

*Centennial Centre
at Hobart®*

Market Analysis

April 14, 2014



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Executive Summary

Centennial Centre at Hobart[®], WI (referred to hereafter as *Centennial Centre*) in the Village of Hobart was born from the efforts of community members, Village elected officials, and Village staff, who, with the planning and design expertise of Schreiber Anderson Associates, created a Master Plan that was adopted in the summer of 2009. Since that time, hundreds of residential units, in the form of single-family homes, apartments, townhomes, and assisted living apartments, have been constructed, along with two major businesses offering over 300 jobs. The Village aims to continue these successes with its implementation of a plan for the Commercial Core of *Centennial Centre*. This analysis was produced to provide background for the Commercial Core plan.

The Village of Hobart and *Centennial Centre* is the “front door” to the Green Bay metropolitan area for people traveling from Wausau, Eau Claire, the Twin Cities, and other points to the west. The importance of the Highway 29 corridor will continue to increase as the Wisconsin Department of Transportation completes upgrades to convert the route to a freeway. The continuing residential growth on the west side of the Green Bay region has set the stage for commercial development to better support the western suburbs. The Village of Hobart and the Village of Howard, immediately to the north of *Centennial Centre*, grew 27 percent between 2000 and 2010 – much more than Brown County’s 9.4% growth rate. In fact, Hobart and Howard accounted for 23% of the population growth in the entire County over that period. Furthermore, the Wisconsin Department of Administration predicts continued growth for both communities over the next 20+ years – Hobart is projected to be the fastest-growing city or village in the state, with a population increase of 76% (from 7,070 to 12,480) between 2013 and 2040. Howard is projected to be the 5th fastest growing city or village, with a 60% growth rate.

Even with this projected growth and the fact that retailers follow residents, *Centennial Centre* will compete with established commercial nodes in and around Green Bay to attract spending. There are several immediate development prospects within the retail and service sectors (described in Chapter 2), but attainment of the long-term Commercial Core vision of a full-service retail and service destination for the western Green Bay metro area will depend upon continued population growth and completion of the DOT’s full plans for the Highway 29 corridor, especially the interchange at CTH VV.

The availability of municipal services and utilities, availability of potential tax increment financing assistance, Village ownership of much of the land in the Commercial Core area, and the Village’s quick development review process will all work in the Village’s favor as development of the Commercial Core portion of *Centennial Centre* is launched in the coming years. In some respects, the first retail construction will be the most difficult; however, the Village’s proven track record of implementation throughout the life of the *Centennial Centre* project points to a bright future for the Commercial Core area.

Chapter 1: Competitive Position

Hobart's growth trends and demographic mix represent a desirable market for both retail businesses and employers in spite of competing development sites within Brown County. Over \$55 million of investment in the ground in *Centennial Centre* in less than three years is good evidence of both the Village's commitment to development, and the market's demand for broad-based residential growth in the area. While Hobart does not currently have any available structures to accommodate new retail and service businesses, the clean, buildable land encompassed by the Master Plan for *Centennial Centre* offers a unique location and clear vision for retail and business park development along the growing State Highway 29 corridor.

Regional Competition

Even with the rapid population growth of Hobart and the surrounding area, *Centennial Centre* will compete for finite regional and visitor spending demand with established and emerging developments throughout the greater Green Bay metro area. Destination retail and entertainment developments will have several things in common:

- Located adjacent to a major highway;
- Convenient to major population hubs;
- Presence of anchor business(s) and/or entertainment destination(s);
- Presence of retail offerings unique to the region.

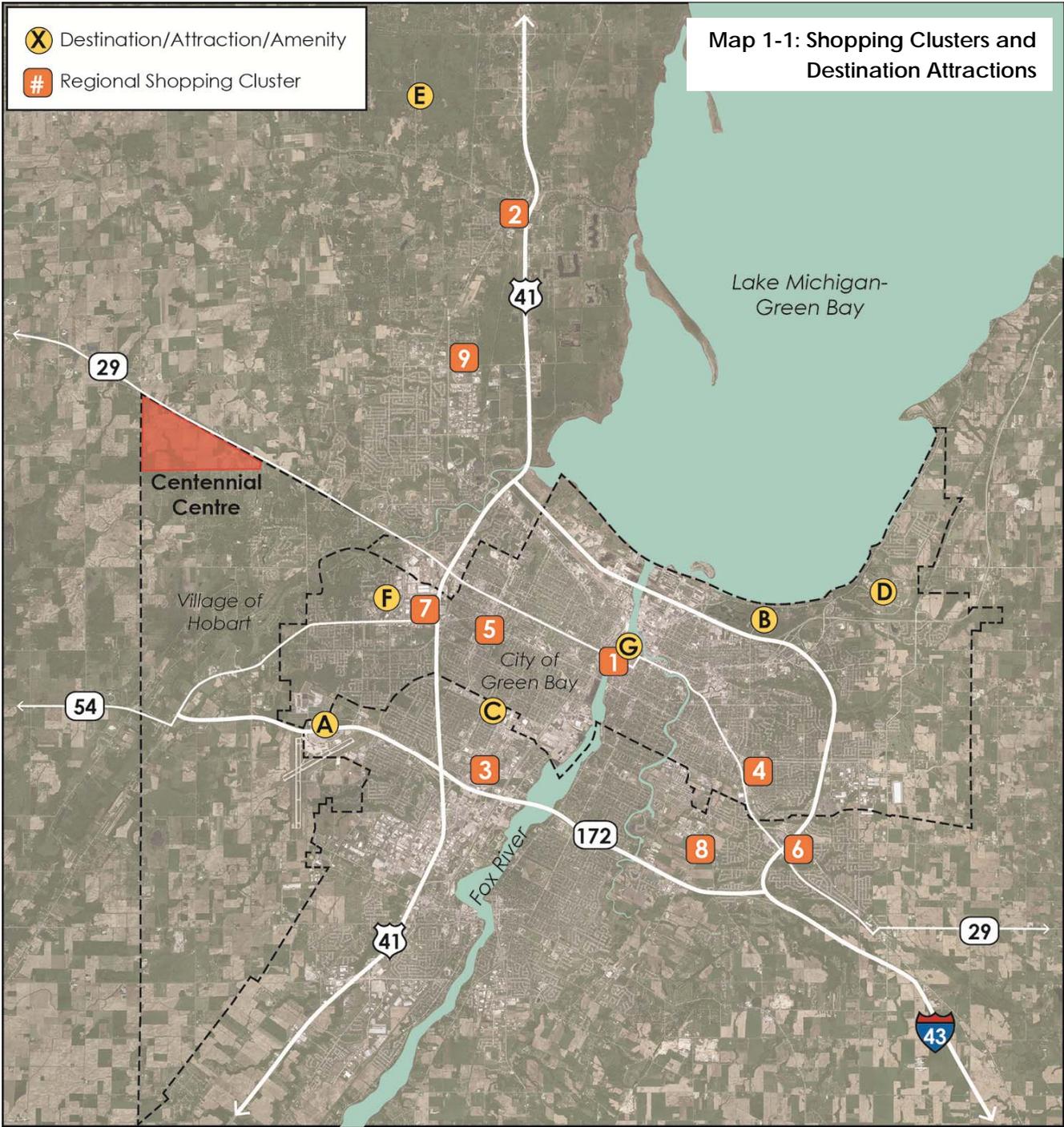
Map 1-1 indicates existing Green Bay shopping clusters and regional destination amenities and facilities within the metro area. The types of businesses or services commonly associated with each shopping center are also identified in the legend.

As is evident on the map, destination and attractions near Hobart are primarily oriented on a North-South path aligned with the Highway 41 corridor. Shopping destinations and attractions

along this spine cater to out of town visitors and regional traffic, providing convenient highway access and day-trip compatible destinations. Additional regional destinations, such as downtown (including the KI Convention Center) and UW Green Bay, provide additional amenities for overnight guests, including additional entertainment and activity venues. By retaining visitors for a longer period, these clusters maximize visitor expenditures during a single stay. According to research by the Department of Tourism, spending on lodging accounts for one quarter of tourism dollars, and overnight visitors spend twice as much as day trip visitors.

Centennial Centre's ability to establish a regional destination will depend on a number of factors. Potential opportunities and challenges include:

- Continued growth of the western suburbs and outlying areas. Growth in the metro area has favored areas south and west of downtown Green Bay, as indicated in Map 1-2.
- Continued decline of mid-century shopping areas on existing commercial arterials. Many of the older traditional malls in Green Bay have lost tenants as traditional indoor malls have fallen out of favor and population density has shifted away from inner ring residential neighborhoods. Currently, these malls remain viable as discount or neighborhood-oriented centers. The national trend has been to renovate these older centers into mixed-use areas catering to newer demographics. While such projects inevitably face more challenges than new development, the large vacant parking lots and proximity to employment centers may generate future competition for regional tenants with *Centennial Centre*.
- The ability of *Centennial Centre* to attract unique national, regional or local retailers that are not found elsewhere in the Green Bay metro area.



- Regional Shopping Clusters**
1. Downtown (mixed-use)
 2. Vickery Village (smaller-scale destination retail)
 3. Bay Park Square (regional mall)
 4. East Town (regional mall)
 5. Green Bay Plaza (large neighborhood center)
 6. Manitowoc Road (power center)
 7. West Mason Street (power center)
 8. Bellevue (power center)
 9. Lineville Road (neighborhood center)

- Destination Attraction/Amenities**
- A. Radisson Hotel & Conference Center
 - B. Bay Beach
 - C. Lambeau Field
 - D. UWGB
 - E. New Zoo
 - F. Botanic Gardens
 - G. KI Convention Center

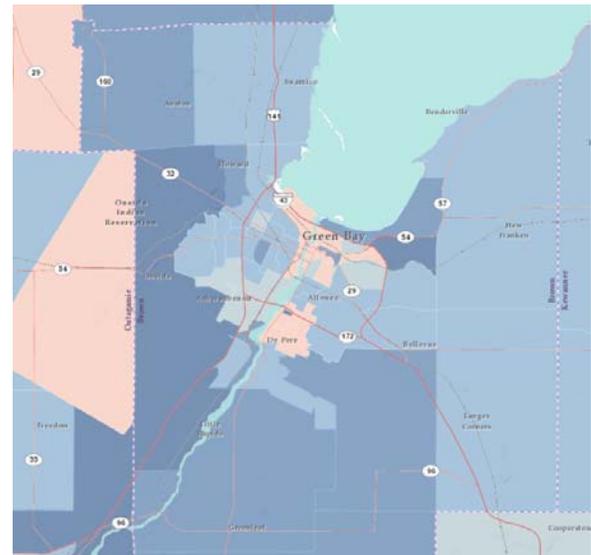
- Ability to cater to overnight guests. Although regional centers can be successful catering only to day-trip guests, building an overnight visitor market boosts spending potential. The ability of *Centennial Centre* to create an overnight market will rest on offering a significant destination which supports overnight visits, such as sports facilities or indoor waterparks, or by attracting businesses which require frequent client/vendor visits, such as hospitals or training centers. In the absence of either of these types of destinations, the hospitality market at *Centennial Centre* will be limited by the existing hotel cluster at the nearby airport, especially by the convention/casino hotel which is able to offer substantial room discounts to its visitors.

Local Competition

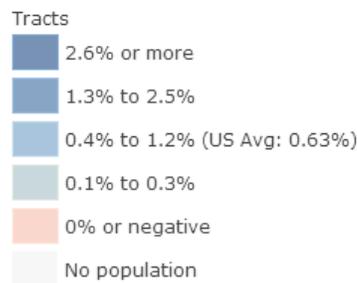
The generally accepted split of the Green Bay market into eastern and western submarkets means that *Centennial Centre's* competition for professional, retail, and service businesses are new development sites within the western Green Bay area.

Within this area, the criteria used by customer-based businesses and professional employers are significantly different, creating two distinct sets of competing properties. Figure 1-1 identifies the location, size and pricing of currently available properties in *Centennial Centre*. Although the study area that is the subject of this report is located immediately west of these parcels, pricing trends and competition for greenfield development sites will remain relevant as the Village moves on to the second phase of development. In fact, several of the areas currently competing for business park and commercial tenants also have additional phases planned which will create competition for *Centennial Centre*.

Map 1-2: Population Growth 2000-2012 by Census Tract



2010-2012 Annual Population Growth Rate



Source: US Census

Centennial Centre, however, is in a Tax Increment District, which allows the Village of Hobart to offer development incentives for projects that grow jobs, bring quality housing, and expand retail options for residents. Many of the local, and even regional, sites do not offer potential incentives. Similarly, the Village has a fast-track approval process that allows development agreements to be reviewed by the Village Board at the same time a site plan is reviewed by the Site Review Committee. These reviews occur under existing, flexible PDD zoning. A faster approval process often results in cost savings for developers/builders, and can make the difference between businesses choosing one location over another.

Highway 29 Construction

Significant improvements have been made along State Highway 29 corridor to improve access and traffic flow. The biggest changes include:

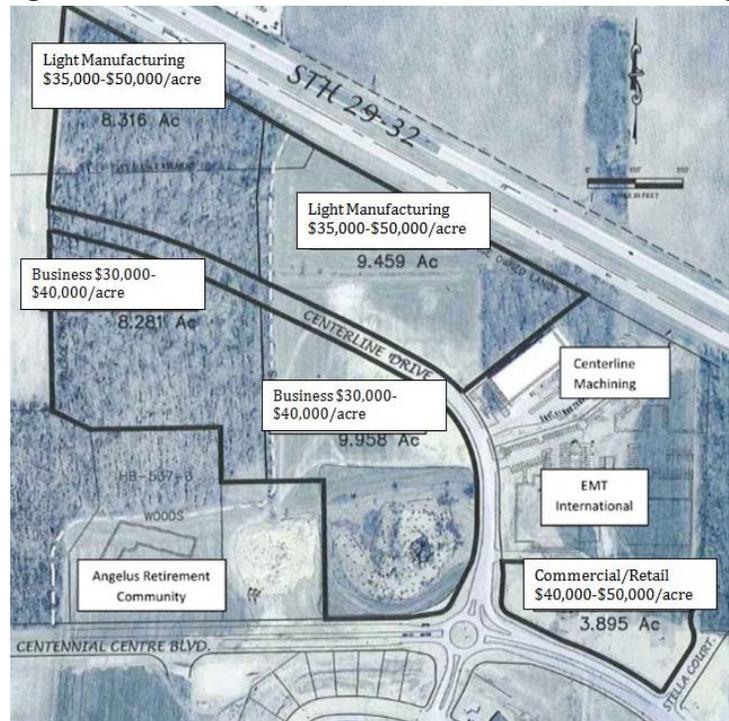
- A reconstruction of the Highway 29/US Highway 41 interchange to improve traffic flow, including the addition of free-flow ramps from northbound USH 41 to westbound Highway 29 and from eastbound Highway 29 to southbound USH 41.
- Access restrictions/freeway conversion from the USH 41 interchange to a new interchange at County Highway FF.
- Elimination of the Sunlite Drive/Highway 29 intersection.
- Installation of “J-Turn” intersections at the County Highway VV and U intersections with Highway 29.

The DOT has plans to continue the freeway conversion of Highway 29 to the existing Highway 32/29 interchange three miles to the west of *Centennial Centre* by installing a diamond interchange at County Highway VV and Highway 29 on the western edge of *Centennial Centre* and installing a CTH U overpass of Highway 29 west of *Centennial Centre*. While these “Phase II” upgrades are on the DOT’s project list, they have not yet been included in the budget, so there is not yet a firm timetable for construction.

Industrial and Professional Employment

Hobart has been successful in attracting two employers as initial tenants in the business park portion of *Centennial Centre*. According to Brown County, there are currently 357 acres of industrial and business park land available in the County. The asking price per acre for this land

Figure 1-1: *Centennial Centre* Phase I Sites and Pricing



Source: Village of Hobart

varies significantly between communities, generally ranging from \$25,000 to \$55,000 per acre, depending on parcel size and location. *Centennial Centre's* asking price of \$30,000 to \$50,000 per acre is competitive within the market.

Although there is a significant amount of land available County-wide, not all of these locations are competitors for the same set of businesses. First, individual developments offer different types of amenities and image which appeal to specific types of companies. Hobart’s *Centennial Centre*, with comprehensive design guidelines and covenants, offers a high-image, highly-visible location for professional users. Many types of firms in the Green Bay market will consider both professional office and flex type locations as part of their site search, increasing the pool of market competition for larger tenants. Declining office rental rates during the recession allowed some former flex space tenants to upgrade their image, while other companies opted to pursue flex spaces or former

retail space to cut costs or improve visibility. Centennial Centre’s design and location on the regional Highway 29 corridor provides an attractive location for employers searching for an accessible location.

According to stakeholder interviews, Green Bay commuting patterns are primarily east-west focused, with most employees on the east side of the Fox River commuting from eastern suburbs, and vice versa for west side employees. Because the location of its current and available workforce is a primary consideration for businesses contemplating a move, *Centennial Centre* will compete primarily with other parks on the west side of the metro area.

Based on these factors, the sites which are most likely to compete with *Centennial Centre* for tenants are shown in Table 1-1 below.

Park Name	Available Acres	Asking Price per Acre
AMS Blvd. /Lancaster Creek	32	\$52,000
Howard Riverview	4	\$50,000
Packerland Drive	160	\$60,000
West Business Center (De Pere)	40	\$40,000

Source: Brown County, Commercial Listing Systems

Within this set, *Centennial Centre* competes favorably on price, and can also provide lots with unique sizes and highway visibility that are not present in developments with less available acreage. *Centennial Centre* does have a smaller labor shed than more centrally located developments such as the Packerland Drive and AMS Blvd. areas, which are closer more residential neighborhoods and to Highway 41, and can, therefore, draw from a wider nearby source of residents for their employment base. However, this location advantage will lessen over time, as rapid residential growth continues in Green Bay’s western suburbs.

Centennial Centre will primarily need to differentiate itself from De Pere’s West Business Center, which is along USH 41 about 10 miles to the south, as a business destination. This can be achieved by providing greater access to worker amenities and by conducting targeted outreach to businesses in industries which can access local labor pools. Many traditional business park-type developments offer limited on site amenities, and few are adjacent to mixed-use or higher density development planned for the commercial core of *Centennial Centre*. Given the large amount of available land, *Centennial Centre* may be able to model some smaller walkable professional office designs for non-core retail sites which can attract tenants that are looking for sites that provide more than the typical business park environment.

Retail and Service Developments

The recession has hit many retailers and shopping center developers hard. The economy, combined with a planned but not budgeted Highway 29 interchange at *Centennial Centre* and residential demographics that, while growing, are not reflected in many demographic reports and have not yet reached critical mass for some retailers, means that *Centennial Centre* has not yet attracted retail and service businesses. As the economy continues to rebound and residential growth continues in and around *Centennial Centre*, interest in retail and service development will likely follow.

While professional and industrial users focus largely on site size, pricing, and proximity to workforce, commercial users are concerned with external factors such as trade area size and competitor locations, in addition to site features like access and visibility.

Hobart is currently marketing its retail and commercial sites for \$45,000 per acre. This is comparable to other new development sites in the area, and one-third to one-half of the asking rate for outlot sites adjacent to existing

commercial nodes. The limited street connectivity to the south due to cul-de-sacs, looped streets, and the greenway around Trout Creek will need to be overcome to maximize the potential draw of customers from the south. Initially, the primary customer base for commercial businesses in *Centennial Centre* will be residents and businesses in northern Hobart, including *Centennial Centre* and western portions of Howard (9,500 residents within 3 miles), along with residents and commuters traveling from the north and west (approximately 23,000 cars per day).

The ability to create a destination neighborhood which attracts larger businesses and retailers and draws customers from regional markets will likely depend upon completion of the Highway 29/CTH VV interchange. In the interim, primary competing sites serving similar markets include:

Table 1-2: Asking Price of Nearby Land

Location	Asking Price per Acre	3-Mile Trade Area Population
Howard Village Center**	\$250,000	38,600
Howard CTH VV	\$95,000*	9,500

*Assessed value, no active listings.

**Source: Commercial Listing Systems

The Howard Village Center plan represents a similar desire to generate a sense of place and establish a community center. Howard's Village Center, which is about 4.5 miles away from the Commercial Core area of *Centennial Centre*, has attracted some development to begin establishing a commercial node. Its location has an advantage over *Centennial Centre* in that it has a higher surrounding population to draw from due to its location closer to Green Bay. While it is located along two major roads, it lacks visibility from a regional highway, and some of the most visible sites are already occupied by single uses or nonprofit entities. The density of the population in the area surrounding the Howard Village Center is reflected an asking

price per acre that is five times higher than *Centennial Centre* for commercial sites. This higher asking price will likely preclude commercial-only developments, and instead drive mixed-use development. *Centennial Centre*, with more acres of less expensive land available, has the ability to attract commercial businesses that would not be able to locate at the Howard Village Center.

In contrast, the property directly across Highway 29/32 in Howard, currently home to a Shell Gas Station and Arby's restaurant, caters to a similar trade area customer base as *Centennial Centre*, but, at present, represents a potentially low-cost development site by allowing for single tenant branded structures. This site has the advantage of being located on the homeward-bound commuting side of the highway, making it more visible and convenient for commuters requiring convenience stops. Ultimately, the Village of Howard has plans for increased development in this area, though the timing of infrastructure expansion in the area is unknown. The uncertainty of future infrastructure extension to that area by the Village of Howard represents a competitive advantage for *Centennial Centre*.

For the type of walkable and high-design concept envisioned for the Commercial Core of *Centennial Centre*, Howard Village Center is the most direct competitor, with the Highway VV sites north of Highway 29 a near term competitor for freestanding types of businesses (gas stations, fast food and fast-casual restaurants, etc.) currently supported in the trade area.

Hobart has already worked to differentiate the *Centennial Centre* area from the Howard Village Center in terms of design and streetscape characteristics. Additionally, Hobart has targeted a larger amount of acreage for mixed-use and commercial uses, maximizing the potential to create a destination scale commercial area serving the western suburbs of Green Bay as well as future regional visitor populations.

To maintain the potential for long-term regional retail while providing a continuous sense of place for existing tenants, Hobart should focus on an incremental approach to place-making, expanding the commercial core as development partners become available. Hobart has a significant advantage over most competing areas in that the Village owns a majority of the property required to complete the mixed use commercial core. This municipal control will enable the Village to coordinate with developers and businesses to explore alternative financing structures supporting more speculative types of development. As development expands into the *Centennial Centre* commercial core area, the Village should encourage the development of adjacent block fronts simultaneously to support a neighborhood commercial feel and foster small business growth even as adjacent blocks may be under development. If a master developer cannot be identified for the entire *Centennial Centre* commercial core area, a smaller approach focused on development of adjacent block faces can provide a similar result.

Impact of Space Design & Phasing

By offering high quality pedestrian-friendly design, *Centennial Centre* can set itself apart from other area competitors. New Urbanist type environments blend the best features of traditional downtowns with modern spaces and well-placed circulation and parking amenities, which meet the needs of today's businesses and consumers.

The process of planning and phasing development in *Centennial Centre's* commercial core can have a significant impact on the near-term success of the project. Although development would progress more rapidly if portion of the site, such as the main pedestrian promenade, be controlled by a master developer to support common design elements and control supply, it may also be advantageous to offer individual parcels on

adjacent blocks for smaller developers and businesses. Existing PDD zoning offers form-based elements for aesthetic continuity in *Centennial Centre*. Provided that design guidelines are in place, offering these sites can create opportunities for others to invest in *Centennial Centre* and can also serve as a transition area between residential and business park areas and the commercial core. These fringe blocks may be attractive for larger commercial office tenants or alternate residential styles, such as townhomes, which may not be well suited for first floor commercial space.

Similarly, larger destination retail and entertainment businesses may prefer a location on the edge of the commercial core. This location provides maximum visibility for anchor businesses, while also accommodating higher traffic volumes at fringe locations, promoting more pedestrian activity in the central core. *Centennial Centre's* commercial core is well-positioned with large parcels of land close to Highway 29 that can be subdivided to suit.

Chapter 2: Market Analysis

Centennial Centre has experienced significant change since its first project broke ground in 2010. The recent residential growth in and around *Centennial Centre* means that development statistics are not reflected in demographic and market information provided by public and private data sources. For this reason, it will be important for the Village of Hobart to continue to proactively update information on the size and nature of local demand to provide relevant and compelling information on the local market to business and development prospects.

This chapter is divided into three parts which profile the major economic segments relevant to Hobart's future growth:

- Residential Demographics and Housing
- Employment and Workforce
- Retail and Services

A final section uses historic trends and future forecasts to project market demand for *Centennial Centre*.

Residential Demographics and Housing

Based on existing home data from the Village, there are an additional 693 individuals living in the immediate area. Per-capita and per household figures have been used to extrapolate more accurate estimates of *Centennial Centre* area residents and their needs. These updated figures should be used to counteract the more out of date population data currently available. For example, market information from major providers such as ESRI and GIS Planning identify 288 residents in a one mile radius from the center of the *Centennial Centre* area. The 2010 Census, meanwhile, counts 29 residents within the *Centennial Centre* block group. However, even the more recent estimates of 288 residents represent a *significant* undercount of current day population, given

that the residential construction in and around *Centennial Centre* has occurred after 2010.

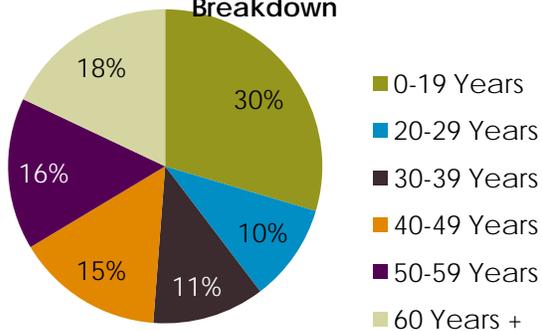
In addition to being undercounted in terms of total population, new *Centennial Centre* residents represent a significant shift in demographics from previous census counts. For instance, in 2010 only ten percent of housing units were rentals, while 65 percent of all housing units in *Centennial Centre* are currently in multi-family structures. Based on characteristics of the broader census tract, this suggests that the trade area population has the following characteristics which are different from estimates provided by data services:

- Fewer individuals per household (1.78 per household for rentals versus 2.79 per owner occupied household).
- Over-representation of younger and older demographics. More than 54 percent of households headed by individuals under 35 years of age and 14 percent of households over age 65 are renters. *Centennial Centre* also has 52 beds within the Angelus Village assisted living development.

Other characteristics such as education and per-capita earnings are not affected by residential housing preferences. The assumptions above were validated by interviews with real estate professionals and property managers familiar with the demographics of residents in newly constructed properties.

Based on adjustments to reflect the new housing in the *Centennial Centre* area, the 3-mile trade area contained an estimated 9,600 individuals in 2013, reflecting the age breakdown illustrated in Chart 2-1.

Chart 2-1: Estimated Trade Area Age Breakdown



Source: Census, ESRI, State DOA, Village of Hobart, Vierbicher

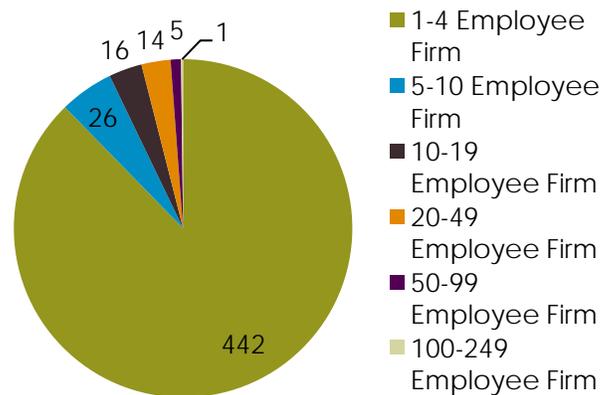
Employment and Workforce

The two employers in *Centennial Centre*, Centerline Machining and Grinding and EMT International, employ a combined 300 people. Based on Zip Code information from these companies, their employees reside primarily on the western side of Green Bay or its western suburbs, with 26 percent traveling across the Fox River and from eastern suburban communities.

This is similar to overall commuting patterns for the area, which indicate that 35 percent of residents in the *Centennial Centre* area travel ten or more miles to work, predominantly into Green Bay and extending southward to De Pere. Conversely, individuals employed by businesses located along the 29/32 corridor attract employees from a much smaller geographic area, with 47 percent traveling less than 10 miles, and a majority of workers traveling from adjacent communities including Howard and Ashwaubenon.

In addition to employees at companies within the business park, there are a number of small employers that contribute to the daytime population around *Centennial Centre*. Data from GIS Planning identifies 504 businesses with 1,832 employees located within three miles of *Centennial Centre*. The vast majority of these

Chart 2-2: Number of Businesses (Three mile trade area)



Source: Economic Census

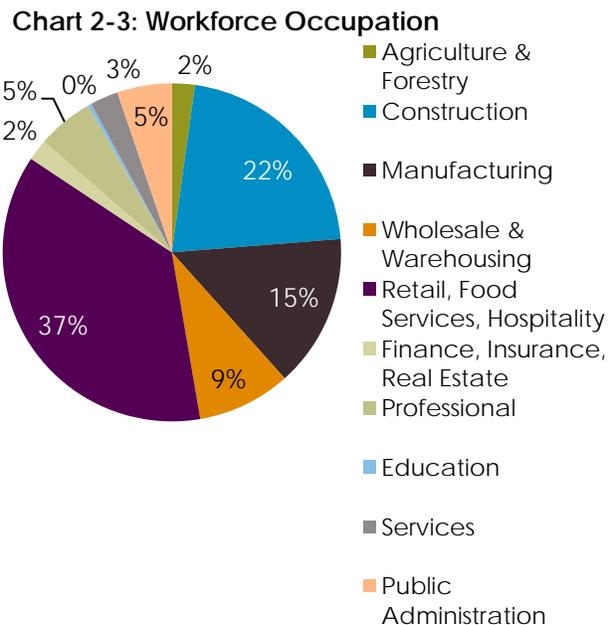
employees are self-employed or work in very small firms, as indicated by Chart 2-2.

These employees work primarily in the service industry (35%), finance, insurance and real estate (23%), and retail trade (10%). This employment base provides a local daytime customer base to complement the growing residential population. According to a 2012 report by the International Council of Shopping Centers, rural employees (defined by the availability of nearby goods and services) spend an average of \$90.55 per week associated with workday trips. This is broken down into retail purchases (74%), dining (19%), and services (7%).

From the perspective of business recruitment and retention, the supply and skills of the local workforce is more important than the composition of existing workers. Population growth in *Centennial Centre* and surrounding areas has included a significant upsurge in younger and middle-aged households, increasing the availability of local workforce talent. Workforce information from the economic census is not available for customized trade areas; therefore, a profile has been developed for the Village of Hobart as a whole.

There are approximately 3,134 Hobart residents in the workforce. This number continues to grow with the rapid growth of the Village population.

As mentioned previously, many residents commute into Green Bay and first tier suburbs. These employees constitute a desirable workforce, being both highly educated (20% college graduates and 27% with some college education), and highly paid (47% earn more than \$3,333 per month). These workers have significant experience in business sectors which may be future targets for occupations in the commercial core, including 37 percent in retail, food services and hospitality, and 7 percent with experience in professional office sectors such as finance, insurance, real estate, accounting and law. The ability to market *Centennial Centre* opportunities to area residents in upper management roles can be a significant tool for professional business recruitment, discussed further in Chapter 3. The occupational breakdown for Hobart residents is shown in Chart 2-3.



Source: Economic Census

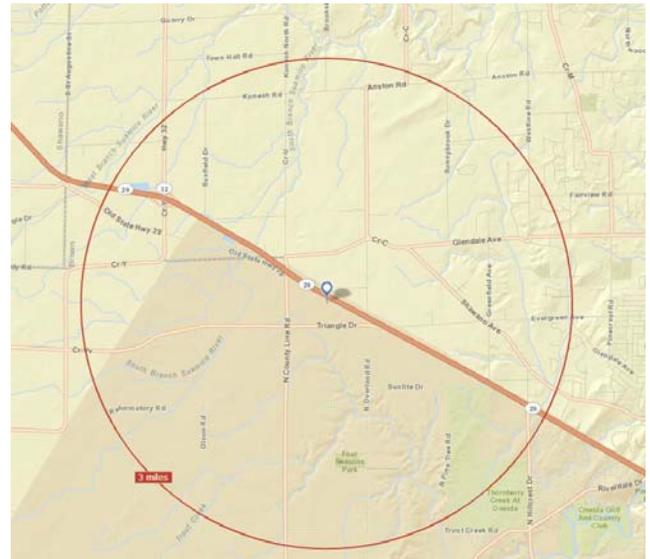
The attractive local workforce data, coupled with a strong regional commuter shed make Hobart a viable location for many types of businesses, but especially those in construction and manufacturing sectors which can benefit from a local labor force, regional customer base,

and convenient access to commuting and transportation corridors.

Retail and Services

The market size required to support individual retail and service businesses varies significantly by the type of goods and services provided. For instance, convenience items, such as gas and groceries, are purchased in close proximity to an individual's home, work or commuting route. Generally, a 3-mile radius is seen as an appropriate market size for convenience items in an urban area. Rural residents, however, obviously must travel further to access retail services.

Map 2-1: 3-Mile Immediate Trade Area

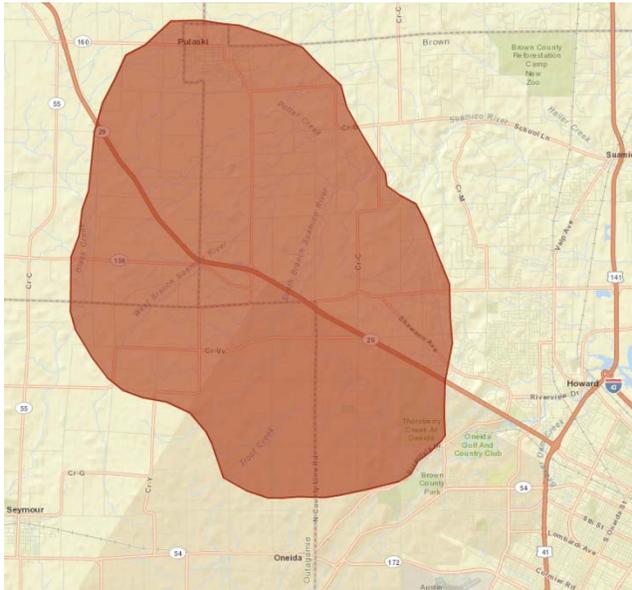


In contrast, destination type businesses can draw customers from a distance of up to 150 miles, depending on the scarcity of comparable businesses and the duration of time spent at the destination. Most businesses fall somewhere in the middle of this spectrum, attracting a significant amount of business from nearby residents and workers, and a smaller amount from commuters, visitors and destination traffic.

Based on an analysis of area traffic patterns and retail trends, combined with interviews with regional businesses and real estate professionals, a customized trade area was identified for

Centennial Centre which incorporated both the 3-mile local trade area and a 15-minute drive time extending north and west into adjacent rural communities. This trade area is illustrated in Map 2-2.

Map 2-2: *Centennial Centre* Trade Area



These immediate trade areas will represent up to 80 percent of total spending for most of *Centennial Centre* businesses. However, destination retail, service and entertainment uses will attract visitors from a distance of 60-plus miles. For Green Bay, a 60-mile radius covers most of northeastern Wisconsin, extending south to Fond du Lac, while 150 miles includes the Madison and Milwaukee markets, as shown in Map 2-3.

Visitors from these larger areas will travel to the area for events and activities lasting 4 hours or more, e.g., Green Bay Packer games, large concerts, regional sports tournaments, gaming, and multi-destination trips including recreation, shopping and visiting friends and relatives.

According to a 2010 report for the Green Bay Convention and Visitors Bureau, summer is the most popular tourist season for the region, drawing 31 percent of tourism spending,

followed by 27 percent during the fall football season. Approximately 55 percent of these regional visitors utilize some form of paid overnight lodging during their visit.

Map 2-3: Green Bay Regional Draw



A retail supply and demand analysis was completed for both the immediate three-mile radius of *Centennial Centre* and for the trade area identified in Map 2-2. This analysis compared the total amount of retail goods demanded by residents within this trade area with the number and type of retailers present. Information from leading consumer spending provider ESRI was used to complete this analysis.

ESRI calculates total customer demand based on the number of residents and income and demographic trends within the area. This information is then compared with sales information gained from business census data, tax return information and other proprietary sources. Retail categories in which there is more spending than what is reflected by local demand are referred to as consumer draws, where surplus spending is drawn into the district. Categories where there is insufficient supply of goods to meet demand are said to have a demand gap.

Residents within the immediate 3-mile trade area represent \$51 million in total spending power. Residents within the extended trade area represent an *additional* \$60 million in total retail demand. Given *Centennial Centre's* focus on residential development thus far and the general pattern of retail following rooftops, it is not surprising that there is a large demand gap in the both the immediate market area and extended trade area. According to ESRI, a total of \$24 million in retail sales occurred within the immediate 3-mile area in 2012, with 72 percent of sales coming from local residents and 28 percent from outside commuters and destination customers. The categories which attracted external spending included automobile dealers, gas stations, and specialty food.

For the larger trade area, \$41 million in total retail spending occurred during 2012, with area businesses capturing only 35 percent of resident spending within the trade area (residents travel elsewhere for the bulk of their purchases). Only 5 percent of regional retail sales were the result of external customers, most of who traveled into the region to purchase automobiles and specialty food products.

Although *Centennial Centre* and nearby residents were able to meet 35 percent of their needs in close proximity, they typically must travel greater distances for a majority of their purchasing. Although it is common to travel greater distances for large and infrequent purchases (such as cars or large appliances), there is significant demand for daily and convenience items which are expected to locate in proximity to the growing customer base in and around *Centennial Centre*.

The amount of customer demand in various retail categories was compared with the average per-store sales of existing businesses to determine which businesses represent near term recruitment targets for *Centennial Centre*. Per-store sales figures from regional and national

franchise businesses are used for the purpose of this analysis. Although many small local businesses may survive and even thrive with fewer sales than national chains, the rent required to locate in new construction, such as will be found in *Centennial Centre*, tends to be more easily affordable for established businesses, proven concepts, or unique retailers who are able to draw from the wider region. Since it is unlikely that a new business will be able to capture *all* potential spending from the local population, retail types with more than twice the local demand required to support a store are identified as high priority businesses for *Centennial Centre*, as shown in Table 2-1 below.

Table 2-1: Highest Consumer Demand Categories, *Centennial Centre* Extended Market Area (Map 2-2)

Retail Sector	Surplus Demand (Trade Area)	Average Per Store Sales (National Franchise)	Stores Supported
Furniture & Household Goods	\$2.2 million	\$650,000	2
Electronics & Appliances	\$2.2 million	\$600,000	2
Building Materials & Supplies	\$2.2 million	\$1.8 million	1
Clothing Stores	\$2.4 million	\$700,000	1
Sporting Goods/Hobby	\$1.1 million	\$318,000	1
General Merchandise	\$5.9 million	\$1.8 million	2
Limited Service Restaurants	\$2.7 million	\$600,000	2

Source: ESRI 2012, Economic Census 2011, ULI

For those retail categories with significant surplus demand, but where a business would need to capture most or all of this demand to be sustainable, are mid-term recruitment targets. For these retail categories, an estimated number of new households necessary to sustain a new business was identified, as indicated in Table 2-2.

Table 2-2: Number of Additional Households Needed in *Centennial Centre* Area to Support Major New Retailers

Retail Sector	Surplus Demand (Trade Area)	Average Per Store Sales (National Franchise)	Estimated Additional Households Required
Grocery	\$9.7 million	\$15 million	2,154
Health & Personal Care	\$9.7 million	\$8.5 million	1,975
Full Service Restaurants	\$2.2 million	\$2.5 million	1,078

Source: ESRI, 2012

There will be competition among commercial districts for new businesses to meet this demand. If additional businesses open within the trade area and are successfully meeting demand within these retail sectors, businesses opening in *Centennial Centre* will face greater competition. If Hobart wishes to more aggressively pursue businesses within this category in the near term, the Village may need to establish creative partnerships or incentives to capture new retailers that may consider other locations on the west side of the Green Bay metro area. For instance, a pharmacy, which would meet the demand for health and beauty spending, is largely dependent on prescriptions for its revenue stream. Partnering with area senior housing facilities or on-site clinics to provide a steady stream of future revenue can be an effective way of securing an additional business despite having fewer households or less spending than would otherwise be required.

Although all retail and service businesses rely on sufficient customer demand to survive and thrive in a given location, not all retail spending and demand can be associated with household income or measured by sales tax collections. For instance, banks will evaluate the total depository potential in a trade area and focus on establishing market awareness, with an overall bank to household ratio of 1:1,000. While the

banking sector has experienced consolidation over the past six years and people are shifting to more electronic banking, banks do still look to establish a bricks-and-mortar presence in rapidly growing communities like Hobart. Such a location can take several different forms, from a freestanding branch, to co-location in a multi-tenant building (often as an “endcap” tenant) to integration with a larger entity such as a grocery store or general merchandiser.

Table 2-3: Service Business Market Statistics

Business Segment	3-Mile Market Customer Estimate	Typical Ratio	Potential Competitors
Banks	3,432 households	1 per 1,000 HH	None - ATM at Shell Station on Hwy W & at Thornberry potential expansion targets
Daycare	600 children aged 0-4, 77% of households both parents in labor force	Average 80 children per center	3 in trade area, additional 3 on commuting route (E on 29/32), but 9% growth in children in trade area.
Dentist	10,232 residents, 62% visit dentist annually	1 per 1,500 residents	1 within trade area
Salon	3,160 females over age 18	1 per 1,000 residents	None in immediate trade area, 5 within 5 miles.

Medical service providers (doctors, dentists, chiropractors) have a nationwide average of one provider per 1,500 patients. In this case, the number of residents in various demographic

segments is a key consideration. Table 2-3 provides an estimate of the market base for various service providers in the *Centennial Centre* area, and identifies market competition and potential within these segments.

As discussed previously, 15 to 20 percent of spending at area businesses can be expected to come from non-trade area residents or workers. This average is likely to remain consistent for *Centennial Centre* as a whole. As the area grows, there may be an opportunity to recruit a cluster of destination businesses which cater primarily to outside visitors, but serve to increase overall traffic to the commercial core. These outside visitors may include business customers, visiting friends and family, travelers to other Green Bay area amenities that stop at *Centennial Centre*, or visitors traveling specifically to *Centennial Centre*.

In all of these cases, it is likely that one or more anchor businesses would need to be attracted to the commercial core to create this type of regional draw. Anchor businesses might include individual large anchor retailers (department stores, general merchandisers, home goods), entertainment destinations such as waterparks, theaters, or indoor sporting facilities, or even education or civic destinations, such as museums or 'edu-tainment' facilities. As with service businesses, most entertainment and destination-type businesses rely on convenient highway access, a reliable source of regional visitors, and the availability of larger development sites for primary location decisions. Brown County, which ranked fifth in the state for visitor spending in 2012, attracted \$550.8 million in annual direct spending from tourism activity (WI Dept. of Tourism). This is roughly equivalent to 15 percent of total retail sales in the County (WI Dept. of Revenue).

These types of facilities exist in a variety of sizes, although the presence of larger potential development sites within *Centennial Centre*

presents a significant opportunity to attract any such businesses interested in locating in the Green Bay metro area. Existing destination clusters were discussed further in Chapter 1. Attracting a complementary facility to *Centennial Centre* is a distinct possibility, provided that regional growth patterns continue to favor western population expansion and the planned upgrades to Highway 29/31 move forward. Given the reputation for family households and success of area facilities such as the Cornerstone Ice Center, Hobart could potentially attract a year-round sports facility, many of which are expanding statewide.

In the near term, *Centennial Centre* businesses can leverage existing destination draws located in close proximity, including the casino and golf courses, to encourage these visitors to combine existing trips with a stop at *Centennial Centre* businesses.

Market Growth Projections

Because *Centennial Centre* is located in a high growth area, it is important to project future demand for residential, retail, service and employment in the area to establish an appropriate development and land use pattern. Projections were created based on existing market information, third-party sector-specific forecasts, and historic market trends, and were used to develop a picture of the anticipated *Centennial Centre* market in 2018 and 2023. Anticipation of future market conditions will drive new construction activity in *Centennial Centre* due to the planning and development cycle associated with real estate projects.

Population & Demographic Projections

The Wisconsin Department of Administration has projected an increase of 6,298 residents for Hobart from 2010 through 2040, representing a doubling of the Village population during that period. The 2010-2040 projections begin to address the Village's recent rapid growth – the projected 2025 population increased from 6,702

in the DOA's previous analysis to 9,705 in its 2013 analysis. The DOA's January 2013 population estimate for Hobart was 7,070, which is still likely an undercount based on 2013 construction and the information gathered as part of this analysis. Even so, the DOA estimated that the Village grew by 569 residents from 2012 to 2013. Much of the growth occurred in and around *Centennial Centre*. Additionally, nearby Howard was expected to gain 11,971 new residents during the same 30-year period, which would represent a 69% increase in the Village's population. State projections indicate relatively steady growth for the entire trade area through 2030, potentially adding an average of 500 new residents per year.

Given that the Village of Hobart and the Village of Howard, which adjoins *Centennial Centre* to the north, are projected to be two of the fastest growing communities in the state over the next 25 years, an assumed growth rate of approximately 400 residents per year for the market area through 2023 is reasonable. This growth rate not only accounts for currently platted residential in Hobart and Howard that does not yet have homes constructed, but also

accounts for planned future residential, such as the anticipated additional multifamily residential units that are included in the *Centennial Centre* Commercial Core plan. The household and population projections for *Centennial Centre* and the surrounding area over the next decade are summarized in Table 2-4.

Table 2-4: Household & Population Projections, Immediate *Centennial Centre* Trade Area

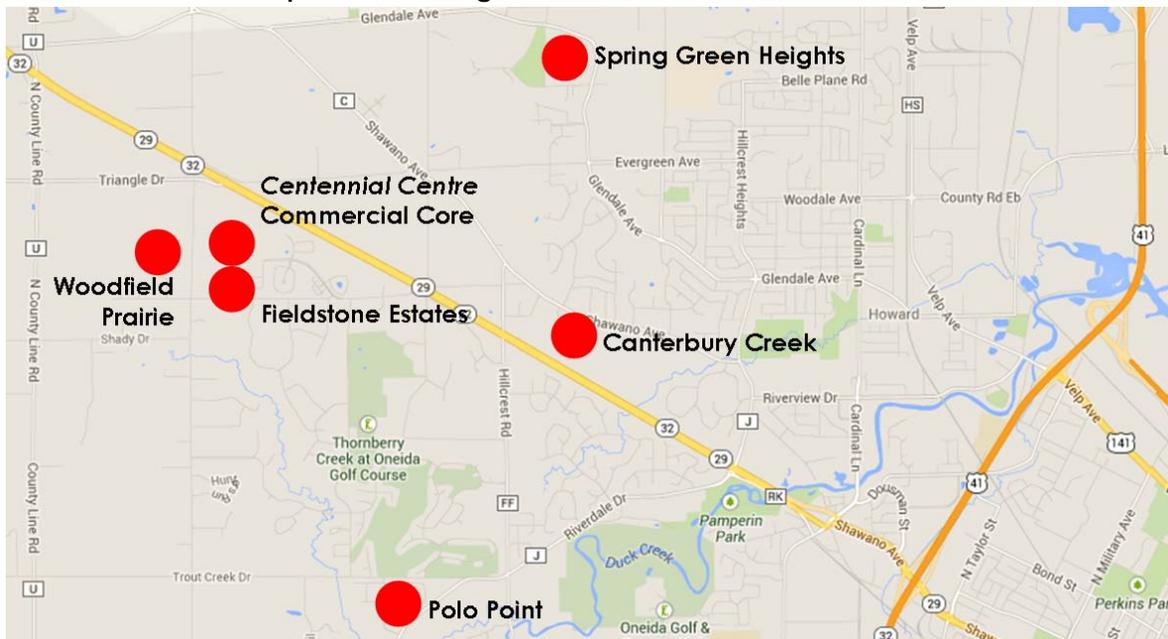
	2013	2018	2023
Households	3,956	4,718	5,479
Population	10,390	12,390	14,390

Notes: See map 2-2 for Trade Area; household projections for 2018 and 2023 assume the same per-household population as 2013 (2.63 people per household).

Source: ESRI, Village projections based on current growth rates and new multifamily and single-family development sites in and around *Centennial Centre* (see map 2-4).

These new units will serve not only to accommodate new residents, but also to address the changing needs of existing residents. As discussed previously, recent development has been predominantly multi-family, meeting the needs of both younger residents (54% of those under 35 rent), and older adults (10% of those aged 65 and over rented prior to the construction of the Angelus Retirement Village). The population in these key demographics is

Map 2-4: New Neighborhoods Near *Centennial Centre*



anticipated to increase significantly over the next 10 years as the existing population ages, with a 4 percent increase in younger households and a 28 percent increase in older adult populations.

Over the past three years, Hobart has attracted about 17 percent of all new units built for both single- and multi-family development in the County. The significant growth in multi-family development in the Green Bay area is reflective of national trends, but not all communities have embraced this trend. In Brown County, the number of individuals in high-rental demographic groups is expected to increase by 17 percent in the next five years alone, creating demand for as many as 3,500 new rental units within the County (historic annual production of 223 units per year would take 15 years to produce this many units). In addition, the empty nester population is expected to increase by a similar percentage, pointing to an expanding market for smaller owner-occupied units to meet the needs of downsizing households, as well as increasing numbers of younger singles who are expected to enter the housing market in the next decade.

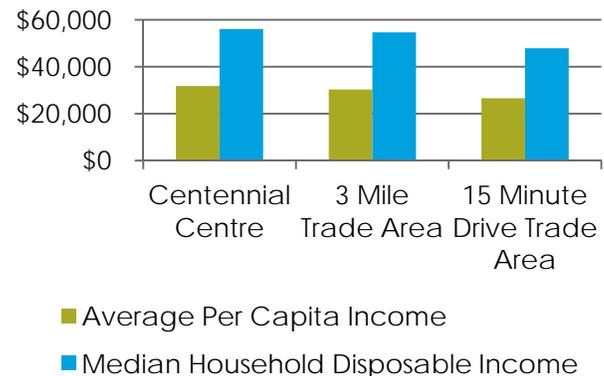
Future multi-family developments in *Centennial Centre* will be well positioned to capture rental unit demand from surrounding rural areas. It is common for rural residents seeking alternate housing options to pursue opportunities in adjacent suburban or urban communities. As one of the few outlying communities on the western edge of the Green Bay Metro Area offering both apartment and retirement alternatives, Hobart and *Centennial Centre* will be an attractive option. This expanded market provides additional potential to complement demand associated with population growth and changing demographics within the Village.

Retail and Service Market Projections

As a result of the diversity of new unit types being introduced in *Centennial Centre*, the new

population mix has a higher overall average per capita income than in either the 3-mile or 15-minute drive time trade areas, as shown in Chart 2-4. This presence of new households in the market (without business loyalties) and high incomes is attractive to retail and service businesses. The potential to create walkable connections between residential areas and the commercial core will further boost this advantage, as residents within walking distance of businesses will visit twice as often as those reliant on cars to access neighborhood retail (Oregon Education Consortium, 2012). To the extent connections with the surrounding area to encourage walking and bicycling to the commercial core of *Centennial Centre* can be improved, it will ultimately benefit the business mix and vitality of the core.

Chart 2-4: Per Capita and Household Income



Source: ESRI, 2012

In addition to strong present day customer demand, ESRI projects consumer spending in the area will increase by 2.6 percent over the next five years. The combination of strong population growth, concentrated disposable spending power, and increased customer demand will support additional demand for retail and service goods over the next ten years. The projected increase in overall demand is illustrated in Chart 2-5.

Chart 2-5: Customer Spending Demand Projections



Source: ESRI, ICSC, Village of Hobart

Employment Projections

In contrast to residential and commercial projections, which rely primarily on local market characteristics, employment growth will be influenced significantly by metro and regional economic and industry drivers. Because 80 percent of new economic activity within a region is generated by existing companies, a majority of future tenants for *Centennial Centre* will likely come from within the Green Bay metro area. Additionally, companies tend to relocate only during periods of expansion (or extreme contraction), resulting in cyclical expansion patterns.

According to Moody’s, the Green Bay metro area is estimated to have gained jobs at a rate of 2 percent annually in 2013, up from a 1.2 percent increase in 2012. These increases come on the heels of several years of stagnant or declining employment, as Green Bay was slower to emerge from the recession than other parts of the state. Among regional industry sectors, several are anticipated to grow at a faster rate than the metro area as a whole, as identified in Table 2-5.

Table 2-5: Fastest Growing Green Bay Area Industries

Industry	Projected Employment Gains Through 2018	% Change 2008-2018
Health Care	22,670	21.4%
Social Assistance	14,600	21.0%
Nursing & Residential Care Facilities	12,260	16.9%
Administrative & Support Services	13,630	10.5%
Management of Companies	4,340	9.8%
Personal Services	2,570	9.4%
Professional & Technical Services	8,570	8.6%
Religious, Grantmaking and Civic Organizations	6,070	6.7%
Food Services & Drinking Places	12,420	6.5%
Truck Transportation	2,610	5.7%

Source: Department of Workforce Development

This level of steady primary employment growth is reinforced by Costar statistics indicating an annual metro area average net industrial absorption of 125,000 square feet of industrial space per year over the last five years, as well as in a 2013 Brown County Business Park Feasibility Study which found that an average of 52.7 acres of business park land was developed annually in Brown County over the past decade. Although Brown County’s industrial vacancy remains low (3%) in comparison to other regional and statewide markets, construction has been limited largely to owner-occupied buildings since the start of the recession.

	2013	2018	2023
<i>Centennial Centre</i> Employees	300	750	1,082

Source: DWD, Brown County, Moody, Village of Hobart

Although a recovering employment market has begun to influence new construction in industrial properties based on the increased demand for inventory and manufacturing space, sluggish rents in the office market have limited new construction activity. New development will primarily be limited to single tenant or owner occupied buildings in select markets, such as the Associated Bank and Schreiber Foods projects in downtown Green Bay. Overall, Brown County office vacancy rates are trending downward, but still remain above 10 percent. Similarly, rents are below replacement cost for most submarkets, with Brown County rents below Outagamie rental rates (Costar). The recent focus on downtown office space is a reflection of a nationwide trend of larger tenants taking advantage of lower lease rates to upgrade to higher image space. This trend is likely to reverse itself as rents rise in the coming 3-5 years.

Based on these broader employment projections and absorption trends, *Centennial Centre's* average annual market share of new business park development is 3-5 acres per year. *Centennial Centre* can expect the local employment base to increase at an average of 30 employees per acre (provided that future development is at a comparable density to current tenants). A robust daytime population is highly important for many retail and service sector businesses, which rely on daytime traffic and/or business to business sales for a significant portion of their revenue. Many businesses, such as Panera Bread, use employment counts as a primary factor in selecting sites, while even fast food restaurants rely on daytime traffic for as much as 40 percent of sales.

Of course, this activity is most likely to occur in spurts as opposed to a steady annual pace. The development of new business parks in the western metro area would increase *Centennial Centre's* competition for new tenants, though the precise impacts would depend upon whether or not new parks had visibility and accessibility comparable to *Centennial Centre's* Highway 29 frontage. Strategies to ensure that *Centennial Centre* continues to attract high quality and high image businesses to its employment areas are presented in Chapter 3.

Although the number of daytime workers is expected to grow, the local market will remain skewed toward evening and weekend customers in the near term, with daytime workers comprising only 10 percent of overall customer demand, or a total of \$6.6 million. Based on the overall employee spending breakdown, this equates to roughly \$1.4 million in demand for restaurants and dining (the largest spending sector behind gasoline). Combined with a growing population, such demand could make the difference in viability for a restaurant, even though it makes up a relatively small portion of the area's overall customer demand.

Chapter 3: Recommended Strategies

Business & Development Recruitment

In the short term, it will be easier to attract businesses seeking relatively small square footage leased space which allows them to test the market without investing significant capital in a stand-alone building. Because it is cost prohibitive to build standalone properties for such users, a multi-tenant building should be planned to accommodate emerging businesses.

Conversations with regional real estate professionals indicate that, following the recession, retail and service businesses have again started to explore new space options. Limited financing availability remains a challenge to retail growth, and businesses tend to be conservative in selecting new sites. There are two potential strategies that Hobart may consider to recruit new retail and commercial development in the near term: speculative development support and mixed-use development.

Speculative Development

Previous conceptual planning for a speculative multi-tenant retail and service oriented property is illustrated at right. A development of this scale would be ideally suited to accommodate the mix of retail and service businesses which have been identified as suitable recruitment targets. It has the added benefit of creating an immediate retail cluster, which will help businesses compete more effectively in the larger trade area.



Conceptual retail/office development for Centennial Centre. Credit: SMET Construction Services

Vincenzo Plaza, in Verona, Wisconsin, represents a similar example of a small commercial development in a primarily residential area. Although the center is located in proximity to an Interchange on US Highway 151, the center caters primarily to locally-oriented businesses, including a veterinary clinic, hair salon, and financial and insurance service providers. Built in three phases, the center includes a 10,000 square foot anchor restaurant and gas station, a two-story 15,000 square foot retail/office building and two smaller 7,000 square foot one-story service-oriented buildings. Spaces within the three multi-tenant buildings range from 750 to 4,000 square feet and are available for lease or sale. Lease rates average \$16 per square foot net.

Depending on the potential developer and the amount of pre-leasing activity completed, assistance may be required in the near term to minimize up front expenses until the property is fully occupied. This can be accomplished in a variety of ways: through a loan guarantee to secure favorable financing, through tax incentives, or through a reduced or delayed land purchase price until cash flow is sufficient to repay construction loans.



Vincenzo Plaza retail and commercial space.

Source: Property Drive

Mixed-Use Development

In contrast to the speculative development model in which the objective is to mitigate near term risk in order to accelerate new development, the mixed-use development model capitalizes on the strength of the local apartment market to support commercial development.

Existing apartment developments are designed in the garden or townhome style, and do not incorporate any on-site residential amenities such as fitness centers or common areas. The sustained strength in the leasing market creates an opportunity to introduce a new product into the *Centennial Centre* market which would incorporate commercial tenants either into a common building or adjacent project to provide desired amenities for residents.



Ravello Townhomes, as with other Centennial Centre rental developments, does not offer any on-site amenities for residents.

Source: Village of Hobart

By inserting a commercial element into an apartment building, the developer would be able to create a competitive advantage (and potentially charge higher rents) by providing increased convenience and walkable amenities. Utilizing commercial tenants to provide onsite amenities, even at reduced rates, can also minimize ongoing operating costs in contrast to internally managed and maintained facilities such as fitness centers. Additionally, the strong leasing environment would provide initial cash flow to support a potentially longer lease-up period on the commercial space, and/or allow for reduced initial rents to attract targeted retail businesses.



The Lodge at Walnut Grove incorporates commercial space to create an amenity for the adjacent apartment development.

Source: Vierbicher

Mixed-use development need not be in the same building. The Lodge at Walnut Grove, in Shorewood Hills, Wisconsin, incorporates approximately 10,000 square feet of retail space adjacent to 100 units of apartments in two buildings. Commercial tenants include a bank, cell phone store, hair stylist, and quick service restaurant.

A challenge to vertically-stacked mixed-use development is that construction costs tend to be higher than buildings constructed for single uses on separate parcels. This factor generally means mixed-use buildings are more viable on when high land costs offset whatever

construction cost savings would have occurred by separating uses on more land. Given the low land costs within *Centennial Centre*, the Village may need to subsidize construction of mixed-use buildings to offset higher construction costs. While such a subsidy may not be ideal in the short-term, it could pay off with a denser, more walkable, higher-value development over the long-term. Regardless of the method – vertically stacked mixed-use vs. adjacent residential and commercial – it will be important to continue to add residential density in and around the Commercial Core of *Centennial Centre* to bolster the customer base for planned commercial development.

Retail and Service Business Recruitment

The Village of Hobart envisions a regional retail node as part of the *Centennial Centre*. A regional commercial development requires a conveniently accessed location with strong regional consumer demand. In most suburban markets, regional retail centers will incorporate a mix of convenience and destination retailers, such as a general merchandiser together with smaller big box stores, or a grocery store with other service and retail businesses, such as home improvement or sporting goods. These centers rely on convenient vehicular access, high visibility, and proximity to multiple highly traveled corridors serving a fairly large market (i.e., 5-10 miles). Exceptions include outlet and destination malls, which focus nearly exclusively on destination visits.

The retail along Lombardi Avenue west of Lambeau Field is a prominent example of this type of regional center in the Green Bay area. National growth in destination-type retail over the last 5-7 years has been rare, and has mostly been anchor-tenant driven. Such a large-scale retail cluster is unlikely to be developed in the regional Green Bay market over the next 5-7 years. However, an emerging trend also associates retail clusters with hospitals, medical

centers and other non-retail draws, which may pose an opportunity for *Centennial Centre*.

Because of the bifurcated market trends in Green Bay, *Centennial Centre* will compete with existing west side commercial nodes such as the retail district at West Mason Street and Highway 41, although opportunity for adjacent development expansion at this existing site is limited. While the Airport Drive area attracts significant destination traffic which may result in retail/office development, such development is somewhat limited by runway approaches. The Village governs much of the land west of the airport, and would therefore be able to steer development to the *Centennial Centre* area. The Howard Village Center may prove to be a competitor, though it is somewhat differentiated from *Centennial Centre* sites by its far more expensive land and lack of highway visibility.

Although *Centennial Centre* may not attract significant interest from anchor stores or large scale retail developers until the Highway 29/32 Interchange project is fully funded and scheduled, reserving some high visibility sites in close proximity to this future interchange is a good strategy. This highly visible location will appeal to regional type businesses, yet is connected to existing and planned residential development, creating a competitive opportunity for marketing the site.

Retail developments, unlike commercial office/service or residential projects, benefit from a master developer relationship due to the complexities of retail leasing, site design and co-tenant preferences unique to various retail businesses.

The Village of Hobart has established an excellent initial employment base by attracting two high quality businesses. Not only do these tenants project a positive image, but they indicate that the Village is a business friendly destination. Additionally, the Village has demonstrated a commitment to marketing the

sites, including placement on a number of online listings, creation of a dedicated *Centennial Centre* website (www.buildinhobart.com), engagement of a commercial firm to help generate activity, and an unconventional TV/radio campaign.

Although, based on existing marketing efforts, the Village is likely to attract interest from businesses with expansion needs, there are several potential strategies which could be used to pursue business tenants even more aggressively. These include enhanced marketing efforts and the introduction of shovel-ready facilities.

Shovel ready facilities are designed to provide both a visual presentation of development opportunities and to reduce time and cost associated with locating in *Centennial Centre*. To become shovel ready, a representative building and site plan are prepared for a parcel within the business park, and municipal approvals put in place to allow a business to move forward with an in-place design within a certain time frame. The wait time for occupancy is often a significant hurdle for businesses seeking space, and construction planning can be a lengthy and unpredictable process. A shovel ready building can remove some of the uncertainty from the process and expand the pool of potential tenants.

As an example, the Rock County Wisconsin Development Alliance has a virtual build-to-suit portfolio available on its website which provides pre-design facilities meeting the needs of likely user groups, including industrial and office projects. Similarly, Lancaster, Wisconsin, has a virtual spec plan for a 21,300 square foot building designed for a lot in its Arrow Ridge business park which offers occupancy within 120 days during construction season.

Enhancement of existing marketing could include creation of more defined site profiles targeted to individual industry types, highlighting

infrastructure capacities and illustrating potential site configurations. Additionally, the Village could consider sponsoring a market tour or open house to introduce area real estate professionals and businesses to the *Centennial Centre* market. This

Virtual
Build-to-Suit
Portfolio



Credit: Rock County Development Alliance

could be conducted in conjunction with groundbreaking on a new interchange to highlight future access and improvements.

When targeting professional office businesses, it is often effective to target executive level individuals living in and around the community. These individuals often seek corporate locations in proximity to their home, and are in a position to influence location decisions. This is especially true for industries with awkward hours or on-call situations, such as accounting and IT. Muskego, Wisconsin, leverages its significant high end residential base by offering a \$1,000 incentive to anyone who brings a lead which ultimately results in successful relocation to the community of at least 5 jobs.