



**Community Development Authority  
Board of Directors Meeting**

**AGENDA**

**Thursday, December 15, 2022 at 5:30 p.m.**

**[Updated 12/13/2022 to include Financial Reports for Item #3]**

**Location: Municipal Building – Community Room 1<sup>st</sup> Floor  
312 W. Whitewater St., Whitewater, WI 53190**

**This will be an IN-PERSON and VIRTUAL MEETING**

**Citizens are welcome (and encouraged) to join us via computer, smart phone or telephone.  
Citizen participation is welcome during topic discussion periods.**

You are invited to a Zoom webinar.

When: December 15, 2022 05:30 PM Central Time (US and Canada)

Topic: Community Development Authority Meeting

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/89300240370?pwd=cII4eTRSS0wvMGEvVW16TkZLeHA5dz09>

Passcode: 575484

Or Telephone:

**Dial: 1 312 626 6799 (Revised 12/12/2022)**

Webinar ID: 893 0024 0370

Passcode: 575484

All agenda items are subject to discussion and/or action.

To make a comment during this period, or during any agenda item: On a computer or handheld device, locate the controls on your computer to raise your hand. You may need to move your mouse to see these controls.

On a traditional telephone, dial \*6 to unmute your phone and dial \*9 to raise your hand. Review of City

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**1. Administrative Items.**

a. **Call to Order:**

b. **Roll Call:**

c. **Declaration of Conflict of Interest:** Would any member(s) of the Board wish to declare any known conflict of interest with the items presented on today's CDA Board Agenda?

- d. **Hearing of Citizen Comments:** No formal CDA Action will be taken during this meeting although issues raised may become a part of a future agenda. Items on the agenda may not be discussed at this time.

**2. Approval of Minutes:**

CDA Board Meeting November 17, 2022.

**3. Review and Acknowledge Financial Statements:**

Financials for Period Ending November 30, 2022.

**4. Action Items:**

- a. CDA Rules of Procedure: Discussion and possible action regarding Board Member attendance.

**5. Updates and Discussion:**

- a. Discussion regarding Economic Development Director Timeline.
- b. Discussion regarding Starin Road Site - Development Concept
- c. Economic Development Activity Report.

**6. Board Member Requests for Future Agenda Items:**

- a. Create policy between the CDA and City regarding transfers of residual equity from the CDA to the City.
- b. Improvement of the physical condition of Lot 9B in the Business Park.
- c. CDA Alternative Revenue Streams.
- d. Director to visit (virtual/in-person) with Whitewater's employers.
- e. Recruit Developer that would include a grocery merchant.

**(The above matters may be discussed at this meeting but no substantive action will be taken.)**

**7. EXECUTIVE SESSION. Adjourn to Closed Session, TO RECONVENE, pursuant to Wisconsin Statutes 19.85(1)(e) "Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session. Items to be discussed:**

- (a) Potential sale of Business Park lot located on the corner of Prospect and Endeavor to David & Goliath.

**8. RECONVENE INTO OPEN SESSION. Possible action on sale of Business Park lot located on the corner of Prospect and Endeavor to David & Goliath**

**9. Adjournment.**



**City of  
WHITEWATER**  
**Community Development Authority**  
**Board of Directors Meeting**

**MINUTES**

**Thursday, November 17, 2022 at 5:30 p.m.**

**Location: Municipal Building – Community Room 1<sup>st</sup> Floor  
312 W. Whitewater St., Whitewater, WI 53190**

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**1. Administrative Items.**

- a. **Call to Order:** Chair Patrick Singer called the meeting to order at 5:30 p.m.
- b. **Roll Call:** PRESENT: Jim Allen, Lisa Dawsey-Smith, Joe Kromholz, Jason Gleason, Patrick Singer, Jon Kachel; ABSENT: Jake Gildemeister; STAFF PRESENT: Steve Hatton (Finance Director), Wally McDonell (City Attorney); Bonnie Miller (CDA Administrative Assistant); GUESTS: Choton Basu representing Slipstream LLC.
- c. **Declaration of Conflict of Interest:** Would any member(s) of the Board wish to declare any known conflict of interest with the items presented on today's CDA Board Agenda? None.
- d. **Hearing of Citizen Comments:** No formal CDA Action will be taken during this meeting although issues raised may become a part of a future agenda. Items on the agenda may not be discussed at this time. None.

- 2. Presentation:** Dr. Choton Basu of Slipstream LLC offered a presentation regarding the status of their business operations, specifically their StriveOn app. The tag line for the app is "Tour Guide in Your Pocket" that showcases immersive local experiences that make a community unique. The app provides the ability to conduct geo voting for people attending a particular event. For example: People attending RibFest at the Fairgrounds in Elkhorn can vote for their favorite ribs, favorite motorcycle, etc. Voting is limited to a specific geo location so that voting is only available to a person who is within the specific geo location (as opposed to someone voting from Texas for example). Program Rebuild was started by group called Project Impact in South Bend. Project Impact is an Intentional Collaboration Program created to help people in low income groups participate in a business plan competition who are not part of the mainstream South Bend competition. The business continues to grow and evolve.

- 3. Approval of Minutes:** Moved by Kachel and seconded by Kromholz to approve the Minutes of the October 22, 2022 CDA Board Meeting. AYES: All by voice vote (6); NOES: None; ABSENT: Gildemeister.

- 4. Review and Acknowledge Financial Statements:** Hatton stated that the CDA is in surplus for operating fund year to date a deficit in programs fund largely to East Cravath house. Moved by Kromholz and seconded by Dawsey-Smith to acknowledge the Financial Statements for period ending October 31, 2022. AYES: All by voice vote (6); NOES: None; ABSENT: Gildemeister.

## 5. Action Items:

- a. **Discussion and possible action regarding status of \$30,000 Action Fund Loan under Loan Agreement between the CDA and Fine Food Arts LLC dated December 29, 2021.** Singer stated that operations have the Black Sheep have ceased, they are selling their food truck and there are no employees there. Discussion ensued to ensure that the CDA will be in a position to recoup the loan funds. City Attorney McDonell that while payments are not currently due, information was received that the business was no longer operation. After review of the loan documents, it was Attorney McDonell's opinion that the loan is currently in default, which puts the CDA in a position to declare all sums under the Note due and payable immediately. Attorney McDonell recommended that staff send notice to the borrower accelerating the payments and proceed to file a lawsuit against the business and Mr. Stinson personally to recoup the loan or as much as possible. A UCC-1 Financing Statement has been filed with the Department of Financial Institutions on behalf of the CDA. Attempts to contact Jay Stinson by voice mail and email failed to get a response. Moved by Kromholz to follow Attorney McDonell's recommendation and direct staff to put him on notice and authorize filing of lawsuit at Attorney McDonell's discretion; motion seconded by Gleason. Roll Call Vote: AYES: Kachel, Singer, Gleason, Kromholz, Dawsey-Smith, Allen; NOES: None; ABSENT: Gildemeister.

## 6. Updates and Discussion:

- a. **Economic Development Activity Report.** Hatton updated on two items: Bowers House project on Main Street work going on and working with Greg about conditions of the Grant and advance last portion \$25,000 remaining loan funds. Marquardt is working to ensure comply with the City responsibilities as to the other match requirements of the community such as stormwater and water and sewer laterals to the building. Miller is working on reporting requirements to ensure compliance under the State's WEDC Program. Staff continues to work with a site selection firm named Incentis for a potential manufacturer to come to town. Incentis has submitted information to Ehlers to evaluate that proposal on our behalf to see what type of support the project warrants consistent with our TID Policy. They continue to refine that request and analysis based on updated construction information received this week. As that analysis is complete, it will be brought back with a recommendation with Ehlers support. Hatton reported that the Economic Development Team consists of John Weidl, Brad Marquardt, Chris Bennett and himself. We did have a site visit from the actual business behind the site selection, which business is a manufacturing firm relocating from the suburban Chicago area. Staff received positive impact from the site selector after the visit.

## 7. Board Member Requests for Future Agenda Items:

- a. Create policy between the CDA and City regarding transfers of residual equity from the CDA to the City.
- b. Improvement of the physical condition of Lot 9B in the Business Park.
- c. CDA Alternative Revenue Streams.
- d. Director to visit (virtual/in-person) with Whitewater's employers.
- e. Recruit Developer that would include a grocery merchant.

**(The above matters may be discussed at this meeting but no substantive action will be taken.)**

8. **Adjournment.** Moved by Allen and seconded by Dawsey-Smith to adjourn the meeting. AYES: All by voice vote (6); NOES: None; ABSENT: Gildemeister. Meeting adjourned at 6:04 p.m.

Respectfully submitted,

Bonnie Miller, Recorder

Minutes approved at Board Meeting on December \_\_\_\_\_, 2022.

DRAFT

**CITY OF WHITEWATER**  
**REVENUES WITH COMPARISON TO BUDGET**  
**FOR THE 11 MONTHS ENDING NOVEMBER 30, 2022**

**ECONOMIC DEVELOPMENT FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>OTHER FINANCING SOURCES</u>					
900-49265-56 TRANSFER TID #4 AFFORD HOUSING	.00	50,000.00	50,000.00	.00	100.0
900-49290-56 GENERAL FUND TRANSFER	.00	117,343.00	117,342.99	(.01)	100.0
900-49300-56 FUND BALANCE APPLIED	.00	.00	2,517.46	2,517.46	.0
TOTAL OTHER FINANCING SOURCES	.00	167,343.00	169,860.45	2,517.45	98.5
TOTAL FUND REVENUE	.00	167,343.00	169,860.45	2,517.45	98.5

**CITY OF WHITEWATER**  
**EXPENDITURES WITH COMPARISON TO BUDGET**  
**FOR THE 11 MONTHS ENDING NOVEMBER 30, 2022**

**ECONOMIC DEVELOPMENT FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>CDA</u>					
900-56500-111 SALARIES	.00	40,621.95	77,351.72	36,729.77	52.5
900-56500-115 WAGES/PART-TIME/PERMANENT	16,688.00	38,997.06	22,129.35	( 16,867.71)	176.2
900-56500-151 FRINGE BENEFITS	1,021.87	12,038.67	24,934.24	12,895.57	48.3
900-56500-210 PROFESSIONAL DEVELOPMENT	.00	665.00	3,500.00	2,835.00	19.0
900-56500-212 LEGAL SERVICES	.00	375.00	12,500.00	12,125.00	3.0
900-56500-215 PROFESSIONAL SERVICES	.00	1,510.75	2,500.00	989.25	60.4
900-56500-219 AUDIT FEES	.00	.00	4,000.00	4,000.00	.0
900-56500-222 COUNTY/REGIONAL ECON DEV	.00	8,436.00	9,250.00	814.00	91.2
900-56500-223 MARKETING	.00	833.18	2,500.00	1,666.82	33.3
900-56500-224 SOFTWARE/HARDWARE MAINTENANCE	807.41	3,653.41	3,344.43	( 308.98)	109.2
900-56500-225 TELECOM/INTERNET/COMMUNICATION	104.06	1,855.10	2,120.71	265.61	87.5
900-56500-310 OFFICE & OPERATING SUPPLIES	65.95	424.90	600.00	175.10	70.8
900-56500-311 POSTAGE	.00	90.64	200.00	109.36	45.3
900-56500-320 DUES	.00	.00	1,180.00	1,180.00	.0
900-56500-325 PUBLIC EDUCATION	.00	39.00	50.00	11.00	78.0
900-56500-330 TRAVEL EXPENSE	.00	1,903.77	3,700.00	1,796.23	51.5
<b>TOTAL CDA</b>	<b>18,687.29</b>	<b>111,444.43</b>	<b>169,860.45</b>	<b>58,416.02</b>	<b>65.6</b>
<b>TOTAL FUND EXPENDITURES</b>	<b>18,687.29</b>	<b>111,444.43</b>	<b>169,860.45</b>	<b>58,416.02</b>	<b>65.6</b>
<b>NET REVENUE OVER EXPENDITURES</b>	<b>( 18,687.29)</b>	<b>55,898.57</b>	<b>.00</b>	<b>( 55,898.57)</b>	<b>.0</b>

Check Issue Dates: 11/01/2022 - 11/30/2022

Report Criteria:

Report type: GL detail

Invoice Detail.GL account = 9001000000-9009999999,9101000000-9109999999

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Notes	Description	Invoice Number	Invoice GL Account	Invoice Amount
900									
11/22	11/10/2022	94346	8438	JAMES LEASING LLC		Inv 10461-Oct 2022/CDA-COPIES	10461	900-56500-310	38.32
11/22	11/10/2022	94346	8438	JAMES LEASING LLC		Inv 9852-August 2022/CDA-COPIES	9852	900-56500-310	27.63
11/22	11/17/2022	94359	9519	GOVTEMPSUSA LLC		JOHN S WEIDL 10/02 & 10/09	4057532	900-56500-115	2,732.80
11/22	11/17/2022	94359	9519	GOVTEMPSUSA LLC		JOHN S WEIDL 10-16 & 10-23	4066094	900-56500-115	2,732.80
11/22	11/17/2022	94359	9519	GOVTEMPSUSA LLC		JOHN S WEIDL 10-30 & 11-06	4074598	900-56500-115	2,732.80
11/22	11/18/2022	900177	8487	US BANK	ESRI	ESRI GIS SOFTWARE 2022-2023	Nov 2022	900-56500-224	800.00
Total 900:									9,064.35
910									
11/22	11/04/2022	94323	150	CHICAGO TITLE INSURANCE C		402 N NEWCOMB ST TITLE SEARCH	WA-21739	910-18350	262.50
11/22	11/30/2022	94323	150	CHICAGO TITLE INSURANCE C		402 N NEWCOMB ST TITLE SEARCH	WA-21739	910-18350	262.50-
Total 910:									.00
Grand Totals:									9,064.35

**CITY OF WHITEWATER  
BALANCE SHEET  
NOVEMBER 30, 2022**

**ECONOMIC DEVELOPMENT FUND**

		BEGINNING BALANCE	ACTUAL THIS MONTH	ACTUAL THIS YEAR	ENDING BALANCE
<u>ASSETS</u>					
900-11100	CASH	2,924.91	( 18,687.29)	48,998.34	51,923.25
900-19000	GASB 68-WRS NET PENSION ASSETS	27,755.39	.00	.00	27,755.39
900-19021	GASB 68-WRS DOR	45,943.68	.00	.00	45,943.68
900-19999	GASB 68-PENSION CLEARING ACCT	( 10,378.68)	.00	.00	( 10,378.68)
TOTAL ASSETS		66,245.30	( 18,687.29)	48,998.34	115,243.64
<u>LIABILITIES AND EQUITY</u>					
<u>LIABILITIES</u>					
900-21100	ACCOUNTS PAYABLE	1,852.01	.00	( 1,852.01)	.00
900-21106	WAGES CLEARING	3,551.84	.00	( 3,551.84)	.00
900-25100	DUE TO GENERAL FUND	1,496.38	.00	( 1,496.38)	.00
900-29011	GASB 68-WRS DIR	60,841.45	.00	.00	60,841.45
TOTAL LIABILITIES		67,741.68	.00	( 6,900.23)	60,841.45
<u>FUND EQUITY</u>					
900-34300	PROPRIETARY CAPITAL	( 1,496.38)	.00	.00	( 1,496.38)
UNAPPROPRIATED FUND BALANCE:					
REVENUE OVER EXPENDITURES - YTD		.00	( 18,687.29)	55,898.57	55,898.57
BALANCE - CURRENT DATE		.00	( 18,687.29)	55,898.57	55,898.57
TOTAL FUND EQUITY		( 1,496.38)	( 18,687.29)	55,898.57	54,402.19
TOTAL LIABILITIES AND EQUITY		66,245.30	( 18,687.29)	48,998.34	115,243.64

**CITY OF WHITEWATER**  
**REVENUES WITH COMPARISON TO BUDGET**  
**FOR THE 11 MONTHS ENDING NOVEMBER 30, 2022**

**CDA PROGRAMS FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
<u>CAPITAL CAT-SEED FUND REV</u>					
910-43015-00 CAPCAT INT-BLUE LINE	8,020.97	8,020.97	.00	( 8,020.97)	.0
TOTAL CAPITAL CAT-SEED FUND REV	8,020.97	8,020.97	.00	( 8,020.97)	.0
<u>ACTION LOAN REVENUE</u>					
910-46001-00 INT INC-ACTION-LRN DEPOT \$41K	95.08	1,155.28	.00	( 1,155.28)	.0
910-46003-00 INT INC-ACTION-BIKEWISE \$23K	.00	535.54	.00	( 535.54)	.0
910-46004-00 INT INC-ACTION-MEEPER \$97K	.00	1,414.85	.00	( 1,414.85)	.0
910-46005-00 INT INC-ACTION-MEEPER \$82K	.00	1,232.29	.00	( 1,232.29)	.0
910-46006-00 INT INC-ACTION-BLUELINE \$34K	89.04	1,048.54	.00	( 1,048.54)	.0
910-46007-00 INT INC-ACTION-BLUELINE \$45K	119.80	1,103.16	.00	( 1,103.16)	.0
910-46008-00 INT INC-ACTION-SAFEPRO \$100K	.00	200.00	.00	( 200.00)	.0
TOTAL ACTION LOAN REVENUE	303.92	6,689.66	.00	( 6,689.66)	.0
<u>MISCELLANEOUS REVENUE</u>					
910-48103-00 INTEREST INCOME-FACADE	57.47	373.65	.00	( 373.65)	.0
910-48104-00 INTEREST INCOME-HOUSING	31.53	121.14	.00	( 121.14)	.0
910-48108-00 INTEREST INCOME-SEED FUND	1.71	3.26	.00	( 3.26)	.0
910-48109-00 INTEREST INCOME-ACTION FUND	2,189.29	7,225.68	.00	( 7,225.68)	.0
910-48605-00 RENTAL INCOME-CROP LEASES	.00	14,875.50	.00	( 14,875.50)	.0
910-48680-00 ADMINISTRATION FEE--LOANS	.00	2,770.00	.00	( 2,770.00)	.0
910-48700-00 GAIN ON SALE OF LAND	.00	250,547.55	.00	( 250,547.55)	.0
TOTAL MISCELLANEOUS REVENUE	2,280.00	275,916.78	.00	( 275,916.78)	.0
TOTAL FUND REVENUE	10,604.89	290,627.41	.00	( 290,627.41)	.0

**CITY OF WHITEWATER**  
**EXPENDITURES WITH COMPARISON TO BUDGET**  
**FOR THE 11 MONTHS ENDING NOVEMBER 30, 2022**

**CDA PROGRAMS FUND**

	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET AMOUNT</u>	<u>VARIANCE</u>	<u>% OF BUDGET</u>
<u>CDA PROGRAMS</u>					
910-56500-212 LEGAL/PROFESSIONAL/MARKETING	.00	12,250.00	.00	( 12,250.00)	.0
910-56500-219 PROFESSIONAL SERVICES	.00	8,981.54	.00	( 8,981.54)	.0
910-56500-295 ADMINISTRATIVE EXPENSE	.00	3,500.00	.00	( 3,500.00)	.0
910-56500-323 MARKETING/AD'S	.00	211.56	.00	( 211.56)	.0
910-56500-401 BUSINESS PARK DEVELOP EXP	.00	27,291.35	.00	( 27,291.35)	.0
910-56500-404 HOUSING LOANS	.00	40.00	.00	( 40.00)	.0
910-56500-408 RENTAL EXPENSES	.00	253,127.85	.00	( 253,127.85)	.0
<b>TOTAL CDA PROGRAMS</b>	<b>.00</b>	<b>305,402.30</b>	<b>.00</b>	<b>( 305,402.30)</b>	<b>.0</b>
<b>TOTAL FUND EXPENDITURES</b>	<b>.00</b>	<b>305,402.30</b>	<b>.00</b>	<b>( 305,402.30)</b>	<b>.0</b>
<b>NET REVENUE OVER EXPENDITURES</b>	<b>10,604.89</b>	<b>( 14,774.89)</b>	<b>.00</b>	<b>14,774.89</b>	<b>.0</b>

**910-11600 HOUSING REF/XXX553 Total Deposit Debit 910-11600**

HO# 1 Payment Principal Credit 910-14027  
 HO# 11 Payoff Principal Credit 910-14037

**910-11800 ACTION-BUSINESS DEV/XXX Total Deposit Credit 910-11800 3,014.60**

PAUQUETTE CENTER LOAN REC Principal Debit 910-13500 (1,289.52) 11-07-2022 ACH PAYMENT  
 ACTION-BIKEWISE-\$23,099 Principal Credit 910-13503  
 INT INC-ACTION-BIKEWISE \$23K Interest Credit 910-46003-00  
 ACTION-BLUE LINE \$34,520 Principal Credit 910-13506 (368.72) 11-07-2022 ACH PAYMENT  
 INT INC-ACTION-BLUELINE \$34K Interest Credit 910-46006-00 (89.04) 11-07-2022 ACH PAYMENT  
 ACTION-BLUE LINE \$45,457 Principal Debit 910-13507 (449.47) 11-08-2022 ACH PAYMENT  
 INT INC-ACTION-BLUELINE \$45K Interest Credit 910-46007-00 (119.80) 11-08-2022 ACH PAYMENT  
 ACTION-MEEPER TECH-\$97,907 Principal Credit 910-13504 REQUESTED TO HAVE ALL PAYMENTS STOPPED  
 INT INC-ACTION-MEEPER \$97K Interest Credit 910-46004-00 REQUESTED TO HAVE ALL PAYMENTS STOPPED  
 ACTION-MEEPER-\$82,310 Principal Credit 910-13505 REQUESTED TO HAVE ALL PAYMENTS STOPPED  
 INT INC-ACTION-MEEPER \$82K Interest Credit 910-46005-00 REQUESTED TO HAVE ALL PAYMENTS STOPPED  
 ACTION-LEARNING DEPOT \$41,294 Principal Credit 910-13501 (602.97) 11-14-2022 ACH PAYMENT  
 INT INC-ACTION-LRN DEPOT \$41K Interest Credit 910-46001-00 (95.08) 11-14-2022 ACH PAYMENT  
 ACTION-SAFEPRO TECH \$100K Principal Credit 910-13509  
 INT INC-ACTION-SAFEPRO \$100K Interest Credit 910-46008-00

**910-11900 CAP CATALYST ASSOC BANK Total Deposit Credit 910-11900**

BLUE LINE BATTERY \$64,614 K Interest Credit 910-43015  
  
 LEGAL/PROFESSIONAL/MARKETING 910-56500-212  
 MARKETING/AD'S 910-56500-323  
 LAND 910-18350 (10,000.00) KUTZ, ROGER & CHRISTINE-HOSPITAL HILL LAND-VOID  
 ACTION-LAND PURCHASE-XXX127 910-11801 10,000.00 KUTZ, ROGER & CHRISTINE-HOSPITAL HILL LAND-VOID  
  
 FACADE CKING-1ST CIT- XXX442 910-11702 (25,000.00) BOWERS HOUSE LOAN-2ND DRAW  
 FACADE-BOWERS HOUSE LLC \$50K 910-16008 25,000.00 BOWERS HOUSE LOAN-2ND DRAW

**CITY OF WHITEWATER  
BALANCE SHEET  
NOVEMBER 30, 2022**

**CDA PROGRAMS FUND**

	BEGINNING BALANCE	ACTUAL THIS MONTH	ACTUAL THIS YEAR	ENDING BALANCE
<u>LIABILITIES</u>				
910-22000 ACCUM DEPREC-BUILDING	1,343,994.20	.00	.00	1,343,994.20
910-25100 DUE TO GENERAL FUND	1,247.43	.00	( 1,247.43)	.00
<b>TOTAL LIABILITIES</b>	<b>1,345,241.63</b>	<b>.00</b>	<b>( 1,247.43)</b>	<b>1,343,994.20</b>
<u>FUND EQUITY</u>				
910-30110 CONTRIBUTED CAPITAL	456,815.37	.00	.00	456,815.37
910-34300 PROPRIETARY CAPITAL	6,903,406.99	.00	( 127,923.00)	6,775,483.99
910-34400 RESERVE FOR LAND PURCHASES	110,108.94	.00	127,923.00	238,031.94
UNAPPROPRIATED FUND BALANCE: REVENUE OVER EXPENDITURES - YTD	.00	10,604.89	( 14,774.89)	( 14,774.89)
<b>BALANCE - CURRENT DATE</b>	<b>.00</b>	<b>10,604.89</b>	<b>( 14,774.89)</b>	<b>( 14,774.89)</b>
<b>TOTAL FUND EQUITY</b>	<b>7,470,331.30</b>	<b>10,604.89</b>	<b>( 14,774.89)</b>	<b>7,455,556.41</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>8,815,572.93</b>	<b>10,604.89</b>	<b>( 16,022.32)</b>	<b>8,799,550.61</b>

**CITY OF WHITEWATER  
BALANCE SHEET  
NOVEMBER 30, 2022**

**CDA PROGRAMS FUND**

	BEGINNING BALANCE	ACTUAL THIS MONTH	ACTUAL THIS YEAR	ENDING BALANCE
<u>ASSETS</u>				
910-11600 CDBG-HOUSING CHK-1CSB XXX450	17,955.87	31.53 (	4,203.86)	13,752.01
910-11702 FACADE CKING-1ST CIT- XXX442	48,253.83 (	24,942.53)	( 24,626.35)	23,627.48
910-11800 ACTION-BUS DEV-BUS PARK-XXX127	628,512.96	5,203.89 (	141,981.59)	486,531.37
910-11801 ACTION-LAND PURCHASE-XXX127	110,108.94	10,000.00	359,601.00	469,709.94
910-11806 ACTION-DONATIONS (CEV)-XXX127	3,500.00	.00 (	3,500.00)	.00
910-11900 CAP CAT-ASSOC BK XXXXX3734	1,108.49	8,022.68	8,024.23	9,132.72
910-13500 PAUQUETTE CENTER LOAN RECV	142,845.76 (	1,289.52)	( 14,184.72)	128,661.04
910-13501 ACTION-LEARNING DEPOT \$41,294	34,445.39 (	602.97)	( 6,523.27)	27,922.12
910-13503 ACTION-BIKEWISE-\$23,099	17,037.59	.00 (	10,365.83)	6,671.76
910-13504 ACTION-MEEPER TECH-\$97,907	86,916.90	.00 (	5,125.27)	81,791.63
910-13505 ACTION-MEEPER-\$82,310	74,833.58	.00 (	3,019.09)	71,814.49
910-13506 ACTION-BLUE LINE \$34,520	30,178.83 (	368.72)	( 3,833.43)	26,345.40
910-13507 ACTION-BLUE LINE \$45,457	40,802.73 (	449.47)	( 5,312.20)	35,490.53
910-13508 ACTION-FINE FOOD ARTS \$31,810	30,000.00	.00	.00	30,000.00
910-13509 ACTION-SAFEPRO TECH \$100K	.00	.00	100,000.00	100,000.00
910-13510 ACTION-SWSPOT/GILDEMEISTER 54K	.00	.00	54,000.00	54,000.00
910-13999 ACTION LOAN-LOAN LOSS RESERVE	( 53,273.32)	.00	.00 (	53,273.32)
910-14000 CDBG HOUSING-MO301	8,220.00	.00	.00	8,220.00
910-14001 CDBG HOUSING-A8416	10,203.84	.00	.00	10,203.84
910-14003 CDBG HOUSING-B935	18,420.02	.00	.00	18,420.02
910-14006 CDBG HOUSING-C932	8,062.00	.00	.00	8,062.00
910-14009 CDBG HOUSING-J8802	10,818.00	.00	.00	10,818.00
910-14011 CDBG HOUSING-M8501	11,000.90	.00	.00	11,000.90
910-14013 CDBG HOUSING-P954	11,000.00	.00	.00	11,000.00
910-14016 CDBG HOUSING-V902	12,504.15	.00	.00	12,504.15
910-14025 CDBG HOUSING-M0801	18,422.00	.00	.00	18,422.00
910-14026 CDBG HOUSING-B0803-0901	34,448.00	.00	.00	34,448.00
910-14030 CDBG HOUSING-HO#13-2016	8,000.00	.00	.00	8,000.00
910-14031 CDBG HOUSING-HO#4	37,795.00	.00	.00	37,795.00
910-14038 CDBG HOUSING-HO#14	18,000.00	.00	.00	18,000.00
910-14039 CDBG HOUSING-HO#15	36,815.00	.00	.00	36,815.00
910-14040 CDBG HOUSING-HO#18	.00	.00	4,235.00	4,235.00
910-15000 CAP CAT-SLIPSTREAM-\$102,500	102,500.00	.00	.00	102,500.00
910-15003 CAP CAT-SLIPSTREAM-\$42,000	42,000.00	.00	.00	42,000.00
910-15004 CAP CAT-MEEPER TECH-\$102,000	102,000.00	.00	.00	102,000.00
910-15006 CAP CAT- ROYAL-INVENT-27.5K	27,500.00	.00	.00	27,500.00
910-15011 CAP CAT-ROYAL-SCANALYTICS-95K	97,500.00	.00	.00	97,500.00
910-15012 CAP CAT-ROYAL-INVENTALATOR-75K	77,500.00	.00	.00	77,500.00
910-15015 CAP CAT-BLUELINE BATT-\$64,614	64,614.00	.00	.00	64,614.00
910-15017 CAP CAT-BLUELINE BATT \$36,600	36,600.00	.00	.00	36,600.00
910-15018 CAP CAT-RECRUITCHUTE \$51,050	51,050.00	.00	.00	51,050.00
910-16008 FACADE-BOWERS HOUSE LLC \$50K	.00	25,000.00	75,000.00	75,000.00
910-17002 UDAG-SLIPSTREAM-LOC	12,500.00	.00	.00	12,500.00
910-17999 UDAG-LOAN LOSS RESERVE	( 12,500.00)	.00	.00 (	12,500.00)
910-18100 DUE FROM GENERAL FUND	50,000.00	.00 (	50,000.00)	.00
910-18350 LAND	481,816.32 (	10,000.00)	( 206,644.79)	275,171.53
910-18360 REAL ESTATE	6,225,556.15	.00 (	137,562.15)	6,087,994.00
<b>TOTAL ASSETS</b>	<b>8,815,572.93</b>	<b>10,604.89 (</b>	<b>16,022.32)</b>	<b>8,799,550.61</b>

LIABILITIES AND EQUITY

ACTION FUND		ORIGINAL	10/31/2022				11/30/2022	11/30/2022		
ACCT #	CLIENT	LOAN	BALANCE	PRINCIPAL	INTEREST	TOTAL	BALANCE	GL Balance		NOTES
910-13500	PAUQUETTE CENTER LOAN REC	\$88,660.00	\$129,950.56	1,289.52	0.00	1,289.52	\$128,661.04	\$128,661.04	\$0.00	Current
910-13501	ACTION-LEARNING DEPOT \$41,294	\$41,294.63	\$28,525.09	602.97	95.08	698.05	\$27,922.12	\$27,922.12	\$0.00	Current
910-13502	ACTION-IBUTTONLINK \$9,682	\$9,682.42	\$0.00	0.00	0.00	0.00	\$0.00	\$0.00	\$0.00	Loan Satisfied 07-27-2021
910-13503	ACTION-BIKEWISE-\$23,099	\$23,099.36	\$6,671.76	0.00	0.00	0.00	\$6,671.76	\$6,671.76	\$0.00	Delinquent
910-13504	ACTION-MEEPER TECH-\$97,907	\$97,907.69	\$81,791.63	0.00	0.00	0.00	\$81,791.63	\$81,791.63	\$0.00	Delinquent
910-13505	ACTION-MEEPER-\$82,310	\$82,310.00	\$71,814.49	0.00	0.00	0.00	\$71,814.49	\$71,814.49	\$0.00	Delinquent
910-13506	ACTION-BLUE LINE \$34,520	\$34,520.75	\$26,714.12	368.72	89.04	457.76	\$26,345.40	\$26,345.40	\$0.00	Current
910-13507	ACTION-BLUE LINE \$45,457	\$45,457.82	\$35,940.00	449.47	119.80	569.27	\$35,490.53	\$35,490.53	\$0.00	Current
910-13508	ACTION-FINE FOOD ARTS \$31,810	\$30,000.00	\$30,000.00	0.00	0.00	0.00	\$30,000.00	\$30,000.00	\$0.00	In Default
910-13509	ACTION-SAFEPRO TECH \$100K	\$104,940.00	\$100,000.00	0.00	0.00	0.00	\$100,000.00	\$100,000.00	\$0.00	New loan April 2022
910-13510	ACTION-SWSPOT/GILDEMEISTER 54K	\$54,000.00	\$54,000.00	0.00	0.00	0.00	\$54,000.00	\$54,000.00	\$0.00	New loan June 2022
910-17002	UDAG-SLIPSTREAM-LOC	\$12,500.00	\$12,500.00	0.00	0.00	0.00	\$12,500.00	\$12,500.00	\$0.00	
<b>TOTALS</b>		<b>\$624,372.67</b>	<b>\$584,213.91</b>	<b>\$2,710.68</b>	<b>\$303.92</b>	<b>\$3,014.60</b>	<b>\$575,196.97</b>	<b>\$575,196.97</b>	<b>\$0.00</b>	
910-13999	ACTION LOAN-LOAN LOSS RESERVE		(\$53,273.32)	0.00	0.00	0.00	(\$53,273.32)	(\$53,273.32)		
910-17999	UDAG-LOAN LOSS RESERVE		(\$12,500.00)	0.00	0.00	0.00	(\$12,500.00)	(\$12,500.00)		

FAÇADE LOAN		ORIGINAL	10/31/2022				11/30/2022	11/30/2022		
ACCT #	CLIENT	LOAN	BALANCE	PRINCIPAL	INTEREST	TOTAL	BALANCE	GL Balance		NOTES
910-16008	FAÇADE-BOWERS HOUSE LLC \$50K	-	50,000.00	(25,000.00)	-	(25,000.00)	75,000.00	75,000.00	-	New loan April 2022
<b>TOTALS \$</b>		<b>-</b>	<b>\$ 50,000.00</b>	<b>\$ (25,000.00)</b>	<b>\$ -</b>	<b>\$ (25,000.00)</b>	<b>\$ 75,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ -</b>	

CAPITAL CATALYST		ORIGINAL	10/31/2022				11/30/2022	11/30/2022		
ACCT #	CLIENT	LOAN	BALANCE	PRINCIPAL	INTEREST	TOTAL	BALANCE	GL Balance		NOTES
910-15000	CAP CAT-SLIPSTREAM-\$102,500	\$102,500.00	\$102,500.00	0.00	0.00	0.00	\$102,500.00	\$102,500.00	\$0.00	interest only
910-15003	CAP CAT-SLIPSTREAM-\$42,000	\$42,000.00	\$42,000.00	0.00	0.00	0.00	\$42,000.00	\$42,000.00	\$0.00	annual net revenue royalty-no payments have been received.
910-15004	CAP CAT-MEEPER TECH-\$102,000	\$102,000.00	\$102,000.00	0.00	0.00	0.00	\$102,000.00	\$102,000.00	\$0.00	annual net revenue royalty-no payments have been received.
910-15006	CAP CAT- ROYAL-INVENT-27.5K	\$27,500.00	\$27,500.00	0.00	0.00	0.00	\$27,500.00	\$27,500.00	\$0.00	annual net revenue royalty-no payments have been received.
910-15011	CAP CAT-ROYAL-SCANALYTICS-95K	\$97,500.00	\$97,500.00	0.00	0.00	0.00	\$97,500.00	\$97,500.00	\$0.00	annual net revenue royalty-first payment due October 2016
910-15012	CAP CAT-ROYAL-INVENTALATOR-75K	\$77,500.00	\$77,500.00	0.00	0.00	0.00	\$77,500.00	\$77,500.00	\$0.00	First payment received 08-21-2018
910-15015	CAP CAT-BLUELINE BATT-\$64,614	\$64,614.00	\$64,614.00	0.00	0.00	0.00	\$64,614.00	\$64,614.00	\$0.00	
910-15017	CAP CAT-BLUELINE BATT \$36,600	\$36,600.00	\$36,600.00	0.00	8,020.97	0.00	\$36,600.00	\$36,600.00	\$0.00	
910-15018	CAP CAT-RECRUITCHUTE \$51,050	\$51,050.00	\$51,050.00	0.00	0.00	0.00	\$51,050.00	\$51,050.00	\$0.00	
<b>TOTALS</b>		<b>\$601,264.00</b>	<b>\$601,264.00</b>	<b>\$0.00</b>	<b>\$8,020.97</b>	<b>\$0.00</b>	<b>\$601,264.00</b>	<b>\$601,264.00</b>	<b>\$0.00</b>	<b>NOTES</b>
910-15999	CAP CAT-LOAN LOSS RESERVE		\$0.00					\$0.00		

HOUSING		ORIGINAL	10/31/2022				11/30/2022	11/30/2022		
ACCT #	CLIENT	LOAN	BALANCE	PRINCIPAL	INTEREST	TOTAL	BALANCE	GL Balance		Current
910-14000	CDBG HOUSING-MO301	\$8,220.00	\$8,220.00	0.00	0.00	0.00	\$8,220.00	\$8,220.00	\$0.00	
910-14001	CDBG HOUSING-A8416	\$10,203.84	\$10,203.84	0.00	0.00	0.00	\$10,203.84	\$10,203.84	\$0.00	
910-14003	CDBG HOUSING-B935	\$18,420.02	\$18,420.02	0.00	0.00	0.00	\$18,420.02	\$18,420.02	\$0.00	
910-14006	CDBG HOUSING-C932	\$8,062.00	\$8,062.00	0.00	0.00	0.00	\$8,062.00	\$8,062.00	\$0.00	
910-14009	CDBG HOUSING-J8802	\$10,818.00	\$10,818.00	0.00	0.00	0.00	\$10,818.00	\$10,818.00	\$0.00	
910-14011	CDBG HOUSING-M8501	\$11,000.90	\$11,000.90	0.00	0.00	0.00	\$11,000.90	\$11,000.90	\$0.00	
910-14013	CDBG HOUSING-P954	\$11,000.00	\$11,000.00	0.00	0.00	0.00	\$11,000.00	\$11,000.00	\$0.00	
910-14016	CDBG HOUSING-V902	\$12,504.15	\$12,504.15	0.00	0.00	0.00	\$12,504.15	\$12,504.15	\$0.00	
910-14025	CDBG HOUSING-M0801	\$18,422.00	\$18,422.00	0.00	0.00	0.00	\$18,422.00	\$18,422.00	\$0.00	
910-14026	CDBG HOUSING-B0803-0901	\$34,448.00	\$34,448.00	0.00	0.00	0.00	\$34,448.00	\$34,448.00	\$0.00	
910-14030	CDBG HOUSING-HO#13-2016	\$8,000.00	\$8,000.00	0.00	0.00	0.00	\$8,000.00	\$8,000.00	\$0.00	
910-14031	CDBG HOUSING-HO#4	\$37,795.00	\$37,795.00	0.00	0.00	0.00	\$37,795.00	\$37,795.00	\$0.00	
910-14038	CDBG HOUSING-HO#14	\$14,671.00	\$18,000.00	0.00	0.00	0.00	\$18,000.00	\$18,000.00	\$0.00	
910-14039	CDBG HOUSING-HO#15	\$21,090.00	\$36,815.00	0.00	0.00	0.00	\$36,815.00	\$36,815.00	\$0.00	
910-14040	CDBG HOUSING-HO#18	\$4,235.00	\$4,235.00	0.00	0.00	0.00	\$4,235.00	\$4,235.00	\$0.00	
<b>TOTALS</b>		<b>\$228,889.91</b>	<b>\$247,943.91</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$247,943.91</b>	<b>\$247,943.91</b>	<b>\$0.00</b>	
910-14999	CDBG HOUSING-LOAN LOSS RESERVE		\$0.00					\$0.00		
910-35000	GENERAL LOAN LOSS RESERVE		\$0.00					\$0.00		

Account Name	CDA Operating	Action Bus Dev (UDAG) Checking	Facade Checking	CDBG Housing	Capital Cat Checking
Fund Account Number	Fund 900	Fund 910 xxx-127	Fund 910 xxx-442	Fund 910 xxx-450	Fund 910 xxxxxx3734
Bank	1st Citizens	1st Citizens	1st Citizens	1st Citizens	Associated
Interest Rate	2.83%	2.83%	2.83%	2.83%	0.25%
GL Account Number(s)	900-11100	910-11800 910-11801 910-11806	910-11702	910-11600	910-11900
<b>GL Balance as of:</b>					
12/31/2021	2,924.91	742,121.90	48,253.83	17,955.87	1,108.49
01/31/2022	36,142.50	778,017.79	48,256.47	17,906.85	1,108.58
02/28/2022	19,109.24	801,151.59	48,259.16	13,997.64	1,108.67
03/31/2022	8,172.91	896,389.22	48,262.70	13,998.67	1,108.76
04/30/2022	41,737.78	548,362.38	48,267.82	13,635.13	1,108.85
05/31/2022	29,441.85	537,221.02	48,278.66	13,638.19	1,108.94
06/30/2022	24,425.41	474,394.36	48,299.88	13,644.18	1,109.09
07/31/2022	18,673.95	476,879.17	48,332.72	13,653.46	1,109.33
08/31/2022	12,479.29	944,815.37	48,393.66	13,670.67	1,109.57
09/30/2022	9,778.45	947,454.93	48,473.61	13,693.25	1,109.80
10/31/2022	70,610.54	941,037.42	48,570.01	13,720.48	1,110.04
11/30/2022	51,923.25	956,241.31	23,627.48	13,752.01	9,132.72
<b>Outstanding items</b>					
<b>Current Bank Balance</b>	<b>51,923.25</b>	<b>956,241.31</b>	<b>23,627.48</b>	<b>13,752.01</b>	<b>9,132.72</b>
<b>Difference:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Monthly GL bank balances may not agree with the actual month end bank account balances due to outstanding items.

**November 2022 Interest Income**

ACTION-BUS DEV-BUS PARK-XXX127	910-11800	2,189.29	November 2022 Interest Income
FACADE CKING-1ST CIT- XXX442	910-11702	57.47	November 2022 Interest Income
CDBG-HOUSING CHK-1CSB XXX450	910-11600	31.53	November 2022 Interest Income
CAP CAT-ASSOC BK XXXXX3734	910-11900	1.71	November 2022 Interest Income
INTEREST INCOME-ACTION FUND	910-48109-00	(2,189.29)	November 2022 Interest Income
INTEREST INCOME-FACADE	910-48103-00	(57.47)	November 2022 Interest Income
INTEREST INCOME-HOUSING	910-48104-00	(31.53)	November 2022 Interest Income
INTEREST INCOME-SEED FUND	910-48108-00	(1.71)	November 2022 Interest Income



## CDA Agenda Item

Meeting Date:	December 15, 2022
Agenda Item:	4(a) Discussion and Possible Action Regarding Board Member Attendance
Staff Contact (name, email, phone):	John S. Weidl, City Manager; jweidl@whitewater-wi.gov

### BACKGROUND

(Enter the who, what when, where, why)

CITY OF WHITEWATER COMMUNITY DEVELOPMENT AUTHORITY RULES OF PROCEDURE (Adopted by CDA 4/28/2022)

#### SECTION 20: REMOVAL OF COMMISSIONER

A Commissioner may be removed from office by a recommendation from the Whitewater CDA Board of Commissioners, and approved by the City of Whitewater Common Council for incompetency, inefficiency, failure to attend meetings, neglect of duty, or official misconduct, at the pleasure of, or malfeasance of office. The Commissioner shall be removed only after he/ she has been notified in writing of the charge(s) at least 10 days before the hearing thereon, and has had an opportunity to be heard in person. In the event of the removal of any Commissioner, a record of the proceedings, together with the charge(s) and findings thereon, shall be filed in the office of the City Clerk. To the extent applicable, the provisions of Wisconsin Statute §17.12 (entitled, "Removal and suspension of city officers") relating to removal for cause shall apply to any such removal.

#### SECTION 23: (Excerpt)

**MEETING ATTENDANCE AND PARTICIPATION.** To ensure that voting members are well versed on the issues facing the Board, regular attendance is mandatory. If a Council member fails to attend three consecutive, regular meetings or fails to attend at least three-fourths of the regular meetings during the preceding twelve months, the board may request that the Common Council select another individual to serve out the commissioner's term.

### PREVIOUS ACTIONS – COMMITTEE RECOMMENDATIONS

(Dates, committees, action taken)

### FINANCIAL IMPACT

(If none, state N/A)

### STAFF RECOMMENDATION

### ATTACHMENT(S) INCLUDED

(If none, state N/A)

CDA Commissioner Master Attendance Tracking Summary (through 11/17/2022)



	CDA Agenda Item
Meeting Date:	12/15/2022
Agenda Item:	Recruitment Process for Economic Development Director
Staff Contact (name, email, phone):	John S. Weidl, City Manager; jweidl@whitewater-wi.gov

**BACKGROUND**  
(Enter the who, what when, where, why)

I've taken several weeks to review the historical files related to the Community Development Authority (CDA) and the City's economic development function. I have also reviewed the City's ordinance and resolution pertaining to the CDA authority and the job description pertaining to the Economic Development Director (EDD). Upon review, my conclusion is that there are two major complications preventing me from moving forward and recruiting for the economic development director position immediately. The first is that the line of oversight and job duties serving both the CDA and the City is murky at best. There seems to be conflicting reporting roles between the CDA, as an appointed body and extension of the City Council, and the City Manager has the appointed chief executive and chief administrative officer of the City. Further, there seems to be an approved resolution for a CDA Director yet I am unclear as to how that position is filled or funded and if that executive director role correlates to the EDD. Also, there is no clear organizational or operational framework providing direction to the Economic Development Director. In short, unclear reporting and no plan for achieving success.

I have spoken with the City Council and informed them of my intent to contract for some consulting services to assist us in establishing the following items before filling the Economic Development/CDA role:

- 1) Research and presentation to the staff, CDA, and city council regarding the roles and responsibilities of the CDA and any potential CDA/Economic Development Director based on a review of existing resolutions, ordinances, and interviews with relevant committees and stakeholders (e.g. CDA).
- 2) Working with the CDA, city manager, and City Council in developing a documented and streamlined recruitment process, reporting structure, and performance expectations for the next ED/CDA director.
- 3) The development of a program guide for the City's 1.9 million in tax increment financing monies for affordable housing.
- 4) A market strategies report outlining demographic and spending patterns (example attached).
- 5) Development of the framework, reporting and monitoring standards and expectations for the business recruitment and expansion program (BRE).

I have also asked the City Council to consider approving an additional \$20,000 for consulting services in addition to the \$25,000 allowable to the City Manager by policy. They have asked that I also speak with the CDA and obtain feedback before circling back with them. I will do that on December 20.

To be clear, I am not asking for the CDA's permission to do any of the aforementioned things. I will be moving forward with some subset of the previously listed 5 items before making any recruitment and hiring process. If the City Council does not grant my request, I will scope the 5 items to items 1, 2, and 3 and then recruit for the position. However, I am deeply interested in what the CDA has to say regarding its role in the process and how the CDA envisions shaping the economic development position to best serve the CDA, the City, and our shared economic development interests moving forward. In short, I'd like to know how you envision recruiting full-time help with economic development. More importantly, I want to discuss what we can do to position whomever is hired for long-term success.

(Dates, committees, action taken)

N/A

FINANCIAL IMPACT

(If none, state N/A)

Negligible. The funding for the consulting services will come from the funded EDD. City Manager can contract for up to \$25,000 in consulting services without any further approval from any committee or Council.

Regardless, all activities and outcomes will be reported to the CDA and City Council.

STAFF RECOMMENDATION

Please provide guidance as to the CDA expectations for recruitment of Economic Director and/or CDA Director. What oversight and reporting structure does the CDA envision? What is the expected timeline.

ATTACHMENT(S) INCLUDED

(If none, state N/A)

- 1) ED Job Description
- 2) Market Strategies Report



## JOB DESCRIPTION

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<b>Title:</b>	Economic Development Director	<b>Department(s):</b>	Economic Development
<b>Reports to:</b>	City Manager	<b>Location</b>	Municipal Building
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	Salary Resolution
<b>Shift:</b>	Day	<b>Status:</b>	Full Time
<b>Bargaining Unit:</b>	None	<b>Date:</b>	November 23, 2022

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### JOB SUMMARY

The Economic Development Director provides coordinated, meaningful services and programs to residents, businesses, development prospects and other City departments that directly maintain and grow Whitewater's quality of life. Works with various commissions and community organizations to promote common development goals and objectives in the City. Initiates and coordinates activities designed to promote job growth, new investment, and economic growth in the City. Initiates and implements specific efforts towards facilitating growth and retention of both existing and new businesses in the City.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

*This list of duties and responsibilities is not all inclusive and may be expanded to include other duties and responsibilities, as management may deem necessary.*

- Serves as the primary point of contact for business inquiries, business development projects, and business prospects.
- Develops and implements citywide economic development marketing strategies to address business retention and recruitment as well as industry/sector development. Develops and maintains appropriate materials for the same. Responsible for maintaining an effective business retention and expansion program (BRE), strengthening public-private relationships, bolstering a positive local business climate, and promoting/facilitating business expansion. Maintains a schedule of frequent one-on-one visits and joint visits with local businesses as part of the program.
- Responsible for the research and coordination of work between City departments and local firms to resolve problems and respond to business and development issues. Responds to business inquiries and assists in obtaining services and assistance for new and existing businesses and industries in Whitewater.
- Develops and maintains contacts with local financial institutions, utilities, construction and real estate companies to facilitate business startups, expansions, and the site selection process.
- Maintains an up-to-date inventory of existing businesses and available industrial and commercial sites and buildings throughout the City; Maintains current data concerning the City of Whitewater, the Whitewater region, the City's labor force, and the City's retail trade areas. Analyzes the data to identify opportunities, concerns, and trends. Assembles and regularly presents data to site selectors, business leads, community groups, the Common Council, Community Development Authority (CDA), and city staff.

- Attends and may serve as the City Manager's designee to various local and regional boards that may include Whitewater's Chamber of Commerce, Tourism and Main Street entities as well as the Jefferson County Economic Development Consortium, Walworth County Economic Development Alliance, and Capital Ideas Technology Zone.
- Assists the City Manager and other staff members in the development and application of policies and programs related to Whitewater's Tax Increment Financing Districts (TIDs), New Market Tax Credits, and Economic Opportunity Zones (EOZ). Assists in the development of strategies and plans related to the long-term closure, extension, or opening of TIDs for the City.
- Responsible to the City Manager for all day-to-day economic development activities in the City including budgeting of resources, developing and issuing reports, attending meetings, seminars, workshops and other trainings. Assists in developing short- and long-term plans for the City of Whitewater, including capital plans, comprehensive plans, strategic plans, etc.
- Historically appointed by the CDA to serve as Director of the CDA. In this role, ensures the efficient and effective operation of the Whitewater CDA in compliance with all applicable federal and state statutes and administrative rules, and the ordinances and policies of the City of Whitewater. As CDA Director, is responsible to the CDA and the Common Council for execution of the following duties and responsibilities:
  - Oversees development, preparation and distribution of CDA agendas and supporting materials. Attends CDA meetings, facilitates the taking of meeting minutes, oversees preparation and posting of public meeting notices, and coordinates materials for distribution to CDA members as needed.
  - Responsible for ensuring the effective marketing of all city-owned, developable properties available for sale and development. Provides regular updates regarding marketing and sale efforts to the CDA and assists the City Manager in providing similar reports to the Common Council and general public.
  - Coordinates organization participation in state and federal programs through WHEDA, SBDC, Rural Development, EPA, EDA, and other agencies.
  - Oversees the administration of all community development financial programs including, but not limited to the Economic Development Loan Program, Capital Catalyst Fund, Façade Loan Program and housing assistance programs offered, managed, or facilitated by the City of Whitewater and especially the CDA. Ensures said financial programs function in accordance with federal and state requirements and CDA-adopted policies. Works with the City Manager, Finance Director, City Attorney, and other staff members as needed to evaluate the ramifications of financial assistance through various financial means available to the City to encourage economic opportunity.
  - Together with the City Manager, Finance Director, legal counsel, and others as needed, develops, manages, markets, and evaluates other incentive programs used to facilitate economic activity and development. Works to identify and develop additional programs or community and economic development including loan and grant program development, management of development application processing, tax rebate programs, and other incentives. Identifies appropriate grant opportunities and prepares grant applications for funding related to community and economic development, public infrastructure, affordable housing, and other activities in support of the City's and CDA's goals. Provides required administration for any grant funds received.
  - Represents the CDA on various local and regional boards as needed.
  - Coordinates effective application of TID, NMTC, or EOZ resources to facilitate community growth and development in Whitewater. Maintains data related to TID, NMTC and EOZ resources and provides regular updates and instruction on the use of these resources to the CDA. Coordinates all reporting efforts related to these programs on behalf of the City. Reporting efforts include coordination and management of TID Joint Review Board meetings. Serves as the City's/CDA's primary contact for questions, concerns, requests related to TID, NMTC and EOZ programs.
  - Oversees all day-to-day CDA operations including the expenditure of CDA funds, preparing and issuing reports, attending meetings, seminars, workshops and other trainings related to directing the CDA and administering CDA programs.

- Prepares supporting materials, presentations, requests, and proposals for review by the Common Council, Whitewater University Technology Park Board, Plan and Architectural Review Commission, and other boards and committees on behalf of the CDA.
- Conducts other tasks or assignments within the scope of the CDA as directed by the CDA.

#### **ADDITIONAL TASKS AND RESPONSIBILITIES**

- Occasionally responsible to provide materials for Common Council meetings and assist with a number of administrative duties as needed.
- Coordinates communications and public outreach and oversees the recruitment of sponsors for specific publications, events and initiatives to maximize the potential value of sponsorships.
- Conducts other tasks or assignments as directed by the City Manager.

#### **SUPERVISION RECEIVED AND/OR EXERCISED**

- The Economic Development Director reports to the City Manager.
- The Economic Development Director will supervise interns and clerical staff as assigned.

#### **QUALIFICATIONS**

*To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

#### **Education and/or Experience**

- A minimum of a bachelor's degree in business public administration, planning, geography, economics, or a related field. A master's degree is preferred, as is designation as a Certified Economic Developer (CEcD).
- A minimum of three years of closely related professional experience preferred.
- Prior grant writing and administration experience a plus.
- Understanding of business plans, financial statements and complex financing options.
- Understanding of real estate transactions and properties with detailed covenants and special values.
- Understanding the unique nature of startups and how to lead those to success is preferred.

#### **Language Skills**

- Ability to analyze data and information using established criteria, in order to determine consequences and to identify and select alternatives. Ability to compare, count, differentiate, measure, copy, record and transcribe data and information. Ability to classify, compute, tabulate, and categorize data.
- Ability to persuade, convince, and/or train others. Ability to advise and interpret how to apply policies, procedures and standards to specific situations.
- Ability to utilize a variety of advisory data and information such as code manuals, City ordinances, directories, State statutes, procedures, guidelines and non-routine correspondence.
- Ability to communicate orally and in writing with City personnel, Department personnel and City residents.

#### **Mathematical Skills**

- Ability to calculate percentages, fractions, decimals, volumes, ratios, present values, and spatial relationships.
- Ability to interpret basic descriptive statistical reports.

#### **Reasoning Ability**

- Ability to use functional reasoning in performing influence functions.
- Ability to exercise the judgment, decisiveness and creativity required in situations involving the evaluation of information against sensory and/or judgmental criteria.

- Ability to work well under pressure and handle stressful situations, to organize work and set priorities, managing time and resources to meet deadlines and changing demands within the entire operation of administrative services, perform duties with a minimum of supervision.

### **Other Qualifications**

- Maintains a positive working relationship with Department Heads and staff, business representatives, elected and appointed city officials, community groups, outside governmental agencies, local media, and the general public.
- Ability to effectively meet and deal with the public.
- Ability to work in and maintain an environment that deals with sensitive and confidential information.
- Knowledge of federal and state statutes and rules related to community development authorities, tax incremental financing, redevelopment, eminent domain, comprehensive planning, public finance, and other pertinent topics.
- Comprehensive understanding of economic development including current practices and emerging issues.
- Excellent communications skills and the ability to work with people having very diverse interests.
- Working knowledge of modern office practices and procedures, including use of Microsoft Office.
- Advanced knowledge of Microsoft Excel, including features such as filters, formulas, charts, and tables. Experience designing/developing Excel spreadsheets in a financial environment preferred.
- Ability to operate phone system, desktop computer, copy machine, postage machine, fax machine, base radio and cash register.
- Proficiency in typing, 10 key calculator, computers and electronic data processing.

### **Physical Demands**

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is required to walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms.
- Specific vision abilities required by this job include close vision, ability to adjust focus, and the ability to sustain prolonged visual concentration.
- Requires the ability to operate, maneuver and or provide simple but continuous adjustment on equipment, machinery and tools such as computer and other office machines, and or materials used in performing essential functions.
- Ability to coordinate eyes, hands, feet and limbs in performing slightly skilled movements such as typing and to operate various pieces of office equipment.
- Ability to recognize and identify degrees of similarities and differences between characteristics of colors, shapes and textures associated with job-related objects, materials and tasks.
- The employee must exert light physical effort in sedentary to light work, occasionally involving lifting, carrying, pushing, pulling, crouching, crawling, kneeling, stooping and or moving up to 25 pounds.

### **WORK ENVIRONMENT**

*The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- The noise level in the work environment is moderately quiet.

- Ability to work under generally safe and comfortable conditions where exposure to environmental factors such as repetitive computer keyboard use, irate individuals and intimidation may cause discomfort and poses limited risk to injury.

The City of Whitewater is an Equal Employment Opportunity. In compliance with the American with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

**SELECTION GUIDELINES**

- Formal application, rating of education and experience; oral interview and reference check; job related tests may be required.
- Nothing in this job description reflects management’s right to assign or reassign duties and responsibilities to this job at anytime. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.
- The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Employee Acknowledgment: \_\_\_\_\_ Date: \_\_\_\_\_

The above statements reflect the general details necessary to describe the principle functions of the occupation described and shall not be construed as a detailed description of all the work requirements that may be inherent in the occupation.

\_\_\_\_\_  
Human Resources                      Date

\_\_\_\_\_  
City Manager                                      Date

# Mukwonago Market Strategies

December, 2013

## Executive Summary

The purpose of this report is to provide the Village of Mukwonago and their stakeholders with objective information to guide business development efforts in Mukwonago and its business districts. This study assembled current market information to support business retention, expansion and recruitment efforts, and specific market strategies that will better support Mukwonago's goal of Economic Development.

Our work entailed an “on the street” review of the current business districts, meetings and interviews with community stakeholders and Village staff, a demographic review of the market, and a review of the larger market area. Working in conjunction with the Organizational Structure component of our study, the following represent major findings or recommendations:

1. The Village of Mukwonago is stable and is very well-positioned for future development and business opportunities.
2. The Village has an interest in setting the stage for a proactive Economic Development role.
3. Proactive Economic Development efforts need a solid, single point leader – preferably a paid staff person.
4. Although the Village of Mukwonago's population is static, the immediate market area is over 7 times larger than the Village and growing.
5. Understanding and marketing to this 15-Minute Drive Time market can help stimulate new business development and potentially new housing development.
6. The I43 development corridor offers a unique opportunity for a community of this size.
7. Mukwonago should maximize their Economic Development efforts by creating a foundation and structure from which to be responsive, before concentrating on business recruitment.
8. Create partnerships with those professionals who are working with existing and new businesses each day.
9. Concentrate on 1-3 year goals – not 5-10 year goals. The market is still in flux, and it is important to work on specific tasks that are credible and viable today.
10. The Village staff and policy makers must adopt a shared vision supporting Economic Development.

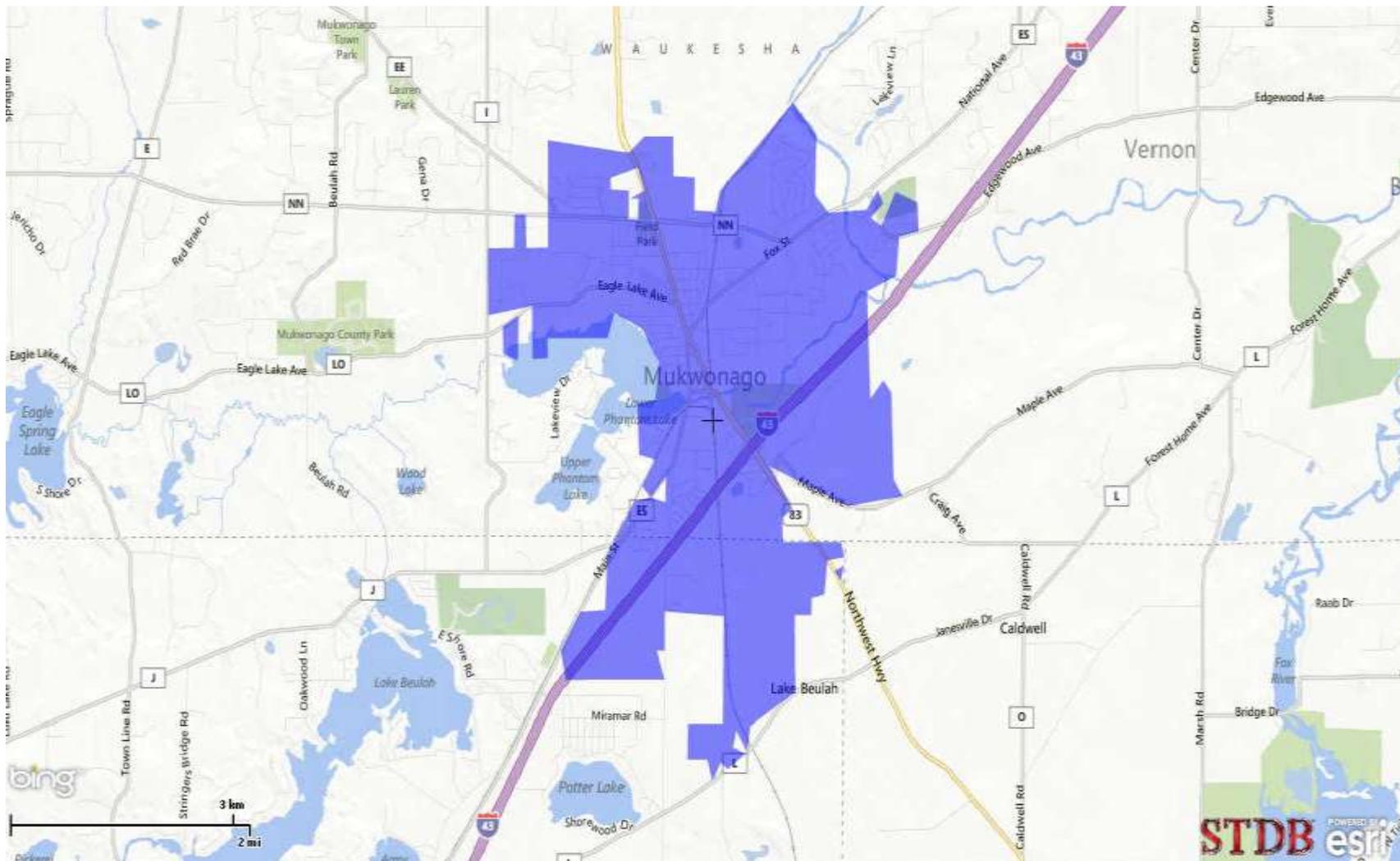
## Demographic Review

The basis for the demographic section of this report uses information supplied by ESRI, a national leader in economic and demographic data. For the purposes of the study, a variety of demographic data sets about the resident market were examined. It is important to look not only at the immediate area – the Village of Mukwonago proper, but also an expanded area that includes a 15-Minute Drive Time, which can be considered a “Convenience Trade Area”. A Convenience Trade Area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, dry-cleaners, banking, pharmacy, hair care, medical, dental, physical fitness, etc. - services people are more likely to frequent due to convenience to their home or workplace.

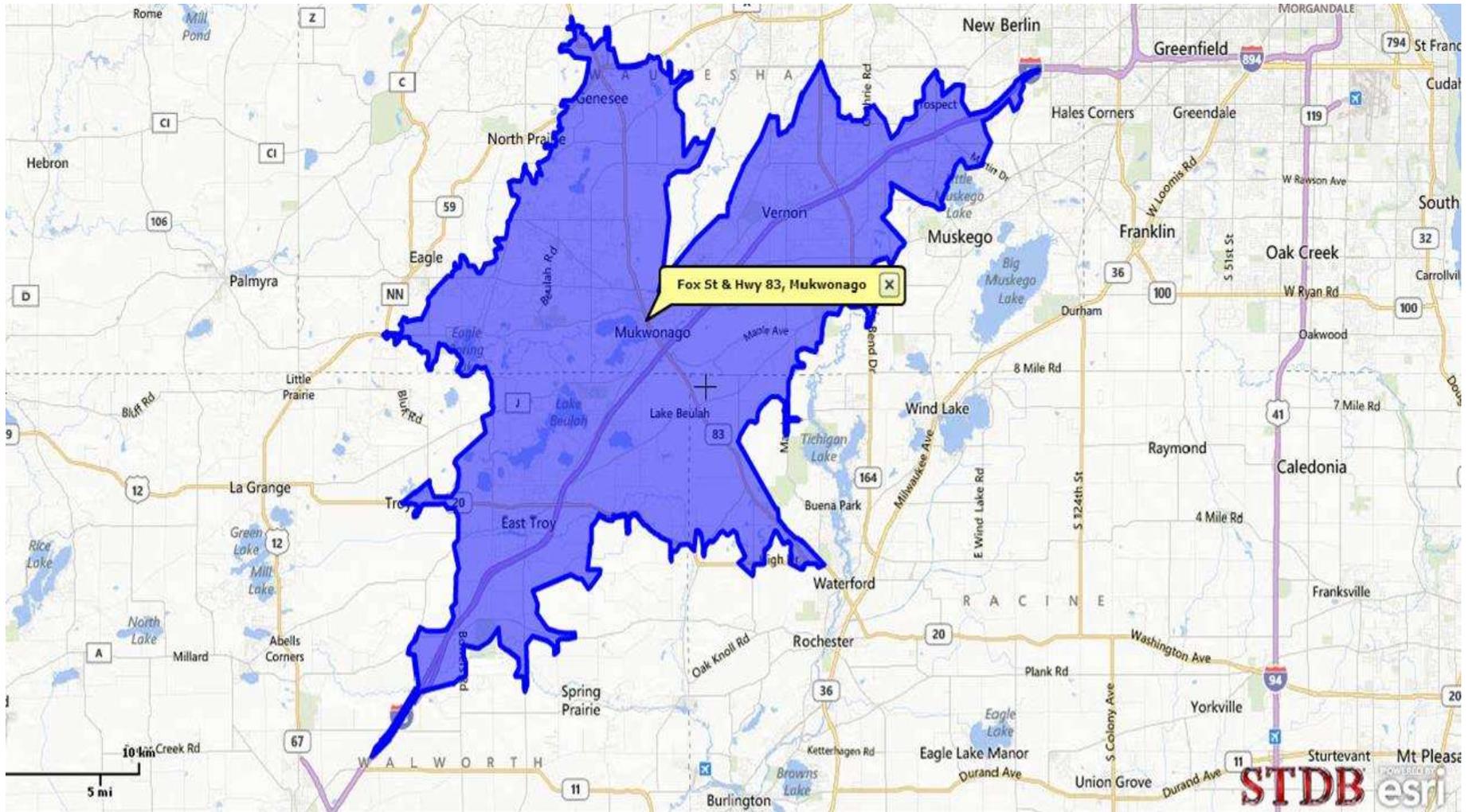
In a full-blown market analysis, one would also look at the Destination Trade Area. This trade area is based on the purchase of major products and services, such as appliances, furniture, electronics or cars, or those goods where consumers may wish to have a variety of options when shopping, i.e. clothing and shoes. Mukwonago's location adjoining the larger Milwaukee metropolitan shopping and commercial districts (which spread throughout many communities), offers shoppers from within a 30 mile radius a myriad of products and services in a variety of settings. From small specialty stores to super-regional centers, they will always pull an extraordinary amount of sales out of smaller communities into the larger metropolitan area.

To better understand the Mukwonago market area, we utilized data from the immediate Village of Mukwonago, as well as the 15-Minute Drive Time area. Maps of both areas follow.

# Mukwonago, WI



## 15-Minute Drive Time



## Population

Population data helps quantify both current market size and future market growth, both of which are used to measure consumer demand. Population is defined as all persons living in a geographic area. The Village of Mukwonago's 2010 Census population was 7,355, but the Convenience Trade Area population grows exponentially to 56,028. Population for the Village of Mukwonago during the period of 2012-2018 is expected to drop by 0.14%, while the 15-Minute Drive Time is expected to increase by 0.12% during the same time period. Population for the State of Wisconsin is expected to increase by 0.34% during 2012-2018. For the purposes of retail and service development within the Village of Mukwonago, it is critical to acknowledge the significantly larger population (7.5 times larger!) within 15 minutes of Village center. Keep in mind, municipal boundaries mean nothing to those consumers who support retail or service businesses.

Population	Village of Mukwonago	15-Minute Drive Time	State of Wisconsin
2010	7,355	56,028	5,686,986
2013	7,257	55,941	5,730,885
2018	7,208	56,287	5,828,086
2013-2018	-0.14%	0.12%	0.34%

## Household Income and Per Capita Income

Household income can be an indicator of the spending power of residents. Household income positively correlates with retail expenditures in many product categories. Some retailers may also target specific income ranges based on their target market segments. While the Village of Mukwonago has Median and Household incomes that are larger than those of the State of Wisconsin, again it is much higher in the 15-Minute Drive Time population. Median household income for the Village of Mukwonago, the 15-Minute Drive Time and the State of Wisconsin are:

Median HH Income	Village of Mukwonago	15-Minute Drive Time	State of Wisconsin
2013	\$57,696	\$78,573	\$50,378
2018	\$65,081	\$88,859	\$59,197
Per Capita Income	Village of Mukwonago	15-Minute Drive Time	State of Wisconsin
2013	\$28,218	\$34,353	\$26,961
2018	\$32,493	\$39,291	\$31,387

Again, the population in the 15-Minute Drive Time reflects significantly higher income levels, which correlate into disposable income for goods and services.

## Age Profile

Age often affects a person's tastes and preferences. Understanding the population age distribution helps businesses effectively address the needs of the market. Accordingly, retail, service and restaurants often target certain age groups. The following table represents the 2013 projected age data based on the 2010 census.

Age	Village of Mukwonago	15 Minute Drive Time	State of Wisconsin
0-4	5.9%	5.3%	6.1%
5-9	6.6%	6.6%	6.3%
10-14	7.4%	7.8%	6.5%
15-19	6.7%	7.0%	6.7%
20-24	5.9%	4.9%	7.2%
25-34	12.0%	9.3%	12.7%
35-44	13.8%	13.0%	12.2%
45-54	16.1%	18.0%	14.5%
55-64	12.3%	15.5%	13.4%
65-74	7.5%	8.3%	7.9%
75-84	3.5%	3.1%	4.4%
85+	2.4%	1.2%	2.2%

The median age for the Village of Mukwonago is 39.5, 42.4 for the 15-Minute Drive Time and 38.9 for the State of Wisconsin. This would appear to indicate an older population in the 15-Minute Drive Time but as reflected above, the 15 Minute Drive Time age distribution reflects the lowest numbers in the highest age brackets. At the time in residents' lives when they have the most disposable income, Mukwonago's surrounding area has a high percentage of those residents. This is significant and should be noted.

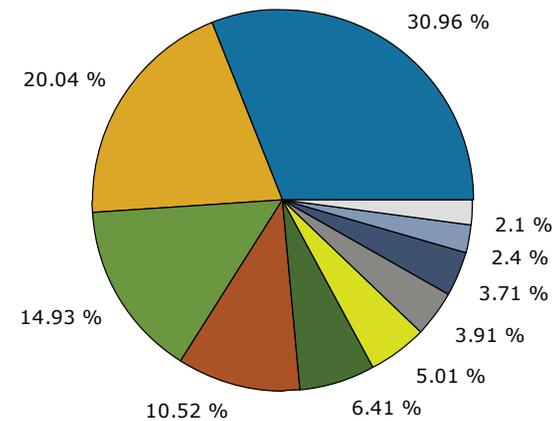
## Lifestyles

The Mukwonago area resident lifestyles can also be studied using lifestyle segmentation information. People who share the same demographic characteristics may have widely divergent desires and preferences. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. Community Tapestry data (developed by ESRI Business Information Solutions) categorizes neighborhoods throughout the nation into 65 consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted by a variety of demographic and socioeconomic characteristics, as well as other determinants of consumer behavior.

Community Tapestry descriptions help bring to life demographic variables by sharing information regarding the consumer spending habits, household types, hobbies and preferences of local market segments. Existing and prospective businesses can gain valuable insights to the needs and interests of the local shopper base through understanding lifestyle tendencies.

Tapestry Segmentation can help identify the best markets, find the most profitable consumer types, tailor marketing messages, and define product and service preferences. The top five lifestyle segments in the 15-Minute Drive Time area are *Sophisticated Squires* at 30.96%; *Green Acres* at 20.04%; *Exurbanites* at 14.93%; *Boomburbs* at 10.52%; and *Main Street USA* at 6.41%. The following is a description of these primary categories:

Top 10 Tapestry Segments



### ***Sophisticated Squires – 30.96%:***

Residents of Sophisticated Squires neighborhoods enjoy cultured country life on the urban fringe. These city escapees accept longer commutes to live near fewer neighbors. Mostly married couple families; more than 40 percent of the households are married couples with children that range from toddlers to young adults. The median age is 40 years. Most are baby boomers and are aged between 35 and 54 years. This segment is not ethnically diverse; most residents are white. These residents are educated; more than one-third of the population aged 25 years or older holds a bachelor's or graduate degree; 69 percent has attended college. Labor force participation rates are high; occupations range from management to unskilled labor positions.

Sophisticated Squires live in less densely populated areas concentrated along the Atlantic coast and around the Great Lakes. Approximately 90 percent of the housing is single-family homes. Seventy four percent of the housing was built before 1990; 55 percent was built between 1970 and 1989. The median home value is \$240,498. More than 80 percent of the households own at least two vehicles. They prefer compact SUVs, however many drive mini-vans or full-size SUVs.

Do-it-yourselfers, Sophisticated Squires residents take care of their lawns and landscaping; home improvements; and remodeling projects such as bathroom remodeling, installing new light fixtures, painting home interiors, staining decks, and cleaning carpets with their steam cleaners. They like to barbecue on their gas grills and make bread with their bread-making machines. Many households own a motorcycle. A typical household will own three or more cell phones. Looking toward the future, many residents own stocks, bonds, and large life insurance policies. When dieting, they go on Weight Watchers; many own a treadmill or stationary bike to stay - fit. They go power boating, play board and word games, do woodworking projects, and attend football and baseball games. Adults also take photos, play golf, and ride their motorcycles. Children play games on the home personal computer and typically own a video game system. Residents listen to soft adult contemporary music; classic hits; news; all-talk; and sports radio, including broadcasts of professional games. Although many households have four or more TVs, residents watch as much television as typical U.S. households. Favorite programs include news, comedies, dramas, and programs on HGTV.

## **Green Acre – 20.04%:**

Seventy-one percent of the households in Green Acres neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6-17 years. With more than 10 million people, Green Acres represents Tapestry's third largest segment, currently more than 3 percent of the US population and growing by 0.81 percent annually. The median age is 42.3 years. This segment is not ethnically diverse; 92 percent of the residents are white. Educated and hard-working, more than one-fourth of Green Acres residents hold a bachelor's or graduate degree; more than half have attended college.

Although Green Acres neighborhoods are located throughout the country, they are found primarily in the Midwest and South, with the highest concentrations in Michigan, Ohio, and Pennsylvania. A "little bit country," these residents live in pastoral settings of developing suburban fringe areas. Homeownership is at 86 percent and the median home value is \$191,267. Typical of rural residents, Green Acres households own multiple vehicles, 78% own two or more vehicles.

Country living describes the lifestyle of Green Acres residents. Pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, -flower gardens, and vegetable gardens. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that Green Acres is the top market for owning a sewing machine. A favorite pastime is using their ice cream maker to produce homemade ice cream. They prefer motorcycles and full-size pickup trucks.

For exercise, Green Acres residents ride their mountain bikes and go fishing, canoeing, and kayaking. They also ride horseback and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling. They listen to auto racing and country music on the radio and read fishing and hunting magazines. Many own satellite dishes so they can watch news programs, the Speed Channel, and auto racing on TV. A favorite channel is Country Music Television

### **Exurbanite – 14.93%:**

Exurbanites residents prefer an affluent lifestyle in open spaces beyond the urban fringe. Although 40 percent are empty nesters, another 32 percent are married couples with children still living at home. Half of the householders are aged between 45 and 64 years. They may be part of the “sandwich generation,” because their median age of 46.6 years places them directly between paying for children’s college expenses and caring for elderly parents. There is little ethnic diversity; most residents are white. Approximately half work in substantive professional or management positions. These residents are education; more than 40 percent of the population age 25 years and older hold a bachelor’s or graduate degree.

Although Exurbanites neighborhoods are growing by 0.63 percent annually, they are not the newest areas. Recent construction comprises only 22 percent of the housing. Seventy percent of the housing units were built after 1969. Most are single-family homes. The median home value is \$265,159. Nearly 80 percent of households own at least two vehicles. Their average commute time to work is comparable to the US average.

Because of their life-stage, Exurbanites residents focus on financial security. They consult with - financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online. Between long-term care insurance and substantial life insurance policies, they are well insured. Many have home equity lines of credit. To improve their properties, Exurbanite residents work on their homes, lawns, and gardens. They buy lawn and garden care products, shrubs, and plants. They will tackle some home improvements, but hire contractors for more complicated projects.

They are very physically active; they lift weights, practice yoga, and jog to stay fit. They also go boating, hiking, and kayaking; play Frisbee; take photos; and go bird watching. When vacationing in the U.S., they hike, downhill ski, play golf, attend live theater, and see the sights. This is the top market for watching college basketball and professional football games. They listen to public and news/talk radio and contribute to PBS. They participate in civic activities, serve on committees of local organizations, address public meetings, and help with charitable efforts and events.

### **Boomburbs – 10.52%:**

The newest additions to the suburbs, these communities are home to busy, affluent young families. Both the neighborhoods and the families are growing. Boomburbs is the fastest-growing market in the US; the population has been growing at a rate of 1.44 percent annually since 2000. It is also home to one of the highest concentrations of young families with children. The median age is 36.1 years; one-fifth of Boomburbs residents are between 35-44 years of age. There is little ethnic diversity in the population; most of the residents are white. The Boomburbs market includes of the highest concentrations of two-income households.

The newest developments in growing areas, Boomburbs neighborhoods are concentrated in the South, West, and Midwest; the highest state concentrations are found in Texas and California. Approximately three-quarters of the housing units in Boomburbs neighborhoods were built after 1989; most are single-family houses. The median home value is \$308,647. These are the newest developments in growing areas. The homeownership rate is 86 percent, compared to 64 percent for the United States. Commuting links these dual-career households with their suburban lifestyle. Many work outside their resident county; 35 percent cross county lines to work (compared to 23 percent for the United States).

Residents' product preferences reflect their suburban lifestyle. Boomburbs is the top segment for buying household furnishings, toys and games, men's business and casual clothes, big-screen TVs, cars, and trees. This is also the top market to own big-screen TVs, DVD players, digital camcorders, video game systems, and scanners as well as owning or leasing full-size SUVs. Residents own laptop computers, all kinds of software, and two or more cell phones. They are well-insured, holding life insurance policies worth \$500,000 or more. They go online frequently to buy flowers and tickets to sports events, trade and track their investments, do their banking, and make travel plans. Personal computer use by children younger than 18, is the highest of all the Tapestry segments. They take family vacations to Disney World, Sea World, and other theme parks. They play tennis and golf, ski, lift weights, and jog. They watch family videos on DVD, attend baseball and basketball games, and go to golf tournaments. They listen to soft contemporary, alternative, sports, and all-talk radio. They read parenting, finance, and business magazines and watch newer sitcoms and dramas on TV.

### **Main Street, USA – 6.41%:**

Main Street, USA neighborhoods are a mix of household types, similar to the US distribution. Approximately half of the households are composed of married-couple families, nearly one-third are single-person or shared households, and the rest are single-parent or other family households. The median age of 36.9 years nearly matches the US median. These residents are less diverse than the US population. The median household income is \$50,026, derived from wages, interest, dividends, or rental property. More than one in five residents aged 25 years and older hold a bachelor's or graduate degree; more than half of the residents have attended college.

A mix of single-family homes and multiunit buildings, these neighborhoods are located in the suburbs of smaller cities in the Northeast, West, and Midwest. Nearly two-thirds of the housing was built before 1970. The homeownership rate is 61 and the median home value is \$180,988.

Family-oriented and frugal, these residents may occasionally go to the movies or eat out at a family restaurant, such as Friendly's or Red Robin, but are most likely to stay home and watch a rental movie or play games with their children. They own pet cats. They play baseball and basketball and go swimming. They listen to classic hits and rock radio and watch cartoons and courtroom shows on TV. They go to the beach and theme parks or take domestic vacations to visit with family or see national parks. They go online periodically to look for jobs, research real estate, and play games and are beginning to shop online. Those who do not have Internet access at home will go online at school or the public library. They use the Yellow Pages to find veterinarians or stores. They will invest in small home improvement and remodeling projects, usually doing the work themselves instead of hiring a contractor. They buy the tools and supplies for these projects from Home Depot or Ace Hardware. They keep up their lawns and gardens by planting bulbs, fertilizing, and applying lawn care product

## Demand and Supply Analysis

Spending is influenced by demographic, economic and geographic factors. Demographic and lifestyle characteristics of the market area help describe the type of consumers residing in the area and their likely purchasing preferences and behaviors.

Estimates of demand and supply for retail trade (including food and drink) as developed by ESRI are presented here. ESRI uses their own methodology to estimate demand and supply data. Supply (retail sales) estimates sales to consumers by establishments – sales directly to other businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. The analysis develops a predicted amount of spending in a given study area based on the population and typical per capita spending in each retail category.

Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges for +100 (total leakage) to -100 (total surplus). A positive value (green) represents “leakage” of retail opportunity outside the trade area – or that projected spending is in excess of what can be accommodated by the retail space in a given area. It is then presumed that the excess spending is done outside the study area. A negative value (red) represents a surplus of retail sales, a market where customers are drawn in from outside the trade area – or that the amount of retail space in a category is expected to accommodate the projected demand for the population in that area. A large surplus might indicate that the area is saturated with that kind of retail, or that consumers are being attracted from outside of the study area. The comparison of supply and demand provides a sound and reasonable assessment of the market place.

The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify business by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Keep in mind that these figures reflect only the difference in estimated demand and sales for the **resident** market area and do not include demand generated by area employees, passers-by and visitors. Also, retail competition throughout the region will always take a portion of shopping dollars out of a community or market area. This is less true for convenience goods, such as grocery, gasoline and drugstore items that are most often purchased close to home. However, some retail sectors which are supported by a broad cross-section of consumers, such as restaurants – which are especially utilized by visitors – may have a significantly higher demand than presented.

The tables below represent the 2013 Retail MarketPlace Profile, which portrays the 2013 retail supply and demand in both the Village of Mukwonago and the 15-Minute Drive Time demographics.



## Retail MarketPlace Profile

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Summary Demographics						
2013 Population						7,257
2013 Households						2,887
2013 Median Disposable Income						\$46,730
2013 Per Capita Income						\$28,218
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of
Total Retail Trade and Food & Drink	44-45,722	\$80,200,491	\$122,972,914	-\$42,772,423	-21.1	71
Total Retail Trade	44-45	\$72,261,119	\$108,681,690	-\$36,420,571	-20.1	54
Total Food & Drink	722	\$7,939,372	\$14,291,224	-\$6,351,852	-28.6	17
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of
Motor Vehicle & Parts Dealers	441	\$13,966,593	\$10,960,065	-\$4,993,472	-5.2	3
Automobile Dealers	4411	\$12,012,051	\$10,855,794	-\$6,843,743	-22.2	2
Other Motor Vehicle Dealers	4412	\$950,420	\$0	\$950,420	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$1,004,122	\$104,271	\$899,851	81.2	1
Furniture & Home Furnishings Stores	442	\$1,535,634	\$168,033	\$1,367,601	80.3	1
Furniture Stores	4421	\$964,227	\$0	\$964,227	100.0	0
Home Furnishings Stores	4422	\$571,407	\$168,033	\$403,374	54.6	1
Electronics & Appliance Stores	4431	\$2,382,739	\$225,602	\$2,157,137	82.7	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,600,606	\$12,309,907	-\$9,709,301	-65.1	9
Bldg Material & Supplies Dealers	4441	\$2,199,276	\$10,677,748	-\$8,478,472	-65.8	6
Lawn & Garden Equip & Supply Stores	4442	\$401,330	\$1,632,159	-\$1,230,829	-60.5	3
Food & Beverage Stores	445	\$11,835,971	\$4,838,025	\$6,997,946	42.0	8
Grocery Stores	4451	\$10,998,249	\$4,486,969	\$6,511,280	42.0	5
Specialty Food Stores	4452	\$255,076	\$107,354	\$147,722	40.8	2
Beer, Wine & Liquor Stores	4453	\$582,646	\$243,702	\$338,944	41.0	1
Health & Personal Care Stores	446,4461	\$6,349,870	\$4,698,912	\$1,650,958	14.9	4
Gasoline Stations	447,4471	\$8,673,309	\$2,187,762	\$6,485,547	59.7	3
Clothing & Clothing Accessories Stores	448	\$3,923,835	\$1,175,222	\$2,748,613	53.9	2
Clothing Stores	4481	\$2,616,192	\$992,418	\$1,623,774	45.0	1
Shoe Stores	4482	\$669,932	\$0	\$669,932	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$637,711	\$182,804	\$454,907	55.4	1
Sporting Goods, Hobby, Book & Music Stores	451	\$1,696,149	\$516,033	\$1,180,116	53.3	5
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,297,893	\$468,632	\$829,261	46.9	4
Book, Periodical & Music Stores	4512	\$398,256	\$47,401	\$350,855	78.7	1
General Merchandise Stores	452	\$11,646,800	\$54,326,925	-\$42,680,125	-64.7	3
Department Stores Excluding Leased Depts.	4521	\$5,839,861	\$798,006	\$5,041,855	76.0	2
Other General Merchandise Stores	4529	\$5,806,939	\$53,528,919	-\$47,721,980	-80.4	1
Miscellaneous Store Retailers	453	\$1,536,170	\$1,908,595	-\$372,425	-10.8	10
Florists	4531	\$89,184	\$59,626	\$29,558	19.9	1
Office Supplies, Stationery & Gift Stores	4532	\$505,848	\$29,053	\$476,795	89.1	1
Used Merchandise Stores	4533	\$277,220	\$50,737	\$226,483	69.1	1
Other Miscellaneous Store Retailers	4539	\$663,918	\$1,769,179	-\$1,105,261	-45.4	7
Nonstore Retailers	454	\$6,113,443	\$7,366,609	-\$1,253,166	-9.3	5
Electronic Shopping & Mail-Order Houses	4541	\$5,048,843	\$5,126,087	-\$77,244	-0.8	1
Vending Machine Operators	4542	\$294,819	\$102,613	\$192,206	48.4	1
Direct Selling Establishments	4543	\$769,781	\$2,137,909	-\$1,368,128	-47.1	3
Food Services & Drinking Places	722	\$7,939,372	\$14,291,224	-\$6,351,852	-28.6	17
Full-Service Restaurants	7221	\$3,043,343	\$1,116,225	\$1,927,118	46.3	5
Limited-Service Eating Places	7222	\$4,012,747	\$12,929,634	-\$8,916,887	-52.6	9
Special Food Services	7223	\$349,310	\$0	\$349,310	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$533,972	\$245,365	\$288,607	37.0	3



## Retail MarketPlace Profile

Fox St & Hwy 83, Mukwonago  
Drive Time: 15 minutes

Latitude: 42.863074  
Longitude: -88.332398

Summary Demographics						
2013 Population						55,941
2013 Households						20,615
2013 Median Disposable Income						\$58,680
2013 Per Capita Income						\$34,353
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Total Retail Trade and Food & Drink	44-45,722	\$682,099,448	\$236,553,396	\$445,546,052	48.5	213
Total Retail Trade	44-45	\$615,110,183	\$210,770,746	\$404,339,438	49.0	167
Total Food & Drink	722	\$66,989,265	\$25,782,650	\$41,206,614	44.4	47
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Motor Vehicle & Parts Dealers	441	\$19,141,627	\$44,932,382	\$74,209,245	45.2	17
Automobile Dealers	4411	\$102,161,156	\$43,036,620	\$59,124,536	40.7	7
Other Motor Vehicle Dealers	4412	\$8,359,889	\$1,693,203	\$6,666,685	66.3	8
Auto Parts, Accessories & Tire Stores	4413	\$8,620,582	\$202,559	\$8,418,024	95.4	2
Furniture & Home Furnishings Stores	442	\$13,217,591	\$2,927,628	\$10,289,963	63.7	9
Furniture Stores	4421	\$8,237,428	\$1,862,817	\$6,374,611	63.1	2
Home Furnishings Stores	4422	\$4,980,163	\$1,064,812	\$3,915,351	64.8	7
Electronics & Appliance Stores	4431	\$20,313,312	\$488,476	\$19,824,836	95.3	4
Bldg Materials, Garden Equip. & Supply Stores	444	\$23,075,287	\$5,152,028	\$17,923,259	20.7	23
Bldg Material & Supplies Dealers	4441	\$19,556,904	\$12,528,067	\$7,028,837	21.9	17
Lawn & Garden Equip & Supply Stores	4442	\$3,518,383	\$2,623,961	\$894,422	14.6	6
Food & Beverage Stores	445	\$99,639,193	\$22,899,503	\$76,739,690	62.6	20
Grocery Stores	4451	\$92,543,844	\$21,387,588	\$71,156,256	62.5	10
Specialty Food Stores	4452	\$2,144,599	\$566,410	\$1,578,188	58.2	7
Beer, Wine & Liquor Stores	4453	\$4,950,751	\$945,505	\$4,005,246	67.9	3
Health & Personal Care Stores	446,4461	\$54,753,181	\$8,783,824	\$45,969,357	72.4	7
Gasoline Stations	447,4471	\$73,071,942	\$44,228,739	\$28,843,203	24.6	10
Clothing & Clothing Accessories Stores	448	\$33,477,055	\$2,098,867	\$31,378,188	88.2	10
Clothing Stores	4481	\$22,275,246	\$1,174,342	\$20,560,903	85.7	6
Shoe Stores	4482	\$5,634,591	\$26,219	\$5,608,373	99.1	0
Jewelry, Luggage & Leather Goods Stores	4483	\$5,567,218	\$358,306	\$5,208,913	87.9	4
Sporting Goods, Hobby, Book & Music Stores	451	\$14,408,580	\$2,120,475	\$12,288,105	74.3	18
Sporting Goods/Hobby/Musical Instr Stores	4511	\$11,034,935	\$2,042,910	\$8,992,025	68.8	17
Book, Periodical & Music Stores	4512	\$3,373,645	\$77,565	\$3,296,080	95.5	2
General Merchandise Stores	452	\$98,824,320	\$54,817,220	\$44,007,100	28.6	5
Department Stores Excluding Leased Depts.	4521	\$49,691,160	\$820,156	\$48,871,004	96.8	2
Other General Merchandise Stores	4529	\$49,133,160	\$53,997,064	-\$4,863,904	-4.7	3
Miscellaneous Store Retailers	453	\$13,113,580	\$4,515,375	\$8,598,205	48.8	35
Florists	4531	\$791,916	\$245,753	\$546,164	52.6	4
Office Supplies, Stationery & Gift Stores	4532	\$4,337,734	\$215,093	\$4,122,641	90.6	7
Used Merchandise Stores	4533	\$2,353,307	\$972,018	\$1,381,288	41.5	5
Other Miscellaneous Store Retailers	4539	\$5,630,623	\$3,082,511	\$2,548,112	29.2	19
Nonstore Retailers	454	\$52,074,516	\$7,806,230	\$44,268,287	73.9	8
Electronic Shopping & Mail-Order Houses	4541	\$43,019,627	\$5,446,627	\$37,572,999	77.5	3
Vending Machine Operators	4542	\$2,475,960	\$197,954	\$2,278,006	85.2	2
Direct Selling Establishments	4543	\$6,578,930	\$2,161,648	\$4,417,282	50.5	3
Food Services & Drinking Places	722	\$66,989,265	\$25,782,650	\$41,206,614	44.4	47
Full-Service Restaurants	7221	\$25,776,007	\$5,252,822	\$20,523,185	66.1	16
Limited-Service Eating Places	7222	\$33,783,969	\$18,187,541	\$15,596,428	30.0	18
Special Food Services	7223	\$2,983,470	\$611,205	\$2,372,265	66.0	1
Drinking Places - Alcoholic Beverages	7224	\$4,445,819	\$1,731,082	\$2,714,736	43.9	12

This information on supply and demand is important as it shows leakage in some categories within the Village of Mukwonago – the potential retail demand vs. the retail sales within the Village boundaries. But when the 15-Minute Drive Time data is examined, it is apparent that there is extensive leakage, meaning that the potential for retail sales are significant based on the demand, but the amount of sales within that area show those demands are being met outside of the 15-Minute Drive Time.

What does this mean for Mukwonago? Mukwonago has the opportunity to capture more of these shopping dollars for certain goods and services for this 15-Minute Drive Time area. It may be challenging to satisfy categories such as clothing or shoes when consumers have multiple shopping opportunities in a large community or regional centers which will have 100,000 to 400,000 square feet of store options. However, there is the potential to pick up a portion of this significant leakage in categories such as:

- Restaurants – this might include a fast casual; a mid-priced full-service; good ethnic options; steak house
- Bakery with coffee shop
- Hair salons – other personal care has potential
- Liquor sales – slightly upscale with good wine offerings
- Grocery – look at something like a local “Trader Joe’s” that is smaller with healthier options and more ethnic options
- Clothing – small niche women’s mid-range clothing; needs an experienced operator who can tailor product to the 15-Minute Drive Time market

Utilizing the Tapestry data in the Lifestyle Report, as well as the Supply and Demand analysis can help potential new businesses understand the underlying market, as well as existing businesses to potentially retool current product lines.

Keep in mind that some of this demand has the potential to be captured, but specific location, financial stability, business model, and solid management are all part of a successful business.

## Retail Spending Activity

The Spending Potential Index (SPI) is a measure of market activity developed by ESRI Business Information Solutions, which correlates to actual dollars spent on certain goods and services by residents with a given market area. This information adds another dimension to the retail potential and lifestyle analysis, and is helpful in identifying an appropriate business and merchandise mix for Mukwonago.

When the SPI is equal to 100 for a specific type of merchandise, consumers are spending at a rate equal to the national average. An SPI greater than 100 indicates that consumers are buying or spending above the national average. In other words, the SPI is an indicator of what prices consumers will pay and/or the level of discretionary income they are willing to devote to a particular good or service. The Retail Goods and Services Expenditures table shows the Mukwonago 15-Minute Drive-Time trade area households for various types of goods and services. These figures are derived in part through the U.S. Department of Commerce Consumer Expenditure Survey.

The data presented indicates that overall, the Mukwonago 15-Minute Drive-Time area residents spent at a rate considerably above the national average, which is consistent with their higher household incomes. However, in certain categories such as apparel, spending is below the national average. This is likely due to the broad selection of discount apparel stores, a dense supply of apparel options in the Milwaukee Metro Area, and smart shopper behaviors.

## Retail Goods and Services Expenditures

Fox St & Hwy 83, Mukwonago  
Drive Time: 15 minutes

Latitude: 42.863074  
Longitude: -88.332398

Top Tapestry Segments	Perce	Demographic Summary	2013	2018
Sophisticated Squires	30.9%	Population	55,941	56,287
Green Acres	20.0%	Households	20,615	20,861
Exurbanites	14.9%	Families	16,274	16,395
Boomburbs	10.5%	Median Age	42.4	42.8
Main Street, USA	6.4%	Median Household Income	\$78,573	\$88,859
		Spending Potential Index	Average Amount Spent	Total
<b>Apparel and Services</b>		86	\$1,937.08	\$39,932,943
Men's		84	\$354.66	\$7,311,214
Women's		76	\$604.63	\$12,464,363
Children's		90	\$333.66	\$6,878,423
Footwear		62	\$263.87	\$5,439,709
Watches & Jewelry		136	\$204.46	\$4,214,878
Apparel Products and Services (1)		185	\$175.81	\$3,624,355
<b>Computer</b>				
Computers and Hardware for Home Use		129	\$263.67	\$5,435,464
Portable Memory		130	\$9.91	\$204,345
Computer Software		131	\$25.98	\$535,522
Computer Accessories		139	\$23.11	\$476,347
<b>Entertainment &amp; Recreation</b>		136	\$4,428.31	\$91,289,653
Fees and Admissions		145	\$911.01	\$18,780,513
Membership Fees for Clubs (2)		148	\$246.56	\$5,082,767
Fees for Participant Sports, excl. Trips		145	\$171.54	\$3,536,323
Admission to Movie/Theatre/Opera/Ballet		136	\$214.00	\$4,411,563
Admission to Sporting Events, excl. Trips		149	\$93.53	\$1,928,047
Fees for Recreational Lessons		149	\$184.91	\$3,811,916
Dating Services		112	\$0.48	\$9,899
TV/Video/Audio		125	\$1,615.48	\$33,303,211
Cable and Satellite Television Services		124	\$1,069.85	\$22,054,978
Televisions		131	\$207.66	\$4,280,854
Satellite Dishes		127	\$2.01	\$41,436
VCRs, Video Cameras, and DVD Players		129	\$16.57	\$341,565
Miscellaneous Video Equipment		138	\$10.63	\$219,159
Video Cassettes and DVDs		123	\$43.43	\$895,307
Video Game Hardware/Accessories		115	\$31.10	\$641,165
Video Game Software		124	\$37.11	\$765,014
Streaming/Downloaded Video		131	\$4.91	\$101,270
Rental of Video Cassettes and DVDs		125	\$34.32	\$707,466
Installation of Televisions		148	\$1.27	\$26,238
Audio (3)		130	\$150.78	\$3,108,390
Rental and Repair of TV/Radio/Sound Equipment		121	\$5.84	\$120,370
Pets		157	\$834.39	\$17,200,994
Toys and Games (4)		126	\$175.47	\$3,617,351
Recreational Vehicles and Fees (5)		149	\$335.08	\$6,907,777
Sports/Recreation/Exercise Equipment (6)		116	\$207.55	\$4,278,652
Photo Equipment and Supplies (7)		133	\$103.60	\$2,135,671
Reading (8)		136	\$208.76	\$4,303,561
Catered Affairs (9)		140	\$36.96	\$761,923
<b>Food</b>		125	\$10,322.38	\$212,795,851
Food at Home		124	\$6,263.83	\$129,128,825
Bakery and Cereal Products		125	\$882.20	\$18,186,565
Meats, Poultry, Fish, and Eggs		123	\$1,360.92	\$28,055,445
Dairy Products		125	\$672.20	\$13,857,401
Fruits and Vegetables		126	\$1,200.04	\$24,738,905
Snacks and Other Food at Home (10)		124	\$2,148.46	\$44,290,510
Food Away from Home		127	\$4,058.55	\$83,667,026
Alcoholic Beverages		127	\$676.92	\$13,954,609
Nonalcoholic Beverages at Home		122	\$579.15	\$11,939,164

## Retail Goods and Services Expenditures

Fox St & Hwy 83, Mukwonago  
 Drive Time: 15 minutes

Latitude: 42.863074  
 Longitude: -88.332398

	Spending Potential Index	Average Amount Spent	Total
<b>Financial</b>			
Investments	146	\$3,035.28	\$62,572,216
Vehicle Loans	130	\$4,956.53	\$102,178,928
<b>Health</b>			
Nonprescription Drugs	126	\$156.58	\$3,227,974
Prescription Drugs	129	\$623.86	\$12,860,976
Eyeglasses and Contact Lenses	135	\$116.15	\$2,394,472
<b>Home</b>			
Mortgage Payment and Basics (11)	151	\$14,285.97	\$294,505,221
Maintenance and Remodeling Services	148	\$2,388.79	\$49,244,914
Maintenance and Remodeling Materials (12)	138	\$401.80	\$8,283,077
Utilities, Fuel, and Public Services	126	\$6,385.86	\$131,644,516
<b>Household Furnishings and Equipment</b>			
Household Textiles (13)	131	\$138.05	\$2,845,967
Furniture	132	\$634.18	\$13,073,611
Rugs	148	\$37.61	\$775,366
Major Appliances (14)	133	\$367.33	\$7,572,424
Housewares (15)	115	\$85.57	\$1,764,062
Small Appliances	128	\$57.47	\$1,184,794
Luggage	141	\$12.60	\$259,851
Telephones and Accessories	110	\$58.77	\$1,211,639
<b>Household Operations</b>			
Child Care	131	\$582.25	\$12,002,991
Lawn and Garden (16)	137	\$581.74	\$11,992,625
Moving/Storage/Freight Express	118	\$76.99	\$1,587,199
Housekeeping Supplies (17)	128	\$910.15	\$18,762,743
<b>Insurance</b>			
Owners and Renters Insurance	141	\$695.94	\$14,346,734
Vehicle Insurance	129	\$1,534.58	\$31,635,337
Life/Other Insurance	140	\$612.85	\$12,633,948
Health Insurance	133	\$3,294.03	\$67,906,442
Personal Care Products (18)	126	\$559.96	\$11,543,526
School Books and Supplies (19)	123	\$231.42	\$4,770,669
Smoking Products	108	\$523.64	\$10,794,805
<b>Transportation</b>			
Vehicle Purchases (Net Outlay) (20)	129	\$4,662.97	\$96,127,151
Gasoline and Motor Oil	125	\$3,859.96	\$79,572,987
Vehicle Maintenance and Repairs	131	\$1,434.19	\$29,565,886
<b>Travel</b>			
Airline Fares	140	\$646.28	\$13,323,041
Lodging on Trips	143	\$609.45	\$12,563,738
Auto/Truck/Van Rental on Trips	144	\$48.52	\$1,000,295
Food and Drink on Trips	139	\$610.52	\$12,585,945

## Market Potential Indicator

Market Potential Indicators (MPI) compare market area demand for a specific product or service to the average national demand for that product or service. ESRI Business Information Solutions calculates market potential based on consumer references and behavior by Community Tapestry market segments. An MPI of 100 indicates that individual and/or households in the market area consume a particular product or service at the same level as the national average. An MPI over 100 represents demand above the national average, and an MPI below 100 indicates lower than average demand.

Among the 95 different purchasing categories listed on the Retail Market Potential, market area households reveal a strong propensity to purchase at or above the national average for the overwhelming majority of categories.

The categories with the highest numbers include: automobile purchases, live theatre, purchases of toys and games, financial services, fitness services, home improvements, owns pets, family restaurants and steakhouses, and travel. These and other categories represent market niches that should be further explored to ensure there is an adequate supply or selection within the Mukwonago area.

Finally, the Restaurant Market Potential presents similar data regarding visits to specific restaurants. As shown, adults living in the area tended to like family restaurants such as Applebee's, Chili's, Lone Star Steakhouse, Olive Garden, Outback Steakhouse and Red Robin. From a fast food perspective they like Arby's, Chick-Fil-A, Chipolte's, Dairy Queen, Panera's and Starbucks.

Demographic Summary	2013	2018
Population	55,941	56,287
Population 18+	42,455	43,114
Households	20,615	20,861
Median Household Income	\$78,573	\$88,859

Product/Consumer Behavior	Expected Number Adults/HHs	Percent of Adults/HHs	MPI
<b>Apparel (Adults)</b>			
Bought any men's apparel in last 12 months	23,701	55.8%	112
Bought any women's apparel in last 12 months	20,415	48.1%	106
Bought apparel for child <13 in last 6 months	12,946	30.5%	108
Bought any shoes in last 12 months	23,874	56.2%	108
Bought costume jewelry in last 12 months	9,604	22.6%	108
Bought any fine jewelry in last 12 months	9,455	22.3%	101
Bought a watch in last 12 months	8,020	18.9%	98
<b>Automobiles (Households)</b>			
HH owns/leases any vehicle	19,415	94.2%	110
HH bought/leased new vehicle last 12 mo	2,740	13.3%	138
<b>Automotive Aftermarket (Adults)</b>			
Bought gasoline in last 6 months	39,976	94.2%	109
Bought/changed motor oil in last 12 months	23,241	54.7%	106
Had tune-up in last 12 months	14,440	34.0%	109
<b>Beverages (Adults)</b>			
Drank bottled water/seltzer in last 6 months	27,531	64.8%	105
Drank regular cola in last 6 months	20,399	48.0%	94
Drank beer/ale in last 6 months	19,607	46.2%	109
<b>Cameras &amp; Film (Adults)</b>			
Bought any camera in last 12 months	5,911	13.9%	109
Bought film in last 12 months	8,260	19.5%	102
Bought digital camera in last 12 months	3,616	8.5%	124
Bought memory card for camera in last 12 months	4,110	9.7%	127
<b>Cell Phones/PDAs &amp; Service (Adults)</b>			
Bought cell/mobile phone/PDA in last 12 months	15,579	36.7%	104
Avg monthly cell/mobile phone/PDA bill: \$1-\$49	9,328	22.0%	103
Avg monthly cell/mobile phone/PDA bill: \$50-99	14,597	34.4%	106
Avg monthly cell/mobile phone/PDA bill: \$100+	10,735	25.3%	119
<b>Computers (Households)</b>			
HH owns a personal computer	17,814	86.4%	116
Spent <\$500 on most recent home PC purchase	1,808	8.8%	101
Spent \$500-\$999 on most recent home PC purchase	4,359	21.1%	118
Spent \$1000-\$1499 on most recent home PC purchase	3,425	16.6%	127
Spent \$1500-\$1999 on most recent home PC purchase	1,853	9.0%	126
Spent \$2000+ on most recent home PC purchase	1,633	7.9%	126



## Retail Market Potential

Fox St & Hwy 83, Mukwonago  
Drive Time: 15 minutes

Latitude: 42.863074  
Longitude: -

Product/Consumer Behavior	Expected Number Adults/HHs	Percent of Adults/HHs	MPI
<b>Convenience Stores (Adults)</b>			
Shopped at convenience store in last 6 months	27,023	63.7%	106
Bought cigarettes at convenience store in last 30 days	5,759	13.6%	88
Bought gas at convenience store in last 30 days	15,330	36.1%	108
Spent at convenience store in last 30 days: <\$20	4,555	10.7%	111
Spent at convenience store in last 30 days: \$20- 39	4,703	11.1%	109
Spent at convenience store in last 30 days: \$40+	15,571	36.7%	103
<b>Entertainment (Adults)</b>			
Attended movies in last 6 months	26,999	63.6%	108
Went to live theater in last 12 months	6,726	15.8%	120
Went to a bar/night club in last 12 months	9,174	2.16%	113
Dined out in last 12 months	24,887	58.6%	119
Gambled at a casino in last 12 months	7,841	18.5%	115
Visited a theme park in last 12 months	10,766	25.4%	118
DVDs rented in last 30 days: 1	1,335	3.1%	118
DVDs rented in last 30 days: 2	2,362	5.6%	120
DVDs rented in last 30 days: 3	1,661	3.9%	122
DVDs rented in last 30 days: 4	1,964	4.6%	121
DVDs rented in last 30 days: 5+	6,571	15.5%	117
DVDs purchased in last 30 days: 1	2,560	6.0%	121
DVDs purchased in last 30 days: 2	2,298	5.4%	114
DVDs purchased in last 30 days: 3- 4	1,991	4.7%	102
DVDs purchased in last 30 days: 5+	2,027	4.8%	92
Spent on toys/games in last 12 months: <\$50	2,794	6.6%	108
Spent on toys/games in last 12 months: \$50- \$99	1,152	2.7%	99
Spent on toys/games in last 12 months: \$100- \$199	3,135	7.4%	103
Spent on toys/games in last 12 months: \$200- \$499	5,179	12.2%	113
Spent on toys/games in last 12 months: \$500+	3,165	7.5%	130
<b>Financial (Adults)</b>			
Have home mortgage (1st)	12,102	28.5%	149
Used ATM/cash machine in last 12 months	25,350	59.7%	118
Own any stock	5,477	12.9%	140
Own U.S. savings bond	3,856	9.1%	133
Own shares in mutual fund (stock)	5,913	13.9%	148
Own shares in mutual fund (bonds)	3,540	8.3%	141
Used full service brokerage firm in last 12 months	3,471	8.2%	132
Have savings account	19,104	45.0%	124
Have 401K retirement savings	10,895	25.7%	145
Did banking over the Internet in last 12 months	15,305	36.0%	132
Own any credit/debit card (in own name)	35,333	83.2%	113
Avg monthly credit card expenditures: <\$111	6,225	14.7%	107
Avg monthly credit card expenditures: \$111- 225	3,786	8.9%	115
Avg monthly credit card expenditures: \$226- 450	3,723	8.8%	117
Avg monthly credit card expenditures: \$451- 700	3,343	7.9%	123
Avg monthly credit card expenditures: \$701+	7,898	18.6%	138



Product/Consumer Behavior	Expected Number Adults/HHs	Percent of Adults/HHs	MPI
<b>Grocery (Adults)</b>			
Used beef (fresh/frozen) in last 6 months	32,025	75.4%	107
Used bread in last 6 months	41,404	97.5%	101
Used chicken/turkey (fresh or frozen) in last 6 months	34,475	81.2%	105
Used fish/seafood (fresh or frozen) in last 6 months	24,557	57.8%	110
Used fresh fruit/vegetables in last 6 months	38,320	90.3%	104
Used fresh milk in last 6 months	39,579	93.2%	103
<b>Health (Adults)</b>			
Exercise at home 2+ times per week	14,246	33.6%	112
Exercise at club 2+ times per week	6,534	15.4%	124
Visited a doctor in last 12 months	34,841	82.1%	106
Used vitamin/dietary supplement in last 6 months	22,513	53.0%	109
<b>Home (Households)</b>			
Any home improvement in last 12 months	8,425	40.9%	130
Used housekeeper/maid/prof HH cleaning service in the last 12 months	3,806	18.5%	117
Purchased any HH furnishing in last 12 months	7,000	34.0%	113
Purchased bedding/bath goods in last 12 months	11,624	56.4%	103
Purchased cooking/serving product in last 12 months	6,173	29.9%	109
Bought any kitchen appliance in last 12 months	4,152	20.1%	116
<b>Insurance (Adults)</b>			
Currently carry any life insurance	24,604	58.0%	122
Have medical/hospital/accident insurance	33,623	79.2%	111
Carry homeowner insurance	28,520	67.2%	128
Carry renter insurance	2,052	4.8%	78
Have auto/other vehicle insurance	38,839	91.5%	111
<b>Pets (Households)</b>			
HH owns any pet	12,974	62.9%	122
HH owns any cat	6,203	30.1%	126
HH owns any dog	9,816	47.6%	127
<b>Reading Materials (Adults)</b>			
Bought book in last 12 months	24,301	57.2%	114
Read any daily newspaper	19,048	44.9%	109
Heavy magazine reader	8,521	20.1%	101
<b>Restaurants (Adults)</b>			
Went to family restaurant/steak house in last 6 mo	33,905	79.9%	111
Went to family restaurant/steak house last mo: <2 times	11,308	26.6%	104
Went to family restaurant/steak house last mo: 2- 4 times	12,806	30.2%	112
Went to family restaurant/steak house last mo: 5+ times	9,792	23.1%	119
Went to fast food/dive- in restaurant in last 6 mo	39,023	91.9%	104
Went to fast food/dive- in restaurant <6 times/mo	14,611	34.4%	98
Went to fast food/dive- in restaurant 6- 13 times/mo	13,388	31.5%	109
Went to fast food/dive- in restaurant 14+ times/mo	11,024	26.0%	104
Fast food/dive- in last 6 mo: eat in	17,298	40.7%	108
Fast food/dive- in last 6 mo: home delivery	4,435	10.4%	100
Fast food/dive- in last 6 mo: take- out/drive- thru	25,118	59.2%	113
Fast food/dive- in last 6 mo: take- out/walk- in	10,976	25.9%	105



## Retail Market Potential

Fox St & Hwy 83, Mukwonago  
Drive Time: 15 minutes

Latitude: 42.863074  
Longitude: -

Product/Consumer Behavior	Expected Number Adults/HHs	Percent of Adults/HHs	MPI
<b>Telephones &amp; Service (Households)</b>			
HH owns in-home cordless telephone	15,430	74.8%	116
HH average monthly long distance phone bill: <\$16	6,364	30.9%	112
HH average monthly long distance phone bill: \$16-25	2,618	12.7%	111
HH average monthly long distance phone bill: \$26-59	2,213	10.7%	117
HH average monthly long distance phone bill: \$60+	967	4.7%	105
<b>Television &amp; Sound Equipment (Adults/Households)</b>			
HH owns 1 TV	2,628	12.7%	64
HH owns 2 TVs	5,032	24.4%	93
HH owns 3 TVs	5,152	25.0%	112
HH owns 4+ TVs	6,044	29.3%	140
HH subscribes to cable TV	12,100	58.7%	101
HH Purchased audio equipment in last 12 months	2,087	10.1%	104
HH Purchased CD player in last 12 months	797	3.9%	100
HH Purchased DVD player in last 12 months	2,184	10.6%	109
HH Purchased MP3 player in last 12 months	5,214	12.3%	120
HH Purchased video game system in last 12 months	2,781	13.5%	125
<b>Travel (Adults)</b>			
Domestic travel in last 12 months	27,278	64.3%	123
Took 3+ domestic trips in last 12 months	8,109	19.1%	128
Spent on domestic vacations last 12 mo: <\$1000	6,050	14.3%	113
Spent on domestic vacations last 12 mo: \$1000-\$1499	3,865	9.1%	136
Spent on domestic vacations last 12 mo: \$1500-\$1999	2,358	5.6%	136
Spent on domestic vacations last 12 mo: \$2000-\$2999	2,338	5.5%	133
Spent on domestic vacations last 12 mo: \$3000+	3,035	7.1%	141
Foreign travel in last 3 years	13,274	31.3%	120
Took 3+ foreign trips by plane in last 3 years	2,378	5.6%	116
Spent on foreign vacations last 12 mo: <\$1000	3,114	7.3%	122
Spent on foreign vacations last 12 mo: \$1000-\$2999	1,955	4.6%	112
Spent on foreign vacations last 12 mo: \$3000+	2,319	5.5%	110
Stayed 1+ nights at hotel/motel in last 12 months	22,123	52.1%	129



## Restaurant Market Potential

Fox St & Hwy 83, Mukwonago  
Drive Time: 15 minutes

Latitude: 42.863074  
Longitude: -88.332398

<b>Demographic Summary</b>	<b>2013</b>	<b>2018</b>	
Population	55,941	56,287	
Population 18+	42,455	43,114	
Households	20,615	20,861	
Median Household Income	\$78,573	\$88,859	
<b>Product/Consumer Behavior</b>	<b>Expected Number</b>	<b>MPI</b>	
	<b>Adults</b>	<b>Percent</b>	
Went to family restaurant/steak house in last 6 months	33,905	79.9%	111
Family restaurant/steak house last month: <2 times	11,308	26.6%	104
Family restaurant/steak house last month: 2- 4 times	12,806	30.2%	112
Family restaurant/steak house last month: 5+ times	9,792	23.1%	119
Family restaurant/steak house last 6 months: breakfast	6,653	15.7%	120
Family restaurant/steak house last 6 months: lunch	12,211	28.8%	116
Family restaurant/steak house last 6 months: snack	990	2.3%	83
Family restaurant/steak house last 6 months: dinner	26,729	63.0%	119
Family restaurant/steak house last 6 months: weekday	19,477	45.9%	120
Family restaurant/steak house last 6 months: weekend	21,680	51.1%	115
Family restaurant/steak house last 6 months: Applebee's	12,908	30.4%	121
Family restaurant/steak house last 6 months: Bennigan's	1,135	2.7%	120
Family restaurant/steak house last 6 months: Bob Evans Fam	2,206	5.2%	115
Family restaurant/steak house last 6 months: Cheesecake Factory	3,342	7.9%	118
Family restaurant/steak house last 6 months: Chili's Grill & Bar	6,482	15.3%	131
Family restaurant/steak house last 6 months: Cracker Barrel	5,524	13.0%	118
Family restaurant/steak house last 6 months: Denny's	3,790	8.9%	98
Family restaurant/steak house last 6 months: Friendly's	1,830	4.3%	110
Family restaurant/steak house last 6 months: Golden Corral	2,484	5.9%	81
Family restaurant/steak house last 6 months: Intl Hse of Pancakes	5,348	12.6%	108
Family restaurant/steak house last 6 months: Lone Star Steakhouse	1,368	3.2%	120
Family restaurant/steak house last 6 months: Old Country Buffet	1,212	2.9%	101
Family restaurant/steak house last 6 months: Olive Garden	9,966	23.5%	132
Family restaurant/steak house last 6 months: Outback Steakhouse	6,203	14.6%	128
Family restaurant/steak house last 6 months: Perkins	1,731	4.1%	113
Family restaurant/steak house last 6 months: Red Lobster	6,555	15.4%	115
Family restaurant/steak house last 6 months: Red Robin	3,658	8.6%	153
Family restaurant/steak house last 6 months: Ruby Tuesday	4,477	10.5%	127
Family restaurant/steak house last 6 months: Ryan's	988	2.3%	63
Family restaurant/steak house last 6 months: Sizzler	911	2.1%	70
Family restaurant/steak house last 6 months: T.G.I. Friday's	5,602	13.2%	128
Went to fast food/drive-in restaurant in last 6 months	39,023	91.9%	104
Went to fast food/drive-in restaurant <6 times/month	14,611	34.4%	98
Went to fast food/drive-in restaurant 6- 13 times/month	13,388	31.5%	109
Went to fast food/drive-in restaurant 14+ times/month	11,024	26.0%	104
Fast food/drive-in last 6 months: breakfast	12,371	29.1%	106
Fast food/drive-in last 6 months: lunch	27,711	65.3%	111
Fast food/drive-in last 6 months: snack	7,759	18.3%	105
Fast food/drive-in last 6 months: dinner	22,828	53.8%	111

## Restaurant Market Potential

Fox St & Hwy 83, Mukwonago  
 Drive Time: 15 minutes

Prepared by Aimee Bauman

Latitude: 42.863074

Longitude: -88.332398

Product/Consumer Behavior	Expected Number		
	Adults	Percent	MPI
Fast food/drive-in last 6 months: weekday	31,233	73.6%	111
Fast food/drive-in last 6 months: weekend	21,648	51.0%	106
Fast food/drive-in last 6 months: A & W	2,249	5.3%	117
Fast food/drive-in last 6 months: Arby's	10,630	25.0%	123
Fast food/drive-in last 6 months: Boston Market	2,411	5.7%	118
Fast food/drive-in last 6 months: Burger King	16,095	37.9%	105
Fast food/drive-in last 6 months: Captain D's	1,618	3.8%	75
Fast food/drive-in last 6 months: Carl's Jr.	2,579	6.1%	96
Fast food/drive-in last 6 months: Checkers	1,181	2.8%	87
Fast food/drive-in last 6 months: Chick-fil-A	7,280	17.1%	133
Fast food/drive-in last 6 months: Chipotle Mex. Grill	3,569	8.4%	137
Fast food/drive-in last 6 months: Chuck E. Cheese's	2,016	4.7%	106
Fast food/drive-in last 6 months: Church's Fr. Chicken	1,050	2.5%	58
Fast food/drive-in last 6 months: Dairy Queen	8,026	18.9%	120
Fast food/drive-in last 6 months: Del Taco	1,387	3.3%	96
Fast food/drive-in last 6 months: Domino's Pizza	5,421	12.8%	95
Fast food/drive-in last 6 months: Dunkin' Donuts	5,364	12.6%	110
Fast food/drive-in last 6 months: Fuddruckers	1,606	3.8%	134
Fast food/drive-in last 6 months: Hardee's	2,198	5.2%	77
Fast food/drive-in last 6 months: Jack in the Box	4,270	10.1%	95
Fast food/drive-in last 6 months: KFC	11,531	27.2%	99
Fast food/drive-in last 6 months: Little Caesars	2,903	6.8%	94
Fast food/drive-in last 6 months: Long John Silver's	2,190	5.2%	82
Fast food/drive-in last 6 months: McDonald's	25,234	59.4%	107
Fast food/drive-in last 6 months: Panera Bread	5,975	14.1%	144
Fast food/drive-in last 6 months: Papa John's	4,085	9.6%	111
Fast food/drive-in last 6 months: Pizza Hut	9,736	22.9%	104
Fast food/drive-in last 6 months: Popeyes	2,604	6.1%	84
Fast food/drive-in last 6 months: Quiznos	4,793	11.3%	124
Fast food/drive-in last 6 months: Sonic Drive-In	5,321	12.5%	106
Fast food/drive-in last 6 months: Starbucks	8,110	19.1%	127
Fast food/drive-in last 6 months: Steak n Shake	2,513	5.9%	118
Fast food/drive-in last 6 months: Subway	15,491	36.5%	115
Fast food/drive-in last 6 months: Taco Bell	15,211	35.8%	112
Fast food/drive-in last 6 months: Wendy's	14,933	35.2%	114
Fast food/drive-in last 6 months: Whataburger	1,693	4.0%	82
Fast food/drive-in last 6 months: White Castle	1,505	3.5%	89
Fast food/drive-in last 6 months: eat in	17,298	40.7%	108
Fast food/drive-in last 6 months: home delivery	4,435	10.4%	100
Fast food/drive-in last 6 months: take-out/drive-thru	25,118	59.2%	113
Fast food/drive-in last 6 months: take-out/walk-in	10,976	25.9%	105

## Mukwonago Market Strategies

Small towns with the most dramatic outcomes tend to be proactive and future oriented by embracing change and assuming some risk. Being proactive (as opposed to reactive) can be measured by a community's willingness and ability to act on a particular challenge before it becomes a problem. Innovative local governance, partnerships and organizations significantly enhance the capacity for community revitalization. The key to innovative local governance is to think creatively, but always keep the community's overall net benefits in mind. Working with partners beyond municipal boundaries can help pool resources to shared objectives. By incorporating broad, long-term goals to create positive change, a community will garner more "return on investment" instead of communities that take a piecemeal approach.

Mukwonago has much potential for revitalizing and stimulating economic growth. There is a substantial population base nearby with important purchasing power. You have beautiful natural assets in and around the community, and solid transportation connections, particularly with I43. The potential to reroute Hwy. 83 will open up revitalization options for the downtown, with the opportunity to have a more substantial "downtown" district. The I43 corridor has opened up Mukwonago to those large box retailers and larger destination users such as the medical facility and the YMCA. This Interstate development is very important to Mukwonago, and provides many opportunities to in-fill with other large retailers, restaurants, hospitality, business headquarters, etc. I43 also provides that important transportation connection that is desired by many industries.

There is much that can be done to help stimulate business growth and economic development. But the most important thing to do is to acknowledge resources from a staffing, volunteer and financial standpoint. Set the bar at an achievable level as to facilitate success – not dozens of tasks that never get off the ground or completed. We have learned over the past 5 years that the market can change faster than any one could anticipate. We need to be nimble, we need to anticipate, and we need to work on those things that are most important to support our mission. Laying the foundation for this work is where we start.

Utilizing the information we know about the Mukwonago marketplace, along with background information on the community, and meeting with certain Stakeholders, the following list of tasks was created to support business and economic development within the Village.

### **Task #1: Establish who will lead the charge.**

It's critical that there be a dedicated point person for the work of economic and business development for the Village. Although there have been some communities who have been successful with a volunteer Business Recruitment / Retention organization, it is usually because there is a single community champion who leads and motivates, and has the time to devote to this cause. But most often, volunteer groups flounder with direction, time and resources. When a community can support the role from a staff perspective, the community is in position for a much better outcome.

Support efforts to dedicate resources to a staff person who can represent the community in a positive and professional fashion, has good leadership skills, can motivate volunteers, establish a foundation of information and resources within the community, and provide outreach to existing and new businesses.

**Timing:** Immediate

### **Task #2: Revamp the Village website.**

The Village website is the **number one** tool any community has to make a first impression, even before someone makes that first visit. It is likely to be the first stop for new businesses, new residents, or a new visitors and travelers. This is Mukwongo's chance to leverage community assets, sell the quality of life as well as the reason people want to visit or do business in this area. The Mukwonago website should clearly and effectively sell the community - while still providing necessary and important municipal information. This should be a top priority, as it is the most cost effective, the easiest to keep current and is accessible 24 hours per day.

One particularly dynamic community website is that of Greenwood, Mississippi ([www.greenwoodms.com](http://www.greenwoodms.com)). This is a small community that has realized the importance of their website! They were very smart to incorporate a way for the City, the Chamber, the Visitors and Tourists Bureau, Main Street, Economic Development and the County to be directly linked to the site – they share a tool bar at the top of the page and their graphics to be a totally integrated site. This site truly gives you the “feeling” of Greenwood and really sells the sizzle for a smaller community. Following are few screen shots of the website.

**Timing:** Immediate

# THE CITY OF GREENWOOD MISSISSIPPI

Code of Ordinances

Notify Me

Report a Concern

Parks & Recreation

Healthy Hometown

Recycling



### Greenwood Named 2012 Healthy Hometown

Greenwood was recently named a 2012 Healthy Hometown by the Blue Cross & Blue Shield of Mississippi Foundation.

+myConnections: Engage your community - connect to news, events and information you care about. [View more information...](#)

Sign In

CHAMBER

Visitors & Tourists

Main Street Greenwood

Economic Development

Chamber of Commerce

City of Greenwood

Leflore County

Members

Visitors

About Us

Programs & Events

Business Development

Explore Greenwood

GREENWOOD - LEFLORE COUNTY

CHAMBER

*Business Grows Here.*

Business Directory



Shop Greenwood



Calendar of Events



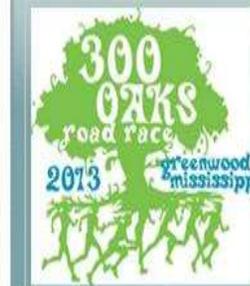
Notify Me



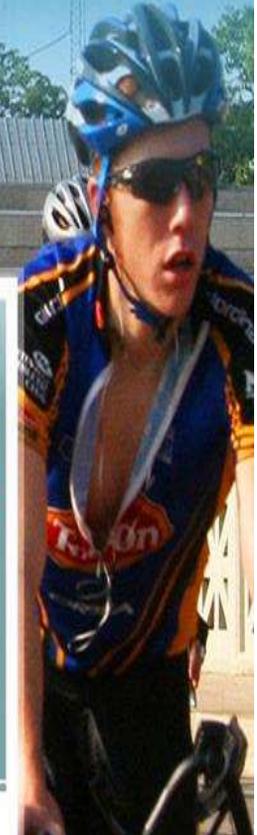
Join Now



Contact Us



300 Oaks set for Sept. 21  
One of the state's biggest road  
races! 10K run, 5K run, 5K  
walk and 1-mile fun run. Sign  
up today at  
[www.300oaks.com](http://www.300oaks.com)



+myConnections: Engage your community - connect to news, events and information you care about. [View more information...](#)

Sign In



Visitors & Tourists Main Street Greenwood Economic Development Chamber of Commerce City of Greenwood Leflore County

Site Selection Demographics Workforce Business Development About Us Explore Greenwood



GREENWOOD LEFLORE CARROLL  
ECONOMIC DEVELOPMENT FOUNDATION

*The Delta Difference*

Industry Guide



Maps



Join the Foundation



Support Services



**Industry Spotlight**

Congratulations Bob Hunter and 4-Way Electric on your 1 million dollar expansion.

### **Task #3: Create a collaborative relationship with the Milwaukee commercial brokerage community.**

Commercial real estate brokers can be one of your most important partners in garnering the attention of new businesses for the community – particularly when it comes to regional and national tenants. Most national and regional businesses looking for a new location are represented by a commercial broker or a national site selector. Mukwonago needs to make sure that the nearby commercial brokerage agents and firms know what Mukwonago can offer to their potential clients. Many of these clients have a presence in a particular market by utilizing commercial brokers who can make them aware of opportunities that fit their criteria.

Communities in the Madison area are reaching out to the commercial brokers by hosting a regular “get to know the community” event. This might encompass a short meet-and-greet, a bus tour of the area, followed up with a networking hour at a local restaurant. Sun Prairie, WI has done this for the past 4 years, and has also gotten a good turn out from the Milwaukee brokerage firms. Recently, Waunakee WI had their first broker event and had approximately 30 attendees. The result of that day has also produced a couple of deals in the works. In both of these cases, they toured brokers through the community to show them current lease or for sale opportunities, development lands, and highlights of the community assets. Mukwonago could also host a “Summit” as Sun Prairie did this year by having an afternoon to meet with brokers interested in either commercial or residential. They followed up the afternoon with a networking hour with local food, libations and critical community stakeholders. These real estate professionals are in the trenches every day looking for ways to match their clients with properties. It is imperative that they know about Mukwonago. The following page is the notice that Sun Prairie sent out for their latest broker event.

Consider joining the Commercial Associate of Realtors Wisconsin (CARW) as an affiliate member. This group is very active in the Milwaukee area, supporting a great majority of the commercial brokers. Check out their website at [www.carw.com](http://www.carw.com).

Make sure that all municipal-owned land is listed with a good commercial broker. This allows those properties to be on all the commercial listing- services and having a professional that can help market and negotiate. At a minimum, offer co-broke commissions to brokers.

**Timing: 2014**

## Sun Prairie Broker Event

The City of Sun Prairie would like to host an afternoon of information, marketing and networking for the Real Estate Brokerage community serving Sun Prairie. Its purpose will be to provide you with current information that will help you market Sun Prairie to prospective residents and businesses.

Date: Wednesday July 31<sup>st</sup>, 2013

Time: 1-3 pm - Residential Track, 3-5 pm - Commercial/Industrial Track

Location: TBD in Sun Prairie

Possible topics may include (subject to confirmation):

- Marketing the Sun Prairie School District and Sun Prairie High School
- Opportunities in the mid-to-upper single family marketplace
- Update on commercial retail projects
- Update on the Sun Prairie Business Park and Major Employers
- Coordinating with WEDC and Locate In Wisconsin
- Overview of building permits issued in 2013
- Residential projects coming online in 2013
- An overview of the Sun Prairie Ice Arena
- Multi-family residential trends
- Overview of City infrastructure investments and facilities (Parks, libraries, streets, stormwater, utilities, etc.)
- Housing and Commercial Financing programs
- Municipally owned electric service and competitive rates
- Overview of the St. Mary's Emergency Center
- The role of fiber optics and the Internet
- An overview of Sun Prairie's demographics
- Property valuation and sales trends in Sun Prairie

Neil Stechschulte

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City of Sun Prairie, Wisconsin USA

Phone:(608)825-0894

Email: [nstechschulte@cityofsunprairie.com](mailto:nstechschulte@cityofsunprairie.com)

Follow current economic development news at: News Blog: <http://sunprairie-ednews.blogspot.com/>

#### **Task #4: Set the stage for developer interest.**

Many communities ponder how to position themselves to work with developers, or even how to attract developer interest in their community. The recent economic situation has been challenging for the most qualified developers, but we are seeing a rebound of interest in new product. Multi-family housing development is currently a strong leader in developer interest, with other commercial development, (i.e. retail, office and industrial) following. Developers are an important partner for a community, as they often represent different retailers or businesses that they are developing the property for.

Securing developer interest in smaller markets can be more challenging, sometimes due to the economic or population constraints, or perhaps the political and approval policy climate. Communities can position themselves to be more competitive in attracting developers if:

1. There is an overall plan in place that provides development guidance about those important development and redevelopment areas.
2. Leadership within the community, both public and private is supportive of the plan and its goals.
3. Appropriate zoning is in place, or can be put in place.
4. The development process within the community is clear and directed, perhaps with one point of contact.
5. Community staff and key decision makers are "on the same page", so the development process doesn't get bogged down in an inability to come to consensus.
6. All incentives that are available are defined, and there is an understanding of how and who can use them.

Reach out to other communities within the Metro-Milwaukee area to seek out credible developers of both residential and commercial projects that can be compiled into a database for further contact. Having a pool of potential developers is extremely valuable as staff works to satisfy a demand within the community, whether for different housing options or various commercial projects.

**Timing: 2014.**

**Task #5: Develop a working relationship with large property owners within the Village.**

Large property owners from both a residential and commercial standpoint need to be strategic partners with the Village of Mukwonago. It's not untypical that the private sector can be wary of working with municipalities, as they may fear the process, the regulations, and the thought that may get forced to do something they don't want to. There also may exist a perceived or real challenge of getting something done.

Building confidence and bridges with these property partners will go a long way to work with them on new projects. Knowing their plans or goals early on can help the Village and the property owners get through a potential development process much easier. Help them with market and demographic data, incentives, broker or user contacts, etc.

Having a relationship with these property owners will also keep the Village on the forefront of pending vacancies in properties, allowing the Village to participate with recruitment – or even help to retain an existing business.

**Timing: 2014.**

**Task #6: Gather and maintain relevant data on the community.**

This report captures a significant amount of demographic data that may be useful to existing businesses or new businesses looking at the community. Make sure that a current inventory of businesses is being tracked - a list of most businesses in Mukwonago is included in the Appendix. It's also good to look at other communities of a similar size and nature to see how Mukwonago compares to their economic development activity and business depth. A chart of comparable communities is in the Appendix, as well as a chart of some comparable community retail categories. Keep this data fresh every two years.

Maintain a current resource of all incentives that are available, whether local or county or statewide, that the Village can help facilitate.

**Timing: 2014.**

## **Task #7: Host an Economic Development Open Forum.**

Again, this idea has been done in other communities, and offers a great opportunity to bring key stakeholders together to exchange ideas and critiques on how the municipality can do a better job supporting community and economic development. The audience should be commercial property owners, developers who have worked in the community, real estate brokers who work in the community, partners like the Chamber or the Visitors Bureau, interested public groups or individuals, and of course relevant Village staff committee and board members.

Discussion topics could include:

- What target sectors should we be focusing on long term and short term?
- What key information resources do we need to have available?
- Is a standing committee or workgroup needed for economic development (e.g. CDA, RDA)?
- What partners could the Village work with more effectively?
- What role should the Village have in the development of specific parcels?
- What sort of marketing should be done, and to whom?
- What can the Village do to make operating a business here easier?
- What can the Village do to make starting a business here easier?
- What future planning or other efforts are needed for economic development?
- What factors are slowing economic development in the Village?
- What strategic efforts could the Village make to ensure positive future economic development?
- What is your opinion of business recruitment and retention efforts by the Village?
- What should our priority project areas be?

Creating this forum for open discussion creates partnerships and opportunities. It is a chance for the public to air past issues and concerns that could be resolved, hear ideas about what can be done better from a Village perspective, and identify partners that could take economic development to a new level.

**Timing: 2014 / 2015.**

### **Task 7: Develop a new business “hit list”.**

Based on the market data in this report, there are certain categories of businesses that may find Mukwonago a good match for them. However before making contact, as much as possible should be known about the company's business model, other operations, typical site criteria and whether or not there is a location that might work for them. Therefore, randomly reaching out to new businesses doesn't make sense unless Mukwonago meets their typical location criteria, and there is land or an available space for them to consider. The following represent some of the categories of business that should be examined in more depth:

- \* Fast casual restaurants
- \* Mid-priced full-service restaurants
- \* Liquor sales
- \* Hair salons
- \* Niche gifts
- \* Service businesses, i.e. dental, medical, veterinary, investment services, travel agency, financial services
- \* Hospitality, another hotel may have merit
- \* Coffee shop
- \* Steakhouse
- \* Niche clothing
- \* Specialty grocery
- \* Specialty sporting goods

The specific type of business should be matched with available locations, as their site criteria will vary. An Olive Garden type restaurant might be attracted to the demographic data, but would likely only consider the I43 corridor, while a locally owned Italian restaurant might be better suited further inside the boundaries of the Village.

When Mukwonago is ready to work on this task, Redevelopment Resources will come back (at no charge) and help validate the business type, potential location opportunities, and provide current site data and contact information for any of the regional or national businesses. A specific cluster analysis for the manufacturing sector could be undertaken by Redevelopment Resources in the future.

**Timeframe: 2014 / 2015**

### **Task 8: Look for opportunities to profile the community in all outlets possible.**

Raising awareness about Mukwonago is important when looking to grow and fortify the business climate. Utilize all opportunities to share positive information about Mukwonago. For example:

- Engage the local paper to report on all new business openings; to profile successful businesses within Mukwonago; to run special sections on the state of the local economy, etc.
- Reach out to the Milwaukee State Journal to see what their interest would be in doing a feature about Mukwonago. This may also give local businesses an opportunity to run ads inexpensively next to the feature.
- Partner with a local radio station and be a regular featured guest to answer questions about the community and let citizens know what is going on at Village Hall.
- Send press releases to all the area media when there is a new business acquisition.
- Partner with the Chamber for business opening celebrations.
- Provide interesting community information to the media.
- Engage the high school classes by leading an economic development session – let the kids come up with ideas for new businesses and how Mukwonago might attract them.
- Speak at all of the local business and fraternal clubs. Let them know the Village goals and the plan in place to get there.

Some communities have an underlying air of apathy or cynicism – “we have tried that before and it didn’t work”, “no one helped me when I started my business”, “we don’t know what goes on at Village Hall”, etc. Sending positive PR messages about the status of Mukwonago helps build interest and excitement, both inside the community and outside the community.

**Timing: 2014 / 2015**

# APPENDIX

# Mukwonago Business List 2013

Business Name	Description
<b>Advertising and Media</b>	
Swift Print	Printing & Typesetting
Mukwonago Chief	Press/Publications/Radio
KReative Consulting	Event planning, PR, Marketing, Advertising
Fine Line Printing	Printing & Typesetting
Print, Pack & Ship	Printing & Shipping
RML Corporation	Marketing/Consulting
Chief Printing Company	Printing & Typesetting
<b>Agriculture, Fishing &amp; Forrestry</b>	
Horn Feed & Oil Company	Agriculture
Schuett Farms	Agriculture, Entertainment, Gifts
<b>Arts Culture &amp; Entertainment</b>	
Mukwonago Community Library	Library
Village Players	Entertainment, Community Organization
Red Brick House	Museum
Linnie Blooms Shop & Create	Craft Store
Grace Notes Community Orchestra	Entertainment, Community Organization
Box Office Movies & Games	Entertainment Retail
<b>Automotive, Aircraft &amp; Marine</b>	
Lynch's Horter Chevrolet	Auto Dealer
Napa Auto Parts	Auto Parts
Bj's BP, Inc.	Gas Station
Citgo	Gas Station
Mukwonago Yamaha, Inc	Motor Sports
River Crest Tire & Auto	Auto Parts
5 Star Stations, Inc.	Gas Station
John Amato Ford	Auto Dealer
Firestone Tires	Auto Parts
Clark Station	Gas Station
Advance Auto Parts	Auto Parts
Village Car Care Center, LLC	Auto Parts/Service
<b>Business &amp; Professional Services</b>	
KJ Tax & Accounting, LLC	Tax/Accounting
kCm Connections	Marketing/Consulting
Urban Herriges & Sons, Inc.	Architect/Interior Design
Child & Therapeutic Systems	Counseling
H&R Block	Tax/Accounting
The People Person, LLC	Career Planning/Consulting
Berg Corporate Interiors	Office Furniture & Supplies
The Look Photography Services	Photography

Kimberly Ann Photography	Photography
Best Photography	Photography
Act Now! Accounting Solutions	Accounting
Cruise & Tour Center	Travel Agency
Maxxum ERP Solutions LLC	Software
Pillar Design Group	Interior Design
AdviCoach	Consultants
AdvantaClean of SW Milwaukee	Cleaning Services
Dust to Golden Shine	Cleaning Services
You-Nique Photography	Photography
<b>Religion</b>	
Brooklife Church	Religious
Caldwell United Methodist Church	Religious
Destiny Christian Church	Religious
Episcopal Church of Resurrection	Religious
First Congregational Church of Mukwonago	Religious
Mount Olive Lutheran Church	Religious
Mukwonago Baptist Church	Religious
Mukwonago United Church of Christ	Religious
New Life Community Church	Religious
Our Savior's Wesleyan Church	Religious
St. James Catholic Parish	Religious
St. John's Evangelical Lutheran Church & School	Religious
United Unitarian Universalist Church	Religious
Vernon Evangelical Lutheran Church	Religious
<b>Computers &amp; Telecommunication</b>	
CGSmith.net	Computer Sales/Service
Triple R Computer Solutions LLC	Computer Sales/Service
US Cellular	Cellular Service/Sales
Grisham Information Systems Consulting, LLC	Computer Sales/Service
A Team Computer Services LLC	Computer Sales/Service
<b>Construction Equipment &amp; Contractors</b>	
C&H Construction, Inc.	Contractors
Mukwonago Remodeling, LLC	Contractors
Professional Construction, Inc.	Contractors
Martens Plumbing Equipment & Heating	Plumbing, Heating & Electrical
Dairy Air Heating & Cooling	Plumbing, Heating & Electrical
Phantom Creek Builders, LLC	Contractors
Turner Concrete Construction, Inc.	Contractors
Home Specialists, Inc.	Contractors
J&R Engineering Co, Inc.	Contractors, Manufacturing & Production
JC Ewert Sons Inc	Concrete Repair
Egofske-Poreter Drilling	Well Drilling Contractors
Andrews Heating & Cooling	Plumbing, Heating & Electrical
Waukesha Plumbing	Plumbing
Berg Construction	Contractors
Mukwonago Outdoor Power Equipment	Equipment Sales

<b>Family, Community &amp; Civic Orgs</b>	
Kitchen Kupboard Food Pantry	Community Organization
Friends of Mukwonago Community Library	Community Organization
Mukwonago Catastrophic Medical Fund	Community Organization
Mukwonago YMCA	Community Organization
Mukwonago Kiwanis Club	Community Organization
Rotary Club of Mukwonago	Community Organization
Norris Adolescent Center	Community Organization
American Legion Post 375	Community Organization
Mukwonago Lions Club	Community Organization
Mukwonago Food Pantry	Community Organization
Mukwonago Optimist Club	Community Organization
Lafin/St. James Lodge #247, F & AM	Community Organization
Mukwonago Community Commission	Community Organization
Knights of Columbus Council 7048	Community Organization
Crazy Quilter Guild	Community Organization
Mukwonago HS Athletic Booster Club	Community Organization
Mukwonago Area Chamber & Tourism	Community Organization
Skylar Cherie Foundation, Inc.	Community Organization
<b>Finance &amp; Insurance</b>	
Marcia Panella Agency, LLC	Insurance/Consulting
The House of Insurance	Insurance
State Farm Insurance	Insurance
Edward Jones-Gary Martens	Financial & Investment Services
Rural Mutual Insurance Company	Insurance
Wisconsin Life Brokerage	Financial & Investment Services
Providence Home Lending	Real Estate Services
Johnson Bank	Bank
Citizens Bank of Mukwonago	Bank
BMO Harris Bank	Bank
William Jensen Agency Inc. Am-Fam	Insurance
HD Financial Services, LLC	Investments/Tax/Accounting
Edward Jones- Scott Howard	Financial & Investment Services
PyraMax Bank	Bank
Associated Bank	Bank
Schrelber Investment Advisory Services	Financial & Investment Services
On the Money	Financial & Investment Services
Albanna Insurance Agency Farmers Insurance	Insurance
Hoffman & Associates Farmers Insurance	Insurance
Packerland Brokerage Services, Inc.	Financial & Investment Services
Cash Works	Financial
CFO/Accounting Services, Ltd.	Accounting
Rick Debe Agency, Inc.	Insurance
<b>Government, Education &amp; Individuals</b>	
Sound Learning	Education, Holistic Health, Learning Disabilities
Mukwonago Area School District	Education

County Supervisor- Gilbert Yerke	Government
Village of Mukwonago	Government
St John's Evang. Lutheran Church & School	Education
Town of Mukwonago	Government
Mukwonago Area Public Schools Education Foundation	Education
Mukwonago Police Department	Government
Town of Mukwonago Police Dept	Government
Mukwonago Fire Department	Government
Pilgrim's Playmates Nursery School	Education
Nature's Classroom Montessori School	Education
St. James Church & School	Education
Door to Door Driving School	Education
Wisconsin Guitar Academy	Education
<b>Health Care</b>	
Birchrock Senior Communities, LLC	Assisted Living
Anatomy Shop Physical Therapy	Physical Therapy
Bohl & Race Orthodontics	Orthodontist
Linden Grove Mukwonago Campus	Assisted Living
Spencer-Smith & Perugini Chiropractic	Chiropractor
Family Vision Center	Eye Clinic
PT Plus Mukwonago	Physical Therapy
Neurological Wellness Clinic	Medical Clinic
Barsamian Chiropractic Clinic	Chiropractor
Mukwonago Family Dentistry	Dentist
Wolf Family Chiropractic	Chiropractor
Medical Eye Associates	Eye Clinic
Miller Pharmacy	Pharmacy
Moreland OB-GYN Associates, S.C.	Medical Clinic
Hannah Home Health Care, Inc.	Nursing & Medical Care
Allergy, Asthma & Sinus Center	Medical Clinic
ProHealth Care D.N. Greenwald Center	Medical Clinic
Sullivan Dentistry, LLC	Dentist
Mukwonago Family Chiropractic	Chiropractor
Family Rehab Clinic	Physical Therapy
One on One Physical Therapy	Physical Therapy
Waukesha Memorial Outpatient Center	Medical Clinic
Riverview Dental	Dentist
Patricia Lawn Hypnotherapy	Counseling
Chiropractic First	Chiropractor
APOPS - Assoc Pelvic Organ Prolapse Support	Women's Health
<b>Home &amp; Garden</b>	
Orkin Pest Control	Pest Control
	Harware & Home Furnishings, Garden
Home Depot	Center
Sherwin Williams	Paint/Interior Design
Papa Steinke's Greenhouse	Garden Center/Greenhouse
3-D Greenhouses	Garden Center/Greenhouse, Gifts

Wonagrow Landscape Design, LLC	Landscaping
Yerke Frog Alley Greenhouses	Garden Center/Greenhouse
The Garden Mart	Garden Center/Greenhouse, Gifts
Simon's Gardens	Garden Center/Greenhouse
Rock Solid Services, LLC	Landscaping, Snow Removal
Dudec Tree Services	Landscaping
Envirocon, Inc.	Landscaping
W.H. Major & Sons	Landscaping
Treescapes, Inc	Landscaping
About Time Major Appliance Repair	Appliance Repair

#### **Legal**

Mills & Boehm, LLP	Legal
Quality Services	Legal
Giese & Weden Law Offices	Legal
Crivello-Carlson Attorneys	Legal
Dave Hudec Law Office	Legal

#### **Lodging & Travel**

Rodeway Inn	Hospitality
Country View Camp Ground	Hospitality

#### **Manufacturing, Production & Wholesale**

Engineered Pump Services	Manufacturing & Production
Quality Coatings	Manufacturing & Production
Kohne's Kustom Welding, Inc.	Manufacturing & Production
Bonstone Materials Corporation	Manufacturing & Production
Badger Color Concentrates, Inc.	Manufacturing & Production
Mica Tool & Manufacturing	Manufacturing & Production
Empire Level Manufacturing Corporation	Manufacturing & Production
Aptar Mukwonago	Manufacturing & Production
Industry Surplus	Parts?

#### **Personal Services & Care**

Woodhouse Day Spa	Salon/Spa/Nails
Ella Marie Salon	Salon/Spa/Nails
Wagreens	Drug Store
Massage By Michelle	Massage
Kids Connection Child Care	Child Care
Schmidt & Bartelt Funeral & Cremation Services	Funeral Services
Escape Tanning, Nails & Hair	Salon/Spa/Nails
Hairs the Thing	Salon
Quality Clips	Salon
Dragonfly Embroidery	Embroidery
Pretty Nails	Nail Salon
Little Lamb Day Care	Child Care
Presap Style Salon	Salon

#### **Pets & Veterinary**

Lucky Dog! Dog Day Care Inc.	Dog Day Care
End of the Leash, LLC	Pet Supplies
Bay View Veterinary Clinic	Veterinary

Bichon & Little Buddies	Pet Supplies
For Pet's Sake	Pet Supplies
<b>Public Utilities &amp; Environment</b>	
<b>Real Estate, Moving &amp; Storage</b>	
Realty Executives Integrity- V. Decker	Real Estate
Bielinski Brothers Properties	Real Estate
BK Home Inspections	Home Inspections
Marzion Homes & Realty	Real Estate
Art Schneider- First Weber	Real Estate
Shorewest Realtors	Real Estate
First Weber Realtors - Rob Madecky	Real Estate
D.N. Greenwald Co.	Property Leasing & Mgmt
Heaven City Development	Property Leasing & Mgmt
View Appraisals	Appraisals
First Look Home Inspection Services	Home Inspections
<b>Restaurants, Food &amp; Beverage</b>	
Antigua Real Latin Restaurant	Restaurant
Bucky's Fine Meats & Sausage, LLC	Specialty Foods
5 Star Stations, Inc.	Gas Station
Pick N Save	Grocery
Cerny's Midway Market	Gas Station
Half Time Sports Grill	Restaurant/Bar
Domino's Pizza	Restaurant - Pizza
Scott's Dog House	Mobile Restaurant
Cousins Subs	Restaurant - Subs
Fork in the Road	Restaurant/Banquet Hall
Expresso Love Coffee, LLC	Café
Blue Bay Restaurant	Restaurant
Anich's Beer & Liquor	Liquor Store
Mario's Natural Roman Pizza, Inc.	Restuarant - Pizza
The Music Café	Restaurant/Coffee/Gifts
Boneyard Pub and Grille	Restaurant
Culvers	Restaunt - Fast Food
Elegant Farmer	Specialty Foods
McDonald's	Restaunt - Fast Food
Pam's Fine Wines	Wine Bar
Hidden Café	Café/Restaurant
Taco Bell	Restaunt - Fast Food
Subway	Restaurant - Subs
Heaven City Restaurant	Restaurant
Lakeside Restaurant & Lounge	Restaurant
Shanahan's Coffee House	Café
Zeneli's Family Restaurant	Restaurant
<b>Shopping &amp; Specialty Retail</b>	
Quality Custom Framing	Framing Services
Bartle Jewelers	Jeweler
Dynamic Awards & Apparel LLC	Trophies/Awards

Wood'n It Be Nice	Wood crafts & Gifts
Polka Dots Scrapbook	Craft Store
The Country Porch	Antiques/Art
My Sister's Closet	Consignment
Garden Party Florist	Florist
Kindred Spirits Gift Shoppe	Gifts & Specialty Items
Tastefully Simple - Tina Kostenko	Gifts & Specialty Items
Greenfield Gallery	Antiques/Estate Sales/Consignment
Vortexx Music	Music Store
<b>Sports and Recreation</b>	
Workout Village	Gym
Mukwonago YMCA	Gym/Community Center
Won-a-go Biking	Sporting Goods
Accent on Dance	Dance School
Phantom Ranch Bible Camp	Children's Camp
Kay's Academy of Dance	Dance School
Siege Paintball LLC	Paintball
Phantom Lake YMCA Camp	Children's Camp
Mukwonago Area Soccer Club	Community Organization
Mukwonago Athletic Club	Gym
Jay's Lanes, Inc	Bowling Alley
Snap Fitness	Gym
Curves Mukwonago	Gym
Fusion Fitness	Gym
<b>Transportation</b>	
Seniors On the Go Taxi Service	Transportation
Hank's Transportation Company	School Bus Service

## Comparable community data by Retail Market

Town/City	Mukwonago	Merrill	Tomah	Reedsburg	Rice Lake
Population	7,235	9,608	8,798	8,675	8,335
Highway	Interstate 43	Interstate 51	Interstate 90 & 94	State 33	Interstate 53
Grocery Stores	Pick 'n Save Elegant Farmer (Reginal)	Piggly Wiggly	Walmart Super Center	Walmart Super Center	
Convenience Stores	Walgreens	Walgreens	Walgreens	Walgreens	Walgreens
			Kwik Trip (Regional)	Kwik Trip (Regional)	Kwik Trip (Regional)*3
	Redbox*2		Redbox*2	Redbox*2	Redbox*2
			Casey's General Store(Midwest)		Cenex
Discount/warehouse Stores	Walmart connection center	Walmart connection center	Walmart connection center		Walmart
	Walmart Super Center		Walmart Super Center	Walmart Super Center	
	Dollar General				Dollar General
		Family Dollar	Family Dollar	Family Dollar	
Gasoline	BP	BP	BP	BP	BP
	Mobil	Mobil		Mobil	
Apparel Stores	Peebles		Dollar Tree	Lands' End	Maurices
			Maurices		
Food and Beverage	DAIRY QUEEN	DAIRY QUEEN	DAIRY QUEEN		DAIRY QUEEN
	SUBWAY	SUBWAY	SUBWAY	SUBWAY	SUBWAY
	Culver's	Culver's	Culver's	Culver's	Culver's
	McDonald's	McDonald's	McDonald's	McDonald's	McDonald's
	Pizza Hut	Pizza Hut	Pizza Hut	Pizza Hut	Pizza Hut
	Taco Bell		Taco Bell	Taco Bell	Taco Bell
			Burger King	Burger King	Burger King
	Papa Murphy's				Papa Murphy's Take 'n' Bake
			Arby's		Hardee's
				KFC	
				Taco John's	
Hair Salons	Cost Cutters	Cost Cutters	Cost Cutters	Cost Cutters	Cost Cutters
Book and Gifts		Book World			Great Clips

					Pro-Cuts
Mobile/Wireless	US Cellular		US Cellular	US Cellular*2	AT&T
	PEARCE - Verizon Wireless	Verizon		Verizon	PEARCE - Verizon Wireless
		Cellcom			
		Sprint			
	RadioShack	RadioShack			RadioShack
Auto Parts	NAPA Auto Parts*2	NAPA Auto Parts	NAPA Auto Parts*2		NAPA Auto Parts
	O'Reilly Auto Parts	O'Reilly Auto Parts	O'Reilly Auto Parts	O'Reilly Auto Parts	O'Reilly Auto Parts
	CARQUEST Auto Parts	CARQUEST Auto Parts	Advance Auto Parts	CARQUEST Auto Parts	Advance Auto Parts
	Walmart Tire & Lube Express		CARQUEST Auto Parts		
Home Appliance	Home Depot		Sears Hometown Store	Sears Hometown Store	Sears Hometown Store
			Sears Home Services	Sears Home Services	Sears Home Services
Fitness	Curves	Curves	Curves		Curves
	Snap Fitness		Anytime Fitness	Anytime Fitness	
				Snap Fitness	Snap Fitness
Hotels	Rodeway Inn		Best Western	Super 8	Best Western Inn
			Hampton Inn		Days Inn
					AmericInn Motel & Suites

## Communities comparable to Mukwonago based on physical attributes

Comps	Community Level	Affiliation	Area Size	Population	Pulation Density	High Way Connection	Relation with Main Citi	Comments
Mukwonago	village	Waukesha County	<ul style="list-style-type: none"> <li>• Total 8.11 sq mi (21.00 km<sup>2</sup>)</li> <li>• Land 7.90 sq mi (20.46 km<sup>2</sup>)</li> <li>• Water 0.21 sq mi (0.54 km<sup>2</sup>)</li> </ul>	7,355 (2010 census)	931.0/sq mi (359.5/km <sup>2</sup> )	Interstate-43	34 min to Milwaukee; 1 h 21 min to Madison	Target Market
Delafield	city	Waukesha County	<ul style="list-style-type: none"> <li>• Total 11.06 sq mi (28.65 km<sup>2</sup>)</li> <li>• Land 9.41 sq mi (24.37 km<sup>2</sup>)</li> <li>• Water 1.65 sq mi (4.27 km<sup>2</sup>)</li> </ul>	7085 (2010 census)	752.9/sq mi (290.7/km <sup>2</sup> )	Interstate-94	34 min to Milwaukee; 56 min to Madison	Similar population/high way connection/relation to main cities/size
DeForest	village	Dane County	<ul style="list-style-type: none"> <li>• Total 7.49 sq mi (19.40 km<sup>2</sup>)</li> <li>• Land 7.43 sq mi (19.24 km<sup>2</sup>)</li> <li>• Water 0.06 sq mi (0.16 km<sup>2</sup>)</li> </ul>	8936 (2010 census)	1,202.7/sq mi (464.4/km <sup>2</sup> )	Interstate-90	29 min to Madison; 1 h 21 min to Milkwaukee	Similar population/high way connection/relation to main cities; but larger size
Vernon	Town	Waukesha County	<ul style="list-style-type: none"> <li>• Total 32.7 sq mi (84.7 km<sup>2</sup>)</li> <li>• Land 32.2 sq mi (83.5 km<sup>2</sup>)</li> <li>• Water 0.5 sq mi (1.2 km<sup>2</sup>)</li> </ul>	7,518 (2009)	229/sq mi (84.7/km <sup>2</sup> )	Interstate-43	29 min to Milwaukee; 1 h 25 min to Madison	Similar population/high way connection/relation to main cities; but much larger size
Genesee	Town	Waukesha County	<ul style="list-style-type: none"> <li>• Total 32.0 sq mi (82.9 km<sup>2</sup>)</li> <li>• Land 31.9 sq mi (82.6 km<sup>2</sup>)</li> <li>• Water 0.1 sq mi (0.3 km<sup>2</sup>)</li> </ul>	7518 (2009)	228.3/sq mi (88.2/km <sup>2</sup> )	State 59 & Intersate 94	37 min to Milkwaukee; 1 h 11 min to Madison	Similar population/high way connection/relation to main cities; but much larger size
Hales Corners	village	Milwaukee County	<ul style="list-style-type: none"> <li>• Total 3.22 sq mi (8.34 km<sup>2</sup>)</li> <li>• Land 3.21 sq mi (8.31 km<sup>2</sup>)</li> <li>• Water 0.01 sq mi (0.03 km<sup>2</sup>)</li> </ul>	7692 (2010 census)	2,396.3/sq mi (925.2/km <sup>2</sup> )	State 59 & Interstate-43	19 min to Milkwaukee; 1 h 21 min to Madison	Similar population/high way connection/relation to main cities; but smaller size
Jefferson	city	Jefferson County	<ul style="list-style-type: none"> <li>• Total 5.93 sq mi (15.36 km<sup>2</sup>)</li> <li>• Land 5.72 sq mi (14.81 km<sup>2</sup>)</li> <li>• Water 0.21 sq mi (0.54 km<sup>2</sup>)</li> </ul>	7973 (2010 census)	1,393.9/sq mi (538.2/km <sup>2</sup> )	State-18	56 min to Milwaukee; 45 min to Madison	Similiar population/size
McFarland	village	Dane County	<ul style="list-style-type: none"> <li>• Total 3.55 sq mi (9.19 km<sup>2</sup>)</li> <li>• Land 3.55 sq mi (9.19 km<sup>2</sup>)</li> <li>• Water 0 sq mi (0 km<sup>2</sup>)</li> </ul>	7808 (2010 census)	2,199.4/sq mi (849.2/km <sup>2</sup> )	State 51	1 hour 19 min to Milwaukee; 19 min to Madison	Similar population/high way connection/relation to main cities/size; but smaller size

## Demographic and Income Profile

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Summary	Census 2010	2013	2018			
Population	7,355	7,257	7,208			
Households	2,923	2,887	2,880			
Families	2,003	2,003	1,985			
Average Household Size	2.50	2.49	2.48			
Owner Occupied Housing Units	1,999	1,947	1,975			
Renter Occupied Housing Units	924	939	905			
Median Age	37.9	39.5	39.8			
Trends: 2013 - 2018 Annual Rate	Area	State	National			
Population	-0.14%	0.34%	0.71%			
Households	-0.05%	0.44%	0.74%			
Families	-0.18%	0.28%	0.63%			
Owner HHs	0.29%	0.54%	0.94%			
Median Household Income	5.41%	3.28%	3.03%			
Households by Income	2013		2018			
	Number	Percent	Number	Percent		
<\$15,000	218	7.6%	181	6.3%		
\$15,000 - \$24,999	284	9.8%	187	6.5%		
\$25,000 - \$34,999	302	10.5%	204	7.1%		
\$35,000 - \$49,999	455	15.8%	381	13.2%		
\$50,000 - \$74,999	470	16.3%	484	16.8%		
\$75,000 - \$99,999	482	16.7%	612	21.3%		
\$100,000 - \$149,999	524	18.2%	620	21.5%		
\$150,000 - \$199,999	120	4.2%	174	6.0%		
\$200,000+	32	1.1%	37	1.3%		
Median Household Income	\$57,696		\$75,081			
Average Household Income	\$71,294		\$81,830			
Per Capita Income	\$28,218		\$32,493			
Population by Age	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	479	6.5%	425	5.9%	423	5.9%
5 - 9	560	7.6%	479	6.6%	440	6.1%
10 - 14	536	7.3%	537	7.4%	494	6.9%
15 - 19	506	6.9%	485	6.7%	471	6.5%
20 - 24	377	5.1%	427	5.9%	396	5.5%
25 - 34	917	12.5%	872	12.0%	943	13.1%
35 - 44	1,144	15.6%	999	13.8%	903	12.5%
45 - 54	1,072	14.6%	1,170	16.1%	1,096	15.2%
55 - 64	854	11.6%	893	12.3%	954	13.2%
65 - 74	425	5.8%	542	7.5%	656	9.1%
75 - 84	289	3.9%	255	3.5%	273	3.8%
85+	196	2.7%	171	2.4%	160	2.2%
Race and Ethnicity	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	7,161	97.4%	7,041	97.0%	6,960	96.6%
Black Alone	18	0.2%	24	0.3%	31	0.4%
American Indian Alone	17	0.2%	21	0.3%	25	0.3%
Asian Alone	66	0.9%	66	0.9%	71	1.0%
Pacific Islander Alone	6	0.1%	4	0.1%	4	0.1%
Some Other Race Alone	23	0.3%	29	0.4%	33	0.5%
Two or More Races	64	0.9%	73	1.0%	84	1.2%
Hispanic Origin (Any Race)	234	3.2%	263	3.6%	314	4.4%

Summary	Census 2010	2013	2018			
Population	56,028	55,941	56,287			
Households	20,574	20,615	20,861			
Families	16,287	16,274	16,395			
Average Household Size	2.72	2.71	2.69			
Owner Occupied Housing Units	17,813	17,576	17,858			
Renter Occupied Housing Units	2,761	3,039	3,003			
Median Age	41.5	42.4	42.8			
Trends: 2013 - 2018 Annual Rate	Area	State	National			
Population	0.12%	0.34%	0.71%			
Households	0.24%	0.44%	0.74%			
Families	0.15%	0.28%	0.63%			
Owner HHs	0.32%	0.54%	0.94%			
Median Household Income	2.49%	3.28%	3.03%			
Households by Income	2013		2018			
	Number	Percent	Number	Percent		
<\$15,000	1,007	4.9%	797	3.8%		
\$15,000 - \$24,999	1,002	4.9%	635	3.0%		
\$25,000 - \$34,999	1,145	5.6%	757	3.6%		
\$35,000 - \$49,999	2,365	11.5%	1,741	8.3%		
\$50,000 - \$74,999	4,086	19.8%	3,547	17.0%		
\$75,000 - \$99,999	3,685	17.9%	4,618	22.1%		
\$100,000 - \$149,999	5,102	24.7%	5,985	28.7%		
\$150,000 - \$199,999	1,458	7.1%	1,931	9.3%		
\$200,000+	765	3.7%	852	4.1%		
Median Household Income	\$78,573		\$88,859			
Average Household Income	\$93,139		\$105,939			
Per Capita Income	\$34,353		\$39,291			
Population by Age	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,129	5.6%	2,957	5.3%	2,978	5.3%
5 - 9	4,062	7.3%	3,675	6.6%	3,499	6.2%
10 - 14	4,356	7.8%	4,338	7.8%	4,189	7.4%
15 - 19	4,112	7.3%	3,906	7.0%	3,881	6.9%
20 - 24	2,400	4.3%	2,753	4.9%	2,580	4.6%
25 - 34	5,055	9.0%	5,222	9.3%	5,672	10.1%
35 - 44	8,103	14.5%	7,297	13.0%	6,932	12.3%
45 - 54	10,569	18.9%	10,064	18.0%	9,023	16.0%
55 - 64	8,161	14.6%	8,669	15.5%	9,027	16.0%
65 - 74	3,820	6.8%	4,656	8.3%	5,744	10.2%
75 - 84	1,652	2.9%	1,754	3.1%	2,077	3.7%
85+	607	1.1%	650	1.2%	686	1.2%
Race and Ethnicity	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	54,269	96.9%	53,988	96.5%	53,950	95.8%
Black Alone	228	0.4%	282	0.5%	388	0.7%
American Indian Alone	151	0.3%	168	0.3%	202	0.4%
Asian Alone	556	1.0%	588	1.1%	666	1.2%
Pacific Islander Alone	18	0.0%	17	0.0%	18	0.0%
Some Other Race Alone	253	0.5%	286	0.5%	347	0.6%
Two or More Races	554	1.0%	612	1.1%	716	1.3%
Hispanic Origin (Any Race)	1,432	2.6%	1,613	2.9%	1,979	3.5%

State of Wisconsin  
 Wisconsin (55)  
 Geography: State

Summary	Census 2010	2013	2018			
Population	5,686,986	5,730,885	5,828,086			
Households	2,279,768	2,307,268	2,358,421			
Families	1,468,917	1,478,473	1,499,429			
Average Household Size	2.43	2.42	2.41			
Owner Occupied Housing Units	1,551,558	1,521,055	1,562,942			
Renter Occupied Housing Units	728,210	786,213	795,479			
Median Age	38.4	38.9	39.4			
Trends: 2013 - 2018 Annual Rate	Area	State	National			
Population	0.34%	0.34%	0.71%			
Households	0.44%	0.44%	0.74%			
Families	0.28%	0.28%	0.63%			
Owner HHs	0.54%	0.54%	0.94%			
Median Household Income	3.28%	3.28%	3.03%			
Households by Income	2013		2018			
	Number	Percent	Number	Percent		
<\$15,000	276,411	12.0%	265,200	11.2%		
\$15,000 - \$24,999	263,891	11.4%	200,575	8.5%		
\$25,000 - \$34,999	260,175	11.3%	208,017	8.8%		
\$35,000 - \$49,999	342,062	14.8%	288,993	12.3%		
\$50,000 - \$74,999	468,857	20.3%	464,441	19.7%		
\$75,000 - \$99,999	295,057	12.8%	409,487	17.4%		
\$100,000 - \$149,999	271,463	11.8%	351,900	14.9%		
\$150,000 - \$199,999	72,917	3.2%	103,753	4.4%		
\$200,000+	56,431	2.4%	66,051	2.8%		
Median Household Income	\$50,378		\$59,197			
Average Household Income	\$66,016		\$76,633			
Per Capita Income	\$26,961		\$31,387			
Population by Age	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	358,443	6.3%	347,360	6.1%	352,498	6.0%
5 - 9	368,617	6.5%	360,582	6.3%	352,023	6.0%
10 - 14	375,927	6.6%	371,261	6.5%	371,816	6.4%
15 - 19	399,209	7.0%	385,037	6.7%	382,247	6.6%
20 - 24	386,552	6.8%	412,361	7.2%	395,254	6.8%
25 - 34	721,694	12.7%	725,242	12.7%	735,450	12.6%
35 - 44	725,666	12.8%	699,380	12.2%	703,205	12.1%
45 - 54	873,753	15.4%	832,334	14.5%	761,587	13.1%
55 - 64	699,811	12.3%	766,080	13.4%	812,457	13.9%
65 - 74	400,496	7.0%	450,932	7.9%	557,257	9.6%
75 - 84	258,313	4.5%	254,918	4.4%	274,127	4.7%
85+	118,505	2.1%	125,398	2.2%	130,165	2.2%
Race and Ethnicity	Census 2010		2013		2018	
	Number	Percent	Number	Percent	Number	Percent
White Alone	4,902,067	86.2%	4,903,494	85.6%	4,911,974	84.3%
Black Alone	359,148	6.3%	365,732	6.4%	385,978	6.6%
American Indian Alone	54,526	1.0%	55,844	1.0%	58,651	1.0%
Asian Alone	129,234	2.3%	137,120	2.4%	153,057	2.6%
Pacific Islander Alone	1,827	0.0%	1,929	0.0%	2,165	0.0%
Some Other Race Alone	135,867	2.4%	152,962	2.7%	184,810	3.2%
Two or More Races	104,317	1.8%	113,804	2.0%	131,451	2.3%
Hispanic Origin (Any Race)	336,056	5.9%	378,545	6.6%	460,486	7.9%

## Household Budget Expenditures

Mukwonago WI  
Mukwonago village, WI (5555050)  
Geography: Place

<b>Demographic Summary</b>		<b>2013</b>	<b>2018</b>		
Population		7,257	7,208		
Households		2,887	2,880		
Families		2,003	1,985		
Median Age		39.5	39.8		
Median Household Income		\$57,696	\$75,081		
		<b>Spending Index</b>	<b>Average Amount Spent</b>	<b>Total</b>	<b>Percent</b>
Total Expenditures		99	\$68,577.14	\$197,982,199	100.0%
Food		98	\$8,044.51	\$23,224,490	11.7%
Food at Home		97	\$4,878.51	\$14,084,272	7.1%
Food Away from Home		99	\$3,165.99	\$9,140,219	4.6%
Alcoholic Beverages		100	\$532.49	\$1,537,310	0.8%
Housing		101	\$21,480.86	\$62,015,240	31.3%
Shelter		102	\$16,580.82	\$47,868,841	24.2%
Utilities, Fuel and Public Services		97	\$4,900.03	\$14,146,399	7.1%
Household Operations		101	\$1,753.44	\$5,062,168	2.6%
Housekeeping Supplies		98	\$695.04	\$2,006,580	1.0%
Household Furnishings and Equipment		89	\$1,602.60	\$4,626,697	2.3%
Apparel and Services		66	\$1,504.77	\$4,344,263	2.2%
Transportation		99	\$9,512.14	\$27,461,535	13.9%
Travel		105	\$1,925.28	\$5,558,272	2.8%
Health Care		99	\$4,414.92	\$12,745,874	6.4%
Entertainment and Recreation		104	\$3,367.47	\$9,721,878	4.9%
Personal Care Products & Services		100	\$740.93	\$2,139,061	1.1%
Education		102	\$1,491.50	\$4,305,970	2.2%
Smoking Products		87	\$421.73	\$1,217,531	0.6%
Miscellaneous (1)		97	\$1,139.61	\$3,290,058	1.7%
Support Payments/Cash Contributions/Gifts in Kind		99	\$2,279.88	\$6,582,026	3.3%
Life/Other Insurance		101	\$441.27	\$1,273,960	0.6%
Pensions and Social Security		104	\$7,228.71	\$20,869,285	10.5%

## Net Worth Profile

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Summary	Census 2010 <sup>▼</sup>	2013 <sup>▼</sup>	2018	2013-2018 Change	2013-2018 Annual Rate
Population	7,355	7,257	7,208	-49	-0.14%
Median Age	37.9	39.5	39.8	0.3	0.15%
Households	2,923	2,887	2,880	-7	-0.05%
Average Household Size	2.50	2.49	2.48	-0.01	-0.08%

2013 Households by Net	Number	Percent
Total	2,887 <sup>▼</sup>	100.0%
<\$15,000	659	22.8%
\$15,000-\$34,999	240	8.3%
\$35,000-\$49,999	139	4.8%
\$50,000-\$74,999	240	8.3%
\$75,000-\$99,999	181	6.3%
\$100,000-\$149,999	278	9.6%
\$150,000-\$249,999	314	10.9%
\$250,000-\$500,000	423	14.7%
\$500,000+	413	14.3%

Median Net Worth \$97,431  
 Average Net Worth \$448,499

2013 Net Worth by Age of Householder	Number of Households						
	<25	25-34	35-44	45-54	55-64	65-74	75+
Total	93	421	534	688	514	353	283
<\$15,000	72	185	131	104	59	32	76
\$15,000-\$34,999	11	55	59	47	27	24	17
\$35,000-\$49,999	1	26	38	27	22	15	9
\$50,000-\$99,999	5	62	111	96	52	44	51
\$100,000-\$149,999	2	37	44	60	53	64	19
\$150,000-\$249,999	2	25	55	75	76	46	34
\$250,000+	0	31	96	279	225	128	77
Median Net Worth	\$9,688	\$21,611	\$61,667	\$159,512	\$197,955	\$147,255	\$83,734
Average Net Worth	\$20,242	\$121,855	\$250,838	\$691,704	\$845,031	\$661,258	\$437,183

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

<b>Demographic Summary</b>		<b>2013</b>	<b>2018</b>
Population		7,257	7,208
Population 18+		5,510	5,551
Households		2,887	2,880
Median Household Income		\$57,696	\$75,081
<b>Product/Consumer Behavior</b>	<b>Expected Number of</b>	<b>Percent</b>	<b>MPI</b>
Participated in aerobics	579	10.5%	106
Participated in archery	152	2.8%	106
Participated in backpacking/hiking	618	11.2%	119
Participated in baseball	291	5.3%	101
Participated in basketball	483	8.8%	94
Participated in bicycling (mountain)	253	4.6%	124
Participated in bicycling (road)	632	11.5%	118
Participated in boating (power)	404	7.3%	120
Participated in bowling	797	14.5%	124
Participated in canoeing/kayaking	342	6.2%	131
Participated in downhill skiing	188	3.4%	116
Participated in fishing (fresh water)	895	16.2%	126
Participated in fishing (salt water)	299	5.4%	119
Participated in football	337	6.1%	98
Participated in Frisbee	329	6.0%	109
Participated in golf	707	12.8%	124
Play golf < once a month	265	4.8%	121
Play golf 1+ times a month	368	6.7%	125
Participated in horseback riding	163	3.0%	97
Participated in hunting with rifle	303	5.5%	115
Participated in hunting with shotgun	258	4.7%	112
Participated in ice skating	187	3.4%	117
Participated in jogging/running	639	11.6%	109
Participated in martial arts	74	1.3%	95
Participated in motorcycling	250	4.5%	125
Participated in Pilates	203	3.7%	111
Participated in roller skating	111	2.0%	97
Participated in snowboarding	106	1.9%	99
Participated in soccer	244	4.4%	102
Participated in softball	224	4.1%	104
Participated in swimming	1,312	23.8%	122
Participated in target shooting	249	4.5%	118
Participated in tennis	230	4.2%	97
Participated in volleyball	194	3.5%	100
Participated in walking for exercise	1,888	34.3%	115
Participated in weight lifting	748	13.6%	115
Participated in yoga	339	6.2%	105
Spent on high end sports/recreation equipment/12 mo: <\$250	259	4.7%	106
Spent on high end sports/recreation equipment/12 mo: \$250+	256	4.7%	119
Attend sports event: auto racing (NASCAR)	449	8.1%	112
Attend sports event: auto racing (not NASCAR)	371	6.7%	107
Attend sports event: baseball game	946	17.2%	116

## Sports and Leisure Market Potential

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Product/Consumer Behavior	Expected Number of	Percent	MPI
Attend sports event: basketball game (college)	437	7.9%	100
Attend sports event: basketball game (pro)	494	9.0%	105
Attend sports event: football game (college)	592	10.7%	104
Attend sports event: football- Monday night game (pro)	369	6.7%	110
Attend sports event: football- weekend game (pro)	589	10.7%	118
Attend sports event: golf tournament	331	6.0%	109
Attend sports event: ice hockey game	440	8.0%	121
Attend sports event: soccer game	371	6.7%	109
Attend sports event: tennis match	266	4.8%	98
Attended adult education course in last 12 months	428	7.8%	117
Attended auto show in last 12 months	486	8.8%	107
Went to bar/night club in last 12 months	1,190	21.6%	113
Went to beach in last 12 months	1,532	27.8%	113
Attended dance performance in last 12 months	256	4.6%	103
Danced/went dancing in last 12 months	527	9.6%	100
Dined out in last 12 months	3,092	56.1%	114
Dine out < once a month	288	5.2%	112
Dine out once a month	399	7.2%	118
Dine out 2- 3 times a month	753	13.7%	119
Dine out once a week	709	12.9%	111
Dine out 2+ times per week	592	10.7%	109
Gambled at casino in last 12 months	1,025	18.6%	116
Gambled at casino 6+ times in last 12 months	158	2.9%	106
Gambled in Atlantic City in last 12 months	139	2.5%	100
Gambled in Las Vegas in last 12 months	282	5.1%	106
Attended horse races in last 12 months	156	2.8%	95
Attended movies in last 6 months	3,440	62.4%	106
Attended movies in last 90 days: < once a month	1,958	35.5%	110
Attended movies in last 90 days: once a month	622	11.3%	109
Attended movies in last 90 days: 2- 3 times a month	356	6.5%	95
Attended movies in last 90 days: once/week or more	108	2.0%	77
Prefer to see movie after second week of release	1,458	26.5%	112
Went to museum in last 12 months	803	14.6%	113
Attended music performance in last 12 months	1,525	27.7%	116
Attended country music performance in last 12 mo	308	5.6%	111
Attended rock music performance in last 12 months	693	12.6%	115
Attended classical music/opera performance/12 mo	262	4.8%	102
Went to live theater in last 12 months	831	15.1%	114
Visited a theme park in last 12 months	1,287	23.4%	108
Visited Disney World (FL)/12 mo: Magic Kingdom	212	3.9%	113
Visited any Sea World in last 12 months	175	3.2%	92
Visited any Six Flags in last 12 months	300	5.4%	93
Went to zoo in last 12 months	866	15.7%	123
Played backgammon in last 12 months	131	2.4%	118
Participated in book club in last 12 months	198	3.6%	113
Played billiards/pool in last 12 months	621	11.3%	117
Played bingo in last 12 months	239	4.3%	103
Did birdwatching in last 12 months	407	7.4%	120
Played board game in last 12 months	1,093	19.8%	121

## Sports and Leisure Market Potential

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Product/Consumer Behavior	Expected Number of	Percent	MPI
Played cards in last 12 months	1,360	24.7%	118
Played chess in last 12 months	216	3.9%	107
Cooked for fun in last 12 months	1,345	24.4%	118
Did crossword puzzle in last 12 months	845	15.3%	106
Participated in fantasy sports league last 12 mo	219	4.0%	122
Flew a kite in last 12 months	185	3.4%	119
Did furniture refinishing in last 12 months	176	3.2%	99
Did indoor gardening/plant care in last 12 months	620	11.3%	112
Participated in karaoke in last 12 months	252	4.6%	103
Bought lottery ticket in last 12 months	1,992	36.2%	105
Bought lottery ticket in last 12 mo: Daily Drawing	267	4.8%	101
Bought lottery ticket in last 12 mo: Instant Game	886	16.1%	102
Bought lottery ticket in last 12 mo: Lotto Drawing	1,304	23.7%	111
Played lottery: <3 times in last 30 days	985	17.9%	114
Played lottery: 3- 7 times in last 30 days	488	8.9%	93
Played lottery: 8+ times in last 30 days	520	9.4%	102
Played musical instrument in last 12 months	478	8.7%	109
Did painting/drawing in last 12 months	365	6.6%	101
Did photography in last 12 months	830	15.1%	119
Read book in last 12 months	2,538	46.1%	113
Participated in trivia games in last 12 months	376	6.8%	113
Played video game in last 12 months	784	14.2%	107
Did woodworking in last 12 months	291	5.3%	113
Participated in word games in last 12 months	556	10.1%	106
Member of AARP	891	16.2%	106
Member of business club	138	2.5%	99
Member of charitable organization	349	6.3%	100
Member of church board	242	4.4%	103
Member of fraternal order	211	3.8%	109
Member of religious club	356	6.5%	102
Member of union	368	6.7%	128
Member of veterans club	179	3.2%	98
Bought any children's toy/game in last 12 months	2,150	39.0%	113
Spent on toys/games in last 12 months: <\$50	356	6.5%	106
Spent on toys/games in last 12 months: \$50- 99	139	2.5%	92
Spent on toys/games in last 12 months: \$100- 199	427	7.7%	108
Spent on toys/games in last 12 months: \$200- 499	714	13.0%	120
Spent on toys/games in last 12 months: \$500+	374	6.8%	119
Bought infant toy in last 12 months	506	9.2%	110
Bought pre- school toy in last 12 months	482	8.7%	108
Spent on toys/games (for child <6)/12 mo: <\$ 100	690	12.5%	113
Spent on toys/games (for child <6)/12 mo: \$100- 199	389	7.1%	105
Spent on toys/games (for child <6)/12 mo: \$200+	489	8.9%	115
Bought for child in last 12 mo: boy action figure	492	8.9%	111
Bought for child in last 12 mo: girl action figure	167	3.0%	98
Bought for child in last 12 mo: bicycle	416	7.6%	110
Bought for child in last 12 mo: board game	797	14.5%	122

## Sports and Leisure Market Potential

Mukwonago WI  
 Mukwonago village, WI (5555050)  
 Geography: Place

Product/Consumer Behavior	Expected Number of	Percent	MPI
Bought for child in last 12 mo: builder set	184	3.3%	99
Bought for child in last 12 mo: car	548	9.9%	108
Bought for child in last 12 mo: construction toy	333	6.0%	124
Bought for child in last 12 mo: large/baby doll	344	6.2%	96
Bought for child in last 12 mo: fashion doll	271	4.9%	97
Bought for child in last 12 mo: plush doll/animal	569	10.3%	123
Bought for child in last 12 mo: doll accessories	240	4.4%	109
Bought for child in last 12 mo: doll clothing	245	4.4%	108
Bought for child in last 12 mo: educational toy	907	16.5%	121
Bought for child in last 12 mo: electronic game	591	10.7%	115
Bought for child in last 12 mo: mechanical toy	207	3.8%	94
Bought for child in last 12 mo: model kit/set	162	2.9%	114
Bought for child in last 12 mo: sound game	138	2.5%	89
Bought for child in last 12 mo: water toy	607	11.0%	116
Bought for child in last 12 mo: word game	233	4.2%	110
Bought book in last 12 months	3,008	54.6%	109
Bought 1-3 books in last 12 months	1,116	20.3%	103
Bought 4-9 books in last 12 months	968	17.6%	112
Bought 10+ books in last 12 months	924	16.8%	111
Bought paperback book in last 12 months	2,367	43.0%	113
Bought <3 paperback books in last 12 months	762	13.8%	107
Bought 3-6 paperback books in last 12 months	857	15.6%	118
Bought 7+ paperback books in last 12 months	748	13.6%	115
Bought hardcover book in last 12 months	1,725	31.3%	112
Bought <3 hardcover books in last 12 months	770	14.0%	114
Bought 3-5 hardcover books in last 12 months	478	8.7%	108
Bought 6+ hardcover books in last 12 months	478	8.7%	110
Bought book (fiction) in last 12 months	1,783	32.4%	115
Bought book (non-fiction) in last 12 months	1,508	27.4%	107
Bought biography in last 12 months	421	7.6%	104
Bought children's book in last 12 months	792	14.4%	113
Bought cookbook in last 12 months	602	10.9%	100
Bought desk dictionary in last 12 months	83	1.5%	73
Bought history book in last 12 months	410	7.4%	98
Bought mystery book in last 12 months	746	13.5%	121
Bought personal/business self-help book last 12 mo	412	7.5%	103
Bought religious book (not bible) last 12 months	478	8.7%	115
Bought romance book in last 12 months	412	7.5%	116
Bought science fiction book in last 12 months	292	5.3%	116
Bought book through book club in last 12 months	249	4.5%	105
Bought book at book store in last 12 months	2,107	38.2%	114
Bought book at Barnes & Noble in last 12 months	1,228	22.3%	113
Bought book at Borders in last 12 months	722	13.1%	117
Bought book at convenience store in last 12 months	96	1.7%	78
Bought book at department store in last 12 months	420	7.6%	101
Bought book at drug store in last 12 months	105	1.9%	84
Bought book through Internet in last 12 mo	591	10.7%	104
Bought book through mail order in last 12 months	182	3.3%	97
Bought book at supermarket in last 12 months	307	5.6%	107
Bought book at warehouse store in last 12 months	354	6.4%	110



# VANDEWALLE & ASSOCIATES INC.

To: Chris Bennett, Director of Neighborhood Services, City of Whitewater  
From: Brian Munson, Principal Planner, Vandewalle & Associates  
CC: Sonja Kruesel, Associate Planner, Vandewalle & Associates  
Date: Friday, October 07, 2022  
Re: Starin Road Site: Development Concept

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The Starin Road Site offers an opportunity for development of additional housing on a City of Whitewater owned parcel. This development concept reflects an approach that balances existing site conditions, market opportunities, and physical constraints.

## **Existing Conditions**

The 14.28-acre site owned by the City of Whitewater offers development opportunities with the following existing conditions:

- Existing Use:** The site contains agricultural fields and unimproved woodlands with a significant grade transition from north to south. East Starin Road bisects the site into a north and south development area.
- Grade:** Site grade forms a significant constraint for development of the site with a significant elevation differential from south to north. Unit type, placement, and configuration will need to be carefully vetted to minimize large retaining walls.
- Access:** Access to the site includes frontage East Starin Road as well as a connection to Cherry Street to the south. East Starin Road is not separately dedicated ROW and will need an 80' ROW dedication as part of the development of the site. Additional street connections could be facilitated through the installation of the un-built section of North Wakely Street.
- Adjoining Use:** Single family residential abuts the site to the west with agricultural, wetlands, stormwater management to the east. The wetlands east of the site should be preserved through preservation of a wetland setback on the parcel. Kienbaum Iron and Metal facilities abut a small portion of the property north of East Starin Road.

Utilities: The site is bisected by an existing water main and would require extensions of the adjoining sanitary sewer network to deliver full municipal services.

Stormwater: Stormwater management is present to the east of the site; however, this facility is not sized to serve development of the site and additional stormwater facilities would be required both north and south of East Starin Road to accommodate the public improvements and private development runoff.

### **Development Concept**

The development concept seeks to balance the need for housing with the character of the adjoining neighborhood and slope conditions of the site. The layout incorporates opportunities for both single family homes and townhome development.

Single Family: 13 single family homes line the extension of Cherry Street to East Starin Road. These homes feature wider lot widths to accommodate the slope transitions necessary and would include a range of house sizes to match existing market conditions with a focus on modest house sizes and price points. Lot sizes are approximately 75 feet wide by an approximate minimum 100-foot lot depth.

Townhomes: 19-22 townhomes could be accommodated along both sides of East Starin Road to incorporate additional housing options and accommodate the grade transitions with tuck under garages. Development of the full townhome site north of East Starin road would require relocation of an existing water main. Additional land north of East Starin Road could be developed in the future as part of a larger redevelopment of the parcels to the northwest but would be held in reserve at this time due to the property configuration and need for buffering with the existing uses.

Transportation: The concept includes the extension of Cherry Street to connect with East Starin Road, creating greater connectivity east of Jefferson Street. Sidewalk connections would connect the townhomes to the adjoining street network and the existing trail along East Starin Road. This plan does not contemplate the extension of the un-built segment of North Wakely Street due to concerns on market feasibility. Sidewalk and utility connections could be extended in the ROW in the event that East Grant or N Wakely are improved.

Utilities: The site will extend the public utility network through the site including sanitary sewer and a potential relocation of the existing water services.

Stormwater: Stormwater management facilities are anticipated along the eastern edge of the site and will need to be coordinated with the

location/depth of the existing water main. These facilities are shown at approximately 8% of the site acreage and will be refined based on detailed engineering and soils information.

### Development Cost Assumptions

The development of the site takes advantage of some adjoining utilities and road infrastructure, but development of the site will need further investigation into the following elements (Source: City of Whitewater). Cost estimates are included for discussion purposes and would need to be refined based on engineering designs.

Roadways:	Cherry Lane	650 linear feet @ \$450	\$292,500
		(roadway, sidewalks, electrical, gas, telecom)	
Utilities:	Water	~1,500 linear feet @ \$275	\$412,500
	Sewer	~2,000 linear feet @ \$ 275	\$550,000
	Storm Sewer	~600 linear feet @ \$250	\$150,000
Grading:			TBD
Stormwater:	15,250 sq. ft	@ \$5/sq. ft.	~\$75,000

**DRAFT**

# Starin Road Site POTENTIAL CONCEPT

Whitewater, Wisconsin

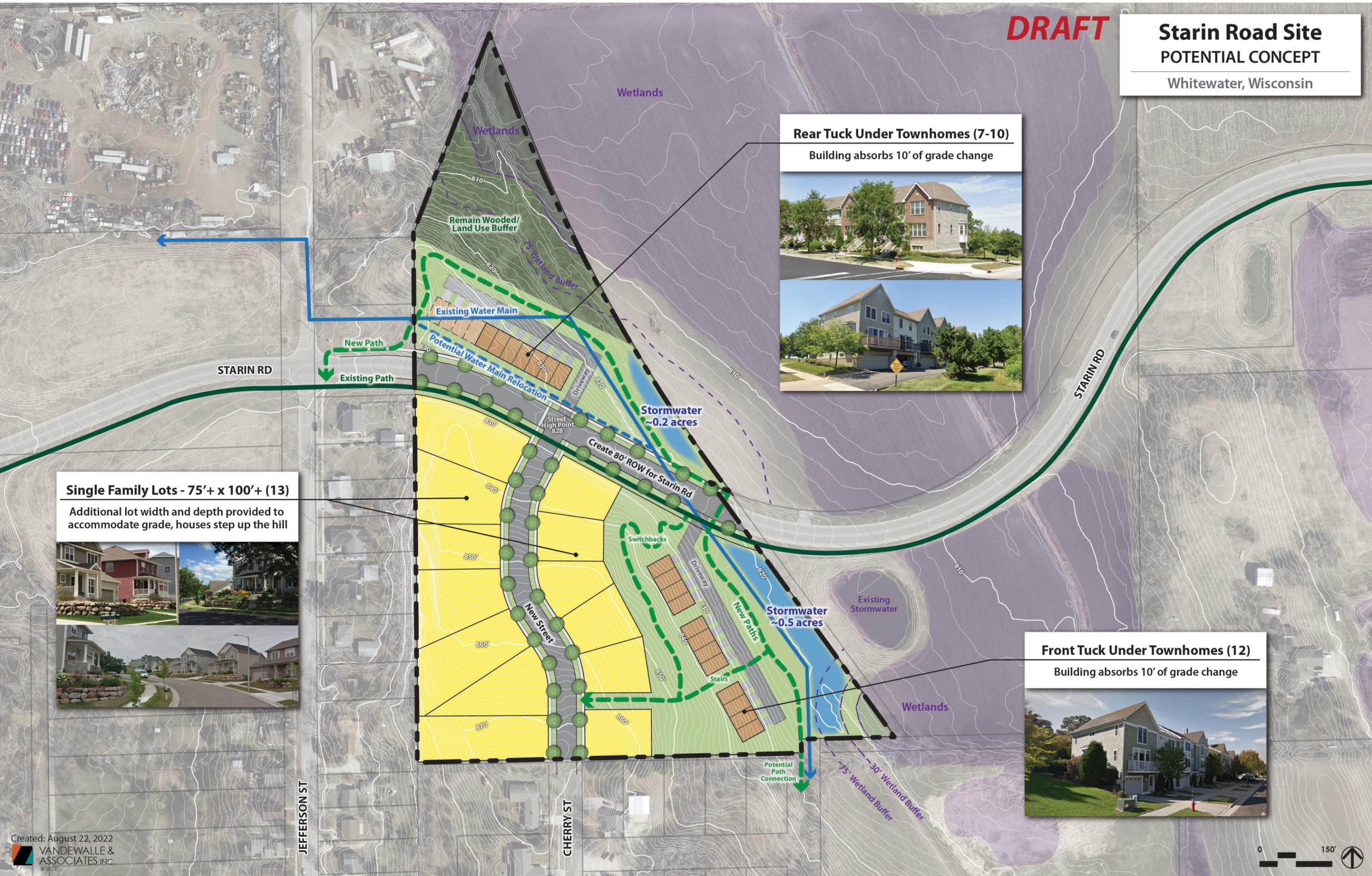
## Rear Tuck Under Townhomes (7-10)

Building absorbs 10' of grade change



## Single Family Lots - 75'+ x 100'+ (13)

Additional lot width and depth provided to accommodate grade, houses step up the hill



## Front Tuck Under Townhomes (12)

Building absorbs 10' of grade change

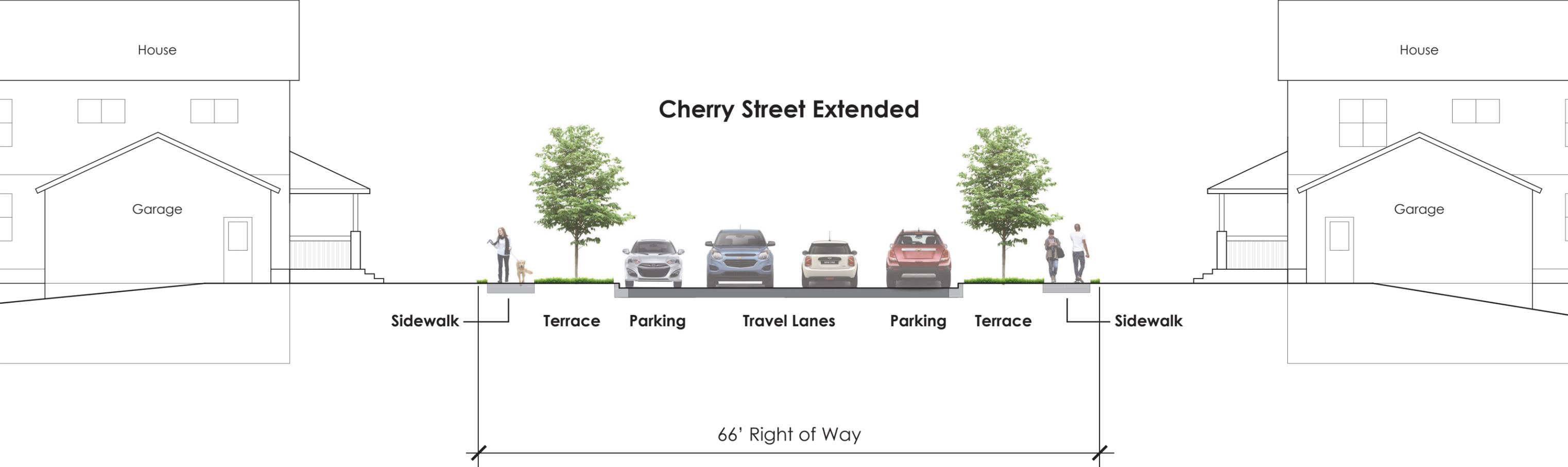


**DRAFT**

**Starin Road Site**  
**STREET CROSS SECTION**  
Whitewater, Wisconsin

Single Family Homes  
(West of Cherry St)

Single Family Homes  
(East of Cherry St)

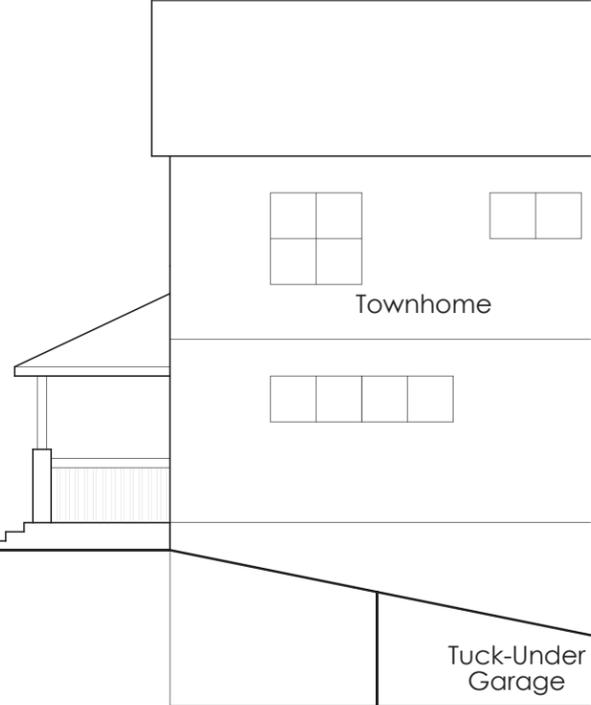


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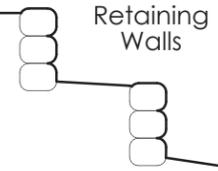
**Starin Road Site**  
**STREET CROSS SECTION**  
Whitewater, Wisconsin

Single Family Homes  
(South of Starin Road)

Townhomes  
(North of Starin Road)



**Starin Road**



10' Path

Terrace

Parking

Travel Lanes

Parking

Terrace

Sidewalk

Tuck-Under Garage

80' Right of Way

Building Takes up  
Grade Change

**DRAFT**

**Starin Road Site**  
**LOT CROSS SECTION**  
Whitewater, Wisconsin

