewers, including direct and indirect effects, is a net gain of \$355.72 million for the Milwaukee metropolitan five-county economy. Some critics of the economic impact studies of a sports franchise have argued that the measured impact is not really a net gain, for the money would have been spent on other goods and services within the area. This study has rendered such a criticism invalid by measuring the economic impact on the five-county area of expenditures by individuals from the rest of Wisconsin and particularly from outside of the state. For example, if twenty thousand Chicago Cubs fans come from Illinois to attend a Brewers game, their spending on hotels, restaurants, and at Miller Park is a net gain which would not have been spent if the Brewers did not exist or were to leave Milwaukee.

Not all of the impacts of the Brewers are quantifiable. Improving quality of life of a metropolitan area is crucial to attract and retain well educated professionals who are in great demand in Wisconsin's new economy. Good schools and recreational activities can be very important to these demographics.

## INTRODUCTION

This is a study of the economic impact of the Milwaukee Brewers, a Major League Baseball franchise. It has been done by the Institute for Survey and Policy Research, University of Wisconsin-Milwaukee, using the standard methodology which is commonly used throughout the country in economic impact studies. It will focus particularly, but not exclusively, on the economic benefits to the Wisconsin Consolidated Statistical Area (WI-CSA), which includes Milwaukee, Ozaukee, Washington, Waukesha and Racine counties. These are the five counties which benefit most economically from the Milwaukee Brewers and the counties which have paid a sales tax of .1% (\$.10 on \$100) to finance the construction of Miller Park since 1996.

Cities throughout the country have competed strongly, and at times fiercely, to host a professional sports franchise. Such a franchise for a city projects a world class image which brings important economic benefits. This study will measure the most important economic benefits in quantitative terms, but it should be noted here that the economic benefits that are not subject to quantitative measurement. These additional factors, which will be briefly described at the end of this report, are very significant.

The following are the three types of economic benefit or impact that will be measured:

1. Direct Effects - Total annual spending by visitors to Miller Park from outside the five county area and the facility operating expenses of the Brewers
2. Indirect Effects – Total Output and jobs generated by the direct effect. This will include earnings and proprietary income.
3. Sales Tax and Income Tax Generated by the direct, indirect and induced effects

## **Methodology:**

In order to critically evaluate the economic impact of the Milwaukee Brewers, we applied input-output multipliers to arrive at estimates of the team's effect on employment and output on Milwaukee, Ozaukee, Washington, Waukesha, and Racine counties.

A "multiplier" measures the full effect of a given expenditure on a specific area of the economy. For example, spending \$1,000,000 on the purchase of a good or service will result in additional spending of the recipients of this \$1,000,000. In turn, the spending of these recipients will circulate to additional groups, although at each level of spending a significant amount of income will "leak" out of the local economy to other areas. A multiplier will measure the full effect on the local economy of the spending of \$1,000,000.

The Input-Output model captures the relationships between various sectors of the economy as they interact to produce and/or exchange goods and services. Through an input-output model, changes (structural change or change in final demand) in the economy can be traced. Multipliers are quantitative measures of the degree to which an independent or exogenous change is expected to trigger changes (earnings and employment) in the economy, through a system of interdependencies.

The standard multipliers used in this study are provided by the Department of Commerce, Bureau of Economic Analysis. These are RIMS II (Regional Input-Output Modeling System) multipliers. RIMS II multipliers are very useful for impact analysis because they can be estimated for any region that is made up of one or more counties and for any industry or subgroup of industries. The multipliers used in this study were computed for Milwaukee, Ozaukee, Washington, Racine and Waukesha, the WI-Consolidated Statistical Area (CSA).

## **Regional Demographic and Economic Trends**

Most of the impact of the Brewers is relevant to the five-county area which is made up of Milwaukee, Ozaukee, Racine, Washington, and Waukesha. To a lesser extent, the counties of Kenosha and Walworth are also directly impacted. Milwaukee County accounts for more than half of the population of the five-county area. According to 2010 U.S. Census the Milwaukee-

Waukesha, WI Primary Metropolitan Statistical Area (PMSA) consisting of Milwaukee, Ozaukee, Washington, and Waukesha had a total population of 1.56 million; Racine had a population of 195,408. The total population of the five-county area is about 30.8 percent of the entire state. A demographic profile of the CSA is presented in Table 1.

<b>Table 1: Profile of General Demographic and Economic Characteristics</b>			
	<b>Wisconsin</b>	<b>Milwaukee County</b>	<b>Milwaukee-Waukesha, WI CSA</b>
<b>Total Population</b>	5,686,986	947,735	1,751,316
Male	2,820,745	457,756	859,896
Female	2,866,241	489,979	891,420
<b>Median age</b>	38.5	33.5	37.1
Male	37.3	32.1	35.8
Female	39.7	34.9	38.5
<b>Total Households</b>	2,279,532	378,876	690,052
Average household size	2.43	2.45	2.49
<b>Families</b>	1,453,332	211,936	428,387
Average family size	3.02	3.26	3.16
<b>Median Household Income in the past 12 months (in 2010 inflation-adjusted dollars)</b>	\$49,001	\$40,509	\$50,009
<b>Median family income in the past 12 months (in 2010 inflation-adjusted dollars)</b>	\$62,088	\$50,743	\$65,641
<b>Per capita total personal income (2010)</b>	\$25,458	\$22,420	\$26,836

Source: U.S. Census Bureau, American Community Survey 2010

Population projections reveal that the population of this area will grow substantially through the next decade and beyond. According to these projections, the Milwaukee-Waukesha's Primary Metropolitan Statistical Area consisting of four counties Milwaukee, Ozaukee, Washington and Waukesha will grow from the present 1.56 million to about 1.59 million by the year 2020. Between 2000 and 2010, population in the PMSA grew by 5 percent. By 2020, the population would grow by another 2.25% percent. The counties of Racine, Kenosha, and Walworth will each show a substantial increase in population during the same period. These population projections are shown in Table 2. Racine with population of 195,408 in 2010 is projected to reach 207,041 in 2020, an increase of 5.96%. In 2030 Racine's population is projected to be 213,617, an increase of 9.32%. Similarly, Kenosha and Walworth counties are also projected to record substantial increase in population during this period.

<b>Table 2</b>							
<b>Final Population Projections for Wisconsin Counties: 2005 - 2035</b>							
<b>County</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>	<b>2035</b>
<b>Milwaukee – Waukesha, WI PMSA</b>							
<b>Milwaukee</b>	938,497	947,735	928,077	923,910	912,020	891,445	863,208
<b>Ozaukee</b>	85,936	86,395	92,056	95,355	98,484	101,211	103,432
<b>Washington</b>	126,417	131,887	142,091	150,219	157,606	163,961	169,159
<b>Waukesha</b>	377,905	389,891	407,003	421,489	434,657	445,784	454,467
<b>PMSA Total</b>	1,528,755	1,555,908	1,569,227	1,590,973	1,602,767	1,602,401	1,590,266
<b>Racine</b>	193,573	195,408	202,677	207,041	210,772	213,617	215,697
<b>Kenosha</b>	158,570	166,426	176,837	186,973	,196,549	205,203	213,077
<b>Walworth</b>	98,809	102,228	111,086	117,606	123,544	128,664	132,941
<b>WISCONSIN</b>	5,589,920	5,686,986	5,988,420	6,202,810	6,390,900	6,541,180	6,653,970

Source: U.S. Census Bureau and Wisconsin Dept. of Administration, Demographic Services.

As depicted in Table 2, this region of the state will continue to represent a substantial proportion of the state’s population for the foreseeable future. There seems to be slight shift in population from Milwaukee county to Ozaukee, Washington and Waukesha counties, but overall population of the PMSA is growing.

Besides its strong population trends, these areas of the state also contributes significantly to personal income. Kenosha County in 2009 with personal income of \$5.5 billion ranked 8<sup>th</sup> among all counties of Wisconsin. Except for Kenosha, Racine and Walworth counties, all the other counties in the area have per capita personal income that is higher than the state average. Milwaukee County ranks first in the state in total personal income, and 12<sup>th</sup> in per capita personal income. Milwaukee County’s per capita personal income of \$37,088 in 2009 is almost equal to the state average of \$36,927. A detailed ranking of personal income for the state and the seven-county area is depicted in Table 3.

<b>Table 3</b>										
<b>Personal Income</b>										
<b>County</b>	<b>Total Personal Income (TPI) (Thousands)</b>					<b>Per Capita Personal Income (PCPI)</b>				
	<b>2009</b>	<b>Rank in WI</b>	<b>Pct of WI</b>	<b>Pct Change from 2008</b>	<b>Average Annual Growth 1999-2009</b>	<b>2009</b>	<b>Rank in WI</b>	<b>Pct of WI</b>	<b>Pct Change from 2008</b>	<b>Average Annual Growth 1999-2009</b>
Kenosha	\$5,462,095	8 <sup>th</sup>	2.6%	3.2%	2.7%	\$33,027	34 <sup>th</sup>	89.4%	-4.1%	2.1%
Milwaukee	\$35,586,784	1 <sup>st</sup>	17.0%	3.1%	3.0%	\$37,088	12 <sup>th</sup>	100.4%	-0.1%	2.9%
Ozaukee	\$5,001,420	11 <sup>th</sup>	2.4%	3.0%	2.8%	\$57,946	1 <sup>st</sup>	156.9%	-4.1%	2.5%
Racine	\$7,363,720	5 <sup>th</sup>	3.5%	3.3%	3.2%	\$36,708	16 <sup>th</sup>	99.4%	-1.1%	2.7%
Walworth	\$3,333,254	17 <sup>th</sup>	1.6%	3.3%	2.7%	\$33,136	33 <sup>rd</sup>	89.7%	-2.6%	2.4%
Washington	\$5,336,197	9 <sup>th</sup>	2.6%	3.4%	3.0%	\$40,834	4 <sup>th</sup>	110.6%	-5.4%	2.2%
Waukesha	\$20,053,855	3 <sup>rd</sup>	9.6%	3.4%	3.0%	\$52,339	2 <sup>nd</sup>	141.7%	-2.8%	2.8%
Wisconsin	\$209,347,374	21 <sup>st</sup> in U.S.	100	2.8%	3.4%	\$36,927	26 <sup>th</sup> in U.S.	100	-3.3%	2.8%

Source: U.S. Department of Commerce, Bureau of Economic Analysis

## **Economic Impact of the Brewers**

Besides being one of the latest attractions – Miller Park – the Brewers baseball team has had a record of solid attendance since 1970, the year in which major league baseball returned to Milwaukee. Average attendance per game has remained very strong. Since the completion of Miller Park in 2001, yearly attendance has exceeded 3,000,000 three times – first in 2008 with 3.07 million, then in 2009 with 3.04 million and in 2011 with 3.07 million.

There is an ongoing debate regarding the benefits of professional sports organizations to cities. Indeed, it is a very important public policy decision since in most cases it often involves investment in sports facilities financed partly by taxpayers' dollars. The rationale for such public investment is often based on potential economic impact and positive spillover effects to the surrounding areas. Following this rationale, this study will argue that the location of Milwaukee Brewers in Milwaukee will benefit the Milwaukee-Waukesha, WI PMSA and Racine in particular, and the rest of the state in general. Other benefits to be derived from ball parks and professional sports include the projection of a “world class” image of the city. Such an image, hopefully, attracts respect and may be fortified by economic substance as external benefits from resultant civic pride. In the U.S. and elsewhere all over the world, identification with professional sports carries with it psychological benefits. Major league baseball has the potential to trigger positive economic externalities that may exceed external costs.

### **Direct Impacts:**

In the ten years after the construction of the Miller Park, according to the information provided by Milwaukee Brewers the average operating expenses of the organization has been \$137.7 million. This amount is a substantial increase over the \$61.1 million that the organization recorded during the five years prior to the opening of Miller Park. Of this amount, \$101.1 million was spent on major league player compensation packages and \$28.0 million on baseball operations. Corresponding numbers for 2011 were \$134.5 million and \$43.6 million.

Based upon Brewers attendance data, 3,071,373 tickets were sold in 2011. Out of these, 1,346,052 were assignable to zip codes within five counties and 1,115,674 to zip codes out of the five counties. Remaining 609,647 had no specific zip code information. To incorporate impact of these tickets, we prorated these in proportion to the actual known ticket sales. This is described in the appendix A. To avoid substitution effect, we exclude attendance from these five counties and focus only on attendance of visitors i.e. 1,391,970, approximately 45.32%

According to the information provided by the Wisconsin Department of Tourism (DOT) and the survey data collected by the Chamberlain Research Consultant Group for our previous study, out of 1,391,970, 70.18% were daily visitors, 21.59% were overnight visitors who stayed in hotel/motels and remaining 8.23% overnight visitors stayed with family and friends. A study conducted by Davidson-Peterson Associates, “The Economic Impact of Expenditures by Travelers on Wisconsin, Calendar Year 2010”, for DOT finds that the overnight visitors spend an average of two nights in hotel/motels or friend. In addition to seeing Brewers games, they also visit other Milwaukee attractions. According to this study daily spending per person/per night was \$154.68 for hotel/motel stay. For daily visitors this amount was \$46.85. We feel that the amount considering ticket price, parking and refreshment cost, is a substantial under estimate, but we do not have better data. For overnight visitors with friends and families, we used \$96.91 obtained from the Chamberlain Study, adjusted for cost of living. As shown in Table 4 total spending by all visitors out of five counties was \$160,941,610. This is our direct impact for year 2011 and is an infusion of additional resources into the economy of five counties due to visitors.

<b>Table 4</b>	
<b>Impact Due to Visitors From Out of Five Counties</b>	
<b>2011 Attendance</b>	3,071,373
<b>Out of Area Visitors</b> (45.32%) Please see Appendix A for calculations	1,391,970
<b>Overnight Visitors</b>	415,085
<b>Overnight Visitors</b> (2 nights in hotels)	300,526
<b>Estimated Daily Spending Per Visitor</b>	\$154.68
<b>Total Estimated Spending</b> (2 nights in hotels)	\$92,970,723
<b>Overnight Visitors</b> (2 nights with family/friends)	114,559
<b>Estimated Daily Spending Per Visitor</b>	\$96.91
<b>Total Estimated Spending</b> (2 nights with family/friends)	\$22,203,825
<b>Daily Visitors</b>	976,885
<b>Estimated Daily Spending Per Visitor</b>	\$46.85
<b>Total Estimated Spending</b> (for Daily Visitors)	\$45,767,062
<b>Total Estimated Spending</b> (All visitors)	\$160,941,610
<b>Multipliers: (Spectator Sports)</b>	
Employment multiplier (per \$1,000,000 spent)	20.0711
Earnings multiplier	0.5965
Output multiplier	1.6317
<b>Total Employment Impact</b>	3,230
<b>Total Earnings Impact</b>	\$96,001,670
<b>Total Output Impact</b>	\$262,608,425

To examine impact of these spending on employment, earnings and proprietary income, we used final demand multipliers provided by the Bureau of Economic Analysis, U.S. Department of

Commerce. The total output impact is estimated to be \$262.61 million with payroll earnings of \$96.0 million. In addition, 3,230 part time and full time jobs are also created. Indirect impact is total minus direct impact and is  $\$262.61 - \$160.94 = \$101.67$  million.

### **Impact Due to Brewers Facility Operation Expenses**

In addition to the spending by the visitors outside of five counties, Brewers facilities operating expenses produce direct, indirect and induced impacts. During 2011 Brewers total operating expenses were \$182.9 million. Out of these \$134.5 million were for players salaries and benefits, amortization of players contracts, and spring training. Expenditure of \$43.6 million was

<b>Table 5</b>	
<b>Impact of Brewers Facility Operations</b>	
<b>Operating Expenses</b>	\$43.6 million
Earnings Multiplier	0.7932
Employment Multiplier	26.5866
Output Multiplier	2.1357
<b>Estimated Earnings</b>	\$34.58 million
<b>Estimated Employment</b>	1,159
<b>Estimated Output</b>	\$93.12 million

for facility operations consisting of \$14.3 million for general and administrative, \$11.9 million for stadium operations, \$11.5 million for marketing, publicity and ticketing, \$1.6 million for local broadcasting and \$4.3 million for post season operations. In addition, \$4.8 million was for depreciation allowances.

Our focus is Facility Operation Expenses of \$43.6 million; a very large portion of this mainly stayed within the five counties. Most of the of Brewers full time and part time employees in facility operations live in these counties and quite a few own properties and pay property taxes. To figure out induced and indirect impacts, we use earning, employment and output multipliers of type 2, which allow for induced impacts. The results are presented in Table 5. Impact of these

facilities operation is \$34.6 million in earning, 1,159 in jobs and \$93.1 million in total output. The indirect and induced impact is  $\$93.1 - \$43.6 = \$49.5$  million.

**Sales Tax Generated through Direct, Indirect and Induced Impacts**

In this section we analyze sales and user tax generated by the direct, indirect and induced impacts using spending by out of five counties visitors and Brewers facility operations. To calculate this we note that three counties Milwaukee, Ozaukee and Washington have 5.6 % sales tax and two counties Racine and Waukesha have 5.1%. Rather than calculate taxes at 5.6%, we prorate the spending and facility operating expenses by population proportions. 66.58% of five counties population resides in Milwaukee, Ozaukee and Washington counties and 33.42% resides in the other two counties. Facility operating expenses data indicates that about 50% of these are spent on sales taxable items. Thus the total direct impact subject to sales tax is  $\$1160.94 + \$21.80 = \$182.74$  million.

Through induced impact, visitors and facility operation produce earnings of \$130.58 million. Assuming that 50% of these earnings go to pay federal, state and social security taxes plus expanses on non-sales taxable items, we use only \$65.29 million total earnings for calculation of sales taxes. Thus the total sales tax generated through direct, indirect and induced impacts on  $(\$160.94 + \$21.80 + \$65.29 = \$248.03)$  is \$13.48 million. Calculations are shown in Table 6.

<b>Table 6</b>	
<b>Sales Tax Generated Through Out of Five Counties Visitors and Facility Operations Spending</b>	
Wisconsin State Population from 2010 Census	5,686,986
Five Counties Population	1,751,316
Five Counties as a Percentage of State	30.80
Population of Counties with 5.6% Sales Tax	1,166,017
These Counties as Percentage of the Five Counties Population	66.58%
Populations of Counties with 5.1% Sales Tax	585,299
These Counties as Percentage of the Five Counties Population	33.42%
50% of Total Payroll Earnings $(\$96.00 + \$34.58) / 2$	\$65.29 million
50% of Brewers Facility Operations $(\$43.6) / 2$	\$21.8 million
Total Spending - Direct & Induced Impact $(\$160.94 + \$21.8 + \$65.29)$	\$248.03 million
Sales Tax Generated by 5.6% Counties $(\$248.03 \times 0.056 \times 0.6658)$	\$9.25 million
Sales Tax Generated by 5.1% Counties $(\$248.03 \times 0.051 \times 0.3342)$	\$4.23 million
Total Sales Tax Generated for 2011 $(\$9.25 + \$4.23)$	\$13.48 million

For year 2011, total spending through direct and indirect impact of \$182.74 million and taxable induced payroll impact of \$65.29 million and generated \$13.48 million in sales taxes. This to some extent off sets the actual sales tax collected by Southeast Wisconsin Professional Baseball Park District, which for 2011 was \$25.2 million.

### **Income Tax withheld and Generated through Indirect and Induced Impacts**

The indirect and induced impact through spending by visitors from outside of the five counties and Brewers facility operating expenses, generated payroll of \$130.58 ( \$96.00 + \$34.58 ) million. Brewers also withheld Wisconsin income tax on their players, travelling staff and other Wisconsin based staff's compensations as well as Wisconsin tax on the visiting team payroll. For 2011 the numbers are as follow:

	Salary Subject to WI Income Tax	Income tax withheld
Players Compensation	\$56,692,999	\$4,431,014
Traveling Staff	2,736,449	180,532
All Other WI Based Staff	19,534,444	1,284,478
Visiting Team Payroll	40,439,017	2,668,975
Total Wisconsin Income Tax Withheld		\$8.57 million

*Please note that these amounts are actually withheld but exact amount of taxes paid by individuals is not available.*

If we assume individual pay an average of 6% Wisconsin Income tax, then earnings due to indirect and induced impacts will generate  $\$130.58 \times 0.06 = \$7.83$  million and thus producing total Income Tax of  $\$8.57 + \$7.83 = \$16.40$  million. These results are summarized in Table 7.

<b>Table 7 Income Tax Withheld and Generated</b>	
Wisconsin income tax withheld on players compensation	\$4,431,014
Wisconsin income tax withheld on Traveling Staff	\$180,532
Wisconsin income tax withheld on all other WI based staff	\$1,284,478
Total income tax withheld from Brewers players, traveling & WI based staff	\$5.90million
Income tax withheld from the visiting team payroll	\$2.67 million
Income tax generated through payroll earnings @ 6% = $(\$96.00 + \$34.58) \times 0.06$	\$7.83 million
Total income tax withheld and generated = $\$5.90 + \$ 2.67 + \$7.83$	\$16.40 million

Please note: These amounts are actually withheld by Milwaukee Brewers. The exact amount paid by each individual obviously is not available.

## Conclusion

The economic impact of the Brewers organization to the five-county area (Milwaukee, Ozaukee, Racine, Washington, and Waukesha) is estimated to be \$355.72 million. This consists of \$204.54 as direct impact and \$151.18 of indirect and induced impacts. Indirect impact contains payroll of \$130.58 million. This payroll generated income tax of \$7.83 million combined with the income tax of \$8.57 million withheld from players, traveling staff, other Wisconsin based staff and visiting team payroll produced total of \$16.40 million in income tax. \$9.93 million of the sales tax is generated through direct impact of visitors spending and operation of facilities expenditure. An additional sales tax of \$3.55 million is generated through induced impact of 50% payroll spending. Total sales tax produced through these two channels is \$13.48 million. Brewers Foundation also provided about \$2.1 million in charities. Total full time and part time jobs created are 4,389. These results are summarized in Table 8

<b>Table 8</b>	
<b>Total Impact Due to Out of Five Counties Visitors and Brewers Facility Operating Expenses – Summary</b>	
Direct impact = \$160.94+\$43.60	\$204.54million
Indirect and Induced Impact = \$101.67+\$49.51	\$151.18 million
Total impact = \$262.61+\$93.12	\$355.72 million
Total employment generated = 3,230 + 1,159 (full time and part time jobs)	4,389
Total payroll generated = \$96.0 +\$34.58 (does not include players salary)	\$130.58 million
Total income tax withheld and generated	\$16.40 million
Total sales tax generated on spending through direct impact	\$13.48 million

Not all of the economic impact of the Brewers is quantifiable. One example of this was supplied by a study of the Progressive Policy Institute, a Washington D.C. think tank. It ranked Milwaukee 40<sup>th</sup> of 50 metropolitan areas in a “New Economy Index” which measured the progress of these areas in adapting to the new economy. It further stated:

“Providing tax incentives to businesses and other similar initiatives are less important than improving an area’s quality of life so it is attractive to well educated professionals who today’s companies need to hire. Good schools and recreational opportunities can be very important.”

In aiding Milwaukee to achieve a place in the “new economy” and helping to decrease the recognized brain drain from Wisconsin, the Milwaukee Brewers play a significant role. In summary, the Milwaukee Brewers have a very significant economic impact, part of which is quantifiable and has been measured in this study and another part which is not quantifiable but is also of significant economic importance.

Finally, there are great intangible benefits which the Milwaukee Brewers and Miller Park contribute to the community. The Milwaukee Brewers and Miller Park take their place along with other statements a city can make about itself – the Calatrava addition to the Milwaukee Art Museum, our universities, our parks, Summerfest, and the growing vibrancy of our downtown area. It is a statement that Milwaukee sees itself as a world class city, as a major player in the new economy. It is clear that the Milwaukee Brewers are contributing significantly to communicating this message about Milwaukee to the region and the nation.

## APPENDIX A

<b>Allocation of Brewers Tickets With Missing Zip Codes</b>	
Ticket sales assignable to a zip codes within five counties	1,346,052
Ticket sales assignable to zip codes outside the five counties	1,115,674
Total tickets assignable to specific zip codes	2,461,726
Ticket sales not assignable to any specific zip code	609,647
Total assignable and non-assignable tickets sold in 2011	3,071,373
Tickets sold within five counties as percentage of assignable tickets	54.68%
Tickets sold outside five counties as percentage of assigned tickets	45.32%
Non-assignable tickets sold prorated for within five counties	333,351
Non-assignable tickets sold prorated for outside five counties	276,296
Adjusted assignable tickets within five counties(1,346,052 + 333,351)	1,679,403(54.68%)
Adjusted assignable tickets outside of five counties( 1,115,674+276,296)	1,391,970(45.32%)

## APPENDIX B

<b>Range of Total Impact Due to Out of Five Counties Visitors and Brewers Facility Operating Expenses</b>		
	<b>Not Adjusted Ticket Sales</b>	<b>Adjusted Ticket Sales</b>
Ticket Sales	1,115,674	1,391,970
Direct impact	172.60 million	\$204.54 million
Indirect and Induced Impact	131.01 million	\$151.18 million
Total impact	303.61 million	\$355.72 million
Total employment generated	3,748	4,389
Total payroll generated (does not include players salary)	111.53 million	\$130.58 million
Total income tax withheld and generated	15.26 million	\$16.40 million
Total sales tax generated on spending through direct impact	11.22 million	\$13.48 million