



**A M E N D E D - A G E N D A**  
**CITY OF WAUPUN AMENDED - COMMUNITY**  
**DEVELOPMENT AUTHORITY MEETING**  
**Zoom & Waupun City Hall (201 E. Main Street,**  
**Waupun WI)**  
**Tuesday, March 15, 2022 at 8:00 AM**

Join Zoom Meeting

<https://us02web.zoom.us/j/82821263214?pwd=dTNmRlpkZkRYR01WZXQ5Vy9leFdkdz09>

Meeting ID: 828 2126 3214

Passcode: 408177

-or-

Dial by your location

(312)626-6799 US (Chicago)

Meeting ID: 828 2126 3214

Passcode: 408177

**CALL TO ORDER**

**ROLL CALL**

**PERSONS WISHING TO ADDRESS THE COMMUNITY DEVELOPMENT AUTHORITY**--*State name, address, and subject of comments. (2 Minutes)*

**CONSIDERATION - ACTION**

1. Approval of Agenda/Motion to Deviate
- [2.](#) Approval of December 21, 2022 Community Development Authority Meeting Minutes
- [3.](#) Approval of December 2021 Financial Statement
- [4.](#) Approval of January 2022 Financial Statement
- [5.](#) Approval of February 2022 Financial Statement

**STATUS OF OUTSTANDING GRANT APPLICATIONS**

6. Jud-sons (416 E. Main St.) Downtown Small business COVID-19 Technology Grant

**DISCUSSION ITEMS**

- [7.](#) Housing Program Summary Report (July-December 2021)
- [8.](#) Downtown Market Analysis
9. Administrator Report

**CONSIDERATION - ACTION**

10. Potential Agenda Items
11. Date of Next Scheduled Meeting - April 19, 2022

**ADJOURNMENT**

*Upon reasonable notice, efforts will be made to accommodate disabled individuals through appropriate aids and services. For additional information, contact the City Clerk at 920-324-7915.*



**MINUTES**  
**CITY OF WAUPUN COMMUNITY DEVELOPMENT**  
**AUTHORITY MEETING**  
**In-Person & Teleconference**  
**Tuesday, December 21, 2021 at 8:00 AM**

Committee Members Present:

Gary DeJager  
Derek Drews  
Julie Nickel  
Sue VandeBerg  
Jill Vanderkin  
Nancy Vanderkin  
Cassandra VerHage

Staff Present:

Kathy Schlieve ..... Administrator  
Sarah Van Buren ..... Community & Economic Development Coordinator  
Dan Vande Zande (arrived 8:01) ..... Attorney

Other:

Lauren Tillema ..... Stone + Suede

**CALL TO ORDER**

Mayor Julie Nickel called the meeting of the Community Development Authority to order at 8:00 a.m.

**ROLL CALL**

Roll call and quorum determined.

**PERSONS WISHING TO ADDRESS THE COMMUNITY DEVELOPMENT AUTHORITY**

None.

**CONSIDERATION - ACTION**

**1. Approval of Agenda/Motion to Deviate**

Administrator Schlieve would like the closed session item removed from the agenda, as it is no longer needed. A motion to approve the agenda, as amended, was made by Mr. DeJager and seconded by Ms. N. Vanderkin, passing unanimously.

**2. Approval of October 19, 2021 Community Development Authority Minutes**

A motion to approve the October 19, 2021 Community Development Authority minutes was made by Ms. N. Vanderkin and seconded by Ms. VandeBerg, passing unanimously.

**3. Approval of October 2021 Financial Statement**

A motion to approve the October 2021 financial statement was made by Ms. J. Vanderkin and seconded by Mr. DeJager, passing unanimously.

**4. Approval of November 2021 Financial Statement**

A motion to approve the November 2021 financial statement was made by Ms. N. Vanderkin and seconded by Ms. J. Vanderkin, passing unanimously.

**5. Approval of 2022 CDA Budget**

Administrator Schlieve provided an overview of the draft 2022 CDA budget that was included in the meeting packet. Due to commitments made to projects within the district occurring in 2022, the only grant opportunity that will be available will be the Revitalization grant.

A motion to approve the 2022 CDA budget was made by Ms. J. Vanderkin and seconded by Mr. DeJager, passing unanimously.

**6. Design for Façade Improvements – Stone + Suede (417 E. Main St.)**

Ms. Tillema provided an overview of the proposed design improvements to the front façade, as well as desired paint colors. Extensive research of other historic building has been done and they would like to have black trim and use Sherwin William Stucco to complement the existing brickwork

A motion to approve the proposed design for façade improvements at 417 E. Main St. was made by Ms. VandeBerg and seconded by Ms. VerHage, passing unanimously.

## **DISCUSSION**

### **7. Downtown Market Analysis Draft Recommendations**

Ms. Van Buren provided an update on the draft downtown market analysis document being finalized by UW-Extension. Administrator Schlieve felt the document has the right elements and that as a community; we need to do better at collaborating among partners. At times, this is done well but other times, relationships are fractured. With limited resources, better collaboration will have a bigger collective impact.

The final report will all include a summary of the survey results, will be used for recruitment and guide the work of staff on grants, and implementation of the streetscaping plan but it will be important for everyone to help carry the message.

### **8. CDI Grant Update**

Staff continues to work with the owners of Stone + Suede on business planning. Work also continues on a CDI grant request. As a reminder, the CDA has committed to making an investment to help support the work that needs to be done to the site, specifically when it comes to the two green spaces.

### **9. Administrator Update**

Administrator Schlieve provided the following updates:

- Continue to work with owner of 431 E. Main St. regarding the needed improvements to the space. The owner of 0638 The Clothing Collection has signed a lease for January 1, 2022. The owner of 431 E. Main St. is interested in working with the City to do additional improvements to the buildings he owns in the 400 block.
- Staff continues to respond to grant opportunities.
- Continuing through due diligence process of the industrial park project.
- Work has begun for the creation on a new TID on the east side.

Ms. VandeBerg asked if the CDA could support improvements at the Senior Center, like new flooring. Administrator Schlieve stated improvements to the Senior Center could not be paid for by the funds generated by the TID, as it is not an eligible building. In addition, Administrator Schlieve reminded the group that staff recently submitted a grant application for the construction of a new Senior Center.

Ms. N. Vanderkin asked if the Goose Shot has been sold. Administrator Schlieve stated there is an offer on the building. Mayor Nickel reminded members of the CDA that private sales do not usually involved the City unless something specific is needed.

Mr. DeJager inquired about the timing of grant announcements for the Neighborhood Investment Grant and the Healthcare Innovation Grant. Ms. Van Buren informed the group the state was anticipating making announcements in December.

## **ADVANCED PLANNING**

### **11. Potential Agenda Items**

### **12. Date of Next Scheduled Meeting**

The next meeting is scheduled for January 18, 2022 at 8:00 a.m.

## **ADJOURNMENT**

A motion to adjourn was made by Ms. N. Vanderkin and seconded by Ms. J. Vanderkin passing unanimously. The meeting adjourned at 8:45 a.m.



**Community Development Authority Financial Statement**  
**For the Month Ending: 12/31/2021**

**BUDGET**

<b>Budget Category</b>	<b>2021 Budget</b>	<b>YTD Expense*</b>	<b>Budget Balance</b>
Grants	\$100,000	\$85,391	\$14,609
Market Analysis	\$10,652	\$6,097	\$4,555
Streetscape/Wayfaring	\$15,000	\$4,403	\$10,597
Wages	\$11,049	\$6,518	\$4,531
Audit	\$1,200	\$500	\$700
Interest	\$12,000	\$8,935	\$3,065
TID Analysis	\$3,000		\$3,000
Misc. Consultant Fees	\$6,000	\$7,726	-\$1,726
New Business Attraction Effort	\$3,348		\$3,348
Repayment of funds advanced by City	\$9,561		\$9,561
subtotal	\$171,810	\$119,569	\$52,241
Cash Reserve (prior year unspent budget)	\$18,000	\$17,985	\$15
Total	\$189,810	\$137,554	\$52,256

\*YTD Expense totals include funds committed for approved grants that have not yet been paid out

**GRANT EXPENSE DETAILS**

<b>Mtg Date</b>	<b>Applicant</b>	<b>Expiration</b>	<b>Date Paid</b>	<b>Amount paid</b>	<b>Grant Amount</b>
<i>Technology Grants (Budgeted \$20,000 for 2021)</i>					
4/20/2021	Links Martial Arts	10/20/2021	8/31/2021	\$ 988.41	\$988.41
9/21/2021	Jud-Sons	3/20/2022			\$5,000.00
10/19/2021	Stone & Suede	4/19/2022			\$5,000.00
Year-to-Date Approved Technology Grants					\$10,988.41
Technology Grant Funds Remaining					\$9,011.59

<i>Revitalization Grants (Budgeted \$40,000 for 2021)</i>					
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$9,550.00
5/18/2021	Clothing Pallet	11/18/2021	8/31/2021	\$ 3,876.53	\$3,876.53
6/15/2021	The Parlor Hair Boutique/A. Vandekolk	12/15/2021	12/9/2021	\$ 225.00	\$225.00
6/15/2021	Cassandra VerHage	12/15/2021	12/9/2021	1849.83	\$1,849.83
6/15/2021	J. Leonard/Thrivent Financial	12/15/2021	10/21/2021	\$ 3,701.09	\$3,701.09
7/20/2021	Snow Law	1/20/2022	11/12/2021	\$ 9,950.00	\$9,950.00
Year-to-Date Approved Revitalization Grants					\$29,152.45
Revitalization Grant funds remaining					\$10,847.55

<i>Targeted Investment Grant Requests (Budgeted \$40,000 for 2021)</i>					
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$15,000.00
4/20/2021	Real Sportscards - T. Kulczewski	10/20/2021	10/21/2021	\$ 20,000.00	\$20,000.00
4/20/2021	The Parlor Hair Boutique	10/20/2021	10/7/2021	\$ 10,249.83	\$10,249.83
Year-to-Date Approved Targeted Investment Grants					\$45,249.83
Targeted Investment Grant Funds Remaining					-\$5,249.83

**NON-GRANT EXPENSE DETAILS**

<b>Date Paid</b>	<b>Payment Description</b>	<b>Vendor Name</b>	<b>Amount</b>
1/31/2021	Benches & Trash Receptacles/downtown	Lee Recreation	\$17,835.00
1/31/2021	Wages		\$218.03
2/28/2021	Wages		\$328.45
3/31/2021	Wages		\$400.50
3/31/2021	2020 audit fees	Baker Tilly	\$419.83
3/31/2021	Annual TID Certification Fee	WI DOR	\$150.00
4/30/2021	Wages		\$573.34
4/30/2021	2020 audit fees	Baker Tilly	\$80.16
5/31/2021	Wages		\$313.95
6/30/2021	Wages		\$382.23
7/31/2021	Wages		\$659.33
7/31/2021	MSA/Research 310 & 312 Main St.	MSA	\$1,238.40
8/31/2021	MSA/Research 310 & 312 Main St.	MSA	\$2,528.40
8/31/2021	Wages		\$357.03
9/30/2021	MSA/Research 310 & 312 Main St.	MSA	\$1,906.10
9/30/2021	Wages		\$342.94
10/7/2021	MSA/Research 310 & 312 Main St.	MSA	\$228.00
10/31/2021	Wages		\$316.18
11/23/2021	Wayfaring Signs	Traffic & Parking Control Co.	\$868.35
11/23/2021	MSA/Research 310 & 312 Main St.	MSA	\$225.00
11/30/2021	Wages		\$723.75
12/9/2021	Wayfaring Signs	Traffic & Parking Control Co.	\$3,535.10
12/9/2021	Market Analysis	UW Madison	\$6,096.81
12/31/2021	Wages		\$1,788.64
12/31/2021	Wages		\$113.24
12/31/2021	MSA/Open Spaces	MSA	\$1,600.00
12/31/2021	Interest on Advances		\$8,934.52
Year-to-Date Non-Grant Expenses			\$52,163.28
Total YTD Expenses			\$137,553.97



**CAPITAL PROJECTS FUND-TIF #3  
BALANCE SHEET  
12/31/21**

**ASSETS**

405-10001	Cash	92,839
405-12100	Property Taxes Receivable	160,619
405-13810	Accounts Receivable	-
<b>TOTAL ASSETS</b>		<b>253,458</b>

**LIABILITIES, DEFERRED INFLOWS, AND FUND BALANCES**

405-21100	Accounts Payable	1,600
405-21110	Accrued Payroll	113
405-25100	Advance from General Fund	442,825
405-26110	Deferred (Taxes) Receivable	160,619
<b>Total Liabilities and Deferred Inflows</b>		<b>605,157</b>

**FUND BALANCE**

405-31111	City Equity	(424,621)
	Revenue over Expenditures-YTD	72,923
<b>Total Fund Balance</b>		<b>(351,698)</b>

**TOTAL LIABILITIES, DEFERRED INFLOWS AND  
FUND EQUITY**

**253,458**



**CAPITAL PROJECTS FUND-TIF #3**  
**STATEMENT OF REVENUES & EXPENDITURES**  
**12/31/21**

		<b>12/31/2021</b>	<b>12/31/2021</b>	<b>Difference</b>
		<b>YTD</b>	<b>Budget</b>	<b>(Budget - YTD)</b>
<b>REVENUES</b>				
405-41-4112-000	TAXES-TAX INCREMENTAL DISTRICT	133,830	130,000	(3,830)
405-41-4115-000	TAX-COMPUTER EXEMPT PROPERTY	8,287	8,286	(1)
405-41-4116-0-00	TAX-EXEMPT PERSONAL PROPERTY	24,101	24,101	0
405-42-4240-000	PAYMENT IN LIEU OF TAX	9,709	9,423	(286)
405-44-4431-000	PERMITS-BUILDING-TIF 3	-	-	-
405-43-4355-000	STATE GRANT	-	-	-
405-48-4861-000	DONATIONS FROM ORG&INDIVIDUALS	-	-	-
Total Revenues		<u>175,927</u>	<u>171,810</u>	<u>(4,117)</u>
<b>EXPENDITURES</b>				
405-10-5921-6-00	INTEREST EXPENSES ON ADVANCES	8,935	12,000	3,065
405-70-5436-110	TIF #3-SALARIES/WAGES	5,342	8,592	3,250
405-70-5436-111	TIF #3-OVERTIME	-	-	-
405-70-5436-220	TIF #3-HEALTH INSURANCE	399	1,186	787
405-70-5436-221	TIF #3-LIFE INSURANCE	4	5	1
405-70-5436-222	TIF #3-RETIREMENT	353	564	212
405-70-5436-223	TIF #3-SOCIAL SECURITY	392	656	264
405-70-5436-229	TIF #3-INCOME CONTINUE	27	-	(27)
405-70-5436-330	TIF #3-OFFICE SUPPLIES	-	-	-
405-70-5436-333	TIF #3-POSTAGE	-	-	-
405-70-5436-337	TIF #3-TRAV/CONFERENCE	-	-	-
405-70-5436-338	TIF #3-OPERATING EXPENSES	87,052	135,000	47,948
405-70-5436-339	TIF #3-PROFESSIONAL SERVICES	500	4,200	3,700
405-70-5436-800	TIF #3-CAPITAL OUTLAY	-	-	-
Total Expenditures		<u>103,004</u>	<u>162,204</u>	<u>59,200</u>
Excess (deficiency) revenues over expenditures		<u>72,923</u>	<u>9,606</u>	<u>(63,317)</u>

**BUDGET**

Budget Category	2022 Budget	YTD Expense*	Budget Balance
Payout for 2021 Projects	\$37,898		\$37,898
Improvement Projects	\$30,000		\$30,000
CDI Grant Contribution	\$50,000		\$50,000
Targeted Investments	\$50,000		\$50,000
Wages	\$14,238	\$513.25	\$13,725
Audit	\$1,000		\$1,000
Interest	\$13,050		\$13,050
Misc. Consultant Fees	\$5,000		\$5,000
Repayment of funds advanced by City	\$16,124		\$16,124
subtotal	\$217,310	\$513	\$216,797
Total	\$217,310	\$513	\$216,797

\*YTD Expense totals include funds committed for approved grants that have not yet been paid out

**GRANT EXPENSE DETAILS**

Mtg Date	Applicant	Expiration	Date Paid	Amount paid	Grant Amount
<u>2021 Carryover (budgeted \$37,898)</u>					
9/21/2021	Jud-Sons	3/20/2022			\$5,000.00
10/19/2021	Stone & Suede	4/19/2022			\$5,000.00
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$9,550.00
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$15,000.00
9/22/2021	New Bus.s Attraction Effort '21 balance				\$3,348.00
Year-to-Date Carryover					\$37,898.00
2021 Carryover Funds Remaining					\$0.00

2022 Grant Contributions (budgeted \$50,000)

Year-to-Date CDI Grants	
2022 Grant Funds Remaining	\$50,000.00

**NON-GRANT EXPENSE DETAILS**

Date Paid	Payment Description	Vendor Name	Amount
1/31/2022	Wages		\$513.25
Year-to-Date Non-Grant Expenses			\$513.25
Total YTD Expenses			\$513.25



**Community Development Authority Financial Statement**  
**For the Month Ending: 2/28/2022**

**BUDGET**

<b>Budget Category</b>	<b>2022 Budget</b>	<b>YTD Expense*</b>	<b>Budget Balance</b>
Payout for 2021 Projects	\$37,898	\$7,262	<b>\$30,636</b>
Improvement Projects	\$30,000		<b>\$30,000</b>
CDI Grant Contribution	\$50,000		<b>\$50,000</b>
Targeted Investments	\$50,000		<b>\$50,000</b>
Wages	\$14,238	\$1,607	<b>\$12,631</b>
Audit	\$1,000		<b>\$1,000</b>
Interest	\$13,050		<b>\$13,050</b>
Misc. Consultant Fees	\$5,000		<b>\$5,000</b>
Repayment of funds advanced by City	\$16,124		<b>\$16,124</b>
subtotal	<u>\$217,310</u>	<u>\$8,870</u>	<u><b>\$208,441</b></u>
Total	<u>\$217,310</u>	<u>\$8,870</u>	<u><b>\$208,441</b></u>

\*YTD Expense totals include funds committed for approved grants that have not yet been paid out

**GRANT EXPENSE DETAILS**

<b>Mtg Date</b>	<b>Applicant</b>	<b>Expiration</b>	<b>Date Paid</b>	<b>Amount paid</b>	<b>Grant Amount</b>
<u>2021 Carryover (budgeted \$37,898)</u>					
9/21/2021	Jud-Sons	3/20/2022			\$5,000.00
10/19/2021	Stone & Suede	4/19/2022	2/28/2022	\$ 5,000.00	\$5,000.00
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$9,550.00
4/20/2021	ABB+J Inv. Prop./Jeff Collien	4/30/2022			\$15,000.00
9/22/2021	New Bus. Attraction Effort '21 balance		2/28/2022	\$ 2,262.30	\$3,348.00
Year-to-Date Carryover					<u>\$37,898.00</u>
2021 Carryover Funds Remaining					<u>\$30,635.70</u>

2022 Grant Contributions (budgeted \$50,000)

Year-to-Date CDI Grants	
2022 Grant Funds Remaining	<u>\$50,000.00</u>

**NON-GRANT EXPENSE DETAILS**

<b>Date Paid</b>	<b>Payment Description</b>	<b>Vendor Name</b>	<b>Amount</b>
1/31/2022	Wages		\$513.25
2/28/2022	Wages		\$1,093.95
Year-to-Date Non-Grant Expenses			<u>\$1,607.20</u>
Total YTD Expenses			<b>\$8,869.50</b>



**Housing Grant Program Summary Report**  
**July 1 - December 31, 2021**

<b>Applications Received</b>	<b># Recieved</b>	<b># Approved</b>	<b># Denied</b>	<b>Misc. information/Reason(s) for Denial</b>
Home Purchaser Program	-			
Owner-Occupied Rehab	4			
Renter-Occupied Rehab	-			Requesting information & verifying incomes
<b>Total</b>	<u>4</u>		<u>-</u>	

<b>New Loans</b>	<b>Loan Amount*</b>	
Home Purchaser Program	\$0.00	
Owner-Occupied Rehab	\$32,245.00	
Renter-Occupied Rehab	\$0.00	
<b>Total New Loans</b>	<u>\$32,245.00</u>	New loan \$22,815.00 & grant \$9,430.00

*\*amount of loan/grant, does not reflect amount spent to date*

<b>Loan Payoffs</b>	<b># of Payoffs</b>	<b>Dollar Amount</b>	
Home Purchaser Program		\$ -	
Owner-Occupied Rehab	8 Loans	\$ 113,125.17	
Renter-Occupied Rehab		\$ 917.94	
<b>Total Payoffs</b>	<u>-</u>	<u>\$ 114,043.11</u>	5 CDBG Homeowners - 8 Loans, 3 HO's had 2 Loans 2 homeowners making monthly payments

<b>Write-Offs / Bad Debt Allowances</b>	<b>Amount Written Off</b>	<b>Bad Debt Allow. Established</b>
Home Purchaser Program	\$ -	\$ -
Owner-Occupied Rehab		
Renter-Occupied Rehab	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>

<b>Grant funds available for distribution</b>	
HOME/HCRI Program	\$ 67,729.10
CDBG Program	\$ 178,136.21
these are project funds-does not include admin funds	

**Marketing Efforts**

# **WAUPUN MARKET ANALYSIS 2022**

**Retail, Restaurant, and Service Businesses**



**Community-led research to support community and  
economic development**





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## PREFACE

This market analysis was conducted by a local stakeholder team of business and community leaders representing the City of Waupun, the Community Development Authority, the Business Improvement District, and the University of Wisconsin-Madison Division of Extension. The stakeholder team provided local knowledge and insight throughout the process. This resulted in locally relevant conclusions and recommendations for future directions of the downtown area based on application of data collected. While the focus was on downtown, the nearby junction of East Main Street and US 151 was also considered in the analysis.

The stakeholder team in this project included a wide range of knowledge in addition to a commitment to supporting the community's success. Core members were:

- Sue Haefemeyer, Waupun Fine Arts
- Victoria Tripp, House of Handcrafters
- Tom Kulczewski, Real Sports Cards
- Sarah Van Buren, City of Waupun Community & Economic Development Coordinator
- Krista Bishop, Weaving It Up to You & Business Improvement District Chair
- Brooke Straks, Wind & Unwind
- Teresa Ruch, Rock River Eyewear & Waupun Downtown Promotions Group Chair
- Steve Chmielewski, UW-Madison/Extension Community Development Outreach Specialist
- Bill Ryan, UW-Madison/Extension Community Business Development Specialist

UW-Madison, Division of Extension educators guided the stakeholder team through education, facilitation, data gathering, and analysis. This role did not serve as a consultant. UW-Madison, Division of Extension educators also focused on developing the capacity of local stakeholders so they can periodically review and update the findings from this report as market conditions change. The stakeholder team members were asked to do as much of the research, interpretation, and recommendations as possible.

This study was sponsored in both volunteer time and funding by the City of Waupun.

The stakeholder team and UW-Madison, Division of Extension educators are grateful to everyone who participated in the consumer study and the business operator study.

### **Disclaimer**

These findings were limited to the scope of the study and are sensitive to the understandings that were arrived at with the stakeholder team and must be used with caution. This document should not be used by itself to determine the feasibility of a business investment or venture, rather to provide direction for economic development opportunities and how the community could work together to support downtown economic development goals.

## SECTION 1: INTRODUCTION

This market analysis was conducted to provide current and objective information on business market conditions (typically retail, restaurants, and services) that could enhance the quality of life in the community. Accordingly, the analysis will focus on identifying the key market segments to be served, needs and preferences of these segments, and whether the current business mix is adequately serving these segments. Perceptions of the community will also be assessed. Recommendations will be made to guide the community's business retention, expansion, and attraction efforts. Some of the unique outcomes of this work will provide information to guide pop-up shop recruitment, exploring the image of Waupun with its prisons, and other questions specific to the community.

This project represented a community-led initiative whereby local business and community leaders (reflective of demographics) were actively involved in the research and analysis. They participated in a "stakeholder group" that met approximately eight times over six months to review and interpret data gathered from the market analysis. Additional study team leadership assisted with local information gathering and interviews with other communities. Data and findings were also channeled to the City prior to finishing the actual report so that this project can be put to work as soon as possible.

### **Changing Downtown Market**

In recent years, there has been significant reinvestment in and repositioning of downtowns that build on their history, authenticity, and central place in a community. Change has also been seen in these districts, with many moving away from shopping center-type retail to specialty stores, restaurants, and entertainment. Some small and medium-sized cities have also experienced significant growth in downtown housing and employment.

Even before the COVID-19 pandemic, the market downtown for retail, residential, office space and other uses was changing rapidly. Most communities were experiencing significant loss of retail from their traditional shopping malls, due to reasons such as the rise of e-commerce, the oversupply of retail space, the declining appeal of the indoor shopping mall, and other reasons. Downtown retail opportunities were often ignored by the major chains because their formulas for success were typically patterned after edge-of-town location criteria. By the end of 2019, many of these chains were well in the process of shuttering stores.

Adding to the already challenged community retail market is the ongoing COVID-19 crisis. The need for social distancing and the necessity of business shutdowns, coupled with widespread economic hardship associated with double-digit unemployment, has greatly reduced local spending. The principles of successful downtown development, dining, entertainment, events, employment, and residential density are now questioned by some. They believe that the characteristics of busy city centers are no longer the answers for all downtowns.

## Resources

Prior to the start of a new initiative, considerations were given to prior efforts to determine past and current learning opportunities. This effort builds on the following:

- *Housing Study and Needs Analysis – approved 2.11.2020*
- *City of Waupun Comprehensive Plan Update 2040 – adopted 10.9.2018*
- *Downtown Waupun Streetscape & Redevelopment Concepts – adopted 1.2019*
- *First Impressions Report: Waupun, WI (2016)*

## SECTION 2: WAUPUN'S LOCAL ECONOMY

This section describes in brief the overall economy in the City of Waupun (Pop 11,479) as measured by employment, employers, traffic volume, and worker flow. This section also describes the downtown area, also referred to as the Study Area and the designated Business Improvement District. An additional commercial area that is also recognized is east of downtown at the junction of East Main Street and US 151.

### Economic Development in Waupun

According to the City of Waupun, "Success is in Our Nature!" Their website reads:

*In Waupun, innovation is our heritage and success is in our nature. Our founders settled some of the most beautiful and fertile land in America and for generations the people of Waupun have gone on to create landmark industries. Our core values include a belief in hard work, a penchant for common sense, and a passion for innovation. The natural resources of the region, the creativity of our people and a location central to the major commercial centers of the upper Midwest, all combine to create a home for thriving agribusinesses and productive manufacturers. The city offers the ease and affordability of small-town living with access to resources and customers both national and global. Today in Waupun, we rely on the strength of our heritage to create a foundation upon which we are building a dynamic future.*

### Major Regional Companies

There are eight major Manufacturing, Agribusiness and Food Processing companies in Waupun's region (Figure 1).

**Figure 1: Major Regional Companies**

Company	Products
Bonduelle	Frozen Vegetable Processing
Grande	Cheese and Food Ingredients
National Rivet	Manufacturing Equipment
Tenneco	Auto Parts Manufacturing
John Deere	Lawn & Garden Equipment Manufacturing
Kraft	Cheese Manufacturing
Mercury	Marine Manufacturing
Saputo	Cheese Manufacturing

Source: City of Waupun



## Waupun Correctional Institution

The area also includes the Waupun Correctional Institution, a maximum-security facility operated by the Wisconsin Department of Corrections, located south of Main Street. Per the Waupun Correctional Institution Factsheet of June 2021, the inmate population was 934 with 441 staff.

## Traffic volume

Traffic counts are important because they impact the sales volume of certain businesses. The average daily traffic count is the number of vehicles that pass a given location on an average annual basis. According to ESRI, the most traveled segments of the community are along US 151 with 14,000 to 18,000 vehicles per day. However, traffic along state route 49, Main Street, is also high, especially for a downtown location, at 13,000 vehicles per day (Figure 2).

**Figure 2: City of Waupun Traffic Count Map**



Source: ESRI

## Worker flow

OnTheMap is a web-based mapping and reporting application that shows where workers are employed and where they live. OnTheMap is a unique resource for mapping the travel patterns of workers and identifying small-area workforce characteristics. The project is supported by the U.S. Census Bureau. When a five-mile radius around Waupun was looked at, the data showed 2,567 people employed in the area (Figure 3).

**Figure 3: Inflow/Outflow Job Counts, 2019**

<b>Inflow/Outflow Job Counts (Private Primary)</b> Representing a five-mile radius around downtown Waupun		
	<b>Count</b>	<b>Share</b>
Employed in the Selection Area	2,567	100.0%
Employed in the Selection Area but Living Outside	1,837	71.6%
Employed and Living in the Selection Area	730	28.4%
Living in the Selection Area	3,857	100.0%
Living in the Selection Area but Employed Outside	3,127	81.1%
Living and Employed in the Selection Area	730	18.9%

Source: OnTheMap

### **Defining the Downtown Business District (Study Area)**

This market analysis focuses on the downtown district of Waupun, also encompassed by the downtown Business Improvement District. For certain analysis, like the later section titled business opportunities, we use a half mile radius around the middle of the downtown as the area description. This provides an apples-to-apples benchmark for comparisons with other communities in the state (Section 7).

While the convenience services located at the junction of US 151 and east Main Street are not part of the contiguous downtown area, they are recognized here as an important component of local retail and services that should be accounted for. The location along US 151 provides an important traveler amenity with its national fast-food franchises, lodging, fuel, convenience stores and more. This area is approximately 1/2 mile east of downtown.

Downtown and the nearby convenience traveler area both part of the market segment mix in Waupun. However, the local Business Improvement District is perhaps the most relevant geographic area for this analysis. It's parcel to parcel and area boundaries are highlighted in light green on the map of the Business Improvement District (see Figure 4).

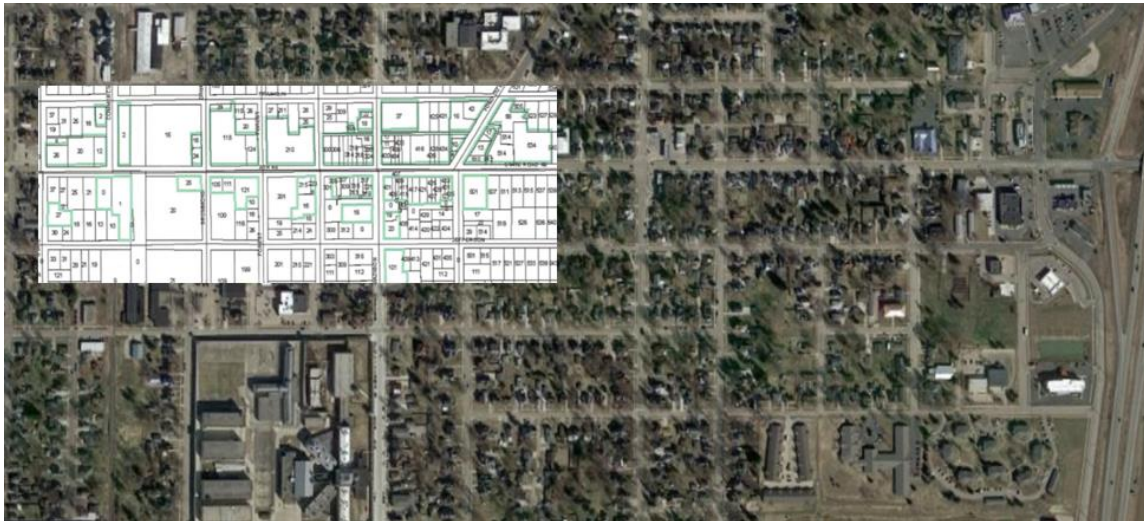
The aerial view illustrates the area that is covered in analysis. From the sky, it is evident that East Main Street is a wide through traffic state highway. Accordingly, well traffic helps bring vehicles downtown, it becomes more difficult to maintain a pedestrian friendly atmosphere (see Figure 5).

**Figure 4: Waupun Business Improvement District**



Source: City of Waupun

**Figure 5: Map of The Bid Overlaid on The City**

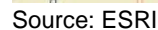


Source: UW-Madison, Division of Extension

### A 10 Minute Walk to Downtown

One of the consumer market segments that is served by this downtown is reflected in the 10 minute walk time of Waupun map (see Figure 6). This circle represents a potential walking distance for residents within the 10 minute walk time circle. While many people in a community cannot walk that far comfortably, there are others including young families that occasionally will put their car aside and walked to town for dining, entertainment, worship, or other business. This ring represents a popoulation of approximately 2,043 people. For purposes of

**Figure 6: Map of the “10-Minute Walk-Time” to the Middle of Downtown**



### East Main and US 151 Junction Businesses

## Conclusions

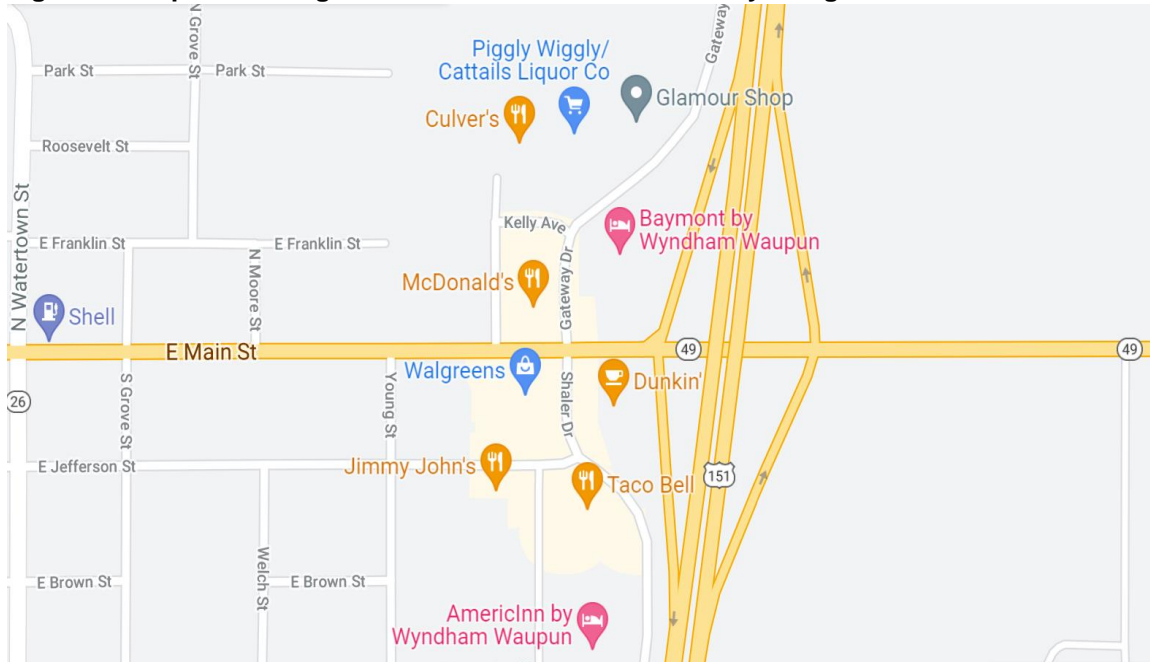
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employees. It is possible that the affiliation of the name Waupun with the prison may incorrectly describe the community to non-residents. But this has not been proven.

- Three times as many employees work in the area but live elsewhere, compared to working elsewhere but living in the area. In other words, Waupun attracts workers from outside the community.
- Waupun is not a quiet sleepy community. With US 151 generating over 14,000 vehicles per day, and cross highway State Route 49 following Main Street through downtown, exposing the community to another 12,000 vehicles per day. This exposure level is very positive, but the exposure also brings a noisier and more hazardous environment for pedestrians and others. This will make important discussion as the community grapples with softening downtown for the future consumer.
- Finally, the downtown study area is where most businesses are located that will also benefit from this market analysis. For the most part, they are represented by the Business Improvement District (BID) map. Analysis later in this report, including Section 7, will utilize some of the BID boundaries, as well as half-mile ring in its comparisons with other communities.

**Figure 7: Map Illustrating Location of Businesses Listed by Google Near the US 151 Interchange**



Source: Google Maps

## SECTION 3: WAUPUN'S TRADE AREA

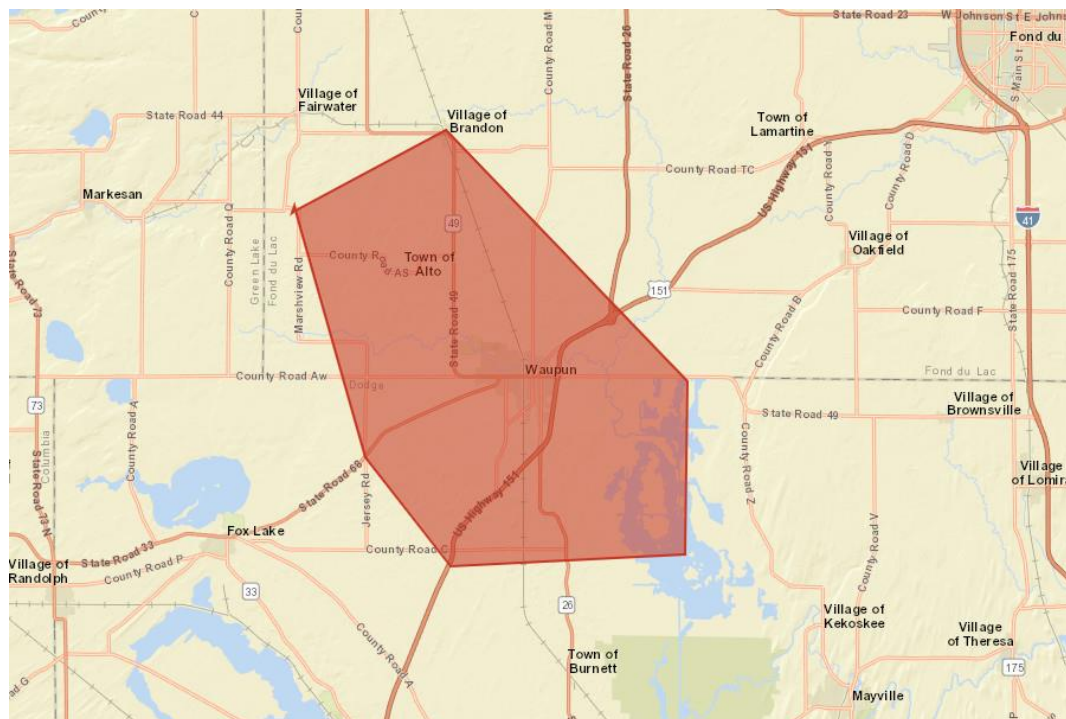
Defining a trade area is an important early step in a market analysis. This is a critical step because the defined boundaries serve as a basis for the study. This also can be used to help individual businesses to identify and consider opportunities for increasing their customer base.

A trade area is the geographic area from which a community could generate approximately 75% of its customers. Knowing the size and shape of the trade area is important because the boundaries allow for measurement of the number of potential resident-based customers, their demographics, and spending potential.

Each individual business in a community has a unique trade area. The specific trade area for an establishment depends on factors that range from the type of business to the variety of products and services provided. Certain business types predominantly attract local customers, while other categories have the potential to pull customers from a broader region. For the purpose of this study, the focus was on local customers reflected by the trade area. It is also important to better understand the demand from nonresidents, which include daytime residents (in-commuters), visitors and highway travelers.

To define the trade area, the stakeholder team discussed the origin of current customers, and used their knowledge of the community and where residents live, the team draw a trade area representing an Equal Competition Area between Waupun and neighboring communities based on local knowledge of shopping preferences (Figure 8).

**Figure 8: Waupun Trade Area Based on Equal Competition Area**



Source: ESRI Draw Polygon

In the larger economic context, Waupun is located on the southern edge of the area served by the East Central Wisconsin Regional Planning Commission and is also a border community in both Dodge and Fond du Lac counties. It is 55 miles from Madison, 72 miles from Milwaukee, 80 miles from Green Bay, and 158 miles from Chicago.

## SECTION 4: TRADE AREA MARKET SEGMENTS

With an understanding of Waupun's Trade Area in the prior section, the stakeholder team gained a better understanding of the market potential by further defining the different market segments that utilize businesses in Waupun.

### A. RESIDENT SEGMENT

The demographic characteristics of residents from Waupun's Trade Area provides information on who lives locally that could generate demand for businesses. To build on this, it is beneficial to also learn more about the characteristics of in-commuters and other visitors to connect their significance within the trade area. Comparison data is included below from ESRI for the City of Waupun, Waupun's Trade Area, Wisconsin, and the U.S. to study show how the local customer-base is unique.

#### Total Population, 2021

The Waupun Trade Area had a total population of 14,647. The City of Waupun was 11,479.

#### Households, 2021

The Waupun Trade Area had approximately 4,716 households in 2021. The City of Waupun was approximately 3,567. The Waupun Trade Area also has a higher percent of owner-occupied homes than the City, State and Nation, and a similar household income to Wisconsin's (Figure 9).

**Figure 9: Housing Profile, 2021**

	<b>Waupun Trade Area</b>	<b>City of Waupun</b>	<b>Wisconsin</b>	<b>United States</b>
Housing Units	5,022	3,819	2,781,889	142,853,336
Owner Occupied	68%	64.3%	58%	57.3%
Rental	26%	29.1%	28.5%	31.2%
Vacant	6.1%	6.6%	13.6%	1.5%
Median Household Income	\$62,681	\$58,531	\$63,001	\$64,730

Source: ESRI

#### Age Profile

The Waupun Trade Area has a slightly younger median age of 38.6. This is slightly higher than the City of Waupun (37.7) yet less than Wisconsin (40.2) and the United States (38.8) according to ESRI.

#### Race and Ethnicity

The Waupun Trade Area's population who identifies as White is comparable to that of Wisconsin. Based on Waupun Correctional Institution data, people in their care make up about



8% of the City's population, which also increases the diversity index as 60% of inmates were identified as Black (see Figure 10).

**Figure 10: 2021 Population by Race and Ethnicity**

	Waupun Trade Area	City of Waupun	Wisconsin	United States
White	84.2%	80.9%	83.8%	69.2%
Black	11.9%	15%	6.6%	13%
American Indian	1.1%	1.3%	1.1%	1.0%
Asian	0.5%	0.5%	3.1%	5.9%
Pacific Islander	0.2%	0.3%	0.0%	0.2%
Some Other Race	0.8%	0.7%	3.0%	7.1%
2 or More Races	1.3%	1.3%	2.4%	3.6%
Hispanic Origin	2.8%	2.6%	7.4%	18.9%
Total Population	14,647	11,480	5,922,426	333,934,112
Diversity Index	31.5	35.7	39.0	65.4

Source: ESRI Community Profile

## **2021 Educational Obtainment of Population 25 & Older**

In the Waupun Trade Area, 13% of the population 25+ have a bachelor's degree. This is slightly higher than the City of Waupun (12.7%), yet less than Wisconsin (21.2%) and the United States (20.6%)

## **Waupun Trade Area Resident Lifestyles**

Trade Area residents can also be studied using lifestyle segmentation information which examines the buying habits and preferences of consumers in a geographic area. With ESRI Business Information Solutions, lifestyle segmentations were examined using Tapestry™, where consumers are classified into 67 demographic and behavioral distinct segments. The descriptions that follow also follow that which is used by ESRI. They are presented as written by ESRI.

The top three ranking tapestry segments of the Waupun Trade Area include:

1. Heartland Communities (6F) 24.0%
2. Salt of the Earth (6B) 18.8%
3. Traditional Living (12B) 14.2%

## **Heartland Communities (24% of Households in the Trade Area)**

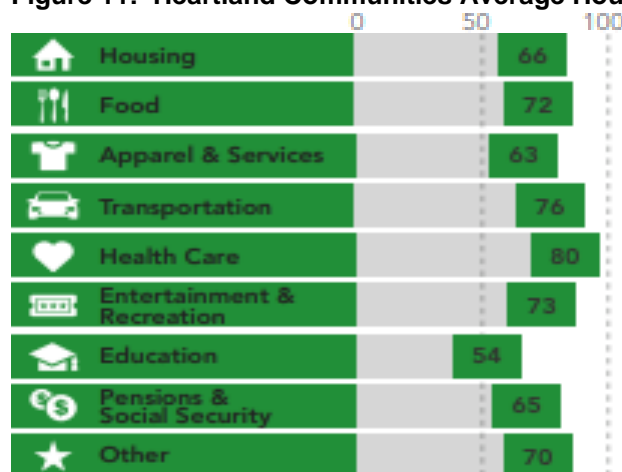
Residents in this segment are well settled, close-knit, semirural, and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor

activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

#### Market Profile Characteristics:

- Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent
- Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless
- Many residents have paid off their home mortgages but still hold auto loans and student loans. Interest checking accounts are common
- To support their local community, residents participate in public activities
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards
- They enjoy country music and watch CMT
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise
- To get around these semirural communities, residents prefer domestic trucks or SUVs

**Figure 11: Heartland Communities Average Household Budget Index**



Source: ESRI Tapestry Segmentation Area Profile

*Note: This index compares the average amount spend in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures source is ESRI.*

#### **Salt of the Earth (18.8% of Households in the Waupun Trade Area)**

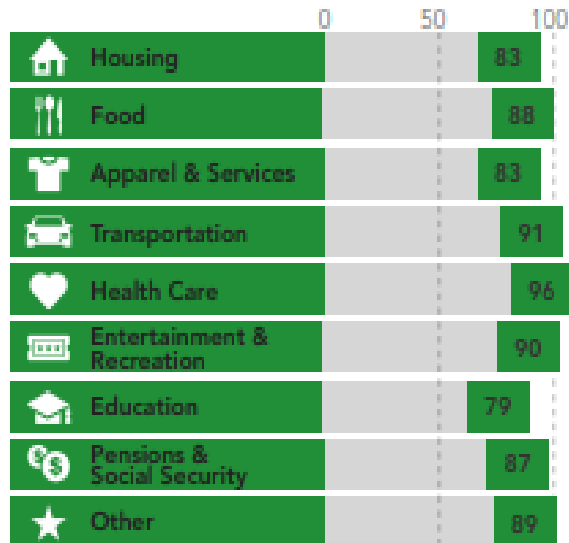
Residents in this segment are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time,

tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary but seek face-to-face contact in their routine activities.

#### Market Profile Characteristics:

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular
- To support their pastimes, truck ownership is high; many also own an ATV
- They own the equipment to maintain their lawns and tend to their vegetable gardens
- Residents often tackle home remodeling and improvement jobs themselves
- Due to their locale, they own satellite dishes, and have access to high-speed internet connections like DSL
- These conservative consumers prefer to conduct their business in person rather than online; They use an agent to purchase insurance

**Figure 12: Salt of the Earth Average Household Budget Index**



Source: ESRI Tapestry Segmentation Area Profile

*Note: This index compares the average amount spend in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures source is ESRI.*

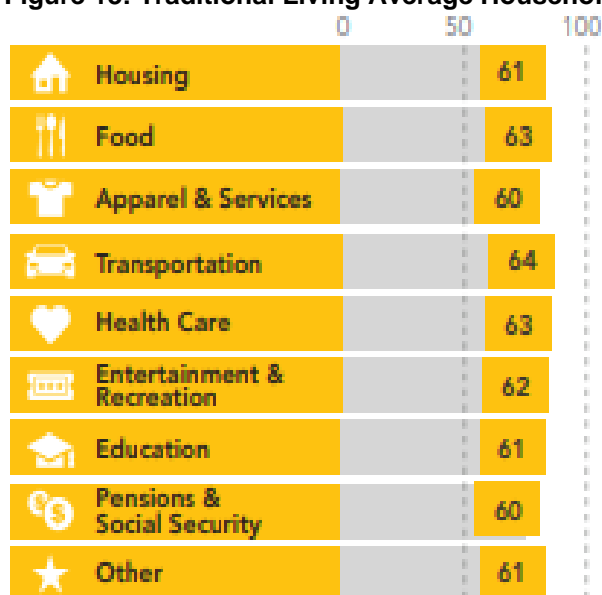
### Traditional Living (14.2% of Households in the Waupun Trade Area)

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

#### Market Profile Characteristics:

- Shop for groceries at discount stores such as Walmart supercenters
- Convenience stores are commonly used for fuel or picking up incidentals
- Tend to carry credit card balances, have personal loans, and pay bills in person
- Half of households have abandoned landlines for cell phones only
- Favorite TV channels include ABC Family, CMT, and Game Show Network
- Fast-food devotees
- Enjoy outdoor activities such as fishing and taking trips to the zoo

**Figure 13: Traditional Living Average Household Budget Index**



Source: ESRI Tapestry Segmentation Area Profile

*Note: This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures source is ESRI.*

## **B. IN-COMMUTERS SEGMENT**

In-Commuters (or daytime residents) data from OnTheMap shows there could be a significant demand based on employment draw to the community. Such demand might include food on the go, grocery shopping, childcare, and other expenditures by workers. Some employees who live in other communities may also do some of their household spending before, during, or after their shifts. For instance, as shown in Section 2, in 2019 over 71% (1,837) of the workers in Waupun lived outside of the community within a five-mile radius. This spending potential can be further pursued as to what is being captured and what potential exists.

## **C. VISITORS SEGMENT**

Visitors are defined as nonresidents who come to your community for leisure or business. They may make a day trip or even stay overnight at local lodging or with friends and family. Visitors in Waupun could include those visiting the Horicon National Wildlife Refuge, correctional facilities, local events, and/or youth and collegiate level baseball tournaments.

## **D. HIGHWAY TRAVELERS SEGMENT**

Highway travelers include those seeking services off of US 151 including food, gasoline, lodging, and other convenience businesses. Based on different perspectives, Waupun is a natural stopping place for travelers before navigating state HWY 26, HWY 49, or the US 151 corridor.

## SECTION 5: RESIDENT CONSUMER SURVEY RESEARCH

The primary purpose of this section is to identify what changes could be made to enhance the downtown and make it a more important center for commerce in the community. A local consumer survey can serve to provide information of when, where, why, how, and what people shop for. This can also reveal attitudes toward the downtown business district and how those attitudes may affect shopping habits. Surveys can also invite consumers to share their perspectives in regard to current economic health and future opportunities.

### Methodology

In the fall of 2021, the stakeholder team developed a consumer survey to learn about the opinions and preferences for shopping in Waupun and surrounding communities. The survey primarily targeted participation from the identified trade area and was promoted through online communication as well as printed reminders included with residents purchases at the grocery store. Altogether, 119 responses were collected and analyzed through the online survey tool Qualtrics. Survey participants' demographics showed:

- Nearly 95% of respondents were from the 53963 zip code
- Nearly 68% identified as female
- Over half the responses were ages 55 and up, yet representation existed amongst the age ranges: 55-64 (26%), 65+ (25%), 35-44 (17%), 44-54 (17%), 26-34 (13%)
- Nearly 50% were two people households, followed by 4 (17%), 3 (14%) and 1 (12%)
- Nearly 93% identified their race as White

### Findings

This section provides information on resident's spending, opinions, and perceptions regarding Waupun and its downtown. Key takeaways include:

- Dining and entertainment was spent the most on by 38% of respondents once a week, and more than once a week by 20%. Professional services and retail was spent on every few months by 29%. Recreational and Fitness was rarely and never spent on by 62% of respondents. Personal services were spent on once a month by 26% by respondents, and every few months by 23%.
- For shopping locations, 28% of respondents shopped more than once a week on the Eastside of Waupun and then Beaver Dam (18%). Once a week, most respondents shopped at the Eastside of Waupun (42%), followed by Westside of Waupun (35%), Beaver Dam (32%) and Fond du Lac (23%), Downtown Waupun (21%). Once a month, 30% of respondents shared they shop in Fond du Lac, followed by Beaver Dam & Westside of Waupun (29%), Oshkosh (20%), and Downtown Waupun (19%).
- Spending per retail segments:

- Respondents primarily shopped in Waupun for the following: gas stations (83%), grocery and liquor (64%), furniture (58%), health/beauty/drugstore (58%), auto parts/new/used cars (50%).
- Respondents primarily shopped elsewhere in the region for building and garden supplies (76%), apparel/clothing (76%), department stores (75%), electronics and appliances (72%), sporting goods/hobby stores (72%), hotels/restaurants/bars (66%).
- The top three businesses respondents said they would patronize if they opened in downtown Waupun include sit down restaurant (75), Bakery (70), and Meats/butcher (42).
- When looking at how often respondents eat out, the majority go out for dinner once a week (45%), less go out for lunch once a week (27%), and fewer go out for breakfast once a month (19%). For those who go out 2-4 time a week, dinner was the most frequent (21%).
- When asked what two types of restaurants participants would like to see in Waupun, respondents identified brew pub (19%) and a family restaurant (16%).
- The three leisure activities most participated in by households include listening to music, reading, and cooking.
- When asked to name another small city respondents felt was vibrant and attractive and why, respondents said Ripon (35) and Beaver Dam (10) the most often. Reasons stated include more inviting for foot traffic (main streets no longer major highways), investments in buildings and attracting quality businesses, unique variety of downtown shops and restaurants, lots of activities.
- Downtown Portage is known for women's clothing. When asked what Downtown Waupun is known for, the largest response of themes shared include bars (22), variety/unique/quaint shops (20), and nothing/I don't know (19).

## SECTION 6: BUSINESS OPERATOR SURVEY RESEARCH

The primary purpose of this section is to identify what changes could be made to enhance the downtown and make it a more important center for commerce in the community. A business operator survey is an important way to engage the business community in the market analysis process, as participants are invited to share their perspectives regarding the current and future economic health of the downtown. The findings can be used to further explore needs and opportunities in consideration of expansion and attraction goals. In addition, the survey provides an avenue for the business community to gather and share new ideas to help support synergy and vitality amongst this important stakeholder group.

### Methodology

In the fall of 2021, the stakeholder team developed a downtown business operators' survey to learn about the gaps and opportunities to complement existing businesses and attract new businesses. The survey primarily targeted business operators in Waupun and was promoted through emails, organizations, as well as printed reminders. Altogether, 37 responses were collected and analyzed through the online survey tool Qualtrics. Participants were identified by business type (Figure 14).

### Findings

This section provides information on business operators' opinions and perceptions regarding Waupun and its downtown. Key takeaways include:

- Business types who participated by percent: professional services (31%), personal services (19%), retail-apparel and accessories (17%), dining/entertainment (14%), recreation/fitness (5%), retail-home improvement (5%), other (8%)
- The most identified type of business missing or in short supply in the current mix were restaurants followed by retail such as a bakery/food/upscale retail (that brings visitors/drives traffic downtown), entertainment/art studio/places for people to meet
- Quality of life aspects suggested for business retention, attraction, and expansion include business support through technical assistance with local organizations; improved infrastructure; increased confidence/investment motive/options for home ownership; space for visitors to stay a while downtown and unwind
- When asked what respondents think Downtown Waupun is known for, the following themes emerged: bars, specialty/destination shops and great personal service
- When asked why business operators chose to locate in Waupun, largest response was deep ties to the community, enjoying a small/quiet city, and bought existing business



**Figure 14: Response by Business Type**

<b>Type of Business</b>	<b>Percentage</b>	<b>Count</b>
Dining/Entertainment	14%	5
Personal Services	19%	7
Professional Services	31%	11
Recreation/Fitness	5%	2
Retail - Apparel and Accessories	17%	6
Retail - Home Improvement	5%	2
Other	8%	3
Total	99%	36

Source: Waupun Business Operator's Survey, 2021

## SECTION 7: LESSONS FROM THE PEER COMMUNITY VISIT

When considering new business development strategies, it is often helpful to examine another downtown business district with similar qualities. This section highlights how this comparison helped the study team to learn about business development opportunities while stimulating creative ideas for refining the market position of the downtown district.

### **Comparison Downtown Community Selection**

To assist in generating new ideas and strategies for strengthening downtown Waupun, a peer city comparison process was conducted to discover business development opportunities and determine what kinds of business activities are supported in similar places. The comparison also provided real-life examples of districts that have defined their market position in terms of goods/services offered and primary consumer segments served. The stakeholder team identified eight potential candidates based on previous visits. This list was then refined based on community characteristics within a half mile radius of the community's downtown with similar market characteristics that included income, population, median age, housing units, total businesses, employees, demographic and lifestyle characteristics, location, and function.

Although there is often never a perfect match with another community, this exercise helps participants to also establish new community relationships for additional peer learning and collaboration.

The Waupun Study Team organized a community visit/meeting with their counterparts in the City of Portage. Participants of this peer community discussion were Kathy Schlieve, Waupun City Administrator; Sarah Van Buren, Waupun Community and Economic Development Coordinator; and Sue Haefemeyer, Waupun Study Team member; Rick Dodd, Portage Mayor; Steven Sobiak, Portage Economic Development Director, Marinane Hanson, Director of Portage Area Chamber; Kathleen Hass & Steven Chmielewski, UW-Madison Division of Extension Community Development Educators.

The following topics were determined with both communities through a virtual meeting prior to the visit and resulted in a reciprocal learning opportunity for all participants. Notes and ideas from each topic are also shared.

1. What incentives has the City of Portage offered to make the downtown more attractive for business to relocate or start up there?
  - Downtown façade loan and COVID loan program, grants for restaurants
  - Site selection and marketing arm
2. What opportunities/grants have you had success with to address blighted buildings?
  - “Paint the Downtown” event has materials paid for by a downtown group
  - “Portage Pride” effort also includes yardwork

3. What expectations/responsibilities does the city provide to support business development?
  - Projects to foster improvements are conducted through the Community Development Authority
  - Reinvestment is targeted for interior with three projects up to \$20K each available with up to 50% match
  - Room tax brings in \$150K - \$160K, with all but 2% going to Tourism Commission
  - CDA leads façade loan program
4. How do you pull customers from the interstate? How do you inform this group to visit downtown?
  - Mercantile draws people off the internet for searching 5-10 items
  - Some billboards placed in other communities and rest stops
  - Use Amplify Digital Marketing
5. How do organizations work together for collective impact?
  - Entrepreneurship support with Innovation Champions in partnership with surrounding county economic development groups
  - Business incubator in industrial park for more manufacturing
  - Downtown incubator at the Mercantile, a cooperative project with 15 retailers and the building purchased by the downtown group
  - CDA leads façade loan program
  - BID provides snow removal, hires market manager and beautification staff person, and provides educational programs
6. How much of the downtown niche development was driven by assets?
  - The Ice Age Trail is a natural asset off the canal with the county building/walkway
  - One business started with the Bridal Store which led to success, then served as a magnet for a cluster of women's apparel niche
  - Furniture store is another asset that has been operating for over 80 years

This rich discussion was followed by site visits with downtown anchor retailers and further discussion with business and community leaders.

## SECTION 8: BUSINESS EXPANSION AND RECRUITMENT OPPORTUNITIES

This section utilizes information collected from the Consumer Survey, Business Survey, Peer Community Analysis with Portage, and Business Mix data from comparable downtowns. This section will identify the strengths of the current business mix in downtown Waupun, and search for business expansion or recruitment opportunities that would complement and enhance the performance of niche categories.

For traditional market demand analysis, see Appendix A, a recap of the ESRI Retail Marketplace Profile with demand for business categories. Supply data reflecting actual sales was excluded from this appendix because we were unable to verify the accuracy of the ESRI assumptions, particularly during this time of COVID-19. Demand data is included because it can still be compared to estimates of supply (as estimated business by business in the trade area).

### **Alternative to the Demand and Supply Analysis**

For many years, market analysts have used a method called “gap analysis” to measure market potential for a new business. This often required calculating market demand from consumers and comparing it to the supply of dollars captured from consumers. In simple terms, when demand exceeds the flow of dollars captured by local stores, then there is a gap, or opportunity to capture remaining sales that were “left on the table.”

The problem with this traditional analysis is that it failed to include nonresidents visiting the community. Excluded from the analysis were tourists, second homeowners, employees coming into the community to work, and highway travel passing through. Together, these segments represented significant dollars that should be recognized in a market analysis.

Another problem with the traditional analysis is that it assumed consumers purchase all of their products and services in bricks and mortar buildings. Ecommerce and the other channels of marketing were not recognized in these formulas. Finally, there are many other variables that together make the estimation of consumer spending very difficult. Spending depends on wealth, lifestyles, and many other demographic and lifestyle variables. It also varies depending on the health of the local economy.

So, the approach that follows is different from the traditional gap approach as it is based on looking for opportunities to expand current areas of strength in the community.

Downtowns today serve not only local residents, but also in-commuters, visitors, tourists, conference attendees, and business travelers.

### **Strengthening Existing Business Niches: A Tool for Ongoing Use**

The purpose of this approach is to help strengthen existing businesses and build a business retention and recruitment plan around these core business segments. It is often more feasible to build on existing business than to attract new businesses. This approach involves five steps.

### 1. Categorize businesses based on downtown inventory

We did a thorough walk through of the downtown district to identify what types of businesses are operating downtown. With that information, we identified six niche categories that connect groups of complementary businesses. For example, a local office supply store serving a niche group of professional businesses. In Waupun, these six broad categories are currently:

- Dining/Entertainment (Ex: coffee shops, restaurants, and bar food)
- Personal Services (Ex: hair, nails, tanning, and massage)
- Professional Services (Ex: tax, accounting, investment, banking, insurance...)
- Recreation/Fitness (Ex: marital arts, fitness centers, and bowling)
- Retail-Apparel and Accessories (Ex: jewelry, eyewear, shoe stores, and boutiques)
- Retail-Home Improvement (Ex: antiques, cabinets, furniture, and flooring)

### 2. Consumer and business survey work

Local surveys help to better understand the uniqueness of a particular market and its consumers. Identify those business that were in high demand by local respondents. List the businesses consistent with six niche categories identified above. Then review the survey results that to see what fits into the current niche/broad categories.

### 3. Consider findings from peer cities

Peer cities also serve similar business niche categories. Upon visiting or studying those communities, create a chart that compares side by side the categories in each community. From this comparison, identify those businesses not represented that may serve as recruitment or expansion opportunities. Waupun's comparable communities have a similar number of businesses for each of the six categories in their downtown area (see Figure 15).

**Figure 15: Downtown Business Mix Comparison of Select Niche Categories Relevant to Waupun**

Business Categories	Waupun	Hartford	Merrill	Portage
Food Services & Drinking Places	8	12	11	12
Personal Care/Services (heath care & social assistances; health & personal care stores)	13	11	16	11
Professional Services (professional, scientific & tech; legal services)	10	15	23	32
Recreation & Fitness (and other services)	25	22	21	28
Retail - Apparel (clothing & clothing accessories)	3	2	2	5
Retail - Home Goods (building material, garden equipment & supplies)	2	3	1	1
<b>Total</b>	<b>61</b>	<b>65</b>	<b>74</b>	<b>89</b>

Source: ESRI Business Summary, Copyright 2021 Data Axle, Inc.

#### 4. Match complementary businesses with broader niche categories

The table in Figure 16 is intended to be used to identify specific business categories that complement each other and the broader six niches that have been identified earlier. It is intended to be used on an ad hoc basis as new business opportunities are examined. For each line, determine how complementary an addition in that category would be for the current Niche categories of the downtown area. (See Appendix B for full size version.)

**Figure 16: Downtown Business Mix Comparison of Select Niche Categories Relevant to Waupun**

Scores +1 To -1 measure how complementary businesses are to Waupun's six Niches. +1 is very complementary. This is to be completed as needed when examining business expansion and recruitment opportunities.						
	Dining & Entert.	Personal Services	Professional Services	Recreation/Fitness	Retail Apparel	Retail Home & Improv.
Motor Vehicle & Parts Dealers						
Automobile Dealers						
Other Motor Vehicle Dealers						
Auto Parts, Accessories & Tire Stores						
Furniture & Home Furnishings Stores						
Furniture Stores						
Home Furnishings Stores						
Electronics & Appliance Stores						
Bldg Materials, Garden Equip. & Supply Stores						
Bldg Material & Supplies Dealers						
Lawn & Garden Equip & Supply Stores						
Food & Beverage Stores						
Grocery Stores						
Specialty Food Stores						
Beer, Wine & Liquor Stores						
Health & Personal Care Stores						
Gasoline Stations						
Clothing & Clothing Accessories Stores						
Clothing Stores						
Shoe Stores						
Jewelry, Luggage & Leather Goods Stores						
Sporting Goods, Hobby, Book & Music Stores						
Sporting Goods/Hobby/Musical Instr Stores						
Book, Periodical & Music Stores						
General Merchandise Stores						
Department Stores Excluding Leased Depts.						
Other General Merchandise Stores						
Miscellaneous Store Retailers						
Florists						
Office Supplies, Stationery & Gift Stores						
Used Merchandise Stores						
Other Miscellaneous Store Retailers						
Nonstore Retailers						
Electronic Shopping & Mail-Order Houses						
Vending Machine Operators						
Direct Selling Establishments						
Food Services & Drinking Places						
Special Food Services						
Drinking Places - Alcoholic Beverages						
Restaurants/Other Eating Places						

Source: UW-Madison, Division of Extension Center for Community and Economic Development

#### 5. Applying this approach

This asset-based approach is used to build on the unique strengths of the downtown area. It offers preliminary ideas to stimulate new and creative thinking to identify what kinds of complementary businesses would serve area consumers. Identifying specific businesses will require a team approach that reconciles the three steps above.

## SECTION 9: MARKET ANALYSIS RECOMMENDATIONS

After analyzing the data collected through the research process, the following recommendations were developed in cooperation with the stakeholder study team. While not exhaustive, they provide ideas to bolster the economic development efforts supporting retail, food and drink, and service businesses that are also in alignment with the Main Street Transformation Strategies. Successful implementation of this action plan will require collective efforts from community stakeholders. Prior to finalizing this section, Waupun Business Improvement District, Community Development Authority, Downtown Promotions & Chamber of Commerce leadership, were asked to review the strategic issues, recommended goals, potential strategies, then define the objectives/timeframe/resources needed for success, and finally, provide feedback to refine and adopt the recommendations.

### Action Plan

Through the Waupun Downtown Market Analysis, strategic issues were identified to help develop the action plan. The recommendations shared below are also aligned with Main Street America's Pillars for Transformational Strategies:

- Organization
- Economic Vitality
- Design
- Promotion

In addition to the Action Plan's alignment with the four Main Street Pillars, housing was addressed separately because of its' importance in the transformation of many of our communities. In addition, metrics of performance are presented as a reference for measuring progress.

The following six recommendations support efforts to move forward.

### I. Build Collective Capacity Through Organizations Working Together (Organization)

Issue specific goals/outcomes that include internal community efforts and collaborations with other communities, counties, and statewide agencies. Participants were asked to prioritize each goal, identify resources needed to implement initiatives, and determine specific action steps in the next six to twelve months with party responsible.

1. Increase coordination and strengthen relationships amongst downtown stakeholder organizations. The Chamber will work with Envision Greater Fond du Lac, a unified organization of former economic development organizations from the area, on a plan for greater coordination.

2. Determine a central working/meeting location (outside city hall) to meet, collaborate on event planning, and to stay in touch with what each organization is planning or needing some help with.
3. Determine how one person from each group/committee/organization/city board attends meetings with each other at the very least once a month or more to start organizing dates, events, volunteers etc.
4. Develop a system of leadership and responsibility among the Community Development Authority, Downtown Promotions, the Business Improvement District, and the Chamber of Commerce to ensure completion for evolving activities that require working together such as: business to business initiatives such as cross marketing, entrepreneurial ecosystem (example: Ignite model), more downtown festival/events, clean ups and community initiatives, restoration fund, basic façade work, window displays
5. Increase idea sharing and learning network externally with comparable downtown communities.
  - A. Continue to identify and learn with peer communities both in state and nationwide (Merrill, Portage, etc...)
  - B. Develop and maintain community relationships to support regional vitality through the sharing of new ideas in a changing market (Ripon, Beaver Dam, Appleton, Fond du Lac, etc....)
6. Add additional strategies as identified by the Downtown Waupun Stakeholder Team

## **II. Increase Synergy Among Existing Businesses While Pursuing New Downtown Investment (Economic Vitality)**

1. Chamber can create the space for informal discussion/networking events among existing businesses. Host coffee hours/after-hours events in 2022 to invite conversation. Topic recommendations include:
  - A. How well do businesses know what each other sells/serves to public? Tell neighbor businesses more about your customers/service/products to help develop cross marketing opportunities and business to business sales
  - B. Downtown has an opportunity to strengthen its unique role that would set itself apart from other comparable sized communities; consider proven efforts that address niche segments
2. Use findings from survey results and community conversations to inform decisions for the direction of business retention, expansion, and attraction around the six niche categories: Dining/Entertainment/Food and Beverage; Personal Services; Professional Services; Recreation/fitness; Retail (apparel and accessories); Retail-home improvement
  - A. Identify ways to strengthen the niches that are recognized: Who is included? Why are the businesses located there? What are the reasons people come downtown? What is Waupun considered to be known for based on current business mix?



- B. What additional types of businesses that complement existing niche categories should be engaged?
- C. What additional niche segments may emerge over time that can lead to new business development opportunities?
- 3. Use the business opportunities methodology in Section 8 as a tool for the preliminary assessment of business retention, expansion, and recruitment opportunities. (See Appendix B for full size version of Downtown Business Mix Comparison of Select Niche Categories Relevant to Waupun.)
- 4. Add additional strategies as identified by the Downtown Waupun Stakeholder Team

### **III. Apply Place-Making Efforts to Improve Aesthetics of the Entire District: to enhance the environment to make it more conducive for social and commercial activities (Design)**

- 1. Maintain and enhance the physical and visual assets that demonstrate uniqueness of downtown.
- 2. With WI-49, make changes while at the same time recognizing importance of DOT's cooperation.
- 3. Fully implement Downtown Streetscaping Plan, and other identified opportunities and needs such as trees and green space, traffic calming, restructure parking to be more shopper-friendly, cleaning crew, back-alley improvements, adjacent neighborhood improvements, pedestrian-friendly
- 4. Further highlight historical, cultural assets and sculptures to bring out the uniqueness of Waupun
- 5. Add additional strategies as identified by the Downtown Waupun Stakeholder Team

### **IV. Reach New and Underserved Market Segments (Promotion)**

Issue specific goals/outcomes include understanding and connecting with various market segments.

- 1. Using ESRI and other data sources identified in the market analysis, conduct continuous education for business operators on the different market segments. Based on knowledge obtained, continue to refine downtown's statement of purpose (Ex: What is the compelling reason for visitors and residents to come downtown?) Ensure consistency between this market analysis and future marketing plans.
- 2. Trade area customers are the primary market segment for downtown businesses. Develop an information sharing network in which one business can help another identify specific products and services and the customers that may be available to them. Continue to explore demand for specific products or services. Apply findings from consumer survey to assist in gauging feasibility. Promote findings to attract interest for small business development

3. For visitors and highway travelers, consider destinations (with specialty businesses), and improvements with a visitor center (consider adding old chamber location prime location-kiosk with info function to new chamber location to have visitor-type feature). Determine what would be helpful to learn from major visitor generators such as the Horicon Marsh, youth, and collegiate level baseball. Also, what would bring highway travelers further into town? (Ex: Consider putting downtown businesses on Google, potential intern project for Chamber).

The Chamber has been plotting the path for a strong and welcoming visitor center in Waupun's downtown, which may be another opportunity to better coordinate downtown efforts. A large map in the downtown area (probably chamber building) that has the downtown businesses, expanding to the outer edges of town businesses, tourist attractions, and helpful tips to navigate the area.

4. For In-Commuters (workers who live elsewhere but are employed in Waupun), provide booklets, and possibly coupons for services important to any new employee. Introduce these employees to the city, with a small amount of information on the recreations, shopping categories, and events.
5. Relevant to all market segments, the Historical Society can play a more active role, which has the resources to do. Between photographs, directories, and other materials, a better understanding of Waupun's downtown can be gained. How can this resource serve in a more impactful way?
6. To increase effective community marketing, build on existing branding efforts with approved colors, logos, and 'naturally adventurous' language. Conduct community-marketing research, develop brand and implementation strategies (seen in benches-reed grass) with Horicon Marsh, Marsh Haven, etc.
7. Continuously reevaluate infrastructure needs that are important to a vibrant downtown. For example, determine transportation program needs to improve access such as the taxi service (expansion for underserved residents such as seniors, unemployed, and those with disabilities).
8. Add additional strategies as identified by the Downtown Waupun Stakeholder Team

These are just initial ideas or concepts. The intent of the market analyses is to support creative and innovative thinking as these ideas are refined.

## **V. Determine the Role of Housing in Downtown Development**

Downtown housing is clearly an emerging issue facing most downtowns. It should be noted that this market analysis did not address housing demand and future absorption. Visit the recent Waupun Housing Study for this and other information as well as additional resources.

Through this process, upper-level living was recognized as an underutilized opportunity for investment. According to business leaders in Waupun's Housing Study, "the biggest housing

challenge is a lack of good quality 1 and 2 bedroom apartments coupled with the need for higher end homes....”

Existing barriers to updated housing units identified include Code violations, ADA challenges, unattractive/accessibility needs for seniors (growing population), demand from younger people, and parking (back-alley improvements).

For quick reference, review Waupun’s Housing Study, Housing Need #5: Rehabilitation of the older housing stock, and Housing Need #6: Create more senior housing options so older residence can remain in Waupun. Resources identified include Tax Incremental Financing - Affordable Housing Extension, CDBG, and expanding the CDA.

## **VI. Select and Monitor Metrics of Downtown Revitalization**

The Metrics of Downtown Revitalization provide Waupun with a score card to measure its outcomes. These outcomes should be prioritized based on Waupun’s unique plans and goals. To start, only the most relevant metric should be used.

- Number of businesses located downtown
- Growth in retail sale
- Longevity of small businesses
- Increase in property values
- Resident representation in the business improvement district advisory board or governance
- Racial and ethnic composition of the business improvement district
- Citizen attitude toward downtown
- Crime rates
- Promote downtown through branding and marketing efforts Positive media mentions of downtown
- Brand identity and positive image
- Visibility of downtown marketing (publicity, social media, peer reviews)
- Number of and attendees at special events
- Number of hotel and motel rooms per 1,000 central city residents
- Invest in diversity of mixed-use development, including housing, and in filling vacant property
- Percent of city’s residential population living downtown (threshold: 5%)
- Growth in the number of housing units downtown
- Population growth (+/- change over time)
- Percent of city’s housing units located downtown
- Diversity of resident tenure

- Percent of civic and cultural facilities located downtown
- Percent of city's historic property located downtown (threshold: 20%)
- Existence of a gathering place or point of arrival
- Vacancy rates (commercial, residential, etc.) and vacant lots
- Diverse mix of uses of buildings and spaces (e.g., commercial, residential, civic)
- Attract and keep businesses downtown
- Percent of retail businesses in city located downtown (threshold: 8%)
- Diverse business mix/store types
- Storefront occupancy rate (threshold: 97%)
- Business turnover per year

Source: *Measuring Progress Toward Downtown Revitalization and Engaging Public Spaces: A Review of Existing Research*, July 2020 Knight Foundation

### **Next Steps**

Cultivating downtown and community vibrancy is a long-term effort that requires a coordinated and collaborative approach. This report recognizes that there is no quick fix to the challenges facing smaller communities across the United States. However, with Waupun's many natural, cultural, and built assets available to leverage, there are unique opportunities to build on the community's existing strengths to promote economic development that also supports a strong quality of life in the community.

## APPENDIX A



### Retail MarketPlace Profile

Waupun Trade Area 7.8.21  
Area: 94.25 square miles

Prepared by Esri

#### Summary Demographics

2021 Population	14,647
2021 Households	4,716
2021 Median Disposable Income	\$50,951
2021 Per Capita Income	\$25,936

**NOTE:** This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

	NAICS	Demand (Retail Potential)
<b>2017 Industry Summary</b>		
Total Retail Trade and Food & Drink	44-45,722	\$148,833,032
Total Retail Trade	44-45	\$135,397,620
Total Food & Drink	722	\$13,435,412

	NAICS	Demand (Retail Potential)
<b>2017 Industry Group</b>		
Motor Vehicle & Parts Dealers	441	\$30,094,977
Automobile Dealers	4411	\$23,827,486
Other Motor Vehicle Dealers	4412	\$3,941,718
Auto Parts, Accessories & Tire Stores	4413	\$2,325,773
Furniture & Home Furnishings Stores	442	\$4,124,823
Furniture Stores	4421	\$2,446,695
Home Furnishings Stores	4422	\$1,678,128
Electronics & Appliance Stores	443	\$4,184,399
Bldg Materials, Garden Equip. & Supply Stores	444	\$9,809,780
Bldg Material & Supplies Dealers	4441	\$8,757,607
Lawn & Garden Equip & Supply Stores	4442	\$1,052,174
Food & Beverage Stores	445	\$20,841,388
Grocery Stores	4451	\$18,213,161
Specialty Food Stores	4452	\$1,500,346
Beer, Wine & Liquor Stores	4453	\$1,127,880
Health & Personal Care Stores	446,4461	\$8,810,219
Gasoline Stations	447,4471	\$16,441,201
Clothing & Clothing Accessories Stores	448	\$5,259,321
Clothing Stores	4481	\$3,466,516
Shoe Stores	4482	\$770,671
Jewelry, Luggage & Leather Goods Stores	4483	\$1,022,133
Sporting Goods, Hobby, Book & Music Stores	451	\$3,302,720
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,793,596
Book, Periodical & Music Stores	4512	\$509,124
General Merchandise Stores	452	\$23,246,771
Department Stores Excluding Leased Depts.	4521	\$17,536,864
Other General Merchandise Stores	4529	\$5,709,907
Miscellaneous Store Retailers	453	\$5,338,992
Florists	4531	\$260,605
Office Supplies, Stationery & Gift Stores	4532	\$1,170,158
Used Merchandise Stores	4533	\$1,102,457
Other Miscellaneous Store Retailers	4539	\$2,805,772
Nonstore Retailers	454	\$3,943,029
Electronic Shopping & Mail-Order Houses	4541	\$3,086,582
Vending Machine Operators	4542	\$281,089
Direct Selling Establishments	4543	\$575,358
Food Services & Drinking Places	722	\$13,435,412
Special Food Services	7223	\$353,970
Drinking Places - Alcoholic Beverages	7224	\$939,491
Restaurants/Other Eating Places	7225	\$12,141,951

Supply Data was omitted from this report  
as we were unable to verify its accuracy.

**Data Note:** Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. 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 from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses 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. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

**Source:** Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

December 28, 2021

## APPENDIX B

### Downtown Business Mix Comparison of Select Niche Categories Relevant to Waupun

Scores +1 To -1 measure how complementary businesses are to Waupun's six Niches. +1 is very complementary. This is to be completed as needed when examining business expansion and recruitment opportunities.	Dining & Entert.	Personal Services	Professional Services	Recreation/Fitness	Retail Apparel	Retail Home & Improv.
Motor Vehicle & Parts Dealers						
Automobile Dealers						
Other Motor Vehicle Dealers						
Auto Parts, Accessories & Tire Stores						
Furniture & Home Furnishings Stores						
Furniture Stores						
Home Furnishings Stores						
Electronics & Appliance Stores						
Bldg Materials, Garden Equip. & Supply Stores						
Bldg Material & Supplies Dealers						
Lawn & Garden Equip & Supply Stores						
Food & Beverage Stores						
Grocery Stores						
Specialty Food Stores						
Beer, Wine & Liquor Stores						
Health & Personal Care Stores						
Gasoline Stations						
Clothing & Clothing Accessories Stores						
Clothing Stores						
Shoe Stores						
Jewelry, Luggage & Leather Goods Stores						
Sporting Goods, Hobby, Book & Music Stores						
Sporting Goods/Hobby/Musical Instr Stores						
Book, Periodical & Music Stores						
General Merchandise Stores						
Department Stores Excluding Leased Depts.						
Other General Merchandise Stores						
Miscellaneous Store Retailers						
Florists						
Office Supplies, Stationery & Gift Stores						
Used Merchandise Stores						
Other Miscellaneous Store Retailers						
Nonstore Retailers						
Electronic Shopping & Mail-Order Houses						
Vending Machine Operators						
Direct Selling Establishments						
Food Services & Drinking Places						
Special Food Services						
Drinking Places - Alcoholic Beverages						
Restaurants/Other Eating Places						