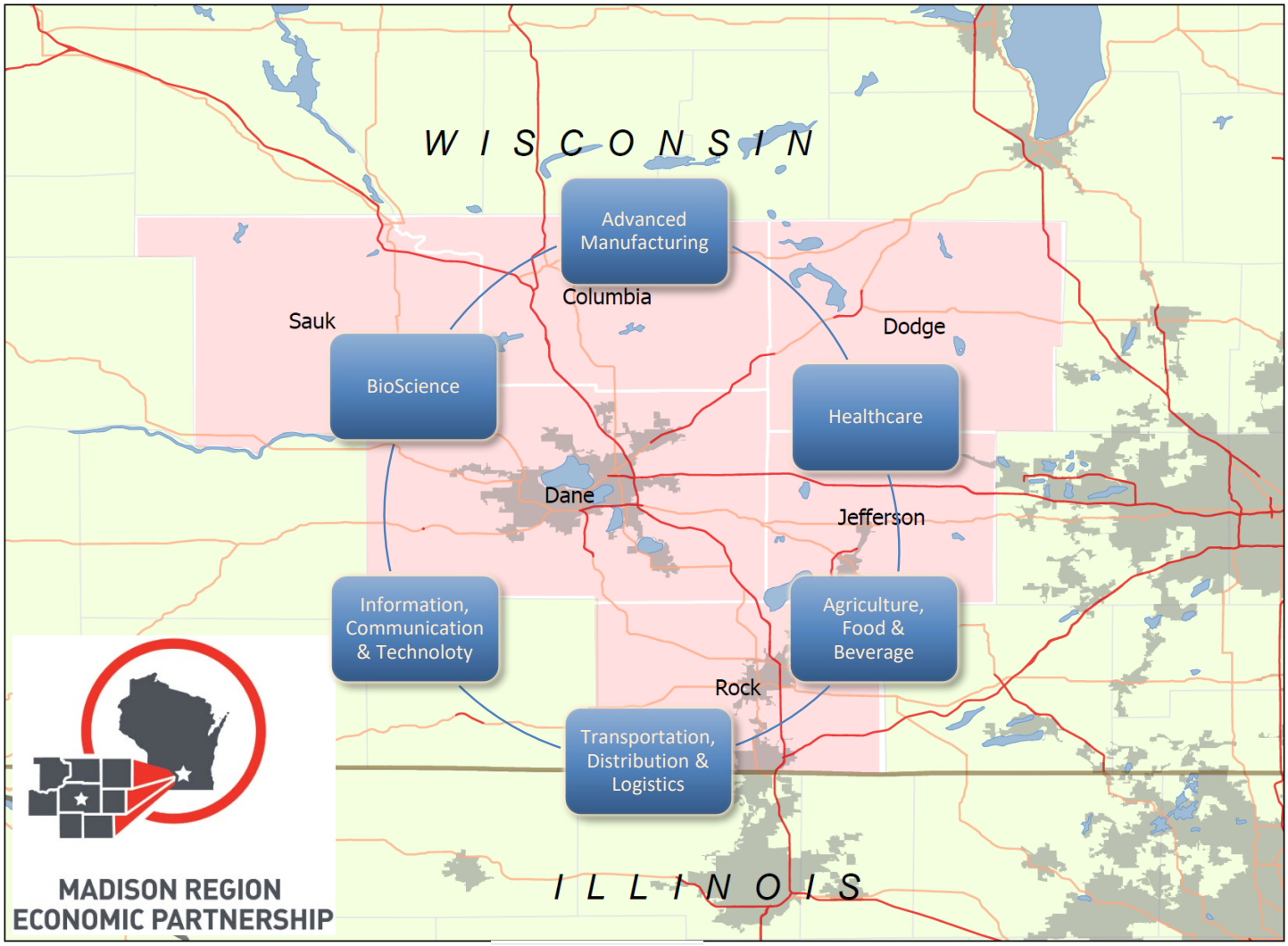
Sector Strategy for Economic Recovery

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CAPITAL AREA rpc



Beloit Iron Works, Beloit, Rock County, Wisconsin

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Executive Summary

Project Overview
The Madison Region Economic Partnership (MadREP) and the Capital Area Regional Planning Commission (CARPC) received a grant from the U.S. Economic Development Administration (EDA) in 2021 to assess the impact of the pandemic on our region's target sectors which included: Advanced Manufacturing; Bioscience; Healthcare; Information and Communications Technology; Agriculture, Food and Beverage (AFB).

The project included evaluating the availability of shovel-ready sites suitable for regional and national scale economic development projects, particularly target-sector firms wishing to expand or locate within the region. The region was defined as the 6 County area including Dane, Rock, Jefferson, Dodge, Columbia, and Sauk Counties.

MadREP fills an important role in Wisconsin's economic development landscape, serving as a partner and collaborator to the Wisconsin Economic Development Corporation and other state agencies, as well as economic development initiatives within counties, municipalities, chambers of commerce, and the private sector. This report is intended to provide additional data, information and areas for regional collaboration with all organizations engaged in the region's economic development.

Regional Development Strategy
In 2019, MadREP submitted its 2019 – 2024 Comprehensive Economic Development Strategy (CEDS Report) to the US Department of Commerce, Economic Development Administration (EDA). The Strategy Plan entitled "Advance Now 2.0" included 5 Regional Target Sector Abstracts: Advanced Manufacturing Industry Cluster; Bioscience Industry Cluster; Healthcare Industry Cluster; Information and Communications Technology Industry Cluster; and the Agriculture, Food and Beverage Industry Cluster.

Advance Now 2.0 documented regional industry strengths and very strong performance and growth potential in each of the Target Clusters. The research also identified insufficient numbers of suitable sites for industry expansion in the MadREP region; a potential limiting factor to regional growth and expansion; particularly the short supply of large acreage sites. The report stated, "For sector support strategies to successfully leverage business growth, more available and shovel ready sites will be needed."

Assessing Pandemic Impacts on Regional Strategies
With concerns regarding the extent of global economic disruptions and impacts driven by the Covid 19 pandemic, the EDA issued a grant for MadREP to develop a Sector Strategy for Economic Recovery to be completed by December 31, 2022. The EDA grant was matched with in-kind staffing contributions from MadREP and the Capital Area Regional Planning Commission (CARPC). Becker Professional Services, LLC and Economic Growth Advisors, LLC were contracted to provide project research, analysis, and recommendations.

The project team's objective was to evaluate MadREP Sector Strategies considering the pandemic and other business dynamics affecting the region since the development of the Advance Now 2.0 Plan. In addition, the project would include an updated inventory and analysis of the regional Business Park Inventory for the 6 county Comprehensive Economic Development Strategy (CEDS) region, as defined by the EDA.

Project Scope of Work
The project scope of work includes the following:

SECTOR STRATEGY FOR ECONOMIC RECOVERY

1. **Update sector analysis and business park inventory**
2. **Establish key site selection criteria**
3. **Identify potential sites for development**
4. **Analyze potential sites for alignment with target sector growth and expansion**
5. **Prepare regional development recommendations**
6. **Prepare regional marketing plan**

As noted above, the focus of the project was to update and re-calibrate the region's strategy for economic recovery related to changes and impacts driven by the Covid 19 pandemic.

Industries, businesses, communities, and individuals have all been affected to varying degrees by the challenges of the past three years. The updated regional strategy reflects the influences of key trends that have and are impacting the MadREP region, the Advance Now 2.0 2019 - 2024 Comprehensive Economic Development Strategy (CEDS) and the 5 regional target sectors.

Project Context and Parameters

The focus of this work is not the development of a new CEDS report. That work will be done as the region approaches the five-year mark of its current 2019 -2024 Strategy. This report does not provide comprehensive updates to all data and charts prepared for the 2019-2024 CEDS and/or the 2019 Sector Reports. However, many key data and trends affecting the region's strategies for economic recovery have been identified and updated. These updates better inform the current situation, quantify influential trends, and allow the project team to establish key indicators and measures to track regional performance related to the recommended strategies.

Each of the 5 industry sectors have been reviewed and considered in this assessment. Additional industries that have either benefited from or been severely challenged over the past 3-5 years have also been considered in the development of the report recommendations.

The regional business park inventory is a key deliverable of the work done. In addition to the inventory of readily developable sites within the region, the team has evaluated and recommended strategies to address recent changes to, (and the nature of), absorption rates across the region. A business sites typology entitled **Scale of Geographic Market Served** has also been developed for this report. The typology provides summaries of available site inventories most suitable for businesses and industries serving local, regional, national and/or global markets.

Project Steering Committee and Regional Inputs

A Project Steering Committee (Attachment A) was established at the beginning of the project to provide input and guidance to the project. Committee members offered a unique combination of knowledge, expertise, and vantage points regarding how the region can drive future growth and economic benefits throughout the entire MadREP region.

In addition to the Steering Committee, economic development professionals and government officials across the 6 counties were interviewed to provide input, local examples of development needs and opportunities as well as their thoughts about the highest economic development related priorities in their communities.

These 2 groups of individuals represented different businesses, industries, geographic areas, government agencies and other regional organizations. Their inputs provided substantive insights, responses to findings and comments regarding the final recommendations. We appreciate each member's contributions to the process, key findings, and the final report.

Key Project Objectives

This report assesses the MadREP Advance Now 2.0 plan and each of the 5 target sectors at a critical point in time. Given the global effects of the pandemic, including economic impacts, supply chain disruptions, workforce transformations and questions about restructuring and resiliency, the project provided a unique opportunity to document a valuable set of current inputs to meet the goals of updating the MadREP Regional Sector Strategy for Economic Recovery.

In addition to evaluating target sector trends and performance since 2019, this report set out to identify and better understand lasting regional impacts of the pandemic and consider actionable recommendations to address both the "fuel" for growth and the "friction" impeding growth.

While it is helpful to document the economic dynamics in our region since the start of the pandemic, the project has also provided an opportunity to anticipate how regional growth may accelerate and/or be challenged over the next 5 years. The project sought to inform and shape our thinking about how the region can take actionable steps to prepare for continued growth and sector development throughout the MadREP region. The research, data analysis and interviews done in this analysis have both documented regional impacts as well as future considerations.

Summary of Key Observations and Trends (2019-2022) Affecting Target Sectors

Target Sector Performance

- Regional Target Industries have done relatively well through the pandemic period
- Many Target businesses and industries have accelerated their growth and relevance through the pandemic (life sciences, health care, advanced manufacturing in particular)

- Industry Location Quotients show growth and stability within the region
- Transportation, Distribution & Logistics (TDL) has been added as a Target Industry given its accelerating growth and impacts in the region.
- Regional GDP has remained relatively stable between 2016-2020. The 6 counties now account for more than 20% of the total State GDP. The region's percentage of the State totals has increased by .66 since 2016.
- County GDP rankings among 72 Wisconsin counties are as follows: Dane (2); Rock (9); Dodge (22); Sauk (23); Jefferson (24); Columbia (26).
- Regional and sub-regional labor sheds are accelerating in their importance to site selectors and business decision makers
- Ongoing labor recruitment, development and participation in expanding businesses and industries is essential to future growth
- Occupational Location Quotients show Labor Force growth and stability within the region, related to Target Industries
- U.S. life sciences employment increased by 5.5% year-over-year in Q2 2022, above its three-year average growth rate of 4.6%. The Biotech R&D sector had a record 13.5% year-over-year job growth.

Demographics (Labor Force Impacts & Implications)

- The 6-county region is comprised of 36 cities, 63 villages and 135 towns.
- The region represents a substantial percentage of the State economy: population (18%); business establishments (18%); employment (19%); payroll (20%) and population growth (33% between 2010-2021)
- The region has strong demand for labor as reflected in low unemployment rates relative to State and national averages
- Projections anticipate strong growth in the region relative to Wisconsin's 72 counties for the period 2010 - 2030. Measures include population (rate of growth and numeric change); employment growth (rate of growth and numeric change); and income (income per capita and mean household income). Dane County ranks in the top 4 in all categories; and 1st in population growth percentage and number, as well as employment percentage growth.
- Rock County ranks among the top Wisconsin counties in population growth number (10), employment growth number (8) and employment growth percentage (11) for the period 2010-2030. MadREP counties all rank in the top 3 quartiles in each of the 6 State rankings.
- Efforts to expand, develop and deploy our regional workforce in ways that mutually benefit employees, employers and the regional economy is critical.
- The region's 146,990 Youth and Young Adults (15-24) account for 21.8% of the region's working age (15-64) population and is expected to increase by 3,600 between 2020 and 2025
- The region's 16-24 population has several challenges to overcome. More than 32,800 (23%) of the region's 16-24 age group live below the poverty line: accounting for 33% of the region's total population living below the poverty line.
- The 15-24 cohort represents a sizable opportunity to accelerate the growth and development of the region's workforce; but only if employer flexibility, employment training needs and barriers to workforce participation are effectively addressed at a regional level.

Pandemic Impacts on Workforce

- In March 2021, the National Law Review identified and summarized ways the pandemic has impacted employees and employers over the past year and in the years to come. The list included:
    - **Remote Work** – The pandemic forced many employers and employees to adapt quickly to both remote-work technologies and the cultural shift needed to embrace remote work. Employers can expect worker demand for remote work flexibility will remain beyond the pandemic.
    - **Workspaces** - The increase in remote work in some industries will mean employers may need less space or may use common spaces or hoteling arrangements more frequently. Employers in some industries that had larger space and physical separations that were able to better operate in a socially distanced manner during the pandemic may prefer to maintain these spaces.
    - **Workplace Innovations** - workplaces that thrived during the pandemic often adopted workplace innovations, such as paperless tools, virtual platforms, and new workflow processes. Much of the workforce has now become accustomed to these innovations. Employers that seek to revert to the way work was completed prior to the pandemic may face challenges. Likewise, employees that resist innovations may require more training.

- Mixed workforce locations (on site, distributed sites, remote, hybrid) presents different transportation and childcare challenges/opportunities.

- There is a regional need to pursue transportation solutions to bridge workforce densities and employment sites in need of additional labor pools.
- There is a need to increase transportation options available to employers and employees seeking employment options.
- There is a need to pursue strategies and solutions to increase the densities of childcare services, particularly in the highest volume labor sheds.
- Public/private partnerships to sponsor pilot projects can demonstrate innovative approaches to address barriers to labor participation rates.
- Collaborative projects engaging multiple Workforce Development Boards can address regional challenges
- DEI initiatives have proven difficult to address as individual firms. Employers express a need for broader collaborative efforts.
- MadREP has a unique vantage point in the economic development ecosystem as a regional organization with a history of thought leadership and convening DEI conferences.
- Major tech companies (e.g., Amazon, Facebook, and Google) have begun investing in affordable housing programs in communities near their operations. As of now, this primarily includes research and development for factory-built homes, as well as financing or contributing to local affordable housing efforts."[1]
- Area employers (Economic Stability Council) have recognized the critical gap in workforce housing and have committed to fund the inaugural Dane Workforce Housing Fund. This fund has raised over $11,500,000 to help finance safe, affordable to the community, and locational accessible multifamily developments. Investors in the fund include BMO, CUNA, Exact Sciences, MG&E, First Business Bank, Madison Development Corporation, Monona Bank, Oak Bank, Oscar Rennebohm Foundation, Park Bank, Summit Credit Union, UW Health, UW Credit Union, and WPS. Other regions are responding similarly, Sheboygan County has The Forward Fund, capitalized at $8,000,000.

Employer-funded affordable housing

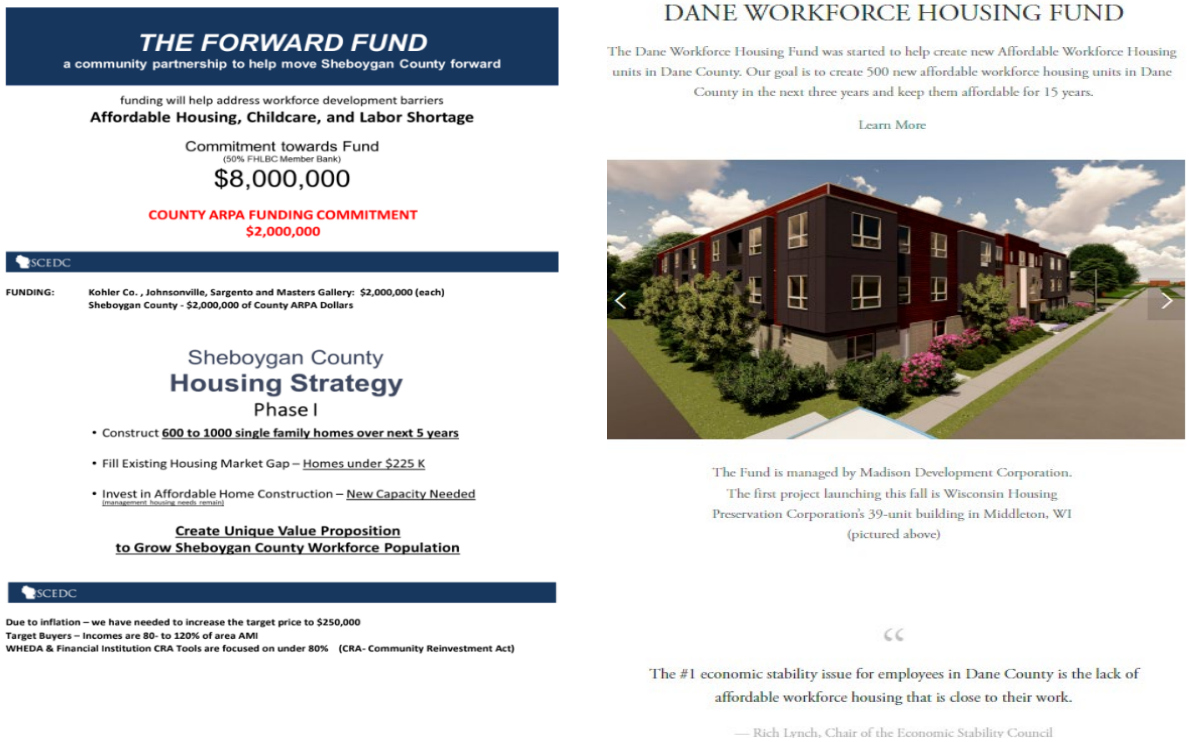


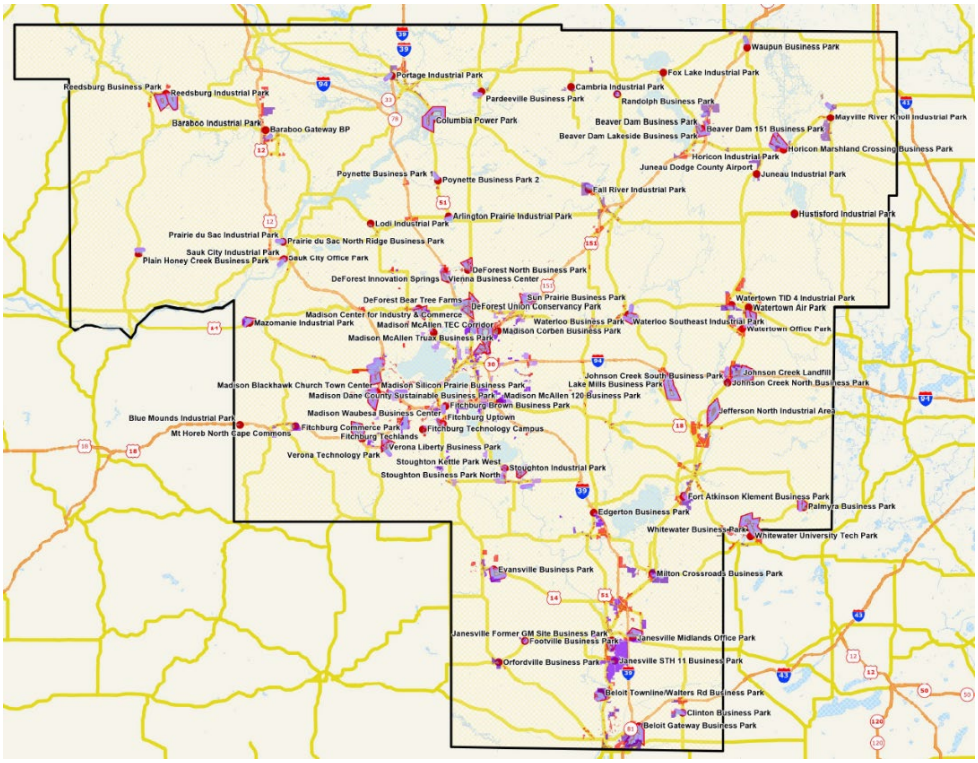
Figure 1: Sheboygan County Forward Fund and the Dane Workforce Housing Fund are examples of private-sector employers funding programs to promote the development of affordable housing.

[1] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Relative National Rankings

- Utilizing several sources of comparative rankings of U.S. Metropolitan (MSA) and Micropolitan (Micro) areas, the Region ranks very favorably among peers.
- The MadREP Region includes 2 MSA's; (Madison MSA - Dane, Green, Iowa, and Columbia) and Janesville/Beloit MSA – Rock County; and 3 Micro areas (Sauk; Dodge; and Jefferson). (see Map/Definitions).
- The Madison MSA ranks 10th among 384 U.S. MSAs in Policom's 2022 rankings. The Madison MSA has ranked among the top 15 MSAs in the U.S. in 7 of the past 11 years.
- The Janesville/Beloit MSA ranks 265th among 384 U.S. MSA's in Policom's 2022 rankings. The Janesville/Beloit MSA has jumped up 60 spots and moved from the 4th quartile to the 3rd quartile over the past 2 years
- MadREP's 3 micropolitan areas: Baraboo (Sauk County) (107); Beaver Dam (Dodge County) (68) and Watertown/Fort Atkinson (Jefferson County) (79) are all ranked in the 1st quartile among 542 U.S. Micropolitan areas.
- Milken's 2022 Best Performing Small Cities ranks Janesville/Beloit in the 2nd quartile (71 of 201 Small MSA's). Janesville/Beloit ranks in the top half of all MSA's in 5 Year Job Growth (70), 5 Year Wage Growth (50), 12 Month Job Growth (59), High-Tech GDP Concentration (56), High-Tech GDP Location Quotient Count (40), Broadband Access (13) and Housing Affordability (61).
- Milken's 2022 Best Performing Large Cities ranks the Madison MSA in the 1st quartile (50 of 200 Large MSA's). Madison ranks in the top half of all MSA's in all but 3 of the measures; (12-month Job Growth, Broadband Access, and Housing Affordability).
- **Third Way** Opportunity Index ranks the 204 metropolitan areas with populations of 100,000 or more on how well local job markets (combination of job quality and job quantity) allow people to earn a good life in America. The Opportunity Index measures and ranks the percentages of jobs categorized as professional, middle class, living wage and hardship employment. To measure quality, they combine data on wages paid with local cost of living measures.
- The Madison MSA (10) demonstrates a more equitable distribution of opportunities than peers across the 4 categories; Hardship Jobs (25%) vs. national average (30%), Living Wage Jobs (34%) vs. national average (32%), Middle Class Jobs (29%) vs. national average (23%), and Professional Jobs (12%) vs. national average (15%). In addition, the MSA Employment to Population Ratio (25–64-year-olds) is 83%.
- **Heartland Forward's** Millennial Index ranks the Madison MSA 31 among 381 U.S. Metropolitan Areas and 3 among all Metros between 500,000 and 1 million in population. The region ranks in the top quartile in Millennial Share (60) and Millennial Educational Attainment (6); and in the 2nd quartile in job growth (138) and average earnings growth (122).
- **Heartland Forward's** 2021 Most Dynamic Metropolitans is another source of the Region's relative growth vs. other U.S. Metropolitan Areas. The Heartland Forward Metro Index ranks Madison in the top quartile (57) among 384 U.S. Metropolitan Areas overall. Measures (and Madison rankings) include Young Firm Knowledge Intensity (16); Young Firm Employment Share (229); 2020 Per Capita Personal Income Rank (25); 2015-2020 Job Growth (125); 2019-2021 Job Growth (175); 2020-2021 Job Growth (90); 2015-2020 Annual Pay Growth (174); 2019-2020 Annual Pay Growth (115); 2019-2020 GDP Growth (172).
- **Heartland Forward's** 2021 Most Dynamic Micropolitans ranks Baraboo (209); Beaver Dam (297) and Watertown-Fort Atkinson (124) among 515 U.S. Micropolitan Areas.
- **Jump-Starting America** (book published 2019) states, "the U.S. has scores of cities where the presence of universities combined with industrial know-how could produce more technology-based growth." The authors identify 102 metropolitan areas "ripe for investment and growth, thanks to well-educated work forces and affordability, among other factors." Among the 102 Metropolitan Statistical Areas (MSA's), all three Wisconsin MSA's ranked are in the top quartile: Madison/Janesville /Beloit MSA (22), the combined Green Bay/Appleton/Oshkosh MSA (18) and Milwaukee/Waukesha/West Allis/Racine MSA (27).

Business Sites Inventory



The 6-county Madison region has **123** business parks distributed around the region.

- ❖ Nearly **26,000** acres of land are contained within designated business parks – nearly half of which is developed.
- ❖ The average *undeveloped* parcel size in business parks is **12** acres while the average *developed* parcel size is **9** acres.
- ❖ Municipalities in the region have an inventory of a total of approximately **76,000** acres of land available for economic activity, about **50%** of which is *developed*.
- ❖ Not all acreage is equal – parcel location, size, mix, state of readiness, labor shed size, and lower barriers to workforce participation (i.e. childcare, transportation) are all determinants of successful absorption.

Business parks serve a range of market scales. Most of the business parks in our region serve a local market based upon the average parcel sizes. Serving regional and national markets will require the ability to deliver shovel-ready sites of up to 250 acres in size.

Business Park Market Scale Typology

The nature and size of business investments in the MadREP region vary across a continuum of market sizes and considerations. The following typology has been developed to better frame the primary market fits for different business development sites across the region. The market fits have been differentiated as Local (primarily within the region); Regional (inside and outside the region: primarily within 300-mile radius); National (primarily within the US); and Global (national and international markets served). The typology recognizes general variations in parcel sizes and infrastructure requirements. It should be noted that businesses also require different numbers and skills mixes within their employment base. Site proximity and access to highways and larger labor sheds for workforce within 30-minute commute times also factor into decisions regarding site locations.

		Scale of Geographic Market Served			
			Local	**Regional**	**National**	**Global**
Characteristics		**Parcel Sizes:**	.5 – 20 acres	10 – 100 acres	25 – 250 acres	250 – 3,000 acres
		Infrastructure:	Serves general local needs; low-to-medium capacity	General-to-sector-specific specialization; medium capacity	Sector-specific specialization; medium-to-high capacity	Specialized, Very High Capacity
		Local Market Size	Small-to-large rural and urban communities	Medium-to-large urban communities	Medium-to-large urban communities	Large urban communities

Although not all businesses and sites fit neatly into the typology, most businesses will align with the general characteristics noted above. Many Local businesses are located in smaller communities throughout the region. Those businesses that serve the local

market area are commonly found in local business parks that meet their business requirements. Many of these businesses are able to work with local municipalities to coordinate the timing of new or expanded facilities within the community.

Regional businesses often require larger acreage sites. For those in the business of distribution, larger buildings and larger areas for truck traffic add to the site areas required. Proximity and access to primary market areas as well as the availability of workforce within a 30-minute commute time also factor into decisions regarding site locations.

National and Global firms generally have a more complex set of needs including workforce and infrastructure. The scale of a national firm can vary from a corporate headquarters to a regional operations center. Likewise, Global companies can range from growing businesses with an international market to Global businesses, headquartered outside the region, that have either purchased or established a business unit within the region.

Each of these business types have key priorities they need to address as they make decisions about their facilities, investments and ongoing operations.

Current Gaps in Regional Site Supply and Demand

An analysis of 59 site selector requests for information (RFIs) received by MadREP in 2021 and 2022 indicates the average site size being sought in recent years is **47** acres. The minimum site size was **20** acres and the maximum **100** acres. All requests are looking for sites that "are shovel-ready" and can be developed immediately upon deciding on project location.

This is in stark contrast to the average parcel size of the supply available to fill this market interest and site demands. Our findings indicate one of the key reasons for this gap is the nature of local land use decision-making. Municipalities generally consider local land use needs – not the needs of broader regional and national firms needing to locate facilities. Regional tracking of demand for larger-scale business sites is critical to providing local decision makers with timely information regarding regional site demands and opportunities. With better data and information, land use decisions can result in opening new business employment opportunities within the 6-county MadREP region.

Institutional Designations

The

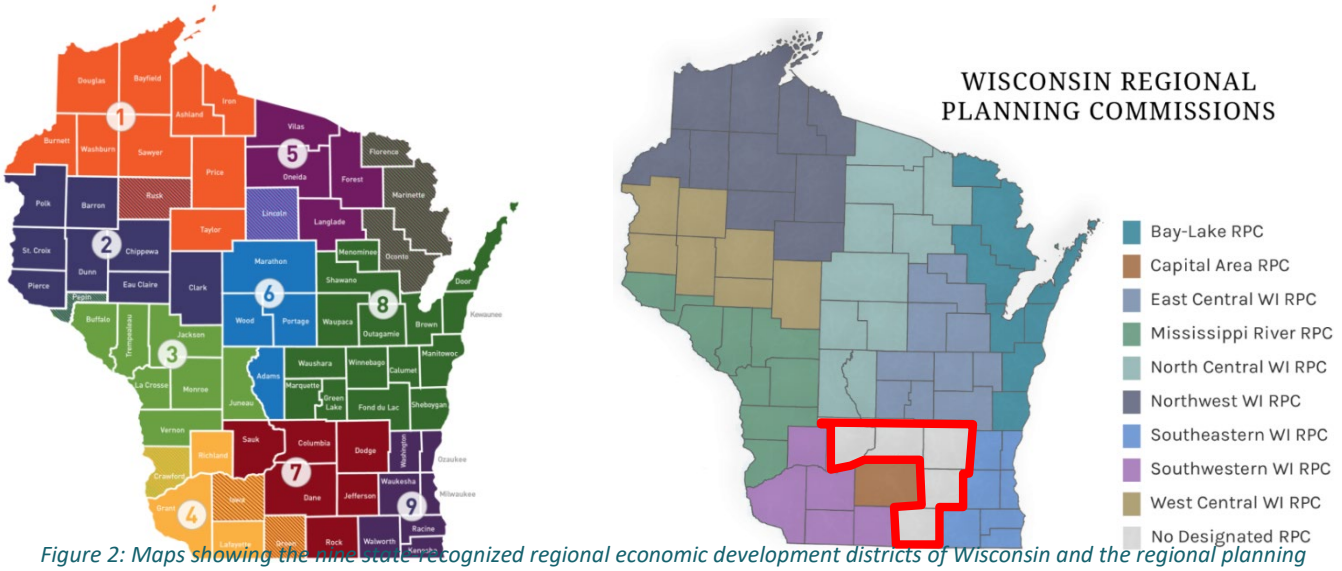


Figure 2: Maps showing the nine state-recognized regional economic development districts of Wisconsin and the regional planning commissions of Wisconsin. Source: Wisconsin Economic Development Corporation, Bay Lake Regional Planning Commission.

Madison region is only one of two regional economic development regions in Wisconsin that are not part of a federally designated Economic Development District (EDD). Only five Wisconsin counties, (all located within MadREP's service area), are not currently served by a Regional Planning Commission (RPC). RPC roles include monitoring regional demand for economic activity and coordination with local units of government relative to local land use decisions. Due to this lack of an institutional feedback mechanism between regional demand for economic activity and local land use decisions, both municipalities and investors face significantly higher risks investing in sites to serve regional-scale economic development projects.

The U.S. Economic Development Administration (EDA) designates regions across the United States that qualify for focused economic development investment from EDA. These regions are designated as Economic Development Districts (EDD) and must meet prescribed eligibility criteria for distress. The Madison region currently meets the distress criteria to be designated an Economic Development District. All other EDDs in Wisconsin are hosted by a regional planning commission. The Capital Area Regional Planning Commission (CARPC) is the only single-county RPC in Wisconsin. The feasibility of expanding CARPC to serve these 5 counties in the near-term is low. Long-term feasibility depends upon building trust across counties that an RPC can serve all interests fairly and benefit each participating county.



Figure 3: EDA-designated economic development districts in Wisconsin. Source - U.S. Economic Development Administration.

Regional Target Sector Companies and Industries

The focus of the Sector Strategy for Economic Recovery project is to update and re-calibrate the region's strategy for economic recovery related to changes and impacts driven by the Covid 19 pandemic. Industries, businesses, communities and individuals have all been affected in varying degrees by the challenges of the past three years. The updated regional strategy has been driven by the Target Sectors as identified within the Advance Now 2.0 (2019 - 2024 Comprehensive Economic Development Strategy) (CEDS) and 2019 MadREP Target Sector Abstracts: Advanced Manufacturing Industry Cluster; Bioscience Industry Cluster; Healthcare Industry Cluster; Information and Communications Technology Industry Cluster; Agriculture, Food and Beverage Industry Cluster.

In addition to the 5 original Target Sectors noted above, the project team has added Transportation, Distribution and Logistics (TDL) as a sixth Target Sector for the Region. The growth of this Sector has accelerated over the past several years and has had a large impact on the demand for larger acreage sites in the region.

It should be noted that each Target Sector is comprised of combinations of 6 digit North American Industry Classification System (NAICS) codes. The codes included in each Sector are listed in the Appendix to this report. To better understand the units of measure, Sectors are made up of many industry classifications. Within each of the industry classifications, we have varied numbers of business establishments in our region that fit within the industry classifications.

Most of the Region's target sector companies and industries have strengthened their positions in our regional economy over the past decade. Many of our target industries are stronger today than 10 years ago relative to the national economy. As an example, the Bioscience sector has seen remarkable employment gains in our region relative to the national economy, particularly in these industries:

- Medicinal and Botanical Manufacturing – LQ[2] growth 0.93 to 2.33
- Biological Product (except Diagnostic) Manufacturing – LQ growth 9.1 to 13.7
- Research and Development in Nanotechnology – LQ growth 1.94 to 14
- Medical Laboratories – LQ growth .68 to 4

One outcome of the region's strong Bioscience growth is an accelerating demand for improved labs and other specialized space suitable to meet regional demand. It is important to note the nature of demand is bifurcated between types of space. Business start-ups and early-stage companies typically require smaller spaces with higher percentages of improved lab areas. Scaling and mature businesses typically require larger areas with a broader mix of lab, office, production, and fulfillment space. These business needs can be reflected in both new construction and renovation of existing buildings. The combination of higher demands for space, lead times related to design and construction, as well as the capital-intensive nature of lab space, all contribute to the complexities of meeting regional demands, opportunities for expansion, and the recruitment of new Bioscience firms to the region.

Regional Bioscience growth is just one example of the increasing urgency for the addition of suitable sites and buildings that can accommodate growing companies and industries. Many growing target sector firms need immediately available space. These businesses often cannot wait for the market to plan and deliver space, and thus consider moving to other locations where suitable

[2] LQ stands for location quotient and is an expression of the relative predominance of an industry in the regional economy relative to the national economy. An LQ of 1 indicates the industry has the same relative predominance in the regional economy as the national. A value less than 1 indicates less predominance and greater than 1 indicates more.

space is more readily available for business expansion. Some businesses within the region have recently expanded into other regions where land availability, labor availability and/or proximity to markets have driven decisions to make capital investments in other locations. Better understanding and addressing these business needs is critical to the future success of the regional economy.

Target industries where regional location quotients have declined in the past ten years include:

- Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology),
- Electromedical and Electrotherapeutic Apparatus Manufacturing,
- Fertilizer (Mixing Only) Manufacturing,
- Animal Food Manufacturing, Animal Slaughtering and Processing
- Irradiation Apparatus Manufacturing,
- Farm Supplies Merchant Wholesalers,
- Ethyl Alcohol Manufacturing,
- Data Processing, Hosting, and Related Services,
- Primary Metal Manufacturing,
- In-Vitro Diagnostic Substance Manufacturing

Impacts of the Pandemic on Target Sector Industries

Global business and industry impacts of the pandemic have been well documented. Supply chain disruptions stemming from the pandemic have been one of the key challenges across all industries. Workforce disruptions and dislocations also have been pervasive. These and other pandemic related shifts have impacted the region's target sectors and challenged various operational dynamics.

The region has fared relatively well throughout the pandemic. The region's Healthcare and Biosciences sectors have been a key part of the response to the public health challenges. Advanced Manufacturing and Food, Ag & Beverage sectors have also been key parts of meeting market needs during a challenging time. And in many respects, the Transportation, Distribution & Logistics and Information, Communications & Technology sectors have seen higher rates of growth due to pandemic online buying patterns, the acceleration of online and web related products, and consumers heightened expectations of timely delivery of goods and services.

Within the MadREP region, several trends have been noted:

- Accelerated growth of bioscience, healthcare and transportation, distribution, and logistics
- High rates of labor force absorption as reflected in the numbers of open positions across regional businesses and industries
- Significant shifts in workforce participation and preferences across regional businesses and industries
- Significant spike in new business formations as many workers decided to leave jobs in favor of self-employment
- Acceleration of several existing and emerging technological and economic trends (I.e. workplace/workflow innovations, online buying)
- Traditional relationships to offices and their interrelationships with retail and entertainment spaces shifted during the pandemic. Corporate office footprints are shrinking due to the prevalence of remote and hybrid work models and other labor dynamics.
- Higher absorption rates of sites and buildings suitable for manufacturing, warehousing, distribution, and life sciences
- Reduced inventory of improved sites and buildings suitable for large scale manufacturing, warehousing, distribution, and life sciences projects with immediate needs
- Increased number of regional firms considering expansions outside the region to find immediately available buildings, sites, and workers
- Exposed significant risks to the global supply chain resulting in higher costs and longer delivery times
- Increased importance of home office space and access to residential broadband connectivity
- Significant public and corporate awareness and response to equity and inclusion issues
- Sudden changes in demand for space and locations by all user types – residential (up), retail (varied), office (down), manufacturing (up), and energy production (up for renewables, down for carbon)
- Strong regional in-migration due in part to target sector economic growth, as well as a growing regional economy. Population growth has been outpacing the region's ability to deliver sufficient housing at a price point affordable for wages offered. Employers are now beginning to invest in affordable housing solutions.

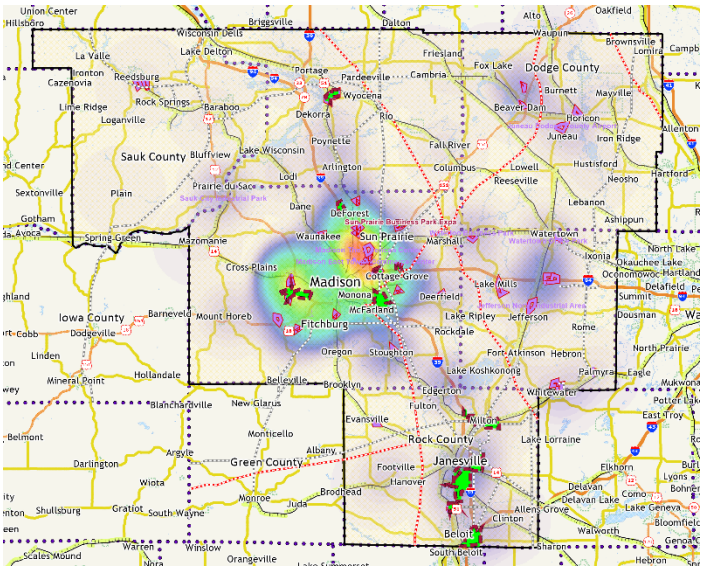
- Aging regional workforce and retirements have accelerated. Several of the region's target sector employers have a predominance of workers in the mid-to-late stages of their careers.
- Changing corporate site requirements are driving the need for larger acreage sites and infrastructure. Stormwater requirements, renewable energy options, site security, and changing communications and transportation related infrastructure are all adding to the complexity of well-suited sites and buildings for business operations.
- Broadening site selection criteria and processes include considerations of housing inventories, transportation, and childcare options to meet the needs of a reliable workforce.

Key Regional Business Park Hubs

Business parks in the region have a wide range of location characteristics to serve a wide range of economic needs. A business site analysis was developed to rank business park sites by key location characteristics including:

- Total contiguous acreage available
- Maximum site sizes currently available
- Total acres of undeveloped land within the park
- Access to labor within a 30-minute drive,
- Access to interstate highway system,
- Access to childcare
- Availability of larger undeveloped sites with appropriate zoning,
- Opportunity to significantly expand the site

This analysis was informed by key site selection priorities and rankings as reported by those engaged in facilities location and investment decision making. The regional database of available sites was analyzed to establish a list of ten sites with suitable characteristics to consider for further investment as regional-scale target-sector business locations.



Priority Business Park Areas	Acres
Beloit Gateway District	3,936[3]
Cottage Grove North	390
DeForest NW Employment District	877[2]
Janesville Employment District	8,793[2]
Madison East Metro Business Park	346
Madison SE Employment District	2,477[2]
Madison SW Employment District	2,886
Milton Employment District	3,123
Portage Columbia Power Park	1,395
Sun Prairie Business Park Expansion	595
Total	**24,818 acres**

Figure 4: Map showing distribution of priority business park areas relative to access to labor. Deepest red color indicates access to 300,00 or more workers while the lightest purple indicates access to 30,000 workers within a 30-minute drive.

While the site analysis was the basis of determination for the Priority Business Park Areas, it certainly does not suggest other business park areas are not strong candidates for development. As the needs of the regions Target Sectors are considered in their numbers of businesses, the nature of siting requirements and their potential numbers of expansions and new locations within the region, the Priority Business Park Areas are currently best suited to meet Target Sector needs. Each of the ten sites are served by urban services, are accessible to most of the workforce in the region, have some of the best transportation access, have larger adjoining acreages available, are experiencing growth and development in the area, and have potential to serve additional acreage. Each of the 10 areas possesses different characteristics to serve different target industries.

3 Lands have contiguous acreage but may be located within different municipal boundaries and/or different current zoning classifications. These sites may require many additional pre-development process steps prior to being prepared to offer long-term potential as a major development site for consideration.

For each identified site, a 7-page report is available detailing characteristics of each site or area – ownership, values, development status, industry, business & employment, TIF, net new construction, demographics within 30 minutes, demographics within 2.5 miles, commuting patterns and more.

Local Financial Capacity for Growth

Many municipalities within the region are experiencing high demand for economic growth but have reached their Tax Incremental Finance (TIF) limits. The 12% Rule stipulates the equalized value of the Tax Increment Districts in a municipality cannot exceed 12% of the total equalized value of the Community. TIF is commonly the only tool available to municipalities for the cost of predevelopment planning/entitlement and infrastructure needed to support economic development projects. The following 17 municipalities in our region have exceeded or are close to exceeding their ability to create new TIF districts based on the current 12% cap.:

- Arlington
- Belleville
- Cottage Grove
- Deerfield
- DeForest
- Fitchburg
- Footville
- Fox Lake
- Horicon
- Lake Delton
- Mazomanie
- Middleton
- Milton
- Monona
- Reeseville
- Rio
- Wisconsin Dells

Given the potential for the addition of quality growth, employment and tax base within the region, it is important to revisit the 12% rule and consider changes to Tax Incremental Financing that allow communities the opportunities to secure desirable private investment in employment centers.

Recommendations for Regional Growth

Research, **analysis,** and findings regarding the current state of the region's Target Sector's and potential for additional private investment in new and expanded facilities suggest significant opportunities for regional growth. The growth of existing firms and interest **by** new firms to the region continues to be strong. Among the key challenges are the region's preparedness to meet the market demands for readily available sites and buildings and meeting workforce requirements.

The following recommendations are key to realizing the regional potential in securing new facilities investments and growing employment in the region's Target Sectors which include the following industry clusters: Advanced Manufacturing; Bioscience; Healthcare; Information and Communications Technology; Agriculture, Food and Beverage (AFB); and Transportation, Distribution and Logistics (TDL).

Recommendations

1. **Maintain and Expand Regional Inventory of Readily Developable Sites**
   Current inventories of business sites and districts are needed to provide timely information for site search requests, as well as local economic development professionals, municipal officials and others engaged in the readiness of sites for business investment. Inventories should include measures of shovel-ready status and suitability to serve target-sector businesses and industries. The business sites typology developed for this report, entitled **Scale of Geographic Market Served,** should be employed, and updated on an ongoing basis to provide summaries of available site inventories suitable for businesses and industries serving local, regional, national and/or global markets.

   a) Maintain and further develop a regional site inventory, continuing to build out datasets regarding infrastructure, contiguous acres available, and other amenities and indicators of site preparedness and suitability to various markets. The inventory assembled for this report is based on readily available site and amenities data at a point in time (i.e., acreage, locational factors, workforce within 30-minute drive time, utilities, any site preparedness certifications). The inventory is dynamic and will require ongoing updates and maintenance to remain a credible source for decision-making as well as planning for the future supply and demand assumptions regarding regional business and industry growth. Facilitating local inputs, updates, verification, and access to local and regional summaries will require ongoing collaborations and commitment of resources across the region.

b) Monitor and further capacity to track absorption rates across the region annually. Current annual absorption rates for commercial/industrial sites across the region are difficult to compile and report with reasonable accuracy for the region. Better collection methods, compilation and analysis of absorption data would provide valuable inputs and understanding of site demand and available supply of suitable development sites within the region. It is recommended that a County-level pilot project be developed to utilize County tax records to track and report commercial/industrial site absorption by location, type of use, square footage, and project value.

c) Identify a minimum of four sites in the region most suitable for large regional or national/global scale economic development projects and proactively accelerate designated sites to being "shovel ready" as soon as possible. By focusing on the most readily available sites for larger scale projects, the region can maintain a competitive standing for large scale employment and facilities investments.

2. **Increase Capacity of Public and Institutional Entities in the Region to Invest in Sites, Infrastructure, and Site Amenities.**

There is a critical need to explore and expand local and regional public financing options and capabilities to improve regional competitiveness for private investment in the region. Well planned and executed public investments in site preparedness can reduce barriers to new investment and employment within the region. Business decision making is typically time sensitive and in need of high levels of certainty regarding the start of operations. Well-prepared sites require a combination of advanced planning, approvals, and well-timed public investments in needed infrastructure. Fast growing communities can often find themselves with significant opportunities for new employment and tax base but limited in financial capacity. The following recommendations address both regional and municipal level needs.

a) Establish a federally designated Economic Development District (EDD) hosted by MadREP encompassing the six counties currently not in an EDD: Dane, Rock, Jefferson, Dodge, Columbia, and Sauk counties. The MadREP region currently meets the Economic Development Administration (EDA) requirements for an EDD designation and would enhance the region's opportunities to access EDA grant funding in support of regional economic development.

b) Expand local public financing options and capabilities to improve competitiveness for private investment, such as increasing the 12% cap on TIF and the range of projects that may be funded with TIF.

c) Expand local and regional public financing options and capabilities for land banking key development areas. Explore and establish a regional landbank mechanism to allow advance planning for designated development areas and mitigate financial barriers of preparing and holding sites for future development.

d) Establish partnerships with regional county and municipal planning agencies to provide input on regional demand for economic land uses. Ongoing efforts to inform local land use decisions and foster inter-governmental cooperation can allow multi-jurisdictional land use decision making and funding of required local infrastructure.

3. **Increase Regional Workforce Capacity**

One of the key obstacles to the realization of regional growth opportunities is the current workforce dynamic. Open positions are a result of a combination of factors. The great retirement has affected the region as it has many other areas of the nation. Housing and rent costs have increased making it more difficult for new entrants to find affordable housing accommodations in proximity to employment opportunities. Mixed workforce locations (on site, distributed sites, remote, hybrid) each present different sets of transportation and childcare challenges/opportunities for workers.

The region possesses a high-quality labor force across many industries and specializations as noted in the occupational location quotients. But there are a growing number of opportunities that will require new entrants into the regional labor market. Attracting professionals in greater numbers to fill more specialized, experienced and skilled positions will be critical to future growth of the region's Target Sector clusters. Helping employers demonstrate and communicate messages of Diversity, Equity and Inclusion (DEI) within their organizations and the region as a whole can benefit the region with a consistent message of opportunity within the region.

Proximity to certain site amenities is also critical to the efficient functioning of an employment area – particularly housing affordable to the nearby workforce, reliable transportation, and childcare services. MadREP should partner with others to address these issues by exploring appropriate mechanisms for funding and providing greater access to these employment-related amenities.

a) Explore public/private partnerships that allow employers located within proximity to one another to pilot new collaborative approaches to childcare options. Pooling the underwriting of several seats for childcare within a designated locational area among groups of employers would allow greater flexibility in meeting employees' needs at a localized level. This would also reduce the burden on individual employees as it combines the needs of many with each employer participating in the larger pool of childcare spots.

b) Explore public/private partnerships that allow employers located within proximity to one another to pilot new collaborative approaches to transportation options. Group underwriting of van pools to and from designated locations would allow greater access to employees that are currently limited in their employment options due to lack of reliable transportation. This also has the potential to reduce the burden on any one employer as it combines the needs of many with each employer participating in the collaborative van pool.

c) Explore collaborative efforts with Target Sector employers actively engaged in Diversity, Equity, and Inclusion (DEI) recruitment efforts. Individual firms operating independently in their efforts report progress can be slow and collaboration could be a helpful way to market regional opportunities more broadly to new employees to the region.

d) Explore collaborative efforts with Target Sector employers actively engaged in Environmental, Social and Governance (ESG) efforts. Individual firms operating independently in their efforts report that greater clarity and the development of standards is needed. Collaboration could be a helpful way to assist many regional businesses as they demonstrate leadership in the developing ESG environment.

4. **Increase Regional Organizational Alignment**
   a) EDD designation will place MadREP in the role of monitoring regional economic development needs and working with local units of government, institutions, investors, businesses, and others to ensure those needs are met. It is critical that MadREP understand the interests of economic development partners and align those interests to meet the economic development needs of the region.

   b) MadREP should consider additional ways to increase its authority to act on behalf of regional economic development such as becoming a Chapter 59 regional industrial development agency.

   c) MadREP should begin a schedule of regular interactions with local units of government around the economic development needs of the region and the local unit's role in meeting those needs.

   d) MadREP should engage with other regional economic development entities, CARPC, WEDC and EDA to proactively maximize the Madison region's contribution to the state and national economies.

5. **Further Develop Regional Market Planning (Internal) and Presence (External)**
   a) Marketing of the region's economic assets should be founded on a current inventory of shovel-ready sites with amenities customized to the target-sector industries we wish to attract. Site availability and readiness should come before a marketing campaign is launched.

   b) Establish target-sector mixed-use employment districts that can be planned and managed in partnership with municipalities, property owners, businesses, developers, and brokers. With a district management plan aimed at providing valued target-sector amenities, the district can be branded and marketed.

   c) Update the Gold Shovel Certification standards to include categories of business parks reflecting geographic scale of market served and amenities to serve target-sector industries.

   d) Further develop site selector relationships with those focused on target sector industries and firms.

Marketing Plan

There are two key aspects to marketing the region – internal and external. The purpose of internal marketing for a regional economic development entity is to align public, institutional, private, and household interests around an agreed upon strategy and to coordinate the development and distribution of information related to those strategies to allow individual decisions to be made that support the agreed upon strategies. The purpose of marketing the region to an external audience is to attract resources and investment to the region that supports the regional development strategy.

The Region's Advance Now 2.0 Economic Development Strategy includes strategies to support the start-up and growth of all businesses in the region, with a focus on target sector industries as well as the talent and workforce pool to support that targeted growth. It also enunciates awareness and differentiation strategies for externally focused marketing and attraction of target sector facilities, Foreign Direct Investment (FDI), and talent.

The findings from this report reinforce the internal focus of growing the region's capacity for growth, region wide collaboration and network building strategies described in the Advance Now 2.0 document. This report's findings also suggest the external-facing strategies should change – at least in their timing and scope. The rationale for an external facing marketing campaign is to attract and secure new facilities, FDI and talent. This report suggests the region does not currently have an articulated value proposition and readily available range of products (sites, amenities, and housing stock) needed to approach a national market in a cost-effective manner. While the region has a substantial asset base and concentration of Target Sector employers and specialized workforce, it is critical that regional messages, inventories, and targeting be better aligned before making substantial investments in externally focused marketing efforts.

Project Background

Project Organization

Co-Contractors

Madison Region Economic Partnership (MadREP)
Jason Fields, CEcD, President & CEO
Kathy Collins, VP of Economic Development
Craig Kettleson, Enterprise Development Director
Jessica Reilly, Marketing & Communications Director
Jana Moore, Operations & Communications Specialist

Capital Area Regional Planning Commission (CARPC)
Steve Steinhoff, AICP, Agency Director
Sean Higgins, AICP, Senior Community Planner
Matt Noone, GIS Specialist

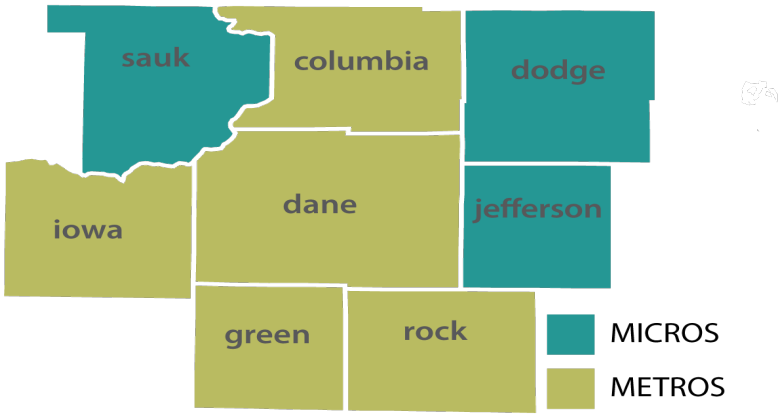
Consultants

Becker Professional Services, LLC
Gary Becker, CEcD Emeritus, President
Katrina Becker, Vice-President

Economic Growth Advisors
Mike Mathews, President
Ted Mathews, Sub-consultant

Project Overview

Madison Region Economic Partnership (MadREP) is the economic development agency for the eight-county Madison Region of South-Central Wisconsin. The MadREP Region includes 2 Metropolitan Statistical Areas (MSA's); Madison MSA – (Dane, Green, Iowa, and Columbia Counties) and Janesville/Beloit MSA – (Rock County). The other 3 counties are Standard Micropolitan Areas (Sauk; Dodge; and Jefferson).



Steering Committee

First Name	Last Name	Organization	Title	Sector
Chase	Brieman	CBRE	Senior Vice President	Broker
Pam	Christenson	Madison Gas & Electric	Director – Customer & Community Relations	Utility
Brad	Alexejun	Madison Gas & Electric	Economic Development Manager	Utility
Jeannie	Cullen Schultz	J.P. Cullen & Sons	Co-President	Construction
Brad	Elmer	Baker Tilly Municipal Services	Managing Director	Professional Services
Chad	Eschler	Findorff	Business Development	Construction
Anthony	Gray	Dane County Board of Supervisors	County Board Supervisor	Elected
Allison	Henke	UW Health	Director of Ambulatory Regional Services	Healthcare
Jason	Hogan	TDS	Mgr of Real Estate and Facilities	Information & Communications
Rich	Knudtson	TDS	Sr. Mgr. of Real Estate and Facilities	Information & Communications
Nate	Olson	Dodge County	Community Development Administrator	ED Pro - Dodge
Aaron	Olver	Managing Director	University Research Park	University
James	Otterstein	Rock County Development Alliance	Economic Development Manager	ED Pro - Rock
Coleman	Peiffer	Alliant Energy	Senior Business Attraction Manager	Utility
Jessica	Piatt	Old National Bank	Commercial RE Relationship Mgr	Finance
Jon	Warner	Dane County	Business Development	Indigenous
James	West	CBRE	Vice President	Broker

Sector Strategy for Economic Recovery

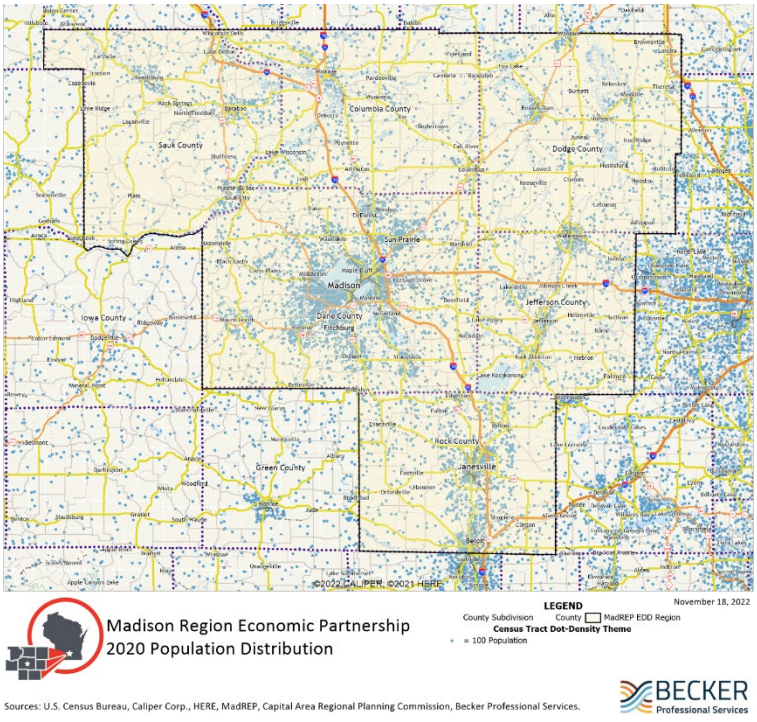
Regional Context

The Madison (Teejop) Region is the native land of the Ho-Chunk people, and Ho-Chunk Nation is one of Wisconsin's leading employers. In the Region, Ho-Chunk Gaming has an economic presence in Baraboo and Madison. The region has a rolling topography drained by the Wisconsin, Yahara, and Rock rivers with rich farmland. The topography was formed by the glaciers and their meltwaters and water remains an important part of the landscape. The western edge of the region, primarily in Sauk and western Dane counties was not affected by the glaciers (the "Driftless Region") and has a much more rugged topography which impacts human activity, including farming and commerce. Consequently, this area is less populated with less economic activity. The 6-county region is comprised of 36 cities, 63 villages and 135 towns.

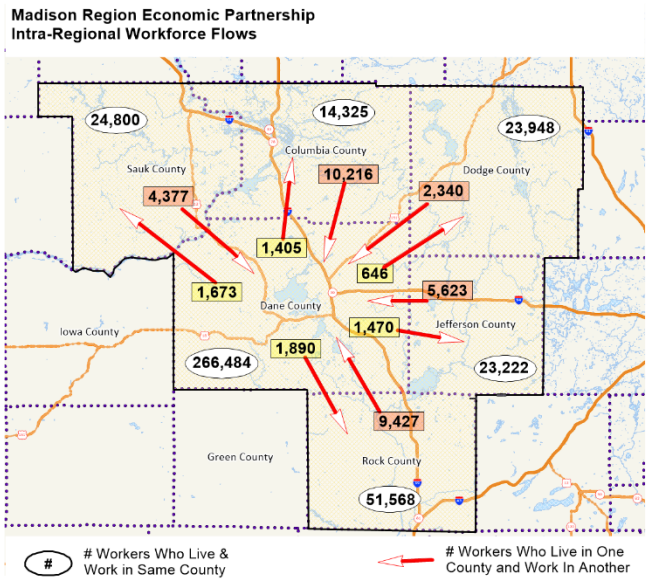
The region is anchored by the City of Madison which is the seat of state government as well as the state's highly rated university system. The University of Wisconsin-Madison is one of the top research universities in the United States and is one of the drivers of our regional economy spinning off business start-ups that grow into substantial businesses paying higher than average wages. The regional economy supports a population of nearly one million people (about 17% of the state's population) and is generally attracting more people from around the country and the world to participate in the region's economic growth.

Madison Region Population by County:					
County	2020 Population	2020 % of Region	2030 Projected Population	# Change	2030 % of Region
Columbia	58,488	6%	55,530	2,958	5%
Dane	563,951	56%	654,875	90,924	59%
Dodge	89,313	9%	87,650	1,663	8%
Jefferson	84,943	9%	86,818	1,875	8%
Rock	164,381	16%	162,815	1,566	15%
Sauk	65,697	7%	66,755	1,058	6%
Source: US Census Bureau July 2021 Data - Quickfacts					

Regional Workforce



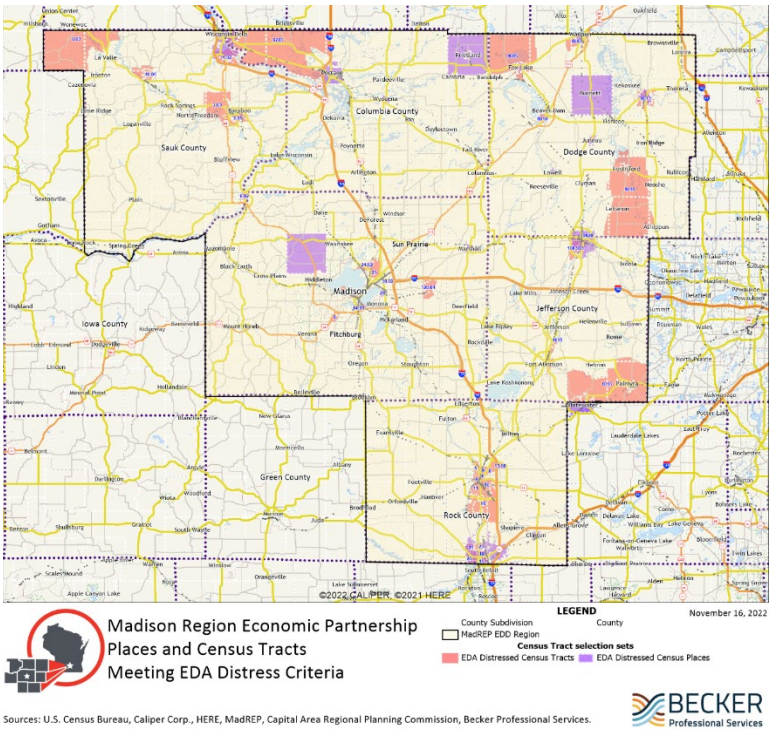
Despite these positive population trends overall, there are some more sobering statistics when you look closer. At the census tract level, a total of 34 tracts in the region had population losses from 2010 to 2020; nine of these are in Dane County, nine are in Rock County, five are in Dodge County, four in Sauk County, four in Jefferson County, and three in Columbia County (see map on following page). These losses pose a region-wide challenge in workforce development, especially since the Madison Region has a significantly high labor force participation rate when compared to like-geographies.



Source: Tables 1 & 2 Residence County to Workplace County Commuting Flows for the United States; 5-Year American Community Survey 2011-2015; US Census Bureau; Becker Professional Services LLC

The map above shows the distribution of the population across the region. The Madison area is the most densely populated part of the region, followed by Janesville and Beloit.

The core of the region is the City of Madison and the surrounding suburbs. The importance of the core to the periphery of the region is clear in the intra-regional workforce flows illustrated in the map to the right. Dane County provides employment for about 95% of the workers who live there, and it is the place of employment for a significant number of workers from other counties. Nearly 40% of all workers from Columbia County for example, work in Dane County. Generally, the other counties are providing 3 – 5 times the number of workers to Dane County as those commuting from Dane County.



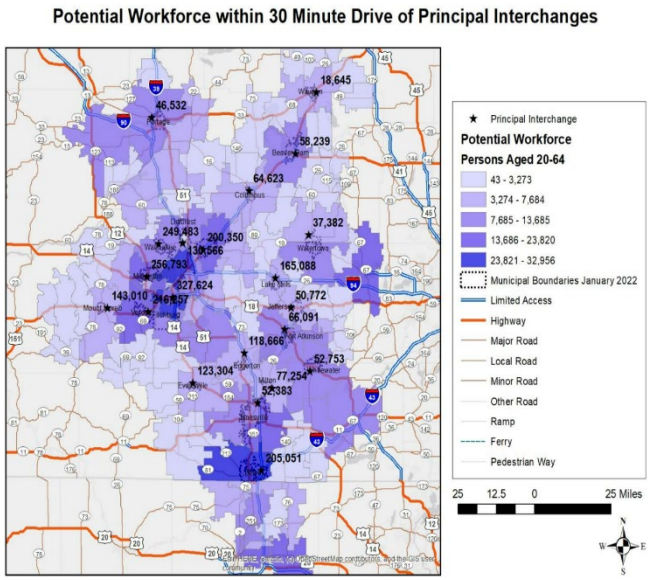


Table 1 Source: Capital Area Regional Planning Commission.

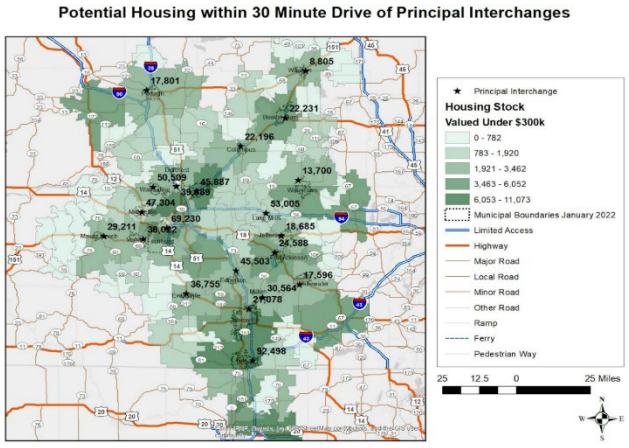


Table 2 Source: Capital Area Regional Planning Commission.

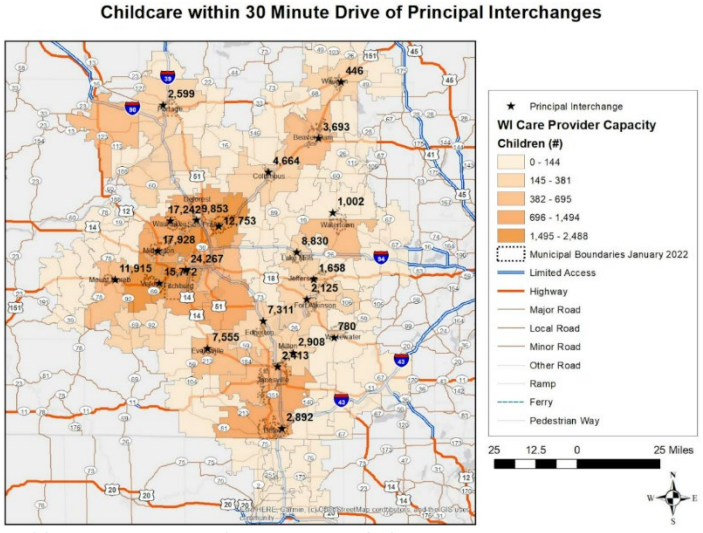


Table 3 Source: Capital Area Regional Planning Commission.

Regional Transportation

Efficient and low-cost mobility is one of the pillars of economically successful regions. The cost of access to mobility varies by location and depends upon the presence of public transit systems and other transportation options. The default mode of personal mobility in the United States is a personal vehicle and is nearly a pre-requisite for most employment opportunities in the MadREP region. In Wisconsin, 31% of the population are non-drivers - about 1.8 million people. This number does not count those who drive, but do not have access to a personal vehicle. This has tremendous impacts on who can participate in the workforce, the types of jobs that can be accessed and the wages that can be earned. Madison is in the process of building out a bus rapid transit system that will connect major employment centers from the northeast part of Madison – The American Center Business Park to University Research Park 2 on the southwest side.

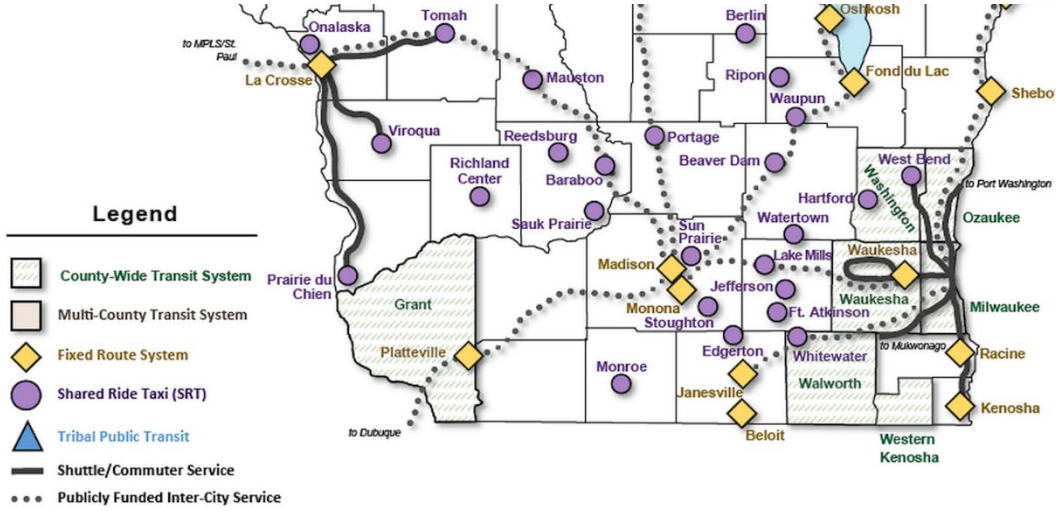


Figure 6: Areas served by public transit systems in the MadREP region. Source: Wisconsin Department of Transportation.

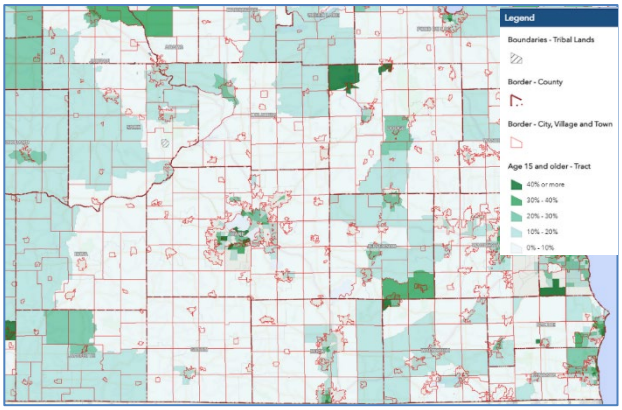


Figure 5: Distribution of non-drivers in the MadREP region.

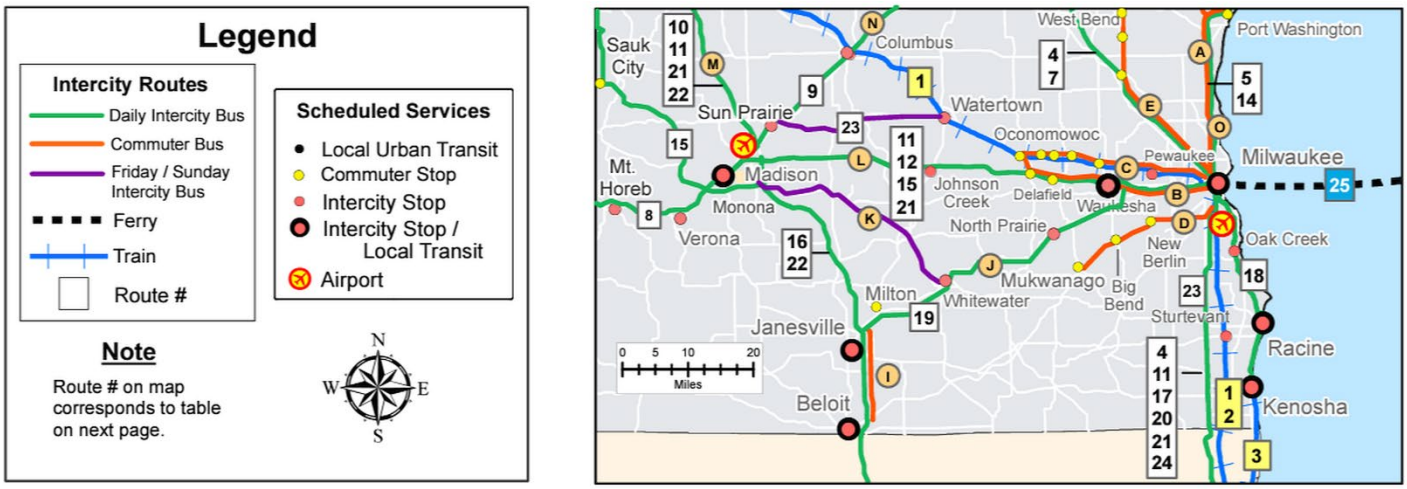
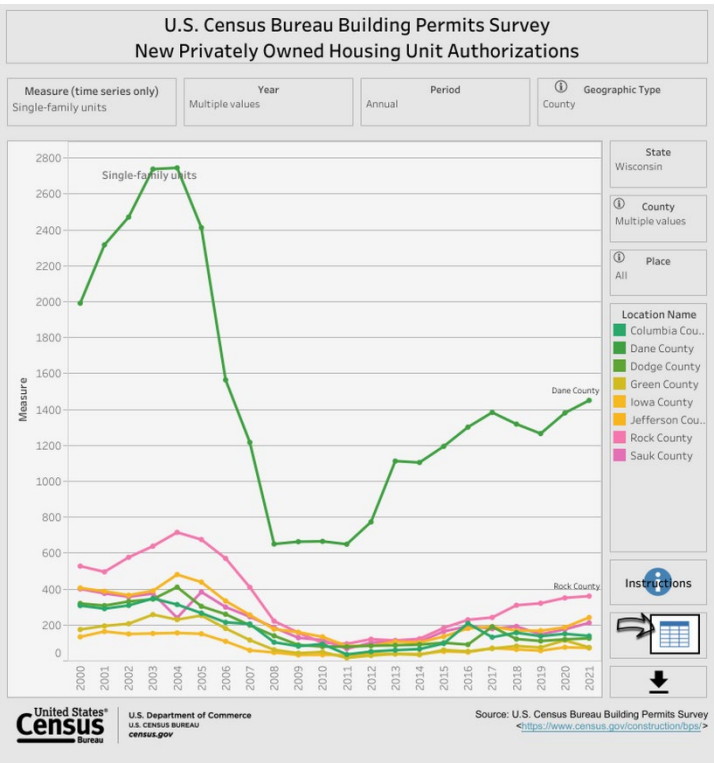


Figure 7: Intercity routes serving the MadREP region. Source: Wisconsin Department of Transportation, 2022.

Regional Housing

Dane County was producing 2,600 single family homes per year, until the 2008 recession.

- We have recovered only half of our previous annual single family production levels.
- Single family homes are now about 40% of the housing stock in most urban areas in Dane County
- Population growth is accelerating. The region needs to be producing a total of approximately 4,500 – 5,000 net new units per year to meet population growth projections of 100,000 additional people by 2030.
- Data tells us we are currently producing approximately an average of 1,500 single-family homes and 2,250 multifamily units per year.
- Until we can increase housing production to keep up with projected population growth, housing prices will likely continue to rise due to growing demand.



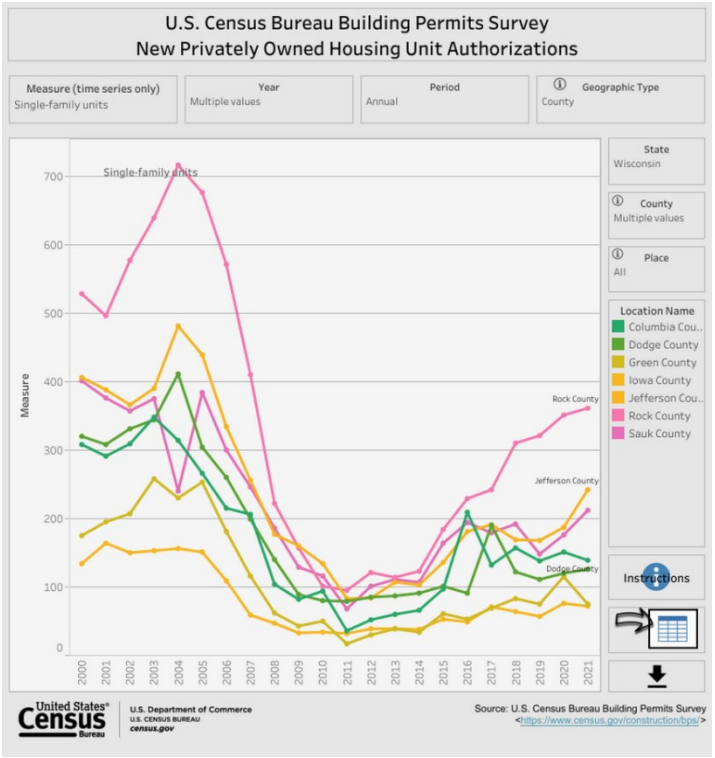


Table 4 Same data, excluding Dane County for scale.

Regional Economic Development Organization

The region's organization for economic development differs from other regions of the state. MadREP is a 501(c)(6) organization voluntarily organized under Chapter 189 of Wisconsin Statutes. It has a set of articles and bylaws but has no other statutory standing under Wisconsin law.

The U.S. Economic Development Administration (EDA) is the federal agency responsible for federal economic development policy. The EDA designates economic development districts (EDDs) to focus federal investment on regions with distress. Wisconsin has 7 EDDs, none of which include the MadREP region. All the EDDs in Wisconsin are hosted by a Regional Planning Commission.

In 1970 Governor Warren Knowles issued Executive Order (EO) No. 22 to establish a uniform system of state districts and create multi-county regional planning commissions. The districts described in the document formed the basis for establishing the boundaries for Wisconsin's RPCs. In 1970 the state Legislature passed legislation authorizing the governor to establish a regional planning commission (RPC) upon petition by local governments. RPCs were established according to the boundaries proposed in EO 22, except for Southwestern Wisconsin RPC which comprises only half of the originally conceived Southern Wisconsin RPC, and Dane County RPC, a single county of the remaining Southern District.

RPCs are granted the following functions:

- Research, data collection and analysis, map preparation.

- Prepare plans for the physical, social, and economic development of the region.
- Publicize findings and distribute reports.
- Advise local governments on regional planning problems and coordinate with them on common objectives.

The functions of an RPC are solely advisory as far as Wisconsin legislation is concerned, however RPCs may also take on federal responsibilities, particularly for transportation and water quality planning.

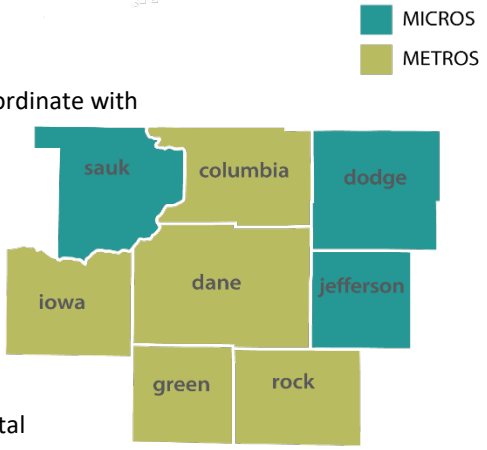


Figure 8: EDA-designated economic development districts in Wisconsin. Source - U.S. Economic Development Administration.

Governor Scott McCallum dissolved the Dane County Regional Planning Commission with EO No. 52 after being petitioned by dozens of Dane County units of government. Many of those petitioners negotiated terms for the formation of the Capital Area Regional Planning Commission (CARPC). Governor Doyle issued EO 197 in May 2007 formally establishing CARPC. CARPC's primary functions are water quality planning and preparing a Master Plan for the physical development of the region – a land use plan. CARPC's authority only extends to Dane County as other adjacent counties did not request or express interest to being part of a proposed regional planning commission that included them. In 2010 CARPC received significant federal funding from the Sustainable Communities Regional Planning Grant to develop a regional framework for sustainable development. CARPC also partners with and supports the work of the Madison Area Transportation Planning Board. This is one of three Metropolitan Planning Organizations (MPOs) in the MadREP region with federal authority to plan metropolitan transportation systems – the others are Janesville and Beloit. Those entities are supported by Rock County Planning, Economic and Community Development.

The Wisconsin Economic Development Corporation (WEDC) is the state agency responsible for economic development. They have designated 9 economic development districts. The MadREP region as far as WEDC is concerned is the 6-counties of Dane, Sauk, Columbia, Dodge, Jefferson, and Rock.

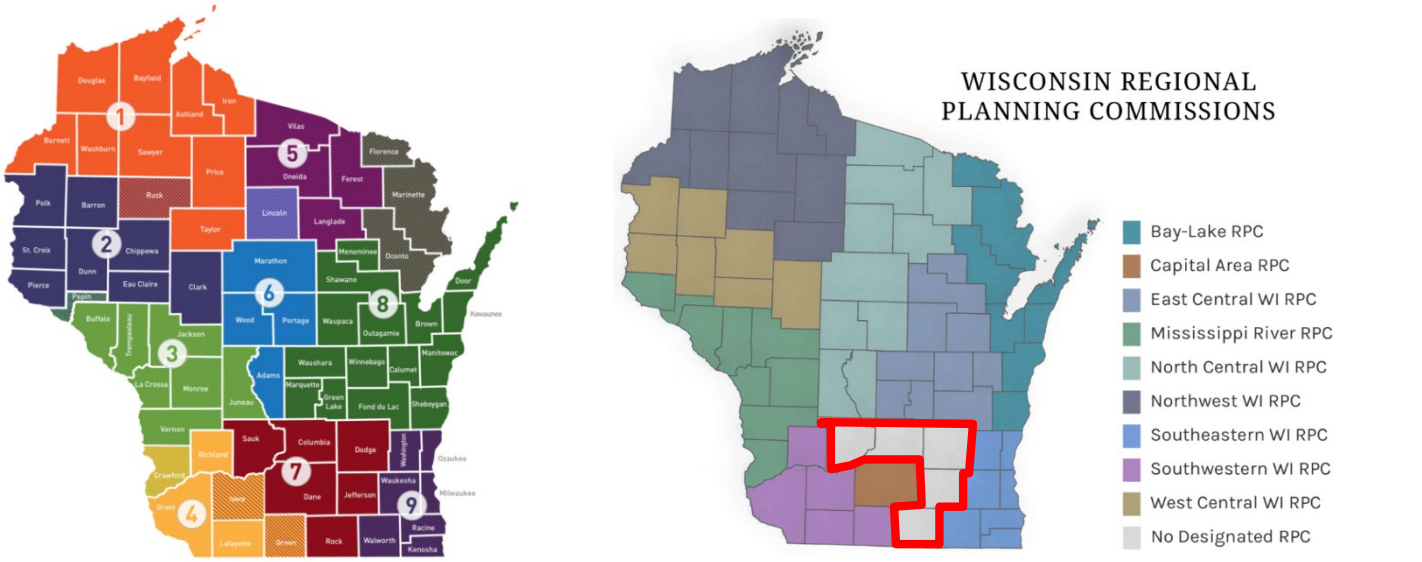


Figure 9: Maps showing the nine state-recognized regional economic development districts of Wisconsin and the regional planning commissions of Wisconsin. Source: Wisconsin Economic Development Corporation, Bay Lake Regional Planning Commission.

The MadREP region is only one of two economic development regions in Wisconsin that are not part of a federally designated EDD and the only economic development region not supported by an RPC. This lack of research, data collection/analysis and map preparation capacity significantly impact the ability of the region to coordinate regional economic needs with local jurisdictions.

Stakeholder Engagement

Purposes:

1. Engage regional stakeholders to collect current and accurate information regarding pandemic impacts to target sectors in the region and future inventory of larger-scale business sites suitable and ready for development, and
2. To build trust and mechanisms for mutual coordination, cooperation, and support to accomplish common goals related to maintaining a strong local and regional economy.

Twenty-seven interviews were conducted with economic development partners and stakeholders from around the region. The pool of interviewees was drawn from municipalities in the region as well as this project's Steering Committee. The municipal interviews occurred in the May -June 2022 period. Interviews with Steering Committee members took place in October 2022.

Summary Stakeholder Interviews

- Interviews generally confirmed the data we have collected and our analysis.
- Identified areas to consider for business park growth and development
  - McFarland, north along I 39
  - Sun Prairie, east along US 151, south along CTH N to Cottage Grove – north end has rail.
  - Whitewater, expand northeast business park to north and east
  - Beloit – expand Gateway to north, east and south
  - Waunakee – modest acres to east and north but not large sites.
  - DeForest looking west and north for growth.
  - Verona to the north and east.
  - Fitchburg to the southeast and southwest toward US 18/151 and US 14.
  - Watertown to the west.
  - Lake Mills to south and east.
  - Janesville – GM site, south
- Concerns about workforce availability.
  - The big question is "If they build it, will they find the workers?"
  - Lack of affordable housing exasperates workforce shortages.
  - Two employers in Dodge County are providing transportation for workers with Enterprise:
  - Access to transportation is a big issue in construction. Employees typically find their own way to the job.
  - Make communities a place where people want to be
  - Construction
    - The biggest challenge is being short on mid-career staff – Journeymen.
    - Typical crew:
      - 1 Foreman
      - 3 Journeymen
      - 1 Apprentice
      - These days apprentices typically outnumber Journeymen on a job.
    - Recruiting workers for heavy labor – brick layers, etc. is hard.
    - Region lost a project recently to Minneapolis due to concerns about Madison area workforce availability.
- Regional collaboration
  - Offered to provide regional perspective to local decision makers when updating or making plans impacting economic land uses.
  - Whitewater is served well by SEWRPC
  - Many municipalities expressed willingness to share digital utility system maps so MadREP is current on infrastructure capacity
  - Some areas towns actively restricting urban, other areas there are cooperative relationships.
- Economic development activity
  - Interest from firms in bioscience, energy, and distribution industries but most inquiries are for light manufacturing.
  - Interest in larger sites - Beloit a 150 acre request last week, Milton – Clasen's Quality Chocolate a 146-acre site, another one on 100 acres.

- Some municipalities will consider acquiring reasonable amounts of land for business park development (Sun Prairie, Whitewater, Stoughton, Milton, DeForest), although most will not and those that will prefer the private sector manage the supply of business sites.

- Development pattern trends
  - Denser and mixed-use developments with employment.
  - Some municipalities will no longer build out, but will build up – Middleton, Madison
  - Interest in larger sites due to environmental regulations, security, and growing scales due to the region's growth.
- Economic development challenges
  - Covid – small business
  - Labor shortages
  - Integration of immigrants into community and workforce
  - Supply chain
  - Responding to site selection requests for information – most will not respond, a few develop their own relationships to receive more tailored interest, just a couple of municipalities regularly respond to RFIs. When they do respond, there is no follow-up or response from their submittal.
  - Competition between municipalities and site selectors pitting one municipality against another.
  - Residential development is not keeping pace with business growth.
  - Lack of spec buildings – except Rock County where there are investors/brokers who will do spec buildings
  - Beyond TIF capacity (Milton, DeForest, Fitchburg, Middleton, Cottage Grove, Fox Lake, Footville)
  - Near TIF capacity (Horicon, Deerfield, Fitchburg, Mazomanie, Arlington)
- Impacts of Covid
  - Conversion of retail/commercial spaces to other uses
  - Fewer people engaging with work
  - More people who work from home
  - Residential land uses playing a greater role in local and regional economy
  - Explosion of Bioscience sector, pharmaceutical manufacturing
- Role of MadREP
  - Marketing sites, help filling industrial sites
  - Offer a robust, organized, and managed inventory of sites
  - Must be more than sending out RFIs
  - Lift 12% cap on TIF
  - Bring regional context to local decision makers
  - Provide staff and administration to county and local edos.
  - Map incentive overlays - Hub, Opportunity, NMTC, EDA, Rural Development, etc.
  - MadREP does not deliver the value economic development professionals and local governments expect.
  - Agree on data and communication
  - Stop doing magazine ads and focus on relationship building and direct print mail. Develop long-term campaigns and strategies, rather than swinging from one hot topic to another.
  - MadREP should be the regional repository of economic development data made readily available to the regions ED pros.
  - Outward facing and inward-facing roles for MadREP – be the regional mouthpiece in each direction.
  - Figure out how to talk about workforce in a non-university, non-biotech language. The two workforce development boards work well together.
  - Programming – if doing pilot projects, do them outside of Madison
  - WEDC and MadREP should not meet with companies without telling the local economic development organization (EDO) partner.
  - Site selection responses
  - Exporting assistance – companies and opportunities
  - Filter RFIs and respond to those that locals don't
  - Establish economic development endowment fund to support outer ring EDOs
  - Partner to help firms achieve diversity, equity, and inclusion (DEI) goals by increasing supply of diverse talent.

- Promote opportunities for workforce development & apprenticeships
- Offer sites for business that already address corporate ESG goals
- Need new messaging and brand. Employers ask what's the value?
- MadREP needs to expand its investor base, a new investor strategy as well as a staff strategy
  - MadREP needs to close the deal
  - Staff roles don't seem to be clearly defined or work off a common strategy.

- Strong need for affordable housing
  - It is difficult for developers to get funded because costs are rising faster than renter's ability to pay rent.
  - Need public support
  - Processes for approval of development need to be easier
  - Neighborhood opposition to large multi-family projects
  - Pay as you go TIF structures are a problem
  - One issue is the need to prove up rents – the size of a developer's debt is constrained by conservative assumptions of rent until the higher rents can be proven.
  - The region needs a non-TIF guarantee program to cover gap on real estate projects.
  - Dodge county is working on
    - 80-units in Horicon with ARPA funds
    - Reeseville – next to Specialty Cheese with childcare
  - New housing development is slow and not meeting demand.
  - Executives want more than the local market can offer in the way of housing.
- Availability of affordable childcare an issue across the region
  - Baker Tilly is working on a statewide childcare study for the Wisconsin Economic Development Institute.
  - Childcare is a priority focus of UW Health. Many of their employees live in childcare desserts. The clinic in Platteville established space for childcare, but they could not find employees to staff it.
  - Nate Olson is part of an initiative in Dodge County with employers around childcare. Dodge county is a childcare dessert.
  - Talking to Beaver Dam about putting day care into the industrial park.
  - A big issue is childcare for 2nd & 3rd shifts.
- Intermodal center under discussion for GM site in Janesville
  - Existing infrastructure to support it.
  - Local concerns about whether this is the desired land use for central city.
- Seeing growth in food, plastics, and metal fabrication industries (Rock County)
- Site selection begins with online quality data
- Success factors for economic developers are preparation, opportunity, and timing.
- Increase in site selectors looking to satisfy corporate Environmental and Sustainability Goals (ESG).
  - American Family, Exact Sciences and others are collecting gray water for reuse – even for vertical farming.
  - EuroFins – solar panels
  - For many of Findorf's clients, buying credits works better than developing their own systems – particularly life sciences where there is high power consumption
  - Food processing industries significantly reduce water footprints.
  - Foremost Farms – new facility (leased, existing) in Middleton, landlord is installing solar panels at the company's request.
  - Baker Tilly – solar panels along interstate
  - Most new projects want to be environmentally conscious.
  - Lab space and food companies are high power users and are becoming more insistent on renewable sources.
  - ESG must strike a balance:
    - Cost – don't disrupt cost structure too much
    - Risk – mitigate risk of future impacts
    - Ethos – attract customers & employees
  - TDS is putting a lot of work into ESG, particularly electric fleet vehicles.

- Two solar farms are going into Dodge County
  - Lomira – 100 mw, part of a site designated for industrial land uses next to Class 1 rail
  - Beaver Dam – near Commerce Park in Town – ¾ mile outside City.
- Integrate renewables on site

- Issues problematic for development of business park land:
  - Stormwater management – costs are high, but many companies appreciate the added resilience and reduction of risk.
  - Fire protection access requirements chews up additional land.
  - Soil topography and conditions.
  - Madison is tightening parking and density requirements – making it harder to accommodate business growth.
  - Some communities lost local expansion projects due to the cumbersome nature of securing development entitlements.
- Diversity, Equity, and Inclusion (DEI)
  - Education gap appears to drive problems achieving diversity goals in bioscience.
  - Talent is strong in Madison, but it is not diverse:
  - Need leadership on this, region is not organized.
  - A bioscience firm is spending time documenting what they are doing to meet diversity goals and despite putting lots of effort in, they can't get the results they seek. This must be a unified regional approach, not company by company.
  - A group of investor-owned utilities in Wisconsin get together to promote careers in energy and change corporate culture. High School Career Ambassadors Program
  - TDS has a heavy DEI emphasis
    - 16 – 24 age group offers summer jobs and internships
    - Dabbling with an apprenticeship program
  - The Manufacturers Business Alliance (Dodge County) offers school tours of local firms to give kids experience with business and industry.
- Most new projects are local expansions and not new firms attracted to the region.
- Large business parks serving regional, national, or global markets are seeing average site sizes increase.
- Shortage of land and building space across the region:
  - Demand for spec lab space is through the roof. Lack of ready-to-go lab space is constraining the growth of this target sector and resulting in the loss of jobs and investment to other regions.
  - Good for the struggling office market – conversions to lab
    - Example of a local company expanding this way with a $100 million project.
  - 15 projects with no place to go representing about 1 million s.f. of space.
  - There is demand for another 4 million square feet of space in the works
  - Findorf is not doing very much spec building construction. Others that are include:
    - Riley Construction on east side
    - Interstate Partners in Sun Prairie
    - Big Milwaukee industrial development firms working in Rock County
  - All spec buildings seem to be leasing fast.
  - Site needs are getting larger (Arrowhead Pharmaceuticals could not fit – even in the new URP II)
  - Need for predictable and speedier considerations of urban service area amendments.
  - MG&E territory does not have any mega sites.
    - Westport site
    - Former Oscar Myer site
    - East Metro business park is their highest priority
      - Needs interchange (note: my observation based on future land use is that there isn't enough here to justify the expense of an interchange. Need greater economic land uses or serve larger area. Can internal connections to existing interchange be made rather than a new interchange.)
  - Madison has the lowest multi-family vacancy rate in the US – 1.4%

- There is only 6,000 sf of available lab space in our market.
- The industrial vacancy rate is right around 2%.

- Supply chain issues are impacting the growth of our regional economy:
  - The life sciences industry requires stability and reliability for service - transformers for substations are facing an 18-month delay in delivery – companies can't tolerate this delay.
- Positive reception to the idea of a regional guarantee fund to reduce the risk of holding land or developing spec buildings
  - Potential funding opportunity through land value capture (see Lincoln Institute https://www.lincolninst.edu/publications/articles/value-capture)
  - Further discussion among finance and real estate stakeholders
- Impact of pandemic
  - Healthcare
    - UW Health learned during the pandemic that some partner clinics could not support tele-medicine
      - Issues with Epic software and internal structures
      - Led to terminating services in Dodgeville
    - Covid helped push UW Health to innovate
      - It was a good disrupter, and the system is overall better off due to the pandemic:
        - Tele-medicine - pre-pandemic Wisconsin could not get approved by Medicare for tele-medicine visit reimbursements. The public health emergency of the pandemic is what allows reimbursement. What happens when the public health emergency is over?
        - Care protocols
        - Employee relations and flexibility
      - The downside is wondering where all the people went. Not enough people to get things done.
        - Remote workers – UW Health had to research 50 state laws regarding licensing for remote service providers.
      - Covid also shed light on the importance of regional hospitals and partnerships/collaborations with other health service providers. Managing bed capacity across the region was critical – particularly ICU beds.
      - There are some employer-based clinics in the UW system – e.g., Sub Zero, but not many. UW Health's partner organization in northern Illinois has more of them.
      - Transportation to medical visits is a huge area of opportunity for improving access to healthcare.
  - Telcomm
    - Created challenges regarding entering people's homes. TDS introduced an app that facilitated service without service people having to physically enter home.
    - Remote working
      - Prior to Covid, 900 were in the office
      - Now, about 200 are in the office
      - TDS gave back floor space
      - Flexibility in work has really opened the talent pool and has been a huge benefit to TDS – the location of workers no longer much of an issue.
    - Supply Chain
      - Long lead times to begin with from China of 16 – 20 weeks is now 54 – 67 weeks. It seems to be improving slightly. This increases the need to stockpile and adds warehousing costs. Many of the supply issues relate to chip shortages.
  - Construction
    - The pandemic improved Cullen's flexibility.

Target Sector Updates

Updating Sector Reports

The focus of the Sector Strategy for Economic Recovery project is to update and re-calibrate the region's strategy for economic recovery related to changes and impacts driven by the Covid 19 pandemic. Industries, businesses, communities, and individuals have all been affected in varying degrees by the challenges of the past three years. The updated regional strategy has been driven by the Target Sectors as identified within the Advance Now 2.0 (2019 - 2024 Comprehensive Economic Development Strategy) (CEDS) and 2019 MadREP Target Sector Abstracts: Advanced Manufacturing Industry Cluster; Bioscience Industry Cluster; Healthcare Industry Cluster; Information and Communications Technology Industry Cluster; Agriculture, Food and Beverage Industry Cluster.

In addition to the 5 original Target Sectors noted above, the project team has added Transportation, Distribution and Logistics (TDL) as a sixth Target Sector for the Region. The growth of this Sector has accelerated over the past several years and has had a large impact on the demand for larger acreage sites in the region. Although it is unlikely our region will do more than meet our expected coverage for this sector due to our geographic position relative to national markets, supply chain issues and a growing region in need of goods suggest this sector should be a target to ensure we have sufficient sites and amenities to meet this sector's needs.

It should be noted that each Target Sector is comprised of combinations of 6 digit North American Industry Classification System (NAICS) codes. The codes included in each Sector are listed in the Appendix to this report. To better understand the units of measure, Sectors are made up of many industry classifications. Within each of the industry classifications, we have varied numbers of business establishments in our region that fit within the industry classifications.

Most of the Region's target sector companies and industries have strengthened their positions in our regional economy over the past decade. Many of our target industries are stronger today than 10 years ago relative to the national economy.

The following charts present a summary of the target sector data updated by this effort. Full updated tables are included as an appendix to this document. Some tables presented here were not in the original sector reports as they were focused on individual sectors and did not present a higher-level summary across sectors.

Regional Impact from Target Sector Buying & Selling MadREP 6-county Region

Sector Description	Industry Sales to Region	Industry Purchases Within Region	Industry Purchases From Outside of Region	Total Industry Purchases
Agriculture, Food & Beverage	$119,985,697	$6,233,284	$53,041,101	$59,274,385
% of Total		11%	89%	100%
Advanced Manufacturing	$655,242,780	$686,261,188	$2,431,577,388	$3,117,838,576
% of Total		22%	78%	100%
Bioscience	$205,404,527	$124,443,284	$207,059,658	$331,502,943
% of Total		38%	62%	100%
Healthcare	$885,149,149	$438,439,636	$64,113,355	$502,552,991
% of Total		87%	13%	100%
Transportation, Logistics & Distribution	$27,464,426	$296,730,061	$326,728,494	$623,458,555
% of Total		48%	52%	100%
Information, Communications & Technology	$1,236,855,387	$1,995,977,946	$638,896,511	$2,634,874,457
% of Total		76%	24%	100%

Figure 10: Regional Impact from target sector Buying and Selling. Source: EMSI, Capital Area Regional Planning Commission, Becker Professional Services.

This chart shows a summary of each target sector's sales to other target sector establishments within the region, the purchases those establishments make from the region, and purchases made from outside the region (imported). Healthcare and ICT rely the most upon the availability of quality inputs – primarily labor, from the MadREP region.

The following table breaks this down in greater detail, showing the industries that form the primary inputs for each target sector and their respective purchases from within the region and outside the region. The greater the purchases made within the region, the greater the economic impact on the region.

Breakdown of Target Sector Purchases by Major Inputs to Each Sector, In-Region and Imported, 2021; MadREP 8-county Region

Purchases from	In-region Purchases	External Purchases	Total Purchases
Information, Communications and Technology			
Corporate, Subsidiary, and Regional Managing Offices	$247,407,919	$28,825,852	$276,233,771
Software Publishers	$237,528,685	$483,208	$238,011,893
Temporary Help Services	$181,342,539	$2,913,674	$184,256,213
Wired Telecommunications Carriers	$138,813,964	$6,604,251	$145,418,215
Internet Publishing and Broadcasting and Web Search Portals	$42,610,051	$73,307,847	$115,917,898
Agriculture, Food & Beverage			
Animal Production	$490,777,762	$1,300,082,075	$1,790,859,837
Cheese Manufacturing	$678,412,624	$56,243,414	$734,656,037
Crop Production	$100,572,681	$237,465,162	$338,037,843
Corporate, Subsidiary, and Regional Managing Offices	$165,633,803	$102,226,684	$267,860,487
Other Animal Food Manufacturing	$41,312,645	$207,547,564	$248,860,209
Healthcare			
Direct Property and Casualty Insurance Carriers	$104,013,093	$17,903,892	$121,916,985
Direct Health and Medical Insurance Carriers	$76,509,981	$19,401,936	$95,911,916
Petroleum Refineries	$0	$76,267,039	$76,267,039
Temporary Help Services	$63,593,837	$7,906,152	$71,499,990
Plumbing, Heating, and Air-Conditioning Contractors	$62,453,005	$263,805	$62,716,810
Transportation Distribution & Logistics			
General Warehousing and Storage	$38,644,168	$39,151,494	$77,795,662
Couriers and Express Delivery Services	$36,492,084	$40,496,933	$76,989,017
Corporate, Subsidiary, and Regional Managing Offices	$46,546,757	$21,970,575	$68,517,332
Freight Transportation Arrangement	$12,043,746	$45,099,235	$57,142,981
Temporary Help Services	$43,523,376	$5,516,389	$49,039,766
Bioscience			
Drugs and Druggists' Sundries Merchant Wholesalers	$61,546,869	$112,686,505	$174,233,375
Corporate, Subsidiary, and Regional Managing Offices	$147,182,643	$26,516,604	$173,699,247
Biological Product (except Diagnostic) Manufacturing	$108,060,706	$866,607	$108,927,313
All Other Basic Organic Chemical Manufacturing	$30,008,109	$26,766,896	$56,775,005
Petrochemical Manufacturing	$1,930,771	$52,974,746	$54,905,517
Advanced Manufacturing			
Animal Production	$369,560,752	$1,011,293,738	$1,380,854,490
Cheese Manufacturing	$677,438,074	$55,755,473	$733,193,546
Corporate, Subsidiary, and Regional Managing Offices	$106,983,684	$91,356,871	$198,340,554
Other Grocery and Related Products Merchant Wholesalers	$44,800,409	$83,653,550	$128,453,960
General Line Grocery Merchant Wholesalers	$27,055,260	$98,275,753	$125,331,013

Figure 11: Breakdown of Target Sector Purchases by Primary Inputs to Each Sector. Source: EMSI, Capital Area Regional Planning Commission, Becker Professional Services.

The following table shows how each target sector's gross regional product (GRP) is derived. The GRP is an indicator of the net contribution to our regional economy. It consists of the net earnings of each component industry, plus property income derived from operations, plus taxes paid to the region, minus any subsidies provided. Ag, Food & Beverage, and Advanced Manufacturing tend to have more property income relative to earnings than the other sectors. All sectors are reasonably similar in terms of taxes and subsidies in the 2% - 5% range.

Gross Regional Product of Target Sectors MadREP 6-county Region

Sector Description	2021 Industry Earnings	2021 Property Income	2021 Taxes	2021 Subsidies	2021 Gross Regional Product
Agriculture, Food & Beverage	$827,961,602	$815,395,640	$86,506,102	-$35,231,114	$1,694,632,230
% of Total	49%	48%	5%	-2%	100%
Advanced Manufacturing	$2,717,975,798	$2,960,649,002	$190,885,968	-$150,602,696	$5,718,908,071
% of Total	48%	52%	3%	-3%	100%
Bioscience	$1,685,651,266	$990,896,962	$119,844,021	-$113,443,081	$2,682,949,167
% of Total	63%	37%	4%	-4%	100%
Healthcare	$9,001,299,902	$3,599,189,836	$430,840,799	-$340,949,106	$12,690,381,431
% of Total	71%	28%	3%	-3%	100%
Transportation, Logistics & Distribution	$981,115,123	$141,811,034	$32,252,919	-$43,316,695	$1,111,862,381
% of Total	88%	13%	3%	-4%	100%
Information, Communications & Technology	$14,995,842,308	$5,788,116,976	$779,141,041	-$405,755,588	$21,157,344,737
% of Total	71%	27%	4%	-2%	100%

Figure 12: Gross Regional Product Breakdown of Target Sector Output. Source: EMSI, Capital Area Regional Planning Commission, Becker Professional Services.

Regional Demand Met by Target Sectors MadREP 6-county Region

Sector Description	Demand met Within-Region	Demand met Out of Region	Total Demand
Agriculture, Food & Beverage	$1,280,873,211	$2,300,310,924	$3,581,184,135
% of Total	36%	64%	100%
Advanced Manufacturing	$1,743,496,180	$5,004,163,878	$6,747,660,058
% of Total	26%	74%	100%
Bioscience	$1,456,934,603	$1,592,045,326	$3,048,979,929
% of Total	48%	52%	100%
Healthcare	$9,768,589,491	$3,441,336,109	$13,209,925,600
% of Total	74%	26%	100%
Transportation, Logistics & Distribution	$1,546,816,853	$1,811,072,862	$3,357,889,715
% of Total	46%	54%	100%
Information, Communications & Technology	$19,384,497,766	$8,247,575,432	$27,632,073,199
% of Total	70%	30%	100%

Figure 13: Regional Demand Met by Target Sectors. Source: EMSI, Capital Area Regional Planning Commission, Becker Professional Services.

Figure 6 shows how much of our regional demand for goods and services is met by regional establishments within our target sectors. Although our region is a significant agricultural producer, our region's Ag, Food & Beverage sector only produces about a third of our region's demand – about 2/3rds of our regional demand is imported from elsewhere. This is a resilience issue for our region,

particularly considering recent supply chain issues. Nearly 3/4ths of regional demand for healthcare and ICT services are met by firms within the region.

Regional Economic Multipliers for Target Cluster Sectors, MadREP 6-County

Sector Description	Sales Multiplier	Jobs Multiplier	Earnings Multiplier
Agriculture, Food & Beverage	1.452	1.873	1.783
Advanced Manufacturing	1.439	1.768	1.567
Bioscience	1.635	2.142	1.583
Healthcare	1.676	1.725	1.509
Transportation, Logistics & Distribution	1.508	1.377	1.343
Information, Communications & Technology	1.705	1.878	1.581

Figure 14: Regional Economic Multipliers by Target Sector. Source: EMSI, Capital Area Regional Planning Commission, Becker Professional Services.

Multipliers are a way of measuring the effect that a purchase from one sector has on other sectors. For example, a sales multiplier of 1 indicates that a $1 purchase will result in $1 of sales to the region – essentially no additional impact. In this case, the firm making the sale is not spending the revenue in the region. A multiplier of 1.5 indicates that for every $1 of sales made in that sector, another .50 cents in sales is generated in the region due to a portion of the original sale being spent in the region and generating additional sales. The same concept applies to jobs and earnings. All our target sectors have regionally beneficial multipliers. ICT has the largest multiplier for sales, Bioscience for jobs, and Ag, Food and Beverage for earnings. This table makes clear why we want a portfolio of target sectors to achieve greater balance in how our regional economy performs.

Summary of Jobs and Earnings per Job by Target Sector – 2021 and 2032 Projected, MadREP 8-county Region

Sector	2021 Jobs MadREP	% Above National average	2032 Jobs MadREP	# Change	% Change MadREP 2021 - 2032	Nation % Change 2021 - 2032	Average Earnings per Job 2021 MadREP	Average Earnings per Job 2021 Nation	% Difference MadREP vs Nation
Information Communications and Technology	39,073	37%	43,347	4,275	10.9%	11.4%	$119,002	$153,135	(28.7%)
Healthcare	34,604	17%	37,504	2,900	8.4%	6.2%	$91,916	$85,213	7.3%
Agriculture, Food & Beverage	26,835	54%	27,450	616	2.3%	4.9%	$63,174	$65,331	(3.4%)
Bioscience	17,981	32%	21,840	3,859	21.5%	10.2%	$112,887	$148,980	(32.0%)
Transportation, Distribution & Logistics	15,605	36%	16,269	664	4.3%	13.3%	$66,991	$72,336	(8.0%)
Advanced Manufacturing	15,486	50%	15,275	(211)	(1.4%)	3.5%	$75,078	$74,024	1.4%

Figure 15: Summary of Jobs and Earnings per Job by Target Sector – 2021 and 2032 projected. Source: EMSI, MadREP, Becker Professional Services.

The table above summarizes our target sectors by the numbers of jobs in 2021, the projected number of jobs in 2032, average earnings in 2021 and comparisons to the nation. Note the geographic coverage of this table is different from the previous tables. ICT accounts for the greatest number of jobs in our region. The region's largest firm in this sector is Epic, which continues to add jobs at a brisk pace. This sector also has the highest average earnings per job, although earnings in our region are below what other regions with this sector experience. Bioscience is the sector with the next highest earnings per job. Healthcare and Bioscience are also projected to continue with robust growth, outpacing the national averages in these sectors.

Top Regional Businesses in Target Sectors, MadREP 8-county Region

Sector/Business Name	Industry Name	Approximate Business Size
Information, Communications & Technology		
St Mary's Laboratory Department	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology) (541715)	2,000
TDS Telecommunications Corporation	Telecommunications Resellers (517911)	2,610
It Acetters	Other Electronic Parts and Equipment Merchant Wholesalers (423690)	555
PPD	Research & Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology) (541715)	550
Agriculture, Food & Beverage		
Kerry	All Other Miscellaneous Food Manufacturing (311999)	700
Associated Milk Producers Inc	Dairy Product (except Dried or Canned) Merchant Wholesalers (424430)	444
Link Snacks Inc	Meat Processed from Carcasses (311612)	400
Richelieu Foods Inc	All Other Miscellaneous Food Manufacturing (311999)	350
Hormel Foods Corp	All Other Miscellaneous Food Manufacturing (311999)	300
Healthcare		
University Of Wisconsin Hospital & Clinics	General Medical and Surgical Hospitals (622110)	8,877
Unity Point Health Meriter Psychiatry	General Medical and Surgical Hospitals (622110)	3,400
Mercy Hospital and Trauma Center	General Medical and Surgical Hospitals (622110)	1,686
Middleton Memorial Veterans Hospital	General Medical and Surgical Hospitals (622110)	1,210
Monroe Clinic	General Medical and Surgical Hospitals (622110)	998
Transportation Distribution & Logistics		
Ryan Brothers Ambulance	All Other Transit & Ground Passenger Transportation (485999)	300
A & H Inc	General Freight Trucking, Long-Distance, Truckload (484121)	167
Ball Corp	Packaging and Labeling Services (561910)	150
Skinner Transfer Corporation	General Freight Trucking, Long-Distance, Truckload (484121)	140
Dane County Regional Airport-Truax Field	Other Airport Operations (488119)	118
Bioscience		
St Mary's Laboratory Department	Research & Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology) (541715)	2,000
GE Lunar Corp	Surgical and Medical Instrument Manufacturing (339112)	700
PPD	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology) (541715)	550
Bell Laboratories Inc	Pesticide and Other Agricultural Chemical Manufacturing (325320)	450
Aprilaire	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers (423450)	300
Advanced Manufacturing		
Mayville Engineering Company Inc	All Other Miscellaneous General Purpose Machinery Manufacturing (333999)	3,000
Metalcraft Of Mayville Inc	All Other Miscellaneous Fabricated Metal Product Manufacturing (332999)	700
Cummins Emission Solutions	Other Motor Vehicle Parts Manufacturing (336390)	480
Thermo Electron	All Other Miscellaneous General Purpose Machinery Manufacturing (333999)	450
Link Snacks Inc	Meat Processed from Carcasses (311612)	400

Figure 16: Top Regional Businesses by Target Sector, 2021. Source: EMSI, MadREP, Becker Professional Services.

Target Sector Industry Employment by Race/Ethnicity, 2021; MadREP 8-county Region

Race/ Ethnicity	White		Hispanic or Latino	Black or African American	Two or More Races	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
Information, Communications & Technology							
2021 Jobs	32,829		1,693	935	539	68	27
2021%	84.0%		4.3%	2.4%	1.4%	0.2%	0.1%
Agriculture, Food & Beverage							
2021 Jobs	21,348		1,080	465	221	92	13
2021%	79.6%		4.0%	1.7%	0.8%	0.3%	0.0%
Healthcare							
2021 Jobs	29,781		1,583	640	530	47	8
2021%	86.1%		4.6%	1.8%	1.5%	0.1%	0.0%
Transportation Distribution & Logistics							
2021 Jobs	12,985		1,005	248	239	53	10
2021%	83.2%		6.4%	1.6%	1.5%	0.3%	0.1%
Bioscience							
2021 Jobs	15,084		810	674	272	34	10
2021%	83.9%		4.5%	3.8%	1.5%	0.2%	0.1%
Advanced Manufacturing							
2021 Jobs	12,130		547	281	143	33	6
2021%	78.3%		3.5%	1.8%	0.9%	0.2%	0.0%

Figure 17: Target Sector Industry Employment by Race/Ethnicity, 2021. Source: EMSI, MadREP, Becker Professional Services.

Target sector employment by race/ethnicity is shown above. There is strong interest by many employers to increase the diversity of their workforce. The Bioscience sector has particularly been engaged in initiatives to diversify employment, which is reflected in this data. A similar breakdown by age is shown below. Some warning signs for our economy are evident in that several of our target sectors have nearly half of their workforce in late career and less than 10% in early career.

Target Sector Age Breakdown, 2021; MadREP 8-county Region

Employment by Age Group

	14-18	19-24	25-34	35-44	45-54	55-64	65+	Early Career	Mid-Career	Late-Career
Information, Communications and Technology										
2021 Jobs	283	5,042	12,502	9,262	6,377	4,428	1,179	**5,325**	**21,764**	**10,805**
2021 Percent	0.7%	12.9%	32.0%	23.7%	16.3%	11.3%	3.0%	**13.6%**	**55.7%**	**27.7%**
Agriculture, Food & Beverage										
2021 Jobs	775	2,150	5,349	5,522	4,933	5,640	2,467	**2,925**	**10,871**	**10,573**
2021 Percent	2.9%	8.0%	19.9%	20.6%	18.4%	21.0%	9.2%	**10.9%**	**40.5%**	**39.4%**
Healthcare										
2021 Jobs	346	2,612	8,789	8,364	6,942	6,361	1,189	**2,959**	**17,153**	**13,303**
2021 Percent	1.0%	7.5%	25.4%	24.2%	20.1%	18.4%	3.4%	**8.6%**	**49.6%**	**38.4%**
Transportation, Distribution & Logistics										
2021 Jobs	361	1,507	2,843	2,927	3,273	3,472	1,223	**1,868**	**5,770**	**6,745**
2021 Percent	2.3%	9.7%	18.2%	18.8%	21.0%	22.3%	7.8%	**12.0%**	**37.0%**	**43.2%**
Bioscience										
2021 Jobs	77	1,641	5,309	4,337	3,416	2,565	636	**1,718**	**9,646**	**5,981**
2021 Percent	0.4%	9.1%	29.5%	24.1%	19.0%	14.3%	3.5%	**9.6%**	**53.6%**	**33.3%**
Advanced Manufacturing										
2021 Jobs	233	1,275	3,030	3,138	3,462	3,468	880	**1,508**	**6,168**	**6,931**
2021 Percent	1.5%	8.2%	19.6%	20.3%	22.4%	22.4%	5.7%	**9.7%**	**39.8%**	**44.8%**

Figure 18: Target Sector Employment by Age and Career Stage, 2021 Early Career is 14 – 24, Mid-Career is 25 – 44, and Late Career is 45 - 64. Source: EMSI, MadREP, Becker Professional Services.

Top 25 Occupations Employed in Region, 2021: MadREP 8-county Region

Major Occupation Group	Total Employment in Region	Location Quotient	Mean Annual Wage
Office and Administrative Support	50,510	1.03	$44,270
Sales and Related	33,310	0.94	$50,460
Business and Financial Operations	30,330	1.25	$77,510
Healthcare Practitioners and Technical	27,350	1.16	$94,900
Educational Instruction and Library	26,120	1.19	$61,970
Transportation and Material Moving	25,580	0.75	$39,630
Food Preparation and Serving Related	24,860	0.83	$28,100
Production	23,930	1.06	$43,990
Computer and Mathematical	21,160	1.69	$85,130
Management	18,410	0.77	$124,670
Healthcare Support	14,710	0.83	$34,890
Construction and Extraction	14,510	0.92	$59,480
Installation, Maintenance, and Repair	12,960	0.87	$53,390
Building and Grounds Cleaning & Maintenance	11,680	1.06	$33,710
Architecture and Engineering	8,170	1.25	$82,700
Office and Administrative Support	7,870	0.94	$41,160
Transportation and Material Moving	7,560	1.31	$41,710
Life, Physical, and Social Science	7,500	2.19	$69,600
Production	6,920	1.80	$43,540
Sales and Related	6,600	1.09	$42,970
Personal Care and Service	5,980	0.87	$34,240
Arts, Design, Entertainment, Sports, & Media	5,820	1.20	$57,340
Protective Service	5,800	0.64	$56,430

Detailed Occupation Group	Total Employment in Region	Location Quotient	Mean Annual Wage
Community and Social Service	5,770	0.96	$54,170
Food Preparation and Serving Related	5,590	1.09	$26,060
Customer Service Representatives	10,460	1.40	41,210
Registered Nurses	9,520	1.16	83,390
Office Clerks, General	8,400	1.21	41,640
Retail Salespersons	8,230	0.83	33,220
Cashiers	7,230	0.81	26,990
Home Health and Personal Care Aides	6,590	0.73	28,620
Fast Food and Counter Workers	6,290	0.76	23,900
Stockers and Order Fillers	6,000	0.91	32,250
Laborers and Freight, Stock, and Material Movers, Hand	5,690	0.78	37,130
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,440	1.00	31,590
Software Developers	5,400	1.48	97,480
Bookkeeping, Accounting, and Auditing Clerks	4,940	1.22	44,140
General and Operations Managers	4,360	0.54	132,330
Accountants and Auditors	4,100	1.16	77,430
Maintenance and Repair Workers, General	3,890	1.02	45,940
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,700	1.11	70,780
First-Line Supervisors of Office and Administrative Support Workers	3,660	0.94	69,530
Management Analysts	3,640	1.77	93,010
Receptionists and Information Clerks	3,630	1.38	34,780
Heavy and Tractor-Trailer Truck Drivers	3,610	0.71	50,110
Waiters and Waitresses	3,570	0.74	26,870
Elementary School Teachers, Except Special Education	3,490	0.98	59,420
Miscellaneous Assemblers and Fabricators	3,420	0.96	37,390
Nursing Assistants	3,350	0.95	37,330
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	3,100	1.12	67,950

Figure 19: Top 25 Occupations Employed in Region by Major and Detailed Occupation Group, 2021; MadREP 8-county Region. Source: EMSI, MadREP, Becker Professional Services.

The most common occupations serving the regional economy are shown above. The first table lists the largest major occupation groups in the region, the number of people employed in those occupations, the position of our region relative to the nation as expressed by the location quotient and the mean annual wage. The second table shows the same data, by detailed occupation group – subsets of major occupation groups. The table below shows the top occupations by target sector. Notice the occupations shared by multiple sectors.

Top Occupations Employed by Target Sector Industries, 2021. MadREP 8-county Region

Top Occupations by Sector	Employed in Industry Group (2021)	% Of Total Jobs in Industry Group (2021)
Information, Communications and Technology and Telecommunications		
Software Developers	4,228	10.8%
Electricians	1,647	4.2%
Computer User Support Specialists	1,420	3.6%
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	1,292	3.3%
Customer Service Representatives	1,276	3.3%
Agriculture, Food & Beverage		
Farmers, Ranchers, and Other Agricultural Managers	4,707	17.5%
Food Batchmakers	1,974	7.4%
Packaging and Filling Machine Operators and Tenders	1,971	7.3%
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,298	4.8%
Laborers and Freight, Stock, and Material Movers, Hand	1,226	4.6%
Healthcare		
Registered Nurses	8,820	25.5%
Nursing Assistants	3,479	10.1%
Clinical Laboratory Technologists and Technicians	1,522	4.4%
Maids and Housekeeping Cleaners	759	2.2%
Psychiatric Technicians	727	2.1%
Transportation, Distribution & Logistics		
Heavy and Tractor-Trailer Truck Drivers	4,919	31.5%
Laborers and Freight, Stock, and Material Movers, Hand	2,405	15.4%
Light Truck Drivers	1,481	9.5%
Stockers and Order Fillers	818	5.2%
Industrial Truck and Tractor Operators	760	4.9%
Bioscience		
Clinical Laboratory Technologists and Technicians	948	5.3%
Biological Technicians	530	2.9%
Packaging and Filling Machine Operators and Tenders	499	2.8%
Phlebotomists	446	2.5%
Customer Service Representatives	435	2.4%
Advanced Manufacturing		
Food Batchmakers	1,369	8.8%
Packaging and Filling Machine Operators and Tenders	1,363	8.8%
Miscellaneous Assemblers and Fabricators	792	5.1%
Laborers and Freight, Stock, and Material Movers, Hand	741	4.8%
First-Line Supervisors of Production and Operating Workers	653	4.2%

Figure 20: Top Occupations by Target Sector, 2021; MadREP 8-county Region. Source: EMSI, MadREP, Becker Professional Services.

Summary of Key Trends (2019-2022) Affecting Target Sectors

- The region represents a substantial percentage of the State economy: population (18%); business establishments (18%); employment (19%); payroll (20%) and population growth (33% between 2010-2021)
- The region has strong demand for labor as reflected in unemployment rates relative to State and national averages
- "The biggest drivers of change and disruption are climate change, the COVID-19 pandemic, the increased awareness of social inequalities, and the accelerating pace of technological innovations."[4] Additionally, these drivers of disruption are accelerating impacts from trends that have been playing out for a longer period.

Demographics (Labor Force impacts & implications)

- Projections show strong growth in the region relative to Wisconsin's 72 counties for the period 2010 -2030. Measures include population (rate of growth and numeric change); employment growth (rate of growth and numeric change); and income (Income per capita and mean household income). Dane County ranks in the top 4 in all categories, as 1st in population growth percentage and number, as well as employment percentage growth.
- Rock County ranks among the top 11 Wisconsin counties in population growth number (10), employment growth number (8) and employment growth percentage (11) for the period 2010-2030. MadREP counties all rank in the top 3 quartiles in each of the 6 State rankings. Iowa and Dodge County both rank in the 3rd quartile in 4 of the 6 rated measures.
- Efforts to expand, develop and deploy our regional workforce in ways that mutually benefit employees, employers and the regional economy is critical
- The region's 146,990 Youth and Young Adults (15-24) account for 21.8% of the region's working age (15-64) population and is expected to increase by 3,600 between 2020 and 2025
- The region's 16-24 population has several challenges to overcome. More than 32,800 (23%) of the region's 16-24 age group live below the poverty line: accounting for 33% of the region's total population living below the poverty line.
- The 15-24 cohort represents a sizable opportunity to accelerate the growth and development of the region's workforce; but only if employer flexibility, employment training needs and barriers are effectively addressed at a regional level.
- U.S. growth rate is declining as is Wisconsin.

Pandemic

- "The pandemic and renewed conversations around equity have pushed many political, economic, and societal trends to a tipping point."[5]
- In March 2021, the National Law Review identified and summarized 10 ways the pandemic has impacted employees and employers over the past year and in the years to come. The list included:

  - **Remote Work** – The pandemic forced many employers and employees to adapt quickly to both remote-work technologies and the cultural shift needed to embrace remote work. Employers can expect worker demand for remote work flexibility will remain beyond the pandemic.
  - **Workspaces** - The increase in remote work in some industries will mean employers may need less space or may use common spaces or hoteling arrangements more frequently. Employers in some industries that had larger space and physical separations

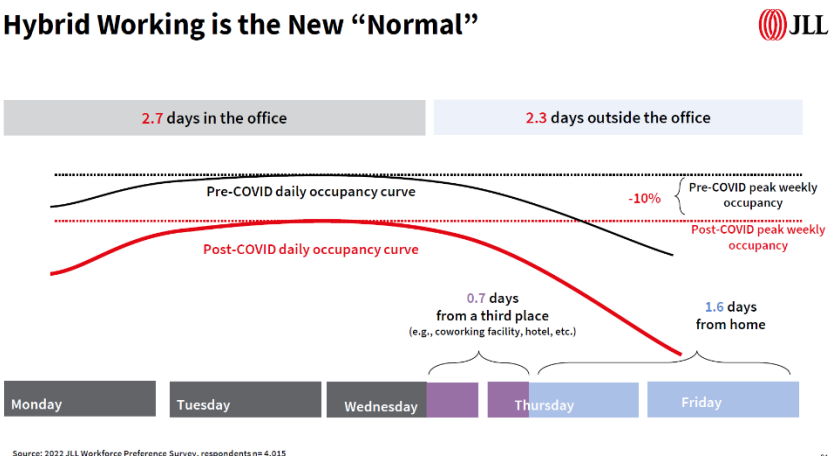


Figure 21: Figure 15: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

[4] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[5] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

that were able to better operate in a socially distanced manner during the pandemic may prefer to maintain these spaces.

- **Workplace Innovations** - workplaces that thrived during the pandemic often adopted workplace innovations, such as paperless tools, virtual platforms, and new workflow processes. Much of the workforce has now become accustomed to these innovations. Employers that seek to revert to the way work was completed prior to the pandemic may face challenges. Likewise, employees that resist innovations may require more training.

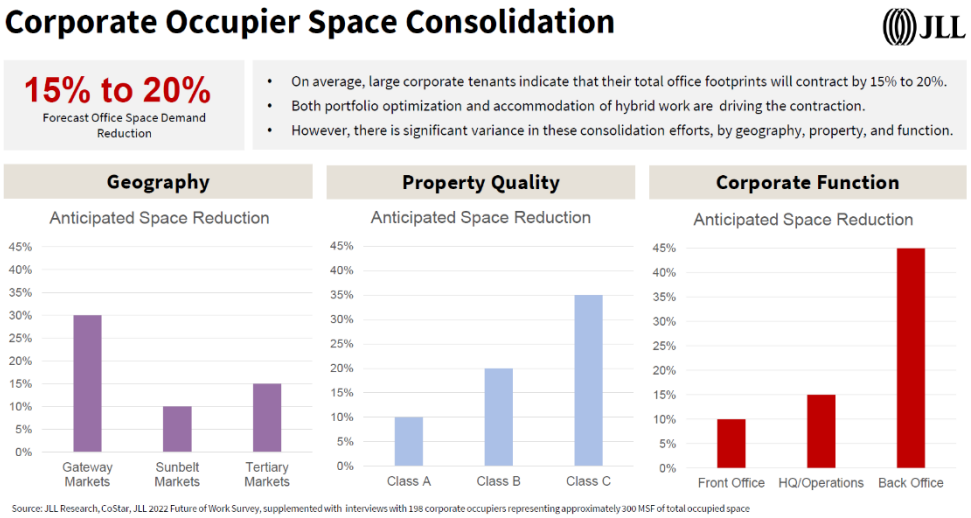


Figure 22: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

- "The COVID-19 pandemic has accelerated many existing and emerging technological and economic trends, such as the digitalization of everything, the automation of work, and e-commerce. Additionally, it has exacerbated societal and political trends, such as the lack of affordable housing, social inequalities in the health sector, and political polarization".[6]

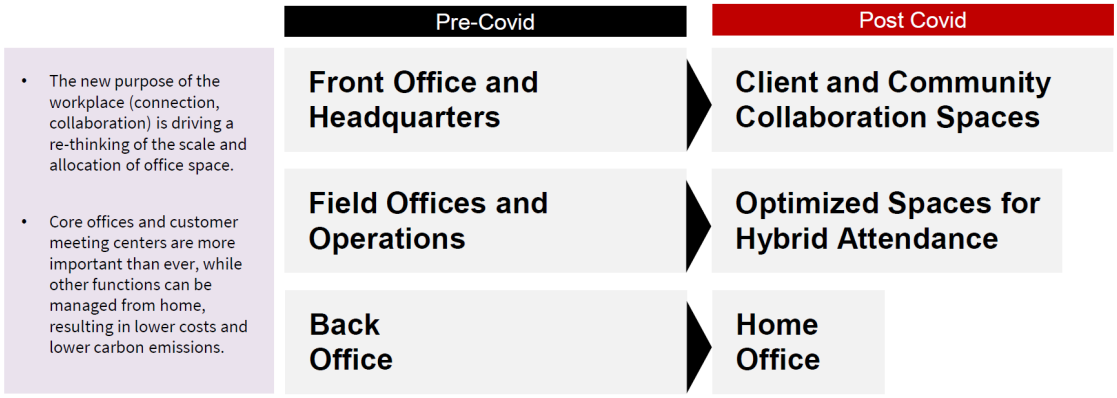


Figure 23:Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

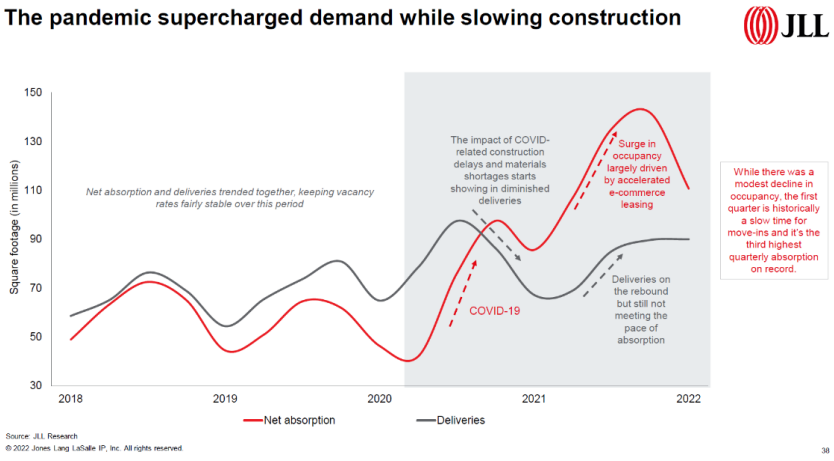


Figure 24: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

[6] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Employer-funded affordable housing

Major tech companies (e.g., Amazon, Facebook, and Google) have begun investing in affordable housing programs in communities near their operations. As of now, this primarily includes research and development for factory-built homes, as well as financing or contributing to local affordable housing efforts."[7]

Area employers (Economic Stability Council) have recognized this critical gap in workforce housing and have committed to fund the inaugural Dane Workforce Housing Fund. This fund has raised over $11,500,000 to help finance safe, affordable to the community, and locational accessible multifamily developments. Investors in the fund include BMO, CUNA, Exact Sciences, MG&E, First Business Bank, Madison Development Corporation, Monona Bank, Oak Bank, Oscar Rennebohm Foundation, Park Bank, Summit Credit Union, UW Health, UW Credit Union, and WPS. Other regions are responding similarly, Sheboygan County has The Forward Fund, capitalized at $8,000,000.

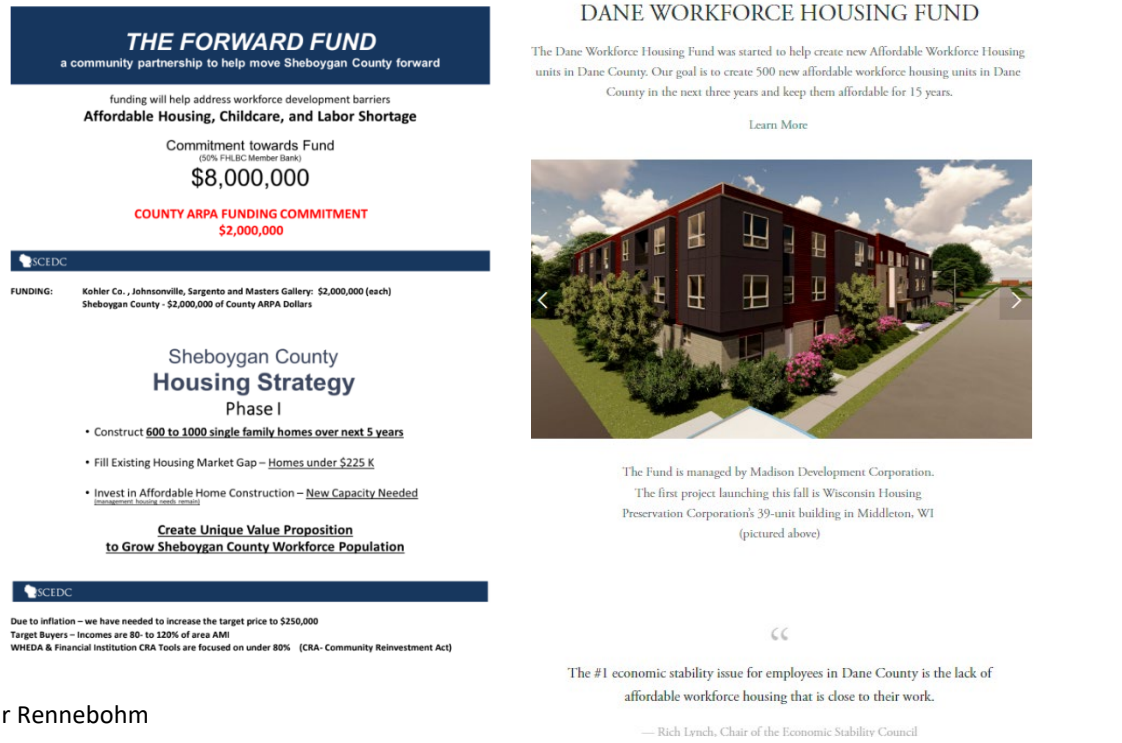


Figure 25: Sheboygan County Forward Fund and the Dane Workforce Housing Fund are examples of private-sector employers funding programs to promote the development of affordable housing.

Micro-credentialing, experiential learning

- Many workplaces are moving away from traditional degrees and certificates as documentation of workplace skills and relying more on skill-specific credentials. This reduces the training burden (time and budget) for employees and provides confidence to employers that the employee knows the specific skills to perform their tasks.
- Madison College has become a global leader in micro-credentialing and experiential learning through their Digital Credentials Institute - https://dci-madisoncollege.org.

Aging of workforce and great retirement

- Declining life expectancy, worsening mental health.
- "Mental health issues, including mental illness and suicidal ideation, are increasing among youth and adults. Communities were facing mental health challenges pre-COVID-19, but pandemic-associated factors, such as lack of social interactions, increasing economic burdens, and rising mortality, have worsened mental health. The number of people suffering from moderate to severe symptoms of depression and anxiety remains higher than before COVID emerged."[8]

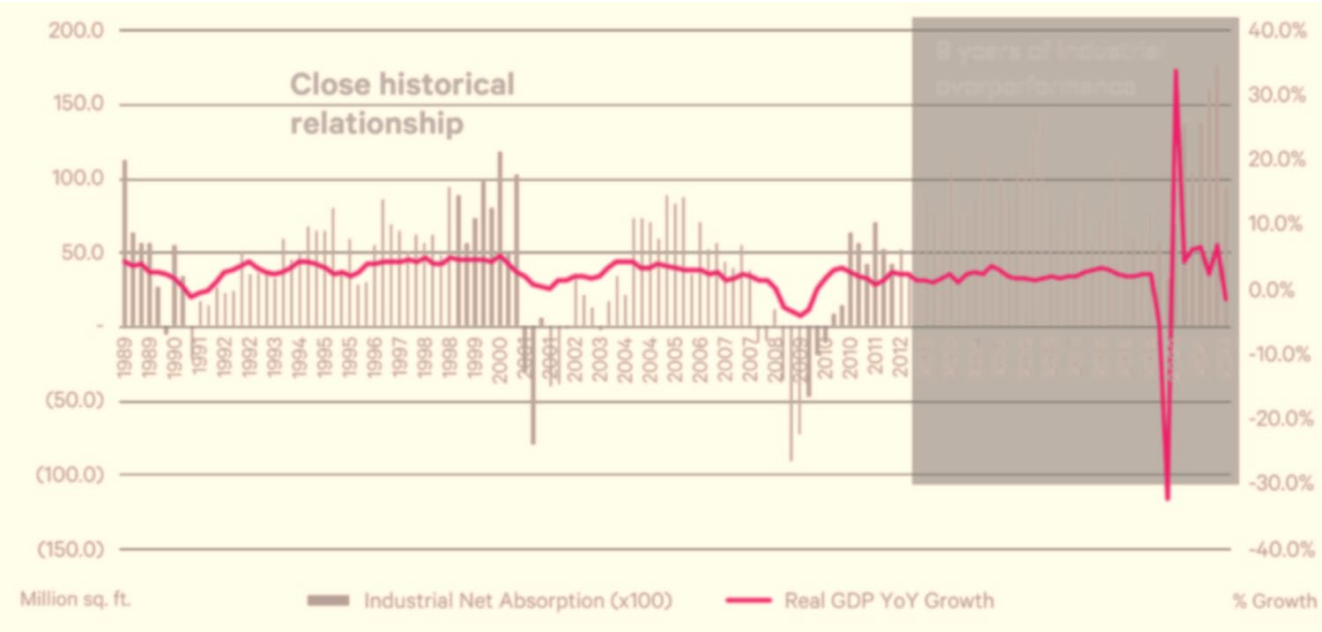
Economics, Financial impacts & implications

- Regional Target Industries have done relatively well through the pandemic period.
- Many Target businesses and industries have accelerated their growth and relevance through the pandemic (life sciences, health care, advanced manufacturing).
- Industry Location Quotients show growth and stability within the region.
- Transportation, Distribution & Logistics has been added as a target sector given its accelerating growth in the region.

[7] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[8] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

- Regional GDP has remained relatively stable between 2016-2020. The 6 counties now account for more than 20% of the total State GDP. The region's percentage of the State totals has increased by .66 since 2016. County rankings among 72 Wisconsin counties are as follows: Dane (2); Rock (9); Dodge (22); Sauk (23); Jefferson (24); Columbia (26).
- Regional and sub-regional labor sheds are accelerating in their importance to site selectors and decision makers.
- Ongoing labor recruitment, development and participation in expanding businesses and industries is essential to future growth
- Occupational location quotients show labor force growth and stability within the region, related to target sectors.
- "The U.S. economic outlook is becoming more pessimistic due to rising inflation, geopolitical instability, and tighter monetary policy. Industrial real estate demand has outperformed the economy for the past nine years because of the growth in e-commerce sales, diversification of supply chain sources, inventory control and population shifts. These drivers will support the sector in the event of an economic slowdown."
- While inflation remains near a 40-year high, it is primarily being driven by the energy, automobile, and food sectors—not by general merchandise that is widely stored in warehouses. Source: Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds; CBRE Research; May 26, 2022.
- U.S. life sciences employment increased by 5.5% year-over-year in Q2 2022, above its three-year average growth rate of 4.6%. The Biotech R&D sector had a record 13.5% year-over-year job growth.

Industrial Demand Outperforms GDP



Source: Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds; CBRE Research; May 26, 2022

- Economic growth is slowing due to the increase in fiscal, interest rate and inflation headwinds.
- The risk of a recession is rising due to the Federal Reserve's commitment to slow down the rate of inflation which is exhibiting downward rigidity.
- Despite short-term turbulence, there is a fundamental revamp of the economy occurring with more investment, reshoring of supply closer to home, and more resilience that should lead to higher long-term growth.

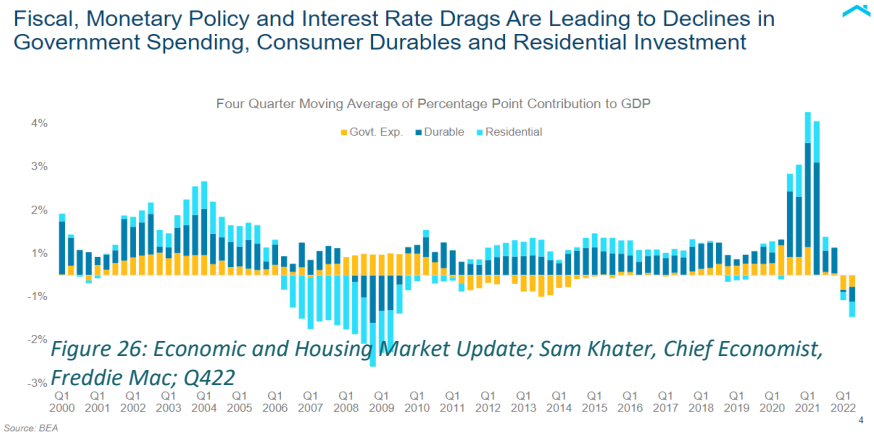


Figure 26: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

- Lack of housing supply is a long-term threat to the health of the US economy and is driving migration to affordable and less productive locations.
- The supply / demand imbalance has led to a market that is chronically overvalued and is sensitive to changes in mortgage rates.
- Overvaluation of expensive markets is leading to a migration out and it is driving growth in other more affordable markets. While this is an opportunity, it also means there's a shift in the spatial risk gradient and this has climate risk implications.

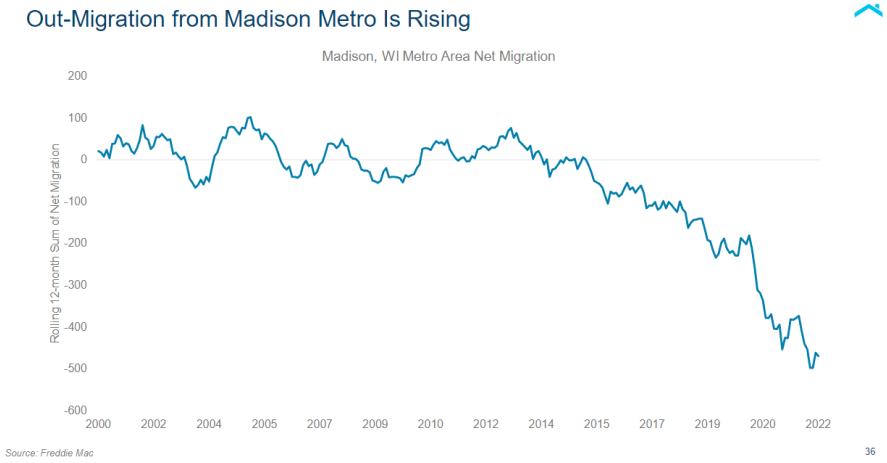
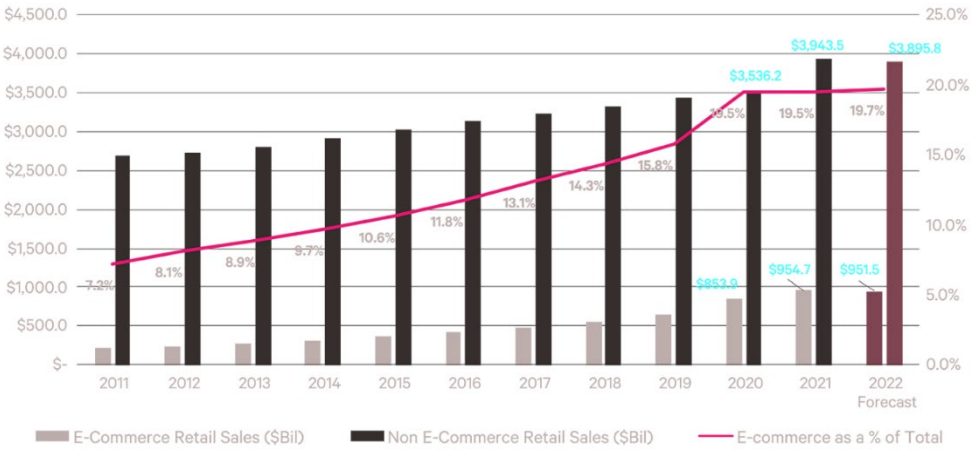


Figure 27:Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

Online purchasing and delivery models

- "The digitalization of everything, including automation and related developments, has spurred a major restructuring of the economy over the last several years. The COVID-19 pandemic accelerated this trend. In addition, a new emphasis on equity and inclusion requires new approaches, processes, skills, and systems. New forms of employment, new business models, and new priorities for economic land uses are just some of the trends that are advancing these larger changes."[9]
- **E-Commerce as a % of Non-Auto Retail Sales**



Source: Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds; CBRE Research; May 26, 2022

- "Today, companies such as Amazon and Walmart are seeking to move from one-day deliveries to 20-minute deliveries. This new trend results in an increased demand for distribution and fulfillment centers closer to the customer,"[10]
- Zoning codes may be inadequate to address equitable access to e-commerce and fulfillment. Curb management, aerial, and ground autonomous delivery.
- "Global transportation costs continue to rise. On May 19, the average cost to ship a standard 40-foot container ($7,600) was 24% more than a year earlier, according to Drewry Supply Chain Advisors. International shipping costs to the U.S. are also elevated, with the Shanghai to Los Angeles route up by 55% to $8,700 and the Rotterdam to New York route up 102% to $7,200.
- Domestic freight costs are rising even more, up by almost 31% year-over-year in April and nearly 90% from two years ago, according to the Cass Freight Index on Expenditures. Rising fuel prices and trucker shortages are largely to blame. The U.S.

[9] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[10] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

average per-gallon cost of diesel fuel, for example, hit $5.61 on May 16, up by 236% from a year ago, according to the U.S. Energy Information Administration.

- Transportation costs account for between 45% and 70% of total supply chain costs, while inventory carrying costs make up between 12% and 16% and fixed facilities costs account for only 3% to 6%, according to CBRE Supply Chain Advisory.
- The rise in transportation costs can be a double-edged sword for industrial demand. Larger occupiers can lease additional space for more inventory near consumers to cut transportation costs, but smaller industrial occupiers (25,000 sq. ft. and less) may not. These small businesses that are more acutely feeling the pinch of cost increases could slow expansion plans or vacate space in the coming quarters."

P&L Line Items	% of Total Costs
Transportation Costs	45 - 70%
Fixed Facility Costs	3 - 6%
Variable Facility Costs	15 - 25%
Inventory Carrying Costs	12 - 16%
Other Related Costs	7 - 12%

Figure 28: Source: CBRE Supply Chain Advisory.



Life Sciences:

- "Despite the overall decrease in life sciences funding, the national vacancy rate for Lab/R&D space decreased and the average asking rent increased quarter-over-quarter in Q2 2022. Any reduction in space usage by small and mid-sized companies that are more dependent on VC funding and IPOs was well offset by larger, well-established companies, keeping the life sciences real estate market strong through the first half of 2022."
- Despite caution by small and mid-sized companies, Big Pharma continued to gobble up space across the U.S. With continued demand, the overall lab vacancy rate of the top 12 U.S. life sciences markets fell by 10 basis points (bps) in Q2 to 5.2%.
- The average lab asking rent of the top 12 markets increased by 5.8% quarter-over-quarter to $54.77 per sq. ft. NNN.
- Total under-construction lab space increased by more than 2 million sq. ft. quarter-over-quarter to 31.3 million sq. ft. Nearly 29 million sq. ft. of the total was speculative development that was 31% preleased as of Q2; Source: Big Pharma Strengthens U.S. Life Sciences Real Estate Fundamentals in Q2; CBRE Research; Q2 22.
- Life sciences venture capital funding decreased by 13.3% quarter-over-quarter to $5.8 billion in Q2 but was greater than any other Q2 level prior to 2021.
- "The biotechnology sector has consistently attracted the most life sciences funding. More than 77% of VC funding in H1 2022 went to biotech companies, the highest percentage on record. Biotech IPOs have seen a similar pattern, with funding up by nearly 70% between 2018 and 2021. Whether or not future funding levels settle back to a more normal level, private capital sources are showing strong interest in the swiftly advancing biotech sector."
-

IPO Volume by $ Total & Number of Companies

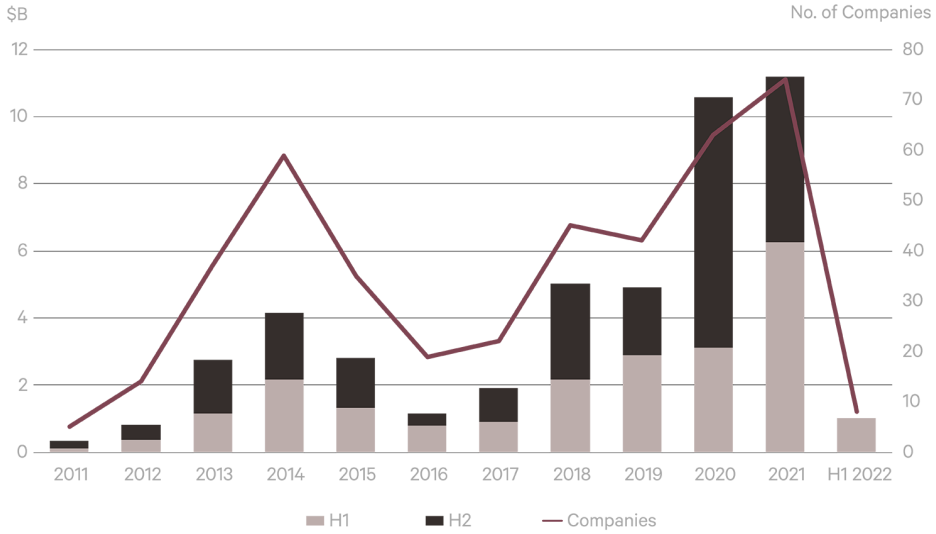


Figure 29: Source: CB Insights, CBRE Research, Q2 2022.

Industrial:

- Industrial real estate is expected to remain well positioned should an economic downturn emerge.
- Retail sales, which have the biggest impact on industrial real estate fundamentals, remain solid and consumers are spending more online than in 2020.
- Large companies are leasing more warehouse and distribution space to hold more inventory as a check against rising supply chain costs.
- Leasing activity year-to-date through April is up by 7% from the same period in 2021, led by third-party logistics (3PL) providers. Total leasing volume for the full year is expected to be the second strongest on record.
- Manufacturing demand is expected to rise this year as more companies onshore their operations to avoid supply chain disruptions.
- Despite record new developments, strong demand for first-generation industrial space will keep the market from becoming oversupplied. The overall vacancy currently stands at just 3.1%.

Bulk Leasing Activity by

YTD 2022 Transactions 100,000 SF and Above		
Occupier Type	SF Transacted	Market Share
Third Party Logistics	68,400,722	33.0%
General Retail & Wholesale	52,150,002	25.2%
Manufacturing	17,264,541	8.3%
E-Commerce Only	17,164,743	8.3%
Food & Beverage	16,227,283	7.8%
Building Materials & Construction	13,006,585	6.4%
Undisclosed	8,585,022	4.1%
Medical	7,464,189	3.6%
Automobiles, Tires, & Parts	6,979,265	3.4%
Total	207,242,352	100.0%

YTD 2021 Transactions 100,000 SF and Above		
Occupier Type	SF Transacted	Market Share
Third Party Logistics	52,940,181	28.8%
General Retail & Wholesale	47,286,914	25.7%
E-Commerce Only	29,831,644	16.2%
Food & Beverage	13,690,722	7.4%
Manufacturing	12,101,116	6.6%
Undisclosed	9,112,397	5.0%
Automobiles, Tires, & Parts	9,052,317	4.9%
Building Materials & Construction	5,185,264	2.8%
Medical	4,698,227	2.6%
Total	183,898,782	100.0%

Figure 30: Note: Compares new lease and renewal transactions 100,000 sq. ft. and above from 1/1 to 4/30. Source: CBRE Research, April 2022.

rate

- Taking rental rates were up by 16% year-over-year in Q1 2022. Landlords are expected to further raise rents in undersupplied markets, passing on increased debt service and other costs to their tenants.
- "Industrial leasing activity through the first four months of 2022 increased by 7% year-over year to 300 million sq. ft. Of that amount, 3PL providers leased 68.4 million sq. ft. for a 33% market share. Outsourcing of distribution will increase as retailers and wholesalers look to mitigate risk from undersupply, rising rents, labor shortages and a possible economic slowdown. Look for 3PL market share to surpass 35% by year-end.
- Demand for specialty industrial real estate, including manufacturing plants, industrial outside storage, data centers and cold storage facilities, is expected to increase this year. Manufacturers were the third most active industrial occupier through April, more than tenants that focus solely on e-commerce distribution. Onshoring of manufacturing operations will be a major component of supply chain diversification, especially for the electric vehicle components, computer and vehicle technology, packaging materials, medical and defense industries.
- Despite a slowdown in demand from e-commerce and big-box retailers, CBRE forecasts that leasing activity will total between 850 million and 900 million sq. ft. for the year—about 10% to 15% less than last year's record level. The 1 billion sq. ft. of leasing volume in 2021 was an outlier and there is not

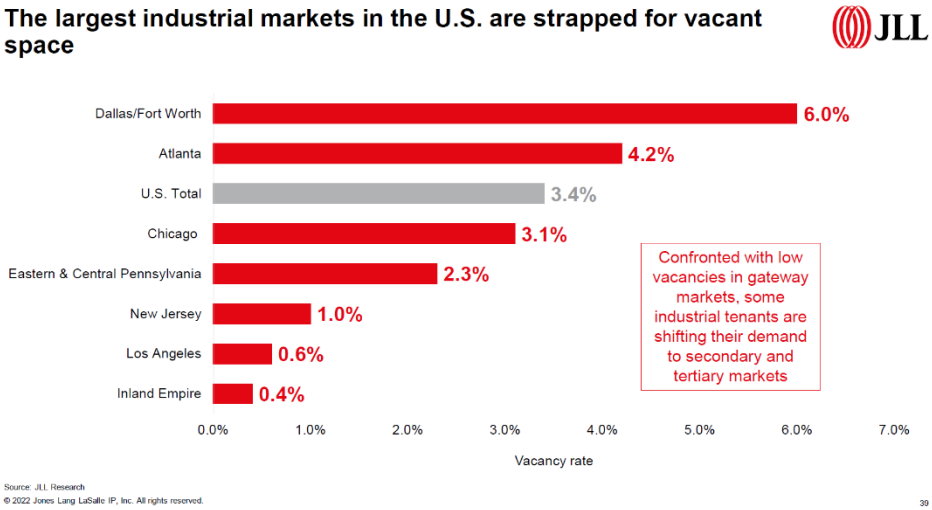


Figure 31: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

a large enough tenant base to maintain that pace. Nevertheless, 2022 is expected to have the second highest total on record."

- "With an overall vacancy rate of just 3.1%, U.S. net industrial space absorption fell to 93.8 million sq. ft. in Q1—the lowest level since Q3 2020. The drop in net absorption was not due to less demand but to a 130 million-sq.-ft. year-over-year reduction in available space.
- These tight market conditions have led to record-high development. As of Q1, 545 million sq. ft. is under construction, with 177 million sq. ft. already accounted for. Despite this surge in new supply, many U.S. markets remain undersupplied when comparing available under-construction space with tenant demand."

- "The average industrial rental rate year-to-date through April is up by 16% from the same period last year. Rental rate growth is prevalent in coastal markets and near expanding population centers. Despite some economic uncertainty, a landlord's market is expected for the foreseeable future with no letup in rent escalations. Rent growth will accelerate at an even higher pace in markets with below-average vacancy rates. Short supply will keep landlords bullish on raising rents even further, passing on higher debt service and other costs to tenants."

Residential

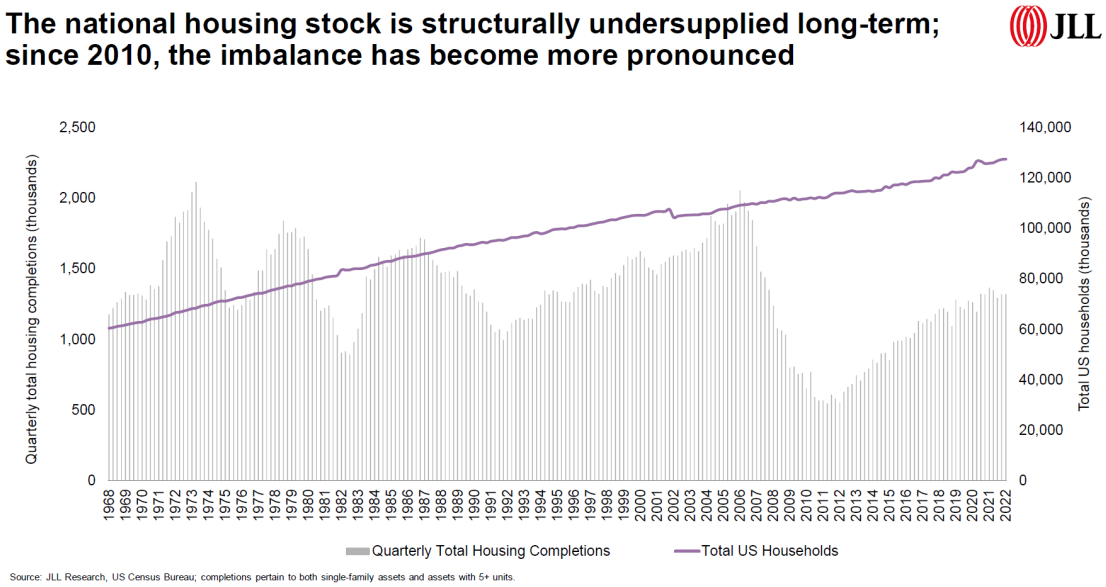


Figure 32: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

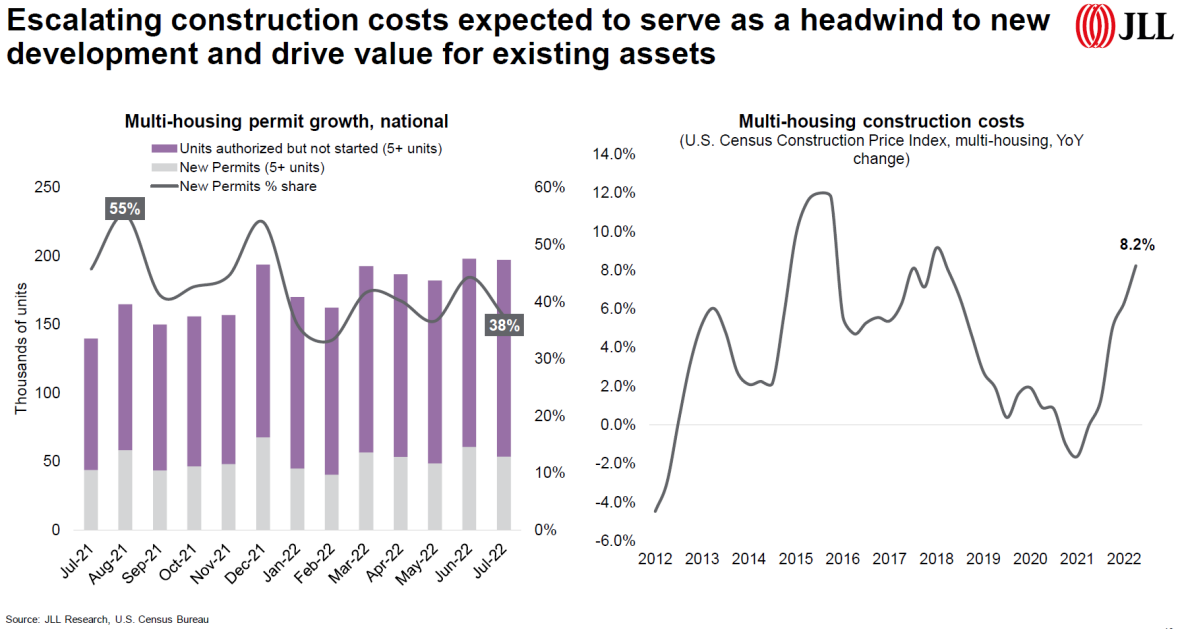


Figure 33: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

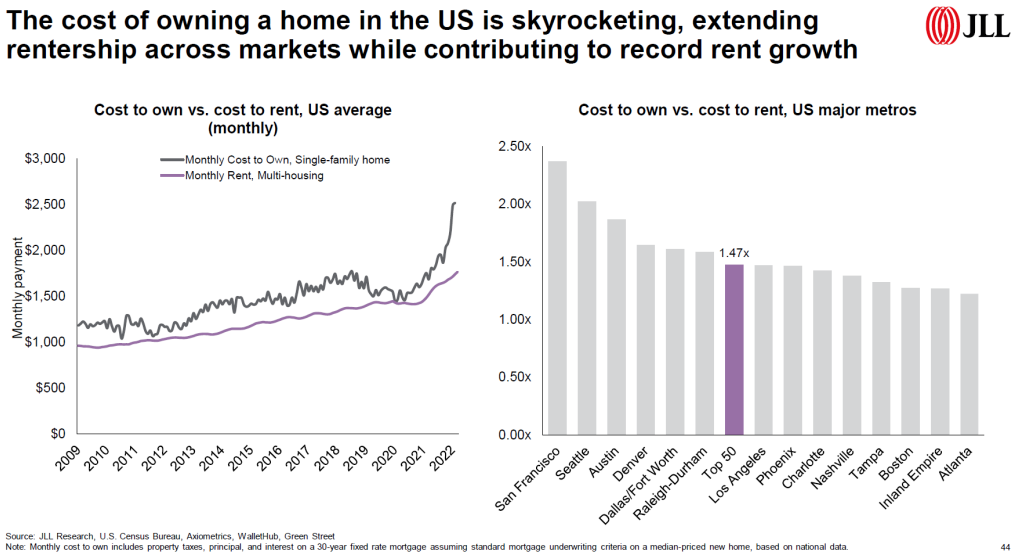


Figure 34: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

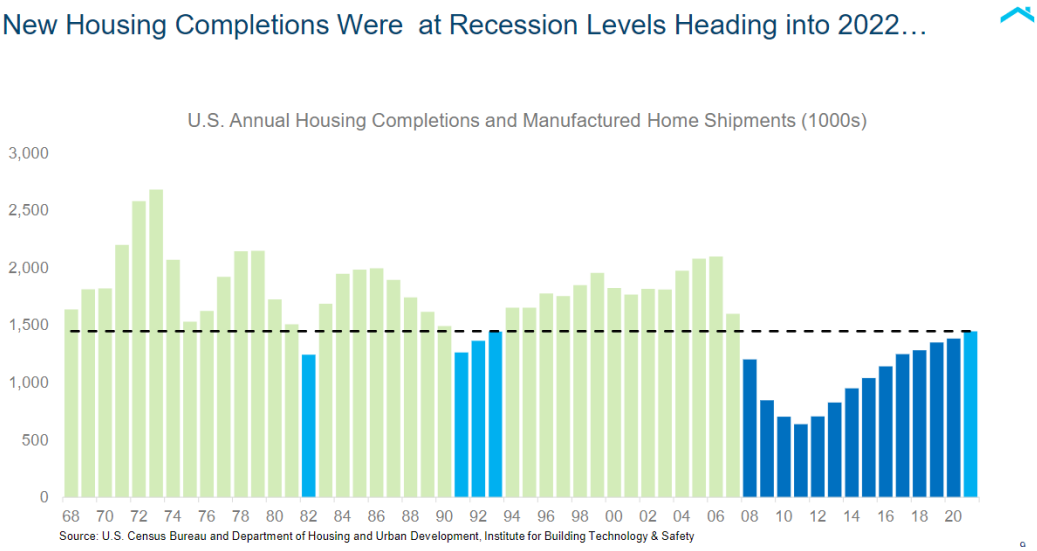


Figure 35: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

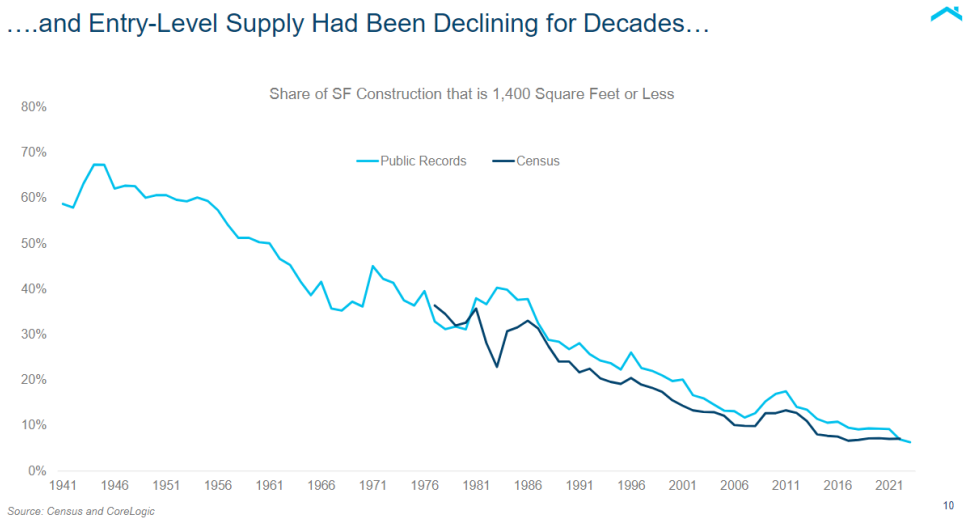
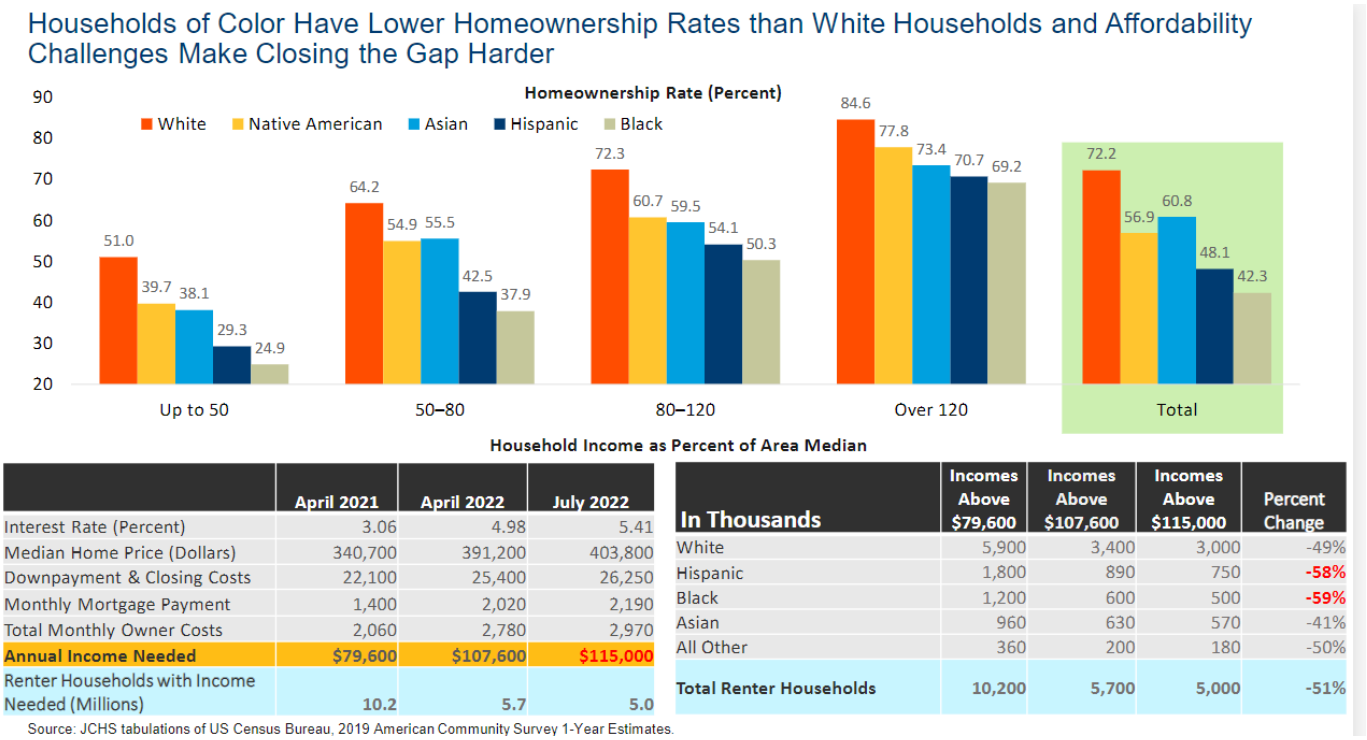


Figure 36: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422



	April 2021	April 2022	July 2022
Interest Rate (Percent)	3.06	4.98	5.41
Median Home Price (Dollars)	340,700	391,200	403,800
Downpayment & Closing Costs	22,100	25,400	26,250
Monthly Mortgage Payment	1,400	2,020	2,190
Total Monthly Owner Costs	2,060	2,780	2,970
Annual Income Needed	**$79,600**	**$107,600**	**$115,000**
Renter Households with Income Needed (Millions)	10.2	5.7	5.0

In Thousands	Incomes Above $79,600	Incomes Above $107,600	Incomes Above $115,000	Percent Change
White	5,900	3,400	3,000	-49%
Hispanic	1,800	890	750	-58%
Black	1,200	600	500	-59%
Asian	960	630	570	-41%
All Other	360	200	180	-50%
Total Renter Households	**10,200**	**5,700**	**5,000**	**-51%**

Source: JCHS tabulations of US Census Bureau, 2019 American Community Survey 1-Year Estimates.

Figure 37: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

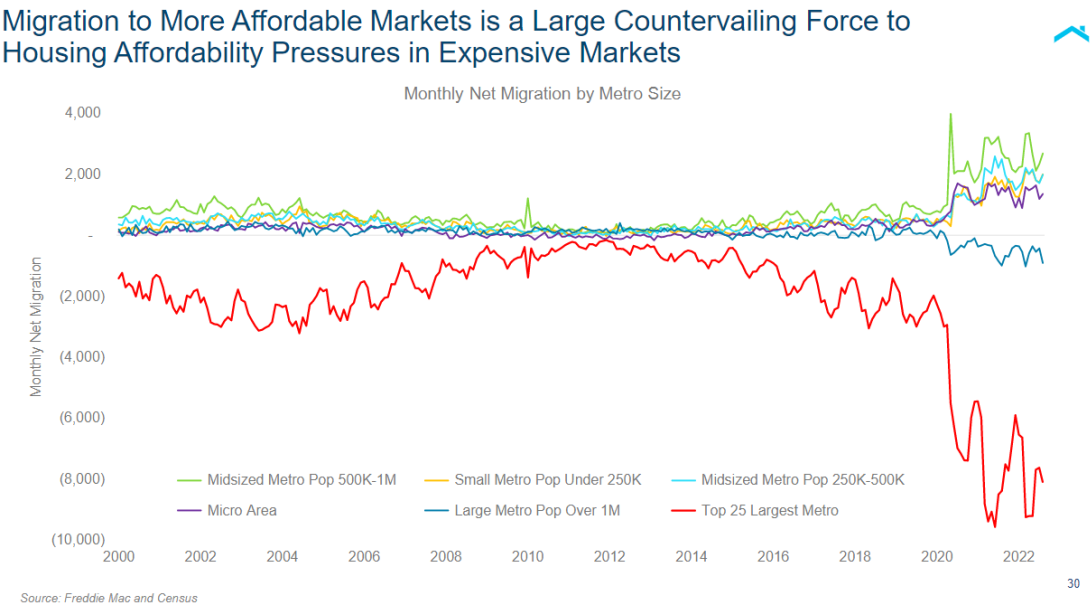


Figure 38: Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

New business formations

- "The option to digitally communicate with potential customers and the opportunity to reach vast numbers of people through social media make non-employer work more attractive and efficient. While this is certainly not the only reason why gig work is increasing (there are many more, including working conditions, lack of benefits, need for flexibility, etc.), it is notable that younger generations of gig workers are pursuing multiple functions or clients in parallel, a concept called "polywork."[11]

[11] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Artificial Intelligence

- "Artificial intelligence (AI) has been in development since the 1950s. However, due to the availability of big data and increased computing power, the AI market has grown substantially over the last decade and is expected to grow 20 percent annually over the next few years."[12]
- According to a recent Brookings Report, UW-Madison is an AI research and contracting center, one of 21 in the U.S. "Benefiting from federal research and contracting activities, 21 additional metropolitan areas have built up sizable AI capacities by capturing significant federal spending on AI-related projects.

Environmental Events and Responses (social impacts and implications)

- "Trends such as political polarization and related political pendulum shifts pose major obstacles to implementing the necessary response to the climate emergency."[13]
- Green and sustainable goals are of increasing importance to company search criteria' particularly among European-based firms
- Energy policies are impacting the regions electric power production mix away from coal and toward more renewable sources
- Solar development may compete with other land uses for green field development near electric power infrastructure
- "Climate change continues to be a strong driver of change as well as a catalyst for innovation in all trend categories. Related trends have been identified in all timeframes, which comes as no surprise given the worsening climate emergency."[14]
- "Given the inevitability of disruptions due to climate change based on current levels of atmospheric warming, adaptation at the local, regional, and national level will be necessary in the coming years. Additionally, ambitious mitigation efforts to reduce greenhouse gas emissions in line with the global targets of the Paris Agreement is essential to staving off more significant repercussions associated with warming beyond 1.5°C. This need for both adaptations to deal with the active reality of a changing climate and mitigation to prevent more significant climate disruptions highlights the challenge faced by the global community."
- "As ESG continues to increase in priority, this initiative is timely. In partnership with representative clean energy stakeholders, the College of Engineering, Department of Life Sciences Communication, and the Nelson Institute for Environmental Studies at the University of Wisconsin–Madison are organizing a Clean Energy Initiative, which seeks to advance the overall economics of clean energy within our region—Wisconsin and the upper Midwest—and facilitate a community-led, solution-focused clean energy transition.[15]

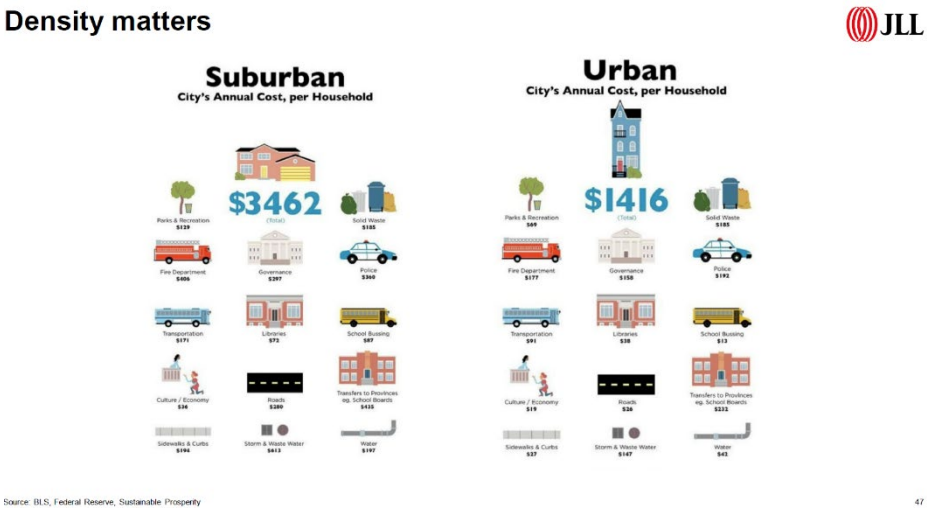


Figure 39: Trends Impacting the Future of Real Estate;

[12] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[13] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[14] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[15] Heather Smith, Wisconsin Economic Development Corp., email correspondence, October 11, 2022.

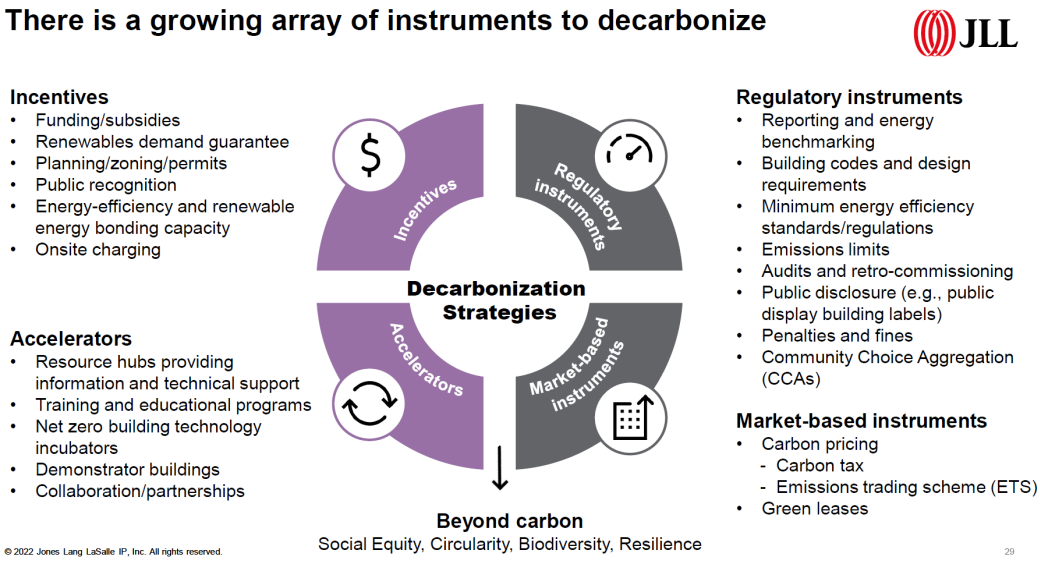


Figure 40: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022



Figure 41:Building for a Changing Climate: Mitigating risk and climate impacts; Connor Jansen, Technical Services Director; Slipstream



Figure 42: Source: 2021 Assessment Report Fact Sheet; Wisconsin Initiative on Climate Change Impacts

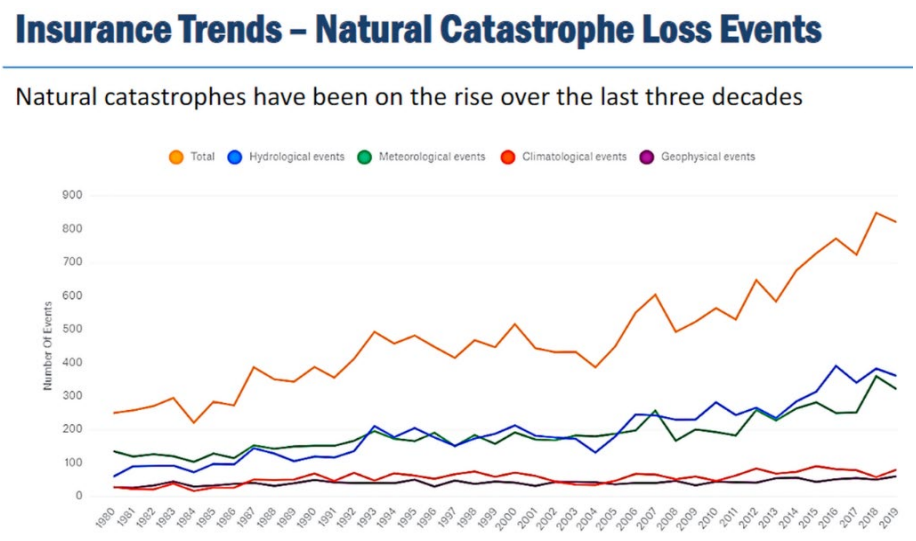


Figure 43: Source: Insurance Trends Climate Change and Catastrophes; Ben Wright, Senior Vice President, American Family Insurance

Related to both the overexposure of underserved communities to climate change and the impacts that are already taking place, climate migration is a trend of growing importance across the globe. The population of climate migrants is increasing, particularly due to relocation and displacement following natural disasters and rising sea levels."[16]

- "Innovations from both the public and private sectors are driving positive developments in the sustainability and climate mitigation arenas. These developments are crucial to meeting the targets outlined by the IPCC and the Paris Agreement."[17]
- Decarbonization & electrification – sustainable electrical infrastructure, diversification of transportation & micro mobility, mobility as a service, rethinking public right-of-way, curb management & technology, renewable energy powered smart grid, green building.
- "Thus, an increasing number of municipalities are considering urban forests, greening, and the integration of nature-based solutions (NBS) to solve myriad challenges ranging from climate change to mental health."[18]

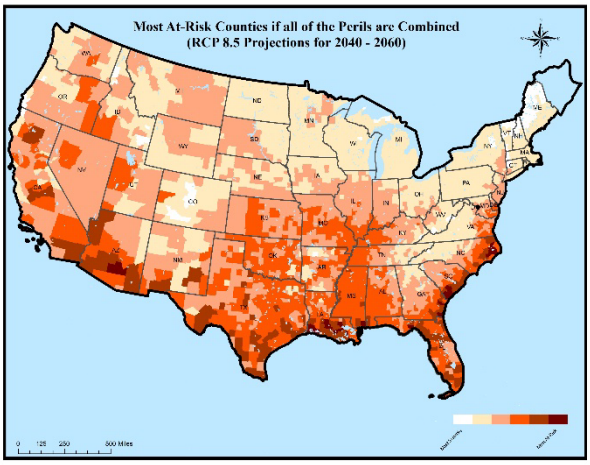


Figure 44: Wisconsin is one of the least at-risk areas of the United States. Source: https://projects.propublica.org/climate-migration.

Increases in weather-related events combined with population shifts toward catastrophe-prone areas have created new needs for insurance companies and, more importantly, their customers

Enhanced catastrophe modelling and pricing

Improved risk mitigation

New products and coverages

[16] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[17] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy
[18] 2022 Trend Report; American Planning Association and Lincoln Institute of Land Policy

Relative National Rankings

Utilizing several sources of comparative rankings of U.S. Metropolitan (MSA) and Micropolitan (Micro) areas, the Region ranks very favorably among peers. The MadREP Region includes 2 MSA's; (Madison MSA - Dane, Green, Iowa, and Columbia) and Janesville/Beloit MSA – Rock County; and 3 Micro areas (Sauk; Dodge; and Jefferson).

- The Madison MSA ranks 10th among 384 U.S. MSAs in **Policom's** 2022 rankings. The Madison MSA has ranked among the top 15 MSAs in the U.S. in 7 of the past 11 years.
- The Janesville/Beloit MSA ranks 265th among 384 U.S. MSA's in **Policom's** 2022 rankings. The Janesville/Beloit MSA has jumped up 60 spots and moved from the 4th quartile to the 3rd quartile over the past 2 years.
- MadREP's 3 micropolitan areas: Baraboo (Sauk County) (107); Beaver Dam (Dodge County) (68) and Watertown/Fort Atkinson (Jefferson County) (79) are all ranked in the 1st quartile among 542 U.S. Micropolitan areas.
- **Milken's** 2022 Best Performing Small Cities ranks Janesville/Beloit in the 2nd quartile (71 of 201 Small MSA's). Janesville/Beloit ranks in the top half of all MSA's in 5 Year Job Growth (70), 5 Year Wage Growth (50), 12 Month Job Growth (59), High-Tech GDP Concentration (56), High-Tech GDP Location Quotient Count (40), Broadband Access (13) and Housing Affordability (61).
- **Milken's** 2022 Best Performing Large Cities ranks the Madison MSA in the 1st quartile (50 of 200 Large MSA's). Madison ranks in the top half of all MSA's in all but 3 of the measures; (12-month Job Growth, Broadband Access, and Housing Affordability).
- **Third Way** Opportunity Index ranks the 204 metropolitan areas with populations of 100,000 or more on how well local job markets (combination of job quality and job quantity) allow people to earn a good life in America. The Opportunity Index measures and ranks the percentages of jobs categorized as professional, middle class, living wage and hardship employment. To measure quality, they combine data on wages paid with local cost of living measures.
- The Madison MSA (10) demonstrates a more equitable distribution of opportunities than peers across the 4 categories: Hardship Jobs (25%) vs. national average (30%), Living Wage Jobs (34%) vs. national average (32%), Middle Class Jobs (29%) vs. national average (23%), and Professional Jobs (12%) vs. national average (15%). In addition, the MSA Employment to Population Ratio (25–64-year-olds) is 83%.
- **Heartland Forward's** Millennial Index ranks the Madison MSA 31 among 381 U.S. Metropolitan Areas and 3 among all Metros between 500,000 and 1 million in population. The region ranks in the top quartile in Millennial Share (60) and Millennial Educational Attainment (6); and in the 2nd quartile in job growth (138) and average earnings growth (122).
- **Heartland Forward's** 2021 Most Dynamic Metropolitans is another source of the Region's relative growth vs. other U.S. Metropolitan Areas. The Heartland Forward Metro Index ranks Madison in the top quartile (57) among 384 U.S. Metropolitan Areas overall. Measures (and Madison rankings) include Young Firm Knowledge Intensity (16); Young Firm Employment Share (229); 2020 Per Capita Personal Income Rank (25); 2015-2020 Job Growth (125); 2019-2021 Job Growth (175); 2020-2021 Job Growth (90); 2015-2020 Annual Pay Growth (174); 2019-2020 Annual Pay Growth (115); 2019-2020 GDP Growth (172).
- **Heartland Forward's** 2021 Most Dynamic Micropolitan ranks Baraboo (209); Beaver Dam (297) and Watertown-Fort Atkinson (124) among 515 U.S. Micropolitan Areas.
- **Jump-Starting America** states, "the U.S. has scores of cities where the presence of universities combined with industrial know-how could produce more technology-based growth." The authors identify 102 metropolitan areas "ripe for investment and growth, thanks to well-educated work forces and affordability, among other factors." Among the 102 Metropolitan Statistical Areas (MSA's), all three Wisconsin MSA's ranked are in the top quartile: Madison/Janesville /Beloit MSA (22), the combined Green Bay/Appleton/Oshkosh MSA (18) and Milwaukee/Waukesha/West Allis/Racine MSA (27).

Business Park Inventory, Absorption and Gaps

Regional Business Park Dynamics - Key Observations

- The region offers a variety of sites and varied amenities to serve local target sector businesses but lacks inventory of shovel-ready larger sites to serve those companies as their needs grow and to meet the needs of national or global firms wanting to locate in our region.
- Businesses are requiring ever larger improved sites for projects. This happens naturally in a growing regional economy, but considerations for stormwater management, security and vehicle movement are causing additional pressures on the amount of land needed to serve a business location.
- Acreage absorption rates are increasing within the region, although the rate of absorption varies greatly across the region. Currently our six-county region is absorbing about 1,000 acres per year for economic activity – including commercial, office, employment, and industrial land uses.
- The inventory of large sites for target sector industries is diminishing faster than new acreage is being added.
- Ongoing need for additional acreage both suitable and prepared for target sector industries needs to accelerate within the region to compete for and accommodate in-migrations and expansion of existing companies.
- Not all acreage is equal – parcel location, size mix, state of readiness, labor shed size, and lower barriers to workforce participation (i.e., childcare, transportation) are all determinants of successful absorption.
- Planning for new development areas, approvals, infrastructure, and site layouts have long lead times and need to be accelerated to maintain a healthy and readily available site inventory.
- Labor force numbers are increasingly important in site decisions and need to be substantiated at a site level
- Childcare proximity and costs are increasingly important to employers and employees to realize higher levels of labor participation.

Growth & Absorption of Manufacturing, Commercial & Residential Parcels

An analysis of county parcel and state tax data provided insights into growth and absorption of economic activity parcels in our region and the relative balance between residential parcels and economic parcels.

Net New Construction 2022

County	Residential	% of Region	Commercial	% of Regn	Manufacturing	% of Regn	Total NNC	% of Regn
Columbia	$65,252,300	4.8%	$14,279,200	1.2%	$2,498,200	5.5%	$85,458,900	3.3%
Dane	$952,206,300	70.0%	$960,915,100	83.8%	$19,408,000	43.1%	$1,941,294,600	75.3%
Dodge	$46,440,200	3.4%	$28,825,900	2.5%	$10,520,200	23.4%	$89,692,600	3.5%
Jefferson	$79,139,200	5.8%	$23,524,900	2.1%	$1,189,800	2.6%	$105,472,300	4.1%
Rock	$147,641,100	10.9%	$82,790,600	7.2%	$10,399,200	23.1%	$244,766,100	9.5%
Sauk	$69,990,400	5.1%	$37,019,400	3.2%	$1,012,600	2.2%	$111,732,000	4.3%
Total	**$1,360,669,500**	**100%**	**$1,147,355,100**	**100%**	**$45,028,000**	**100%**	**$2,578,416,500**	**100%**
Wisconsin	**$6,362,428,700**		**$4,298,793,900**		**$376,293,700**		**$11,207,306,200**	
Region as % of State	**21%**		**27%**		**12%**		**23%**	

Source: Wisconsin Department of Revenue, Net New Construction.

The 6-county MadREP region contributed 23% of total net new construction for Wisconsin in 2022. By population the region represents 18% of the state's total. Dane County represents 75% of the region's net new construction. The City of Madison is 40% of Dane County's net new construction and 30% of the region. After Madison, other significant contributors include the City of Fitchburg at 6.6% of the region, and the City of Sun Prairie at 5.3% of the region's net new construction.

The primary contributors to Rock County's net new construction include the City of Janesville at 5.3% of the region, and the City and Town of Beloit at 1.2% of the region's net new construction. In Sauk County, the cities of Reedsburg and Baraboo lead the county at

0.5% and 0.4% of the region's net new construction. In Jefferson County, the cities of Waterloo and Lake Mills led the county with 0.7% and 0.6% respectively of the region's net new construction. In Dodge County the hotspot was the City of Beaver Dam at .06% of the region's net new construction. In Columbia County, the City of Wisconsin Dells at 0.3% of the region was the top contributor, but several towns were next in line, notably Dekorra, Westpoint and Wyocena (significantly higher than the Village of Wyocena).

The graph to the right shows how net new construction values for manufacturing property change from year-to-year across the region. Nearly every county has led the region with net new manufacturing construction at some point over the past twelve years. In general, the past few years have seen significant new investment in manufacturing in our region.

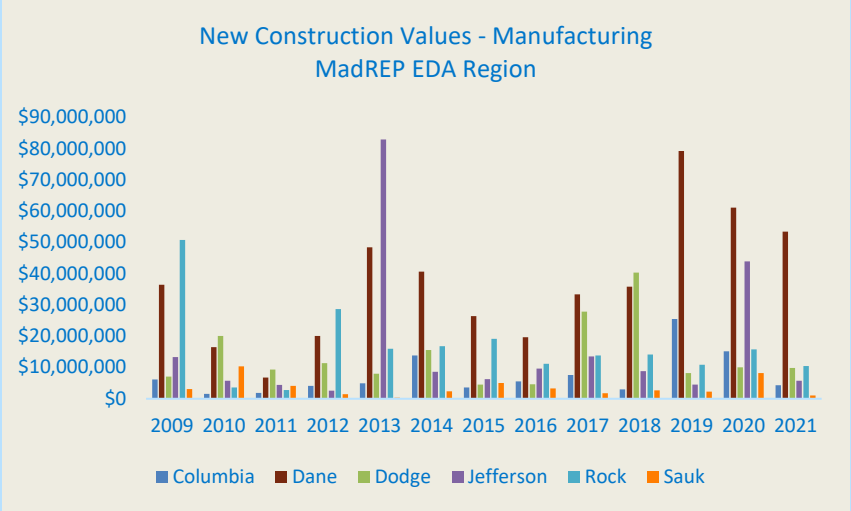


Figure 45 Source: Wisconsin Department of Revenue; Net New Construction

Manufacturing and Commercial Property Values by County, MadREP 6-county Region, 2022

County	Manufacturing Values	% of State	Commercial Values	% of State
Columbia	$ 277,864,500	1.4%	$854,898,600	1.0%
Dane	$ 1,617,211,800	8.0%	$25,070,818,600	28.5%
Dodge	$ 481,655,000	2.4%	$1,250,115,200	1.4%
Jefferson	$ 432,676,100	2.1%	$1,491,586,200	1.7%
Rock	$ 616,552,000	3.0%	$3,471,082,900	3.9%
Sauk	$ 193,389,800	1.0%	$26,234,900	0.0%
Total Region	**$ 3,619,349,200**	**17.9%**	**$32,164,736,400**	**36.6%**
Wisconsin	**$20,239,878,500**	**100%**	**$87,911,947,712**	**100%**

The MadREP EDA region accounts for 18% of Wisconsin's total manufacturing property value – up from 15% in 2003. Manufacturing assets are growing modestly in the MadREP region but seem to be concentrating in Dane County. In 2003, Dane County represented 6.2% of Wisconsin's total manufacturing property value. In 2021, it grew to 8.3%.

Table 5: Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.

The distribution of parcel characteristics across the region provides insight into the regional economy. The Wisconsin Department of Revenue collects value, size, use and much more data about parcels as part of maintaining a uniform system of property taxation. Property classes have been established to reflect their economic use – residential, commercial, manufacturing, agriculture, forest, etc. This analysis focuses on commercial and manufacturing land uses (together referred to as "economic parcels") with residential shown for comparison. Parcel values are broken into land and improvements (primarily buildings). It should be noted for clarification that parcel use classifications for tax purposes and land use classifications for local land use planning and zoning are different. For example, a parcel may be zoned industrial, but its use may be agricultural, until it is developed as manufacturing. Consequently, the numbers presented in this

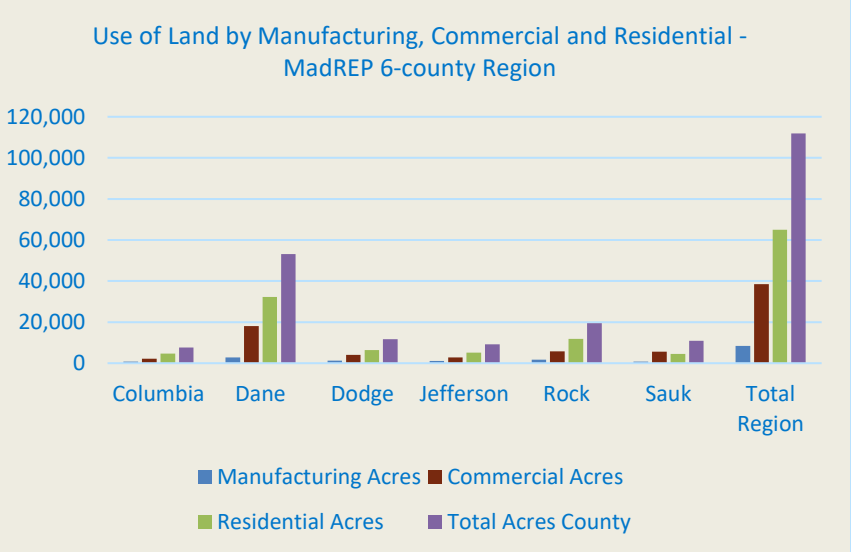


Table 6: Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.

section will be different from the numbers in the section presenting an analysis of land uses based on zoning and planning documents.

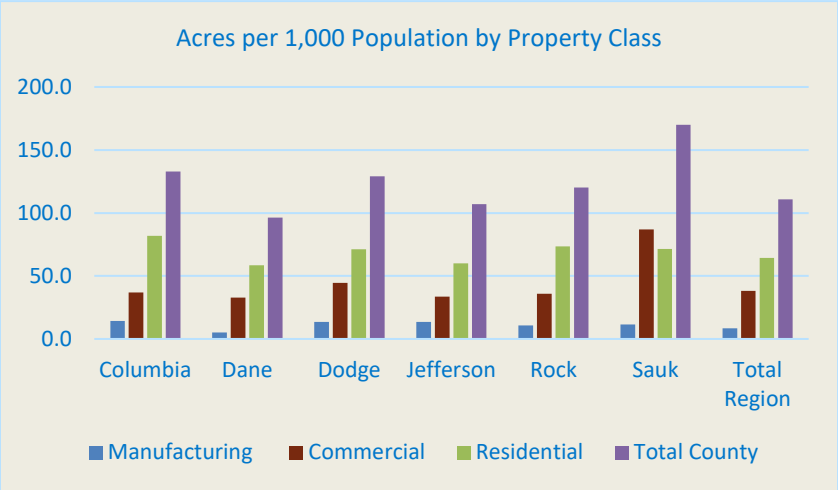


Table 7: Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.

The MadREP 6-county region contains 37% of the state's commercial property values and only 18% of the state's manufacturing property values. Dane County represents the bulk of the region's commercial and manufacturing property values, but the discrepancies are not as great with manufacturing as Rock, Dodge and Jefferson counties all have significant manufacturing values.

On a per capita basis, the distribution of economic activity in the region looks much different than when we don't normalize for population. When we look at the acres used per 1,000 population, we see that the numbers of acres of various land uses occurs in a narrow band. For example, while Dane County has the least manufacturing on a per capita basis, when viewed from a quantative perspective, Dane County has by far the largest number of acres for manufacturing use. Conversely, Columbia County has the highest number of acres per capita for manufacturing, but nearly the least total acres.

Looking at it this way shows the relative importance of each class of tax base to the county – and the municipalities within them. Notice Sauk County, for example – it has the highest per capita amount of commercial property in the region, although Dane County has a far larger total number of acres and it has a similar proportion for residential as do adjacent counties. In fact, Sauk County has more commercial property per capita than it does residential – the only county in the region to have this situation.

From an economic geography perspective, residential parcels are occupied by households that participate in the regional economy, represented by economic parcels. In this perspective, economic parcels serve residential parcels with jobs, goods and services and residential parcels serve economic parcels with labor, consumers, and investors. Variations in the balance between economic and residential parcels represent the degree to which those parcels are also serving entities outside the region – in Sauk County, Wisconsin Dells and Lake Delton for example, have significantly higher proportions of economic parcels to residential parcels than other municipalities in the region, because the local economy is also serving large numbers of tourists in addition to its own residents. Tourists generally stay in hotels/resorts which are commercial properties, while residents stay in residential property, so we see a higher proportion of commercial than we see in other areas.

Setting the unusual situations aside, we see the amount of land of various classes required to serve the population occurs in a relatively narrow band as shown in the table to the right. Except for Dane County, the region needs 10 – 15 acres of manufacturing land per 1,000 population, 30 – 40 acres of commercial, and 60 – 70 acres of residential. Due to denser development patterns in Madison and the surrounding municipalities and a different make-up of the economy, the land uses per 1,000 population in Dane County are significantly below those in other counties. We will likely see greater density differences between Dane and the other

Acres per 1,000 Population by Property Class

County	Manufacturing	Commercial	Residential
Columbia	14.2	36.9	81.7
Dane	5.0	32.8	58.5
Dodge	13.4	44.6	71.1
Jefferson	13.6	33.5	60.0
Rock	10.8	35.9	73.5
Sauk	11.6	86.8	71.5
Total Region	**8.4**	**38.1**	**64.3**

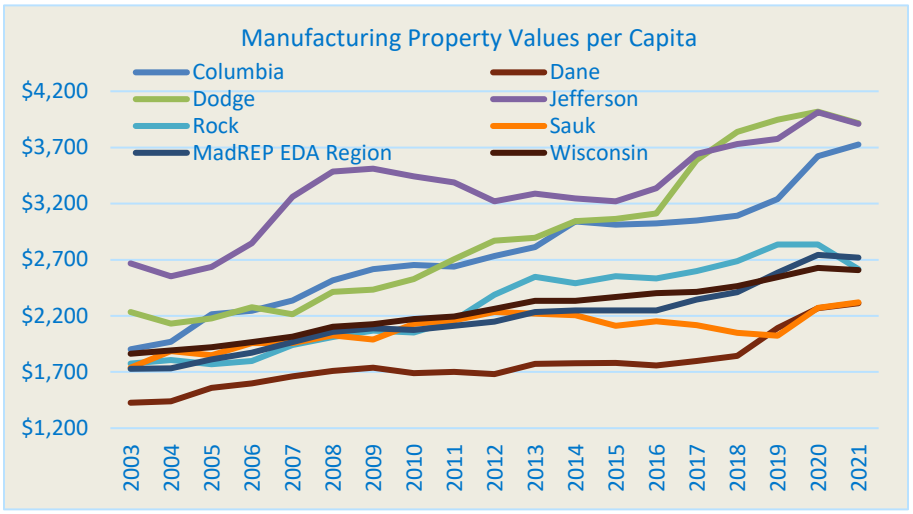
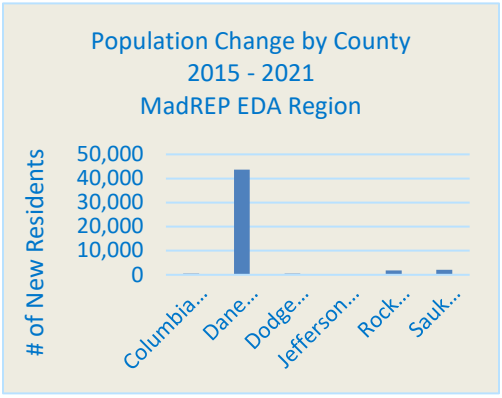


Table 8:Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.

counties as population growth is occurring at a faster pace in Dane County than the other counties which are seeing modest to slightly declining rates of population growth.



Nearly all the population growth in the region has occurred in Dane, with minor growth in Rock and Sauk Counties. This drives the need to create new parcels for residential use. Residential parcels are a source of labor, consumers, and investment for economic parcels. However, if labor and consumers are growing, we would expect to see more manufacturing and commercial parcels to maintain a 30%/70% balance between economic and residential parcels.

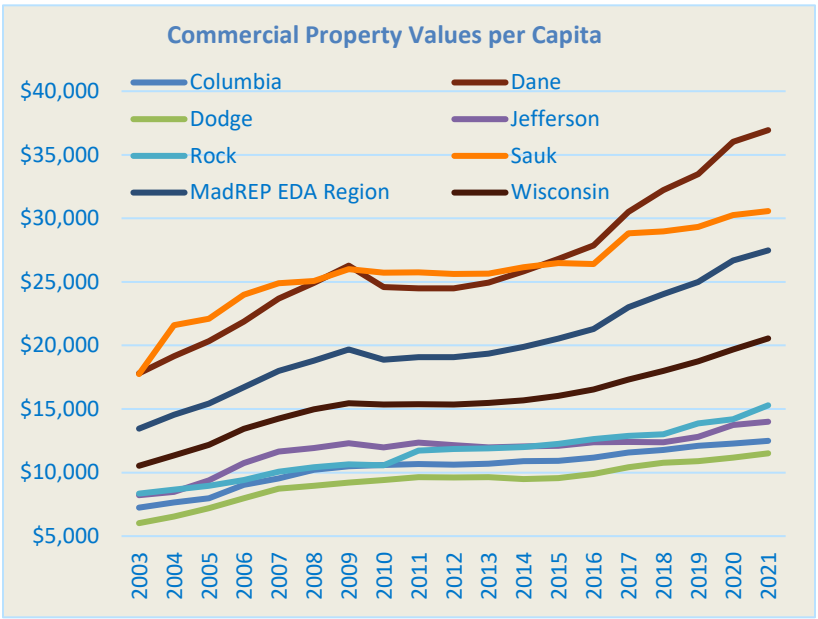
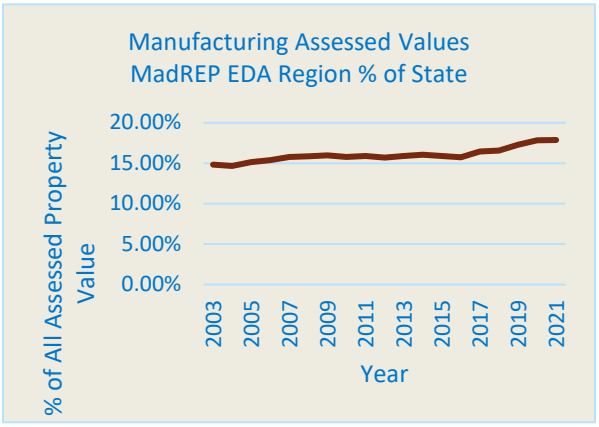
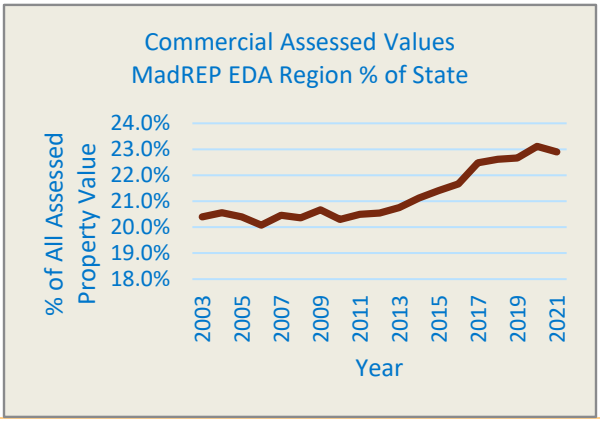


Table 9Table 8: Source - Wisconsin Department of Revenue Property Values by Class 2021; Becker Professional Services.



The MadREP region has seen even stronger growth in commercial property values. This represents the part of our economy that occurs in office buildings, store fronts, garages, labs, and a variety of other commercial property types. Across the region, commercial and manufacturing (economic) parcels account for about 30% of the total property value in municipalities with



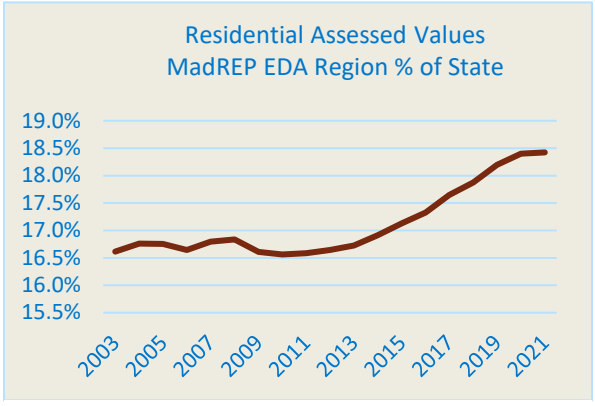


Table 10:Source: Wisconsin Department of Revenue; Assessed Values of Property by Class, Wisconsin Department of Administration; Population Estimates by County.

residential property composing the remaining 70% of value.

Per Capita Property Values by Class 2021

	Manufacturing	Commercial	Residential
Columbia	$3,726	$12,495	$72,309
Dane	$2,313	$36,937	$89,469
Dodge	$3,915	$11,513	$51,021
Jefferson	$3,910	$13,999	$65,311
Rock	$2,617	$15,290	$53,915
Sauk	$2,320	$30,571	$75,909
MadREP EDA Region	$2,720	$27,477	$76,476
Wisconsin	$2,607	$20,553	$71,107

Source: Wisconsin Department of Revenue; Assessed Values of Property by Class

Share of Tax Base by Property Class 2021

	Manufacturing	Commercial	Residential
Columbia	3.8%	12.6%	73.1%
Dane	1.8%	28.3%	68.5%
Dodge	5.3%	15.7%	69.5%
Jefferson	4.4%	15.7%	73.5%
Rock	3.5%	20.5%	72.2%
Sauk	2.0%	25.8%	64.2%
MadREP EDA Region	2.5%	24.9%	69.2%
Wisconsin	2.6%	20.8%	71.9%

Source: Wisconsin Department of Revenue; Assessed Values of Property by Class

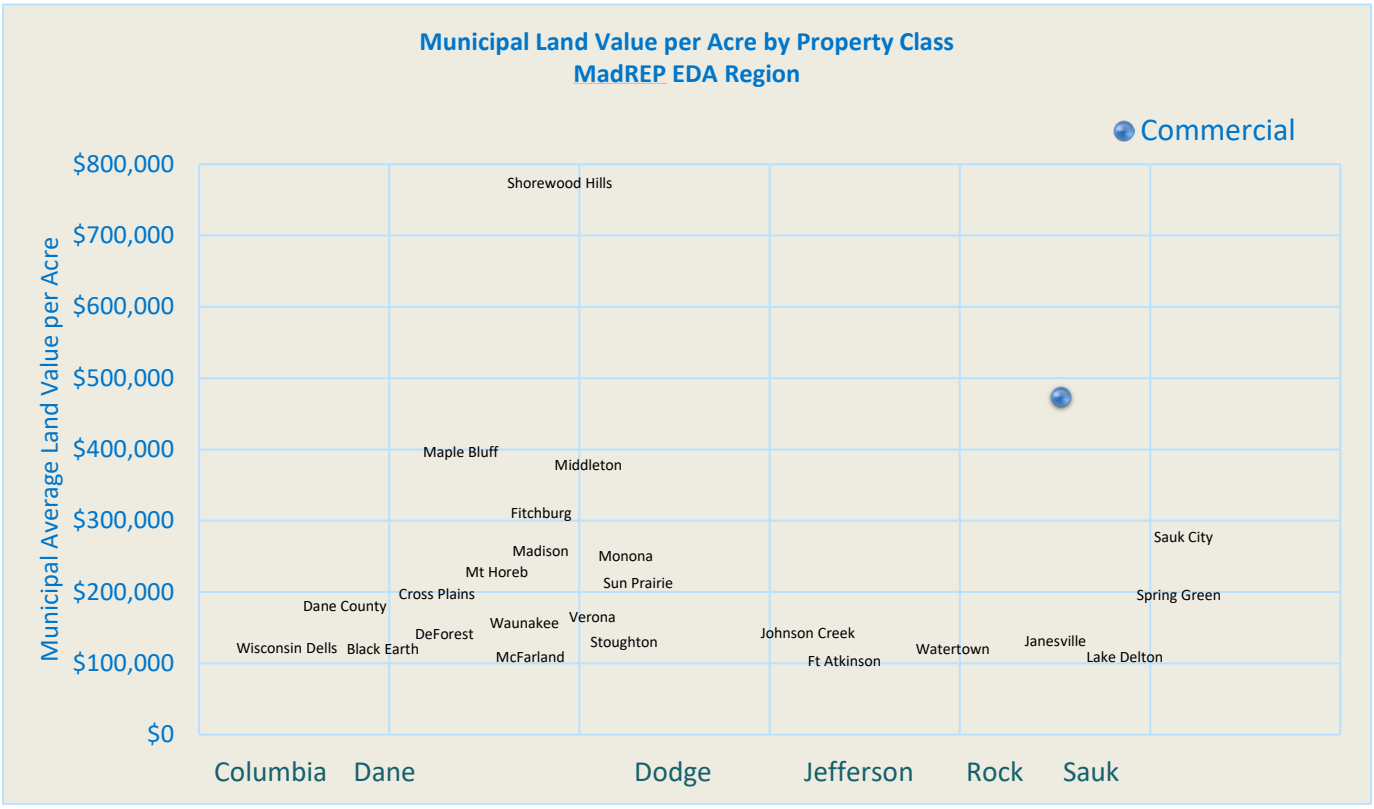
The value of property is an indicator of the market demand for a particular location. Charting the value of property across the region allows us to quickly assess the general market demand for a particular location. The charts below show the highest land values for manufacturing land to occur in Monona, Middleton, and Madison, followed by the next ring of Verona, Windsor, McFarland, Sun Prairie, Fitchburg, DeForest and Oregon. Once you get to Deerfield and Mt. Horeb east to west and Waunakee and Stoughton north to south, manufacturing values per acre enter a band that is more representative of the rest of the region.

Manufacturing Parcel Sizes MadREP 6-counties

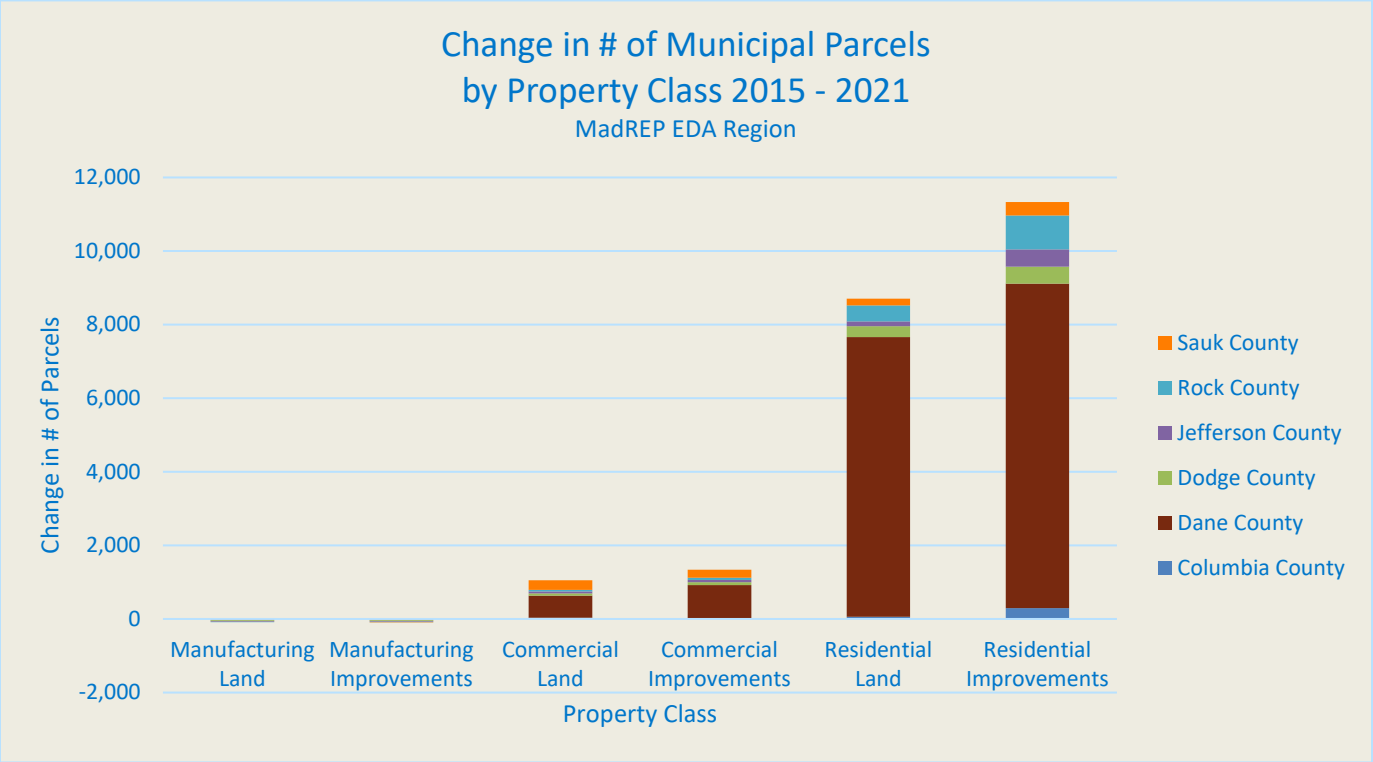
County	Parcel Acres	Average Parcel Size (acres)
Columbia	816	7.2
Dane	2,771	6.8
Dodge	1,208	8.2
Jefferson	1,160	7.7
Rock	1,749	8.6
Sauk	746	7.2
Total Region Manufacturing	**8,450**	**7.5**

Commercial values per acre are about 5x manufacturing values per acre and the geographic distribution of values per acre drops off much more quickly than it does for manufacturing. The peak for commercial land values per acre in the region is the Village of Shorewood Hills, with values nearly double those of the next municipalities, Maple Bluff, Middleton, and Fitchburg. Of note, the commercial values in Sauk City and Spring Green are approaching those of Madison and Monona. This is a good predictor of future development.



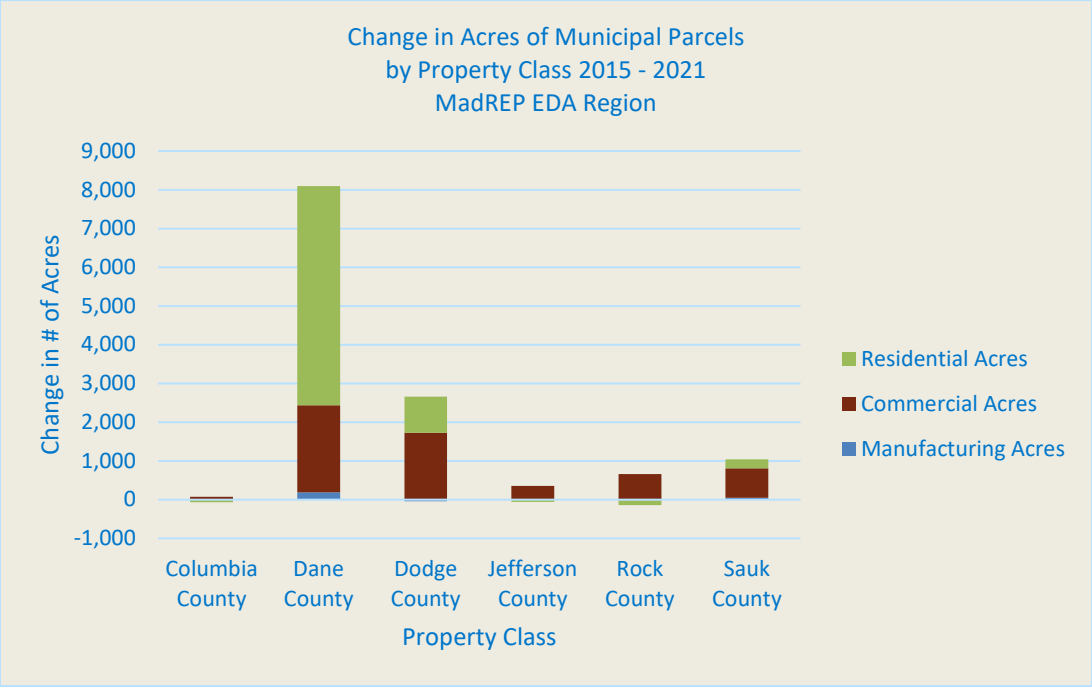


Source: Wisconsin Department of Revenue; Assessed Values of Property by Class

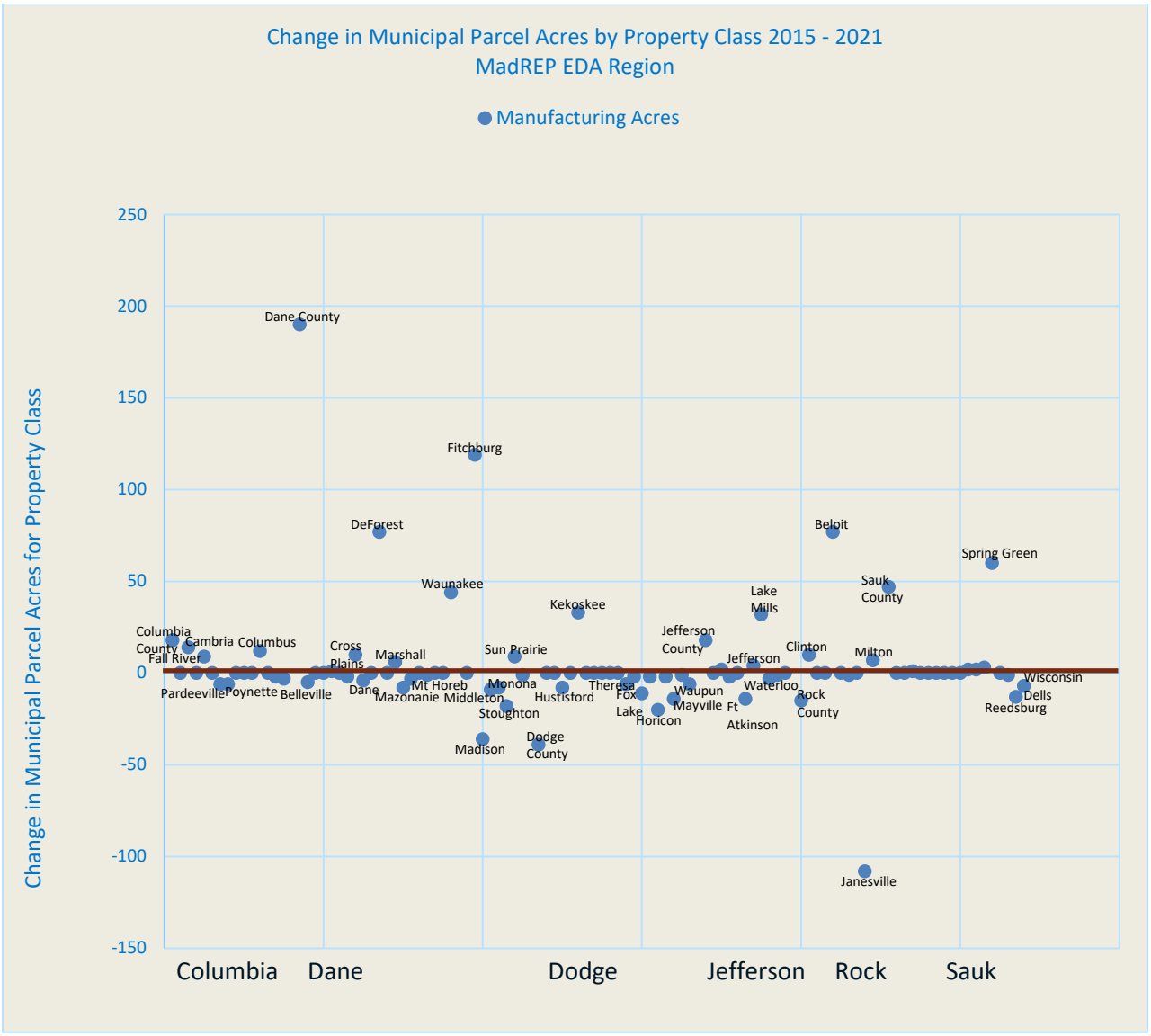


Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.

During the previous six years, very few manufacturing parcels and relatively few commercial parcels have been added to our region's inventory. By contrast, nearly 12,000 new residential parcels were created at the same time. Tracking the parcel count data, the total change in municipal acres also shows very few acres of manufacturing land being added to the region's inventory. The regional distribution of the changes in manufacturing acres by municipality is shown below.



Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.

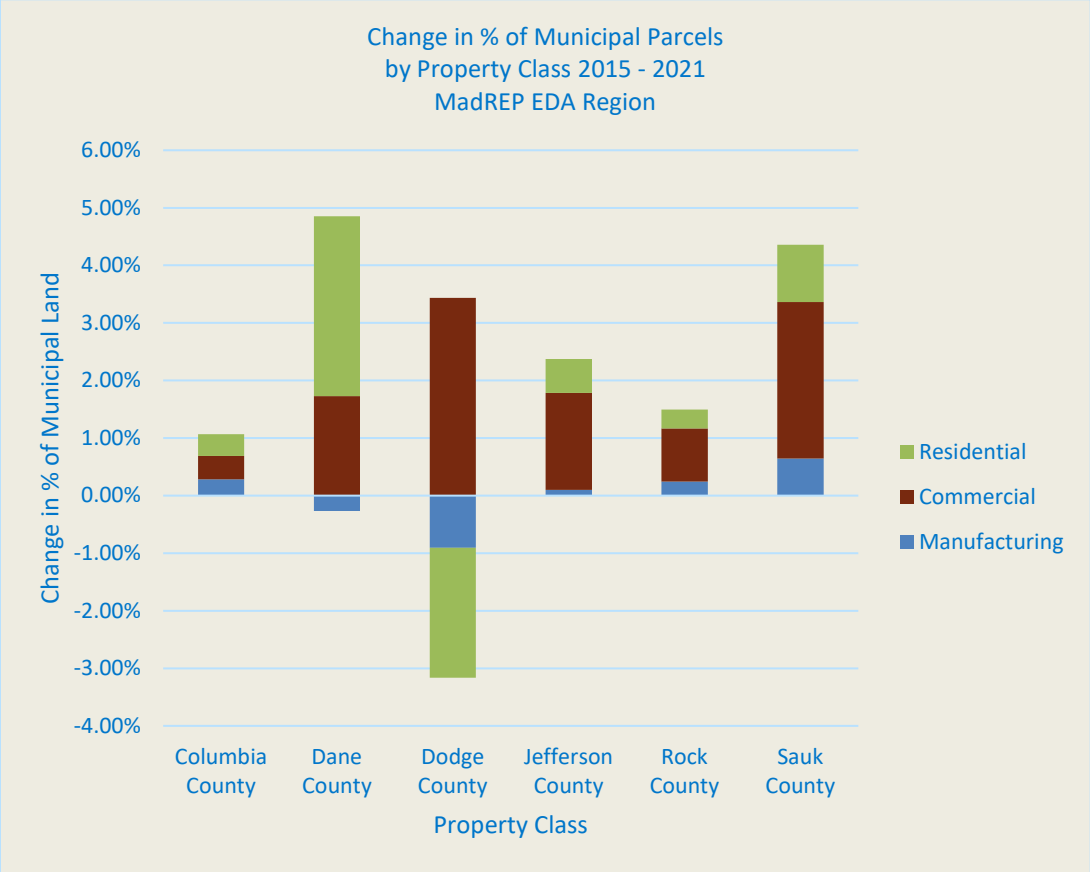


The chart above can be summarized in a table to better show the values:

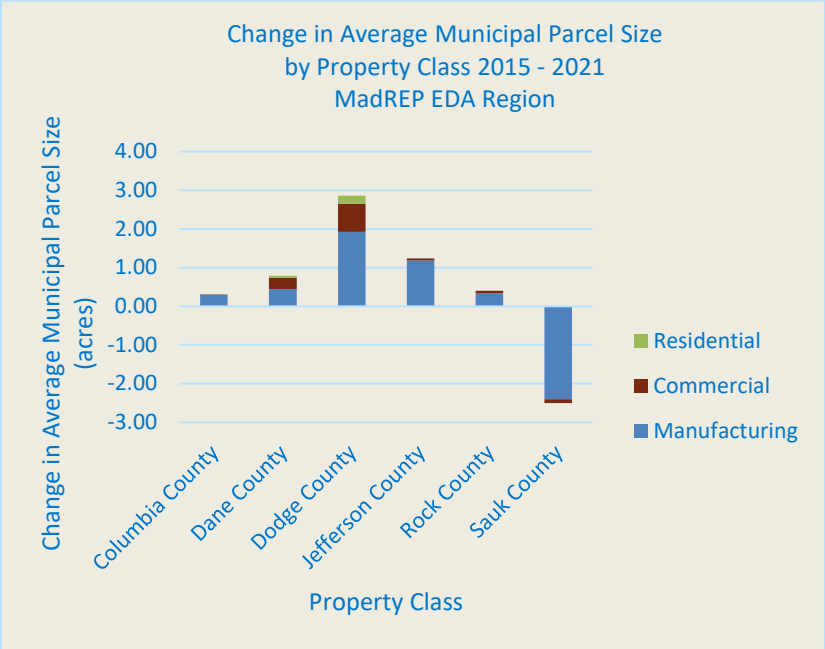
Change in Acres Used for:				
	Manufacturing	Commercial	Residential Acres	Total Acres in Municipality
Columbia County	18	58	-63	-94
Dane County	190	2,248	5,660	21,819
Dodge County	-39	1,727	933	11,758
Jefferson County	18	340	-59	648
Rock County	-15	662	-129	219
Sauk County	47	763	227	866
Net 6-year Change	219	5,798	6,569	35,216
Average Annual Change	37	966	1,095	5,869

Over the past six years the region has added only 219 acres of manufacturing property to its inventory, while residential has added over 6,500 acres. The amount of a municipalities' land area consumed by a class of property is changing and that change varies by

county. In Dane and Dodge counties, manufacturing parcels account for a reduced share of municipal land while across the region commercial parcels are an increasing share of municipal property class.



The region has been absorbing approximately 37 acres of manufacturing land per year and 966 acres of commercial land for a total of about **1,000 acres per year** for economic use. Another 1,000 acres per year is being absorbed for residential use. The average parcel size has been growing over the past six years, confirming information collected during stakeholder interviews, except for Sauk County where the average parcel size of all property classes is declining. In the face of growth in property values, this indicates growing densification in Sauk County.



Business Park Inventory Overview

MadREP maintains an inventory of business parks in the region but has no role in managing those parks or developing new ones. The purpose of maintaining the inventory is to facilitate responses to requests from businesses or site selectors for information about sites in the region that meet the needs of their clients. These requests for information (RFI) are often looking for large shovel-ready sites fully served with urban services and a large supply of available workers. Very few of the RFIs received by MadREP result in a match to a site. Additionally, our region has recently lost several facility locations for growing local firms because we do not have sufficiently large shovel-ready sites or turn-key buildings available. This is the situation, in addition to the on-going effects of a global pandemic, that led to a request to EDA for funding to help our region understand these impacts.

What is a Business Park?

There are many definitions for a business park and the term often means different things to different audiences. A few definitions include:

- "A **business park** or **office park** is an area of land in which many office buildings are grouped together. Business parks are often developed in suburban locations where land and building costs are cheaper. They also tend to be located near motorways or main roads for easy access. Criticisms:
  - Large gaps between urbanized zones, increasing the suburban sprawl.
  - The appearance of the buildings.[1]
  - Obsolescence, vacancy, and disrepair.[2]" Source: Wikipedia.
- "An area, usually near a city or town, that has been built to include offices, small factories, etc." Source: Cambridge Dictionary.
- "An area specially designated and landscaped to accommodate business offices, warehouses, light industry, etc." Source: Collins Dictionary.
- "**Business Park** means a group of flex-type one- or two-story buildings served by a common roadway system. Tenant spaces are flexible and lend to a variety of uses that may include office, retail and wholesale stores, restaurants, recreational areas, warehousing, manufacturing, light industrial, or scientific research functions. The average mix is 20 to 30% office/commercial and 70 to 80% warehousing/industrial." Source: Law Insider.
- "**Business Park** means more than one commercial and/or light industrial uses located within a building or buildings on one or more lots built as a unified development with common access, landscaping, parking areas and other site improvements." Source: Law Insider.
- "**Business Park** means a comprehensively planned subdivision developed for the establishment of commercial and industrial uses in accordance with Municipal requirements;" Source: Law Insider.
- "A business park is a multibuilding development planned to accommodate a range of uses, from light industrial to office space, in an integrated parklike setting with supporting uses for the people who work there. They can range from small parks on several acres to facilities of several hundred acres or more. Source: Law Insider.

The process of planning, designing, developing, and managing business parks is integrated and coordinated. Local master plans and zoning regulations regulate such things as the percentage of site coverage, uses, building setbacks, and easements. Developers may also adopt additional development restrictions such as covenants, conditions, and restrictions (CC&Rs), design guidelines, or other regulations specific to the project to ensure that the quality of their investment is protected over time.

Business parks service a range of activities and product types, each with specific requirements: warehouse/ distribution; manufacturing and assembly; flex/high-tech businesses; offices; showrooms; incubator space; telco hotels; service businesses, including hotels and conference centers; and convenience retail stores. Some key design elements help make a business park successful:

- Flexible Master Plan—A master plan that anticipates change is essential to serving diverse markets over the long term. Flexibility is maximized by a lot layout that allows parcels of varying sizes to be subdivided or combined based on demand, by a road system that provides access to all portions of the site, and by utility systems that can be easily upgraded or modified.
- Attractive Landscaping and Public Spaces—A winning landscape plan ensures that the entire development has a cohesive, parklike appearance that takes advantage of the site's topography and natural features. Particular attention is paid to visible and strategic areas

Business parks also serve a geographic scale market – local, regional, national, or global. The chart below describes the general characteristics of each geographic market scale.

		Scale of Geographic Market Served			
		Local	**Regional**	**National**	**Global**
Characteristics	**Parcel Sizes:**	.5 – 20 acres	10 – 100 acres	25 – 250 acres	500 – 3,000 acres
	Infrastructure:	Serves general local needs; low-to-medium capacity	General-to-sector-specific specialization; medium capacity	Sector-specific specialization; medium-to-high capacity	Specialized, Very High Capacity
	Local Market Size	Small-to-large rural and urban communities	Medium-to-large urban communities	Medium-to-large urban communities	Large urban communities

MadREP Business Parks

The business parks in the Madison region span the range of the above definitions from high-density, mixed-use tech centers to sprawling areas hosting distribution centers and warehouses to industrial parks with heavier industrial uses such as foundries and manufacturing facilities. Business parks are typically owned and developed by a single owner, generally a group of real estate investors, a company needing a location that acquires extra land, an electric utility wanting to balance its electric load, or a municipality wanting jobs and tax base. Each entity develops, markets, and manages the park to meet the goals they are hoping to achieve – return on investment, jobs, tax base, electric load, or its own expansion as is the case with the Epic Campus.

MadREP's inventory of sites relies on identifying the single owner (public or private) business parks in the region and working with brokers and park owners to collect data about those sites to enable a response to an RFI – a request for information from site selectors seeking a location for their client. Part of the process of marketing business park sites entails developing relationships with site selectors so that a request for information is received when that site selector has a client looking for a site. At that point the site selector likely used the internet to narrow their search to a few regions or areas that will meet the clients' locational requirements. The purpose of the RFI is to review the available sites within each suitable region and as quickly as possible winnow those down to just several so that only 2 – 5 sites receive serious due diligence consideration, which generally entails a site visit.

The site selector will likely be sending the RFI to their contacts within the identified regions or areas. In Wisconsin, the state economic development agency, Wisconsin Economic Development Corporation (WEDC) generally receives RFIs and distributes them to appropriate regions in the state. Those regions in turn work with the region's economic development professionals to identify sites responsive to the requirements of the RFI.

MadREP Site Selection Summary by Year

Criteria	2016	2017	2018
Foreign Direct Investment Projects	7	8	4
National Projects	15	17	20
Regional Projects	6	9	3
Total Projects	28	34	37
Seeking Existing Manufacturing Building	11	17	11
- Total Square Footage	1,500,000 sf	3,400,000 sf	325,000 sf
- Median Square Footage	75,000 sf	90,000 sf	10,000 sf
Seeking Existing Office Building	2	6	9
- Total Square Footage	210,000 sf	501,500 sf	265,000 sf
- Median Square Footage		75,000 sf	35,000 sf
Seeking Greenfield Site	9	13	9
- Total Acreage	1,145 acres	1,470 acres	926 acres
- Median Acreage	15 acres	25 acres	30 acres
Seeking Incentives Only	2	11	
Job Creation (Total)	659 FTE	4,700 FTE	1,799 FTE
Job Creation (Median)	25 FTE	40 FTE	82 FTE

Source: MadREP

MadREP tracked RFIs for several years but stopped for a while with staff changes. Tracking of RFIs by MadREP began again to generate current data for this report.

Acres Requested	# RFIs
20	3
30	2
40	4
50	2
100	2

Table 11:MadREP Site Selection RFI Selective Summary 2022.

The table below shows the summary from 2016 – 2018. The median acreage sought by site selectors grew in three short years from 15 acres to 30 acres.

During the summer of 2022, an intern at MadREP compiled a summary of RFIs received that year. Thirteen RFIs had requests for greenfield sites – equivalent to the highest year in the 2016 – 2018 table above. The median site size required is now 40 acres, and the average request is 45 acres.

General Characteristics of MadREP 6-county Region Business Parks, 2021

Characteristic	Value		Characteristic	Value
Total Acres in Business Parks	26,025		Average Assessed Land Value per Acre	$78,793
Acres Improved	12,667		Average Highest Assessed Land Value per Acre	$247,800
Acres Unimproved	13,255		Average Land Value of Improved Parcels	$97,541
# Parcels	4,051		Average Land Value of Unimproved Parcels ex $0 values	$61,950
# Parcels > 20 acres in size	329 (8%)		% Difference Between Improved/Unimproved LV	57.5%
Average Parcel Size (acres)	11.3		Average Assessed Improvement Value per Acre	$419,033
Avg Improved Parcel Size (acres)	9.3		Average Highest Assessed Improvement Value/acre	$6,104,626
Avg Unimproved Parcel (acres)	10.7			

Table 12: Summary of general parcel characteristics in MadREP 6-county region business parks. Source: County Parcel Data 2021 - Columbia, Dane, Dodge, Jefferson, Rock, Sauk; CARPC; Becker Professional Services.

MadREP is finding it increasingly difficult to respond to site selectors with sites that meet their criteria. This is constraining the region's ability to both find sites for expanding home-grown companies and landing targeted industry sector projects that wish to locate here – or at least wish to consider a site in our region as an option for them. There is an obvious mismatch between the demand for sites and the ability of the region to deliver suitable sites able to meet the demand. One of the issues appears to be the limited scope of the business park inventory. Just as much of the economic development that occurs in the region is outside of a formal business park, much of the future commercial and industrial land use is not associated with formal business parks. Therefore, the inventory of business parks is missing much of the land identified by local jurisdictions as suitable for commercial and industrial development.

Recent examples of Wisconsin firms expanding outside the state, unable to find suitable sites within our region:

Fetch Rewards

https://www.madeinalabama.com/2022/01/fetch-rewards-to-create-200-jobs-at-new-alabama-office-and-support-hub/

"The project, which involves an investment totaling $1 million, reflects the Madison, Wisconsin-based company's rapid growth trajectory as it continues to scale its technology and expand its employee headcount to pursue its goal of being the leading rewards platform."

Sub-Zero

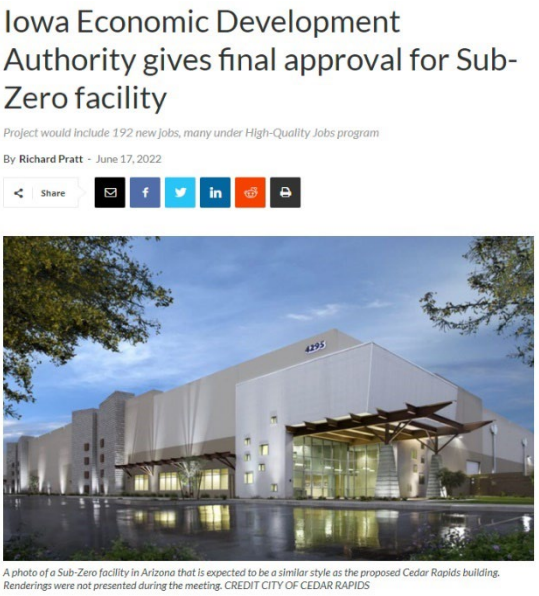
https://corridorbusiness.com/sub-zero-proposes-140-6-million-facility-in-southwest-cedar-rapids/

"The Iowa Economic Development Authority unanimously approved Sub-Zero Group Inc.'s financial incentive package June 17, clearing the way for the kitchen appliance company to construct a $140.6 million manufacturing facility in southwest Cedar Rapids."

"At its regular meeting June 14, the Cedar Rapids City Council approved a resolution for a project term sheet and sponsorship of a financial assistance application for a new Sub-Zero light manufacturing facility in southwest Cedar Rapids that would bring nearly 200 new jobs to the Corridor.

Sub-Zero, headquartered in Madison, Wisconsin, is proposing a $140.6 million, 400,000-square-foot manufacturing facility at 10015 Sixth St. SW, just south of 7G Distributing and about a mile east of the Eastern Iowa Airport, according to city council documents.

The project investment would include $90 million in real property and improvements and $50.6 million in machinery and equipment. Construction would begin in August 2023 and is projected to be completed by August 2025.



A photo of a Sub-Zero facility in Arizona that is expected to be a similar style as the proposed Cedar Rapids building. Renderings were not presented during the meeting. CREDIT CITY OF CEDAR RAPIDS

The project would create positions for 192 new full-time employees, 127 of which would be paid at or above the state's current high-quality wage rate of $24.20 per hour. The state requires those jobs to be filled by December 2026.

Oshkosh Defense
https://www.nbc26.com/news/local-news/oshkosh-defense-explains-why-theyre-building-their-postal-vehicles-in-south-carolina

Oshkosh Defense explains why it's building postal vehicles in South Carolina

"We could not identify an existing building that was viable for this project"

Company leaders said back in February when they were first awarded the contract, they were not aware at that time they would be building their vehicles in South Carolina.

"No. The site selection decision was based on several factors, including workforce availability, manufacturing infrastructure, and proximity to our supply chain and USPS Vehicle Maintenance Facilities. The availability of skilled labor is high in Spartanburg and neighboring counties," said John Bryant, Oshkosh Corporation and President, Oshkosh Defense.

Jack Links
https://businessfacilities.com/2022/04/jack-links-manufacturing-facility-bringing-800-jobs-to-georgia/

Home » Industry News » Food Processing » Jack Link's Manufacturing Facility Bringing 800 Jobs To Georgia

Jack Link's Manufacturing Facility Bringing 800 Jobs To Georgia

The meat snack maker will invest $450 million in its new manufacturing facility at the I-75 GRAD Certified Site in Houston County.

"Meat snack maker Jack Link's will create 800 jobs and invest $450 million as it expands to Georgia with a new manufacturing facility in Perry. Wisconsin-based Jack Link's will build the production facility on 120 acres in the I-75 GRAD Certified Site in Houston County. It is slated to be operational at the end of 2023."

Gilson
https://www.linkedin.com/posts/nparis_choosefrance-activity-6952531220794671104-Qq1o?utm_source=linkedin_share&utm_medium=ios_app



Stoughton Trailers
https://www.channel3000.com/stoughton-trailers-opens-new-plant-in-texas-adds-150-jobs-in-wisconsin/

Stoughton Trailers opening new plant in Texas, adding 150 jobs in Wisconsin

Posted: January 5, 2022 9:03 AM
Updated: January 5, 2022 6:26 PM by Site staff

"President and CEO Bob Wahlin said the company hopes to begin building chassis in the Waco facility as early as the beginning of the second quarter of 2022.

Finding workers in south-central Wisconsin has been a challenge, he said, leading the company to look elsewhere for its expansion.

"We need more workers. We need more workers in southern Wisconsin," he said. "If we could kind of wave the magic wand and get reasonably qualified people that could do general assembly and we could get the parts for them to work on, we would take another 500 people today if we could."

The current business site inventory system, while efficient from a budget and staff perspective, is unable to provide the intelligence needed to project the future supply of a variety of sites relative to demand as expressed by the RFIs. Given the long lead time of

perhaps a decade between identifying the need for additional development sites of a particular size, the time needed to update comprehensive plans and zoning maps for changes in land use, scheduling the provision of services to those sites and the ability to offer a shovel ready site to a site selector, it is difficult to influence the supply of development sites without investing in a system to provide continuous monitoring of supply/absorption and feedback to local jurisdictions about predicted supply needs.

Comparing the requirements of firms seeking locations in our region to the availability of sites suggest we have a supply problem – a lack of shovel-ready sites suitable for serving a national and regional scale market for sites. While the average site request is 45 acres, the average parcel size in the region's business parks is just 11 acres. Only 8% of all the parcels in all the business parks are greater than 20 acres in size.

While business parks play a significant role in our regional economy hosting many of our employers and workers, they are not the only locations for economic activity. In fact, parcels in business parks represent about 1/3 of all parcels in our region designated by local governments for economic activity. A similar analysis of all municipal parcels designated by a zoning ordinance or future land use plan as appropriate for economic activity (commercial, employment, office, industrial – light & heavy) was performed. As expected, municipal economic activity parcels tend to be smaller than business park parcels, providing no additional sources for larger sites.

General Characteristics of MadREP 6-county Region Municipal Economic Activity Parcels, 2021

Characteristic	Value		Characteristic	Value
Total Acres in Economic Activity Parcels	76,866		Average Assessed Land Value per Acre	$81,921
Acres Improved	39,158		Average Highest Assessed Land Value per Acre	$1,234,958
Acres Unimproved	37,639		Average Land Value of Improved Parcels	$100,686
# Parcels	21,013		Average Land Value of Unimproved Parcels ex $0 values	$38,101
# Parcels > 20 acres in size	952 (4%)		% Difference Between Improved/Unimproved LV	164%
Average Parcel Size (acres)	5.2		Average Assessed Improvement Value per Acre	$351,582
Avg Improved Parcel Size (acres)	3.8		Average Highest Assessed Improvement Value/acre	$9,184,204
Avg Unimproved Parcel (acres)	8.2			

Table 13: Summary of general parcel characteristics in MadREP 6-county region municipal economic activity parcels. Source: County Parcel Data 2021 - Columbia, Dane, Dodge, Jefferson, Rock, Sauk; CARPC; Becker Professional Services.

Site Selection magazine annually compiles the top site selection criteria. The charts to the left show the top criteria for 2022. Among the top criteria are availability of labor, highway accessibility and available land.







Invenergy has developed multiple solar projects in Wisconsin, including the 300-megawatt Badger Hollow Solar Farm. The first 150 megawatts of that project, pictured here, went online on Dec. 1, 2021. Invenergy is also the developer behind the Koshkonong Solar Energy Center in Dane County. *Photo courtesy of Wisconsin Public Service*

State regulators approve construction of Wisconsin's largest renewable energy plant in Dane County

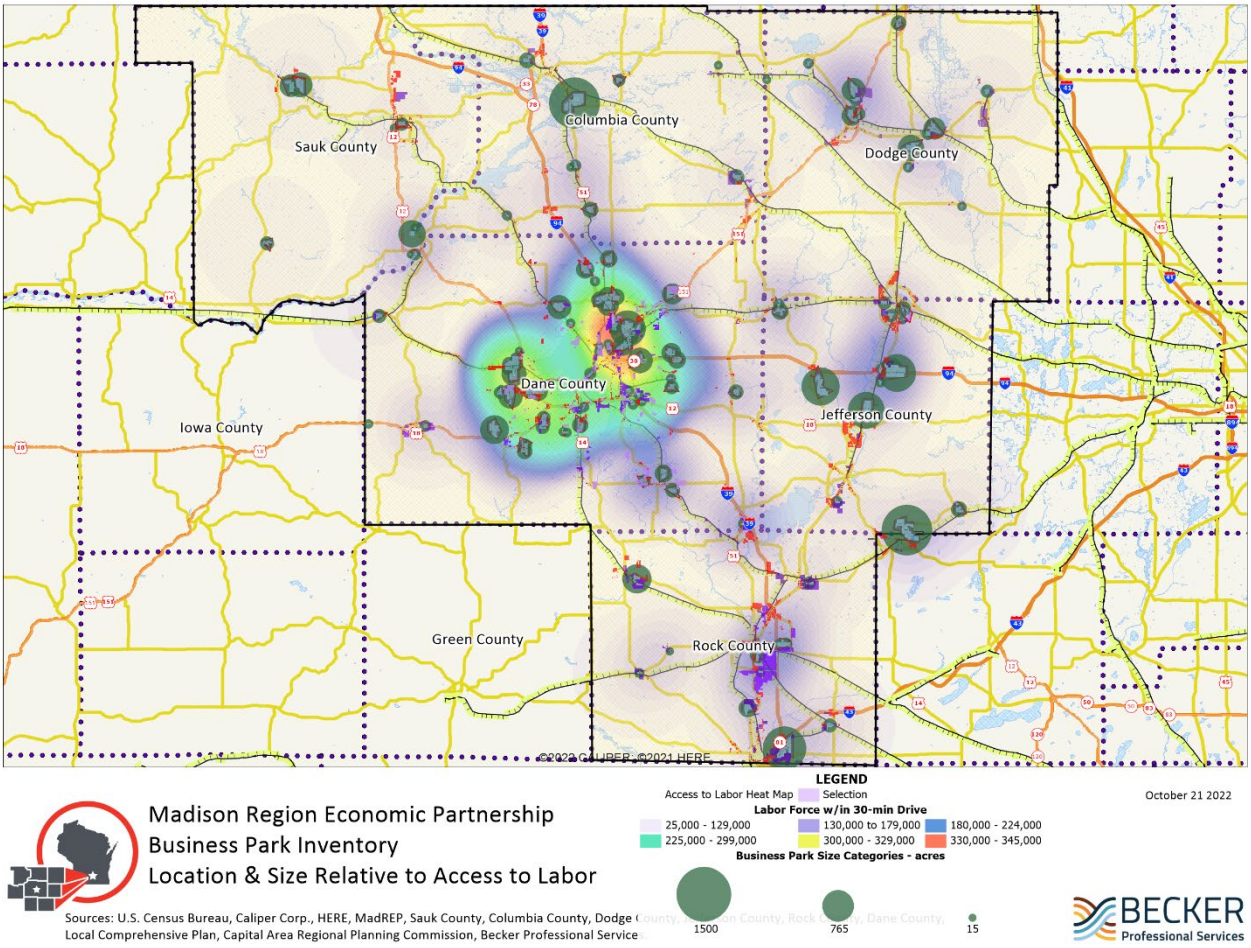
Neighbors and local communities opposed the project. Supporters say it will speed the clean energy transition.

Competing Land Uses or Complimentary Land Uses?

- Residential at interchanges and transportation nodes
- Energy Production (Solar Farms) on sites in locations or with amenities suitable for other higher-order land uses.
- Food Production
- Open Space and Environmental Corridors.
- Community Separation Zones
- Transportation & Parking







The current business park inventory is not an accurate representation of available business sites, nor is it maintained in a way to tell us how fast sites are being absorbed - both critical functions of such an inventory. A more accurate representation and the current

goal of the project is to identify parcels by permitted land use (current and future employment/industrial) and proximity in time and space to the availability of urban services. Tying those parcels to the parcel database should allow monitoring the status of development without having to have MadREP ask local EDOs to update the business park inventory.

Waukesha County has a system to help identify and manage regional business sites - https://waukeshacounty.maps.arcgis.com/apps/webappviewer/index.html?id=8ab1829eb38b4297a52d671cf89e2d9e

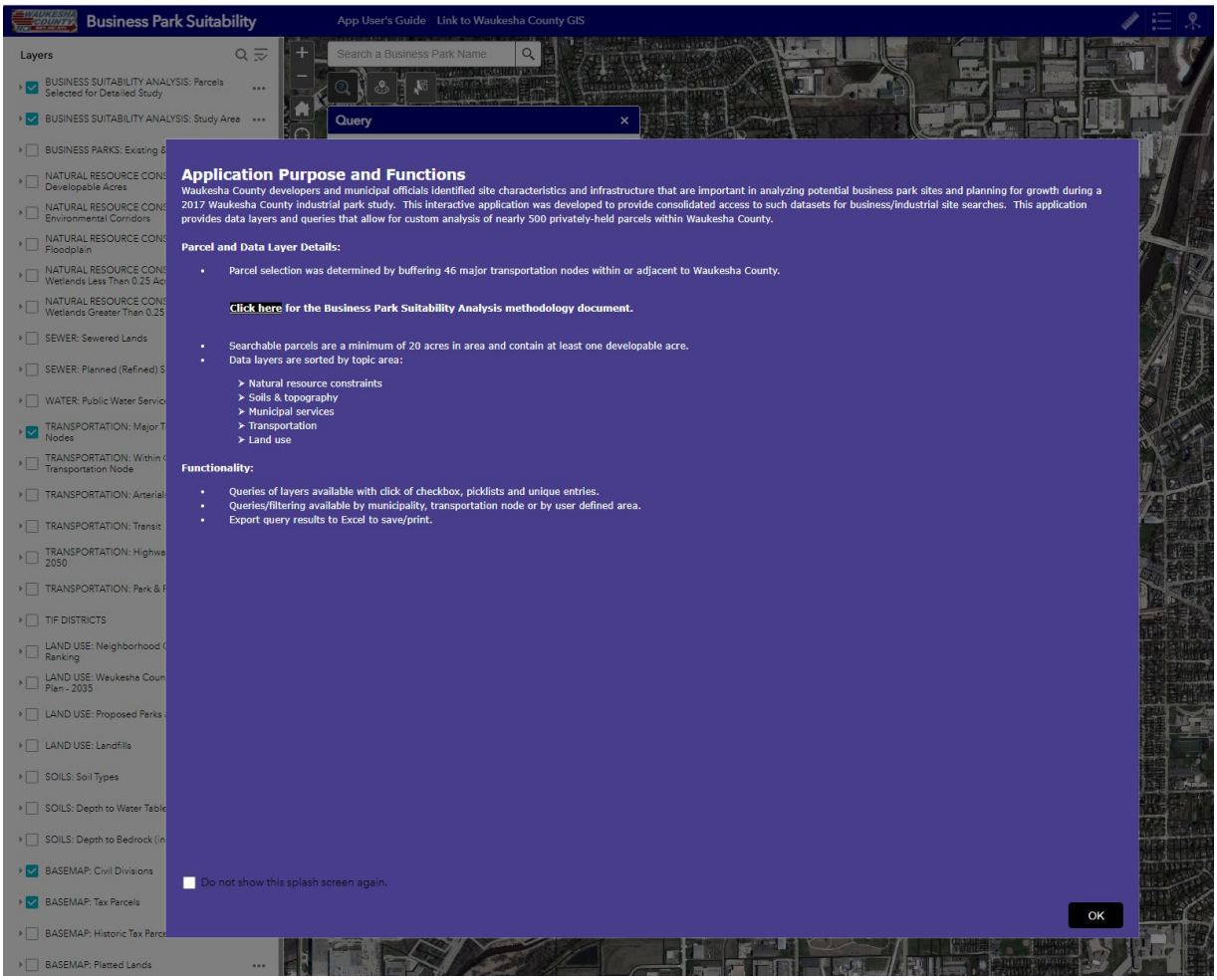
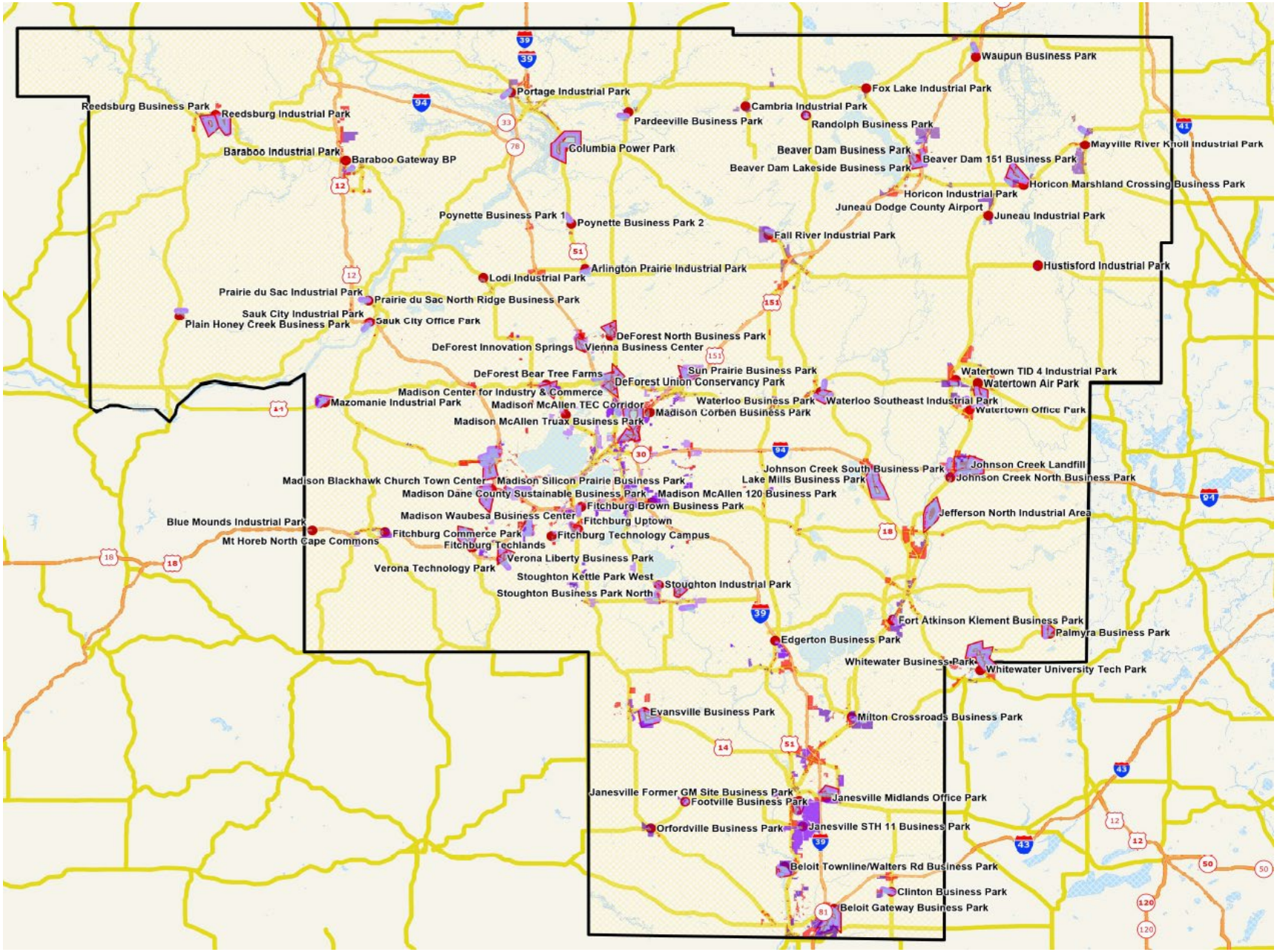


Table 14: Waukesha County Business Park Suitability Mapping Application developed by Southeast Wisconsin Regional Planning Commission.

Map of MadREP 6-county Region Business Parks



MadREP 6-county Region Business Parks – Alpha Sort Name, Location, Area & Assessed Value

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Arlington Prairie Industrial Park	Arlington	Columbia	43.33559	-89.3726	272	Private	$10,668,200
Baraboo Gateway Business Park	Baraboo	Sauk	43.45707	-89.7763	51	Private	$10,462,400
Baraboo Industrial Park	Baraboo	Sauk	43.46221	-89.7589	192	Municipal	$54,029,800
Beaver Dam 151 Business Park	Beaver Dam	Dodge	43.48879	-88.8181	147	Municipal	$0
Beaver Dam Business Park	Beaver Dam	Dodge	43.48104	-88.8118	166	Municipal	$43,480,200
Beaver Dam Commerce Park	Beaver Dam	Dodge	43.51497	-88.8203	518	Electric Utility	$962,600
Beaver Dam Lakeside Business Park	Beaver Dam	Dodge	43.48305	-88.8325	397	Municipal	$88,606,800
Beloit Gateway Business Park	Beloit	Rock	42.51607	-88.9678	1132	Municipal	$125,044,300
Beloit Townline/Walters Rd Business Park	Beloit	Rock	42.58208	-89.0396	345	Town	$4,499,900
Blue Mounds Industrial Park	Blue Mounds	Dane	43.00834	-89.8286	58	Private	$8,296,600
Cambria Industrial Park	Cambria	Columbia	43.54994	-89.1039	38	Municipal	$1,098,400
Clinton Business Park	Clinton	Rock	42.55127	-88.8767	198	Public	$16,504,100
Columbia Power Park	Portage	Columbia	43.49489	-89.4092	1382	Electric Utility	$3,364,600
Cottage Grove Business Park	Cottage Grove	Dane	43.07726	-89.2051	64	Private	$16,414,000
Cottage Grove Commerce Park	Cottage Grove	Dane	43.10498	-89.1949	326	Municipal	$69,410,300
Cottage Grove Industrial Park	Cottage Grove	Dane	43.06492	-89.1998	198	Town	$10,071,100
Cottage Grove North Commerce Park	Cottage Grove	Dane	43.11803	-89.205	384	Private	$11,240,100
Deerfield Industrial Park	Deerfield	Dane	43.05507	-89.0689	237	Municipal	$23,921,500
DeForest Bear Tree Farms	DeForest	Dane	43.20359	-89.3175	300	Private	$12,671,500
DeForest East Metro Business Park	Burke	Dane	43.18488	-89.326	429	Private	$56,577,100
DeForest Innovation Springs	DeForest	Dane	43.22445	-89.3609	77	Private	$5,765,900
DeForest North Business Park	DeForest	Dane	43.262	-89.3281	313	Municipal	$107,272,600
DeForest North Towne Corporate Park	DeForest	Dane	43.19748	-89.3279	403	Private	$159,304,300
DeForest Union Conservancy Park	DeForest	Dane	43.1933	-89.3532	275	Private	$47,336,100
Edgerton Business Park	Edgerton	Rock	42.85626	-89.0546	96	Municipal	$1,728,500
Evansville Business Park	Edgerton	Rock	42.85626	-89.0546	691	Municipal	$13,261,300
Fall River Industrial Park	Fall River	Columbia	43.38202	-89.0647	250	Municipal	$36,835,000
Fitchburg Arrowhead Industrial Park	Fitchburg	Dane	43.01879	-89.465	192	Private	$67,180,800

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Fitchburg Brown Business Park	Fitchburg	Dane	43.03126	-89.3917	20	Private	$4,099,500
Fitchburg Commerce Park	Fitchburg	Dane	43.01189	-89.4669	147	Private	$83,703,200
Fitchburg Novation Campus	Madison	Dane	43.0358	-89.3817	77	Private	$67,708,500
Fitchburg Payne & Dolan Business Park	Fitchburg	Dane	43.00329	-89.4649	186	Private	$15,760,100
Fitchburg Techlands	Fitchburg	Dane	42.99628	-89.4173	64	Private	$37,221,300
Fitchburg Technology Campus	Fitchburg	Dane	42.99543	-89.4228	58	Private	$49,562,500
Fitchburg Uptown	Fitchburg	Dane	43.00759	-89.3898	281	Private	$65,519,800
Footville Business Park	Footville	Rock	42.66565	-89.2056	25	Municipal	$2,427,500
Fort Atkinson Klement Business Park	Fort Atkinson	Jefferson	42.89314	-88.8604	128	Municipal	$3,652,800
Fox Lake Industrial Park	Fox Lake	Dodge	43.55602	-88.9163	102	Municipal	$8,359,900
Horicon Industrial Park	Horicon	Dodge	43.45399	-88.654	454	Private	$46,787,100
Horicon Marshland Crossing Business Park	Horicon	Dodge	43.44603	-88.6719	154	Municipal	$0
Hustisford Industrial Park	Hustisford	Dodge	43.33615	-88.6006	51	Municipal	$3,753,600
Janesville Eastside Business Park	Janesville	Rock	42.67553	-88.9632	172	Municipal	$77,111,600
Janesville Former GM Site Business Park	Janesville	Rock	42.66382	-89.02240	281	Private	$3,763,900
Janesville Midlands Office Park	Janesville	Rock	42.67274	-88.9816	134	Private	$48,440,000
Janesville STH 11 Business Park	Janesville	Rock	42.63291	-89.0178	70	Municipal	$6,668,700
Jefferson North Industrial Area	Jefferson	Jefferson	43.01556	-88.7998	934	Private	$42,406,800
Johnson Creek Crossroads Business Park	Johnson Creek	Jefferson	43.0917	-88.7675	115	Private	$4,204,400
Johnson Creek East Industrial Area	Johnson Creek	Jefferson	43.08115	-88.7525	954	Private	$5,446,400
Johnson Creek North Business Park	Johnson Creek	Jefferson	43.09445	-88.7604	45	Municipal	$3,053,700
Johnson Creek South Business Park	Johnson Creek	Jefferson	43.07477	-88.7673	77	Private	$4,388,900
Juneau Dodge County Airport	Juneau	Dodge	43.4264	-88.7028	589	County	$166,500
Juneau Industrial Park	Juneau	Dodge	43.39945	-88.7034	96	Municipal	$5,412,700
Lake Mills Business Park	Lake Mills	Jefferson	43.07583	-88.8967	973	Municipal	$45,427,000
Lodi Industrial Park	Lodi	Columbia	43.32394	-89.5432	77	Municipal	$10,961,500
Madison Blackhawk Church Town Center	Madison	Dane	43.06148	-89.5543	26	Private	$4,928,300
Madison Capital East District	Madison	Dane	43.08487	-89.3698	147	Private	$264,222,600

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Madison Center for Industry & Commerce	Madison	Dane	43.16077	-89.322	218	Municipal	$70,828,000
Madison Corben Business Park	Madison	Dane	43.12252	-89.3514	19	County	$11,534,000
Madison Dane County Sustainable Business Park	Madison	Dane	43.04265	-89.2631	51	County	$0
Madison East Metro BP	Madison	Dane	43.1069	-89.2667	570	Private	$16,192,500
Madison East Towne Commerce Park	Madison	Dane	43.12522	-89.3048	397	Private	$266,646,100
Madison High Crossing	Madison	Dane	43.13328	-89.2906	269	Private	$212,314,600
Madison Interstate Commerce Park	Madison	Dane	43.15416	-89.3182	179	Municipal	$89,377,700
Madison McAllen 120 Business Park	Madison	Dane	43.051	-89.2693	77	Private	$18,563,300
Madison McAllen Hanson Road Business Park	Madison	Dane	43.15213	-89.3234	70	Private	$14,217,100
Madison McAllen TEC Corridor	Madison	Dane	43.12031	-89.3263	51	Private	$0
Madison McAllen Truax Business Park	Madison	Dane	43.1258	-89.3331	13	Private	$10,408,400
Madison Park Towne Office Park	Madison	Dane	43.05914	-89.4963	179	Private	$149,143,900
Madison Silicon Prairie Business Park	Madison	Dane	43.05813	-89.5569	141	Private	$32,122,800
Madison Southeast Business Park	Madison	Dane	43.05742	-89.2896	90	Municipal	$26,124,000
Madison The American Center	Madison	Dane	43.14455	-89.2929	908	Private	$416,128,000
Madison Tradesman Industrial Park	Madison	Dane	43.03945	-89.2826	77	Municipal	$8,775,000
Madison Truax Air Park East	Madison	Dane	43.13095	-89.3321	51	County	$0
Madison Truax Air Park West	Madison	Dane	43.12669	-89.3515	32	Private	$8,021,200
Madison UW Research Park I	Madison	Dane	43.05	-89.531	333	University	$192,541,700
Madison UW Research Park II	Madison	Dane	43.059	-89.477	531	University	$531,300
Madison Waubesa Business Center	Madison	Dane	43.04211	-89.2828	51	Private	$6,177,600
Mayville River Knoll Industrial Park	Mayville	Dodge	43.50917	-88.5486	173	Municipal	$6,128,800
Mazomanie Industrial Park	Mazomanie	Dane	43.17133	-89.811	198	Municipal	$34,526,700
Middleton Airport Rd Business Park	Middleton	Dane	43.10992	-89.5271	83	Private	$41,033,400
Middleton Corporate Center	Middleton	Dane	43.10729	-89.5299	122	Private;	$82,104,400
Middleton Discovery Springs	Middleton	Dane	43.09827	-89.5229	211	Private	$176,604,300
Middleton Greenway Center	Middleton	Dane	43.0909	-89.53	70	Private	$113,842,400
Middleton Industrial Park	Middleton	Dane	43.10217	-89.5363	198	Municipal	$108,004,900
Middleton Old Sauk Office Park	Madison	Dane	43.07814	-89.5244	557	Private	$385,783,300

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Middleton Quarry Ridge Business Park	Middleton	Dane	43.09504	-89.5433	154	Private	$5,358,200
Middleton Schneider Rd Business Park	Springfield	Dane	43.12062	-89.519	26	Private	$3,100
Milton Crossroads Business Park	Milton	Rock	42.76879	-88.9183	172	Municipal	$9,329,250
Mt Horeb North Cape Commons	Mount Horeb	Dane	43.00959	-89.7143	134	Private	$19,442,300
Orfordville Business Park	Orfordville	Rock	42.63273	-89.268	64	Municipal	$4,564,000
Palmyra Business Park	Palmyra	Jefferson	42.87856	-88.6028	262	Municipal	$16,341,600
Pardeeville Business Park	Pardeeville	Columbia	43.52746	-89.3083	166	Municipal	$7,709,400
Plain Honey Creek Business Park	Plain	Sauk	43.28389	-90.046	198	Municipal	$5,551,500
Portage Industrial Park	Portage	Columbia	43.5591	-89.5061	269	Municipal	$40,809,800
Poynette Business Park 1	Poynette	Columbia	43.39686	-89.3989	134	Municipal	$9,934,400
Poynette Business Park 2	Poynette	Columbia	43.39711	-89.4103	38	Municipal	$902,300
Prairie du Sac Industrial Park	Prairie du Sac	Sauk	43.29831	-89.7393	621	Municipal	$22,152,300
Prairie du Sac North Ridge Business Park	Prairie du Sac	Sauk	43.30528	-89.7334	32	Private	$14,435,100
Randolph Business Park	Randolph	Dodge	43.52899	-89.003	45	Municipal	$4,063,700
Reedsburg Business Park	Reedsburg	Sauk	43.52871	-89.9709	550	Municipal	$4,885,400
Reedsburg Industrial Park	Reedsburg	Sauk	43.52264	-89.9884	474	Municipal	$22,434,700
Sauk City Industrial Park	Sauk City	Sauk	43.26627	-89.7344	128	Municipal	$26,974,600
Sauk City Office Park	Sauk City	Sauk	43.26467	-89.741	26	Municipal	$539,400
Stoughton Business Park North	Stoughton	Dane	42.93499	-89.2162	320	Municipal	$42,770,300
Stoughton Industrial Park	Stoughton	Dane	43.5171	-88.8239	224	Municipal	$5,256,500
Stoughton Kettle Park West	Stoughton	Dane	42.92299	-89.257	166	Private	$21,129,500
Sun Prairie Business Park	Sun Prairie	Dane	43.2007	-89.208	429	Municipal	$126,283,200
Sun Prairie Park 151	Sun Prairie	Dane	43.15715	-89.2688	147	Municipal	$37,565,600
Verona Epic Campus	Verona	Dane	43.00126	-89.5685	672	Private	$1,230,258,000
Verona Liberty Business Park	Verona	Dane	42.9747	-89.5069	211	Private	$43,025,300
Verona Technology Park	Verona	Dane	42.97102	-89.5097	243	Private	$41,277,443
Vienna Business Center	Vienna	Dane	43.24457	-89.3809	346	Private	$10,368,687
Waterloo Business Park	Waterloo	Jefferson	43.19081	-88.9776	109	Private	$8,985,100
Waterloo Southeast Industrial Park	Waterloo	Jefferson	43.18051	-88.9754	288	Private	$8,200,400

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Watertown Air Park	Watertown	Jefferson	43.16676	-88.72	38	Private	$4,589,200
Watertown Office Park	Watertown	Jefferson	43.17449	-88.7497	179	Private	$0
Watertown TID 4 Industrial Park	Watertown	Jefferson	43.19263	-88.7615	186	Private	$29,413,700
Watertown TID 7 Industrial Mixed-Use	Watertown	Jefferson	43.17386	-88.7137	243	Private	$33,678,800
Waunakee Business Park	Waunakee	Dane	43.18509	-89.4339	525	Private	$127,566,000
Waupun Business Park	Waupun	Dodge	43.61652	-88.7263	256	Municipal	$16,982,100
Westport Energy Park	Westport	Dane	43.15999	-89.4096	58	Private	$16,119,300
Whitewater Business Park	Whitewater	Jefferson	42.83996	-88.714	1369	Municipal	$69,905,200
Whitewater University Tech Park	Whitewater	Jefferson	42.83885	-88.7049	76	Municipal	$193,300

MadREP 6-county Business Park Inventory – Site & Location Factors Areas with > 100 Unimproved Acres, Set 1

	Business Park Parcel Characteristics and Site Location Highlights													
Business Parks	Total Acres	Un-improved Acres	# Parcels > 20 acres	Largest Parcel (acres)	Average Unimproved Parcel Size (acres)	Average Assessed Land Value per Acre	Average Land Value of Unimproved Parcels	Average Land Value of Improved Parcels	Average Assessed Improvement Value per Acre	Accessibility - Area Covered by 30-minute Drive, sq mi	Civilian Labor Force w/in 30 min.	Licensed Childcare Providers w/in 30 min.	# Housing Units w/in 2.5 mi	Population Change 2022-2030 30-min Drive
Columbia Power Park	1,347	1,246.3	23	308.96	21.5	$6,687	$610	$33,800	$91,131	1,129	52,467	1	1,945	4,006
Whitewater Business Park	1,302	774.7	24	72	13.5	$17,296	$7,235	$28,589	$167,794	1,107	101,078	3	5,516	2,002
Jefferson North Industrial Area	908	644.8	19	72	13.4	$10,201	$1,685	$19,498	$189,733	1,159	108,042	2	4,362	6,810
Juneau Dodge County Airport	585	580.7	9	133	41.5	$453	$19	$6,525	$34,375	1,317	82,241	2	1,225	1,193
Beloit Gateway Business Park	811	552.5	15	80	19.1	$12,449	$3,064	$30,595	$479,135	1,259	223,296	8	8,569	(17,173)
Johnson Creek East Industrial Area	873	490.9	20	431	20.5	$23,005	$29,994	$11,822	$27,149	1,378	158,458	11	1,115	15,336
Lake Mills Business Park	854	486.2	13	98	16.8	$24,825	$7,075	$36,797	$188,320	1,098	151,058	19	4,185	31,292
Reedsburg Business Park	526	469.8	10	40	18.8	$7,787	$3,094	$22,454	$76,750	1,037	34,515	1	4,417	1,098
Beaver Dam Commerce Park	504	375.1	12	40	31.3	$556	$331	$1,230	$4,620	1,438	66,976	2	2,614	13
Cottage Grove North Commerce Park	364	305.0	8	62	16.1	$123,857	$109,845	$142,180	$227,306	1,446	330,779	63	4,651	107,374
Reedsburg Industrial Park	434	294.5	5	37	6.3	$27,134	$9,655	$46,694	$271,472	1,037	34,515	1	4,664	1,098
Beloit Townline/Walters Rd Business Park	331	292.2	6	91	36.5	$3,556	$502	$11,699	$116,154	1,234	147,228	9	5,630	(5,538)
Madison UW Research Park II	357	279.2	3	75	5.8	$2,868	$0	$37,283	$49,068	1,108	299,301	61	30,521	102,467
Janesville Former GM Site Business Park	255	255.0	2	125	0.0	$21,921	N/A	$21,921	$4,513	1,257	146,016	8	15,642	(1,327)
Madison The American Center	841	230.4	13	60.21	19.2	$131,076	$58,288	$140,368	$615,140	1,382	315,182	63	16,501	103,248
Vienna Business Center	340	209.2	6	66.09	20.9	$19,363	$392	$40,442	$114,461	1,380	292,076	39	3,937	89,473
Arlington Prairie Industrial Park	251	190.2	2	57.52	7.6	$32,971	$1,456	$70,789	$337,137	1,220	168,343	26	846	48,806
Madison East Metro BP	387	182.4	7	75.62	12.2	$50,133	$31,411	$68,855	$261,345	1,273	313,806	62	19,535	103,920

	Business Park Parcel Characteristics and Site Location Highlights													
Business Parks	Total Acres	Un-improved Acres	# Parcels > 20 acres	Largest Parcel (acres)	Average Unimproved Parcel Size (acres)	Average Assessed Land Value per Acre	Average Land Value of Unimproved Parcels	Average Land Value of Improved Parcels	Average Assessed Improvement Value per Acre	Accessibility - Area Covered by 30-minute Drive, sq mi	Civilian Labor Force w/in 30 min.	Licensed Childcare Providers w/in 30 min.	# Housing Units w/in 2.5 mi	Population Change 2022-2030 30-min Drive
Waterloo Southeast Industrial Park	266	172.1	6	40	17.2	$45,512	$13,315	$60,146	$241,008	1,172	159505	22	793	39,560
Watertown Office Park	169	169.4	1	169.42	169.4	$0	$0	$0	$0	1,243	105,022	2	8,581	6,080
Horicon Industrial Park	413	159.2	6	109.16	10.6	$8,449	$1,627	$13,566	$183,092	1,287	79,629	1	1,556	807
Horicon Marshland Crossing Business Park	157	156.5	1	156.51	156.5	$0	$0	$0	$0	1,287	79,629	1	1,236	807
Verona Liberty Business Park	188	153.9	2	39.01	5.9	$118,474	$79,343	$252,640	$892,380	1,299	287,829	60	9,968	97,556
Verona Technology Park	204	144.1	2	40	5.1	$171,387	$156,886	$204,014	$516,573	1,299	28,829	60	7,266	97,556
Plain Honey Creek Business Park	189	134.4	3	50.99	9.0	$9,290	$906	$21,866	$94,211	1,055	27,598	2	257	1,381
DeForest East Metro Business Park	373	130.8	6	49.6	6.9	$123,594	$52,856	$168,867	$332,903	1,412	310,188	60	6,195	99,507
Janesville Eastside Business Park	334	123.0	4	47.05	11.2	$25,170	$2,294	$37,153	$309,390	1,437	187,284	9	14,870	(4,205)
Milton Crossroads Business Park	275	122.5	2	45.3	11.1	$24,662	$73	$114,823	$445,581	1,317	140,935	8	2,067	3,516
Waunakee Business Park	403	119.7	3	47.94	3.7	$62,180	$26,490	$84,574	$2,068,161	1,132	291,933	57	5,916	97,127
Evansville Business Park	312	116.9	7	60.79	29.2	$3,408	$482	$5,080	$52,519	1,226	156,861	30	1,434	29,967
Mayville River Knoll Industrial Park	148	115.7	0	16.62	6.8	$4,561	$0	$11,729	$161,567	1,132	96,163	1	2,870	1,240
Beaver Dam Lakeside Business Park	347	112.0	2	26.99	3.7	$68,799	$18,531	$89,046	$332,815	1,438	66,976	2	8,358	13
Waupun Business Park	239	111.2	2	77.74	12.4	$18,925	$8,211	$22,943	$131,585	1,405	87,056	2	2,936	(552)
Pardeeville Business Park	153	108.0	2	40	7.7	$16,715	$749	$26,472	$159,020	1,111	40,903	3	882	53

	Business Park Parcel Characteristics and Site Location Highlights													
Business Parks	Total Acres	Un-improved Acres	# Parcels > 20 acres	Largest Parcel (acres)	Average Unimproved Parcel Size (acres)	Average Assessed Land Value per Acre	Average Land Value of Unimproved Parcels	Average Land Value of Improved Parcels	Average Assessed Improvement Value per Acre	Accessibility - Area Covered by 30-minute Drive, sq mi	Civilian Labor Force w/in 30 min.	Licensed Childcare Providers w/in 30 min.	# Housing Units w/in 2.5 mi	Population Change 2022-2030 30-min Drive
Cottage Grove Commerce Park	277	108.0	4	32.2	4.9	$77,240	$15,862	$99,530	$410,436	1,446	330,779	63	4,111	107,374

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 2

Population Characteristics within 30-minute Drive												
Business Parks	White	Non-White Population	Hispanic Origin	25+ High school grad	25+ Some college, no degree	25+ Associate degree	25+ Bachelor's degree	25+ Grad or prof degree	16+ In labor force	16+ In LF Civilian Employed	16+ In LF Civilian Unemployed	16+ Not in labor force
Columbia Power Park	89,678	3,788	4,011	20,811	15,065	8,765	13,133	5,983	52,696	51,041	1,426	24,544
Whitewater Business Park	167,726	8,402	12,727	39,206	26,825	13,316	23,927	11,770	101,187	97,952	3,126	48,084
Jefferson North Industrial Area	178,429	8,160	11,941	39,160	27,154	14,438	28,297	13,316	108,205	104,594	3,448	49,007
Juneau Dodge County Airport	139,388	5,765	7,921	39,773	22,403	12,726	16,068	6,208	82,334	79,054	3,187	38,840
Beloit Gateway Business Park	361,483	54,153	55,301	95,329	68,981	30,073	47,388	25,223	223,420	210,036	13,260	122,326
Johnson Creek East Industrial Area	257,708	15,199	16,417	52,130	39,767	20,768	48,091	23,094	158,677	153,634	4,824	71,316
Lake Mills Business Park	226,682	20,831	16,465	46,960	36,852	20,063	45,566	23,156	151,326	146,706	4,352	58,473
Reedsburg Business Park	60,097	2,758	2,908	16,175	9,894	5,333	6,707	2,982	34,546	33,598	917	17,102
Beaver Dam Commerce Park	114,278	5,332	6,844	33,578	18,296	10,334	12,711	5,244	67,077	64,562	2,414	33,036
Cottage Grove North Commerce Park	470,293	69,913	37,410	68,942	64,215	35,784	113,818	76,448	331,486	322,411	8,368	131,954
Reedsburg Industrial Park	60,097	2,758	2,908	16,175	9,894	5,333	6,707	2,982	34,546	33,598	917	17,102
Beloit Townline/Walters Rd Business Park	243,488	25,904	24,378	62,335	43,413	21,112	32,565	16,923	147,332	140,114	7,114	75,294
Madison UW Research Park II	419,557	67,110	33,449	57,409	55,850	32,167	105,176	73,014	299,879	291,925	7,377	119,204
Janesville Former GM Site Business Park	240,019	24,965	25,075	61,113	41,643	21,288	32,193	16,274	146,135	139,330	6,685	73,073
Madison The American Center	445,292	68,163	36,362	64,431	60,880	33,667	108,334	73,481	315,889	307,267	7,915	125,542
Vienna Business Center	416,704	63,539	33,209	63,068	58,080	32,434	96,921	66,545	292,770	284,775	7,301	120,899
Arlington Prairie Industrial Park	250,334	27,133	15,647	45,498	39,351	23,133	56,674	30,870	168,863	164,320	4,022	65,288
Madison East Metro BP	442,869	68,179	36,164	63,342	60,179	33,399	108,595	73,646	314,486	305,972	7,835	124,805
Waterloo Southeast Industrial Park	236,121	23,509	17,457	48,442	37,790	21,551	49,089	25,200	159,802	154,935	4,570	60,111
Watertown Office Park	176,121	7,339	10,696	39,410	27,179	14,514	29,489	13,584	105,201	101,634	3,388	48,290
Horicon Industrial Park	135,155	5,605	7,579	39,159	21,945	12,289	15,125	5,882	79,718	76,504	3,125	37,906
Population Characteristics within 30-minute Drive												

Business Parks	White	Non-White Population	Hispanic Origin	25+ High school grad	25+ Some college, no degree	25+ Associate degree	25+ Bachelor's degree	25+ Grad or prof degree	16+ In labor force	16+ In LF Civilian Employed	16+ In LF Civilian Unemployed	16+ Not in labor force
Horicon Marshland Crossing Business Park	135,155	5,605	7,579	39,159	21,945	12,289	15,125	5,882	79,718	76,504	3,125	37,906
Verona Liberty Business Park	402,419	64,807	31,779	55,270	53,132	30,633	100,446	70,640	288,300	280,562	7,267	114,268
Verona Technology Park	402,419	64,807	31,779	55,270	53,132	30,633	100,446	70,640	288,300	280,562	7,267	114,268
Plain Honey Creek Business Park	48,004	2,099	2,416	12,664	7,453	4,190	5,889	2,852	27,615	27,061	537	13,299
DeForest East Metro Business Park	440,214	67,222	35,282	64,518	60,829	33,741	105,501	72,111	310,901	302,553	7,635	125,462
Janesville Eastside Business Park	307,529	30,739	31,062	76,571	53,233	25,849	42,062	22,112	187,443	178,739	8,545	94,366
Milton Crossroads Business Park	233,480	20,305	22,849	58,721	38,558	19,898	31,199	15,309	141,031	135,614	5,320	71,359
Waunakee Business Park	407,145	66,500	34,130	57,271	55,441	31,228	100,421	69,186	292,623	284,697	7,237	116,150
Evansville Business Park	245,885	58,053	20,164	50,564	38,086	21,078	45,838	27,047	157,003	152,219	4,642	69,900
Mayville River Knoll Industrial Park	164,328	7,413	7,435	44,678	25,884	14,873	20,672	8,916	96,193	92,542	3,621	46,288
Beaver Dam Lakeside Business Park	114,278	5,332	6,844	33,578	18,296	10,334	12,711	5,244	67,077	64,562	2,414	33,036
Waupun Business Park	148,762	8,239	8,361	42,465	24,031	13,458	16,755	7,527	87,119	83,759	3,298	43,957
Pardeeville Business Park	72,050	3,563	3,133	18,738	12,836	6,892	9,118	3,924	41,057	39,742	1,160	21,902
Cottage Grove Commerce Park	470,293	69,913	37,410	68,942	64,215	35,784	113,818	76,448	331,486	322,411	8,368	131,954

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Available Acres; Set 3

	Employed Civilians 16+ by Industry within 30-minute Drive											
Business Parks	Employed civilian population 16+	Ag/ forestry/ fish/ mine	Construc-tion	Manufac-turing	Wholesale trade	Retail trade	Transpor-tation / warehouse	Infor-mation	Finance/ ins/RE/ rental	Prof/scien-tific/admin	Ed/health/ soc services	Art/ent/rec /acc/food
Columbia Power Park	51,041	1,611	3,962	7,733	1,165	5,411	2,784	876	3,499	4,034	10,991	4,150
Whitewater Business Park	97,952	1,613	7,791	18,036	3,073	11,075	4,142	1,369	4,476	7,639	22,926	8,720
Jefferson North Industrial Area	104,594	1,969	7,149	19,197	3,207	11,919	4,024	1,690	5,654	8,198	25,272	8,201
Juneau Dodge County Airport	79,054	2,462	5,730	20,334	1,806	9,535	3,914	854	3,403	4,714	15,281	4,594
Beloit Gateway Business Park	210,036	2,171	12,672	48,929	6,216	24,236	10,530	3,259	8,222	16,179	44,578	17,342
Johnson Creek East Industrial Area	153,634	2,370	9,870	26,311	4,473	16,959	5,782	2,491	9,922	14,270	36,764	12,088
Lake Mills Business Park	146,706	2,133	8,448	21,160	3,694	15,465	5,280	2,887	10,922	14,231	37,549	11,109
Reedsburg Business Park	33,598	1,332	2,464	5,333	850	4,172	1,558	396	1,352	2,061	6,632	5,057
Beaver Dam Commerce Park	64,562	2,444	4,605	16,045	1,468	7,797	3,534	742	3,115	3,585	12,309	3,549
Cottage Grove North Commerce Park	322,411	3,576	14,815	31,952	6,541	30,432	10,617	9,319	25,135	43,732	91,198	25,500
Reedsburg Industrial Park	33,598	1,332	2,464	5,333	850	4,172	1,558	396	1,352	2,061	6,632	5,057
Beloit Townline/Walters Rd Business Park	140,114	1,864	8,933	31,439	4,709	15,983	6,116	2,427	6,058	9,846	30,994	10,778
Madison UW Research Park II	291,925	2,728	13,058	25,998	5,590	26,708	8,846	9,131	22,671	41,245	85,156	24,424
Janesville Former GM Site Business Park	139,330	1,911	9,240	30,051	4,936	15,874	5,979	2,514	5,853	10,084	30,843	11,345
Madison The American Center	307,267	3,383	13,774	29,665	6,151	29,197	10,144	8,851	23,886	42,016	87,032	24,849
Vienna Business Center	284,775	3,354	13,238	27,218	5,743	27,239	9,680	7,423	21,771	37,250	80,902	24,704
Arlington Prairie Industrial Park	164,320	2,402	8,815	18,052	3,828	16,592	6,446	3,538	14,201	19,027	42,690	12,403
Madison East Metro BP	305,972	3,261	13,641	29,403	6,128	28,881	9,958	8,870	23,881	42,041	86,943	24,692
Waterloo Southeast Industrial Park	154,935	2,527	8,398	21,581	3,686	16,651	6,057	2,995	12,329	15,729	38,859	11,073
Watertown Office Park	101,634	2,152	7,422	19,541	2,950	11,119	4,060	1,560	5,883	8,512	23,444	7,014
Horicon Industrial Park	76,504	2,374	5,528	19,975	1,825	9,282	3,847	800	3,158	4,449	14,615	4,466
Horicon Marshland Crossing Business Park	76,504	2,374	5,528	19,975	1,825	9,282	3,847	800	3,158	4,449	14,615	4,466
Verona Liberty Business Park	280,562	2,817	12,862	24,860	5,524	25,866	8,229	8,761	21,358	39,791	81,927	23,327

	Employed Civilians 16+ by Industry within 30-minute Drive											
Business Parks	Employed civilian population 16+	Ag/ forestry / fish/ mine	Construc-tion	Manufacturing	Wholesale trade	Retai ltrade	Transportation / warehouse	Information	Finance/ ins/RE/ rental	Prof/scientific/admin	Ed/health/ soc services	Art/ent/rec /acc/food
Verona Technology Park	280,562	2,817	12,862	24,860	5,524	25,866	8,229	8,761	21,358	39,791	81,927	23,327
Plain Honey Creek Business Park	27,061	1,418	2,168	4,775	715	3,338	1,067	491	1,173	1,748	5,836	2,491
DeForest East Metro Business Park	302,553	3,418	14,026	28,967	6,042	28,580	10,082	8,445	23,455	40,842	85,686	24,924
Janesville Eastside Business Park	175,927	8,982	11,730	37,696	5,996	20,461	7,642	2,981	7,540	13,065	40,852	14,974
Milton Crossroads Business Park	135,614	2,160	9,402	27,647	4,703	15,745	5,573	2,352	5,558	9,914	30,674	11,978
Waunakee Business Park	284,697	2,960	12,568	25,410	5,556	27,089	9,026	8,314	22,596	39,158	81,894	24,165
Evansville Business Park	152,219	2,122	9,221	22,630	4,596	15,960	6,047	4,071	8,559	16,820	37,778	11,539
Mayville River Knoll Industrial Park	92,542	2,135	7,119	23,342	2,409	10,457	4,203	1,604	4,860	5,631	17,531	5,873
Beaver Dam Lakeside Business Park	64,562	2,444	4,605	16,045	1,468	7,797	3,534	742	3,115	3,585	12,309	3,549
Waupun Business Park	83,759	2,547	5,822	20,497	1,810	9,584	4,529	1,487	4,399	4,589	16,230	5,095
Pardeeville Business Park	39,742	1,443	3,238	6,878	926	4,208	2,437	567	2,461	2,844	8,061	2,732
Cottage Grove Commerce Park	322,411	3,576	14,815	31,952	6,541	30,432	10,617	9,319	25,135	43,732	91,198	25,500

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 4

	Employed Civilians 16+ by Occupation within 30-minute Drive					Workers 16+ by Mode of Transport to Work within 30-minute Drive								
Business Parks	Manage/ prof	Service	Sales/ office	Nat res/ constr/ maint	Prod/ transp/ material	Worked at home	Used Car to Get to Work	Don't Use Car to Travel To Work	Car Drove alone	Car pooled	Public trans	Walked	Other means	Vehicles None
Columbia Power Park	19,229	7,870	10,452	5,488	8,002	3,618	45,228	1,575	41,142	4,087	57	953	565	1,835
Whitewater Business Park	33,318	17,691	19,670	9,897	17,375	5,015	87,521	4,009	80,200	7,321	266	2,734	1,008	2,752
Jefferson North Industrial Area	38,525	18,141	20,717	9,127	18,084	5,796	92,821	4,563	85,231	7,590	218	3,272	1,073	2,709
Juneau Dodge County Airport	23,584	12,436	15,371	8,272	19,391	4,240	70,471	3,294	64,081	6,391	99	2,498	697	2,962
Beloit Gateway Business Park	66,622	34,667	44,352	18,306	46,089	9,791	190,410	5,950	170,525	19,885	1,055	2,691	2,204	10,242
Johnson Creek East Industrial Area	62,141	24,306	31,359	12,041	23,788	9,924	135,427	6,450	124,703	10,724	954	3,829	1,667	4,232
Lake Mills Business Park	63,305	22,680	28,072	10,905	21,744	9,882	125,300	10,086	114,243	11,057	3,598	3,425	3,063	5,834
Reedsburg Business Park	10,455	6,561	6,423	3,677	6,482	1,686	29,900	1,583	26,988	2,911	36	1,095	453	1,339
Beaver Dam Commerce Park	19,046	10,176	12,289	6,895	16,156	3,674	57,459	2,694	52,344	5,115	99	2,007	587	2,478
Cottage Grove North Commerce Park	166,151	46,021	58,416	18,233	33,590	25,746	251,323	41,281	228,945	22,378	13,945	17,053	10,283	17,447
Reedsburg Industrial Park	10,455	6,561	6,423	3,677	6,482	1,686	29,900	1,583	26,988	2,911	36	1,095	453	1,339
Beloit Townline/Walters Rd Business Park	48,058	21,919	29,233	13,117	27,787	7,033	127,157	3,770	115,444	11,713	559	1,833	1,378	5,291
Madison UW Research Park II	155,171	41,623	52,558	15,459	27,113	23,751	223,947	40,171	203,969	19,978	13,823	16,481	9,867	17,919
Janesville Former GM Site Business Park	46,945	22,869	28,522	13,028	27,966	6,968	125,742	4,511	114,035	11,708	576	2,355	1,580	5,378
Madison The American Center	158,673	44,223	55,740	16,963	31,668	24,698	237,790	40,845	216,337	21,453	13,918	16,830	10,096	17,261
Vienna Business Center	144,587	42,416	51,956	16,619	29,197	22,567	218,721	39,671	199,096	19,625	13,561	16,497	9,613	13,476
Arlington Prairie Industrial Park	78,295	23,151	31,978	11,343	19,553	13,244	137,191	12,376	125,324	11,867	4,907	3,643	3,826	6,508
Madison East Metro BP	158,822	43,877	55,394	16,719	31,160	24,590	236,682	40,760	215,479	21,203	13,920	16,730	10,109	17,163
Waterloo Southeast Industrial Park	68,079	22,957	29,872	11,081	22,947	11,172	130,827	11,421	118,953	11,874	4,118	3,813	3,490	5,834
Watertown Office Park	38,324	16,264	20,200	9,097	17,749	6,351	90,370	3,732	83,137	7,234	232	2,491	1,009	2,321
Horicon Marshland Crossing Business Park	22,335	12,033	14,996	8,032	19,108	4,099	68,169	3,214	62,026	6,144	97	2,436	680	2,911
	Employed Civilians 16+ by Occupation within 30-minute Drive					Workers 16+ by Mode of Transport to Work within 30-minute Drive								

Business Parks	Manage/ prof	Service	Sales/ office	Nat res/ constr/ maint	Prod/ transp/ material	Worked at home	Used Car to Get to Work	Don't Use Car to Travel To Work	Car Drove alone	Car pooled	Public trans	Walked	Other means	Vehicles None
Verona Liberty Business Park	149,351	39,697	50,324	15,136	26,055	22,764	214,219	39,632	195,081	19,138	13,689	16,267	9,677	17,640
Verona Technology Park	149,351	39,697	50,324	15,136	26,055	22,764	214,219	39,632	195,081	19,138	13,689	16,267	9,677	17,640
Plain Honey Creek Business Park	9,078	4,504	4,942	3,449	5,089	1,633	23,798	1,182	21,565	2,232	64	760	358	1,058
DeForest East Metro Business Park	155,679	43,917	55,016	17,227	30,715	24,262	233,893	40,408	212,924	20,969	13,874	16,607	9,927	17,179
Janesville Eastside Business Park	60,618	30,135	36,796	16,606	34,584	8,982	160,991	5,954	146,226	14,765	639	3,351	1,964	6,697
Milton Crossroads Business Park	44,260	23,499	27,275	13,210	27,371	6,418	121,240	5,755	109,904	11,336	549	3,573	1,633	4,943
Waunakee Business Park	148,893	41,585	51,310	15,399	27,510	23,158	218,113	39,821	198,479	19,634	13,889	16,264	9,668	16,707
Evansville Business Park	65,609	22,041	29,634	12,522	22,413	9,780	130,464	9,641	118,313	12,150	2,440	4,147	3,054	6,687
Mayville River Knoll Industrial Park	29,158	13,923	18,752	9,413	21,295	4,239	83,754	3,279	76,846	6,908	214	2,114	951	3,597
Beaver Dam Lakeside Business Park	19,046	10,176	12,289	6,895	16,156	3,674	57,459	2,694	52,344	5,115	99	2,007	587	2,478
Waupun Business Park	24,348	13,418	16,269	8,839	20,886	4,331	74,819	3,447	68,255	6,564	111	2,364	972	4,022
Pardeeville Business Park	13,515	6,031	8,234	4,694	7,268	2,805	35,207	1,233	31,900	3,307	41	711	481	2,193
Cottage Grove Commerce Park	166,151	46,021	58,416	18,233	33,590	25,746	251,323	41,281	228,945	22,378	13,945	17,053	10,283	17,447

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 5

	Population Characteristics within 30-minute Drive							
Business Parks	Population 2022	Households	Population 2030	Projected Change in Population 2022 - 2030	Licensed Childcare Providers	# Workers Travel Time <25 Minutes	# Workers Travel Time>25 < 35 Minutes	# Workers Travel Time >35 Minutes
Columbia Power Park	96,529	39,715	100,534	4,006	1	25,962	8,920	11,922
Whitewater Business Park	181,701	71,888	183,704	2,002	3	54,037	15,186	22,307
Jefferson North Industrial Area	192,589	75,099	199,399	6,810	2	55,441	18,136	23,806
Juneau Dodge County Airport	149,108	59,344	150,301	1,193	2	42,439	14,008	17,319
Beloit Gateway Business Park	433,967	172,904	416,794	(17,173)	8	129,730	32,511	34,118
Johnson Creek East Industrial Area	281,377	111,348	296,713	15,336	11	75,348	28,668	31,769
Lake Mills Business Park	258,061	106,347	289,353	31,292	19	80,456	27,124	27,806
Reedsburg Business Park	64,440	26,483	65,538	1,098	1	20,842	4,821	5,820
Beaver Dam Commerce Park	123,079	71,846	123,092	13	2	36,690	11,193	12,270
Cottage Grove North Commerce Park	565,062	236,159	672,437	107,374	63	191,864	59,877	40,863
Reedsburg Industrial Park	64,440	26,483	65,538	1,098	1	20,842	4,821	5,820
Beloit Townline/Walters Rd Business Park	279,553	110,446	274,015	(5,538)	9	82,106	23,801	25,020
Madison UW Research Park II	509,529	215,052	611,996	102,467	61	176,640	53,233	34,245
Janesville Former GM Site Business Park	275,066	109,098	273,739	(1,327)	8	81,903	23,455	24,895
Madison The American Center	537,258	225,294	640,507	103,248	63	183,839	56,724	38,072
Vienna Business Center	502,018	210,940	445,247	(56,771)	39	170,529	50,790	37,073
Arlington Prairie Industrial Park	289,541	121,800	338,347	48,806	26	91,177	31,117	27,273
Madison East Metro BP	534,854	224,055	638,774	103,920	62	183,263	56,564	37,616
Waterloo Southeast Industrial Park	270,964	112,822	310,524	39,560	22	84,780	29,493	27,974
Watertown Office Park	188,711	73,358	194,791	6,080	2	51,487	18,798	23,817
Horicon Industrial Park	144,525	57,695	145,332	807	1	41,558	13,358	16,467
Horicon Marshland Crossing Business Park	144,525	57,695	145,332	807	1	41,558	13,358	16,467
Verona Liberty Business Park	488,942	206,833	586,498	97,556	60	168,721	51,517	33,613
Verona Technology Park	488,942	206,833	586,498	97,556	60	168,721	51,517	33,613
Plain Honey Creek Business Park	51,375	21,167	52,757	1,381	2	14,599	4,279	6,101
DeForest East Metro Business Park	530,631	222,478	630,138	99,507	60	180,683	55,412	38,206
Janesville Eastside Business Park	351,273	139,038	347,069	(4,205)	9	105,994	29,723	31,228
Milton Crossroads Business Park	262,948	104,881	266,464	3,516	8	79,203	21,139	26,654
Waunakee Business Park	496,160	208,860	593,287	97,127	57	172,622	50,719	34,593

	Population Characteristics within 30-minute Drive							
Business Parks	Population 2022	Households	Population 2030	Projected Change in Population 2022 - 2030	Licensed Childcare Providers	# Workers Travel Time <25 Minutes	# Workers Travel Time>25 < 35 Minutes	# Workers Travel Time >35 Minutes
Evansville Business Park	282,509	117,415	312,476	29,967	30	88,454	27,472	24,178
Mayville River Knoll Industrial Park	175,700	71,846	176,940	1,240	1	53,231	15,699	18,102
Beaver Dam Lakeside Business Park	123,079	71,846	123,092	13	2	36,690	11,193	12,270
Waupun Business Park	161,228	65,765	160,676	(552)	2	52,646	12,064	13,555
Pardeeville Business Park	78,061	31,796	116,982	38,921	3	19,571	6,741	10,128
Cottage Grove Commerce Park	565,062	236,159	672,437	107,374	63	191,864	59,877	40,863

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 6

	Population Characteristics within 2.5 Miles of Site											
Business Parks	Daytime Population Age 18+	Population 2022	% Change in Population	Male	Female	Age 21+	Age 62+	Age <18	Age 18+	White	Non-White	Hispanic Origin
Columbia Power Park	2,258	3,928	-1.9%	1,976	1,952	3,016	898	783	3,146	3,784	69	140
Whitewater Business Park	12,809	14,141	2.9%	7,164	6,977	8,924	1,701	1,768	12,373	12,275	682	1,530
Jefferson North Industrial Area	6,802	10,251	0.1%	4,950	5,300	7,870	2,101	2,066	8,184	9,289	242	863
Juneau Dodge County Airport	2,651	2,930	-2.4%	1,509	1,420	2,263	706	553	2,377	2,833	61	45
Beloit Gateway Business Park	18,401	21,011	-1.6%	10,342	10,669	14,776	4,192	4,840	16,171	16,001	2,700	3,124
Johnson Creek East Industrial Area	2,099	2,722	2.2%	1,354	1,369	2,002	513	621	2,102	2,562	68	127
Lake Mills Business Park	5,919	8,751	0.7%	4,391	4,360	6,630	1,718	1,952	6,800	7,936	126	877
Reedsburg Business Park	8,638	9,347	-1.8%	4,749	4,598	6,533	1,982	2,357	6,990	8,580	340	559
Beaver Dam Commerce Park	4,822	5,701	-0.9%	2,818	2,884	4,341	1,265	1,184	4,518	5,466	150	139
Cottage Grove North Commerce Park	7,924	11,611	4.1%	5,717	5,894	8,235	1,873	3,076	8,535	10,262	575	556
Reedsburg Industrial Park	9,035	10,022	-1.1%	5,128	4,895	6,952	2,066	2,588	7,434	9,112	429	619
Beloit Townline/Walters Rd Business Park	8,508	12,678	-3.8%	6,207	6,471	9,421	3,184	2,821	9,856	10,376	1,012	1,574
Madison UW Research Park II	59,833	61,660	1.5%	29,841	31,819	47,116	10,983	13,288	48,372	45,361	11,647	4,474
Janesville Former GM Site Business Park	24,708	34,997	1.1%	16,966	18,030	25,813	6,843	8,036	26,961	30,766	1,639	2,557
Madison The American Center	45,541	32,772	0.4%	16,565	16,207	24,722	4,708	7,198	25,574	25,285	5,626	2,094
Vienna Business Center	5,113	10,474	3.5%	4,990	5,484	7,353	1,753	2,808	7,666	9,394	352	434
Arlington Prairie Industrial Park	695	1,699	-2.4%	891	808	1,294	394	366	1,333	1,642	48	42
Madison East Metro BP	44,717	41,738	0.3%	20,112	21,625	32,463	7,036	8,253	33,485	34,065	5,499	2,870
Waterloo Southeast Industrial Park	1,082	2,007	4.9%	1,040	967	1,486	390	470	1,537	1,796	53	178
Watertown Office Park	13,954	20,851	1.5%	10,226	10,625	15,118	4,453	4,772	16,079	19,494	462	2,271
Horicon Industrial Park	2,975	3,601	2.3%	1,797	1,804	2,740	684	758	2,843	3,473	96	87
Horicon Marshland Crossing Business Park	2,448	2,878	1.5%	1,444	1,434	2,197	576	592	2,286	2,775	75	64
Verona Liberty Business Park	18,182	21,765	3.3%	10,583	11,182	16,203	3,090	5,105	16,660	19,004	1,775	1,270
Verona Technology Park	12,903	15,778	5.2%	7,783	7,995	11,774	2,399	3,679	12,099	13,997	1,173	804
Plain Honey Creek Business Park	294	638	2.8%	336	303	427	123	185	453	629	7	10
DeForest East Metro Business Park	12,171	13,213	1.6%	6,601	6,612	9,507	2,204	3,562	9,651	11,552	1,096	640
Janesville Eastside Business Park	23,529	32,072	0.2%	15,650	16,422	23,950	6,754	7,149	24,923	28,613	1,762	1,502
Milton Crossroads Business Park	3,365	5,111	0.9%	2,542	2,568	3,622	912	1,290	3,821	4,767	79	109
Waunakee Business Park	10,508	13,789	0.4%	7,095	6,694	9,856	2,938	3,537	10,252	12,742	541	727

	Population Characteristics within 2.5 Miles of Site											
Business Parks	Daytime Population Age 18+	Population 2022	% Change in Population	Male	Female	Age 21+	Age 62+	Age <18	Age 18+	White	Non-White	Hispanic Origin
Evansville Business Park	2,257	3,281	0.1%	1,667	1,614	2,453	698	780	2,501	3,139	59	86
Mayville River Knoll Industrial Park	5,610	6,004	0.2%	2,848	3,156	4,338	1,297	1,552	4,452	5,875	16	65
Beaver Dam Lakeside Business Park	12,468	17,858	0.0%	9,158	8,700	13,506	3,933	3,645	14,213	16,446	676	1,584
Waupun Business Park	6,414	9,176	0.1%	5,500	3,677	7,333	2,185	1,669	7,508	8,405	656	492
Pardeeville Business Park	886	1,921	0.4%	989	932	1,422	436	450	1,471	1,874	16	61
Cottage Grove Commerce Park	5,196	10,921	2.6%	5,407	5,514	7,627	1,851	3,001	7,919	9,900	359	474

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 7

	Housing and Population Characteristics within 2.5 miles of Site											
Business Parks	Housing units	House-holds	Population 25+	25+ <9th grade	25+ 9th to 12th grade, no diploma	25+ High school grad	25+ Some college, no degree	25+ Associate degree	25+ Bachelor's degree	25+ Grad or prof degree	Avg 25+ % HS grad or higher	Avg 25+ % bachelor's degree or higher
Columbia Power Park	1,886	1,710	2,869	44	131	1,036	789	379	330	159	94	17
Whitewater Business Park	5,637	4,928	5,432	108	244	1,610	1,078	519	1,110	763	95	39
Jefferson North Industrial Area	4,650	4,283	7,466	499	301	2,519	1,677	838	1,062	571	89	22
Juneau Dodge County Airport	1,189	1,096	2,137	33	110	1,033	382	241	239	98	93	16
Beloit Gateway Business Park	8,719	8,067	13,529	437	967	4,495	2,987	1,471	2,120	1,052	89	23
Johnson Creek East Industrial Area	1,101	1,037	1,889	60	97	585	358	308	329	152	92	26
Lake Mills Business Park	3,948	3,487	6,392	155	320	1,651	1,337	587	1,541	802	93	37
Reedsburg Business Park	3,794	3,633	6,115	195	278	2,442	1,423	556	796	425	92	20
Beaver Dam Commerce Park	2,614	2,536	4,126	38	191	1,500	777	575	697	348	94	25
Cottage Grove North Commerce Park	4,347	4,270	7,501	57	156	1,257	1,403	1,119	2,396	1,114	97	47
Reedsburg Industrial Park	4,005	3,861	6,515	211	288	2,584	1,557	575	850	451	92	20
Beloit Townline/Walters Rd Business Park	5,378	5,017	9,008	218	481	3,317	1,927	1,021	1,259	785	92	23
Madison UW Research Park II	28,273	27,486	43,130	758	733	4,664	6,196	2,990	15,936	11,852	97	64
Janesville Former GM Site Business Park	15,796	14,994	24,035	514	1,532	8,241	5,670	3,082	3,592	1,404	91	21
Madison The American Center	15,093	14,438	23,025	639	606	4,531	4,692	2,673	6,781	3,102	95	43
Vienna Business Center	4,043	3,832	6,938	20	87	1,677	1,353	939	1,970	892	98	41
Arlington Prairie Industrial Park	840	737	1,219	8	40	362	253	189	255	112	96	30
Madison East Metro BP	18,172	17,850	30,238	776	909	6,202	5,908	3,235	8,855	4,353	94	44
Waterloo Southeast Industrial Park	836	810	1,412	50	72	465	272	163	292	97	91	28
Watertown Office Park	8,475	8,184	14,154	453	753	5,487	3,021	1,697	1,984	759	91	19
Horicon Industrial Park	1,599	1,520	2,479	42	154	1,031	398	445	281	129	92	17
Horicon Marshland Crossing Business Park	1,259	1,191	2,003	33	121	863	325	335	224	102	92	16
Verona Liberty Business Park	9,472	9,211	15,016	114	243	2,124	2,220	1,208	5,576	3,530	98	61
Verona Technology Park	6,894	6,711	10,870	63	209	1,641	1,569	879	3,987	2,523	97	60
Plain Honey Creek Business Park	256	230	404	34	22	150	72	47	54	24	86	19

	Housing and Population Characteristics within 2.5 miles of Site											
Business Parks	Housing units	House-holds	Population 25+	25+ <9th grade	25+ 9th to 12th grade, no diploma	25+ High school grad	25+ Some college, no degree	25+ Associate degree	25+ Bachelor's degree	25+ Grad or prof degree	Avg 25+ % HS grad or higher	Avg 25+ % bachelor's degree or higher
DeForest East Metro Business Park	5,441	5,202	8,866	62	131	1,480	1,589	1,139	2,835	1,629	98	50
Janesville Eastside Business Park	14,841	14,259	22,564	391	1,231	7,228	5,307	2,691	4,043	1,673	93	25
Milton Crossroads Business Park	1,975	1,902	3,397	50	146	1,010	740	370	739	342	94	32
Waunakee Business Park	5,487	5,370	9,443	106	123	1,636	1,663	1,048	3,289	1,578	98	52
Evansville Business Park	1,473	1,418	2,347	16	80	812	469	313	455	202	96	28
Mayville River Knoll Industrial Park	2,612	2,496	4,111	112	327	1,603	1,029	461	339	240	89	14
Beaver Dam Lakeside Business Park	8,521	7,962	12,766	184	669	5,140	2,414	1,573	1,811	975	93	22
Waupun Business Park	3,607	3,395	6,879	234	897	2,628	1,393	769	807	152	84	14
Pardeeville Business Park	869	795	1,359	39	72	459	358	201	169	63	92	17
Cottage Grove Commerce Park	3,961	3,882	6,918	22	156	1,200	1,268	1,098	2,206	968	97	46

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 8

	Population Characteristics within 2.5 miles of Site														
Business Parks	Population 16+	16+ In labor force	16+ In LF Civilian	16+ In LF Civilian Employed	16+ In LF Civilian Unemployed	16+ In LF Armed Forces	16+ Not in labor force	Avg 16+ In LF Civilian Unempl %	Workers 16+	16+ Mode: Car Drove alone	16+ Mode: Car Carpooled	16+ Mode: Public trans	16+ Mode: Walked	16+ Mode: Other means	16+ Mode: Worked at home
Columbia Power Park	3,236	2,195	2,189	2,142	47	6	1,041	2	2,107	1,742	212	1	21	24	107
Whitewater Business Park	12,629	8,558	8,553	8,181	372	5	4,071	4	7,940	5,818	673	3	1,063	62	321
Jefferson North Industrial Area	8,458	5,592	5,587	5,385	203	5	2,866	4	5,347	4,520	479	11	62	75	200
Juneau Dodge County Airport	2,461	1,529	1,529	1,464	65	0	932	4	1,453	1,198	141	2	42	7	63
Beloit Gateway Business Park	16,659	10,337	10,337	9,787	550	-	6,322	6	9,567	7,576	1,133	26	375	114	343
Johnson Creek East Industrial Area	2,207	1,552	1,552	1,513	39	0	655	2	1,483	1,247	110	1	22	27	76
Lake Mills Business Park	6,957	5,005	5,004	4,949	55	1	1,953	1	4,860	3,871	283	1	180	90	435
Reedsburg Business Park	7,204	4,907	4,907	4,842	64	-	2,298	1	4,781	3,997	459	4	143	61	117
Beaver Dam Commerce Park	4,671	3,329	3,327	3,264	63	2	1,342	2	3,226	2,777	117	2	76	24	231
Cottage Grove North Commerce Park	8,784	6,759	6,743	6,560	183	16	2,026	3	6,424	5,526	284	19	88	39	467
Reedsburg Industrial Park	7,660	5,316	5,316	5,244	72	-	2,345	1	5,184	4,354	500	4	146	60	121
Beloit Townline/Walters Rd Business Park	10,051	6,296	6,296	6,094	201	-	3,755	3	5,983	5,098	502	22	51	103	206
Madison UW Research Park II	49,794	36,965	36,869	35,824	1,045	97	12,829	3	35,421	26,600	3,106	1,104	328	808	3,475
Janesville Former GM Site Business Park	27,872	18,214	18,199	17,238	961	15	9,658	5	17,031	13,886	1,831	238	149	191	737
Madison The American Center	26,370	19,529	19,477	19,102	375	51	6,841	2	18,956	14,984	1,552	545	350	304	1,221
Vienna Business Center	8,064	5,894	5,873	5,814	59	21	2,170	1	5,727	4,651	402	2	99	64	508
Arlington Prairie Industrial Park	1,373	976	970	928	42	6	396	4	926	746	74	0	14	2	91
Madison East Metro BP	34,162	24,897	24,876	24,398	478	21	9,265	2	24,152	19,561	1,694	740	242	356	1,559
Waterloo Southeast Industrial Park	1,585	1,134	1,132	1,095	37	2	451	3	1,087	934	57	1	44	5	46
Watertown Office Park	16,767	11,307	11,300	10,684	615	7	5,460	5	10,400	8,383	1,082	51	513	48	322
Horicon Industrial Park	2,934	1,899	1,899	1,814	85	-	1,035	5	1,797	1,429	208	1	70	5	86
	Population Characteristics within 2.5 miles of Site														

Business Parks	Population 16+	16+ In labor force	16+ In LF Civilian	16+ In LF Civilian Employed	16+ In LF Civilian Unemployed	16+ In LF Armed Forces	16+ Not in labor force	Avg 16+ In LF Civilian Unempl %	Workers 16+	16+ Mode: Car Drove alone	16+ Mode: Car Carpooled	16+ Mode: Public trans	16+ Mode: Walked	16+ Mode: Other means	16+ Mode: Worked at home
Horicon Marshland Crossing Business Park	2,361	1,506	1,506	1,439	68	-	855	4	1,427	1,141	162	1	54	4	65
Verona Liberty Business Park	17,398	13,464	13,437	13,124	313	27	3,934	2	13,071	10,458	1,027	72	159	239	1,115
Verona Technology Park	12,624	9,625	9,608	9,396	213	17	2,999	2	9,358	7,515	738	38	134	172	761
Plain Honey Creek Business Park	480	314	314	307	7	1	165	2	303	220	31	2	14	8	28
DeForest East Metro Business Park	10,148	7,390	7,340	7,091	249	50	2,758	3	7,059	5,472	624	90	173	72	628
Janesville Eastside Business Park	25,793	17,042	17,030	16,149	881	12	8,750	5	15,859	13,282	1,504	191	118	100	664
Milton Crossroads Business Park	4,018	2,781	2,776	2,746	30	5	1,237	1	2,712	2,385	173	4	41	7	103
Waunakee Business Park	10,781	7,445	7,362	7,225	136	83	3,336	2	7,233	5,863	445	7	125	81	712
Evansville Business Park	2,566	1,805	1,804	1,751	53	0	761	3	1,699	1,431	96	0	38	25	109
Mayville River Knoll Industrial Park	4,633	3,248	3,248	3,070	179	-	1,385	6	2,988	2,506	291	-	101	17	72
Beaver Dam Lakeside Business Park	14,703	10,527	10,526	10,120	406	1	4,175	4	9,990	8,106	805	2	471	131	475
Waupun Business Park	7,587	4,131	4,131	4,017	115	0	3,456	3	3,988	3,354	322	0	126	30	156
Pardeeville Business Park	1,505	1,011	1,009	992	17	3	493	2	972	757	110	2	10	12	81
Cottage Grove Commerce Park	8,139	6,237	6,224	6,019	205	13	1,902	3	5,868	5,002	279	4	77	37	469

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 9

	Population Characteristics within 2.5 miles of Site													
Business Parks	Employed civilian popular-tion 16+	EC 16+_Ind: Ag/forest-ry/fish/ mine	EC 16+ Ind: Construc-tion	EC 16+ Ind: Manufac-turing	EC 16+ Ind: Whole-sale trade	EC 16+ Ind: Retail trade	EC 16+ Ind: Transpor-tation/ware-house	EC 16+ Ind: Infor-mation	EC 16+ Ind: Finance/ ins/RE/ rental	EC 16+ Ind: Prof/scientific /admin	EC 16+ Ind: Ed/health /soc services	EC 16+ Ind: Art/ent / rec/acc/ food	EC 16+ Ind: Other (ex public admin)	EC 16+ Ind: Public admini-stration
Columbia Power Park	2,142	35	168	441	24	251	118	33	103	160	465	152	99	93
Whitewater Business Park	8,181	105	234	1,102	163	1,295	243	55	173	540	2,454	1,398	280	139
Jefferson North Industrial Area	5,385	67	412	1,101	151	767	210	60	329	361	1,168	326	227	205
Juneau Dodge County Airport	1,464	19	107	474	12	161	115	2	39	97	265	72	52	48
Beloit Gateway Business Park	9,787	116	614	2,612	363	1,094	411	255	321	656	1,886	854	389	215
Johnson Creek East Industrial Area	1,513	54	187	302	24	181	49	15	84	94	334	58	87	44
Lake Mills Business Park	4,949	106	373	901	73	526	201	74	491	408	1,192	215	170	220
Reedsburg Business Park	4,842	140	213	1,248	131	683	167	79	110	131	987	654	157	143
Beaver Dam Commerce Park	3,264	42	252	699	51	511	206	62	162	223	629	201	99	128
Cottage Grove North Commerce Park	6,560	50	479	440	192	807	174	88	591	749	1,890	416	301	385
Reedsburg Industrial Park	5,244	146	231	1,348	144	767	178	95	103	141	1,093	683	171	145
Beloit Townline/Walters Rd Business Park	6,094	22	359	1,754	152	710	274	85	169	455	1,165	515	237	197
Madison UW Research Park II	35,824	251	1,101	2,711	383	3,130	895	1,816	3,067	7,090	9,557	2,624	1,548	1,651
Janesville Former GM Site Business Park	17,238	155	862	3,834	599	2,268	651	380	626	1,149	3,763	1,798	587	566
Madison The American Center	19,102	92	658	2,206	487	1,797	630	366	2,182	2,545	4,332	1,616	983	1,207
	Population Characteristics within 2.5 miles of Site													

Business Parks	Employed civilian popular-tion 16+	EC 16+_Ind: Ag/forest-ry/fish/ mine	EC 16+ Ind: Construc-tion	EC 16+ Ind: Manufac-turing	EC 16+ Ind: Whole-sale trade	EC 16+ Ind: Retail trade	EC 16+ Ind: Transpor-tation/ware-house	EC 16+ Ind: Infor-mation	EC 16+ Ind: Finance/ ins/RE/ rental	EC 16+ Ind: Prof/scientific /admin	EC 16+ Ind: Ed/health /soc services	EC 16+ Ind: Art/ent / rec/acc/ food	EC 16+ Ind: Other (ex public admin)	EC 16+ Ind: Public admini-stration
Vienna Business Center	5,814	153	421	475	104	626	294	177	510	668	1,361	342	324	357
Arlington Prairie Industrial Park	928	45	66	132	29	80	64	18	87	75	194	32	60	47
Madison East Metro BP	24,398	79	893	2,289	586	2,546	846	544	2,350	2,697	6,648	2,231	1,191	1,497
Waterloo Southeast Industrial Park	1,095	70	86	275	15	87	43	23	93	90	181	40	53	38
Watertown Office Park	10,684	251	453	2,756	190	1,248	417	200	303	492	2,840	692	594	250
Horicon Industrial Park	1,814	33	158	562	28	207	108	2	75	109	306	130	62	34
Horicon Marshland Crossing Business Park	1,439	21	121	450	19	164	94	1	55	89	245	99	49	31
Verona Liberty Business Park	13,124	43	383	1,466	213	1,256	268	768	1,221	2,332	3,562	520	606	485
Verona Technology Park	9,396	44	275	1,164	172	860	187	562	830	1,719	2,515	343	399	328
Plain Honey Creek Business Park	307	35	46	54	7	34	12	2	11	15	59	14	10	8
DeForest East Metro Business Park	7,091	72	359	672	218	594	271	81	896	951	1,829	384	349	412
Janesville Eastside Business Park	16,149	111	824	3,442	739	2,158	740	440	583	1,103	3,470	1,481	634	423
Milton Crossroads Business Park	2,746	19	195	532	77	280	79	41	123	157	764	227	161	92
Waunakee Business Park	7,225	112	509	690	187	643	327	298	672	1,016	1,937	416	181	237
Evansville Business Park	1,751	52	201	237	65	208	64	41	112	108	455	74	48	86
Mayville River Knoll Industrial Park	3,070	28	178	1,042	64	299	122	20	208	112	518	293	138	47
Beaver Dam Lakeside Business Park	10,120	92	582	2,443	163	1,723	730	172	411	703	1,786	656	270	390

	Population Characteristics within 2.5 miles of Site													
Business Parks	Employed civilian popular-tion 16+	EC 16+_Ind: Ag/forest-ry/fish/ mine	EC 16+ Ind: Construc-tion	EC 16+ Ind: Manufac-turing	EC 16+ Ind: Whole-sale trade	EC 16+ Ind: Retail trade	EC 16+ Ind: Transpor-tation/ware-house	EC 16+ Ind: Infor-matio n	EC 16+ Ind: Finance/ ins/RE/ rental	EC 16+ Ind: Prof/scientific /admin	EC 16+ Ind: Ed/healt h /soc services	EC 16+ Ind: Art/ent/ rec/acc/ food	EC 16+ Ind: Othe r (ex public admin)	EC 16+ Ind: Public admini-stratio n
Waupun Business Park	4,017	274	264	1,159	90	434	121	18	85	257	711	96	343	165
Pardeeville Business Park	992	36	103	173	19	109	70	10	73	59	178	54	51	56
Cottage Grove Commerce Park	6,019	35	503	361	166	796	141	71	521	626	1,789	406	277	328

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 10

	Population Characteristics within 2.5 miles of Site											
Business Parks	EC 16+ Occ: Manage/ prof	EC 16+ Occ: Service	EC 16+ Occ: Sales/ office	EC 16+ Occ: Nat res/ constr/maint	EC 16+ Occ: Prod/transp/ material	EC 16+ Workers: Private wage/ salary	EC 16+ Workers: Govern-ment	EC 16+ Workers: Self-employed	EC 16+ Workers: Unpaid family	Travel time <5 - 24 min	Travel time <25 - 39 min	Travel time >40 min
Columbia Power Park	597	368	489	278	410	1,769	275	87	11	1,037	449	515
Whitewater Business Park	2,197	2,393	1,680	443	1,469	6,511	1,364	292	15	5,096	1,503	1,020
Jefferson North Industrial Area	1,798	836	984	565	1,201	4,571	567	216	30	3,072	864	1,212
Juneau Dodge County Airport	347	230	271	146	470	1,218	138	108	0	799	336	255
Beloit Gateway Business Park	3,023	1,701	1,959	818	2,285	8,482	790	513	2	6,110	1,925	1,189
Johnson Creek East Industrial Area	543	236	270	230	234	1,253	164	82	15	771	307	329
Lake Mills Business Park	2,063	561	954	470	900	4,080	652	208	9	2,199	1,062	1,164
Reedsburg Business Park	1,292	897	958	435	1,261	4,009	525	303	5	3,303	795	566
Beaver Dam Commerce Park	1,185	457	631	287	703	2,713	388	159	4	2,116	409	471
Cottage Grove North Commerce Park	3,536	810	1,264	476	475	4,972	1,256	292	40	3,691	1,372	894
Reedsburg Industrial Park	1,408	931	992	461	1,451	4,365	571	303	5	3,605	857	601
Beloit Townline/Walters Rd Business Park	1,783	902	1,381	582	1,445	5,215	578	294	7	3,959	888	930
Madison UW Research Park II	21,893	4,311	5,605	1,285	2,731	28,440	6,172	1,166	46	23,501	6,485	1,960
Janesville Former GM Site Business Park	5,146	2,905	3,542	1,464	4,180	14,922	1,719	596	2	11,620	2,241	2,433
Madison The American Center	9,112	2,507	3,888	855	2,741	14,728	3,886	485	3	11,293	4,032	2,409
Vienna Business Center	2,574	926	1,159	552	602	4,559	993	253	10	3,339	1,159	721
Arlington Prairie Industrial Park	374	99	203	107	144	703	165	60	0	308	320	206
Madison East Metro BP	12,084	3,228	4,808	1,299	2,978	18,505	5,090	783	20	14,457	5,443	2,694
Waterloo Southeast Industrial Park	378	141	190	122	265	871	131	90	3	540	329	173
Watertown Office Park	2,949	2,073	2,064	1,040	2,557	9,325	1,048	283	28	5,756	2,151	2,171
Horicon Industrial Park	432	286	361	223	511	1,587	101	125	0	1,065	313	334
Horicon Marshland Crossing Business Park	337	229	283	169	421	1,250	89	99	0	838	264	260
Verona Liberty Business Park	7,831	1,258	2,191	506	1,338	10,717	2,037	350	21	8,218	2,753	984
Verona Technology Park	5,604	852	1,567	371	1,001	7,702	1,392	281	21	5,836	1,963	797
Plain Honey Creek Business Park	92	39	51	61	64	231	32	37	7	132	73	70
	Population Characteristics within 2.5 miles of Site											

Business Parks	EC 16+ Occ: Manage/ prof	EC 16+ Occ: Service	EC 16+ Occ: Sales/ office	EC 16+ Occ: Nat res/ constr/maint	EC 16+ Occ: Prod/transp/ material	EC 16+ Workers: Private wage/ salary	EC 16+ Workers: Govern-ment	EC 16+ Workers: Self-employed	EC 16+ Workers: Unpaid family	Travel time <5 - 24 min	Travel time <25 - 39 min	Travel time >40 min
DeForest East Metro Business Park	3,691	807	1,540	362	691	5,497	1,345	240	8	3,991	1,509	931
Janesville Eastside Business Park	5,051	2,620	3,523	1,342	3,614	13,905	1,556	673	16	10,617	2,289	2,289
Milton Crossroads Business Park	1,192	434	488	270	362	2,265	368	113	-	1,737	454	418
Waunakee Business Park	4,307	701	1,273	349	595	5,641	1,255	323	7	3,736	2,182	602
Evansville Business Park	654	252	352	276	217	1,398	255	94	5	611	583	397
Mayville River Knoll Industrial Park	667	610	523	294	975	2,764	185	119	1	1,677	728	511
Beaver Dam Lakeside Business Park	3,017	1,721	1,884	696	2,802	8,552	1,130	412	26	6,357	1,499	1,659
Waupun Business Park	954	663	607	477	1,316	3,591	284	142	0	2,609	998	226
Pardeeville Business Park	287	139	217	155	194	774	148	60	9	374	197	320
Cottage Grove Commerce Park	3,152	811	1,167	464	425	4,629	1,040	302	49	3,291	1,270	839

MadREP 6-county Business Park Inventory – Site & Location Factors, Areas with >100 Unimproved Acres; Set 11

	Population and Housing Characteristics within 2.5 miles of Site								
Business Parks	Housing Units Occupied	Housing Units Vacant	Vehicles None	Housing units' w/mortgage	Housing unit's w/o mortgage	Occupied units paying rent	2030 Population	Licensed Childcare Providers	Population Change 2022 - 2030
Columbia Power Park	1,710	176	50	878	409	401	3,850	0	(78)
Whitewater Business Park	4,928	709	285	1,150	744	2,959	13,829	0	(312)
Jefferson North Industrial Area	4,283	367	110	1,724	1,236	1,295	10,263	0	12
Juneau Dodge County Airport	1,096	93	43	556	255	258	2,939	0	9
Beloit Gateway Business Park	8,067	652	331	3,429	1,954	2,648	20,494	0	(517)
Johnson Creek East Industrial Area	1,037	65	14	548	315	160	2,816	0	94
Lake Mills Business Park	3,487	462	83	1,574	1,003	892	9,312	0	560
Reedsburg Business Park	3,633	161	188	1,475	854	1,280	10,153	0	805
Beaver Dam Commerce Park	2,536	77	127	996	552	976	5,495	0	(206)
Cottage Grove North Commerce Park	4,270	77	75	2,638	731	887	13,668	0	2,057
Reedsburg Industrial Park	3,861	144	195	1,565	921	1,350	10,789	0	767
Beloit Townline/Walters Rd Business Park	5,017	361	217	2,533	1,285	1,158	12,916	0	238
Madison UW Research Park II	27,486	787	1,183	10,371	4,233	12,647	75,888	0	14,229
Janesville Former GM Site Business Park	14,994	802	1,361	6,077	3,484	5,216	35,153	0	156
Madison The American Center	14,438	655	1,103	5,417	1,859	7,067	42,749	0	9,977
Vienna Business Center	3,832	211	125	2,299	827	681	11,720	0	1,246
Arlington Prairie Industrial Park	737	103	7	459	178	93	1,710	0	12
Madison East Metro BP	17,850	322	1,332	8,292	2,821	6,661	50,207	0	8,469
Waterloo Southeast Industrial Park	810	27	43	381	225	187	1,994	0	(13)
Watertown Office Park	8,184	291	606	3,174	1,683	3,254	20,346	0	(504)
Horicon Industrial Park	1,520	78	70	704	362	436	3,509	0	(92)
Horicon Marshland Crossing Business Park	1,191	68	55	557	279	339	2,822	0	(56)
Verona Liberty Business Park	9,211	261	296	4,721	1,349	3,083	26,464	0	4,700
Verona Technology Park	6,711	184	255	3,378	990	2,290	19,205	0	3,427
Plain Honey Creek Business Park	230	26	12	110	75	36	627	0	(11)
DeForest East Metro Business Park	5,202	239	147	2,875	1,097	1,223	17,307	0	4,094
Janesville Eastside Business Park	14,259	582	1,033	5,273	3,091	5,752	32,441	1	369
Milton Crossroads Business Park	1,902	73	35	1,022	504	364	5,104	0	(7)
Waunakee Business Park	5,370	117	284	2,914	1,173	1,273	17,006	0	3,217
	Population and Housing Characteristics within 2.5 miles of Site								

Business Parks	Housing Units Occupied	Housing Units Vacant	Vehicles None	Housing units' w/mortgage	Housing unit's w/o mortgage	Occupied units paying rent	2030 Population	Licensed Childcare Providers	Population Change 2022 - 2030
Evansville Business Park	1,418	55	152	693	339	375	3,409	0	128
Mayville River Knoll Industrial Park	2,496	116	132	1,211	480	798	6,202	0	198
Beaver Dam Lakeside Business Park	7,962	559	593	3,002	1,526	3,342	17,796	0	(62)
Waupun Business Park	3,395	212	268	1,142	965	1,284	9,255	0	79
Pardeeville Business Park	795	74	30	450	166	167	1,886	0	(35)
Cottage Grove Commerce Park	3,882	79	75	2,568	693	614	12,641	0	1,720

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 12

	Business & Employment Characteristics within Boundary of Site									
Business Parks	Business Park Area (acres)	Total Businesses	Total Employees	Total Residential Population	Agriculture, Forestry, Fishing & Hunting - # Businesses	Construction - # Businesses	Manufacturing - # Businesses	Wholesale Trade - # Businesses	Transportation & Warehousing - # Businesses	Information - # Businesses
Columbia Power Park	1,389	3	36	16	0	2	0	3	1	0
Whitewater Business Park	1,376	34	511	145	1	2	4	3	0	0
Jefferson North Industrial Area	934	24	214	103	3	0	0	0	0	0
Juneau Dodge County Airport	589	4	85	9	0	0	0	0	0	0
Beloit Gateway Business Park	1,133	18	545	734	0	1	3	1	0	0
Johnson Creek East Industrial Area	954	1	3	62	0	0	0	0	0	0
Lake Mills Business Park	973	66	685	515	1	4	8	5	0	3
Reedsburg Business Park	550	24	529	10	0	3	4	1	1	1
Beaver Dam Commerce Park	518	1	12	33	0	0	0	0	0	0
Cottage Grove North Commerce Park	384	3	25	13	0	2	1	0	0	0
Reedsburg Industrial Park	474	24	529	70	0	0	0	0	0	0
Beloit Townline/Walters Rd Business Park	346	5	40	13	0	1	0	0	0	0
Madison UW Research Park II	531	1	10	9	0	1	0	0	0	0
Janesville Former GM Site Business Park	282	8	57	0	1	1	0	0	0	0
Madison The American Center	909	184	9,931	1152	0	4	1	1	0	0
Vienna Business Center	346	0	0	0	0	0	0	0	0	0
Arlington Prairie Industrial Park	275	23	189	49	0	1	0	0	0	0
Madison East Metro BP	570	5	55	269	1	1	2	1	1	0
Waterloo Southeast Industrial Park	288	1	14	82	0	1	0	0	0	0
Watertown Office Park	179	2	22	9	0	0	0	0	0	0
Horicon Industrial Park	454	16	180	24	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	154	0	0	0	0	4	4	2	1	0
Verona Liberty Business Park	211	14	221	0	0	5	2	2	1	0
Verona Technology Park	243	5	79	0	0	1	0	0	0	0
Plain Honey Creek Business Park	198	8	57	0	1	1	0	0	0	0
DeForest East Metro Business Park	435	34	763	53	0	0	0	0	0	0

	Business & Employment Characteristics within Boundary of Site									
Business Parks	Business Park Area (acres)	Total Businesses	Total Employees	Total Residential Population	Agriculture, Forestry, Fishing & Hunting - # Businesses	Construction - # Businesses	Manufacturing - # Businesses	Wholesale Trade - # Businesses	Transportation & Warehousing - # Businesses	Information - # Businesses
Janesville Eastside Business Park	198	39	872	113	1	5	4	4	0	1
Milton Crossroads Business Park	173	2	21	0	0	0	0	0	0	0
Waunakee Business Park	525	147	2,958	140	0	0	0	0	0	0
Evansville Business Park	691	0	0	129	0	1	1	1	0	1
Mayville River Knoll Industrial Park	173	11	95	5	0	2	1	3	1	1
Beaver Dam Lakeside Business Park	416	88	1,342	439	1	2	1	1	0	1
Waupun Business Park	256	23	292	49	0	0	0	0	0	0
Pardeeville Business Park	166	17	171	115	0	3	3	3	1	2
Cottage Grove Commerce Park	326	32	654	21	0	2	1	2	0	1

Table 15 Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

	Business Characteristics within Boundary of Site – Retail Trade												
Business Parks	Retail Trade - # Bus.	Motor Vehicle & Parts Dealers - # Bus.	Furniture & Home Furnishings Stores - # Bus.	Electronics & Appliance Stores - # Bus.	Bldg Material & Garden Equipment & Supplies Dealers - # Bus.	Food & Beverage Stores - # Bus.	Health & Personal Care Stores - # Bus.	Gasoline Stations - # Bus.	Clothing & Clothing Accessories Stores - # Bus.	Sport Goods, Hobby, Book, & Music Stores - # Bus.	General Merchandise Stores - # Bus.	Miscellaneous Store Retailers - # Bus.	Nonstore Retailers - # Bus.
Columbia Power Park	3	1	0	0	0	0	0	1	0	0	0	0	0
Whitewater Business Park	5	1	0	0	1	1	0	1	0	1	0	0	0
Jefferson North Industrial Area	1	0	0	0	0	0	0	0	0	0	0	0	0
Juneau Dodge County Airport	1	0	0	0	0	0	0	0	0	0	0	0	0
Beloit Gateway Business Park	3	1	0	0	0	0	0	0	0	0	0	0	0
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	0	0	0	0	0	0
Lake Mills Business Park	18	3	1	0	2	2	1	0	1	1	1	3	1
Reedsburg Business Park	4	1	0	0	1	0	1	1	0	0	0	0	0
Beaver Dam Commerce Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Cottage Grove North Commerce Park	1	0	0	0	0	0	0	0	0	0	0	0	0
Reedsburg Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Beloit Townline/Walters Rd Business Park	1	0	0	0	0	0	0	0	0	0	0	0	0
Madison UW Research Park II	0	0	0	0	0	0	0	0	0	0	0	0	0
Janesville Former GM Site Business Park	1	0	0	0	0	0	0	0	0	0	0	0	0
Madison The American Center	2	0	0	0	0	0	0	0	0	0	0	0	0
Vienna Business Center	0	0	0	0	0	0	0	0	0	0	0	0	0
Arlington Prairie Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Madison East Metro BP	2	0	0	0	0	0	0	0	0	0	0	0	0
Waterloo Southeast Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Watertown Office Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Horicon Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	3	0	0	0	0	0	0	0	0	0	0	1	0
	Business Characteristics within Boundary of Site – Retail Trade												

Business Parks	Retail Trade - # Bus.	Motor Vehicle & Parts Dealers - # Bus.	Furniture & Home Furnishings Stores - # Bus.	Electronics & Appliance Stores - # Bus.	Bldg Material & Garden Equipment & Supplies Dealers - # Bus.	Food & Beverage Stores - # Bus.	Health & Personal Care Stores - # Bus.	Gasoline Stations - # Bus.	Clothing & Clothing Accessories Stores - # Bus.	Sport Goods, Hobby, Book, & Music Stores - # Bus.	General Merchandise Stores - # Bus.	Miscellaneous Store Retailers - # Bus.	Nonstore Retailers - # Bus.
Verona Liberty Business Park	5	1	0	0	0	1	0	0	0	0	0	0	2
Verona Technology Park	1	0	0	0	0	0	0	0	0	0	0	0	0
Plain Honey Creek Business Park	1	0	0	0	0	0	0	0	0	0	0	0	0
DeForest East Metro Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Janesville Eastside Business Park	4	1	0	1	1	0	1	0	0	0	0	0	0
Milton Crossroads Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Waunakee Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Evansville Business Park	2	0	0	0	0	0	0	0	0	0	0	0	0
Mayville River Knoll Industrial Park	7	3	0	0	1	1	1	0	0	2	0	0	1
Beaver Dam Lakeside Business Park	4	0	1	0	0	0	0	0	1	0	0	1	0
Waupun Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Pardeeville Business Park	4	1	0	0	0	1	0	0	0	0	0	0	0
Cottage Grove Commerce Park	2	1	0	0	0	0	0	0	0	0	0	0	0

Table 16:Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 14

	Business Characteristics within Boundary of Site								
Business Parks	Finance & Insurance - # Bus.	Real Estate, Rental & Leasing - # Bus.	Professional, Scientific & Tech Services - # Bus.	Legal Services - # Bus.	Management of Companies & Enterprises - # Bus.	Administrative & Support & Waste Management & Remediation Services - # Bus.	Educational Services - # Bus.	Health Care & Social Assistance - # Bus.	Arts, Entertainment & Recreation - # Bus.
Columbia Power Park	0	1	1	0	0	1	0	1	0
Whitewater Business Park	2	3	3	0	0	1	1	1	1
Jefferson North Industrial Area	0	0	0	1	0	2	0	0	0
Juneau Dodge County Airport	1	0	1	0	0	0	0	1	0
Beloit Gateway Business Park	1	1	1	0	0	0	1	1	0
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	0	0
Lake Mills Business Park	6	8	5	0	0	2	1	5	2
Reedsburg Business Park	1	1	2	0	0	0	0	1	0
Beaver Dam Commerce Park	0	0	0	0	0	0	0	0	0
Cottage Grove North Commerce Park	0	0	1	0	0	0	0	0	0
Reedsburg Industrial Park	0	0	0	0	0	0	0	0	0
Beloit Townline/Walters Rd Business Park	0	0	0	0	0	0	0	0	0
Madison UW Research Park II	0	0	0	0	0	0	0	0	0
Janesville Former GM Site Business Park	0	0	0	0	0	0	0	1	0
Madison The American Center	0	1	3	1	0	1	1	4	1
Vienna Business Center	0	0	0	0	0	0	0	0	0
Arlington Prairie Industrial Park	0	0	0	0	0	0	0	0	0
Madison East Metro BP	0	1	1	0	0	0	0	2	0
Waterloo Southeast Industrial Park	0	0	0	0	0	0	0	0	0
Watertown Office Park	0	0	0	0	0	0	0	0	0
Horicon Industrial Park	0	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	0	2	1	0	0	1	2	2	1
Verona Liberty Business Park	2	1	1	0	0	2	0	3	1
Verona Technology Park	0	0	0	0	0	0	0	1	0
Plain Honey Creek Business Park	0	0	0	0	0	0	0	1	0
DeForest East Metro Business Park	0	0	0	0	0	0	0	0	0
Janesville Eastside Business Park	1	2	4	0	0	2	0	2	0
	Business Characteristics within Boundary of Site								

Business Parks	Finance & Insurance - # Bus.	Real Estate, Rental & Leasing - # Bus.	Professional, Scientific & Tech Services - # Bus.	Legal Services - # Bus.	Management of Companies & Enterprises - # Bus.	Administrative & Support & Waste Management & Remediation Services - # Bus.	Educational Services - # Bus.	Health Care & Social Assistance - # Bus.	Arts, Entertainment & Recreation - # Bus.
Milton Crossroads Business Park	0	0	0	0	0	0	0	0	0
Waunakee Business Park	0	0	0	0	0	0	0	0	0
Evansville Business Park	2	2	2	0	0	1	0	1	1
Mayville River Knoll Industrial Park	3	4	6	1	0	2	0	6	1
Beaver Dam Lakeside Business Park	3	3	4	1	0	1	0	2	2
Waupun Business Park	0	0	0	0	0	0	0	0	0
Pardeeville Business Park	1	6	6	0	0	2	0	1	0
Cottage Grove Commerce Park	0	3	3	0	0	1	0	1	0

Table 17: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 15

	Business Characteristics within Boundary of Site							
Business Parks	Accommodation & Food Services - # Bus.	Accommodation - # Bus.	Food Services & Drinking Places - # Bus.	Other Services (except Public Administration) - # Bus.	Automotive Repair & Maintenance - # Bus.	Public Administration - # Bus.	Unclassified Establishments - # Bus.	Total - # Businesses
Columbia Power Park	1	0	1	3	0	3	2	23
Whitewater Business Park	2	0	1	3	2	1	3	34
Jefferson North Industrial Area	1	0	0	0	1	0	1	24
Juneau Dodge County Airport	0	0	0	1	0	0	0	8
Beloit Gateway Business Park	3	1	2	1	0	1	1	18
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	1
Lake Mills Business Park	6	1	5	8	2	1	4	88
Reedsburg Business Park	1	0	1	2	0	1	1	24
Beaver Dam Commerce Park	0	0	0	0	0	0	0	1
Cottage Grove North Commerce Park	0	0	0	1	0	1	1	9
Reedsburg Industrial Park	0	0	0	0	0	0	0	1
Beloit Townline/Walters Rd Business Park	0	0	0	1	0	0	0	5
Madison UW Research Park II	0	0	0	0	0	0	0	3
Janesville Former GM Site Business Park	0	0	0	1	0	1	1	8
Madison The American Center	4	0	4	2	0	3	3	32
Vienna Business Center	0	0	0	0	0	0	0	1
Arlington Prairie Industrial Park	0	0	0	0	0	0	0	3
Madison East Metro BP	1	0	1	3	2	2	1	19
Waterloo Southeast Industrial Park	0	0	0	0	0	0	0	2
Watertown Office Park	0	0	0	0	0	0	0	2
Horicon Industrial Park	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	1	0	1	4	1	0	0	28
Verona Liberty Business Park	1	0	1	1	0	0	2	28
Verona Technology Park	0	0	0	0	0	0	0	6
Plain Honey Creek Business Park	0	0	0	1	0	1	1	8
DeForest East Metro Business Park	0	0	0	0	0	0	0	0
Janesville Eastside Business Park	0	0	0	4	0	0	4	39
	Business Characteristics within Boundary of Site							

Business Parks	Accommodation & Food Services - # Bus.	Accommodation - # Bus.	Food Services & Drinking Places - # Bus.	Other Services (except Public Administration) - # Bus.	Automotive Repair & Maintenance - # Bus.	Public Administration - # Bus.	Unclassified Establishments - # Bus.	Total - # Businesses
Milton Crossroads Business Park	0	0	0	0	0	0	0	2
Waunakee Business Park	0	0	0	0	0	0	0	0
Evansville Business Park	1	0	1	2	0	0	1	19
Mayville River Knoll Industrial Park	2	0	2	2	0	1	2	43
Beaver Dam Lakeside Business Park	1	0	1	3	1	0	2	33
Waupun Business Park	0	0	0	0	0	0	0	0
Pardeeville Business Park	2	0	2	2	1	0	4	40
Cottage Grove Commerce Park	1	0	1	1	1	0	2	20

Table 18: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 16

	Employment Characteristics within Boundary of Site							
Business Parks	Agriculture, Forestry, Fishing & Hunting - # Employees	Mining - # Employees	Utilities - # Employees	Construction - # Employees	Manufacturing - # Employees	Wholesale Trade - # Employees	Transportation & Warehousing - # Employees	Information - # Employees
Columbia Power Park	1	0	0	44	3	24	11	0
Whitewater Business Park	2	-	8	11	240	59	17	0
Jefferson North Industrial Area	4	-	0	13	9	90	19	0
Juneau Dodge County Airport	0	0	0	3	6	8	2	1
Beloit Gateway Business Park	1	-	0	8	238	7	5	4
Johnson Creek East Industrial Area	0	0	0	1	0	0	0	0
Lake Mills Business Park	1	0	0	21	480	107	0	50
Reedsburg Business Park	0	0	0	30	287	73	28	5
Beaver Dam Commerce Park	1	0	0	5	1	3	0	0
Cottage Grove North Commerce Park	1	0	0	7	6	1	0	0
Reedsburg Industrial Park	0	0	0	0	6	0	0	0
Beloit Townline/Walters Rd Business Park	1	0	0	9	5	0	1	4
Madison UW Research Park II	0	0	0	5	3	1	0	0
Janesville Former GM Site Business Park	2	2	0	14	3	2	0	1
Madison The American Center	1	0	0	24	10	173	0	5
Vienna Business Center	0	0	0	3	0	0	0	0
Arlington Prairie Industrial Park	0	0	0	3	1	0	8	0
Madison East Metro BP	3	0	0	2	42	23	23	0
Waterloo Southeast Industrial Park	0	0	0	2	0	2	0	0
Watertown Office Park	0	0	0	0	1	1	0	0
Horicon Industrial Park	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	0	0	0	41	166	58	17	0
Verona Liberty Business Park	0	0	0	52	149	442	22	0
Verona Technology Park	0	0	0	11	32	95	5	0
Plain Honey Creek Business Park	2	2	0	14	3	2	0	1
DeForest East Metro Business Park	0	0	0	0	0	0	0	0
Janesville Eastside Business Park	1	0	0	58	135	526	10	1
	Employment Characteristics within Boundary of Site							

Business Parks	Agriculture, Forestry, Fishing & Hunting - # Employees	Mining - # Employees	Utilities - # Employees	Construction - # Employees	Manufacturing - # Employees	Wholesale Trade - # Employees	Transportation & Warehousing - # Employees	Information - # Employees
Milton Crossroads Business Park	0	0	0	1	1	0	0	0
Waunakee Business Park	0	0	0	0	0	0	0	0
Evansville Business Park	4	2	0	19	5	44	4	12
Mayville River Knoll Industrial Park	0	0	0	16	7	20	6	44
Beaver Dam Lakeside Business Park	7	3	0	34	9	77	7	20
Waupun Business Park	0	0	0	0	0	0	0	0
Pardeeville Business Park	0	0	0	118	23	36	16	84
Cottage Grove Commerce Park	0	0	0	59	12	18	8	42

Table 19: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 17

	Employment Characteristics within Boundary of Site												
Business Parks	Retail Trade - # Employees	Motor Vehicle & Parts Dealers # Employees	Furniture & Home Furnishings Stores - # Employees	Electronics & Appliance Stores - # Employees	Bldg Material & Garden Equipment & Supplies Dealers -# Employees	Food & Beverage Stores # Employees	Health & Personal Care Stores - # Employees	Gasoline Stations # Employees	Clothing & Clothing Accessories Stores - # Employees	Sport Goods, Hobby, Book, & Music Stores # Employees	General Merchandise Stores - # Employees	Miscellaneous Store Retailers - # Employees	Nonstore Retailers - # Employees
Columbia Power Park	18	11	0	0	1	1	0	4	0	1	1	0	0
Whitewater Business Park	24	6	0	0	2	7	0	8	0	1	0	0	0
Jefferson North Industrial Area	0	0	0	0	0	0	0	0	0	0	0	1	0
Juneau Dodge County Airport	42	2	0	0	9	0	2	0	1	1	24	3	0
Beloit Gateway Business Park	48	22	0	0	4	1	1	1	1	1	2	2	14
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	0	0	0	0	0	0
Lake Mills Business Park	186	31	13	2	8	19	3	2	5	29	52	23	0
Reedsburg Business Park	34	8	0	0	9	2	6	3	0	3	2	1	0
Beaver Dam Commerce Park	1	0	0	0	1	0	0	0	0	0	0	0	0
Cottage Grove North Commerce Park	22	0	0	0	2	19	0	0	0	0	0	0	0
Reedsburg Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Beloit Townline/Walters Rd Business Park	5	0	0	0	0	0	0	0	0	0	0	3	0
Madison UW Research Park II	2	0	0	0	0	0	0	1	0	0	0	0	0
Janesville Former GM Site Business Park	4	0	0	0	1	2	0	1	0	0	0	0	0
Madison The American Center	81	0	0	0	0	15	3	0	0	13	0	51	0
Vienna Business Center	0	0	0	0	0	0	0	0	0	0	0	0	0

	Employment Characteristics within Boundary of Site												
Business Parks	Retail Trade - # Employees	Motor Vehicle & Parts Dealers # Employees	Furniture & Home Furnishings Stores - # Employees	Electronics & Appliance Stores - # Employees	Bldg Material & Garden Equipment & Supplies Dealers -# Employees	Food & Beverage Stores # Employees	Health & Personal Care Stores - # Employees	Gasoline Stations # Employees	Clothing & Clothing Accessories Stores - # Employees	Sport Goods, Hobby, Book, & Music Stores # Employees	General Merchandise Stores - # Employees	Miscellaneous Store Retailers - # Employees	Nonstore Retailers - # Employees
Arlington Prairie Industrial Park	2	0	0	0	0	0	0	0	0	0	0	1	0
Madison East Metro BP	13	1	0	0	3	3	0	2	2	0	2	1	0
Waterloo Southeast Industrial Park	2	1	0	0	1	0	0	0	0	0	0	0	0
Watertown Office Park	5	0	1	0	1	3	0	0	0	0	0	0	0
Horicon Industrial Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	70	3	0	0	10	11	0	0	0	44	0	3	0
Verona Liberty Business Park	44	6	0	0	3	17	2	1	1	0	0	1	14
Verona Technology Park	10	1	0	0	1	4	0	0	0	0	0	0	3
Plain Honey Creek Business Park	4	0	0	0	1	2	0	1	0	0	0	0	0
DeForest East Metro Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Janesville Eastside Business Park	33	18	0	2	5	0	1	0	0	0	2	3	1
Milton Crossroads Business Park	3	0	0	1	0	2	0	0	0	0	0	0	0
Waunakee Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Evansville Business Park	12	0	3	2	2	1	0	0	1	1	0	2	0
Mayville River Knoll Industrial Park	116	94	0	0	5	1	3	0	0	12	0	0	0
Beaver Dam Lakeside Business Park	21	0	5	3	3	2	1	0	2	2	0	3	0
	Employment Characteristics within Boundary of Site												

Business Parks	Retail Trade - # Employees	Motor Vehicle & Parts Dealers # Employees	Furniture & Home Furnishings Stores - # Employees	Electronics & Appliance Stores - # Employees	Bldg Material & Garden Equipment & Supplies Dealers -# Employees	Food & Beverage Stores # Employees	Health & Personal Care Stores - # Employees	Gasoline Stations # Employees	Clothing & Clothing Accessories Stores - # Employees	Sport Goods, Hobby, Book, & Music Stores # Employees	General Merchandise Stores - # Employees	Miscellaneous Store Retailers - # Employees	Nonstore Retailers - # Employees
Waupun Business Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Pardeeville Business Park	12	2	2	0	0	4	0	2	0	1	0	1	0
Cottage Grove Commerce Park	6	1	1	0	0	2	0	1	0	1	0	1	0

Table 20: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 18

	Employment Characteristics within Boundary of Site								
Business Parks	Finance & Insurance - # Employees	Real Estate, Rental & Leasing - # Employees	Professional, Scientific & Tech Services - # Employees	Legal Services - # Employees	Management of Companies & Enterprises - # Employees	Administrative & Support & Waste Management & Remediation Services - # Employees	Educational Services - # Employees	Health Care & Social Assistance - # Employees	Arts, Entertainment & Recreation - # Employees
Columbia Power Park	0	2	5	0	0	11	3	7	0
Whitewater Business Park	3	9	16	1	0	39	30	5	3
Jefferson North Industrial Area	0	0	38	1	1	9	0	0	0
Juneau Dodge County Airport	4	2	3	0	0	1	0	32	5
Beloit Gateway Business Park	2	4	96	0	0	21	11	11	8
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	0	0
Lake Mills Business Park	24	41	45	2	0	101	13	57	5
Reedsburg Business Park	2	2	12	0	0	0	0	23	0
Beaver Dam Commerce Park	0	0	0	0	0	0	0	0	0
Cottage Grove North Commerce Park	0	0	3	0	0	3	3	0	1
Reedsburg Industrial Park	0	0	0	0	0	0	6	3	0
Beloit Townline/Walters Rd Business Park	0	0	0	0	0	2	0	2	6
Madison UW Research Park II	0	0	1	0	0	0	0	4	0
Janesville Former GM Site Business Park	1	0	2	0	0	0	9	3	0
Madison The American Center	45	4	31	2	0	4	36	96	3
Vienna Business Center	0	0	0	0	2	1	1	0	1
Arlington Prairie Industrial Park	0	1	0	0	0	2	0	0	4
Madison East Metro BP	2	5	7	0	11	1	0	14	1
Waterloo Southeast Industrial Park	0	0	1	0	0	1	0	0	0
Watertown Office Park	1	1	1	0	0	1	1	3	0
Horicon Industrial Park	0	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	0	4	3	0	0	14	69	23	4
Verona Liberty Business Park	16	4	9	0	0	121	1	33	7
Verona Technology Park	3	1	2	0	0	26	0	7	2
Plain Honey Creek Business Park	1	0	2	0	0	0	9	3	0
DeForest East Metro Business Park	0	0	0	0	0	0	0	0	0
	Employment Characteristics within Boundary of Site								

Business Parks	Finance & Insurance - # Employees	Real Estate, Rental & Leasing - # Employees	Professional, Scientific & Tech Services - # Employees	Legal Services - # Employees	Management of Companies & Enterprises - # Employees	Administrative & Support & Waste Management & Remediation Services - # Employees	Educational Services - # Employees	Health Care & Social Assistance - # Employees	Arts, Entertainment & Recreation - # Employees
Janesville Eastside Business Park	1	5	16	0	0	42	21	5	0
Milton Crossroads Business Park	1	0	8	0	0	0	0	4	0
Waunakee Business Park	0	0	0	0	0	0	0	0	0
Evansville Business Park	14	8	12	1	0	3	1	90	18
Mayville River Knoll Industrial Park	74	48	69	3	0	8	0	164	2
Beaver Dam Lakeside Business Park	24	14	21	2	0	5	1	156	31
Waupun Business Park	0	0	0	0	0	0	0	0	0
Pardeeville Business Park	12	22	163	1	1	23	0	15	0
Cottage Grove Commerce Park	6	11	82	1	1	12	0	7	0

Table 21: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

MadREP 6-county Business Park Inventory – Business and Employment Characteristics, Areas with >100 Unimproved Acres; Set 18

	Employment Characteristics within Boundary of Site							
Business Parks	Accommodation & Food Services - # Employees	Accommodation # Employees	Food Services & Drinking Places - # Employees	Other Services (except Public Administration) # Employees	Automotive Repair & Maintenance -# Employees	Public Administration # Employees	Unclassified Establishments # Employees	Total - # Employees
Columbia Power Park	7	0	7	8	0	41	1	189
Whitewater Business Park	12	4	8	15	5	17	4	511
Jefferson North Industrial Area	22	8	14	6	2	0	0	214
Juneau Dodge County Airport	4	0	4	9	7	0	0	122
Beloit Gateway Business Park	64	16	48	1	0	14	1	545
Johnson Creek East Industrial Area	0	0	0	0	0	0	0	3
Lake Mills Business Park	168	22	146	29	6	13	0	1342
Reedsburg Business Park	20	1	19	6	2	6	0	529
Beaver Dam Commerce Park	1	0	1	0	0	0	0	12
Cottage Grove North Commerce Park	10	9	1	3	0	3	0	65
Reedsburg Industrial Park	0	0	0	0	0	1	0	19
Beloit Townline/Walters Rd Business Park	2	0	2	3	0	2	0	40
Madison UW Research Park II	6	4	2	14	0	0	0	36
Janesville Former GM Site Business Park	1	0	1	2	1	7	2	57
Madison The American Center	97	1	96	11	3	33	2	654
Vienna Business Center	0	0	0	1	0	0	0	11
Arlington Prairie Industrial Park	1	0	1	1	1	1	0	25
Madison East Metro BP	2	0	2	12	6	10	1	173
Waterloo Southeast Industrial Park	0	0	0	0	0	0	0	10
Watertown Office Park	5	0	5	1	0	0	0	22
Horicon Industrial Park	0	0	0	0	0	0	0	0
Horicon Marshland Crossing Business Park	10	0	10	18	8	0	0	499
Verona Liberty Business Park	13	3	10	6	3	0	0	919
Verona Technology Park	3	1	2	1	1	0	0	197
Plain Honey Creek Business Park	1	0	1	2	1	7	2	57
DeForest East Metro Business Park	0	0	0	0	0	0	0	0

	Employment Characteristics within Boundary of Site							
Business Parks	Accommodation & Food Services - # Employees	Accommodation # Employees	Food Services & Drinking Places - # Employees	Other Services (except Public Administration) # Employees	Automotive Repair & Maintenance -# Employees	Public Administration # Employees	Unclassified Establishments # Employees	Total - # Employees
Janesville Eastside Business Park	0	0	0	15	1	2	0	872
Milton Crossroads Business Park	1	0	1	1	0	1	0	21
Waunakee Business Park	0	0	0	0	0	0	0	0
Evansville Business Park	9	0	9	16	1	0	1	274
Mayville River Knoll Industrial Park	18	0	18	37	0	7	2	637
Beaver Dam Lakeside Business Park	15	0	15	28	1	0	2	476
Waupun Business Park	0	0	0	0	0	0	0	0
Pardeeville Business Park	24	0	24	8	6	0	13	571
Cottage Grove Commerce Park	12	0	12	4	3	0	6	286

Table 22: Source: ESRI, Data Axle, Capital Area Regional Planning Commission, Becker Professional Services; 2022 data. Note: Employment and business data of this scale is not very reliable. The data is reported on a business location basis for the 2nd quarter of 2022. Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables. With those precautions, the data is still informative.

Sample Business Park Report Template

The following is an example of the type of report that can be generated from the business park inventory. The actual data to include and the design and layout will need to be finalized as will whether any fees or charges will be needed to cover the cost of production.

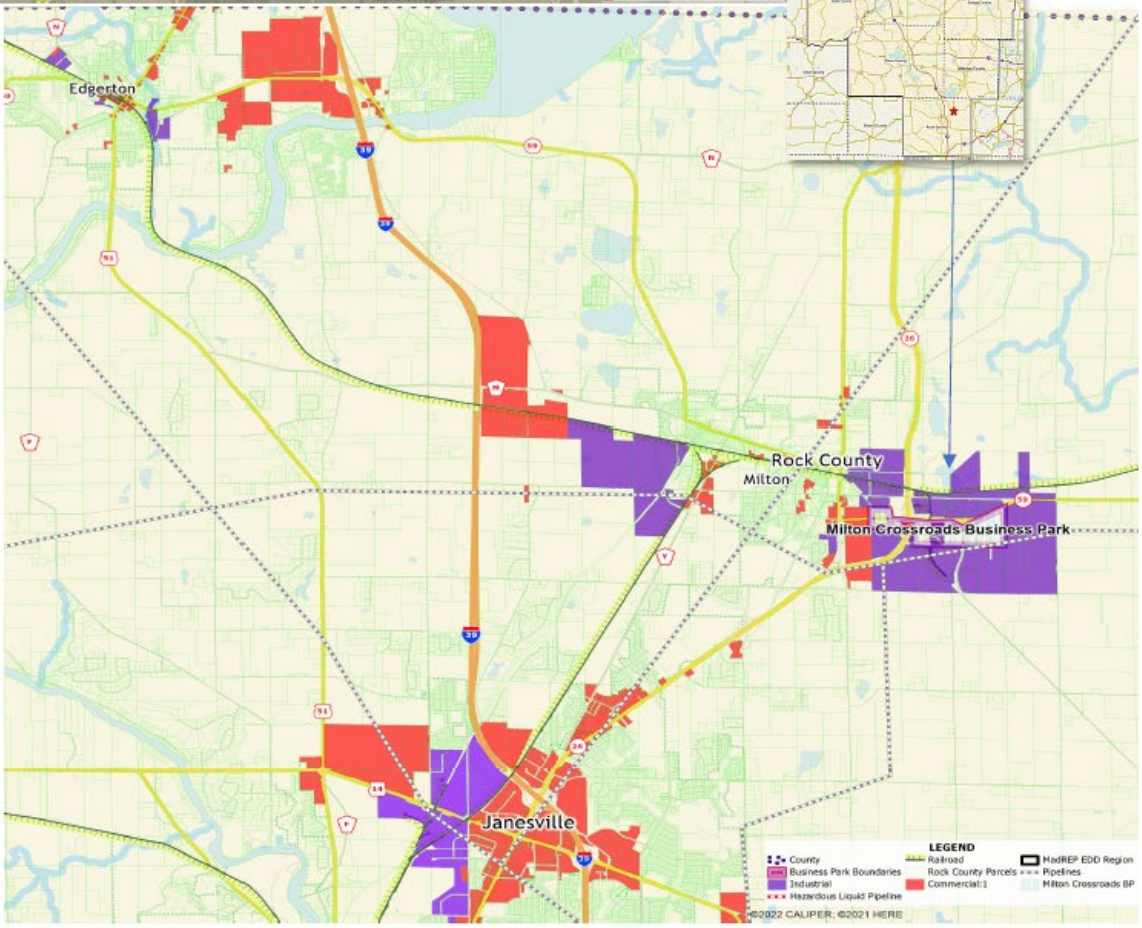
Milton Crossroads Business Park

Milton Rock County



The Crossroads Business Park is well situated to serve the target sectors of Advanced Manufacturing, Agriculture, Food & Beverage and Transportation, Distribution and Logistics with its access to the interstate and a labor force experienced in those sector occupations. The Crossroads Business Park has the opportunity expand and the capacity to offer larger sites to a national site selection market.

Milton has another economic activity area for commercial and industrial land uses on the west side of the city. Although this area is adjacent to I-90/39, it does not have access to the interstate at this location. Milton should consider the relationships between the two areas with residential and the downtown in between the two. Connecting the two areas with land for new residential could create an opportunity to market a large mixed-use employment district national market.



Milton Crossroads Business Park

Business Park Site Information

Ownership	Public		**Largest Parcel (acres)**	45.3	
Total Acres	275		**Average Parcel Size (acres)**	10.0	
Improved	17.3		**Average Improved Parcel Size (acres)**	5.8	
%	6.3%		**Average Unimproved Parcel (acres)**	11.1	
Unimproved	122.5		**Average Assessed Land Value per Acre**	$ 24,662	
%	44.6%		**Average Assessed Land Value of Improved Parcels**		$ 114,823
Total Parcels	14		**Average Assessed Land Value of Unimproved Parcels**		$ 73
# Parcels > 20 acres	2		**% Difference Between Improved & Unimproved LV**		158057%
# Parcels > 10 < 20	-				
# Parcels >2 <10	-				
Zoning	Industrial & Commercial		**Certified Site?**	Yes	
Distance to Interstate (mil	5.4		**Certified by**	Ady-Austin	
Time to Interstate (minute	8.0		**Accessible to Rail?**	Yes	
Electric Provider	Alliant Energy				
Gas Provider	Alliant Energy		Add infrastructure capacity for all utilities.		
Telcomm Provider	-				

Municipality Development Information		**Growth of Area**		**2022 Net New Construction**	**% Equalized Value**
Municipality	Milton				
In a TIF District?	Yes				
Property Tax Rate	0.02138	**Milton**		$ 7,496,400	1.5%
TIF Capacity	12.4%	**Rock**	**County**	$ 244,776,100	1.7%
Total Acres Designated for Economic Activity	2,425				
# Acres Improved	1,176				
%	48.5%	**Average Improved Parcel Size (acres)**		9.8	
# Acres Unimproved	1,249	**Average Unimproved Parcel (acres)**		17.6	
%	51.5%	**Average Assessed Land Value per Acre**			$ 34,832
Total Parcels	191	**Average Assessed Land Value of Improved Parcels**			$ 47,706
# Parcels > 20 acres	26	**Average Assessed Land Value of Unimproved Parcels**			$ 13,255
# Parcels > 10 < 20	8	**% Difference Between Improved & Unimproved LV**			260%
# Parcels >2 <10	64	**Average Assessed Improvement Value per Acre**			$ 207,154
Largest Parcel (acres)	204	**Highest Assessed Improvement Value per Acre**			$ 6,498,600
Average Parcel Size (acres)	12.7	**Owner of Highest Assessed Improvement Value**			$ -
		Lowest Assessed Improvement Value			$ 2,200

Sources: Statewide Parcel Database, 2021 with some data updated for 2022 values; Public Service Commission of Wisconsin; Wisconsin Department of Revenue Net New Construction; MadREP; Becker Professional Services.

Milton Crossroads Business Park

Businesses and Employment within Business Park Area	# Businesses	# Employees
Total Businesses	2	
Total Employees		21
Total Residential Population	-	
Employee/ Residential Population Ratio (per 100 Residents)	-	
Agriculture, Forestry, Fishing & Hunting	-	-
Mining	-	-
Utilities	-	-
Construction	-	1
Manufacturing	-	1
Wholesale Trade	-	-
Retail Trade	-	3
Motor Vehicle & Parts Dealers	-	-
Food & Beverage Stores	-	2
Gasoline Stations	-	-
Nonstore Retailers	-	-
Transportation & Warehousing	-	-
Information	-	-
Finance & Insurance	-	1
Real Estate, Rental & Leasing	-	-
Professional, Scientific & Tech Services	-	8
Legal Services	-	-
Management of Companies & Enterprises	-	-
Administrative & Support & Waste Management & Remediatior	-	-
Educational Services	-	-
Health Care & Social Assistance	-	4
Arts, Entertainment & Recreation	-	-
Accommodation & Food Services	-	1
Accommodation	-	-
Food Services & Drinking Places	-	1
Other Services (except Public Administration)	-	1
Automotive Repair & Maintenance	-	-
Public Administration	-	1
Unclassified Establishments	-	-

Source: Capital Area Regional Planning Commission, ESRI, Data Axle; November 2022.

Note: Employment and business data of this scale is not very reliable.

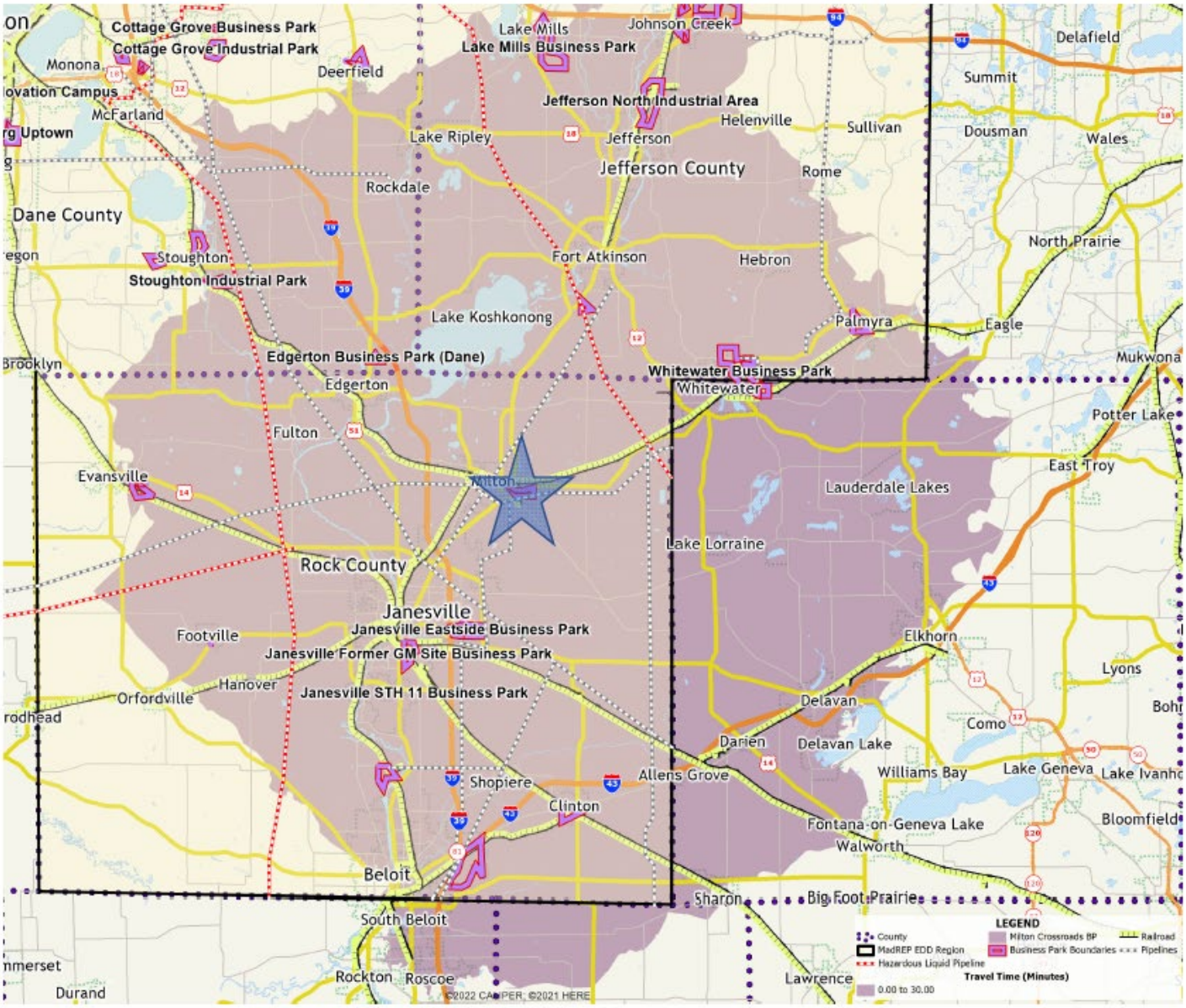
The data is reported on a business location basis for the 2nd quarter of 2022.

Unfortunately, there is a lot of misreporting and misclassifying embedded in this data, which means actual results on the ground may be quite different than what is portrayed in these tables.

With those precautions, the data is still informative.

Milton Crossroads Business Park

30-minute Drive Time Radius



30-minute Drive Time Radius Data

Area, square miles	1,317	**% Change Population 2020 - 203**	1.3%
Population 2022	262,948	**Households**	104,881
Population 2030 (projection)	266,464	**16+_In labor force**	141,031
Population Change 2022 - 2030	3,516		

Milton Crossroads Business Park

30-minute Drive Time Radius Data

Race/Ethnicity		
White	233,480	88.8%
Non-White Population	20,305	7.7%
Black	7,728	2.9%
American Indian	682	0.3%
Asian	2,747	1.0%
Hawaiian	103	0.0%
Other Race	9,045	3.4%
2+ Races	9,163	3.5%
Hispanic Origin	22,849	8.7%

Educational Achievement		
25+_High school grad	58,721	27.6%
25+_Some college, no degree	38,558	18.2%
25+_Associate degree	19,898	9.4%
25+_Bachelor's degree	31,199	14.7%
25+_Grad or prof degree	15,309	7.2%

Labor Force		
16+_In labor force	141,031	66.4%
16+_In LF_Civilian	140,935	66.4%
16+_In LF_Civilian_Employed	135,614	63.9%
16+_In LF_Civilian_Unemployed	5,320	2.5%
16+_In LF_Armed Forces	97	0.05%
16+_Not in labor force	71,359	33.6%
Total 16+	212,391	

Population		Change
2010 Population	260,260	
2020 Population	265,297	1.9%
2030 Population	266,464	0.4%
Change 2010 - 2030	6,204	
State-Licensed Childcare Providers		8

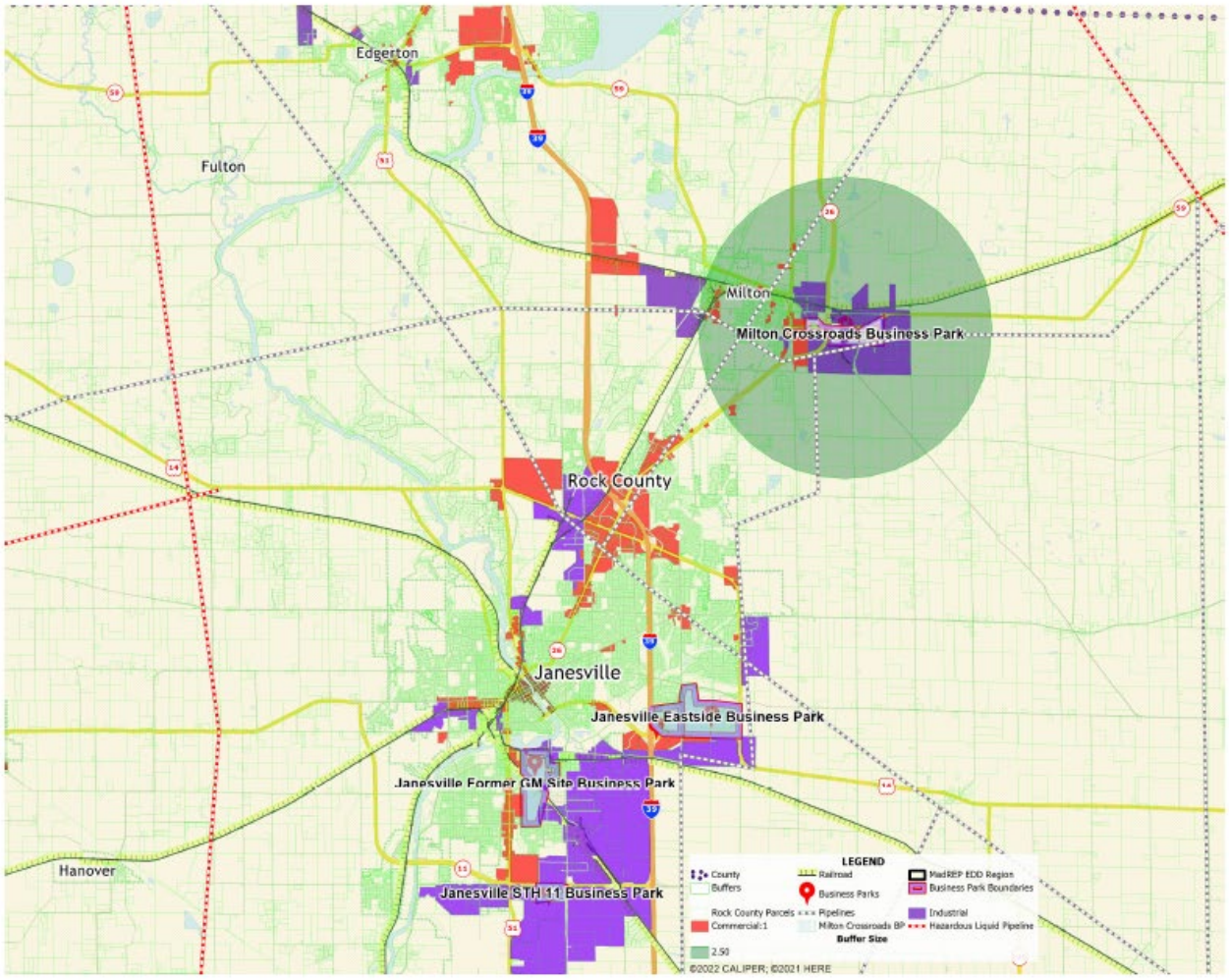
Source: U.S. Census 2020, Wisconsin Department of Health Services

Occupation and Industry of Workforce		
Employed civilian population 16+	135,614	
EC 16+_Occ: Manage/prof	44,260	32.6%
EC 16+_Occ: Service	23,499	17.3%
EC 16+_Occ: Sales/Office	27,275	20.1%
EC 16+_Occ: Nat res/constr/maint	13,210	9.7%
EC 16+_Occ: Prod/transp/material	27,371	20.2%
EC 16+_Ind: Ag/forestry/fish/mine	2,160	1.6%
EC 16+_Ind: Construction	9,402	6.9%
EC 16+_Ind: Manufacturing	27,647	20.4%
EC 16+_Ind: Wholesale trade	4,703	3.5%
EC 16+_Ind: Retail trade	15,745	11.6%
EC 16+_Ind: Transportation/warehouse	5,573	4.1%
EC 16+_Ind: Information	2,352	1.7%
EC 16+_Ind: Finance/ins/RE/rental	5,558	4.1%
EC 16+_Ind: Prof/scientific/admin	9,914	7.3%
EC 16+_Ind: Ed/health/soc services	30,674	22.6%
EC 16+_Ind: Art/ent/rec/acc/food	11,978	8.8%
EC 16+_Ind: Other (ex public admin)	5,432	4.0%
EC 16+_Ind: Public administration	4,477	3.3%
EC 16+_Workers: Private wage/salary	113,336	83.6%
EC 16+_Workers: Government	15,621	11.5%
EC 16+_Workers: Self-employed	6,420	4.7%
EC 16+_Workers: Unpaid family	237	0.2%

Transportation to Work		
Workers 16+	133,413	
16+_Mode: Car_Drove alone	109,904	82.4%
16+_Mode: Car_Carpooled	11,336	8.5%
16+_Mode: Public trans	549	0.4%
16+_Mode: Walked	3,573	2.7%
16+_Mode: Other means	1,633	1.2%
16+_Mode: Worked at home	6,418	4.8%
Vehicles_None	4,943	3.7%
Vehicles_1	31,153	23.4%
Vehicles_2	42,836	32.1%
Vehicles_3+	25,949	19.5%
# Workers Travel Time <25 Minutes	79,203	59.4%
# Workers Travel Time>25 < 35 Minutes	21,139	15.8%
# Workers Travel Time >35 Minutes	26,654	20.0%

Milton Crossroads Business Park

2.5-mile Radius Map



2.5-mile Radius Data

Population 2022	5,111
Population 2030 (projection)	5,104
Population Change 2022 - 2030	(7)
% Change Population 2022 - 2030	-0.1%
Households	1,902

Source: U.S. Census, 2022

Labor Force		
16+_In labor force	2,781	69.2%
16+_In LF_Civilian	2,776	69.1%
16+_In LF_Civilian_Employed	2,746	68.4%
16+_In LF_Civilian_Unemployed	30	0.7%
16+_In LF_Armed Forces	5	0.1%
16+_Not in labor force	1,237	30.8%
Total 16+	4,018	

Milton Crossroads Business Park

2.5-mile Radius Data

Industry of Workforce

Empployed Civilian Population 16+	2,746	
EC 16+_Ind: Ag/forestry/fish/mine	19	0.7%
EC 16+_Ind: Construction	195	7.1%
EC 16+_Ind: Manufacturing	532	19.4%
EC 16+_Ind: Wholesale trade	77	2.8%
EC 16+_Ind: Retail trade	280	10.2%
EC 16+_Ind: Transportation/warehouse	79	2.9%
EC 16+_Ind: Information	41	1.5%
EC 16+_Ind: Finance/ins/RE/rent	123	4.5%
EC 16+_Ind: Prof/scientific/admi	157	5.7%
EC 16+_Ind: Ed/health/soc servic	764	27.8%
EC 16+_Ind: Art/ent/rec/acc/foo	227	8.3%
EC 16+_Ind: Other (ex public adn	161	5.8%
EC 16+_Ind: Public administratio	92	3.4%

Housing w/in 2.5 Miles

# Housing Units	1,975	
HU_Occupied	1,902	96.3%
HU_Vacant	73	3.7%
Housing units w/mortgage	1,022	51.8%
Housing units w/o mortgage	504	25.5%
Occupied units paying rent	364	18.5%

Transportation to Work - workers living w/in 2.5 miles

Workers 16+	2,712	
16+_Mode: Car_Drove alone	2,385	88.0%
16+_Mode: Car_Carpooled	173	6.4%
16+_Mode: Public trans	4	0.1%
16+_Mode: Walked	41	1.5%
16+_Mode: Other means	7	0.2%
16+_Mode: Worked at home	103	3.8%
Vehicles_None	35	1.3%
Vehicles_1	404	14.9%
Vehicles_2	845	31.2%
Vehicles_3+	617	22.8%
# Workers Travel Time <25 Minutes	1,737	66.6%
# Workers Travel Time>25 < 35 Minutes	375	14.4%
# Workers Travel Time >35 Minutes	497	19.1%
Travel time <5 min	85	3.2%
Travel time 5-9 min	389	14.9%
Travel time 10-14 min	345	13.2%
Travel time 15-19 min	518	19.8%
Travel time 20-24 min	401	15.4%
Travel time 25-29 min	150	5.8%
Travel time 30-34 min	225	8.6%
Travel time 35-39 min	79	3.0%
Travel time 40-44 min	101	3.9%
Travel time 45-59 min	212	8.1%
Travel time 60-89 min	64	2.5%
Travel time 90+ min	41	1.6%
Total Workers with Travel Time	2,609	

Proposed District

State-licensed Childcare Providers w/in 2.5 miles -

Regional Business Park Capacity

The 6-county Madison region has 34 business parks with 100 acres or more of unimproved parcels - meaning no significant structures, not necessarily absence of urban services. The characteristics of those 34 parks and their locations were laid out in the previous tables. These 34 business parks represent the region's inventory of sites for larger facilities seeking larger sites.

Total Acres		15,464
Improved		5,438
	%	35.2%
Unimproved		9,861
	%	63.8%
Total Parcels		1,484
# Parcels > 20 acres		248
# Parcels > 10 < 20 acres		139
# Parcels >2 <10 acres		591
Largest Parcel (acres)		309
Average Parcel Size (acres)		21.4
Average Improved Parcel Size (acres)		9.0
Average Unimproved Parcel (acres)		23.3
Average Assessed Land Value per Acre		$37,429
Average Assessed Land Value of Improved Parcels		$57,708
Average Assessed Land Value of Unimproved Parcels		$18,891
% Difference Between Improved & Unimproved LV		205%
Average Distance to Interstate (miles)		10.2
Average Time to Interstate (minutes)		11.9
Average Labor Force within 30-minute Drive		165,161

Table 23: Summary of Characteristics - Business Parks in Region with > 100 acres of unimproved land.

With an average unimproved parcel size of 23.3 acres and an average site request to our region of 47 acres ranging upward to 100 acres, it is apparent that our region does not have sufficient shovel-ready inventory to serve typical requests for sites to host larger facilities than is typical to serve our local and regional economy.

The region should have perhaps four business parks at any one time able to offer a site of up to 100 acres with high-capacity infrastructure. The number 4 was chosen because of the time it takes to bring such sites to market and the range of amenities sought by the market. Four sites with four different amenity sets to roughly match the requirements of the region's target sectors should provide enough buffer to ensure the next four sites are in the development pipeline.

Large site development pipeline:

Target Sites for National/Regional Scale Facilities

The project team developed a typology to rank business parks in the region by their suitability to serve national/regional facilities with large sites and appropriate amenities. The typology is based upon two scoring categories – land availability and amenities. Each category of score is based upon rankings for several data sets comprising the scoring category. The scores are tabulated by calculating the regional ranking of the value from the data set and multiplying by a weighting factor. Each category is weighted to arrive at a total score. The land availability score is comprised of the following data sets:

- # Of unimproved acres inside business park boundary – an unimproved parcel within a business park is a parcel that has less than $2,000 of assessed improvement value. In the world of property assessment, improvements generally refer to structures on the parcel and not the infrastructure serving the parcel. This data set is given a weight of 8.
- # Parcels greater than 20 acres – the more parcels greater than 20 acres in size, the more likely several adjacent 20+ acre parcels could be combined to form larger sites. This data set was given a weight of 6.
- Opportunity for expansion – this data set indicates the availability of unimproved land outside but adjacent to the boundary of the business park. Yes, indicates significant land availability (>100 acres). This data set is given a weight of 10 – the highest weighting.

The amenities score is comprised of the following data sets:

- Distance to an interstate – serving national and regional markets for facilities in our target sectors requires good access to those markets. Many RFIs the region receives are looking for quick access to the interstate system. The more trucking and shipping a firm does, the more important is access to the interstate. A manufacturer of consumer food products will have different requirements in this regard than say a pharmaceutical company or one manufacturing nano-scale products. This data set is given a weight of 10
- Workforce within a 30-minute drive – availability of workforce within a radius of the site is another very common site selection requirement. Our target sector industries all have varying labor requirements. Some industries, like warehousing and distribution are less labor intensive, while others like healthcare and bioscience are significantly more labor intensive. This data set is given a weight of 7.
- Site certification – if a business park has been certified to be shovel ready, then it is also market ready for other than our local regional market. A business park that is not certified may also be market ready, but it is more difficult to market such a site to a national market than to a local regional market. This data set is given a weight of 5.
- # State-licensed childcare providers within a 30-minute drive – having a workforce available is an important issue for site selectors, however, that workforce is of little value if they cannot secure the services needed to be able to go to work. This data set is given a weight of 4.
- 2030 population change within 2.5 miles – another factor affecting workforce availability is population growth. If the population nearby is growing, then it is likely that there will continue to be a sufficient workforce. If the population is shrinking, then there may be issues with future workforce availability. A 2.5-mile radius was used rather than a 30-minute drive time because we want to measure local labor availability trends. This data set is given a weight of 3.
- # Housing units within 2.5 miles – availability of housing is another factor that affects the availability of labor. This data set is given a weight of 4.

The total score is calculated by multiplying the land score by a weight of 0.75 and the amenities score by a weight of .25 and totaling the resulting values.

Tables on the following pages show the top 20 scoring business parks for land availability, for amenities and overall total score.

MadREP 6-county Business Park Inventory – Top Ranking Business Parks by Available Land Score.

Business Park	# of Unimproved Acres	Weight	Quartile	Score	# Parcels > 20 acres	Weight	Quartile	Score	Opportunity for Expansion	Weight	Quartile	Opportunity for Expansion Score	Available Land Score	Available Land Score Rank
Beloit Gateway Business Park	553	8	4	32	15	6	4	24	Yes	10	4	40	96	89%
Madison East Metro BP	182	8	4	32	7	6	4	24	Yes	10	4	40	96	89%
Cottage Grove North Commerce Park	305	8	4	32	8	6	4	24	Yes	10	4	40	96	89%
Vienna Business Center	209	8	4	32	6	6	4	24	Yes	10	4	40	96	89%
Lake Mills Business Park	486	8	4	32	13	6	4	24	Yes	10	4	40	96	89%
Evansville Business Park	117	8	4	32	7	6	4	24	Yes	10	4	40	96	89%
Johnson Creek East Industrial Area	491	8	4	32	20	6	4	24	Yes	10	4	40	96	89%
Beloit Townline/Walters Rd Business Park	292	8	4	32	6	6	4	24	Yes	10	4	40	96	89%
Jefferson North Industrial Area	645	8	4	32	19	6	4	24	Yes	10	4	40	96	89%
Beaver Dam Commerce Park	375	8	4	32	12	6	4	24	Yes	10	4	40	96	89%
Whitewater Business Park	775	8	4	32	24	6	4	24	Yes	10	4	40	96	89%
Portage Columbia Power Plant	1246	8	4	32	23	6	4	24	Yes	10	4	40	96	89%
Juneau Dodge County Airport	581	8	4	32	9	6	4	24	Yes	10	4	40	96	89%
Horicon Industrial Park	159	8	4	32	6	6	4	24	Yes	10	4	40	96	89%
Verona Liberty Business Park	154	8	4	32	2	6	3	18	Yes	10	4	40	90	84%
Waunakee Business Park	120	8	4	32	3	6	3	18	Yes	10	4	40	90	84%
Arlington Prairie Industrial Park	190	8	4	32	2	6	3	18	Yes	10	4	40	90	84%
Milton Crossroads Business Park	123	8	4	32	2	6	3	18	Yes	10	4	40	90	84%
Verona Technology Park	144	8	4	32	2	6	3	18	Yes	10	4	40	90	84%
Plain Honey Creek Business Park	134	8	4	32	3	6	3	18	Yes	10	4	40	90	84%

MadREP 6-county Business Park Inventory – Top Ranking Business Parks by Amenities Score Set 1.

Business Park	Distance to Interstate	Weight	Quartile	Score	# Workers w/in 30-min Drive	Weight	Quartile	Score
Madison High Crossing	2	10	4	40	315,182	7	4	28
Madison Center for Industry & Commerce	1.2	10	4	40	310,188	7	4	28
Madison The American Center	0.9	10	4	40	315,182	7	4	28
Madison East Towne Commerce Park	0.5	10	4	40	315,182	7	4	28
Madison Truax Air Park East	2.4	10	4	40	315,182	7	4	28
Madison McAllen TEC Corridor	2.2	10	4	40	315,182	7	4	28
Edgerton Business Park	1.3	10	4	40	265,923	7	3	21
Madison Dane County Sustainable Business Park	0.4	10	4	40	343,837	7	4	28
McAllen Hanson Road Business Park	1.8	10	4	40	343,837	7	4	28
Beloit Gateway Business Park	1.9	10	4	40	223,296	7	3	21
Westport Energy Park	6	10	3	30	298,211	7	3	21
Madison Interstate Commerce Park	1.8	10	4	40	310,188	7	4	28
Madison East Metro BP	3.5	10	3	30	313,806	7	4	28
Madison Southeast Business Park	2.7	10	3	30	343,837	7	4	28
Fitchburg Novation Campus	5	10	3	30	323,398	7	4	28
Sun Prairie Park 151	2.9	10	3	30	315,182	7	4	28
Madison Capital East District	8	10	3	30	307,564	7	4	28
Madison Corben Business Park	3.7	10	3	30	315,182	7	4	28
Madison McAllen Truax Business Park	2.5	10	3	30	315,182	7	4	28
Madison Truax Air Park West	3.7	10	3	30	315,182	7	4	28

MadREP 6-county Business Park Inventory – Top Ranking Business Parks by Amenities Score Set 2.

Business Park	Site Certification	Weight	Quartile	Score	# State-Licensed Childcare Providers w/in 30-min Drive	Weight	Quartile	Score
Madison High Crossing	Yes	5	4	20	63	4	4	16
Madison Center for Industry & Commerce	Yes	5	4	20	60	4	3	12
Madison The American Center	No	5	0	0	63	4	4	16
Madison East Towne Commerce Park	No	5	0	0	63	4	4	16
Madison Truax Air Park East	No	5	0	0	63	4	4	16
Madison McAllen TEC Corridor	No	5	0	0	63	4	4	16
Edgerton Business Park	Yes	5	4	20	42	4	3	12
Madison Dane County Sustainable Business Park	No	5	0	0	66	4	4	16
McAllen Hanson Road Business Park	No	5	0	0	66	4	4	16
Beloit Gateway Business Park	Yes	5	4	20	8	4	2	8
Westport Energy Park	Yes	5	4	20	60	4	3	12
Madison Interstate Commerce Park	No	5	0	0	60	4	3	12
Madison East Metro BP	No	5	0	0	62	4	4	16
Madison Southeast Business Park	No	5	0	0	66	4	4	16
Fitchburg Novation Campus	No	5	0	0	63	4	4	16
Sun Prairie Park 151	No	5	0	0	63	4	4	16
Madison Capital East District	No	5	0	0	62	4	4	16
Madison Corben Business Park	No	5	0	0	63	4	4	16
Madison McAllen Truax Business Park	No	5	0	0	63	4	4	16
Madison Truax Air Park West	No	5	0	0	63	4	4	16

MadREP 6-county Business Park Inventory – Top Ranking Business Parks by Amenities Score Set 3.

Business Park	2030 Population Change w/in 2.5 mi	Weight	Quartile	Score	# Housing Units w/in 2.5 miles	Weight	Quartile	Score	Amenities Score	Amenities Score Rank
Madison High Crossing	10,194	3	4	12	19,941	4	4	16	132	100%
Madison Center for Industry & Commerce	6,364	3	4	12	11,371	4	3	12	124	99%
Madison The American Center	9,977	3	4	12	16,501	4	4	16	112	96%
Madison East Towne Commerce Park	10,903	3	4	12	24,317	4	4	16	112	96%
Madison Truax Air Park East	8,783	3	4	12	22,468	4	4	16	112	96%
Madison McAllen TEC Corridor	9,780	3	4	12	25,744	4	4	16	112	96%
Edgerton Business Park	462	3	2	6	2,870	4	2	8	107	95%
Madison Dane County Sustainable Business Park	3,465	3	3	9	6,856	4	3	12	105	93%
McAllen Hanson Road Business Park	5,919	3	3	9	11,314	4	3	12	105	93%
Beloit Gateway Business Park	-517	3	1	3	8,569	4	3	12	104	91%
Westport Energy Park	2,935	3	3	9	6,846	4	3	12	104	91%
Madison Interstate Commerce Park	6,364	3	4	12	11,371	4	3	12	104	91%
Madison East Metro BP	8,469	3	4	12	19,535	4	4	16	102	84%
Madison Southeast Business Park	7,883	3	4	12	16,803	4	4	16	102	84%
Fitchburg Novation Campus	9,869	3	4	12	26,722	4	4	16	102	84%
Sun Prairie Park 151	8,145	3	4	12	13,016	4	4	16	102	84%
Madison Capital East District	21,909	3	4	12	52,700	4	4	16	102	84%
Madison Corben Business Park	10,190	3	4	12	27,432	4	4	16	102	84%
Madison McAllen Truax Business Park	9,309	3	4	12	24,434	4	4	16	102	84%
Madison Truax Air Park West	9,358	3	4	12	24,832	4	4	16	102	84%

MadREP 6-county Business Park Inventory – Top Ranking Business Parks by Total Score.

Business Park	Land Availability Weight	Land Availability Score	Amenities Sore Weight	Amenities Score	Total Score
Beloit Gateway Business Park	0.75	72	0.25	26	98
Madison East Metro BP	0.75	72	0.25	26	98
Cottage Grove North Commerce Park	0.75	72	0.25	25	97
Vienna Business Center	0.75	72	0.25	22	94
Verona Liberty Business Park	0.75	68	0.25	24	91
Lake Mills Business Park	0.75	72	0.25	19	91
Evansville Business Park	0.75	72	0.25	18	90
Johnson Creek East Industrial Area	0.75	72	0.25	18	90
Waunakee Business Park	0.75	68	0.25	21	89
Beloit Townline/Walters Rd Business Park	0.75	72	0.25	17	89
Arlington Prairie Industrial Park	0.75	68	0.25	21	88
Jefferson North Industrial Area	0.75	72	0.25	16	88
Fitchburg Payne & Dolan Business Park	0.75	66	0.25	21	87
Milton Crossroads Business Park	0.75	68	0.25	20	87
Sun Prairie Business Park	0.75	66	0.25	21	87
Verona Technology Park	0.75	68	0.25	19	86
Beaver Dam Commerce Park	0.75	72	0.25	13	85
Whitewater Business Park	0.75	72	0.25	13	85
Portage Columbia Power Plant	0.75	72	0.25	12	84
Edgerton Business Park	0.75	57	0.25	27	84

Areas Recommended for Business Park Investment & Growth to Serve National Market

The scoring exercise in the previous section was a way to sift and winnow through all the data to find those areas that rise to the top in terms of land availability and amenities to serve a national market for site selection. If investors and policymakers believe it is important to have a relatively small set of larger-scale shovel-ready sites available to satisfy both growing local firms and national and global firms, then the pool of the top twenty business parks in the previous table provides both a limited inventory of suitable sites, but more importantly, a pipeline of future large sites through expansion opportunities.

Another way to think about this issue is taking a broader perspective than the traditional business park. Most of our business parks are the result of some entity – public or private, investing in a plot of land to make it ready as a location for business. Typically, there is thought given to the general type of business for which the park will be designed – office, manufacturing, distribution, commercial/retail as examples. Generally, there is little thought given to workers, housing, transportation, or childcare as business parks are generally part of an urban environment that provides those offsite amenities that make the business site successful.

Among the issues facing our regional economy, exasperated by the pandemic, is a shortage of workers, responding to climate change challenges, and resolving long-standing social inequities. Except for the availability of workers, these are issues that historically have not been addressed by the site location decision. That is no longer the case. As evidenced by the RFIs received by MadREP, our interviews with stakeholders and recent investments made in our region, environmental and social goals (ESG) are not only on the list of site selection considerations, but they are also becoming priorities.

There is a growing list of site amenities being requested by global and national firms that are seeking to meet environmental and sustainability goals (ESG) as well as diversity, equity, and inclusion goals (DEI). This, in combination with the growing need to reduce workforce friction caused by difficulty finding affordable housing, available and affordable childcare and reliable and affordable transportation to work, suggests that a district approach to business site planning may be more appropriate than focusing on single-owner, single-use tracts of land that are planned independently from the housing, services and transportation the workers employed in that park will need.

Many newer business parks, particularly in the densely populated parts of Dane County, are developing as mixed-use districts (employment, residential and commercial) in response to market demand. The American Center, University Research Park II, Fitchburg Uptown and Techlands are just a few examples of private business parks developing a mix of uses to serve the market more efficiently for business sites in a tight labor market.

Due to these emerging trends, the project team believes that regional marketing of business sites should be done from a district perspective rather than a single-owner, single-use perspective. A district approach focused on providing a range of site sizes and amenities (employer and employee) to the local, regional, and national markets will require greater coordination with municipalities, utilities, and property owners/investors by MadREP, but a district approach will allow MadREP to tune the marketing of areas more finely to the region's target sectors. A district approach can establish standards for certain areas to appeal to specific markets and will allow MadREP to demonstrate to those seeking sites that a fully functioning employment ecosystem is in place.

MadREP's Bioscience Cluster Sector Report 2017 describes a district approach as it may be applied to target sector markets. **"**Creating physical neighborhoods for co-locating bioscience firms where anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators is very important to the competitiveness of the Region. … these innovation districts are "physically compact, transit accessible, and technically wired and offer mixed-use housing, office, and retail." MadREP has received several site searches tied to regional HQs in the past two years that have focused on identifying these districts or neighborhoods first before seeking more information on existing leasable space. "

"The three archetypes of districts in the Region can be largely described as:
1. Anchor Plus Model – The Anchor Plus type of innovation districts are largely located in downtowns and mid-towns of central cities and have anchor institutions and a concentration of similar firms, entrepreneurs and start-ups involved in the commercialization of innovation.

2. Re-imagined Urban Area Model – This type of district is characterized by historic industrial and warehouse areas that are undergoing transformations. Many of these districts are often found near historic waterfronts.

3. Urbanized Science Park Model – Research and science parks that were traditionally located in suburban or exurban areas are undergoing a mixed-use transformation that increases the density and amenities offered by these areas. Their tenants and the staff they employ are driving this densification.

Examples of these types of districts in the region include

- Beloit Ironworks Campus
- Madison the Cap East District,
- Mt. Horeb (Duluth Trading),
- Fitchburg Techlands and Uptown)
- The American Family Center
- The University Research Park at UW-Madison and UW-Whitewater.

Land use planning in Wisconsin is controlled primarily at the local level with some regional controls through urban service area extensions. It is an arena in which various parties are engaged in seeing that their interests are served by public land use decisions. There is generally little trust between the major players in this arena. When viewed from a regional perspective of planning for large-site mixed-use employment areas that may touch several local jurisdictions, the system of local land use controls becomes an almost insurmountable barrier to implementing such large-scale land uses.

A recent innovation in sustainable land use planning is gaining traction and offers a way out of this problem. Called EcoDistricts, these are larger-scale districts of a community(ies) that adhere to a set of development and environmental protocols. The district then becomes EcoDistricts Certified which entails commitments to transparency, sustainability, and social justice.

Most existing EcoDistricts are in urban areas focused on industrial redevelopment, like the Towerside Innovation District in St. Paul and several in Pennsylvania. It is a program promoted by the Southwest Pennsylvania Commission to its communities, which now have three EcoDistricts within their region. Some EcoDistricts in the U.S. have been created by large corporations to guide planning for large-scale mixed-use campuses, like the MetroHealth Community District in Cleveland OH, which focuses on a healthcare campus.

This concept, adapted to MadREP's regional context, may be a good mechanism to build trust around this idea of sustainably planned large-site mixed-use developments centered around major employment sites.

From the website https://ecodistricts.org/district-registry/:
EcoDistricts Certified Provides the Following Benefits:

- A path to respond to urgent social and environmental challenges.
- A powerful way to move from vision to action.
- Aligns community, developers, policy makers, and investors.
- Creates trust and community ownership.
- Accountability for equity and sustainability goals.
- Recognition for leadership.

A district approach to large-site, mixed-use development focused on a single employer or set of related employers is complementary to an approach being investigated by the U.S. Department of Energy to reduce greenhouse gas emissions in the industrial sector – onsite clean energy technologies[19].

According to Steve Steinhoff, Agency Director, Capital Area Regional Planning Commission (CARPC), "the goals of EcoDistricts align well with those in the CARPC Regional Development Framework. I think it may be too early to conclude that land use planning and development processes are a major barrier to planning and zoning for large industrial-commercial sites. The demand for large sites of 100 or more acres is recent. Cottage Grove is a recent example of successfully establishing a large industrial site (as well as the high demand for it).

"EcoDistricts seem most suitable for mixed-use districts. The list of certified EcoDistricts bears this out. The two types of districts – industrial and office mixed use – are suitable for different of our target industries. Industrial for manufacturing, warehouse, food processing. Office-mixed use for Healthcare, ICT and to some portions of bioscience.

[19] **DE-FOA-0002830: Request for Information On Barriers And Pathways To Integrating Onsite Clean Energy Technologies In The Industrial Sector**

“Encouraging communities to plan office-residential-retail mixed-use districts for ICT and bioscience would be very helpful. These match the CARPC Regional Development Framework (RDF) “Centers” description and designation on the 2050 RDF growth scenario (see RDF website). CARPC performance indicators will measure progress towards the percent of housing units and commercial development occurring within centers and along corridors. Communities can also be encouraged to plan for large industrial sites although the approach is likely somewhat different.”

University Research Park 2 – A Mix of Employment and Housing



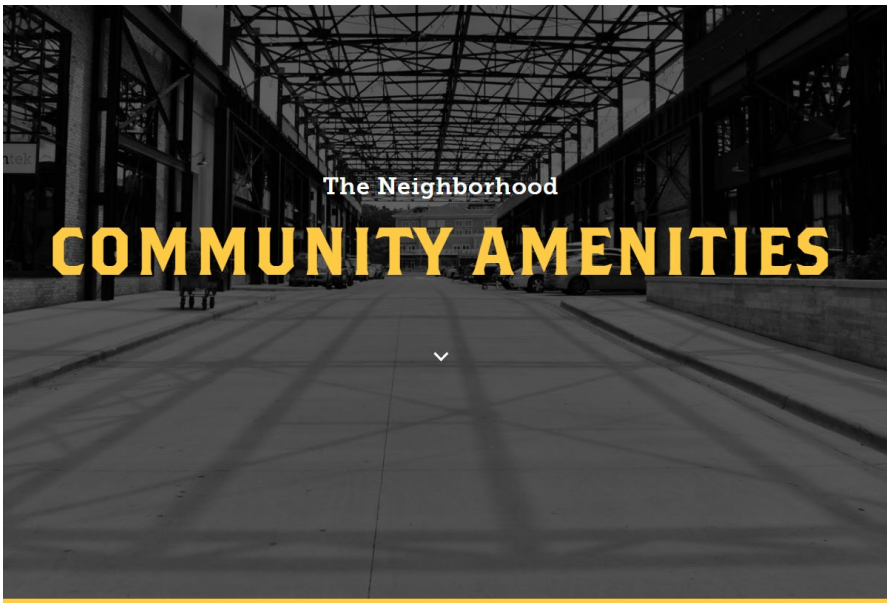
Work In Beloit – Ironworks Campus

HOME » BLOG » WORK IN BELOIT – IRONWORKS CAMPUS

The Ironworks campus is home to 13 different businesses occupying a million square feet on 24 acres.



One of the most popular landmarks in Beloit is the Ironworks campus, located on the banks of the Rock River in the heart of Beloit's City Center. For nearly 150 years this site was home to the Beloit Corporation. Like many industries in the region, Beloit Corporation struggled and ultimately closed its doors in 1999.



Looking for urban amenities without the big-city hassle? Ironworks Campus is conveniently located just minutes from the Wisconsin-Illinois border in downtown Beloit, making our unique coffee shops, one-of-a-kind restaurants and upscale boutique hotels just a short walk away. Close proximity to the I-90/I-43 exchange provides easy access to Madison, Milwaukee and Chicago! And who doesn't like a river-view?


Portage Road
Eastpark Boulevard
OUTLOT 15
P-49
P-40
P-41
P-42
P-48
P-45
P-44
P-46
LOT 44
Legend
Storm Drainage / Greenway
Existing Bikeway
Proposed Bikepath
Pedestrian Trail
The American Center Monument Sign
Building
Developed Site
Proposed Site
North
0 200 400 600
Illustrative Site Plan
THE AMERICAN CENTER
Madison, Wisconsin
A Development Of American Family Mutual Insurance Com
JULY 20, 2022
Madison, Wisconsin

Fitchburg Technology Neighborhood

Fitchburg

9



- Over 2,000 Acres Dedicated for High Quality Employment
- Variety of Housing Options
- Mixed-Use Neighborhood Centers
- Parks, School Site and Open Space
- Multi-Modal Transportation
- FTN is Comprised of:
  - Fitchburg Center
  - Fitchburg Technology Campus
  - RDC Techlands
  - Uptown Fitchburg
  - Novation Campus





www.fitchburgwi.gov

Foreign Trade Zone

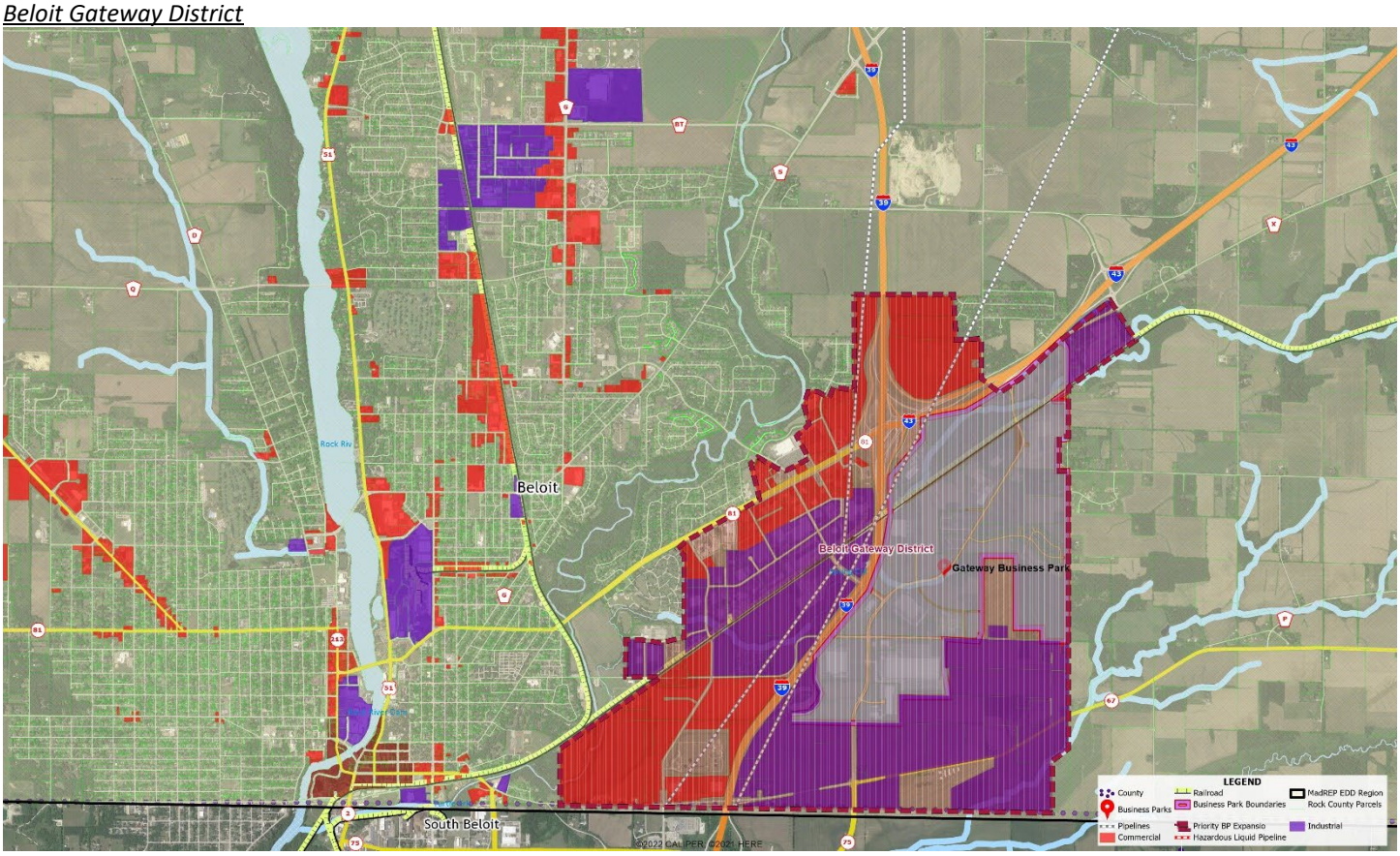
The MadREP region is entirely included as part of a Foreign Trade Zone managed by the Dane County Regional Airport. Several business parks are currently included as active "zones" including the Arlington Prairie Industrial Park, Center for Industry & Commerce, North Towne in DeForest, and random parcels mostly around the airport and not in a formal business park. More properties can be added. https://msnairport.com/about/facilities_maps/Foreign-Trade-Zone. The Region's Foreign Trade Zone is just one of three in the State - https://wedc.org/wp-content/uploads/2021/06/FastFactsUpdates_ForeignTradeZones_vF.pdf.

Priority Business Park Areas for National-Scale Facilities

Ten areas were identified after sorting through the data that could provide sites suitable for larger facilities either grown from within the region or attracted to the region as the result of a positive response to a site selector's inquiry or specific intent to establish a location in the region. The list is heavily weighted by availability of land, access to transportation, access to workers and presence of other infrastructure. The focus on identifying priority sites for national-scale markets does not diminish the importance of having a network of business parks in all parts of the region to serve the wide range of site and facility needs demanded by the growing regional economy. Those business parks are the foundation of the regional economy and need continued growth and investment to continue serving that role. The focus on priority sites is driven by the shortage of sites in the region that can meet the recent demands of large corporate facilities seeking sites.

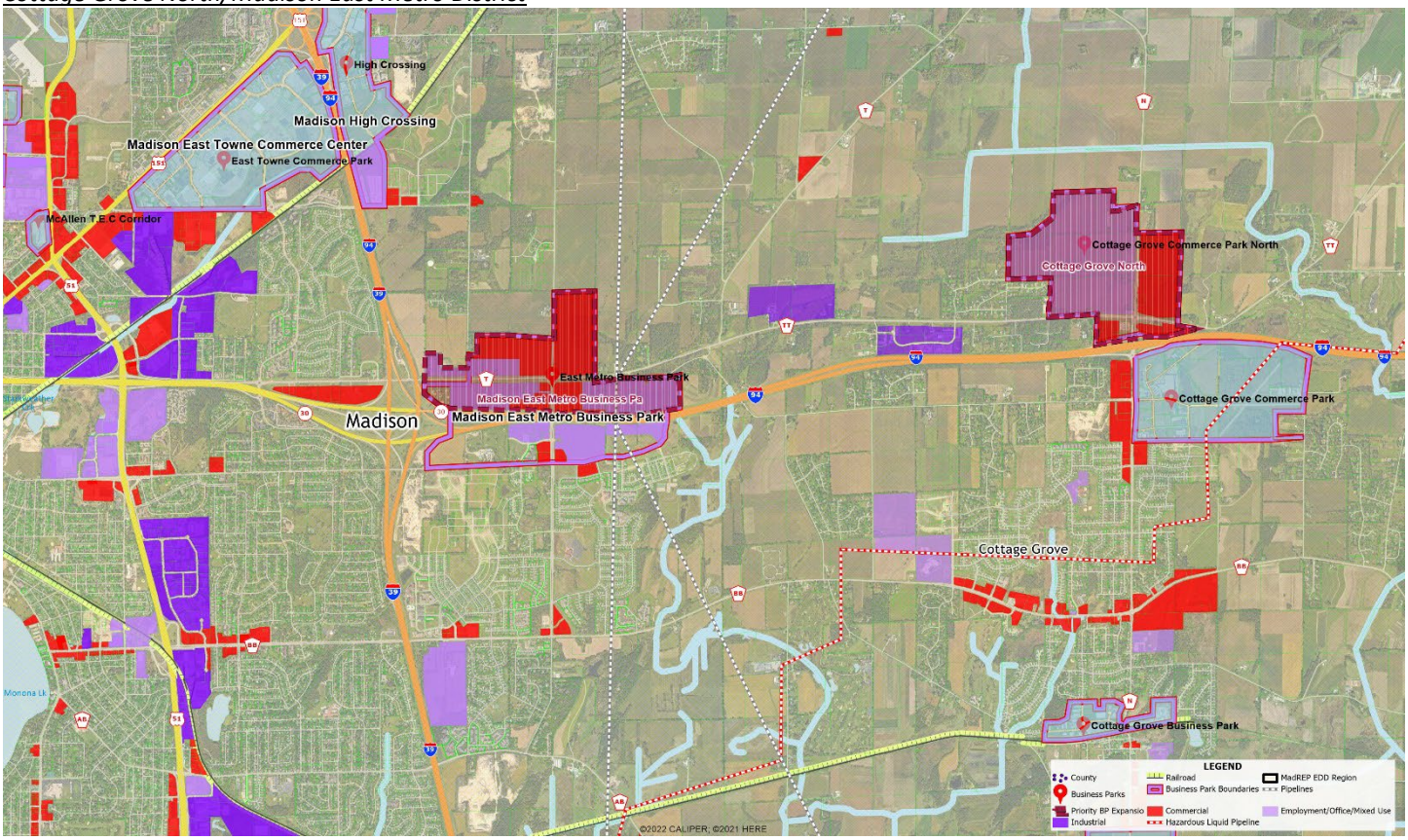
Priority Business Park Areas	Acres
Beloit Gateway District[1]	3,936
Cottage Grove North	390
DeForest NW Employment District[2]	877
Janesville Employment District[2]	8,793
Madison East Metro Business Park	346
Madison SE Employment District[2]	2,477
Madison SW Employment District	2,886
Milton Employment District	3,123
Portage Columbia Power Park	1,395
Sun Prairie Business Park Expansion	595
Total	**24,818 acres**

Beloit Gateway District



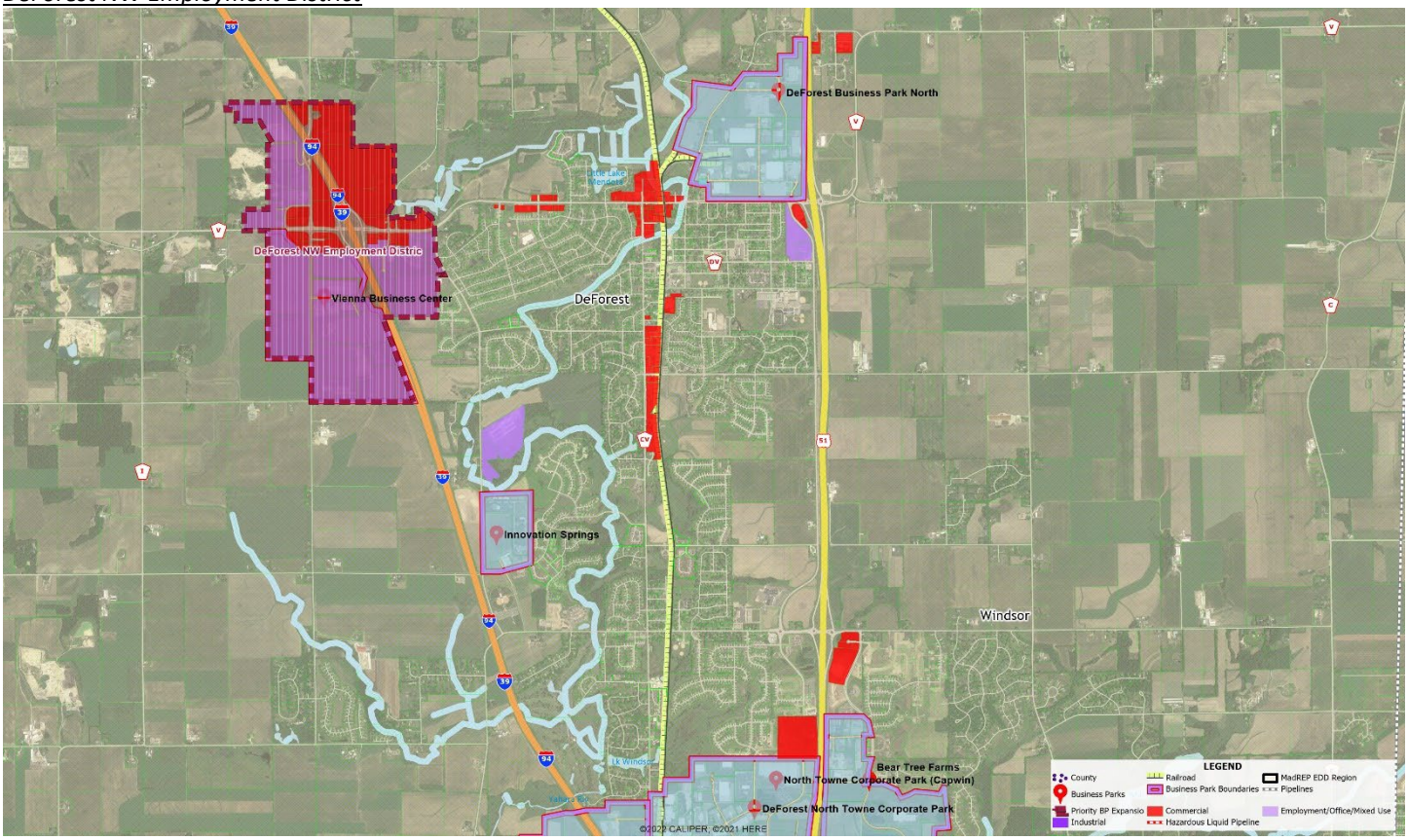
Data about this area is shown with the Beloit Gateway Business Park in the business park inventory. Located at the intersection of two interstate highways, the proposed district currently hosts the Gateway Business Park. The site is served by rail, has access a large workforce accessible to the site by transit, and has large land areas available designated for industrial or commercial uses on local future land use plans. Jurisdictions include the City of Beloit and the Town of Turtle.

Cottage Grove North/Madison East Metro District



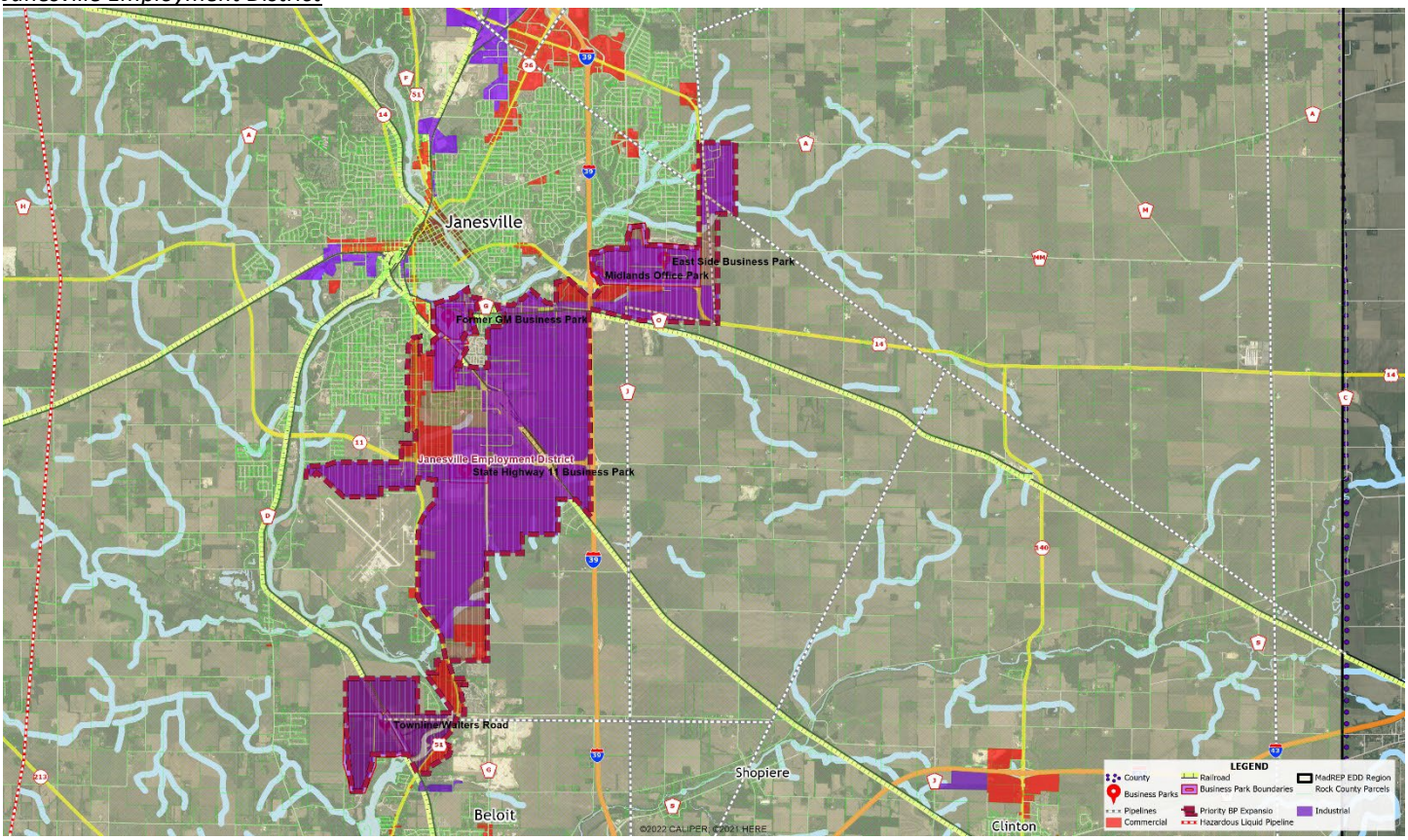
Data about this area is shown with the Cottage Grove North Business Park and Madison East Metro Business Park in the business park inventory. Located at the intersection of two interstate highways. The proposed districts have access to a large workforce potentially accessible to the areas by transit, and have large land areas available designated for industrial, employment or commercial uses on local future land use plans. The Madison East Metro does not have good direct access to the interstate. Jurisdictions include the Village of Cottage Grove, Town of Cottage Grove, City of Madison, and Town of Blooming Grove.

DeForest NW Employment District



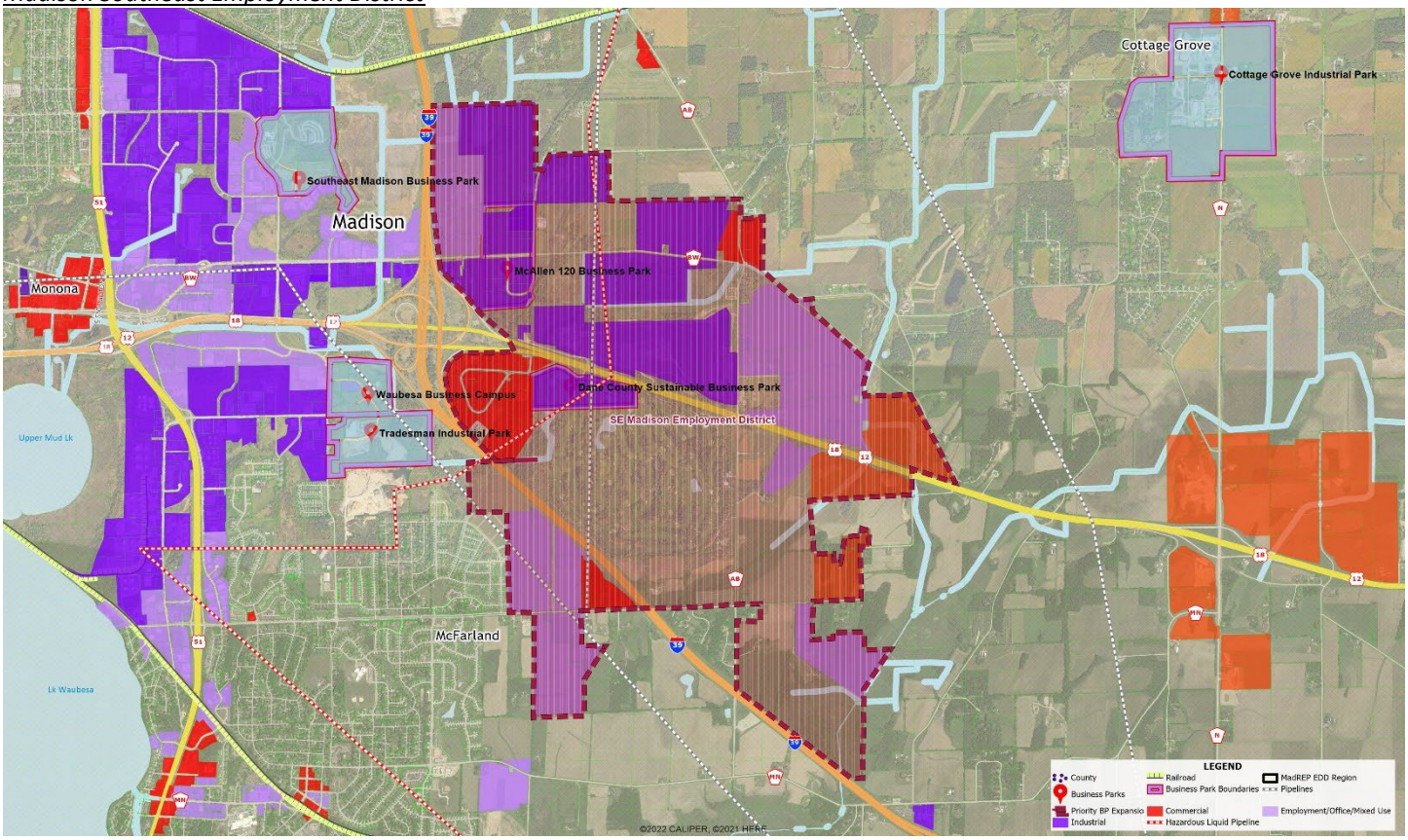
Data about this area is shown with the Vienna Business Center in the business park inventory. The proposed district currently hosts the Vienna Business Center in the Town of Vienna and includes other lands both in the Town and the Village of DeForest identified on local future land use plans for industrial, employment or commercial uses. The site has direct access to the interstate, has access to a large workforce and has large land areas adjacent to currently served parcels.

Janesville Employment District



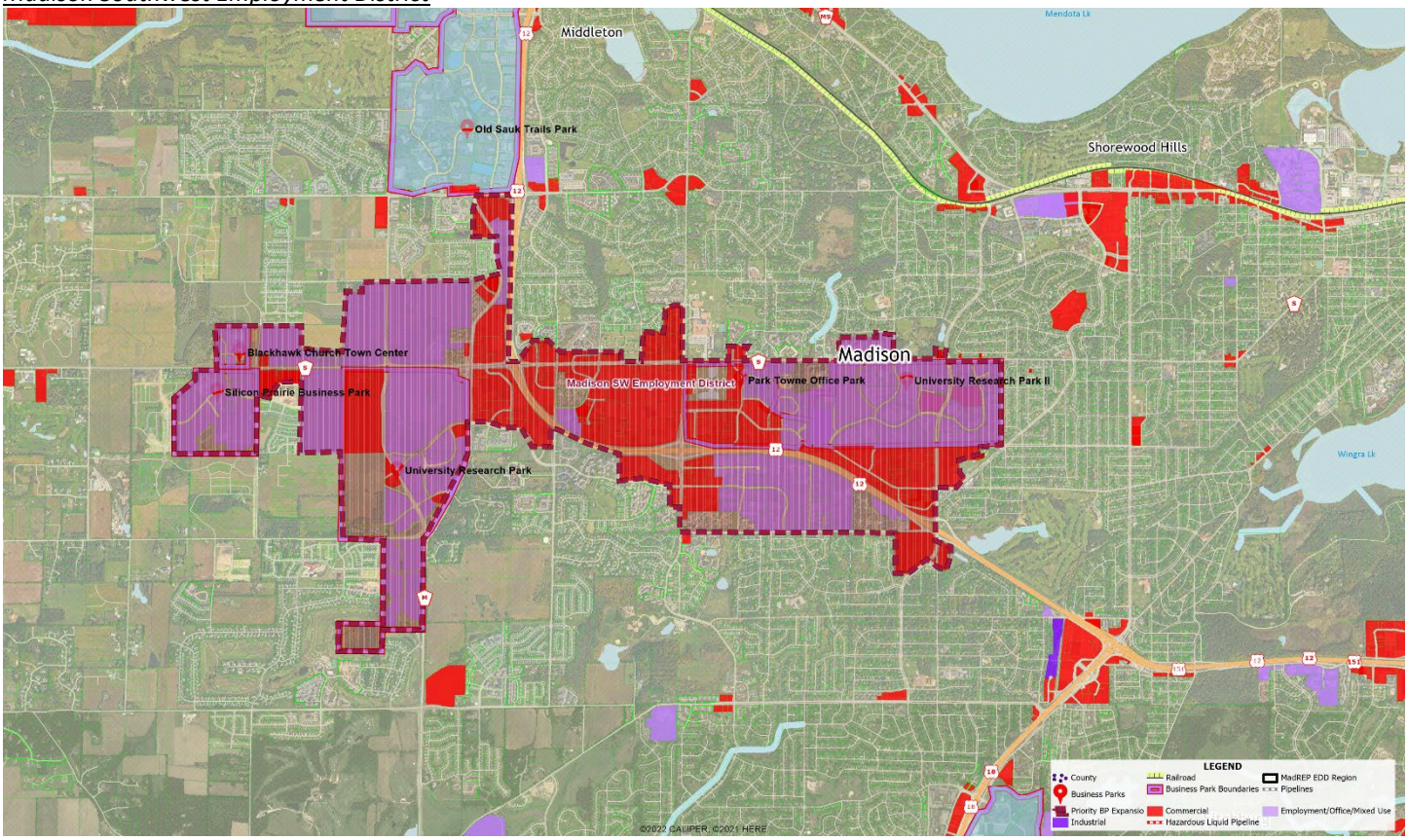
Data about this area is shown with the Janesville Eastside Business Park, Midlands Office Park, Former GM Business Park, State Highway 11 Business Park, and Beloit Townline Walters Rd Business Park in the business park inventory. Located just north of the intersection of two interstate highways. The proposed district has access to a large workforce accessible to the area by transit, and has large land areas available designated for industrial, employment or commercial uses on local future land use plans. Multiple access points to the interstate highway. Jurisdictions include the City of Janesville, Town of Harmony, Town of La Prairie and Town of Beloit.

Madison Southeast Employment District



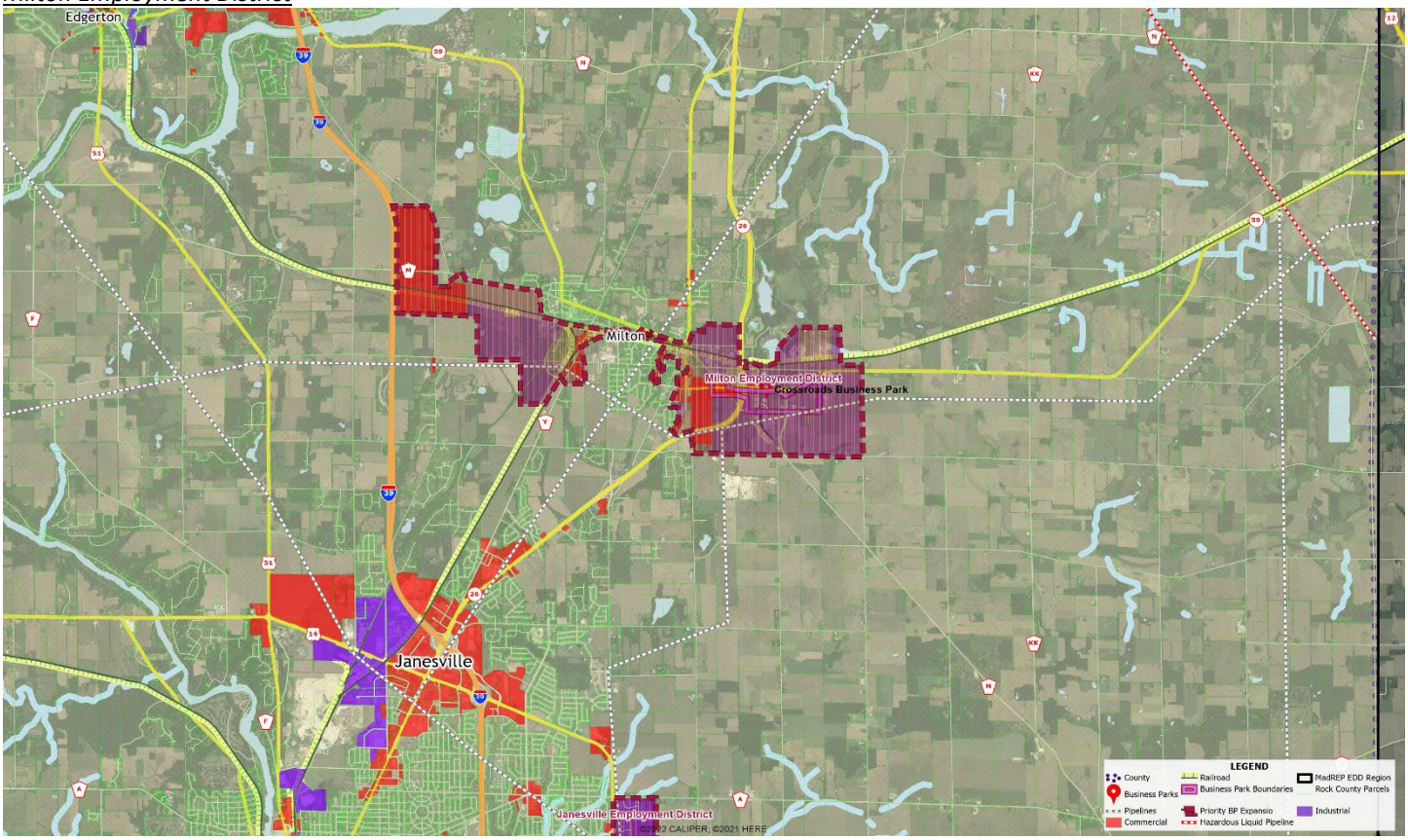
Data about this area is shown with the encompassed business parks in the business park inventory. This district hosts the McAllen 120 Business Park, the Dane County Sustainable Business Park and Solid Waste Facility, and the area of northeast McFarland recently planned for industrial, employment and commercial land uses. The area has immediate access to I-90/39 and US 12/18 as well as available land and a large workforce potentially accessible to the site by transit. Jurisdictions include City of Madison, Town of Cottage Grove, Village of McFarland and Town of Dunn.

Madison Southwest Employment District



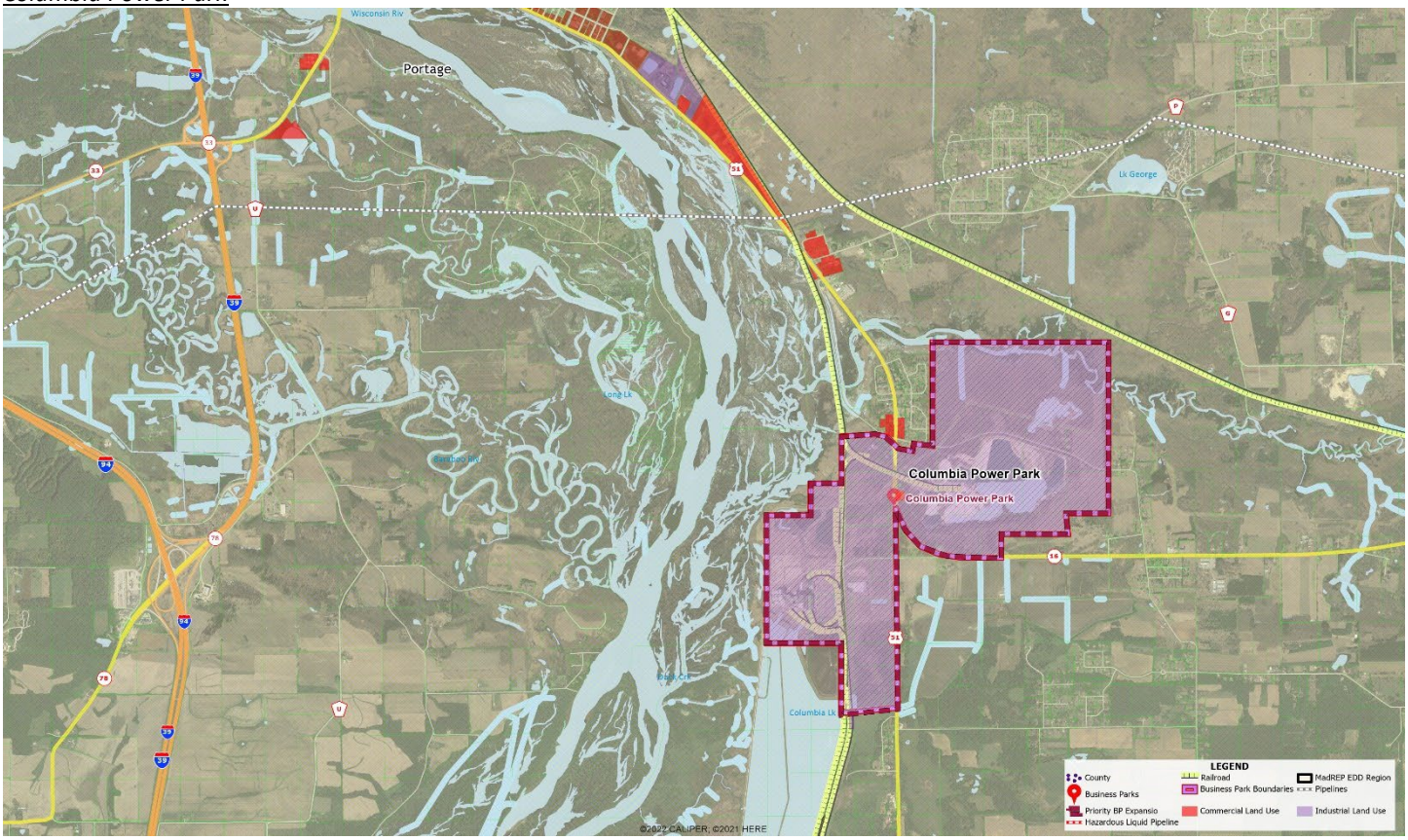
Data about this area is shown with the encompassed business parks in the business park inventory. This district hosts University Research Parks 1 & 2, Park Towne Office Park, Silicon Prairie Business Park, and the Blackhawk Church Town Center. The district is entirely contained within the City of Madison. This district represents one of the engines of the regional economy in that more than any other area of the region, firms wanting a close relationship with UW-Madison or directly forming because of UW research are attracted to this area. The area has a strong bioscience, tech, and healthcare focus, starting and growing businesses that require facilities that can and often do locate elsewhere in the region. The area has easy access to a large highly educated workforce easily accessible to the area by bus rapid transit and the highest density of childcare services in the region. A large amount of available greenfield land is available in the western part of the district, while significant redevelopment opportunities exist in the eastern part of the district as indicated by recent plans prepared by the City of Madison.

Milton Employment District



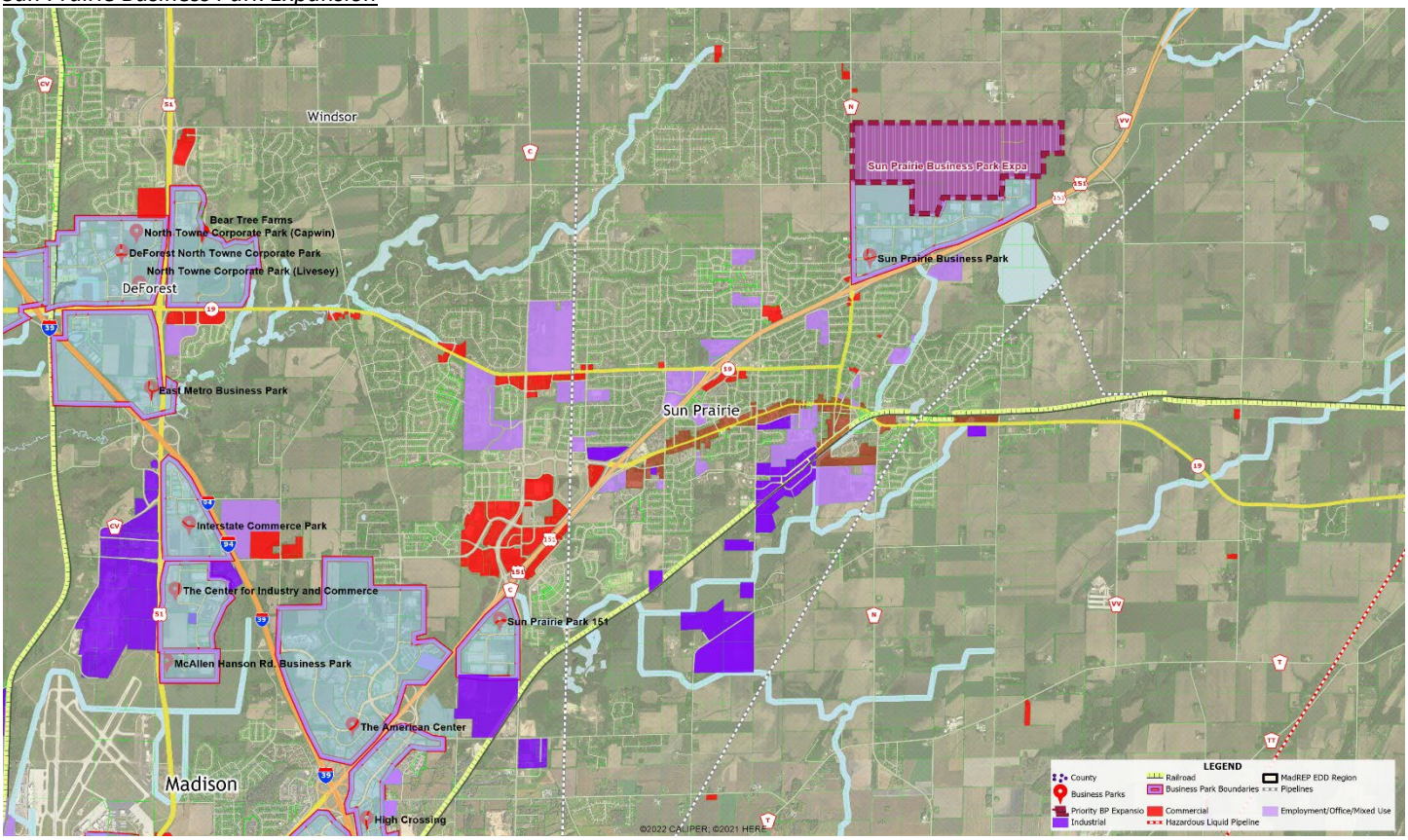
Data about this area is shown with the Milton Crossroads Business Park in the business park inventory. This area hosts the Milton Crossroads Business Park on the east side of Milton and another area on the west side not designated as a business park, but with land designated for industrial and commercial uses. Located northeast of Janesville along both STH 26 and I-90/39 and close to I-43, the area has access to both workforce and available land. The area is served by rail. Jurisdictions include the City of Milton and Town of Harmony.

Columbia Power Park



Data about this area is shown with the Portage Columbia Power Park in the business park inventory. Located at the intersection of two interstate highways, the site currently hosts a coal-fired power plant owned by Alliant Energy. The power plant is in the process of being decommissioned and the site is seeking another use. The site has very well-developed energy and rail infrastructure. The site is designated for industrial use on local future land use plans. Jurisdictions include the Town of Pacific and City of Portage.

Sun Prairie Business Park Expansion



Data about this area is shown with the Sun Prairie Business Park in the business park inventory. Located on the northeast corner of the Madison urban area, jurisdictions include the City of Sun Prairie and the Town of Bristol. The proposed district is designated for industrial uses on future land use plans. Access to USH 151 and I-90/94/39, a large workforce and available land. Madison's Bus Rapid Transit System will extend to the nearby American Center Business Park with a 5-mile gap.

Recommendations

Understanding why the Madison region lacks inventory of large-size, high-amenity shovel ready sites with easy access to markets and workforce that can also help firms meet ESG and DEI goals has uncovered significant structural issues in how the region is set-up to manage economic development. Unlike other regions of the state, the Madison region lacks an entity with statutory authority to collect and analyze data about the regional economy and coordinate with local jurisdictions. This means regional-scale land use needs – particularly as they are expressed through requests for information about sites from corporate site selectors, are not being relayed to local jurisdictions when land use planning decisions are made.

Other economic development regions have a federal economic development district designation, which requires the preparation of a Comprehensive Economic Development Strategy (CEDS) every 5 years. The preparation of the CEDS involves an inventory of the region's economic assets and liabilities as well as local initiatives supporting economic development. The region works with local jurisdictions in developing the regional economic development strategy. In this way, there is feedback/dialog between the regional perspective and local desires. Additionally, in most other regions, the economic development district is supported by a regional planning agency – one with statutory authority to collect and analyze data, prepare maps, and coordinate with and advise local authorities regarding development of the region. This provides the region with an organization and staff with skills, knowledge, and tools to complete the tasks to prepare and maintain a CEDS.

MadREP is an organization voluntarily organized as a public-private partnership under Chapter 189 of Wisconsin statutes. With its partners, it has declared itself to be the regional economic development entity in the absence of any other regional structure and organized itself for that role. Although it is recognized by the State of Wisconsin as a regional economic development entity, it does not have the funding, staff, or tools of a regional planning commission. It also does not have any special authority in terms of coordinating with or advising local government. Finally, lacking authority also means lacking influence to significantly affect political or governmental outcomes.

This lack of capacity was recognized in the Advance Now 2.0 Strategic Plan with an objective of building consensus for a regional planning commission and developing an ED-supportive infrastructure. The region is still not ready to accept a regional planning commission to serve the entire MadREP region. However, before there were regional planning commissions, counties were able to join to form an industrial development agency to serve the economic development needs of a region. This is still part of Chapter 59, Wisconsin Statutes – not used very much due to the coverage of regional planning commissions/EDDs.

Two recommendations stand out in terms of impacting the region's ability to deliver the types of sites under consideration. Our top recommendation is that MadREP open discussions with the six counties about being designated the Chapter 59 industrial development agency for each of those counties. This will give MadREP statutory standing, and the authority given to it by the state legislature and the respective counties to both collect and analyze data and to coordinate and advise the counties and their jurisdictional municipalities. With a successful application to be designated an EDD and the requirement to prepare a CEDS, MadREP will be well positioned to monitor and influence the regional supply and demand for economic activity sites. If this can be done in partnership with the counties and some semblance of success achieved, there may come a time that enough trust has developed and suitable terms negotiated, to consider forming a regional planning commission to serve the entire region.

Our second recommendation is that a land bank be established and funded by a land value capture mechanism. The purpose of the land bank is to help take some of the risk and expense out of entitling, serving, and holding a large site/district or constructing and holding a speculative building. The details of such a program would need to be worked out with stakeholders, but the existence of such a bank in combination with the organizational changes suggested above and good-faith coordination with municipalities, provide the critical ingredients to put the region in a position to have an inventory of shovel-ready sites able to meet corporate site selection requirements.

The complete list of recommendations follows:

Maintain and Expand Regional Business Site Inventory

Maintain and update regional site inventory

- The inventory has been assembled based on readily available site and amenities data (acreage, locational factors, workforce within 30-minute drive-time, utilities, site preparedness certifications).
- Inventory needs ongoing updates and maintenance to remain relevant to understanding evolving regional supply and demand dynamics.

- Facilitating local inputs, updates, verification, and access to local and regional summaries requires collaboration and commitment of resources at a regional level.

Further develop indicators of site preparedness levels for the attraction, expansion, and retention of 1) target sector businesses and 2) Other commercial/industrial businesses

- Site specific utility service capabilities and lead times vary across communities and sites. Capacities and timing need to be better defined to qualify site readiness for development.
- Further refine the typology of site classifications based on intended geographic market, target sector requirements, site inquiries and absorption rates by site type.
- Expand the range of common indicators (noted above) to include proximity to labor pools and labor force participation considerations (transportation options, access to childcare).
- Amend the Gold Shovel Site Certification program to recognize varying degrees of site readiness standards according to the intended geographic and industrial sector targets.

Analyze absorption rates across the region

- Current annual absorption rates for commercial/industrial sites across the region are difficult to compile and report with reasonable accuracy for the region.
- Better collection, compilation and analysis of absorption data would provide valuable inputs and understanding of site demand and available supply of suitable sites within the region.
- Develop County-level model utilizing tax records to track and report commercial/industrial site absorption by project (include land transfers, acreage, construction, square feet, value).

Increase Regional Business Investment

Expand local and regional public financing options and capabilities to improve regional competitiveness for private investment

- Work with statewide economic development partners to increase TIF financing amounts to leverage private sector investments by addressing current TIF caps of 12%, raise cap with defined thresholds.
- Work with statewide economic development partners to increase TIF financing capabilities to leverage private sector investments in more competitive business sites. Evaluate TIF eligibility requirements to allow for more workforce housing and related commercial services in proximity to employment areas.
- Work with regional partners to increase regional public financing capabilities to leverage private sector investments. Consider a land banking program to fund predevelopment, entitlement and holding costs to secure land for future development sites suitable for target sector location and expansions. Land value capture is a potential mechanism to fund such a land bank. The land bank may also help reduce the risk of constructing and holding speculative buildings.

Support Regional Infrastructure Improvements and Investment

- Transportation
  - Highway improvements increase business access to regional metropolitan markets.
  - Highway improvements decrease commute times for labor both within and adjacent to the region.
  - Enhanced transit services connecting regional employment locations and residential areas. Madison is constructing its Bus Rapid Transit system to do this, and Janesville and Beloit have transit systems connecting residential to employment areas. The region has a freight rail network that makes many of these residential/employment connections and although commuter rail prospects are still far in the future, the three MPOs and MadREP should collaborate to fund commuter rail studies to consider feasibility and other barriers.
  - Inter-modal facility investment within the region would provide competitive advantages to businesses located throughout the region. Two significant sites in the region have the rail infrastructure in place proximate to the interstate highway system to potentially serve as an inter-modal facility – the former GM site in Janesville and the soon to be decommissioned Columbia Power Plant. These facilities run on slim margins and feasibility depends on being able to balance incoming and outgoing freight by mode.
- Broadband
  - Continue to partner with others to build out the regional broadband network with the highest capacity service possible. Enhanced broadband access provides greater opportunities for remote work and an expanded labor pool (i.e. retention and remote recruitment).

Expand Regional Workforce Capacity

Reduce barriers to workforce participation and geographic limitations to employment

- In collaboration with partners, develop a pilot model for joint public/private investment in childcare facilities near high density employment areas
- In collaboration with partners, develop pilot model for joint public/private investment in transportation solutions with destination hubs near high density and other employment areas not served by served by transit.

Increase appeal of regional employers and region for new entrants to the regional workforce

- Develop collaborations with target sector businesses to address individual and collective employee recruitment goals such as Diversity, Equity, and Inclusion.
- Further develop skills and training access and options for "early-stage" workforce entrants.

Increase Regional Organizational Alignment

Increase funding and authority of MadREP to serve the region as a federally designated Economic Development District.

- Secure federal designation as an EDD.
- Investigate political feasibility of the six counties served by MadREP designating it as their Industrial Development Agency under Chapter 59 Wisconsin Statutes.
- Prepare a program of services and benefits focused on collecting, analyzing, and mapping data about the region, including business sites, advising municipalities, developers and property owners about designating and developing sites for economic activity and marketing the region to a range of geographic and industry sectors.
- Develop a budget and identify potential service providers to implement the recommendations of this report.
- Prepare a funding pitch to regional economic development stakeholders, potentially including a land banking program.

Identify public/private sector alignment of interests such as hiring the numbers and skills of employees

- Further define business and industry gaps/challenges
- Further define business development needs and alignment with regional interests and opportunities such as facilities expansions within the region.

Increase Intra-regional collaboration between municipalities, counties, regional organizations

- Define economic development need alignment/opportunities
- Define economic development systems and information gaps/challenges

Increase Inter-regional collaboration between regional organizations, State agencies, Federal funding agencies

- Define economic development need alignment/opportunities
- Define economic development systems and information gaps/challenges

Further Develop Regional Marketing Presence

Clearly define and communicate concise messages regarding the MadREP "value proposition" to target sector businesses (critical mass, operating efficiencies, industry concentrations, talent, capital, growth) .

- Identify cohesive districts capable of meeting specific needs of target sector industries and their employees and market those districts as a solution to multiple corporate goals.
- Proactive campaign (business case for region with target sector and district focus).
- Compelling testimonials from local company leadership.
- Compelling data and relative comparisons to other metro areas.
- Enhanced regional web presence/links to local partners/interactive capabilities for searches.

Proactive recruitment of new investments such as from existing regional businesses with outside ownership.

- Identify target sector businesses with corporate headquarters located outside of the region.
- Collaborate with economic development professionals to identify leadership from target sector businesses.
- Convene discussions with management to identify opportunities for new investment in the region such as new products/manufacturing lines/expansions/relocations of smaller acquisitions.
- Facilitate "investment meetings" with headquarters management representatives to showcase regional business opportunities.

Further develop site selector relationships with those focused on target sector industries and firms .

Business Park Marketing Strategy

MadREP has a marketing strategy described in Advance Now 2.0: some of which applies to marketing business parks. That strategy has the elements described below. With each of the elements, comments have been added about how the findings from this report impact implementation of that action.

Develop a brand identity and messaging platform for the Madison Region.

The brand identity should be differentiated to reflect the varying geographic markets the region is addressing, the target sectors and specific areas and sites with amenities sought by firms in those sectors. The messaging platform should include robust mapping capabilities displaying business site characteristics and other data in an easy-to-use interface. CARPC has expertise with public mapping applications.

The Gold Shovel site certification standards should be amended to reflect the geographic and industry sector markets the business park is intended to serve and the branding associated with those markets. Sites intended to serve a national market and targeted industry sectors should have different characteristics than sites intended to serve a local municipal/county market and general industry. Those distinctions should be reflected by establishing tiers of certification.

Implement targeted external prospect attraction activities.

Such a program should not be implemented until branding has been completed and specific areas and sites tied to that branding have shovel-ready sites available in a range of site sizes up to 250 acres in size. An external-to-the-region prospect attraction campaign should not be implemented unless there is at least one shovel-ready, high-acreage (100 acres+), high amenity site and three others in the development pipeline.

Leverage an effective suite of multimedia marketing tools

Marketing tools should not work in isolation from content generation tools. The primary product being marketed by MadREP is information about the region. The richness and ease of access of that information about the region is the value that should be delivered through the marketing tools. Consequently, the data collection, analysis and mapping tools should be developed first before layering on the marketing tools to distribute that information.

Research and identify best-practice community engagement strategies.

The way to do this is by talking to counties, municipalities, and economic development organizations about how they would like to engage in regional economic development and then building an engagement schedule around their needs. Engagement should be particularly intentional when comprehensive plans, other land use planning, business park planning, or facility planning/locations are being considered. Consider developing a format to report on regional supply and demand of business sites and the recent trends being observed as well as the local business park's contributions to the regional economy.

Formalize an internal awareness-building campaign for the region's economic development strategy.

This should include awareness building about the importance of well-planned and prepared sites in appropriate locations to the resilience of the regional economy.

Conduct proactive, coordinated BRE visits across the Madison Region.

This is an important tool to build and evolve the region's brand and to stay in touch with local needs for sites and facilities. But like the marketing activities, this activity has less value if we do not have an adequate inventory of the range of sites to meet the immediate needs of growing employers. A need identified during a BRE visit is more likely than not going to be a need that should be filled in the short term.

Provide a competitive supply of economic development sites and speculative buildings.

The findings of this report place an exclamation point on this recommended action from Advance Now 2.0. This report emphasizes the time it takes to get land designated for future economic land use, the time to serve it with sewer, water and roads, fully entitled and the burden of carrying the expense of holding the land or building. With that added understanding, the idea of a development pipeline should be incorporated into this action.

Aggressively pursue ongoing planning and development of ED-supportive infrastructure.

Knowing what ED-supportive infrastructure is depends upon the characteristics of the businesses using that infrastructure and the areas in which it will be located. The region should be strategic about its investment in ED-supportive infrastructure and ensure the scale of the infrastructure matches the scale of the facilities attracted to the site location.

Build trust through better formalizing regional economic development prospecting efforts.

MadREP has a dilemma in that the economic development professionals in the region expect MadREP to market each of their sites far and wide, yet MadREP has hundreds of business sites in the region and the national market demands cohesive regional messaging. The way to satisfy both demands is through the branding process. Each business site fills a role in the regional economy and that role should be tied to a brand message. Every business park in the region should find a role in an element of regional branding. This will help ensure every park is marketed to the appropriate geographic market and increases the likelihood of that park finding its market.

Trust is built between all the parties to a branding message when the message is based on a solid foundation of fact and that any promises of value delivery made in the messaging can be delivered. Implied in any external regional economic development marketing campaign is that the region has a place for those receptive to the message.

Develop an integrated action plan to attract foreign-direct investment (FDI) to the Madison Region.

Consistent with other marketing recommendations, the scale of marketing efforts should match the scale of the product available. An FDI marketing campaign should differentiate the target audience by the size of facility the region is capable of hosting.

- **Determine the value proposition and potential support for branding and marketing the "Madwaukee corridor" between Madison and Milwaukee**.

  There are some great business park areas in this corridor with plenty of capacity – Lake Mills, Johnson Creek, Watertown, Jefferson, however the attraction of employers of a certain size locating in this corridor from outside the region will be diminished until local workforce numbers grow or there are better transportation options for workers to commute to workplaces in the corridor from nearby population centers.

APPENDIX

Detailed Industries Comprising Target Cluster Sectors

Advanced Manufacturing

NAICS	Description
325110	Petrochemical Manufacturing
325120	Industrial Gas Manufacturing
325130	Synthetic Dye and Pigment Manufacturing
325180	Other Basic Inorganic Chemical Manufacturing
325193	Ethyl Alcohol Manufacturing
325194	Cyclic Crude, Intermediate, and Gum and Wood Chemical Manufacturing
325199	All Other Basic Organic Chemical Manufacturing
325211	Plastics Material and Resin Manufacturing
325212	Synthetic Rubber Manufacturing
325220	Artificial and Synthetic Fibers and Filaments Manufacturing
325311	Nitrogenous Fertilizer Manufacturing
325312	Phosphatic Fertilizer Manufacturing
325314	Fertilizer (Mixing Only) Manufacturing
325320	Pesticide and Other Agricultural Chemical Manufacturing
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing
325510	Paint and Coating Manufacturing
325520	Adhesive Manufacturing
325611	Soap and Other Detergent Manufacturing
325612	Polish and Other Sanitation Good Manufacturing
325613	Surface Active Agent Manufacturing
325620	Toilet Preparation Manufacturing
325910	Printing Ink Manufacturing
325920	Explosives Manufacturing
325991	Custom Compounding of Purchased Resins
325992	Photographic Film, Paper, Plate, and Chemical Manufacturing
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing
326111	Plastics Bag and Pouch Manufacturing
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing
326113	Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing
326121	Unlaminated Plastics Profile Shape Manufacturing
326122	Plastics Pipe and Pipe Fitting Manufacturing
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing
326140	Polystyrene Foam Product Manufacturing
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing
326160	Plastics Bottle Manufacturing
326191	Plastics Plumbing Fixture Manufacturing
326199	All Other Plastics Product Manufacturing
326211	Tire Manufacturing (except Retreading)

326212	Tire Retreading
326220	Rubber and Plastics Hoses and Belting Manufacturing
326291	Rubber Product Manufacturing for Mechanical Use
326299	All Other Rubber Product Manufacturing
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing
327120	Clay Building Material and Refractories Manufacturing
327211	Flat Glass Manufacturing
327212	Other Pressed and Blown Glass and Glassware Manufacturing
327213	Glass Container Manufacturing
327215	Glass Product Manufacturing Made of Purchased Glass
327310	Cement Manufacturing
327320	Ready-Mix Concrete Manufacturing
327331	Concrete Block and Brick Manufacturing
327332	Concrete Pipe Manufacturing
327390	Other Concrete Product Manufacturing
327410	Lime Manufacturing
327420	Gypsum Product Manufacturing
327910	Abrasive Product Manufacturing
327991	Cut Stone and Stone Product Manufacturing
327992	Ground or Treated Mineral and Earth Manufacturing
327993	Mineral Wool Manufacturing
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing
331110	Iron and Steel Mills and Ferroalloy Manufacturing
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel
331221	Rolled Steel Shape Manufacturing
331222	Steel Wire Drawing
331313	Alumina Refining and Primary Aluminum Production
331314	Secondary Smelting and Alloying of Aluminum
331315	Aluminum Sheet, Plate, and Foil Manufacturing
331318	Other Aluminum Rolling, Drawing, and Extruding
331410	Nonferrous Metal (except Aluminum) Smelting and Refining
331420	Copper Rolling, Drawing, Extruding, and Alloying
331491	Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding
331492	Secondary Smelting, Refining, and Alloying of Nonferrous Metal (except Copper and Aluminum)
331511	Iron Foundries
331512	Steel Investment Foundries
331513	Steel Foundries (except Investment)
331523	Nonferrous Metal Die-Casting Foundries
331524	Aluminum Foundries (except Die-Casting)
331529	Other Nonferrous Metal Foundries (except Die-Casting)
332111	Iron and Steel Forging
332112	Nonferrous Forging

332114	Custom Roll Forming
332117	Powder Metallurgy Part Manufacturing
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing
332216	Saw Blade and Handtool Manufacturing
332311	Prefabricated Metal Building and Component Manufacturing
332312	Fabricated Structural Metal Manufacturing
332313	Plate Work Manufacturing
332321	Metal Window and Door Manufacturing
332322	Sheet Metal Work Manufacturing
332323	Ornamental and Architectural Metal Work Manufacturing
332410	Power Boiler and Heat Exchanger Manufacturing
332420	Metal Tank (Heavy Gauge) Manufacturing
332431	Metal Can Manufacturing
332439	Other Metal Container Manufacturing
332510	Hardware Manufacturing
332613	Spring Manufacturing
332618	Other Fabricated Wire Product Manufacturing
332710	Machine Shops
332721	Precision Turned Product Manufacturing
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing
332811	Metal Heat Treating
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring
332911	Industrial Valve Manufacturing
332912	Fluid Power Valve and Hose Fitting Manufacturing
332913	Plumbing Fixture Fitting and Trim Manufacturing
332919	Other Metal Valve and Pipe Fitting Manufacturing
332991	Ball and Roller Bearing Manufacturing
332992	Small Arms Ammunition Manufacturing
332993	Ammunition (except Small Arms) Manufacturing
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing
332996	Fabricated Pipe and Pipe Fitting Manufacturing
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing
333111	Farm Machinery and Equipment Manufacturing
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing
333120	Construction Machinery Manufacturing
333131	Mining Machinery and Equipment Manufacturing
333132	Oil and Gas Field Machinery and Equipment Manufacturing
333241	Food Product Machinery Manufacturing
333242	Semiconductor Machinery Manufacturing

333243	Sawmill, Woodworking, and Paper Machinery Manufacturing
333244	Printing Machinery and Equipment Manufacturing
333249	Other Industrial Machinery Manufacturing
333314	Optical Instrument and Lens Manufacturing
333316	Photographic and Photocopying Equipment Manufacturing
333318	Other Commercial and Service Industry Machinery Manufacturing
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing
333414	Heating Equipment (except Warm Air Furnaces) Manufacturing
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing
333511	Industrial Mold Manufacturing
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing
333515	Cutting Tool and Machine Tool Accessory Manufacturing
333517	Machine Tool Manufacturing
333519	Rolling Mill and Other Metalworking Machinery Manufacturing
333611	Turbine and Turbine Generator Set Units Manufacturing
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing
333613	Mechanical Power Transmission Equipment Manufacturing
333618	Other Engine Equipment Manufacturing

Agriculture, Food and Beverage

NAICS	Description
311221	Wet Corn Milling
311224	Soybean and Other Oilseed Processing
311111	Dog and Cat Food Manufacturing
311119	Other Animal Food Manufacturing
311211	Flour Milling
311212	Rice Milling
311213	Malt Manufacturing
311225	Fats and Oils Refining and Blending
311230	Breakfast Cereal Manufacturing
311313	Beet Sugar Manufacturing
311314	Cane Sugar Manufacturing
311340	Nonchocolate Confectionery Manufacturing
311351	Chocolate and Confectionery Manufacturing from Cacao Beans
311352	Confectionery Manufacturing from Purchased Chocolate
311411	Frozen Fruit, Juice, and Vegetable Manufacturing
311412	Frozen Specialty Food Manufacturing
311421	Fruit and Vegetable Canning
311422	Specialty Canning
311423	Dried and Dehydrated Food Manufacturing
311511	Fluid Milk Manufacturing
311512	Creamery Butter Manufacturing
311513	Cheese Manufacturing
311514	Dry, Condensed, and Evaporated Dairy Product Manufacturing
311520	Ice Cream and Frozen Dessert Manufacturing
311611	Animal (except Poultry) Slaughtering
311612	Meat Processed from Carcasses
311613	Rendering and Meat Byproduct Processing
311615	Poultry Processing
311710	Seafood Product Preparation and Packaging
311811	Retail Bakeries
311812	Commercial Bakeries
311813	Frozen Cakes, Pies, and Other Pastries Manufacturing
311821	Cookie and Cracker Manufacturing
311824	Dry Pasta, Dough, and Flour Mixes Manufacturing from Purchased Flour
311830	Tortilla Manufacturing
311911	Roasted Nuts and Peanut Butter Manufacturing
311919	Other Snack Food Manufacturing
311920	Coffee and Tea Manufacturing
311930	Flavoring Syrup and Concentrate Manufacturing
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing
311942	Spice and Extract Manufacturing
311991	Perishable Prepared Food Manufacturing

311999	All Other Miscellaneous Food Manufacturing
312111	Soft Drink Manufacturing
312112	Bottled Water Manufacturing
312113	Ice Manufacturing
312120	Breweries

Bioscience

NAICS	Description
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers
424210	Drugs and Druggists' Sundries Merchant Wholesalers
424910	Farm Supplies Merchant Wholesalers
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing
325193	Ethyl Alcohol Manufacturing
325311	Nitrogenous Fertilizer Manufacturing
325312	Phosphatic Fertilizer Manufacturing
325314	Fertilizer (Mixing Only) Manufacturing
325320	Pesticide and Other Agricultural Chemical Manufacturing
311221	Wet Corn Milling
311224	Soybean and Other Oilseed Processing
541380	Testing Laboratories
541713	Research and Development in Nanotechnology
541714	Research and Development in Biotechnology (except Nanobiotechnology)
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)
621511	Medical Laboratories
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339113	Surgical Appliance and Supplies Manufacturing
339114	Dental Equipment and Supplies Manufacturing
339115	Ophthalmic Goods Manufacturing
339116	Dental Laboratories

Healthcare

NAICS	Description
541380	Testing Laboratories
541713	Research and Development in Nanotechnology
541714	Research and Development in Biotechnology (except Nanobiotechnology)
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)
621511	Medical Laboratories
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339113	Surgical Appliance and Supplies Manufacturing
339114	Dental Equipment and Supplies Manufacturing
339115	Ophthalmic Goods Manufacturing
339116	Dental Laboratories
524113	Direct Life Insurance Carriers
524114	Direct Health and Medical Insurance Carriers
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541513	Computer Facilities Management Services
541519	Other Computer Related Services
621111	Offices of Physicians (except Mental Health Specialists)
621112	Offices of Physicians, Mental Health Specialists
621210	Offices of Dentists
621310	Offices of Chiropractors
621320	Offices of Optometrists
621330	Offices of Mental Health Practitioners (except Physicians)
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists
621391	Offices of Podiatrists
621399	Offices of All Other Miscellaneous Health Practitioners
621410	Family Planning Centers
621420	Outpatient Mental Health and Substance Abuse Centers
621491	HMO Medical Centers
621492	Kidney Dialysis Centers
621493	Freestanding Ambulatory Surgical and Emergency Centers
621498	All Other Outpatient Care Centers
621512	Diagnostic Imaging Centers
621610	Home Health Care Services
621910	Ambulance Services
621991	Blood and Organ Banks
621999	All Other Miscellaneous Ambulatory Health Care Services

622110	General Medical and Surgical Hospitals
622210	Psychiatric and Substance Abuse Hospitals
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals
623110	Nursing Care Facilities (Skilled Nursing Facilities)
623210	Residential Intellectual and Developmental Disability Facilities
623220	Residential Mental Health and Substance Abuse Facilities
623311	Continuing Care Retirement Communities
623312	Assisted Living Facilities for the Elderly
623990	Other Residential Care Facilities
511210	Software Publishers
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing

Information, Communications & Technology

NAICS	Description
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers
454110	Electronic Shopping and Mail-Order Houses
518210	Data Processing, Hosting, and Related Services
519110	News Syndicates
519120	Libraries and Archives
519130	Internet Publishing and Broadcasting and Web Search Portals
519190	All Other Information Services
522110	Commercial Banking
522120	Savings Institutions
522130	Credit Unions
522190	Other Depository Credit Intermediation
522210	Credit Card Issuing
522220	Sales Financing
522291	Consumer Lending
522292	Real Estate Credit
522293	International Trade Financing
522294	Secondary Market Financing
522298	All Other Nondepository Credit Intermediation
522310	Mortgage and Nonmortgage Loan Brokers
522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities
522390	Other Activities Related to Credit Intermediation
523110	Investment Banking and Securities Dealing
523120	Securities Brokerage
523130	Commodity Contracts Dealing
523140	Commodity Contracts Brokerage
523210	Securities and Commodity Exchanges
523910	Miscellaneous Intermediation
523920	Portfolio Management
523930	Investment Advice
523991	Trust, Fiduciary, and Custody Activities
523999	Miscellaneous Financial Investment Activities
524126	Direct Property and Casualty Insurance Carriers
524127	Direct Title Insurance Carriers
524128	Other Direct Insurance (except Life, Health, and Medical) Carriers
524130	Reinsurance Carriers
541310	Architectural Services
541320	Landscape Architectural Services
541330	Engineering Services
541340	Drafting Services
541350	Building Inspection Services
541360	Geophysical Surveying and Mapping Services

541370	Surveying and Mapping (except Geophysical) Services
541611	Administrative Management and General Management Consulting Services
541612	Human Resources Consulting Services
541613	Marketing Consulting Services
541614	Process, Physical Distribution, and Logistics Consulting Services
541618	Other Management Consulting Services
541620	Environmental Consulting Services
541690	Other Scientific and Technical Consulting Services
551111	Offices of Bank Holding Companies
551112	Offices of Other Holding Companies
551114	Corporate, Subsidiary, and Regional Managing Offices
561311	Employment Placement Agencies
561312	Executive Search Services
561320	Temporary Help Services
561330	Professional Employer Organizations
524113	Direct Life Insurance Carriers
524114	Direct Health and Medical Insurance Carriers
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541513	Computer Facilities Management Services
541519	Other Computer Related Services
621111	Offices of Physicians (except Mental Health Specialists)
621112	Offices of Physicians, Mental Health Specialists
621210	Offices of Dentists
621310	Offices of Chiropractors
621320	Offices of Optometrists
621330	Offices of Mental Health Practitioners (except Physicians)
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists
621391	Offices of Podiatrists
621399	Offices of All Other Miscellaneous Health Practitioners
621410	Family Planning Centers
621420	Outpatient Mental Health and Substance Abuse Centers
621491	HMO Medical Centers
621492	Kidney Dialysis Centers
621493	Freestanding Ambulatory Surgical and Emergency Centers
621498	All Other Outpatient Care Centers
621512	Diagnostic Imaging Centers
621610	Home Health Care Services
621910	Ambulance Services
621991	Blood and Organ Banks
621999	All Other Miscellaneous Ambulatory Health Care Services
622110	General Medical and Surgical Hospitals
622210	Psychiatric and Substance Abuse Hospitals
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals

623110	Nursing Care Facilities (Skilled Nursing Facilities)
623210	Residential Intellectual and Developmental Disability Facilities
623220	Residential Mental Health and Substance Abuse Facilities
623311	Continuing Care Retirement Communities
623312	Assisted Living Facilities for the Elderly
623990	Other Residential Care Facilities
541380	Testing Laboratories
541713	Research and Development in Nanotechnology
541714	Research and Development in Biotechnology (except Nanobiotechnology)
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)
621511	Medical Laboratories

Logistics & Distribution

NAICS	Description
481111	Scheduled Passenger Air Transportation
481112	Scheduled Freight Air Transportation
481211	Nonscheduled Chartered Passenger Air Transportation
481212	Nonscheduled Chartered Freight Air Transportation
481219	Other Nonscheduled Air Transportation
482110	Rail transportation
483111	Deep Sea Freight Transportation
483112	Deep Sea Passenger Transportation
483113	Coastal and Great Lakes Freight Transportation
483114	Coastal and Great Lakes Passenger Transportation
484110	General Freight Trucking, Local
484121	General Freight Trucking, Long-Distance, Truckload
484122	General Freight Trucking, Long-Distance, Less Than Truckload
484210	Used Household and Office Goods Moving
484220	Specialized Freight (except Used Goods) Trucking, Local
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance
488111	Air Traffic Control
488119	Other Airport Operations
488190	Other Support Activities for Air Transportation
488210	Support Activities for Rail Transportation
488310	Port and Harbor Operations
488320	Marine Cargo Handling
488330	Navigational Services to Shipping
488390	Other Support Activities for Water Transportation
488510	Freight Transportation Arrangement
492110	Couriers and Express Delivery Services
492210	Local Messengers and Local Delivery
493110	General Warehousing and Storage
493120	Refrigerated Warehousing and Storage
493130	Farm Product Warehousing and Storage
493190	Other Warehousing and Storage