



# DE PERE MARKET ANALYSIS

June 2018

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## INTRODUCTION

De Pere has a unique opportunity to capitalize on private sector investment in downtown, particularly the East Side. Growth has occurred in the residential market (single family homes, multifamily units), and the market appears to be fairly tight, with low inventory of single family homes in a mid-range price point. Commercial leasing is good as there are few vacant retail spaces in downtown.

Redevelopment Resources was engaged to team with Smith Group JJR on the Cultural District Master Plan project in response to the City's desire to ensure downtown can capitalize on all its opportunities and leverage potential planned investments by the private sector.

There is a small opportunity for more retail and commercial development which is apparent by reviewing the Retail Marketplace Profile for the 5- and 10-minute drive times. Specialty foods, beer/wine/liquor, and books/music stores are showing a gap in the 5- and 10-minute drive times. However, many retail needs are being met within five minutes of downtown and particularly within 10-minutes of downtown.

Economic and Community development are not for the impatient. It's a long-term game of investing in the community and creating the environment in which others will want to invest as well. Putting the necessary infrastructure in place to ensure a vibrant marketplace and dynamic community takes time and an eye toward the future. Some of the activities will be preventative, some will be small, and some will be big and bold. However, they should all be looked at from the perspective of investments in the future of downtown in the City of De Pere, for existing residents and the residents of the future.

## RESEARCH – MARKET POSITIONING

Being a smaller community located adjacent to a thriving metro market like Green Bay, can be a benefit as well as a hurdle for cities like De Pere. Growth of the Green Bay market to the north and Appleton market to the South provides De Pere residents with faster and more convenient access to retail, service, medical, and employment opportunities.

This relationship to Green Bay is certainly a benefit to De Pere, but it will always dilute De Pere's ability to draw retail in the overall marketplace. Add to that that the marketplace is ever shifting and changing due to forces that are not controllable, including large retail developments just outside the borders of Green Bay, and the ever-increasing draw to the internet for shopping by busy dual income families.

This pull from Green Bay and Appleton, and the effects of an ever-changing market should consistently be on De Pere's radar. De Pere should not be viewed in isolation of these factors, and an understanding of shopping habits combined with commuting patterns is important to grasp.

### A Snapshot of De Pere's Market

There are typically two ways the market can be measured. One is as a destination trade area, and the other is as a convenience trade area. Both measurements have factors that influence the results. These factors can be the critical mass of retail/service business area within the community, any significant destinations that would draw market out of the ordinary, traffic patterns that might steer traffic away or towards the community, overall population, and proximity to other major metro areas. More complex market analysis work can be done such as gravity modeling, consumer and business modeling, competition areas, zip code analysis, radial studies, and cluster analysis.

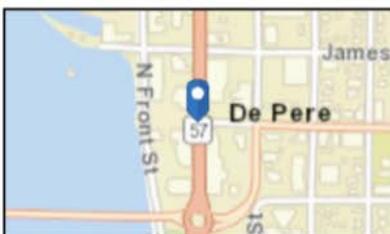
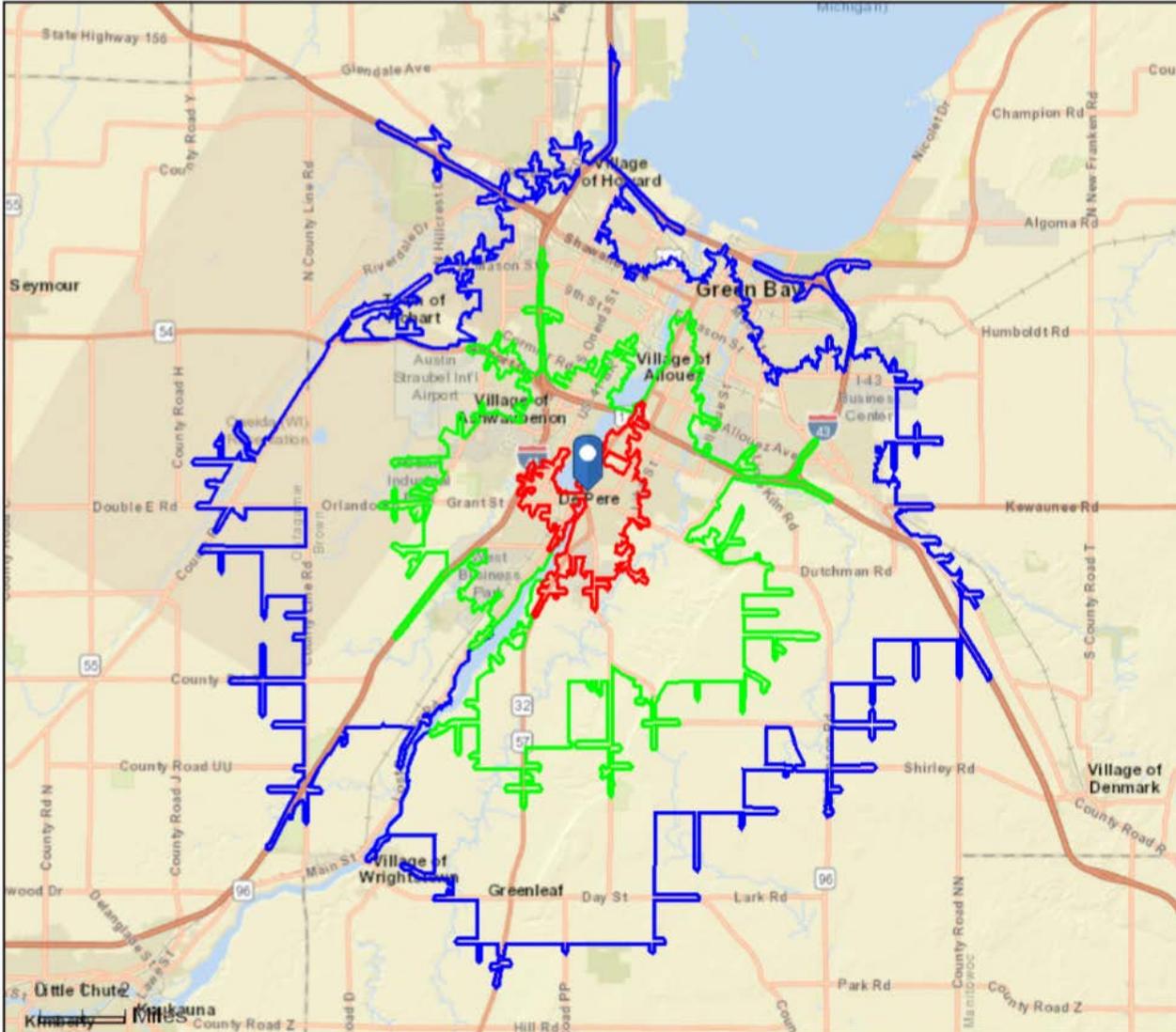
The basis for the demographic section of this report uses information supplied by ESRI, a national leader in economic and demographic data. For the purposes of the study a variety of demographic data sets on the resident market were examined. An important consideration for many businesses and developers is population within drive-times, vs. municipal boundaries or radius boundaries. Depending on location, one can drive 10 minutes and travel only 3 miles or drive 10 minutes another direction and travel 8 miles. Therefore, a point in downtown De Pere was selected and the number of people within a certain drive-time was calculated. For the purposes of this report, a center point in downtown (east side) De Pere was used.

Drive Time Map



S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048



## Drive Time and Demographics

The map above shows the core of the City of De Pere falling within an approximate 5-minute drive time. The 10-minute drive time expands out almost to Allouez to the north, and Ashwaubenon to the west. The 15-minute drive time includes Hobart to the north, and Wrightstown to the south.

The 10 and 15-minute drive times can typically 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, fast food, restaurants, physical fitness, etc. - services people are more likely to frequent due to convenience to their home or sometime workplace.

The City of De Pere has approximately 25,000 residents. However, reviewing drive-time population data (ESRI 2017 Forecast), within a 5-minute drive time there is a population of approximately 15,348; within a 10-minute drive time it jumps to 53,793, and within a 15-minute drive time the population is approximately 160,263.

The median age in the 5-minute drive time is 38.6, within 10 minutes is 38.2, and 15 minutes is 37.0. Although the ages seem very similar, the older age of the De Pere resident is important to note.

Median household income in the 5-minute drive time is \$61,032, within the 10-minute drive time is \$61,226, and within the 15-minute drive time is \$53,662. De Pere’s residents’ income is higher than that of Brown County, the City of Green Bay, the state and the nation. Average household size in the 5-minute drive time is 2.20, in the 10-minute drive time is 2.33, and in the 15-minute drive time is 2.38.

### Five-Minute Drive Time

15,348

Population



Average Household Size

38.6

Median Age

\$61,032

Median Household Income

### Ten-Minute Drive Time

53,793

Population



Average Household Size

38.2

Median Age

\$61,226

Median Household Income

### Fifteen-Minute Drive Time

160,263

Population



Average Household Size

37.0

Median Age

\$53,662

Median Household Income

Other points of interest regarding the population within these drive times:

Average home value in the 5-minute drive time is \$221,895, within the 10-minute drive time is \$223,584, and within the 15-minute drive time is \$193,198.

Owner occupied housing units in the 5-minute drive time is 57.5%, in the 10-minute drive time is 59.3%, and in the 15-minute drive time is 54.9%.

Median disposable income (ESRI 2017 Forecast) in the 5-minute drive time is \$49,080, within the 10-minute drive time is \$49,244, and in the 15-minute drive time is \$42,668. Disposable income is after-tax household income.

## Annual Lifestyle Spending

### Five-Minute Drive Time



### Ten-Minute Drive Time



### Fifteen-Minute Drive Time



## Employment

### Five-Minute Drive Time



### Ten-Minute Drive Time



### Fifteen-Minute Drive Time



## Drive Time and Community Tapestry

The De Pere area resident lifestyles can also be studied using lifestyle segmentation information. People who share the same demographic characteristics may have widely divergent desires, spending patterns 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. Both the 5 and 10-Minute Drive Times share two of the same lifestyle segments, which are In Style, and Middleburg. Here are their specific percentages in those drive-times:

### 5-Minute Drive Time

In Style	16.7%
Middleburg	14.5%
Old and Newcomers	11.9%

### 10-Minute Drive Time

Bright Young Professionals	18.0%
In Style	17.3%
Middleburg	9.6%

The top three lifestyle segments in the 15-Minute Drive Time are Bright Young Professionals, Rustbelt Traditions and Soccer Moms. Here are the specific percentages of this drive-time:

### 15-Minute Drive Time

Bright Young Professionals	12.1%
Rustbelt Traditions	11.4%
Soccer Moms	8.2%

The low percentages among the top three segments indicate a very diverse market.

A full description of each dominant Tapestry segment can be found in the appendix. A brief description for the most prominent follows:

**In Style** denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

**Middleburg** neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures.

They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

**Bright Young Professionals** is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

**Old and Newcomers** features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

## Leisure Activity Index

From a review of Sports and Leisure activities, interesting insights can be gained from a look at the DePere market compared with the specific leisure activity choices of residents within the 15-minute drive time. Other activities are measured beyond those listed in the following table. The comparisons made below show the concentration for people likely to be interested in the arts is stronger within a five and ten-minute drive than within 15 minutes from downtown De Pere.

Leisure Activities	5 minutes		10 minutes		15 minutes	
	% adults, households	MPI*	% adults, households	MPI*	% adults, households	MPI*
Population 18+	12,495		42,441		123,655	
Households	6,466		21,974		65,694	
<b>Product/Consumer Behavior</b>						
Attended adult education course in last 12 months	1,059	114	3,592	114	9,674	106
Went to an art gallery in last 12 months	1,184	128	3,662	116	8,973	98
Did birdwatching in last 12 months	674	119	2,244	117	5,964	107
Played a board game in last 12 months	2,135	127	6,879	120	18,240	110
Did crossword puzzle in last 12 months	1,585	127	4,951	117	13,219	107
Attended dance performance in last 12 months	730	132	2,135	113	5,282	96
Went to museum in last 12 months	1,742	113	5,587	107	14,298	94
Attended classical music performance in last 12 months	651	130	1,924	113	4,737	96
Played musical instrument in last 12 months	961	120	3,162	116	8,259	104
Did painting/drawing in last 12 months	983	125	3,040	114	8,286	107
Did photo album/scrapbooking in last 12 months	798	118	2,449	106	6,836	102
Did photography in last 12 months	1,512	117	4,850	110	13,011	101
Went to live theater in last 12 months	1,932	119	6,044	109	15,452	96
Bought a digital book in last 12 months	1,977	112	6,677	111	17,686	101
Bought book in last 12 months at bookstore (not B&N)	1,798	129	5,405	114	14,521	105

\*An MPI (Market Potential Index) measures the likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Other leisure activities which rank with a high MPI in the five-minute drive time include rock climbing and playing ping pong. Other leisure activities which rank high in the ten-minute drive time include rock climbing, watching golf on TV, attending a college football game, played a board game and participated in a fantasy sports league. Leisure activities which rank highest in the 15-minute drive time include participated in a fantasy sports league, went bowling, watched high school sports on tv, rock climbing, went to a bar/nightclub, attended a college football game and played a board game.

## IMPACT OF ARTS VENUES ON DOWNTOWNS

The vitality of a downtown is often hard to assign to a single source or cause. What makes a downtown alive and dynamic may be easy to identify in some cases, but often there are a host of contributors to the energy which makes a downtown a vibrant place.

Residential density, anchor venues or attractions, small shops, good restaurants, coffee shops, bars, live music venues, professional services as well as convenience retail establishments all contribute to the whole of what makes a downtown a vibrant, dynamic place. How much each entity contributes to the whole varies by time of day, time of year, age and income level of the customer, purpose for the trip into the area and a variety of other specific circumstances.

The proposed Mulva Cultural Center will have a moderate economic impact on the community, however, the success of the downtown should not depend on this as a be-all end-all economic engine. It's important to foster the growth and development of all the commercial establishments and there are many ways to do so.

Downtown market expert N. David Milder completed a study in July of 2017: *The Impacts of the Arts on Smaller Downtowns. The Arts as An Important Downtown Revitalization Tool.*

<http://www.ndavidmilder.com/2017/07/lets-get-real-about-the-impacts-of-the-arts-on-smaller-downtowns-the-arts-as-an-important-downtown-revitalization-tool-redux-part-2>

Milder makes a point that the arts/culture venue in a smaller community (25,000 people or less) doesn't spend enough money in the downtown to make an impact itself, and the attendees of the venue may or may not make a significant impact with the dollars they spend while visiting the arts venue. An example of the scale of impact which could be experienced is included below:

*"A new small-town theater is a big hit and attracts a large audience that generates enough potential diners that someone opens a new restaurant. That may sound simple but may not happen all that easily. A typical full-service restaurant nationally will need sales of between \$150 PSF and \$250 PSF to break even. A restaurant with 1,500 SF would need annual sales of between \$275,000 to \$375,000 to make it; one with 2,500 SF would need between \$375,000 to \$625,000 (1). Among a sample of 23 communities with populations below 25,000, the median amount of expenditures for meals and drinks generated by their arts events' audiences was \$994,542. The 1,500 SF eatery would need to capture between 15% and 25% of the audience expenditures for meals and drinks; the 2,500 SF restaurant between 38% and 63%. Of course, other consumer expenditure factors might also come into play in the determination of whether a new restaurant will open, e.g., the incomes, spending habits and preferences of the local trade area's residents and non-resident members of the downtown's daytime population."*

Milder also concludes the biggest impact from audience/attendee spending goes to hospitality niches (accommodations, food and drink) and possibly gifts/souvenirs, but not clothing or other retail.

A primary driver of commercial success is residential density. Supporting multi-family housing, town homes, condos and single-family housing in the area will provide a built-in market for restaurants, retail shops and service related businesses downtown. Additional commercial anchors or draws would also support all of the activity downtown.

## GAP ANALYSIS FOR DOWNTOWN DE PERE

### Destination Trade Area

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. The trade area for each product category as well as the retail setting they are in determines their draw or Destination Trade Area. De Pere's location adjacent to Green Bay and the Appleton area shopping and commercial districts, 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.

### 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) indicates sales to consumers by establishments, (business to business sales are excluded). Demand (retail potential) shows 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 more than 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.

For the purposes of looking at supply and demand in the convenience trade area, we will utilize the Retail MarketPlace Profile in the 10-minute drive time. The 5-minute drive time is too small to accurately portray the supply and demand in the area. The 15-minute drive time is helpful because it includes area to the west, south,

and southeast, but the areas to the north show data too far into Green Bay and skews the results significantly. Consumers comparison shop or have multiple store options for these types of purchases and are willing to drive well beyond the convenience trade area to seek them out. The internet has helped create savvy shoppers, knowing where desired products can be found in stock and at what price...compelling shoppers to drive even further for the best value.

Before reviewing the supply and demand data, here are some things to consider:

1. Sometimes a business opens because the owner has a passion for something, i.e. knitting, baking, antiques, pets, etc. and that is enough to push them forward, regardless of market demand or population support.
2. Sometimes a business opens in a certain location, simply because it is close to the owner's home, regardless of market demand or population support.
3. Sometimes a business opens in a certain location because the rent is very inexpensive, lessening the owner's risk.
4. It is not uncommon that smaller, independently owned businesses do not understand or research the market demand for their business model.
5. Simply because there is a market demand defined in a gap report, doesn't mean that a business can fill that demand and be successful. There are many other factors that contribute to a successful business, such as specific location, size of their space, management, sound financial footing, customer service, etc.
6. Anomalies will exist in the retail and service sector - businesses that manage to do well despite what appears to be the lack of market. Also, a business owner's measure of success is not always tied to profit – but sometimes they are just happier running their own business than working for someone else.
7. Most national businesses have specific requirements about a future site. The market demand might be there, but if a specific site doesn't provide the right property size, necessary traffic counts, access, controlled intersection, appropriate adjoining businesses, etc. – they might not pull the trigger in on that site.
8. A specific demand may be met within the community by a particular national or regional business, but they are franchise locations. The national chain might be very interested in the market area, but only if a local franchisee/operator can be located.

### Retail Gap Analysis Data

The retail environment in De Pere is relatively healthy.

When a review of the retail marketplace was conducted, there were no significant gaps in retail availability which cannot be served within a 10-minute drive time. Within a five-minute drive time from the center of downtown (east) De Pere, for total retail trade and food & drink, there is a \$5,938,000 surplus, or more sales than the local demand is actually responsible for. This means people from outside the area are supporting the retail/food/drink market in the amount of nearly \$6 million. The corresponding figure in the 10-minute drive time is \$560 million.

General merchandise stores, (including department stores and other general merchandise stores) show a \$26 million gap in the five-minute drive time but that is the most significant gap within five minutes of downtown. Specialty food stores and beer/wine/liquor stores also show a small gap within the five and ten-minute drive times. Other gaps which may show up on a gap report are not significant enough to support or call out for a new store.

This means the retail demands of the community are being satisfied within a 10-minute drive time from downtown De Pere.

### 10 Minute Drive Time

<b>Summary Demographics</b>						
2017 Population						53,793
2017 Households						21,974
2017 Median Disposable Income						\$49,244
2017 Per Capita Income						\$33,342
<b>Industry Summary</b>	<b>NAICS</b>	<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus</b> <b>Factor</b>	<b>Number of</b> <b>Businesses</b>
Total Retail Trade and Food & Drink	44-45,722	\$854,458,185	\$1,414,536,082	-\$560,077,897	-24.7	541
Total Retail Trade	44-45	\$770,794,482	\$1,272,721,706	-\$501,927,224	-24.6	371
Total Food & Drink	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
<b>Industry Group</b>	<b>NAICS</b>	<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus</b> <b>Factor</b>	<b>Number of</b> <b>Businesses</b>
Motor Vehicle & Parts Dealers	441	\$165,081,473	\$208,442,218	-\$43,360,745	-11.6	28
Automobile Dealers	4411	\$130,718,924	\$185,769,586	-\$55,050,662	-17.4	10
Other Motor Vehicle Dealers	4412	\$21,056,372	\$12,348,428	\$8,707,944	26.1	5
Auto Parts, Accessories & Tire Stores	4413	\$13,306,177	\$10,324,203	\$2,981,974	12.6	13
Furniture & Home Furnishings Stores	442	\$25,325,122	\$109,754,339	-\$84,429,217	-62.5	32
Furniture Stores	4421	\$15,143,476	\$88,732,842	-\$73,589,366	-70.8	13
Home Furnishings Stores	4422	\$10,181,646	\$21,021,497	-\$10,839,851	-34.7	19
Electronics & Appliance Stores	443	\$25,637,987	\$60,803,013	-\$35,165,026	-40.7	18
Bldg Materials, Garden Equip. & Supply Stores	444	\$52,216,716	\$110,183,459	-\$57,966,743	-35.7	27
Bldg Material & Supplies Dealers	4441	\$47,088,561	\$100,304,113	-\$53,215,552	-36.1	23
Lawn & Garden Equip & Supply Stores	4442	\$5,128,155	\$9,879,347	-\$4,751,192	-31.7	5
Food & Beverage Stores	445	\$119,986,353	\$121,087,173	-\$1,100,820	-0.5	25
Grocery Stores	4451	\$104,491,359	\$112,337,734	-\$7,846,375	-3.6	12
Specialty Food Stores	4452	\$8,629,621	\$6,340,214	\$2,289,407	15.3	10
Beer, Wine & Liquor Stores	4453	\$6,865,373	\$2,409,225	\$4,456,148	48.0	3
Health & Personal Care Stores	446,4461	\$48,482,696	\$86,701,019	-\$38,218,323	-28.3	35
Gasoline Stations	447,4471	\$91,097,098	\$124,041,722	-\$32,944,624	-15.3	28
Clothing & Clothing Accessories Stores	448	\$33,556,174	\$107,011,416	-\$73,455,242	-52.3	85
Clothing Stores	4481	\$21,766,333	\$87,587,843	-\$65,821,510	-60.2	60
Shoe Stores	4482	\$4,868,823	\$12,693,743	-\$7,824,920	-44.6	13
Jewelry, Luggage & Leather Goods Stores	4483	\$6,921,019	\$6,729,829	\$191,190	1.4	12
Sporting Goods, Hobby, Book & Music Stores	451	\$20,027,468	\$46,453,091	-\$26,425,623	-39.7	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$16,854,605	\$43,875,313	-\$27,020,708	-44.5	22
Book, Periodical & Music Stores	4512	\$3,172,863	\$2,577,777	\$595,086	10.3	4
General Merchandise Stores	452	\$137,199,976	\$265,552,663	-\$128,352,687	-31.9	14
Department Stores Excluding Leased Depts.	4521	\$104,436,755	\$181,187,900	-\$76,751,145	-26.9	9
Other General Merchandise Stores	4529	\$32,763,222	\$84,364,763	-\$51,601,541	-44.1	5
Miscellaneous Store Retailers	453	\$29,942,922	\$29,156,835	\$786,087	1.3	49
Florists	4531	\$1,423,494	\$5,453,637	-\$4,030,143	-58.6	9
Office Supplies, Stationery & Gift Stores	4532	\$7,099,246	\$9,838,416	-\$2,739,170	-16.2	15
Used Merchandise Stores	4533	\$6,836,866	\$4,343,012	\$2,493,854	22.3	10
Other Miscellaneous Store Retailers	4539	\$14,583,317	\$9,521,770	\$5,061,547	21.0	15
Nonstore Retailers	454	\$22,240,495	\$3,534,758	\$18,705,737	72.6	4
Electronic Shopping & Mail-Order Houses	4541	\$18,238,462	\$870,370	\$17,368,092	90.9	1
Vending Machine Operators	4542	\$1,640,873	\$150,600	\$1,490,273	83.2	1
Direct Selling Establishments	4543	\$2,361,160	\$2,513,787	-\$152,627	-3.1	2
Food Services & Drinking Places	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Special Food Services	7223	\$2,044,742	\$14,281,914	-\$12,237,172	-75.0	5
Drinking Places - Alcoholic Beverages	7224	\$6,067,454	\$3,617,317	\$2,450,137	25.3	13
Restaurants/Other Eating Places	7225	\$75,551,507	\$123,915,144	-\$48,363,637	-24.2	153

Understanding there are no true gaps to fill, but for possibly some specialty food and alcohol stores and possibly some “other miscellaneous store retailers” here are some concepts which would do well in downtown De Pere, given the vision for the future of the east side:

1. Music school. Private instruction for piano, violin, etc.
2. Specialty grocery, i.e. butcher shop, ethnic foods, local foods, organic foods.
3. Upscale bar with food. Handcrafted cocktails, fine wine selections, with outdoor seating.
4. Higher end resale goods – fashion and furniture.
5. Coffee shop with a retail angle, possibly a book store
6. Home décor, kitchen accessories store
7. Affordable but funky furniture (think IKEA lite)
8. Gallery space with artist production units where artists can exhibit and create their work in their own small rented space. Space could host classes, have equipment artists could share (such as a potter’s wheel, high quality printer, computers), could serve as an “arts incubator”
9. Community workspace (see <http://unicornhatchlabs.com> )
10. Microbrewery/brewpub/distillery
11. Wine store/ wine bar

## INVENTORY OF DOWNTOWN (study area) BUSINESSES

An inventory of a business district’s business types is informative for understanding the mix and balance of who is working and conducting business in the district and what sectors may have a prevalence or be missing entirely.

For De Pere, the east side of downtown is surprisingly service business heavy, and on top of that, the business to business services category is dominant. Financial services, marketing agencies, accounting, architects and insurance have made the downtown their home. While these professional services are nice businesses to have in a business district, they don’t draw the foot traffic the downtown needs to thrive.

Education and service providers include schools, a college planning business, Junior Achievement Office, and a math/reading center.

Entertainment includes the cinema and bowling alley.

Financial Services includes insurance agencies, banks, financial planning businesses, and mortgage companies.

Government includes the Post Office, Library and City Hall/Fire/Police Departments.

Healthcare and Fitness includes clinics, opticians, chiropractors, counseling services and fitness studios.

Restaurants and bars include all listed restaurants and bars in the tables located in the appendix of this market analysis. Recently closed or soon to be opening restaurants were not counted. Caterers were included in restaurants, but bakeries are included in retail.

Retail shows a nice mix of establishments from clothing to bakery, to general merchandise to children’s stores and those focused on a hobby (quilting).

Salons includes adult, children and pet grooming.

Service to business includes marketing and advertising agencies, engineering and architectural firms, printing companies, attorneys and accountants

Service to consumers includes interior design, photography, television and communications.

There were a small handful of industry/manufacturing/construction related businesses as well.

De Pere Business Inventory by Category Downtown Eastside Study Area	
<u>Category</u>	<u>Number</u>
Church	2
Education (providers & services)	6
Entertainment	2
Financial Service (including insurance)	17
Government	3
Healthcare & Fitness	8
Restaurant/Bar	10
Retail	22
Salons	7
Service (to business)	13
Service (to consumer)	23

The Business Locator report in the Appendix shows sixteen pages of businesses by distance from the center of the study area. Pages 1-10 were used in this count and show the business most closely related to the study area of this project.

It's interesting to note there are 74 service related businesses between education, financial services, salons, health and fitness, business to business and business to consumer companies downtown. That leaves 34 other actual businesses (churches and government subtracted) which make up the entertainment, restaurant/bar and retail categories. The latter categories are those which should be the focus of recruitment efforts by the City and Definitely De Pere. The imbalance shows one perspective of the actual activity taking place now in the downtown. To draw more residents and visitors to want to come to the downtown, more retail, restaurant and experiential entertainment venues will need to move in.

## CONSIDERING MULTI-FAMILY RESIDENTIAL

Noting there are no real gaps in the retail offerings from the marketplace profile, one of the strongest ways to increase the appeal to retailers and restaurants is to increase the number of residents. High density multi-family residential development would be an appropriate target for the Front Street/Broadway block between George Street and the roundabout.

Redevelopment Resources and SmithGroupJJR modeled several concepts of development for that block in keeping with what was shared through public listening/input sessions during the three-day charette held in late May 2018.

The block currently hosts a public parking ramp with approximately 110 spaces, and a handful of commercial buildings, some of which are occupied by operating businesses and some of which are not. To re-program the

block with an impactful development, a massing exercise was undertaken which included a simplified proforma analysis to determine what levels of construction would need to be developed to make the project produce a positive net operating income and make a redevelopment project on this site financially feasible.

1. The consultants' first task was to determine if development under the current zoning code, a floor area ratio (FAR) of 2.8, would produce enough positive operating capital to pay for itself. A model was calculated where the developer would replace the public parking currently on-site and build enough parking to meet the needs of the new development. This model did not generate a positive net operating income (NOI), see financial models in the Appendix.
2. The next example reviewed was one where a development was constructed at the current zoning (FAR 2.8) without replacing the public parking but with enough parking to serve the new development. This example also did not result in a positive NOI.
3. We calculated the NOI on a development at current zoning code without parking but with a 25% tax increment financing (TIF) incentive. This model also did not generate a positive NOI. This is because there is not enough potential to capture revenue from a development with only enough density to meet the current zoning code. The cost of construction and the amount of debt on the project (with owner's equity of 25%) does not provide enough income to service the debt and meet expenses. The taxes generated on these examples would take 18 years to pay back a 25% TIF incentive.
4. The Floor Area Ratio was increased to 3.5 to provide a higher level of density on the site. In this model, taller buildings were imagined on the north end of the development (up to 5 stories) and buildings 2-3 stories were placed on the corner near the roundabout. This model was calculated with parking to serve just the development (not replacing public parking) and included 90 apartment units, 18 townhomes and 12,000 square feet of commercial space. With a 25% TIF incentive, this project barely results in a positive NOI and has a payback period on the incentive of 18 years.
5. An example we called Split Bar is a layout used for massing purposes which had a set of buildings facing the river and one facing Broadway St. with a parking structure in the middle. This example had 66 residential units and 18,000 sq. ft. of commercial space with only 80 parking stalls. With a TIF incentive of 25%, this example barely ekes out a positive NOI and has a 19-year payback period on the incentive.
6. The final example we ran, we called Galleria because the development wrapped the site on three sides and had a center building facing Broadway St. with a driveway and surface parking in a horseshoe shape through the development. With 78 units of residential and 21,500 sq. ft. of commercial space, this example also arrives at a very thin positive NOI and reaches a payback of public incentives after 18 years.

None of the above examples generate extremely solid formulas from a net operating income perspective but the exercise shows there is a way to achieve a moderate density on the site while still preserving desired building heights, preserving views of the river and maximizing value on this block. Each example was calculated with the City contributing to the project for \$1, the existing site on which the public parking sits.

Notes: Demolition and clearance of the site was considered within the acquisition price.

Soft costs include contingency, professional fees, financing fees for construction and permanent financing (including appraisals), insurance, taxes, rent-up expense, marketing, etc. Soft costs at 17% of total construction and acquisition costs provide a general estimate of what these costs could be. This number was consolidated for simplicity.

Commercial and residential construction costs were assigned a global cost of \$225 per square foot based on industry standard for mid-to-upper level quality of commercial construction. This was confirmed by a Fox Valley based construction/development firm and checked against current construction costs in other areas of Wisconsin.

June 11, 2018

Parking stall costs were assigned a cost of \$25,000 per stall to construct, confirmed by a Fox Valley based construction/development firm and verified against parking construction costs throughout the state of Wisconsin.

It was assumed the developer would contribute 25% cash/equity to the project, and if there was an incentive used in an example, it was estimated also at 25% of the project. Debt would then have been at either 50% or 75% of the project depending on if a TIF incentive was assumed.

The operating budget assumed full lease up on day 1 for simplicity. This is not a realistic scenario, but it was applied consistently across examples. The time it takes to fully lease the residential and commercial units will negatively impact the NOI, making most of the examples riskier and would justify the need for more density on the site.

Expenses at 35% of income is an industry standard applied to all examples.

Debt service was calculated at 6% interest over 30 years.

## APPENDIX Tapestry Descriptions



LifeMode Group: Middle Ground

# Bright Young Professionals

**8C**

Households: 2,750,200  
Average Household Size: 2.41  
Median Age: 33.0  
Median Household Income: \$54,000

### WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

### OUR NEIGHBORHOOD

- Approximately 57% of the households rent; 43% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multitunit buildings or row housing make up 56% of the housing stock (row housing (Index 178), buildings with 5-19 units (Index 275)); 43% built 1980-99.
- Average rent mirrors the US (Index 100).
- Lower vacancy rate is at 8.2%.

### SOCIOECONOMIC TRAITS

- Education completed: 35% with some college or an associate's degree, 33% with a bachelor's degree or higher.
- Unemployment rate is lower at 4.7%, and labor force participation rate of 72% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.



Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

**8C** LifeMode Group: Middle Ground

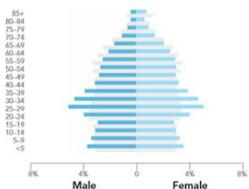
# Bright Young Professionals



### AGE BY SEX (Esri data)

Median Age: 33.0 US: 38.2

■ Indicates US



### RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

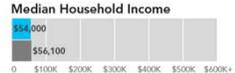
Diversity Index: 67.5 US: 64.0



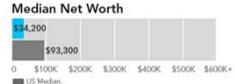
### INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

#### Median Household Income

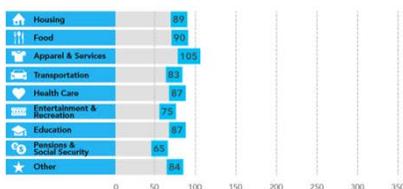


#### Median Net Worth



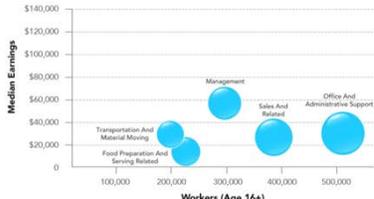
### AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US 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 are estimated by Esri.



### OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



17

**8C** LifeMode Group: Middle Ground  
**Bright Young Professionals**

TAPESTRY SEGMENTATION  
esri.com/tapestry

**MARKET PROFILE** (Consumer preferences are estimated from data by GIC MR)

- Own retirement savings and student loans.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online and use mobile devices for banking, access YouTube or Facebook, visit blogs, download movies, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the beach, and renting DVDs from Redbox or Netflix.
- Enjoy a variety of sports, including backpacking, rock climbing, football, Pilates, running, and yoga.
- Eat out often at fast-food and family restaurants.

**HOUSING**

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



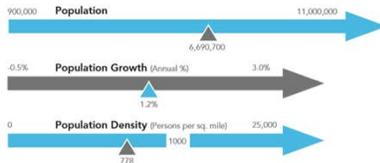
**Typical Housing:**  
Single Family;  
Multi-Units

**Average Rent:**  
\$1,042  
US Average: \$1,038



**POPULATION CHARACTERISTICS**

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



**ESRI INDEXES**

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



**8C** LifeMode Group: Middle Ground  
**Bright Young Professionals**

TAPESTRY SEGMENTATION  
esri.com/tapestry

**SEGMENT DENSITY**

This map illustrates the density and distribution of the *Bright Young Professionals* Tapestry Segment by households.



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**LifeMode Group: GenXurban**

# In Style

**5B**

**Households:** 2,675,000  
**Average Household Size:** 2.33  
**Median Age:** 41.1  
**Median Household Income:** \$66,000

**WHO ARE WE?**

*In Style* denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

**OUR NEIGHBORHOOD**

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.33.
- Home ownership average at 69% (Index 108); more than half, 51%, mortgaged (Index 112).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 133) and smaller (5-19 units) apartment buildings (Index 110).
- Median home value at \$213,500.
- Vacant housing units at 8.8%.

**SOCIOECONOMIC TRAITS**

- College educated: 46% are graduates (Index 162); 75% with some college education.
- Low unemployment is at 5.6% (Index 65); higher labor force participation rate is at 68% (Index 108) with proportionately more 2-worker households (Index 112).
- Median household income of \$65,000 reveals an affluent market with income supplemented by investments (Index 143) and a substantial net worth (Index 179).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.

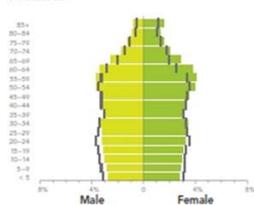


Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by QSR, LLC.

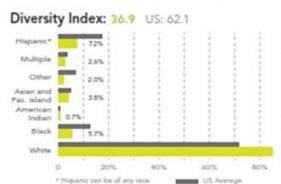
**5B** LifeMode Group: GenXurban

# In Style

**AGE BY SEX** (Est. data)  
**Median Age:** 41.1 US: 37.6



**RACE AND ETHNICITY** (Est. data)  
 The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).



**INCOME AND NET WORTH**

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



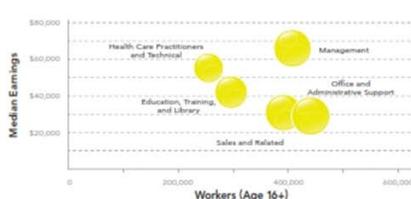
**AVERAGE HOUSEHOLD BUDGET INDEX**

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US 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 are estimated by Esri.



**OCCUPATION BY EARNINGS**

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



**5B** LifeMode Group: GenXurban  
**In Style**



**MARKET PROFILE**

- Partial to late model SUVs or trucks.
- Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired.
- Prefer organic foods, including growing their own vegetables.
- Financially active, from a variety of investments to home equity lines of credit.
- Meticulous planners, both well insured and well invested in retirement savings.
- Generous with support of various charities and causes.
- Actively support the arts, theater, concerts, and museums.

**HOUSING**

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

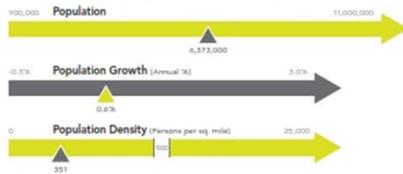


**Typical Housing:**  
Single Family  
**Median Value:**  
\$214,000  
US Median: \$177,000



**POPULATION CHARACTERISTICS**

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



**ESRI INDEXES**

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

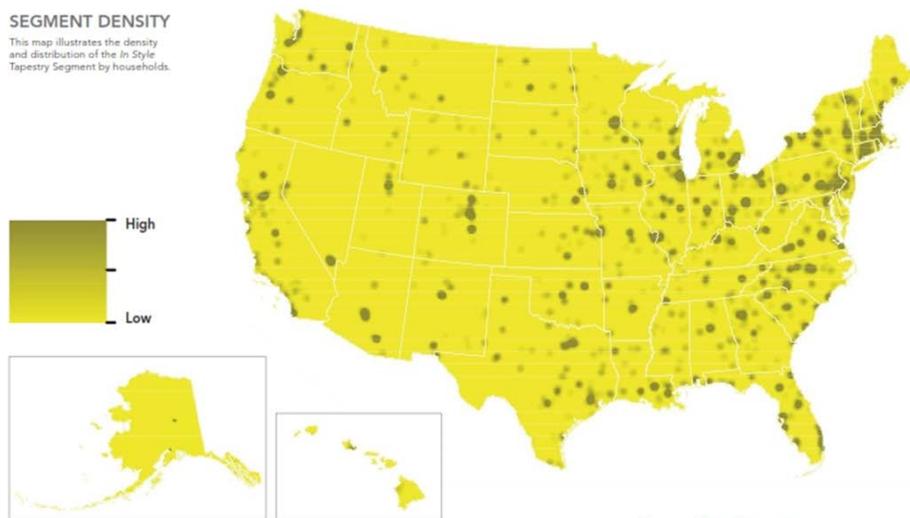


**5B** LifeMode Group: GenXurban  
**In Style**



**SEGMENT DENSITY**

This map illustrates the density and distribution of the In Style Tapestry Segment by households.



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For more information  
1-800-442-9778  
info@esri.com  
esri.com



LifeMode Group: Family Landscapes  
**Middleburg** 4C

Households: 3,511,200  
 Average Household Size: 2.75  
 Median Age: 36.1  
 Median Household Income: \$59,800

**WHO ARE WE?**

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

**OUR NEIGHBORHOOD**

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

**SOCIOECONOMIC TRAITS**

- Education: 65% with a high school diploma or some college.
- Unemployment rate lower at 4.7% (Index 86).
- Labor force participation typical of a younger population at 66.7% (Index 107).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.



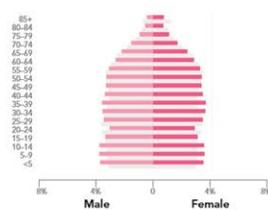
Note: This index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK Mill.

LifeMode Group: Family Landscapes  
**Middleburg** 4C



**AGE BY SEX** (Est. data)

Median Age: **36.1** US: 38.2  
 ■ Indicates US



**RACE AND ETHNICITY** (Est. data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **48.5** US: 64.0



**INCOME AND NET WORTH**

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

**Median Household Income**

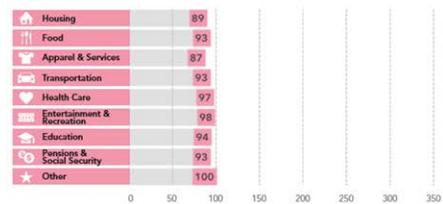


**Median Net Worth**



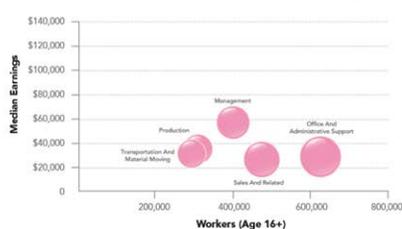
**AVERAGE HOUSEHOLD BUDGET INDEX**

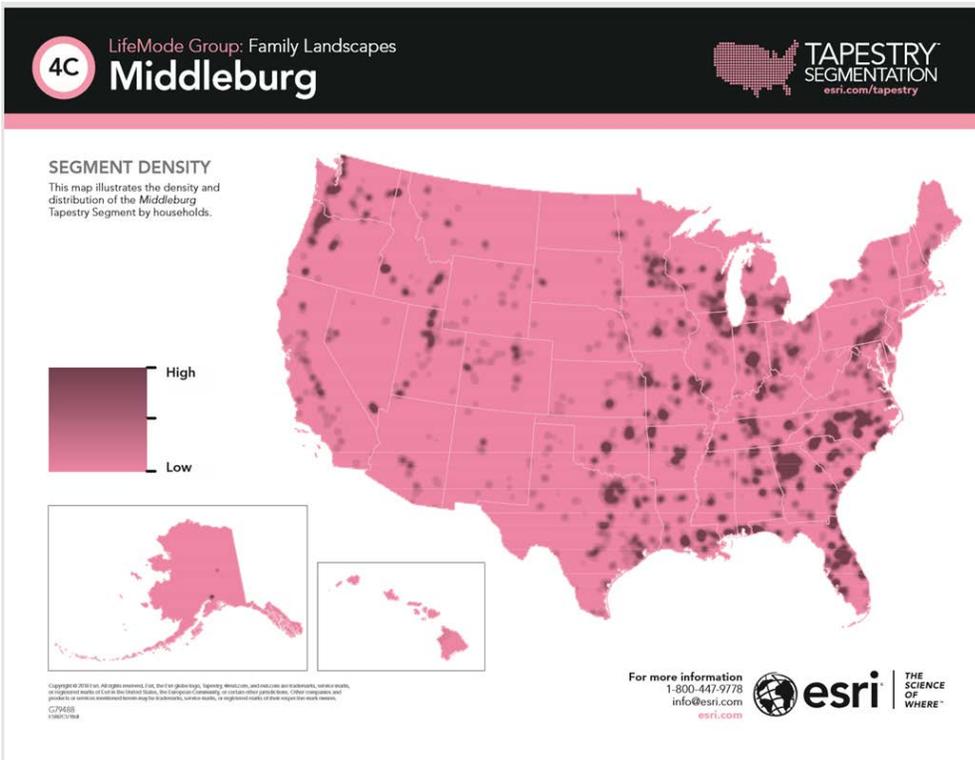
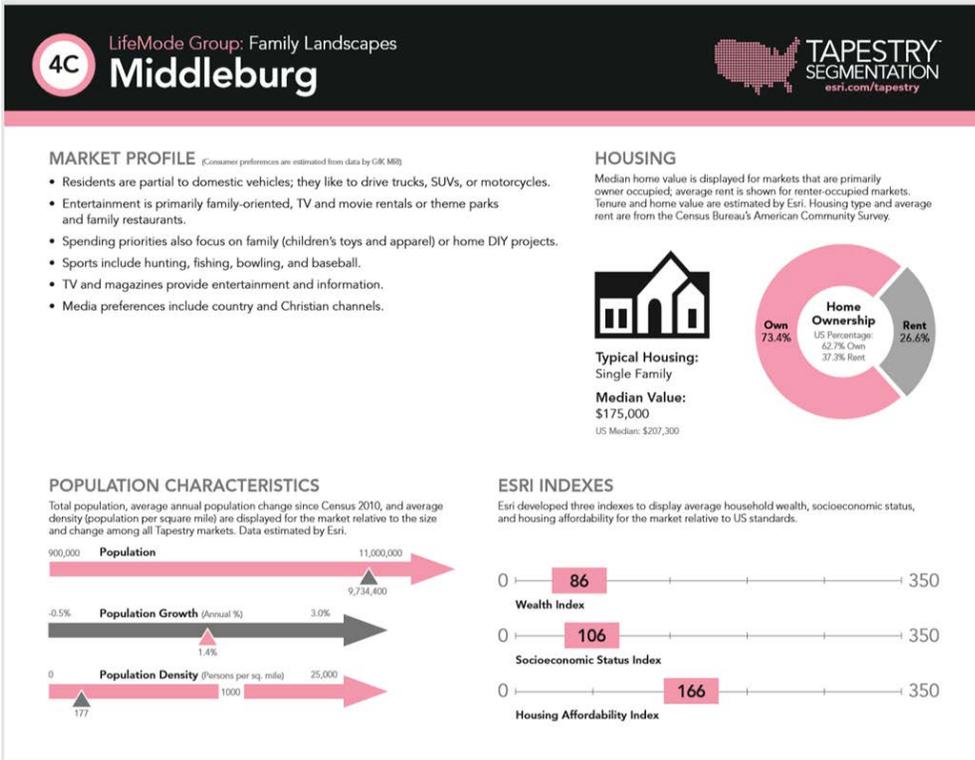
The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



**OCCUPATION BY EARNINGS**

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





**LifeMode Group: Middle Ground**  
**Old and Newcomers**

**8F**

Households: 2,859,200  
 Average Household Size: 2.12  
 Median Age: 39.4  
 Median Household Income: \$44,900

**WHO ARE WE?**

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

**OUR NEIGHBORHOOD**

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.12.
- 55% renter occupied; average rent, \$880, (Index 85).
- 45% of housing units are single-family dwellings; 45% are multiunit buildings in older neighborhoods, built before 1980.
- Average vacancy rate at 11%.

**SOCIOECONOMIC TRAITS**

- Unemployment is lower at 5.1% (Index 93), with an average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 32% of households are currently receiving Social Security.
- 31% have a college degree (Index 99), 33% have some college education, 9% are still enrolled in college (Index 121).
- Consumers are price aware and coupon clippers, but open to impulse buys.
- They are attentive to environmental concerns.
- They are more comfortable with the latest technology than buying a car.

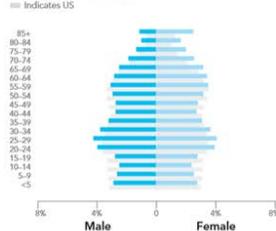


Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MR.

**8F** LifeMode Group: Middle Ground  
**Old and Newcomers**

**AGE BY SEX** (Esri data)

Median Age: 39.4 US: 38.2



**RACE AND ETHNICITY** (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 52.7 US: 64.0



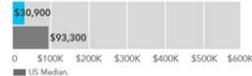
**INCOME AND NET WORTH**

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

**Median Household Income**

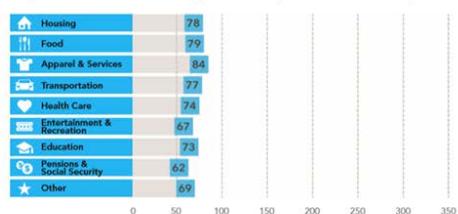


**Median Net Worth**



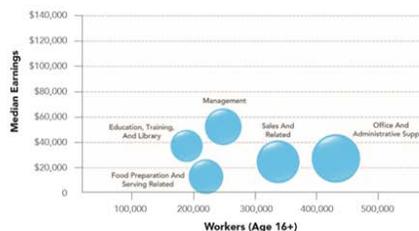
**AVERAGE HOUSEHOLD BUDGET INDEX**

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US 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 are estimated by Esri.



**OCCUPATION BY EARNINGS**

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



8F LifeMode Group: Middle Ground **Old and Newcomers** TAPESTRY SEGMENTATION [esri.com/tapestry](http://esri.com/tapestry)

**MARKET PROFILE** (Consumer preferences are estimated from data by GfK MR)

- Residents have a strong sense of community. They volunteer for charities, help fund raise, and recycle.
- They prefer cell phones to landlines.
- Entertainment features the Internet (employment searches, rating products, updating social media profiles), watching movies at home, listening to country music, and reading the paper.
- Vehicles are basically just a means of transportation.
- Food features convenience, frozen and fast food.
- They do banking as likely in person as online.

**HOUSING**

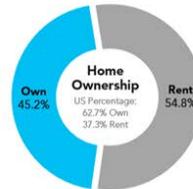
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family;  
Multi-Units

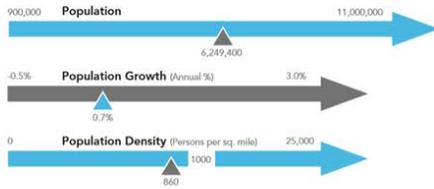
**Average Rent:**  
\$880

US Average: \$1,038



**POPULATION CHARACTERISTICS**

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



**ESRI INDEXES**

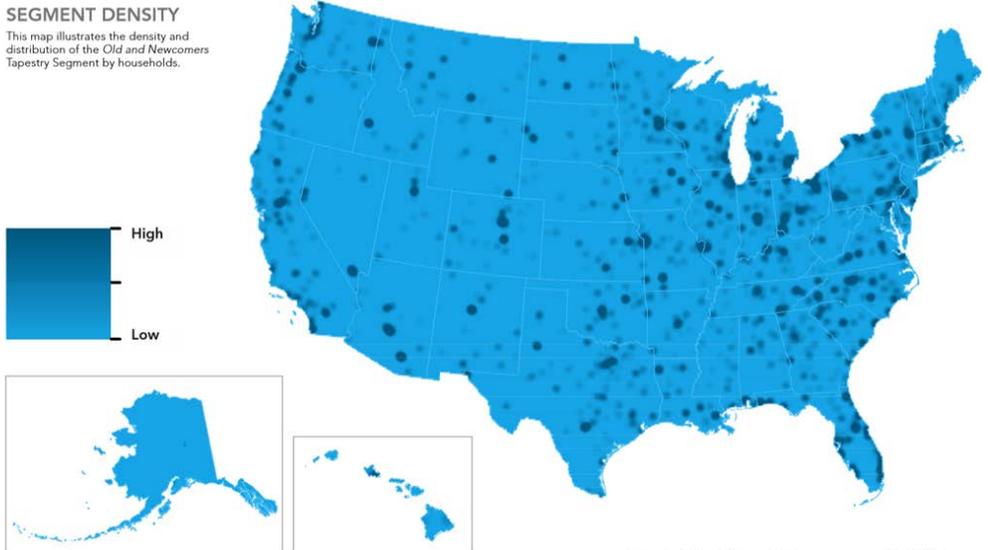
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



8F LifeMode Group: Middle Ground **Old and Newcomers** TAPESTRY SEGMENTATION [esri.com/tapestry](http://esri.com/tapestry)

**SEGMENT DENSITY**

This map illustrates the density and distribution of the *Old and Newcomers* Tapestry Segment by households.



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## Market Profile


**Market Profile**

 S Broadway & George St, De Pere, Wisconsin, 54115  
 Drive Time: 5, 10, 15 minute radii

 Prepared by Esri  
 Latitude: 44.44897  
 Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>Population Summary</b>			
2000 Total Population	14,303	46,037	143,621
2010 Total Population	14,780	50,829	152,880
2017 Total Population	15,348	53,793	160,263
2017 Group Quarters	1,130	2,653	3,732
2022 Total Population	15,819	56,074	166,141
2017-2022 Annual Rate	0.61%	0.83%	0.72%
2017 Total Daytime Population	14,583	85,318	203,426
Workers	7,263	60,447	125,710
Residents	7,320	24,871	77,716
<b>Household Summary</b>			
2000 Households	5,662	17,535	56,706
2000 Average Household Size	2.33	2.42	2.44
2010 Households	6,159	20,649	62,500
2010 Average Household Size	2.21	2.33	2.39
2017 Households	6,466	21,974	65,694
2017 Average Household Size	2.20	2.33	2.38
2022 Households	6,703	22,974	68,195
2022 Average Household Size	2.19	2.33	2.38
2017-2022 Annual Rate	0.72%	0.89%	0.75%
2010 Families	3,733	13,107	38,780
2010 Average Family Size	2.83	2.91	2.99
2017 Families	3,857	13,813	40,310
2017 Average Family Size	2.83	2.91	2.99
2022 Families	3,966	14,377	41,643
2022 Average Family Size	2.82	2.91	3.00
2017-2022 Annual Rate	0.56%	0.80%	0.65%
<b>Housing Unit Summary</b>			
2000 Housing Units	5,829	18,112	58,568
Owner Occupied Housing Units	65.7%	67.5%	60.2%
Renter Occupied Housing Units	31.4%	29.3%	36.6%
Vacant Housing Units	2.9%	3.2%	3.2%
2010 Housing Units	6,495	21,872	66,441
Owner Occupied Housing Units	60.9%	62.5%	58.0%
Renter Occupied Housing Units	33.9%	31.9%	36.1%
Vacant Housing Units	5.2%	5.6%	5.9%
2017 Housing Units	6,793	23,113	69,547
Owner Occupied Housing Units	57.5%	59.3%	54.9%
Renter Occupied Housing Units	37.7%	35.7%	39.6%
Vacant Housing Units	4.8%	4.9%	5.5%
2022 Housing Units	7,039	24,074	72,062
Owner Occupied Housing Units	57.3%	59.3%	54.8%
Renter Occupied Housing Units	37.9%	36.2%	39.8%
Vacant Housing Units	4.8%	4.6%	5.4%
<b>Median Household Income</b>			
2017	\$61,032	\$61,226	\$53,662
2022	\$71,665	\$71,895	\$60,745
<b>Median Home Value</b>			
2017	\$178,709	\$182,217	\$160,777
2022	\$193,889	\$197,996	\$172,893
<b>Per Capita Income</b>			
2017	\$34,441	\$33,342	\$29,384
2022	\$39,857	\$38,500	\$33,853
<b>Median Age</b>			
2010	37.1	37.1	35.9
2017	38.6	38.2	37.0
2022	39.8	38.6	37.6

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>2017 Households by Income</b>			
Household Income Base	6,466	21,974	65,694
<\$15,000	6.7%	6.1%	9.1%
\$15,000 - \$24,999	10.1%	9.0%	10.7%
\$25,000 - \$34,999	10.3%	9.6%	10.8%
\$35,000 - \$49,999	11.8%	14.0%	15.2%
\$50,000 - \$74,999	20.5%	20.6%	20.1%
\$75,000 - \$99,999	14.1%	15.2%	13.8%
\$100,000 - \$149,999	15.1%	15.3%	12.7%
\$150,000 - \$199,999	5.7%	4.8%	3.8%
\$200,000+	5.8%	5.4%	3.8%
Average Household Income	\$82,766	\$81,786	\$71,429
<b>2022 Households by Income</b>			
Household Income Base	6,703	22,974	68,195
<\$15,000	6.1%	5.6%	8.6%
\$15,000 - \$24,999	8.7%	7.7%	9.5%
\$25,000 - \$34,999	8.6%	8.0%	9.2%
\$35,000 - \$49,999	9.6%	11.3%	12.6%
\$50,000 - \$74,999	19.0%	19.1%	19.0%
\$75,000 - \$99,999	16.6%	17.9%	16.5%
\$100,000 - \$149,999	17.7%	18.1%	15.2%
\$150,000 - \$199,999	6.8%	5.7%	4.6%
\$200,000+	7.0%	6.6%	4.7%
Average Household Income	\$95,821	\$94,377	\$82,311
<b>2017 Owner Occupied Housing Units by Value</b>			
Total	3,905	13,716	38,174
<\$50,000	1.9%	1.7%	4.1%
\$50,000 - \$99,999	3.4%	3.8%	9.9%
\$100,000 - \$149,999	29.0%	26.3%	30.6%
\$150,000 - \$199,999	27.3%	28.3%	25.0%
\$200,000 - \$249,999	16.5%	15.4%	11.8%
\$250,000 - \$299,999	6.9%	7.9%	6.5%
\$300,000 - \$399,999	6.8%	8.4%	6.3%
\$400,000 - \$499,999	4.0%	3.8%	2.6%
\$500,000 - \$749,999	1.9%	2.8%	2.2%
\$750,000 - \$999,999	0.7%	0.8%	0.5%
\$1,000,000 +	1.5%	0.8%	0.5%
Average Home Value	\$221,895	\$223,584	\$193,198
<b>2022 Owner Occupied Housing Units by Value</b>			
Total	4,036	14,271	39,502
<\$50,000	1.4%	1.2%	3.3%
\$50,000 - \$99,999	2.8%	3.1%	8.6%
\$100,000 - \$149,999	25.3%	22.9%	28.1%
\$150,000 - \$199,999	23.3%	23.9%	21.8%
\$200,000 - \$249,999	16.3%	14.8%	11.8%
\$250,000 - \$299,999	7.7%	8.6%	7.4%
\$300,000 - \$399,999	9.4%	11.7%	9.0%
\$400,000 - \$499,999	7.3%	6.4%	4.5%
\$500,000 - \$749,999	3.0%	4.9%	3.9%
\$750,000 - \$999,999	0.8%	1.1%	0.8%
\$1,000,000 +	2.6%	1.4%	0.9%
Average Home Value	\$257,198	\$258,265	\$221,115

**Data Note:** Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>2010 Population by Age</b>			
Total	14,780	50,826	152,883
0 - 4	5.2%	6.1%	7.0%
5 - 9	5.8%	6.5%	6.8%
10 - 14	6.9%	6.7%	6.7%
15 - 24	18.3%	14.3%	13.7%
25 - 34	11.8%	13.9%	14.6%
35 - 44	11.5%	13.0%	13.1%
45 - 54	14.3%	15.1%	14.9%
55 - 64	10.9%	11.3%	11.2%
65 - 74	6.8%	6.3%	6.1%
75 - 84	5.4%	4.5%	4.0%
85 +	3.3%	2.4%	1.9%
18 +	78.0%	76.6%	75.4%
<b>2017 Population by Age</b>			
Total	15,347	53,791	160,264
0 - 4	4.8%	5.6%	6.5%
5 - 9	4.9%	5.7%	6.4%
10 - 14	5.3%	6.1%	6.3%
15 - 24	18.9%	14.7%	13.3%
25 - 34	11.9%	13.8%	14.9%
35 - 44	10.8%	12.3%	12.7%
45 - 54	12.7%	13.1%	12.9%
55 - 64	13.0%	13.0%	12.8%
65 - 74	9.0%	8.5%	8.2%
75 - 84	5.2%	4.5%	4.1%
85 +	3.5%	2.6%	2.1%
18 +	81.4%	78.9%	77.2%
<b>2022 Population by Age</b>			
Total	15,819	56,072	166,142
0 - 4	4.8%	5.7%	6.5%
5 - 9	4.7%	5.5%	6.2%
10 - 14	4.9%	5.7%	6.2%
15 - 24	17.4%	14.0%	12.8%
25 - 34	12.6%	14.5%	14.8%
35 - 44	11.3%	12.6%	13.2%
45 - 54	10.7%	11.5%	11.5%
55 - 64	13.1%	12.7%	12.4%
65 - 74	10.9%	10.1%	9.6%
75 - 84	6.0%	5.2%	4.8%
85 +	3.4%	2.5%	2.0%
18 +	82.4%	79.5%	77.5%
<b>2010 Population by Sex</b>			
Males	7,091	25,126	75,448
Females	7,689	25,703	77,432
<b>2017 Population by Sex</b>			
Males	7,397	26,574	79,140
Females	7,951	27,219	81,123
<b>2022 Population by Sex</b>			
Males	7,638	27,686	82,050
Females	8,180	28,387	84,091

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>2010 Population by Race/Ethnicity</b>			
Total	14,780	50,829	152,880
White Alone	94.7%	92.0%	84.9%
Black Alone	0.8%	2.2%	2.7%
American Indian Alone	1.0%	1.3%	3.1%
Asian Alone	1.4%	1.8%	3.2%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.6%	0.9%	3.7%
Two or More Races	1.4%	1.7%	2.4%
Hispanic Origin	2.1%	2.5%	7.3%
Diversity Index	13.9	19.3	37.4
<b>2017 Population by Race/Ethnicity</b>			
Total	15,348	53,793	160,263
White Alone	93.3%	90.3%	82.1%
Black Alone	1.1%	2.6%	3.3%
American Indian Alone	1.0%	1.3%	3.2%
Asian Alone	1.9%	2.4%	4.0%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	0.8%	1.1%	4.5%
Two or More Races	1.8%	2.2%	2.9%
Hispanic Origin	2.8%	3.3%	8.9%
Diversity Index	17.7	23.6	43.3
<b>2022 Population by Race/Ethnicity</b>			
Total	15,818	56,074	166,140
White Alone	92.0%	88.7%	79.6%
Black Alone	1.4%	3.0%	3.9%
American Indian Alone	1.1%	1.4%	3.3%
Asian Alone	2.3%	2.9%	4.6%
Pacific Islander Alone	0.0%	0.0%	0.0%
Some Other Race Alone	1.1%	1.4%	5.3%
Two or More Races	2.2%	2.6%	3.3%
Hispanic Origin	3.5%	4.1%	10.5%
Diversity Index	21.1	27.4	48.2
<b>2010 Population by Relationship and Household Type</b>			
Total	14,780	50,829	152,880
In Households	92.3%	94.7%	97.5%
In Family Households	73.1%	76.7%	78.2%
Householder	24.5%	25.5%	25.3%
Spouse	19.4%	20.4%	18.9%
Child	26.5%	27.9%	29.4%
Other relative	1.2%	1.3%	2.3%
Nonrelative	1.5%	1.6%	2.3%
In Nonfamily Households	19.2%	18.0%	19.3%
In Group Quarters	7.7%	5.3%	2.5%
Institutionalized Population	1.0%	3.0%	1.5%
Noninstitutionalized Population	6.8%	2.3%	1.0%

**Data Note:** Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>2017 Population 25+ by Educational Attainment</b>			
Total	10,144	36,525	108,205
Less than 9th Grade	1.4%	1.8%	3.8%
9th - 12th Grade, No Diploma	3.3%	3.9%	5.5%
High School Graduate	23.5%	21.5%	25.4%
GED/Alternative Credential	2.3%	3.5%	4.0%
Some College, No Degree	19.2%	19.9%	20.6%
Associate Degree	12.7%	13.1%	12.1%
Bachelor's Degree	26.9%	25.5%	20.9%
Graduate/Professional Degree	10.7%	10.7%	7.6%
<b>2017 Population 15+ by Marital Status</b>			
Total	13,041	44,457	129,562
Never Married	31.9%	31.3%	34.3%
Married	52.3%	53.4%	49.9%
Widowed	6.0%	5.3%	5.0%
Divorced	9.8%	10.0%	10.8%
<b>2017 Civilian Population 16+ in Labor Force</b>			
Civilian Employed	96.1%	96.5%	96.2%
Civilian Unemployed (Unemployment Rate)	3.9%	3.5%	3.8%
<b>2017 Employed Population 16+ by Industry</b>			
Total	8,161	28,336	82,815
Agriculture/Mining	1.0%	0.8%	1.4%
Construction	2.9%	4.5%	4.6%
Manufacturing	15.8%	14.9%	16.9%
Wholesale Trade	2.6%	2.8%	3.0%
Retail Trade	11.6%	10.5%	10.7%
Transportation/Utilities	5.9%	5.7%	5.8%
Information	1.4%	1.5%	1.3%
Finance/Insurance/Real Estate	7.1%	8.0%	7.2%
Services	48.1%	47.5%	45.7%
Public Administration	3.6%	3.8%	3.4%
<b>2017 Employed Population 16+ by Occupation</b>			
Total	8,163	28,336	82,816
White Collar	65.8%	63.7%	57.5%
Management/Business/Financial	16.0%	15.5%	14.5%
Professional	26.1%	23.7%	19.3%
Sales	10.8%	10.7%	9.6%
Administrative Support	12.9%	13.8%	14.1%
Services	16.1%	17.7%	19.1%
Blue Collar	18.1%	18.6%	23.4%
Farming/Forestry/Fishing	0.8%	0.6%	1.1%
Construction/Extraction	2.4%	3.1%	3.2%
Installation/Maintenance/Repair	1.8%	2.0%	2.5%
Production	7.9%	7.3%	9.2%
Transportation/Material Moving	5.2%	5.7%	7.3%
<b>2010 Population By Urban/ Rural Status</b>			
Total Population	14,780	50,829	152,880
Population Inside Urbanized Area	97.9%	93.3%	92.9%
Population Inside Urbanized Cluster	0.0%	0.0%	0.0%
Rural Population	2.1%	6.7%	7.1%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
 Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
 Latitude: 44.44897  
 Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>2010 Households by Type</b>			
Total	6,158	20,650	62,501
Households with 1 Person	32.7%	29.5%	30.1%
Households with 2+ People	67.3%	70.5%	69.9%
Family Households	60.6%	63.5%	62.0%
Husband-wife Families	48.0%	50.9%	46.4%
With Related Children	19.8%	22.0%	20.2%
Other Family (No Spouse Present)	12.6%	12.6%	15.7%
Other Family with Male Householder	3.9%	3.8%	4.7%
With Related Children	2.8%	2.6%	3.1%
Other Family with Female Householder	8.7%	8.9%	10.9%
With Related Children	6.2%	6.3%	8.0%
Nonfamily Households	6.7%	7.1%	7.9%
All Households with Children	29.1%	31.3%	31.8%
Multigenerational Households	1.3%	1.3%	2.0%
Unmarried Partner Households	6.3%	6.8%	8.4%
Male-female	5.9%	6.3%	7.8%
Same-sex	0.4%	0.5%	0.6%
<b>2010 Households by Size</b>			
Total	6,159	20,647	62,501
1 Person Household	32.7%	29.5%	30.1%
2 Person Household	34.4%	35.5%	34.5%
3 Person Household	14.1%	14.9%	14.9%
4 Person Household	11.8%	12.8%	12.2%
5 Person Household	4.7%	5.1%	5.2%
6 Person Household	1.6%	1.5%	1.9%
7 + Person Household	0.7%	0.7%	1.2%
<b>2010 Households by Tenure and Mortgage Status</b>			
Total	6,159	20,649	62,500
Owner Occupied	64.3%	66.2%	61.6%
Owned with a Mortgage/Loan	46.0%	48.7%	45.1%
Owned Free and Clear	18.2%	17.5%	16.5%
Renter Occupied	35.7%	33.8%	38.4%
<b>2010 Housing Units By Urban/ Rural Status</b>			
Total Housing Units	6,495	21,872	66,441
Housing Units Inside Urbanized Area	97.8%	94.1%	93.7%
Housing Units Inside Urbanized Cluster	0.0%	0.0%	0.1%
Rural Housing Units	2.2%	5.9%	6.2%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.



## Market Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
Drive Time: 5, 10, 15 minute radii

Prepared by Esri  
Latitude: 44.44897  
Longitude: -88.06048

	5 minutes	10 minutes	15 minutes
<b>Top 3 Tapestry Segments</b>			
1.	In Style (5B)	Bright Young Professionals	Bright Young Professionals
2.	Middleburg (4C)	In Style (5B)	Rustbelt Traditions (5D)
3.	Old and Newcomers (8F)	Middleburg (4C)	Soccer Moms (4A)
<b>2017 Consumer Spending</b>			
Apparel & Services: Total \$	\$14,347,833	\$48,359,911	\$127,070,463
Average Spent	\$2,218.97	\$2,200.78	\$1,934.28
Spending Potential Index	103	102	90
Education: Total \$	\$9,881,660	\$32,576,067	\$85,345,522
Average Spent	\$1,528.25	\$1,482.48	\$1,299.14
Spending Potential Index	105	102	89
Entertainment/Recreation: Total \$	\$20,703,024	\$69,407,009	\$181,677,702
Average Spent	\$3,201.83	\$3,158.60	\$2,765.51
Spending Potential Index	103	101	89
Food at Home: Total \$	\$33,522,018	\$111,917,249	\$298,639,940
Average Spent	\$5,184.35	\$5,093.17	\$4,545.92
Spending Potential Index	103	101	90
Food Away from Home: Total \$	\$22,417,445	\$75,408,947	\$198,311,739
Average Spent	\$3,466.97	\$3,431.74	\$3,018.72
Spending Potential Index	104	103	91
Health Care: Total \$	\$37,180,270	\$123,822,769	\$322,449,687
Average Spent	\$5,750.12	\$5,634.97	\$4,908.36
Spending Potential Index	103	101	88
HH Furnishings & Equipment: Total \$	\$13,028,375	\$43,854,947	\$114,461,824
Average Spent	\$2,014.90	\$1,995.77	\$1,742.35
Spending Potential Index	104	103	90
Personal Care Products & Services: Total \$	\$5,345,162	\$17,937,961	\$46,860,570
Average Spent	\$826.66	\$816.33	\$713.32
Spending Potential Index	104	103	90
Shelter: Total \$	\$108,458,605	\$362,354,559	\$958,015,112
Average Spent	\$16,773.68	\$16,490.15	\$14,582.99
Spending Potential Index	103	102	90
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$15,652,078	\$52,333,830	\$134,557,353
Average Spent	\$2,420.67	\$2,381.63	\$2,048.24
Spending Potential Index	103	102	87
Travel: Total \$	\$13,628,851	\$45,984,331	\$117,745,731
Average Spent	\$2,107.77	\$2,092.67	\$1,792.34
Spending Potential Index	102	101	87
Vehicle Maintenance & Repairs: Total \$	\$7,137,901	\$23,894,446	\$62,859,733
Average Spent	\$1,103.91	\$1,087.40	\$956.86
Spending Potential Index	103	101	89

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

**Source:** Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Massing Model Proformas for Front Street Block

**De Pere: Front Street/Broadway/George Street Redevelopment Project  
Estimated Project Costs - At Current Zoning, 2.8 FAR  
Model**

Assumes developer acquires parking ramp for \$1 and replaces approximately 110 parking stalls for public use.

**CONSTRUCTION**

Commercial Site Acquisition		\$	3,000,000		
Construction - building	125,000	\$	28,125,000	\$	225
Construction - parking	350	\$	<u>8,750,000</u>	\$	25,000
Total Site and Construction		\$	39,875,000		
Soft costs	17%	\$	6,778,750		
Total Development Costs		\$	<u>46,653,750</u>		

**FINANCING**

Equity	25%	\$	11,663,438
Debt		\$	34,990,313

**OPERATING BUDGET**

Income		\$	2,145,600	
Expenses	35% of income	\$	750,960	
Debt Service		\$	2,517,420	annual
NOI		\$	(1,122,780)	

\* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
12,000 sq. ft. commercial space at \$24.00 gross

Does not consider phasing, assumes full  
occupancy

**De Pere: Front Street/Broadway/George Street Redevelopment Project  
Estimated Project Costs - At Current Zoning, 2.8 FAR  
Model**

Assumes developer acquires parking ramp for \$1 and does not replace public parking

**CONSTRUCTION**

Commercial Site Acquisition		\$	3,000,000		
Construction - building	125,000	\$	28,125,000	\$	225
Construction - parking	240	\$	<u>6,000,000</u>	\$	25,000
Total Site and Construction		\$	37,125,000		
Soft costs	17%	\$	6,311,250		
Total Development Costs		\$	<u>43,436,250</u>		

**FINANCING**

Equity	25%	\$	10,859,063		
Debt		\$	32,577,188		

**OPERATING BUDGET**

Income		\$	2,145,600		
Expenses	35% of income	\$	750,960		
Debt Service		\$	2,343,804	annual	
NOI		\$	(949,164)		

\* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
12,000 sq. ft. commercial space at \$24.00 gross

Does not consider phasing, assumes full occupancy

### De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - At Current Zoning, 2.8 FAR Model

Assumes developer acquires parking ramp for \$1 and replaces approximately 110 parking stalls for public use.

#### CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000	
Construction - building	125,000	\$	28,125,000	\$ 225
Construction - parking	350	\$	8,750,000	\$ 25,000
Total Site and Construction		\$	39,875,000	
Soft costs	17%	\$	6,778,750	
Total Development Costs		\$	<u>46,653,750</u>	

#### FINANCING

Equity	25%	\$	11,663,438	
TIF Incentive	25%	\$	11,663,438	** equals a payback of approximately 18 years
Debt		\$	23,326,875	

#### OPERATING BUDGET

Income		\$	2,145,600	
Expenses	35% of income	\$	750,960	
Debt Service		\$	1,678,272	annual
NOI		\$	(283,632)	

\* 64 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
12,000 sq. ft. commercial space at \$24.00 gross

\*\*TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

**De Pere: Front Street/Broadway/George Street Redevelopment Project**  
**Estimated Project Costs - 3.15 FAR Model**

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

**CONSTRUCTION**

Commercial Site Acquisition		\$	3,000,000		
Construction - building	152,000	\$	28,125,000	\$	225
Construction - parking	240	\$	6,000,000	\$	25,000
Total Site and Construction		\$	37,125,000		
Soft costs	17%	\$	6,311,250		
Total Development Costs		\$	<u>43,436,250</u>		

**FINANCING**

Equity	25%	\$	10,859,063		
TIF Incentive	25%	\$	10,859,063	**	equals a payback of approximately 18 years
Debt		\$	21,718,125		

**OPERATING BUDGET**

Income		\$	2,707,200		
Expenses	35% of income	\$	947,520		
Debt Service		\$	1,562,532	annual	
NOI		\$	197,148		

\* 90 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
 12,000 sq. ft. commercial space at \$24.00 gross

\*\*TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

**De Pere: Front Street/Broadway/George Street Redevelopment Project**  
**Estimated Project Costs - Split Bar Concept**

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

**CONSTRUCTION**

Commercial Site Acquisition		\$	3,000,000	
Construction - building	116,000	\$	23,200,000	\$ 200
Construction - parking	80	\$	2,000,000	\$ 25,000
Total Site and Construction		\$	28,200,000	
Soft costs	17%	\$	4,794,000	
Total Development Costs		\$	<u>32,994,000</u>	

**FINANCING**

Equity	25%	\$	8,248,500	
TIF Incentive	25%	\$	8,248,500	** equals a payback of approximately 19 years
Debt		\$	16,497,000	

**OPERATING BUDGET**

Income		\$	1,944,000	
Expenses	35% of income	\$	680,400	
Debt Service		\$	1,186,896	annual
NOI		\$	76,704	

\* 48 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
 18,000 sq. ft. commercial space at \$24.00 gross

\*\*TIF payback period: assessed value used was 80% total construction cost x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

## De Pere: Front Street/Broadway/George Street Redevelopment Project Estimated Project Costs - Galleria

Assumes developer acquires parking ramp for \$1 and does not replace public parking.

### CONSTRUCTION

Commercial Site Acquisition		\$	3,000,000		
Construction - building	129,800	\$	29,205,000	\$	225
Construction - parking	80	\$	224,000	\$	2,800
Total Site and Construction		\$	32,429,000		
Soft costs	17%	\$	5,512,930		
Total Development Costs		\$	<u>37,941,930</u>		

### FINANCING

Equity	25%	\$	9,485,483		
TIF Incentive	25%	\$	9,485,483	** equals a payback of approximately 18 years	
Debt		\$	18,970,965		

### OPERATING BUDGET

Income		\$	2,287,200		
Expenses	35% of income	\$	800,520		
Debt		\$	1,355,436	annual	
NOI		\$	131,244		

\* 60 units at \$1800/month average rent, 18 townhomes at \$2200/month average rent  
21,500 sq. ft. commercial space at \$24.00 gross

\*\*TIF payback period: assessed value used was 80% total construction costs x tax rate of \$21.83/thousand

Does not consider phasing, assumes full occupancy

## Retail Marketplace Profile


**Retail MarketPlace Profile**

 S Broadway & George St, De Pere, Wisconsin, 54115  
 Drive Time: 5 minute radius

 Prepared by Esri  
 Latitude: 44.44897  
 Longitude: -88.06048

Summary Demographics						
2017 Population						15,348
2017 Households						6,466
2017 Median Disposable Income						\$49,080
2017 Per Capita Income						\$34,441
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$255,192,209	\$261,129,708	-\$5,937,499	-1.1	114
Total Retail Trade	44-45	\$230,346,078	\$234,615,699	-\$4,269,621	-0.9	65
Total Food & Drink	722	\$24,846,130	\$26,514,009	-\$1,667,879	-3.2	49
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$49,280,521	\$93,006,937	-\$43,726,416	-30.7	5
Automobile Dealers	4411	\$39,024,534	\$89,701,126	-\$50,676,592	-39.4	1
Other Motor Vehicle Dealers	4412	\$6,275,668	\$2,224,785	\$4,050,883	47.7	1
Auto Parts, Accessories & Tire Stores	4413	\$3,980,320	\$1,081,026	\$2,899,294	57.3	2
Furniture & Home Furnishings Stores	442	\$7,499,135	\$5,575,437	\$1,923,698	14.7	5
Furniture Stores	4421	\$4,497,578	\$3,570,754	\$926,824	11.5	1
Home Furnishings Stores	4422	\$3,001,557	\$2,004,683	\$996,874	19.9	4
Electronics & Appliance Stores	443	\$7,631,235	\$8,710,837	-\$1,079,602	-6.6	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$15,534,626	\$3,317,983	\$12,216,643	64.8	3
Bldg Material & Supplies Dealers	4441	\$13,990,439	\$3,261,940	\$10,728,499	62.2	3
Lawn & Garden Equip & Supply Stores	4442	\$1,544,187	\$0	\$1,544,187	100.0	0
Food & Beverage Stores	445	\$35,969,678	\$39,693,809	-\$3,724,131	-4.9	8
Grocery Stores	4451	\$31,332,185	\$38,973,141	-\$7,640,956	-10.9	5
Specialty Food Stores	4452	\$2,585,164	\$678,222	\$1,906,942	58.4	3
Beer, Wine & Liquor Stores	4453	\$2,052,329	\$0	\$2,052,329	100.0	0
Health & Personal Care Stores	446,4461	\$14,644,398	\$20,666,443	-\$6,022,045	-17.1	8
Gasoline Stations	447,4471	\$27,321,051	\$43,751,678	-\$16,430,627	-23.1	10
Clothing & Clothing Accessories Stores	448	\$9,969,292	\$2,817,619	\$7,151,673	55.9	8
Clothing Stores	4481	\$6,474,712	\$965,492	\$5,509,220	74.0	4
Shoe Stores	4482	\$1,437,646	\$1,139,568	\$298,078	11.6	2
Jewelry, Luggage & Leather Goods Stores	4483	\$2,056,933	\$712,559	\$1,344,374	48.5	2
Sporting Goods, Hobby, Book & Music Stores	451	\$5,951,462	\$1,067,554	\$4,883,908	69.6	5
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,000,428	\$996,334	\$4,004,094	66.8	4
Book, Periodical & Music Stores	4512	\$951,034	\$71,220	\$879,814	86.1	1
General Merchandise Stores	452	\$40,921,940	\$14,581,538	\$26,340,402	47.5	2
Department Stores Excluding Leased Depts.	4521	\$31,121,691	\$13,797,062	\$17,324,629	38.6	1
Other General Merchandise Stores	4529	\$9,800,249	\$784,476	\$9,015,773	85.2	1
Miscellaneous Store Retailers	453	\$8,971,938	\$1,425,862	\$7,546,076	72.6	7
Florists	4531	\$424,472	\$619,903	-\$195,431	-18.7	2
Office Supplies, Stationery & Gift Stores	4532	\$2,112,067	\$206,177	\$1,905,890	82.2	2
Used Merchandise Stores	4533	\$2,038,692	\$179,014	\$1,859,678	83.9	1
Other Miscellaneous Store Retailers	4539	\$4,396,707	\$420,768	\$3,975,939	82.5	1
Nonstore Retailers	454	\$6,650,801	\$0	\$6,650,801	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$5,422,217	\$0	\$5,422,217	100.0	0
Vending Machine Operators	4542	\$490,444	\$0	\$490,444	100.0	0
Direct Selling Establishments	4543	\$738,140	\$0	\$738,140	100.0	0
Food Services & Drinking Places	722	\$24,846,130	\$26,514,009	-\$1,667,879	-3.2	49
Special Food Services	7223	\$605,285	\$2,051,638	-\$1,446,353	-54.4	2
Drinking Places - Alcoholic Beverages	7224	\$1,802,071	\$979,171	\$822,900	29.6	5
Restaurants/Other Eating Places	7225	\$22,438,774	\$23,483,199	-\$1,044,425	-2.3	43

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 Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

May 03, 2018



## Retail MarketPlace Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
 Drive Time: 10 minute radius

Prepared by Esri  
 Latitude: 44.44897  
 Longitude: -88.06048

Summary Demographics						
2017 Population						53,793
2017 Households						21,974
2017 Median Disposable Income						\$49,244
2017 Per Capita Income						\$33,342
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$854,458,185	\$1,414,536,082	-\$560,077,897	-24.7	541
Total Retail Trade	44-45	\$770,794,482	\$1,272,721,706	-\$501,927,224	-24.6	371
Total Food & Drink	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$165,081,473	\$208,442,218	-\$43,360,745	-11.6	28
Automobile Dealers	4411	\$130,718,924	\$185,769,586	-\$55,050,662	-17.4	10
Other Motor Vehicle Dealers	4412	\$21,056,372	\$12,348,428	\$8,707,944	26.1	5
Auto Parts, Accessories & Tire Stores	4413	\$13,306,177	\$10,324,203	\$2,981,974	12.6	13
Furniture & Home Furnishings Stores	442	\$25,325,122	\$109,754,339	-\$84,429,217	-62.5	32
Furniture Stores	4421	\$15,143,476	\$88,732,842	-\$73,589,366	-70.8	13
Home Furnishings Stores	4422	\$10,181,646	\$21,021,497	-\$10,839,851	-34.7	19
Electronics & Appliance Stores	443	\$25,637,987	\$60,803,013	-\$35,165,026	-40.7	18
Bldg Materials, Garden Equip. & Supply Stores	444	\$52,216,716	\$110,183,459	-\$57,966,743	-35.7	27
Bldg Material & Supplies Dealers	4441	\$47,088,561	\$100,304,113	-\$53,215,552	-36.1	23
Lawn & Garden Equip & Supply Stores	4442	\$5,128,155	\$9,879,347	-\$4,751,192	-31.7	5
Food & Beverage Stores	445	\$119,986,353	\$121,087,173	-\$1,100,820	-0.5	25
Grocery Stores	4451	\$104,491,359	\$112,337,734	-\$7,846,375	-3.6	12
Specialty Food Stores	4452	\$8,629,621	\$6,340,214	\$2,289,407	15.3	10
Beer, Wine & Liquor Stores	4453	\$6,865,373	\$2,409,225	\$4,456,148	48.0	3
Health & Personal Care Stores	446,4461	\$48,482,696	\$86,701,019	-\$38,218,323	-28.3	35
Gasoline Stations	447,4471	\$91,097,098	\$124,041,722	-\$32,944,624	-15.3	28
Clothing & Clothing Accessories Stores	448	\$33,556,174	\$107,011,416	-\$73,455,242	-52.3	85
Clothing Stores	4481	\$21,766,333	\$87,587,843	-\$65,821,510	-60.2	60
Shoe Stores	4482	\$4,868,823	\$12,693,743	-\$7,824,920	-44.6	13
Jewelry, Luggage & Leather Goods Stores	4483	\$6,921,019	\$6,729,829	\$191,190	1.4	12
Sporting Goods, Hobby, Book & Music Stores	451	\$20,027,468	\$46,453,091	-\$26,425,623	-39.7	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$16,854,605	\$43,875,313	-\$27,020,708	-44.5	22
Book, Periodical & Music Stores	4512	\$3,172,863	\$2,577,777	\$595,086	10.3	4
General Merchandise Stores	452	\$137,199,976	\$265,552,663	-\$128,352,687	-31.9	14
Department Stores Excluding Leased Depts.	4521	\$104,436,755	\$181,187,900	-\$76,751,145	-26.9	9
Other General Merchandise Stores	4529	\$32,763,222	\$84,364,763	-\$51,601,541	-44.1	5
Miscellaneous Store Retailers	453	\$29,942,922	\$29,156,835	\$786,087	1.3	49
Florists	4531	\$1,423,494	\$5,453,637	-\$4,030,143	-58.6	9
Office Supplies, Stationery & Gift Stores	4532	\$7,099,246	\$9,838,416	-\$2,739,170	-16.2	15
Used Merchandise Stores	4533	\$6,836,866	\$4,343,012	\$2,493,854	22.3	10
Other Miscellaneous Store Retailers	4539	\$14,583,317	\$9,521,770	\$5,061,547	21.0	15
Nonstore Retailers	454	\$22,240,495	\$3,534,758	\$18,705,737	72.6	4
Electronic Shopping & Mail-Order Houses	4541	\$18,238,462	\$870,370	\$17,368,092	90.9	1
Vending Machine Operators	4542	\$1,640,873	\$150,600	\$1,490,273	83.2	1
Direct Selling Establishments	4543	\$2,361,160	\$2,513,787	-\$152,627	-3.1	2
Food Services & Drinking Places	722	\$83,663,703	\$141,814,376	-\$58,150,673	-25.8	171
Special Food Services	7223	\$2,044,742	\$14,281,914	-\$12,237,172	-75.0	5
Drinking Places - Alcoholic Beverages	7224	\$6,067,454	\$3,617,317	\$2,450,137	25.3	13
Restaurants/Other Eating Places	7225	\$75,551,507	\$123,915,144	-\$48,363,637	-24.2	153

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 Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.



## Retail MarketPlace Profile

S Broadway & George St, De Pere, Wisconsin, 54115  
 Drive Time: 15 minute radius

Prepared by Esri  
 Latitude: 44.44897  
 Longitude: -88.06048

### Summary Demographics

2017 Population	160,263
2017 Households	65,694
2017 Median Disposable Income	\$42,668
2017 Per Capita Income	\$29,384

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$2,246,269,029	\$3,529,973,309	-\$1,283,704,280	-22.2	1,327
Total Retail Trade	44-45	\$2,027,252,238	\$3,228,025,635	-\$1,200,773,397	-22.8	915
Total Food & Drink	722	\$219,016,791	\$301,947,675	-\$82,930,884	-15.9	412

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$434,012,301	\$543,023,934	-\$109,011,633	-11.2	94
Automobile Dealers	4411	\$343,887,754	\$482,845,636	-\$138,957,882	-16.8	39
Other Motor Vehicle Dealers	4412	\$55,170,317	\$34,150,701	\$21,019,616	23.5	22
Auto Parts, Accessories & Tire Stores	4413	\$34,954,231	\$26,027,596	\$8,926,635	14.6	33
Furniture & Home Furnishings Stores	442	\$66,047,476	\$187,547,816	-\$121,500,340	-47.9	60
Furniture Stores	4421	\$39,761,579	\$142,966,839	-\$103,205,260	-56.5	25
Home Furnishings Stores	4422	\$26,285,897	\$44,580,977	-\$18,295,080	-25.8	35
Electronics & Appliance Stores	443	\$67,189,107	\$131,526,914	-\$64,337,807	-32.4	52
Bldg Materials, Garden Equip. & Supply Stores	444	\$135,413,608	\$298,218,508	-\$162,804,900	-37.5	79
Bldg Material & Supplies Dealers	4441	\$122,099,297	\$267,682,208	-\$145,582,911	-37.3	64
Lawn & Garden Equip & Supply Stores	4442	\$13,314,311	\$30,536,300	-\$17,221,989	-39.3	14
Food & Beverage Stores	445	\$317,416,487	\$520,019,207	-\$202,602,720	-24.2	67
Grocery Stores	4451	\$276,604,010	\$369,102,942	-\$92,498,932	-14.3	39
Specialty Food Stores	4452	\$22,859,498	\$145,398,288	-\$122,538,790	-72.8	20
Beer, Wine & Liquor Stores	4453	\$17,952,979	\$5,517,977	\$12,435,002	53.0	8
Health & Personal Care Stores	446,4461	\$127,274,746	\$169,425,652	-\$42,150,906	-14.2	80
Gasoline Stations	447,4471	\$241,562,226	\$311,580,937	-\$70,018,711	-12.7	76
Clothing & Clothing Accessories Stores	448	\$87,762,443	\$152,806,893	-\$65,044,450	-27.0	138
Clothing Stores	4481	\$57,092,079	\$121,216,873	-\$64,124,794	-36.0	97
Shoe Stores	4482	\$12,803,489	\$19,501,222	-\$6,697,733	-20.7	20
Jewelry, Luggage & Leather Goods Stores	4483	\$17,866,875	\$12,088,798	\$5,778,077	19.3	21
Sporting Goods, Hobby, Book & Music Stores	451	\$52,540,555	\$114,014,604	-\$61,474,049	-36.9	76
Sporting Goods/Hobby/Musical Instr Stores	4511	\$44,168,621	\$110,726,665	-\$66,558,044	-43.0	66
Book, Periodical & Music Stores	4512	\$8,371,934	\$3,287,938	\$5,083,996	43.6	10
General Merchandise Stores	452	\$360,984,429	\$676,056,306	-\$315,071,877	-30.4	44
Department Stores Excluding Leased Depts.	4521	\$274,492,148	\$421,047,374	-\$146,555,226	-21.1	24
Other General Merchandise Stores	4529	\$86,492,280	\$255,008,931	-\$168,516,651	-49.3	21
Miscellaneous Store Retailers	453	\$78,686,402	\$74,794,677	\$3,891,725	2.5	139
Florists	4531	\$3,647,651	\$7,864,788	-\$4,217,137	-36.6	19
Office Supplies, Stationery & Gift Stores	4532	\$18,573,465	\$23,005,587	-\$4,432,122	-10.7	35
Used Merchandise Stores	4533	\$17,927,020	\$14,727,691	\$3,199,329	9.8	30
Other Miscellaneous Store Retailers	4539	\$38,538,265	\$29,196,610	\$9,341,655	13.8	55
Nonstore Retailers	454	\$58,362,458	\$49,010,186	\$9,352,272	8.7	10
Electronic Shopping & Mail-Order Houses	4541	\$47,846,168	\$2,064,421	\$45,781,747	91.7	3
Vending Machine Operators	4542	\$4,336,413	\$43,499,279	-\$39,162,866	-81.9	4
Direct Selling Establishments	4543	\$6,179,877	\$3,446,486	\$2,733,391	28.4	4
Food Services & Drinking Places	722	\$219,016,791	\$301,947,675	-\$82,930,884	-15.9	412
Special Food Services	7223	\$5,375,134	\$35,676,901	-\$30,301,767	-73.8	12
Drinking Places - Alcoholic Beverages	7224	\$15,762,508	\$14,556,031	\$1,206,477	4.0	53
Restaurants/Other Eating Places	7225	\$197,879,149	\$251,714,743	-\$53,835,594	-12.0	347

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 Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

Final note:

*Roger Brooks is the President and CEO of Roger Brooks International. He is considered one of the world's leading specialist on community branding, product development, marketing and tourism. Along with his team of professionals, Mr. Brooks has assisted nearly a thousand communities with their efforts to become an outstanding destination. – for business, local residents and visitors.*

*After spending several years in tour management for international performers in the concert industry, Mr. Brooks has also helped brand several renowned destination resorts. Including, Whistler, British Columbia (2010 Winter Olympics), Wisconsin Dells, WI and Hilton Head Island.*

*Roger Brooks International offers many live webinars that help communities in their decision making process. In addition, he will conduct onsite training dedicated to a local municipality.*

1. The heart and soul of every community, besides its people is its downtown. The health of the community can instantly be portrayed by the vitality of its downtown. It is the litmus test for all economic development efforts – both tourism and non-tourism.
2. The number one activity of visitors throughout the world is shopping, dining and entertainment in a pedestrian friendly setting. It is typically not the reason we go to a destination, but it is the top diversionary activity of visitors once they are there.
3. Secondary activities are where 80% of all visitor spending takes place. It's okay to be a "diversionary" activity. When we're out hiking, biking, or watching our kids play soccer, we are not spending money. But when we are done, we are off looking for the nearest watering hole, shops, restaurants and entertainment.
4. Curb appeal can account for 70% of sales at restaurants, retail shops, lodging, etc. Your downtown district needs to speak to visitors by presenting a defined area, well-kept storefronts, benches, attractive signage, great window displays, guidance to parking, etc.
5. If local residents do not hang out in your downtown, neither will visitors. Visitors are not looking for "best kept secrets" or "solitude" when downtown. They are looking for places with other people go. They want to be in a lively, thriving environment.
6. 70% of all consumer spending (locals and visitors alike) takes place after 6:00 pm. Are you open?