TICKNOR
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FRANKLIN FIRST
Strategies to Bring Balance to Franklin's Tax Base

The City of Franklin
Economic Development Strategic Plan

Phase I
Office/Industrial Market Analysis

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I. Market Performance to Date

The High Market Acceptance of the Franklin Business Park

The marketplace regards the Franklin Business Park positively.

- It is a quality business park, with strong design standards, good infrastructure and wide roads. It filled an important void in the Milwaukee County marketplace.
- The city positions the park appropriately in terms of types of users**.**
- The price is competitive
- Timing has been excellent, filling a market void during the longest period of economic boom in American history.
- Brokers and developers regard the city's attitude and service positively. The city elected to work with the Mooney LeSage Group in marketing the property, but it maintains a reputation for working well with the entire brokerage community.
- Developers build speculative manufacturing and distribution buildings in the Park, an important added market appeal to corporate end users.
- Franklin companies, the ultimate Park customers, report that the City of Franklin is very easy to work with in terms of permitting and regulation.

Historic Franklin Business Park Absorption

Since opening the Park in March 1994, Franklin has sold 221 acres. *(For detailed information see Table 1: Franklin Business Park: Historic Land Absorption on the following page.)*

- Land sales started slowly, reaching only 26 acres in the first two years.
- In the three years from March 1996 through 1999, demand rose to 59 acres per year, peaking at 69 acres in the March 1997-1998 period.
- The best years of land absorption included larger parcel sales to Gardetto's (now Baptistas) and Harley Davidson. The largest single individual sale has been 26 acres.
- Many users have been small. The average parcel size has been around 5 acres.
- Although land sales were down significantly in 1999, Barry Chavin with MLG indicated that there was a concentration of closing before year-end in 1998-99 and that current activity on the park is also very strong.

Table 1. Historic Land Absorption: Franklin Business Park

Year (March)	**# of Sales**	**Total Acres**	**Average # of Acres**	**Revenue: Land Sales**	**Average $ per Acre**
1994-95	6	17.71	2.95	$761,125	$42,977
1995-96	2	8.35	4.17	$410,089	$49,112
1996-97	10	54.41	5.44	$1,948,349	$35,808
1997-98	10	69.38	6.94	$2,840,944	$40,948
1998-99	10	51.91	5.19	$2,632,533	$50,713
1999-00	5	19.52	3.9	$946,828	$48,505
TOTAL	*43*	*221.28*	-	*$9,539,778*	-
ANNUAL AVERAGE	*7.2*	*36.88*	*5.1*	*$1,589,963*	*$43,112*

Smaller and medium industrial and distribution operations from within metropolitan Milwaukee have been the park's predominate marketing niche. The Park has gained strong acceptance among Milwaukee area firms, especially expanding firms already located in the southside market.

Community leaders and Franklin citizens express interest in attracting more office development to Franklin. This is logical, because office development typically yields the highest tax base per acre and because Franklin has a rapidly growing white-collar population. The metropolitan Milwaukee broker/developer community does not perceive Franklin as an office market.

- They cite the difficulties encountered in filling the speculative office space that has remained vacant in the Franklin Business Park for several years.
- They still perceive Franklin as a blue-collar area, despite significant demographic shifts.
- Office operations typically expand near their existing operations. This pattern biases development away from Franklin.
- Office operations typically locate near support services such as restaurants, hotels and shopping.

Changing the image of Franklin over time will be important in order to attract office operations over time.

II. The External Business Attraction Market

Although the 1992 Franklin Economic Development Strategy prepared by Fantus Consulting anticipated that the majority of Business Park land absorption would come from companies outside of metropolitan Milwaukee rather than those within, the opposite has been true. But only one Park tenant, Elgin Molded Plastics, has come from beyond the metropolitan area.

This heavy reliance upon the internal economy is the typical pattern for other Milwaukee-area communities and for most of Wisconsin. Kenosha County, which is part of the Chicago market, and St. Croix, Pierce, and Dunn Counties, which are part of the Twin Cities markets, are major exceptions. Larger economic development organizations serving mid-sized Wisconsin regions, such as Wausau, Beloit, Fond du Lac, or Appleton, have occasional success at external business attraction, bringing in a new company every second or third year.

A loose consortium of players, including Milwaukee and Racine Counties, the City of Milwaukee, several metropolitan area communities, the Metropolitan Milwaukee Association of Commerce, and Wisconsin Electric Power participate in REP, the Southeastern Wisconsin Regional Economic Partnership. They have a brochure, sponsor a reception for Chicago-area commercial and industrial real estate brokers, and make episodic marketing trips to metropolitan Chicago to call on site selection consultants, brokers, and interested companies, but neither REP's budget or its results indicate strong market success.

Forward Wisconsin, a statewide marketing partnership supported by both the state and the private sector, provides sustained business attraction marketing that might potentially impact Franklin.

- It has an economic development recruitment professional in its Milwaukee office, who concentrates on the metropolitan Chicago market. She maintains a second office in the Loop, calls frequently on Chicago area site consultants, brokers, and target companies.

- Forward also maintains a regular marketing program through trade shows and direct mail to target companies in target industries.

- Lastly, Forward serves as the information fulfillment arm and site tour coordinating point for out-of-state prospects considering location in Wisconsin.

Although it has a very small staff and budget compared to most other state marketing functions, Forward's track record also points out the limitations of the external marketplace.

Table 2. Forward Wisconsin's Southeast Wisconsin Marketing Results

Year	Company	Location	Jobs
1999	American General	Milwaukee	300
	Sunstrand	Pleasant Prairie	90
	Rockwell International	Milwaukee	150
	Eco-Tech	Burlington	30
1998	Elgin Molded Plastics	Franklin	12
	Interstate Glass & Metal	Kenosha	
1997	ARTE, Inc.	Williams Bay	5
	Asyst Technologies	Kenosha	65
	Cherry Electric	Pleasant Prairie	700
	Midwest Auto Clubs	Milwaukee	45
	R&L Spring	Lake Geneva	78

The one major Southeast Wisconsin success story in terms of external business attraction has been Lakeview Corporate Park. This 1,650-acre WISPARK development focuses upon the Lake County and greater metropolitan Chicago marketplace, taking strong advantage of its border location, approximately 20 miles south of Franklin, right on I-94. Its marketing staff, which includes the former head of economic development for Wisconsin Electric's economic development department, conducts a significant level of proactive business recruitment marketing.

- Lakeview has absorbed 800 acres since 1990, averaging 89 per year.
- Tenants include 52 companies, creating 5,500 jobs and constructing more than 5.6 million SF.
- 33 of these companies have come from Illinois and 6 from other states beyond Wisconsin.

III. Summary of Key Competitors

Note: The Summary of Key Competitors section was compiled in August-September, 1999 and is current as of this time.

South Milwaukee County

Within the **Milwaukee County Market**, brokers and developers identify the southside of Milwaukee as a potential competitor, if the city and private developers ever organize to redevelop large tracts of land. They identify Oak Creek as Franklin's primary competitor. Brokers quickly note however, significant differences in both the product and service available in the communities.

Oak Creek provides the natural advantages of rail access, close proximity to the airport and good access to I-94. But because the city developed its industrial parks many years ago, design standards and the quality of the roads are significantly lower in Oak Creek than in Franklin, placing Oak Creek in a different market niche.

- Only relatively small parcels of land remain available for industrial development (less than 40 acres), representing only a small percentage of all industrial land in Oak Creek.

- New developments are not therefore unable to overcome the dominant market impression created by older steel buildings, loading docks facing the main road, and other design standard issues.

If a large tract of land becomes available for redevelopment in the community, and if the city chooses to participate aggressively in redevelopment for a quality business park, Oak Creek could become a more serious competitor.

Table 3. South Milwaukee County Inventory and Absorption (Fall, 1999)

	Inventory	**Average Acres/Yr.**	**Years Remaining ***
Oak Creek Commerce and Business Center	38 acres	New	
Oak Creek – Northbranch	100 acres	NA	
Oak Creek – Southbranch	60 acres	NA	
Oak Creek – Liberty Woods	15 acres	New	
Franklin Business Park	124acres	37	
Cudahy – Mitchell International	22 acres	21	
Total	**337 acres**	**58**	**NA**

Nearby West Suburban

Within the nearby **West Suburban market** New Berlin and Muskego compete most directly with Franklin. Brookfield's substantial office market and significantly higher land prices are part of a different real estate market than Franklin's.

Recent developments in New Berlin adjacent to I-43 are mixed use projects including some office, hotels, and restaurants. The current inventory in the West Suburban area provides only a two-year supply of land. A proposed 650-acre development in Muskego faces many challenges, but could relieve pressure in the West Suburban market and could compete with Franklin for some projects.

Table 4. Nearby West Suburban Inventory and Absorption (Fall, 1999)

Business Park	Inventory	Average Acres/ year	Years Remaining*
New Berlin – Westridge (Wispark)	19 acres	25	
New Berlin – Westridge (Towne Realty)	20 acres	20	
New Berlin – Lincoln expansion	20 acres	New	
Brookfield – Gateway West	40 acres	37	
Pewaukee – Ridgeview	90 acres	20	
Hartland – Cottonwood	32 acres	18	
Total	**221 acres**	**120**	**2 years**

* At historic absorption rate

Muskego has only 1 acre of land remaining in its existing business parks. The community twice defeated referenda to provide tax increment financing (TIF) support for a proposed 650-acre business park development along the northern boundary of the city at Moorland Road. If this 650-acre parcel of land remains in the comprehensive plan as a business park, it is likely to develop exclusively with private funds and price is likely to differentiate it from developments in Franklin. Franklin should watch this situation closely.

New Berlin achieved striking success with the development of Westridge near the intersection of I-43 and Moorland Road. Two private developers sold over 180 acres of land zoned for manufacturing in a 4-year period. The area is nearly sold out, with only 3 sites, totaling 27 acres, remaining. Key advantages of this site include access to the interstate, restaurants, hotels, shopping and daycare. The City is in the early stages of a 200-acre expansion of the Lincoln Business Park between I-94 and I-43; however, sewer and water will serve only 20 acres. The 180-acre area will have rail access. The city sold its sewer capacity to other communities; this will limit development of additional industrial land in New Berlin for 5 years.

A significant office market dominates the character of **Brookfield** (6 million square feet of office compared with 3.8 million square feet of manufacturing). Gateway West, a private development, has 40 acres available at the community's western boundary. At $90,000 per acre, pricing on industrial land is significantly higher than in Franklin (currently $59,900 per acre). The community may redevelop a 100 acre private airport at Capitol and Gamina, in the northern part of Brookfield) for light industrial/office. The project will not be developed for at least 5 years because the airport is likely to operate for several more years and because the site involves annexation and significant utility extensions.

Racine and Kenosha Counties

Chicago is the primary influence on the **Racine and Kenosha County market,** causing higher land prices and wage rates and even lower rates of unemployment.

WISPARK is a formidable Northern Illinois marketing presence, and Lakeview is certainly the premier Wisconsin business park in the mind of the Chicago site selector or commercial and industrial real estate broker.

Few Chicago area companies, however, have forgone the advantages of proximity to I-94, O'Hare, and customers and suppliers to leapfrog over Kenosha or Racine Counties. A substantial nine-year inventory of land exists in the I-94 corridor (within two miles of the Interstate within Racine and Kenosha Counties), with even more property scheduled to come on line in the future. Long term, developments in communities such as Mukwanago, Elkhorn and Waterford will become a more significant force in the South Suburban market; a 430 acre business park opens soon in the Mukwanago area. As a result, there will be even more developments to intercept Illinois companies seeking to expand within the broad I-94 corridor.

In the future, older Racine County companies may look to Franklin for expansion due to pressures created by the Chicago market.

Table 5. Racine and Kenosha County Inventory and Absorption (Fall, 1999)

Business Park	Inventory	Average Acres/ Year	Years Remaining*
LakeView	800 acres	89	
Kenosha	150 acres	14	
Grandview	70 acres	14	
Total	**1020 acres**	**117**	**9 years**

* (At historic absorption rates)

IV. Planning for the Future

Forecasting Future Business Park Demand

Although the past is not a perfect predictor of the future, there are a number of important reasons to believe that Franklin will be able to sustain a good level of demand for business park land.

Milwaukee area market studies indicate the market is characterized by a shortage of industrial land. MLG Commercial, in its *Industrial Market Review, Survey and Analysis of Milwaukee's Industrial Market, 1999*, notes that, "While new industrial and building parks have come online, the ability to get zoning and other approvals necessary for development has limited the availability of new industrial sites." This concern is echoed by Polacheck, in its *1999 Market Survey*, "Currently, the problem is a shortage of well-located, improved industrial land. With a finite supply of developable land along major highways and interchanges, this trend will continue."

Franklin is positioned to provide large tracts of land for development of well planned business parks with good access to the production workforce, the airport and the interstate system. Franklin does not always provide the best access to each of these critical site location factors; but when balancing all factors together, the community can successfully compete for many companies.

A number of trends in the metropolitan market will support Franklin's success. Quality sells.

- It is difficult for many communities or developers to assemble large parcels of land; this factor works to Franklin's advantage.
- Airport access times from the western suburbs are getting worse; this can be an asset for Franklin in positioning and marketing future business parks.
- Franklin has proven its position itself in the metropolitan market as a location for high quality manufacturing and warehouse/distribution operations.
- Franklin has proven its ability to support business location through speedy regulatory approvals.
- The majority of Franklin's future business park companies will be small-to-medium-sized firms from the metropolitan Milwaukee area. But present (and recommended future) business park design meets the standards of larger companies and institutional investors as well.

Remaining Land in the Franklin Business Park

With 119 acres still available within the Franklin Business Park, Franklin is running out of Business Park land. If it does not set plans in motion to plan for and acquire the next primary business park, it runs a high risk of running out of land and losing market momentum before a new park can come on line. This could set tax base development back for several years.

- Using historic absorption rates of 37 acres per year, the city can expect to sell the remaining land in just over 3 years.

- Using the rate of 59 acres per year that Franklin averaged for 3 of the last 4 years after the slow start-up period, the city can expect to run out of ready to go business park land in 2 years.

- Even using the more conservative assumption of half the blended aggressive and historic rates, 25 acres per year, less than a 5-year supply of land remains in the Franklin Business Park.

Table 6: Franklin Business Park
Land Absorption Assumptions (February, 2000)

	Assumption: Acres/year	Years Remaining
Conservative	25	4.8
Historic	37	3.2
Aggressive	59	2.0

As a park matures, the inventory of parcels declines. Typically less visible or desirable parcels remain. To provide an array of sites with strong market appeal, the Franklin should have the new business park on the market before it sells all the sites in the current Franklin Business Park.

V. Recommendations

Begin Now to Develop 400+ Acres Additional Primary Business Park Land Linked to the Current Franklin Business Park

Clearly **the City should take action on a new primary business park now, building on its past success**. Development of a new site requires public approvals, land acquisition, infrastructure planning, financing, and construction—a process that could easily take three years to complete.

Phased development of 400 or more acres has many advantages.

- It ensures proper land supply for long-term tax base development.
- There are strong economies of scale in developing parcels of 300 acres or more.
- There are strong marketing advantages to larger sites.

There are also important marketing advantages to physically linking the new primary business park to the current Franklin Business Park. It will help to set quality and establish identity.

Access Determines Location

Businesses seek ready access for employees and easy ability to receive supplies and ship product. From a market perspective, Franklin should seek a location for new primary business park land as close as possible to the interstate.

Major arterial road service to the park, suitable for efficient car and truck traffic to I-94, is also critical to efficient business operations within the park. It is also important to the community to avoid burdening neighborhoods and creating poor access situations like Blue Mound Road in Brookfield.

Market Niche and Primary Park Characteristics

We believe that growing smaller and medium industrial and distribution operations from within metropolitan Milwaukee will continue to be Franklin's strongest marketing niche.

Land sales in the Franklin Business Park ranged from 1.5 to 26 acres. Parcel sizes typically range from 3–7 acres. Future development of the extension of the primary business park should emphasize lot sizes of 2.5–6 acres. Specific areas of the park should be reserved for larger lots or the assembly of several smaller parcels to meet the needs of users requiring larger sites.

Physical development

It is critically important in today's marketplace to set high design standards and covenants to attract the types of companies and uses that Franklin wants, and to create a business park compatible the community's quality of life goals.
Notwithstanding this, the City of Franklin overbuilt certain features of the Franklin Business Park to make a statement and change the image and perception of the community. In future parks, the city could scale back features such as the entry monument, boulevards and lighting. Wide streets in a grid pattern, instead of curvilinear streets, better meet the needs of most industries, creating a more efficient use of land and higher tax density per acre. Changing the design standards in this way will not undermine the quality of uses that Franklin can attract.

If the city integrates office development into future business park expansion, the location should be carefully planned. Office users prefer higher visibility locations, and amenities such as ponds and views of woods and open space. They typically do not want to look at the rooftops or loading docks associated with manufacturing facilities.

Pricing

The City sold Franklin Business Park land for $54,900 per acre in the summer of 1999, though it has now increased the price to $59,900 per acre.

- The price of land in smaller business parks in Oak Creek and the Mitchell International Business Park in Cudahy is similar. Infill sites in older industrial parks in Oak Creek sell for $25,000 – 50,000 per acre.

- Parks with lower pricing are located a significant distance from Milwaukee and/or allow metal buildings. The Business Park of Kenosha, which allows some metal buildings with masonry face, sells land for $43,560-46,173 per acre. A new private development in East Troy will list for $40,000 per acre.

- Business parks located in the West and South Suburban markets list prices from $65,000 –108,000 per acre.

There appears to be room for some price increases for the Franklin Business Park and future developments in Franklin—a current price of $64,900 seems reasonable. The sampling of companies located in the park that we interviewed for this project are more quality sensitive than price sensitive.

Because land and development costs will be somewhat higher in the future than they were in the past, somewhat higher land prices for the new primary park land will be a necessity.

Rationale for Secondary Business Park Development

The City should develop areas for smaller facilities to encourage more efficient use of the land. Sites of only 1-2.5 acres can accommodate facilities of less than 20,000 square, with room for expansion. Setback requirements appropriate for manufacturing buildings 40,000 square feet and up do not work well for small users. The setbacks purchasing a significant amount of land that will never be used, lowering the tax base density the city can achieve. The Franklin Business Park lot coverage ratio for small facilities (less than 20,000 square feet) averages 10%. The lot coverage ratio for facilities over 20,000 square feet was 20%--a more efficient land use in a primary business park and a better financial rate of return.

Table 7. Lot Coverage Ratios, Small and Large Users

	Sq. Feet	Acres	Coverage Ratio
Small users			
Galo	14,992	2.4580	14%
Magnum Screw Product	14,280	2.3860	14%
Precision Color Graphics	17,067	3.9360	10%
Custom Mold	15,520	3.1000	11%
Pen & Inc.	17,148	2.6000	15%
Ritt, Beyer & Weir	7,786	2.1000	9%
Mayhar	16,420	2.4036	16%
ECS	6,275	4.7050	3%
WFA Asset Management	7,500	2.8300	1%
Megal	8,276	3.2800	4%
Harter and Marshall	12,095	2.5883	11%
Foodstaff	10,000	1.6500	14%
Franklin State Bank	7,500	2.5010	7%
CEL Inc.	11,355	3.5520	7%
	166,214	**40.0899**	**10%**
Large Users			
Franklin Business Cntr I & II	79,700	7.5230	25%
Franklin Corp. Center	59,700	4.4300	31%
Tree Manufacturing	41,475	5.2590	18%
Center Point - Gen Thermo	123,200	9.0800	31%
Batista's	133,800	26.0000	12%
Stout	109,162	7.7500	32%
Troyk	31,826	5.9400	12%
Premier	32,485	4.0231	19%
Harley Davidson	248,777	25.0000	23%
Cincas Corp	51,000	5.9000	20%
Contract Furnishings	22,710	3.0200	17%
Megal	22,000	4.2330	12%
Hinz	24,788	3.0100	19%
Franklin Industrial Center II	155,274	12.7200	28%
Opus	80,000	6.0223	30%
Welsch	72,878	7.9233	21%
	1,288,775	**137.8337**	**21%**

In addition, small users often prefer to locate where larger facilities do not dwarf their buildings. Historically, small users have annually accounted for 8 acres of the Franklin Business Park's 37-acre absorption. Other small office/warehouse or office/showroom type operations would also choose such a setting, if it is made available, instead of taking potential retail space along the city's major arteries.

Annual absorption of small user space is estimated to range from 10-14 acres, with historic average recent absorption at 12 acres per year.

Office Development

The City will continue to find developing significant office space in Franklin very challenging.

- Back office or regional operations are more likely to locate in the community than corporate headquarters, which require a higher local amenity level then is currently available.

- Smaller floor plate, class B buildings with 2-3 stories typically lead office development activity. Single users typically come before multi-tenant users because they want land, quickly and inexpensively. Multi-tenant facilities need more drive-by exposure.

Following these principals may enable Franklin to develop a more significant office component. However, the perceptions of the brokerage community are very powerful, and they clearly do not consider Franklin to be an office market. The metropolitan demographic and spatial structure currently clearly favor continued office development in the Western I-94 suburbs rather than South suburbs..

Office development is most likely to succeed longer term, as the community's demographics and image change, and as absorption of other sites in the metropolitan area occurs. Redevelopment of the quarry site may provide a good setting and good timing for a mixed-use development in which office buildings could be successful long into the future.

Workforce Issues

The Franklin Economic Development Commission (EDC) can support companies in their efforts to attract, retain, train and retrain workers through a variety of actions.

- The new business park should have as many features as possible that are attractive to the workforce. It needs to be located so the workforce can readily access it.

- The City should be aggressive in local and regional transportation planning efforts and securing funds to provide efficient workforce access. This ranges from the timing of stoplights during rush hour to securing funding for highway upgrades. Transit is helpful, but it needs careful planning and aggressive management to address the needs in a suburban industrial park.

- Workers find convenience retail, restaurants, daycare and amenities such as jogging and walking trails or fitness clubs attractive.

- The location of a technical college or training facility near an industrial park, and a strong collaborative relationship between training institutions and area businesses has proven to be a very strong magnet to manufacturing operations.

- At minimum, the EDC should continue to survey park tenants about their workforce needs, serve as a go between for Franklin companies and the community/technical college system, and look for opportunities to inform Franklin companies of potential workforce recruitment and development solutions.

Appendix Table 1: Competitive Business Parks

Name	Location	Total Acreage	Available Acreage	Absorption
Milwaukee County				
A. Franklin Business Park	Franklin – Ryan Road	420	135	204 acres in 5.5 years
B. Oak Creek Business & Commerce Center	Oak Creek - SE Corner of Howell & Rawson	38 acres	38	Just coming onto market
C. Northbranch	Oak Creek – North Central area	1300 acres	Less than 100	Park 20 years +
D. Southbranch	Oak Creek - E of I-94, S of Ryan	250 acres	60 acres	Park 20 years +
E. Liberty Woods	Oak Creek - S. of General Motors on rail west of Howell	15 acres	15 acres	On market-October 1999
F. Mitchell International (Wispark)	Cudahy – Grange and Pennsylvania (by airport)	43	22	Just opening - streets not in yet
West Suburban				
G. Westridge – Wispark	New Berlin – Moorland and I-43	120 acres	19 acres in 2 parcels	1995-97: 75 acre Phase I 1997-99: 26 acre Phase II
H. Towne Realty	New Berlin – Moorland and I-43	100+	20+	80 acres in 4 years
I . Moorland/ MSI/ Lincoln Business Park expansion	New Berlin – Moorland and Lincoln	1000	200 – only 20 w/ sewer & water	Just coming onto market
J. Gateway West	Brookfield - Capitol and Springdale	115 acres	40	75 acres since 1997

Name	Location	Total Acreage	Available Acreage	Absorption
K. Bishop's Wood	Brookfield –just off I-94 at YY	(new 40 acres)	30	10 acres since Spring 1998
L. Ridgeview Business Park	Pewaukee I-94 and 164	190	90	100 acres since 1994
M. Cottonwood Business Park	Hartland – Cottonwood and Co Hwy KE	43	32	9 acres since July 1999
N. East Troy Business Park	East – I-42 & Hwy 120	146	120	Just opening
Racine & Kenosha Counties				
O. Grandview	Hwy. 20 & I-94 – Racine County	140 acres	70	70 acres since 1994
P. Lakeview	Pleasant Prairie	1,600 acres	800	800 acres since 1990
Q. Business Park of Kenosha	Kenosha	220 acres	150	70 acres since 1994

Name	Owner-ship	Dominant Use	Price per acre	Interstate Access	Comments
Milwaukee County					
A. Franklin	City	Light industrial	$55,000 – 60,000	3-4 miles	Mostly precast
B. Oak Creek Business & Commerce Center	Private	Industrial	$80,000 frontage on Howell; $57,500 interior	Excellent – about 1 mile	Road not in; TIF involved
C. Northbranch	City	Industrial	$25,000 – 50,000	Adjacent	Old park, mixed finishes, some docks in front
D. Southbranch	City	Industrial	$25,000 – 50,000	Adjacent	Old park, mixed finishes
E. Liberty Woods	City	Industrial	$52,000	1-2 miles	Low visibility
F. Mitchell International	Wispark And County	Industrial	$55,000	5 miles	Immediately east of airport. I-794 (Lake arterial) opens next week will terminate ¾ mile from site and eventually terminate at site
West Suburban					
G. Westridge – Wispark	Private	Mixed Use Business Park -	$65,000 industrial	Adjacent	Masonry/brick; last diamond interchange W of Milwaukee on I-43; City sold sewer capacity to other cities; no capacity for 5 years; City conservative on TIF
H. Westridge – Towne Realty	Private	Industrial	$87,500	Adjacent	Masonry/brick

Name	Owner-ship	Dominant Use	Price per acre	Interstate Access	Comments
I. New Berlin/ MSI/ Lincoln Business Parks	NA	Industrial	NA	2 miles to I-94 3.5 miles to 43	NA
J. Gateway West	Private	Light industrial/ Office	Industrial - $90,000 Office - $150,000 +	10 minutes	No TIF, masonry/brick; some decorative block and half block panels
K. Bishop's Wood Office Park	Private	Office	$150,000 – 200,000	5 minutes to I-94	Pricing may be slowing development;
L. Ridgeview	Private	Mixed – office, industrial, medical, hotel	Industrial - $80,000 + Office – up to $250,000	Adjacent	Industrial is pre-cast with some smaller buildings – decorative block.
M. Cottonwood	Private	Light industrial	$65,000	4 miles	Precast, brick, glass. Maximum of 35% decorative block
N. East Troy	Private	Light industrial	$40,000	Adjacent to I-43	Mostly precast

Racine & Kenosha Counties					
O. Grandview	Private	Light mfg./ Distribution	$ 71,874 – 100,188	Adjacent	Pre-cast, some masonry; full freeway interchange
P. Lakeview	Private	Heavy mfgr.	$87,120 – 108,900	Adjacent	Higher amenity level; precast and masonry; institutional investment quality

Name	Owner-ship	Dominant Use	Price per acre	Interstate Access	Comments
Q. Bus Park of Kenosha	City & Partners	Heavy mfgr.	$43,560 – 46,173	¾ mile	Smaller local firms; some metal allowed with masonry face

Appendix Table 2: Future Development Plans

Community	Location	Size	Ownership	Anticipated opening	Market position
1. New Berlin	Moorland Road	40 acres	Private	1-2 years	
2. Brookfield (annex part of township)	Capitol and Gamina	100 acres	?? possible TIF	At least 5 years out	Light industrial, some office
3. Brookfield	Blue Mound and Calhoun	40 acres	Private	Considering additional interchange to allow maximum build-out	Office
4. Brookfield	4 small locations along Capitol Drive	About 5-7 acres	Private	various	Office – 30,000 – 35,000 s.f. floorplate
5. Muskego	Moorland Road at HH	650 acres	Private	Unknown - Two TIF referendums failed; will need to be private	Business Park w/ emphasis on light industrial
6. Oak Creek	S. 13th St. – ½ mile south of Ryan Road	18 acres	Private	2000	Manufacturing
7. Pleasant Prairie	Across I-94 from LakeView	267 acres	Wispark	Wispark still has 800 acres available east of I-94. No infrastructure near term.	Similar to LakeView

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FRANKLIN FIRST
Strategies to Bring Balance to Franklin's Tax Base

The City of Franklin
Economic Development Strategic Plan

Phase II
Retail Development Potential

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Introduction

McComb Group, Ltd. was engaged to conduct market research on several development areas located in Franklin, Wisconsin. These development areas, conceptually delineated by Franklin City Staff for further refinement by the consulting team, are currently being considered for several possible commercial uses. Our goal was to determine which of these sites were best suited for retail development and the level of development that would be feasible. Work tasks conducted during this engagement are summarized below:

- Each of the twelve development sites was visited and inspected to evaluate its potential for retail development. Factors studied include, but were not limited to: site configuration and size, access, ingress and egress, traffic counts, vehicular patterns, visibility, accessibility, and relationship to commercial and residential uses in the vicinity.
- Competitive retail shopping centers and retail clusters serving the area surrounding Franklin were inspected and evaluated to determine their competitive position in relation to the potential locations in Franklin. Principal competitive shopping centers were evaluated for tenant and merchandise mix, size and price orientation.
- Once initial trade area analysis was complete, those development areas with significant retail potential were selected. A primary trade area was delineated for each and market research conducted.
- Demographic analysis was completed and trade area population, households, age distribution, income levels, and other pertinent data were assessed.
- Retail purchasing power and sales potential within each trade area were estimated by merchandise category for the period 1997 through 2010 and in 2020, as most Franklin trade areas will be near full household build-out in that year.
- Conclusions were presented as to future retail development in each trade area. Estimates as to the amount of land needed to accommodate future retail growth are also included.

This report contains the primary information needed to support principal conclusions, findings, and recommendations. However, in a report of this nature, it is not possible to include all of the information that was developed and evaluated. Any additional detailed information will be furnished upon request.

Report Purpose

This report was prepared in accordance with our proposal dated February 24, 1999, with the understanding that our report would be used by the client to assist in land planning in the City of Franklin. Our report was prepared for that purpose and is subject to the following qualifications.

- Our analysis did not ascertain the legal and regulatory requirements applicable to this project, including current zoning, other state and local government regulations, permits, and licenses. No effort was made to determine the possible effect of present or future federal, state, or local legislation, or any environmental or ecological matters.

- Our report and its analysis was based on estimates, assumptions, and other information developed from research of the market, knowledge of the retail industry, and discussions with the client. Some assumptions will inevitably not materialize and unanticipated events and circumstances may occur; therefore, actual results achieved will vary from the analysis.

Our report is intended solely for the purpose described above and should not be used for any other purpose without our prior written permission. Permission for other use of the report will be granted only upon meeting the company standards for the proposed use.

I. Franklin Retail Environment

The City of Franklin engaged Ticknor & Associates to identify development potential for twelve areas within the community. These areas are shown on Map 1 and labeled A through L. McComb Group, Ltd. evaluated the retail potential of each of these areas as part of the Ticknor consultant team. This report evaluates retail potential in Franklin.

Retail Areas

Franklin contains three major shopping areas: 27th Street north of Rawson (27th and Rawson); east of Loomis on Rawson (Franklin Corners, A); and Highway 100 south of Hales Corners (Whitnall View, J). A fourth area, which is referred to as the Crossroads (H), lies at the intersection of Highway 100 and Loomis Road. This area contains a new Walgreen's Drug store.

Shopping center and retail development in the Franklin area has evolved over the last decade to include a number of major retail stores and shopping centers. Major retailers located in Franklin include Wal-Mart, Sam's Club, Home Depot, Gander Mountain store, and a planned ShopKo. There are also a number of convenience-oriented retail establishments, which include Sentry Foods, Pick-N-Save, and Walgreen's; all of which have multiple locations in or around Franklin. Franklin retail areas' estimated gross leasable area (GLA) and anchor stores are listed in Table 1. Descriptions of different types of shopping centers are contained in Appendix A.

Rawson & 27th contains the largest retail concentration with roughly 924,000 square feet of GLA divided between four communities. Those cities include Franklin, Oak Creek, Greenfield, and Milwaukee. This area extends from Rawson to north of College Avenue. The Franklin portion contains about 60 percent of this space or roughly 548,000 square feet. Major retailers are listed below by community.

- Franklin: Wal-Mart, Sam's Club, Home Depot, Jewel/Osco, and Gander Mountain. A ShopKo and Staples are planned.
- Oak Creek: Aldi Grocery, Menards, Pick-N-Save, as well as a Value Cinema.
- Greenfield: Drug Emporium and Sears Hardware.
- Milwaukee: Walgreen's.

Rawson and 27th has many smaller specialty retailers. Several automobile dealers are located north of Ramsey Avenue.

Franklin Corners, with about 236,000 square feet, is the largest neighborhood shopping node in Franklin. This area includes the Orchard View Mall, Franklin Center, and the Franklin Village Mall. Anchor stores include Sentry Foods, Walgreen's, Ace Hardware, and Pick-N-Save. This is the major convenience goods shopping area in Franklin. There are about 45 retail or service establishments located in the Franklin Corners area..

Map 1

CITY OF FRANKLIN
CONCEPTUAL DEVELOPMENT AREAS

(Note: This Map is not available electronically.
Hard copies are available at the Franklin City Hall
and the Franklin Public Library.)

Source: City of Franklin

Table 1

FRANKLIN SHOPPING AREAS

SHOPPING AREA	Total GLA	Anchors
Rawson Ave. and 27th St.		
Franklin Portion	548,100 *	Wal-Mart, Sam's Club, Home Depot, Jewel/Osco ShopKo (Planned)
Oak Creek Portion	270,800	Aldi Grocery, Menards, Pick-N-Save, Value Cinema
Greenfield Portion	85,000	Drug Emporium, Sears Hardware
Milwaukee Portion	20,000	Walgreen's
Total	923,900	
Franklin Corners		
Orchard View	110,000	Sentry Foods, Walgreen's, Ace Hardware
Franklin Center	95,000	Pick-N-Save
Franklin Village Mall	31,000	
Total	236,000	
Whitnall View		
Garden Plaza	80,000	Pick-N-Save
Crossroads		
Walgreen's	24,000	Walgreen's

* Does not include 170,000 S.F. Riverwood Plaza.

Source: McComb Group, Ltd.

Whitnall View includes the Garden Plaza Shopping Center and two auto dealers. This neighborhood shopping center contains 80,000 square feet of retail space and is anchored by Pick-N-Save with 13 other retail or service establishments. The Whitnall View extends south from College Avenue.

Crossroads is anchored by a recently opened Walgreen’s store. Other retailers include a restaurant and small convenience store with gasoline.

In addition to the shopping areas mentioned above, there are numerous smaller retail establishments and convenience shopping areas located in and around Franklin.

Franklin 1992 Retail Sales

Retail sales in Franklin and Milwaukee County reported in the 1992 Retail Census data are shown in Table 2 along with the 1990 population. Each major retail category is listed along with the number of establishments, retail sales in dollars, and portion of retail sales that occur in Franklin as a percent of Milwaukee County retail sales.

Table 2

FRANKLIN SHARE OF MILWAUKEE RETAIL SALES: 1992

Merchandise Category	Stores	Franklin Number/Sales	Franklin Percent	Milwaukee County Number
Population 1990		21,855	2.3 %	959,275
Convenience Goods				
Food Stores	8	$19,039 E	1.5 %	$1,292,260
Drug	1	E	0.6	
Subtotal	9	$21,319	1.3 %	$1,659,819
Shopping Goods				
General Merchandise	2	$57,250 E	6.6 %	$869,054
Apparel & Accessories	1	E	0.2	
Furniture & Home Furnishings	-	- 0 -	- 0 -	
Subtotal	3	$57,930	3.4 %	$1,702,453
Eating & Drinking	32	$9,542	1.2 %	$773,320
Gasoline Stations	7	$12,344	0.9 %	$1,438,851
Building Materials	9	$17,712 E	5.2 %	$342,426
Automotive Dealers	4	$72,605 E	5.0 %	$1,438,851
Miscellaneous Retail Stores	10	$9,275	1.2 %	$763,159
TOTAL	74	$200,727	2.5 %	$8,118,879

E: Estimated.

Source: Retail Census.

The 1990 U.S. Census reported 21,855 people in Franklin or about 2.3 percent of Milwaukee County's population. In those retail categories where Franklin's retail sales are above 2.3 percent of Milwaukee County's sales, the community is benefiting from import retail sales. Where Franklin's share of retail sales is below 2.3 percent, the City's residents are exporting sales to other communities. For example, in the food stores category, Franklin captured 1.5 percent of Milwaukee County retail sales, but because Franklin contains 2.3 percent of the population it is concluded that a significant portion of Franklin's population purchased groceries outside of Franklin in 1992. Franklin experienced export sales in about half of the categories; including food stores, drug stores, eating and drinking, gas stations and miscellaneous retail stores. Categories where Franklin experienced import sales were shopping goods, building materials and automotive dealerships. These categories experienced import sales due to the type and size of major retailers located in Franklin. For instance, the shopping goods category was supported by the general merchandise subcategory that includes Sam's Club and Wal Mart. Building materials was supported by the old Menards location, which was on the Franklin side of 27th Street. The automotive category was also well represented along Highway 100 in northwest Franklin.

Sewer Service Area

Retail potential in southern Franklin is affected by boundaries of the sewer service area. The sewer service area boundary currently crosses Franklin in a step-like pattern from west to east, as shown in Map 2. The area located outside the service area comprises about one quarter of Franklin's land area, mostly located in the southwestern portion of the city. This area is expected to remain agriculturally orientated and therefore only a small number of new housing units will be added over the next decade. This reduces future retail sales potential and retail development in the southern and southwestern portions of Franklin. Development areas most effected by the non-sewered area include the Crossroads (H) as well as areas D, E, F, G, I and L.

Map 2

CITY OF FRANKLIN
SEWER SERVICE AREA

(Note: This Map is not available electronically.
Hard copies are available at the Franklin City Hall
and the Franklin Public Library.)

Area A: Inside Sewer Service Area
Area B: Outside Sewer Service Area
Source: City of Franklin

II. Competitive Retail Areas

Several competitive shopping areas are located in communities surrounding Franklin, as shown on Map 3. These retail areas range from small neighborhood and convenience centers to a large super regional mall. Retail stores sprawl along the major north-south arterials with concentrations of shopping and convenience goods shopping clusters separated by other strip commercial uses. This chapter will focus on the shopping and convenience goods clusters.

Regional Shopping Areas

Southridge Center is the only super regional shopping center located in the southern portion of the Milwaukee metro area. It is located two miles north of Franklin Corners in Greendale and Greenfield north of Grange, east of 76th Street. This is the major shopping goods node in the area.

Southridge Mall opened in the early seventies and became the focal point of a major shopping node, which includes Southridge Plaza, Spring Mall, Stein Mart Plaza, Greendale Village Center, as well as Layton Plaza as shown in Table 3. In addition, Circuit City, Best Buy, Barnes & Noble, Office Depot, Kids R Us, HomeLife, Pier 1 Imports, Men's Warehouse, JoAnn Fabrics, and Famous Footwear occupy freestanding stores in the area. These stores and shopping centers are generally located along 76th Street between Grange Avenue and I-42.

- **Southridge Mall** is a super regional center containing 1.2 million square feet of GLA. Anchors include Boston Store, JC Penney, Kohl's Department Store, Sears, and Yonkers. Southridge Mall serves a large trade area, which includes a portion of the southern metropolitan area and extends well into the southern and southwestern suburbs of Milwaukee.
- **Southridge Plaza** (80,662 square feet) is a neighborhood shopping center anchored by a Kohl's Food.
- **Spring Mall** (180,188 square feet) is a neighborhood shopping center, anchored by Pick-N-Save, Walgreen's, TJ Maxx, and a Fashion Bug.
- **Stein Mart Plaza** (251,066 square feet) is a community center anchored by Stein Mart, Sportmart, and a Drug Emporium.

Other malls located in the Southridge area include Greendale Village Center and Layton Plaza.

Community and Neighborhood Shopping Areas

Other competitive shopping areas are located in Hales Corners, Muskego, South Milwaukee, and Oak Creek.

Table 3
COMPETITIVE SHOPPING AREAS

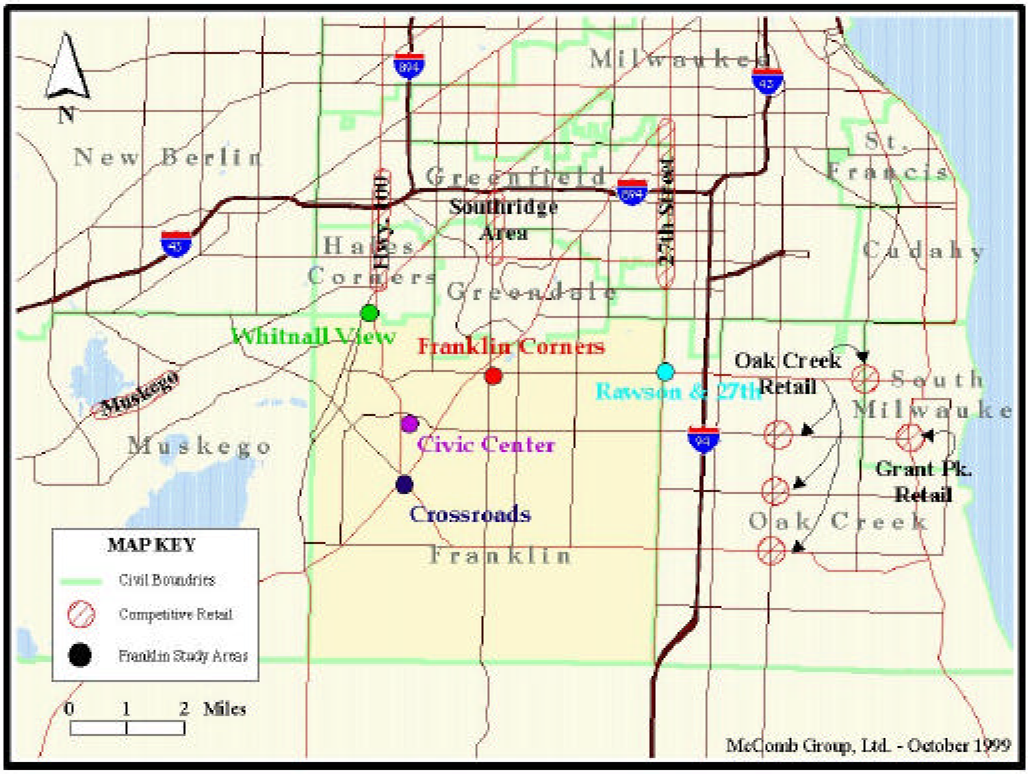
SHOPPING AREA	Total GLA	Anchors	Category Killers
Greendale/Greenfield			
Southridge Mall	1,264,062	Boston Store, JC Penney, Kohls, Sears, Yonkers	Circuit City, Best Buy, Barnes & Noble,
Southridge Plaza	80,662	Kohls Food	Office Depot, Kids R Us, Homelife (Sears),
Spring Mall	180,188	Pick-N-Save, Walgreens, T.J. Maxx	Pier 1 Imports, Men's Wearhouse,
Stein Mart Plaza	251,066	Stein Mart, Sportmart, Drug Emporium	Joanne Fabrics, Famous Footwear
Greendale Village Center	50,000		Value Care Pharmacy
Layton Plaza	40,000		
Hales Corners			
Country Fair Shopping Ctr.	125,000	Kmart	Wal-Mart
Hales Corners Mall	85,000	Kohls Food, Menzer Drug	
Oak Creek			
Oak Creek Centre	77,666	Sentry Super Saver, Walgreen Drug	
Tower Square	45,922	Piggly Wiggly	
Pick-N-Save "Mega Mall"	107,500	Pick-N-Save	
Kohls	50,000	Kohls Food	
South Milwaukee			
Grant Park Plaza	182,000	Kohls Food, Walgreen's	
Muskego			
Muskego Mall	75,000 *	Sentry Foods,	
Pick-N-Save Mall	75,500	Pick-N-Save, Walgreen Drug	
Lincoln Point Mall	70,500	Piggly Wiggly	

* Includes new addition.

Source: McComb Group, Ltd.

Map 3

COMPETITIVE RETAIL AREAS



- **Hales Corners/Highway 100** retail area extends from Janesville Road north to Cold Spring Road and contains two shopping centers: Country Fair Shopping Center and Hales Corners Mall. These malls are anchored by Kmart, Kohl's Foods, and Menzer Drug. Wal-Mart anchors the north end of this commercial strip. There is a New Market supermarket and many other small specialty and service-oriented establishments located along Highway 100 in Hales Corners and Greenfield.
- **Oak Creek** includes four shopping centers: Oak Creek Centre, Tower Square, Pick-N-Save "Mega Mall," and Kohl's Mall. All of these retail concentrations are located along Howell Avenue except for Tower Square, which is located to the east at Rawson Avenue and Pennsylvania Street. Anchor stores include Sentry Supersaver, Walgreen's, Piggly Wiggly, Pick-N-Save, Kohl's Foods, and a Fashion Bug. Kohl's Department store recently opened a store south of Puetz Avenue.
- **South Milwaukee** contains Grant Park Plaza. Anchors include Kohl's Foods and a Walgreen's. There are several vacant spaces at Grant Park Plaza including a large space formerly occupied by Kohl's department store.
- **Muskego** includes three grocery-anchored shopping centers, Muskego Mall, Pick-N-Save Mall, and Lincoln Point Mall. These malls include a Sentry Foods, Pick-N-Save, Walgreen's, and a Piggly Wiggly. Parkland Mall is currently vacant and slated for demolition and redevelopment.

These represent the significant shopping areas that are competitive to retail areas in Franklin. The distribution of anchor stores and category killers limits and creates opportunities in Franklin, depending on store locations.

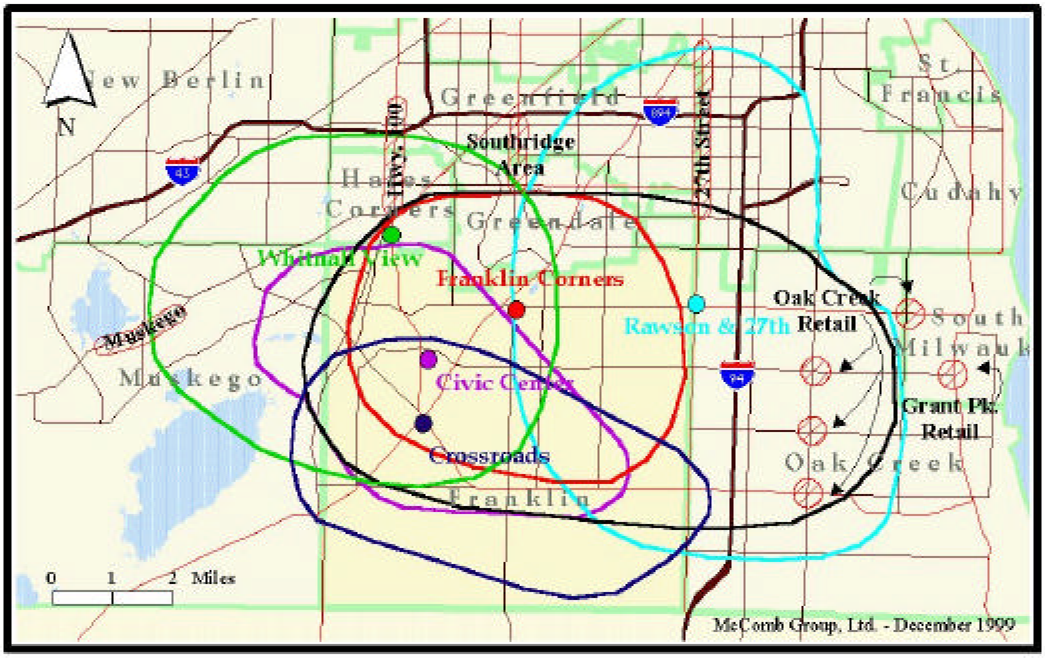
III. Trade Areas

Four of the study areas have retail development potential. These include Whitnall View (J), Franklin Corners (A), Crossroads (H), and Civic Center (I). Rawson and 27th Street is Franklin's largest retail area, but is not a study area. Retail development opportunities in Franklin cannot be evaluated without considering the potential for this area. The primary trade area for each retail node was delineated based on the location of competitive shopping centers, anchor store locations, the existing road network, as well as current and future growth patterns in the Cities of Franklin, Muskego, and Oak Creek.

Trade areas for each of the retail areas are shown in different colors on Map 4. The retail area location dot is the same color as the line delineating the trade area (the black line delineates the Franklin Corners power center trade area). Each of these trade areas is delineated on the assumption that 85 percent of the convenience goods sales will be derived from residents within the trade area, and 70 percent of the shopping goods sales will be derived from residents within the trade area. This map demonstrates that trade areas for the Franklin shopping areas overlap each other, and represent the real world situation where retailers in one trade area compete with those in others.

Map 4

FRANKLIN PRIMARY TRADE AREAS



Population and Household Growth

Current and future population and household growth in Franklin and surrounding communities is based on demographic data from the 1990 U.S. Census as well as estimates and projections prepared by Geographic Data Technology (GDT). Building permit data and 1990 land use statistics from Southeastern Wisconsin Regional Planning Commission (SEWRPC) were used to estimate current and future growth in Franklin and surrounding areas.

Growth rates from 1990 to 1998 were calculated from actual building permit data. This provided a baseline growth rate at which the communities in the southwestern portion of the Milwaukee metro area grew throughout the nineties. Future household growth rates and full build-out estimates were calculated using a combination of current growth rates and land use data. Methodology used for determining these estimates is contained in Appendix B. These estimates are contained in Table 4 for Franklin and each trade area.

Table 4

**HOUSEHOLD GROWTH ESTIMATES 1990 TO 2020 AND FULL BUILD-OUT
CITY OF FRANKLIN AND FRANKLIN RETAIL TRADE AREAS**

Trade Area	1990	1997	2002	2007	2020	Full Build-Out
Franklin City	7,434	9,784	11,931	13,419	16,380	17,000
Trade Areas						
Rawson & 27th	30,232	36,829	42,468	49,088	52,750	54,100
Franklin Corners	12,968	15,960	18,543	21,430	22,000	22,300
Franklin Corners Power Center	20,129	24,773	28,783	33,264	36,360	37,300
Whitnall View	10,938	12,642	13,848	15,151	21,350	21,900
Crossroads	2,366	3,145	3,797	4,466	5,320	5,600
Civic Center	4,907	6,589	7,920	9,271	13,300	14,000
Growth Rates						
Franklin City		4.00 %	4.05 %	2.38 %	1.55 %	
Rawson & 27th		2.86	2.89	2.94	0.55	
Franklin Corners		3.01	3.05	2.94	0.20	
Franklin Corners Power Center		3.01	3.05	2.94	0.69	
Whitnall View		2.09	1.84	1.81	2.67	
Crossroads		4.15	3.84	3.30	1.36	
Civic Center		4.30	3.75	3.20	2.81	

Technical Note: All estimates and projections are based on the current sewer service area.

Source: McComb Group, Ltd.

Franklin and the trade areas are experiencing rapid growth. Household growth estimates indicate that full build-out development will be achieved shortly after 2020 at anticipated growth rates. Household estimates for 2020 will be used to estimate future retail potential at each location.

Population and households in each trade area determine the amount of retail space that can be supported within each retail area. Sales potential estimates are based on households, rather than population, because households are the consuming unit. Estimated population, households, and other demographic characteristics are contained in Table 5. This table also contains household estimates for 2020 from Table 4, which are assumed to represent full build-out potential for each trade area.

Retail development potential for each shopping area is based on trade area households, average household income, and future household growth. Methodology for estimating future development potential is described in Appendix B. Comparable data for Milwaukee MSA indicates that households in Franklin's retail trade areas are growing five to ten times faster than metropolitan Milwaukee households. Household income in the Rawson and 27th trade area is similar to the metro area, while the other trade areas are 20 to 30 percent higher.

Table 5

TRADE AREA POPULATION, HOUSEHOLDS, AND INCOME ESTIMATED 2002 AND 2020

	Rawson	Franklin Corners		Whitnall		Civic	Milwaukee
	& 27th	Neighborhood	Power	View	Crossroads	Center	MSA
2002							
Population	109,142	51,179	78,865	37,667	11,375	22,969	1,492,995
Households	42,468	18,543	28,783	13,848	3,797	7,920	561,035
Families	29,055	13,049	20,105	9,980	2,736	5,708	383,784
Average Household Size	2.57	2.76	2.74	2.72	3.00	2.90	2.61
Trends							
Population	2.73 %	2.82 %	2.90 %	1.62 %	3.78 %	3.61 %	0.36 %
Households	2.89	3.05	3.05	1.84	3.84	3.75	0.38
Families	1.76	2.40	2.41	1.14	3.13	3.04	0.27
Household Income							
Median Household Income	$60,713	$ 71,035	$68,663	$72,720	$ 68,663	$72,199	$ 55,127
Average Household Income	$61,837	$ 75,458	$72,034	$78,130	$ 75,348	$74,365	$ 60,859
Households Above $75,000 (%)	33.9 %	42.4 %	40.5 %	46.6 %	42.0 %	42.9 %	31.6 %
2020							
Households	52,750	22,000	36,360	21,350	5,320	13,300	NA
Percent Growth	24.2 %	18.6 %	26.3 %	54.2 %	40.1 %	67.9 %	NA %

Source: McComb Group, Ltd.

Retail Development Potential

Development potential in each of the retail areas is based on sales potential that is available from trade area households and inflow sales.

Retail sales potential is based on estimated purchasing power and market share that can be achieved from each primary trade area. Retail sales derived from residents living outside the primary trade areas are inflow sales. Purchasing power estimates are calculated with McComb Group's proprietary purchasing power model, which is based on retail sales in the Milwaukee MSA and retail sales by store type as reported by the Census of Retail Trade in 1987 and 1992. The Census of Retail Trade is conducted every five years. The retail sales for 1993 through 1998 were estimated using information from the U.S. Department of Commerce. Future growth in purchasing power is estimated by McComb Group, Ltd., based on anticipated inflation and real income growth. Household growth is based on estimates contained in this report. Inflation in retail sales is estimated at two percent and real income gains are estimated at one percent annually.

Purchasing power is based on the number of primary trade area households adjusted to reflect income characteristics. Purchasing power, for the purpose of this analysis, includes retail categories that are characteristic of tenants that could be located at any one of the Franklin retail areas. Estimated market share for each retail category is applied to purchasing power, and inflow sales are added, to determine sales potential. Sales potential is then divided by typical sales per square foot productivity for each retail store type to determine the amount of retail GLA that can be supported in each area. The existing retail GLA is deducted from supportable GLA to determine the additional retail development potential. Future retail development potential is expressed as a range: high, mid-range, and low.

Estimates of development potential were prepared for 2002 and 2020, which represents the likely amount of GLA that can be supported in each retail area, based on trade area household growth.

Development potential estimates identify categories of potential retail opportunity in Franklin. The majority of retail sales will be derived from convenience and shopping goods establishments. These categories, along with food service and personal services, are expected to comprise most of the tenants in these shopping areas. Purchasing power, sales potential, and supportable retail GLA estimates for each retail area are located in Appendix D.

Sales potential estimates by major store category, for each retail area, are shown in Table 6 for 2002 and 2020. Sales potential estimates for 2020 are expressed in constant 2002 dollars to eliminate the effect of inflation. These estimates reflect purchasing power as reduced by market share, plus inflow sales.

Table 6
FRANKLIN PRIMARY TRADE AREAS
2002 AND 2020 RETAIL SALES POTENTIAL
(In Thousands of 2002 Dollars)

			Franklin Corners									
	27th St. & Rawson		Neighborhood		Power		Whitnall View		Civic Center		Crossroads	
Retail Segment	2002	2020	2002	2020	2002	2020	2002	2020	2002	2020	2002	2020
Convenience Goods												
Supermarkets	$104,774	$133,471	$49,780	$59,865	$75,919	$100,134	$37,643	$59,531	$15,105	$26,700	$7,277	10,732
Other Food	3,922	4,403	1,642	1,975	2,505	3,304	1,242	1,964	317			493
Drug	27,121	34,549	12,885	15,496	19,652	25,920	9,744	15,410	4,692	8,294	2,260	3,334
Liquor	5,958	7,590	2,831	3,404	4,317	5,694	2,144	3,385	802	1,417	386	570
Florists	1,306	1,664	620	746	946	1,248	469	742	176	311	85	125
Hardware	4,772	6,079	2,267	2,727	3,458	4,561	1,715	2,712	642	1,135	309	456
Subtotal	$147,853	$187,756	$70,025	$84,213	$106,797	$140,861	$52,957	$83,744	$21,734			
Shopping Goods												
Discount/Department	$75,452	$96,118	$35,848	$43,112	$54,673	$72,111	$21,108	$42,871	$10,878	$19,228..	$5,240	$7,729
Variety/Dollar	2,453	3,124	1,165	1,401	1,777	2,344	881	1,394	248	438	119	176
Misc. General Merchandise	11,488	14,634	5,458	6,564	8,324	10,979	4,127	6,527	1,159	2,049	559	824
Apparel & Accessories	13,490	17,184	6,409	7,708	9,775	12,892	4,847	7,665	1,815	3,208	874	1,290
Furniture Home Furnishings	11,372	14,486	5,403	6,497	8,240	10,868	5,107	8,076	2,295	4,057	1,106	1,631
Equipment	25,565	32,568	12,147	14,608	18,525	24,433	11,481	18,157	5,160	9,121	2,486	3,666
Other Shopping Goods	10,782	13,735	5,123	6,160	7,812	10,304	3,874	6,126	2,176	3,847	1,048	1,546
Subtotal	$150,602	$191,849	$71,553	$86,050	$109,126	$143,931	$51,425	$90,816	$23,731	$41,948	$11,432	$16,862
Eating and Drinking	$30,233	$38,514	$9,576	$11,516	$14,605	$19,263	$10,862	$17,178	$6,102	$10,787	$2,940	$4,336
Building Materials												
Home Centers	$40,041	$51,008	$9,512	$11,439	$14,507	$19,134	$14,386	$22,751	$3,233	$5,714	$1,557	$2,297
Retail Nurseries	2,881	3,670	1,369	1,646	2,088	2,753	1,035	1,637	465	822	224	331
Other	1,675	2,134	796	957	1,214	1,601	602	952	271	478	130	192
Subtotal	$44,597	$56,812	$11,677	$14,042	$17,809	$23,488	$16,023	$25,340	$3,969	$7,014	$1,911	$2,820
Convenience/Gasoline	$14,038	$17,883	$6,670	$8,021	$10,172	$13,416	$5,044	$7,976	$1,417	$2,504	$683	$1,007
TOTAL	$387,323	$492,814	$169,501	$203,842	$258,509	$340,959	$136,311	$225,054	$56,953	$100,603	$27,436	$40,440

Source: McComb Group, Ltd.

Rawson and 27th Street

The Rawson and 27th Street trade area is rectangular and slightly lopsided due to the location of General Mitchell International Airport. The trade area occupies roughly one half of the City of Franklin and about one half the City of Oak Creek, as well as parts of Greendale, Greenfield and Milwaukee (as shown on Map 5). This trade area is roughly eight miles from north to south, six miles wide at the southern end, and about four miles wide at the northern end.

Rawson and 27th has the largest number of households in its trade area, with 42,500 in 2002 as shown in Table 5. It also has the smallest average household size (2.57) and the lowest median ($60,713) and average ($61,837) household income. This is due to the older profile of trade area residents. About 34 percent of the households have incomes above $75,000. Households are estimated to increase by 24 percent to 52,750 in 2020.

Map 5

RAWSON AND 27th PRIMARY TRADE AREA

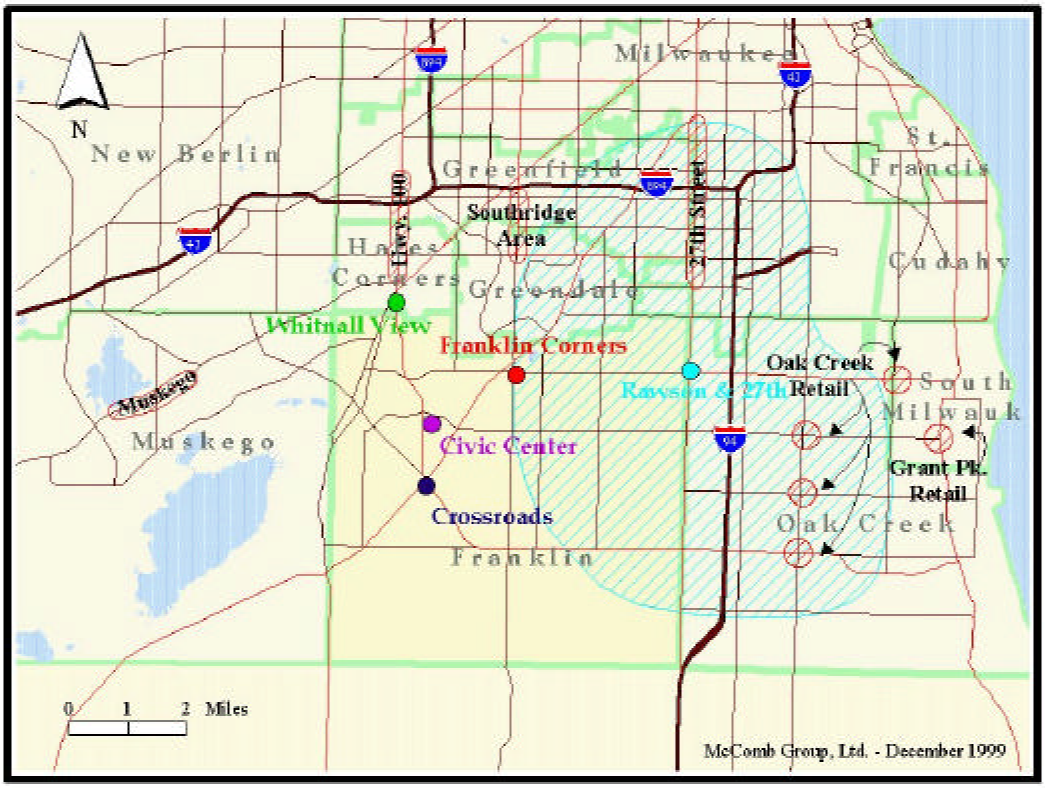


Table 7

RAWSON AND 27TH STREET PRIMARY TRADE AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	128	215	272
Other Food	-0-	14	18
Drug	40	90	115
Liquor	-0-	21	26
Florists	-0-	6	7
Hardware	30	26	33
Subtotal	198	371	472
Shopping Goods			
Discount/Department *	214	290	370
Variety/Dollar	-0-	18	23
Misc. General Merchandise	130	46	59
Apparel & Accessories	-0-	61	77
Furniture Home Furnishings	-0-	72	91
Equipment	-0-	85	109
Other Shopping Goods	30	48	61
Subtotal	374	620	790
Eating and Drinking	20	86	110
Building Materials			
Home Centers	272	211	268
Retail Nurseries	-0-	29	37
Other	-0-	7	9
Subtotal	272	247	314
Convenience/Gasoline	15	35	45
Other	45	60	75
Total Sq. Ft. Potential	924	1,420	1,806
Less: Existing	924	(924)	(924)
Potential New Development		496	882

* Includes ShopKo

Source: McComb Group, Ltd.

Existing retail GLA in the Rawson and 27th Street retail area is estimated at 923,900 square feet as shown in Table 7. Retail development potential indicates that the area could support about 1.4 million square feet in 2002 or an additional 500,000 square feet. By 2020, Rawson and 27th retail area could potentially support 1.8 million square feet or about 880,000 additional square feet than exists today.

Franklin Corners Neighborhood Center Primary Trade Area

The Franklin Corners is located at the confluence of three roads: Loomis Road, Rawson Avenue, and 76th Street as shown on Map 6. The Franklin Corners trade area is roughly six miles from east to west and five miles from north to south. The trade area occupies the northern two-thirds of the City of Franklin as well as part of Hales Corners and Greendale.

The Franklin Corners trade areas are the second largest trade areas in Franklin. The neighborhood center trade area has 18,500 households in 2002, as shown in Table 5. It has the second highest average household income ($75,458) and the third highest median household income ($71,035). Average household size ranked in the middle with 2.76 persons per household. About 42 percent of the households have incomes above $75,000. Households are estimated to increase by 18 percent to 22,000 by 2020.

Map 6

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA

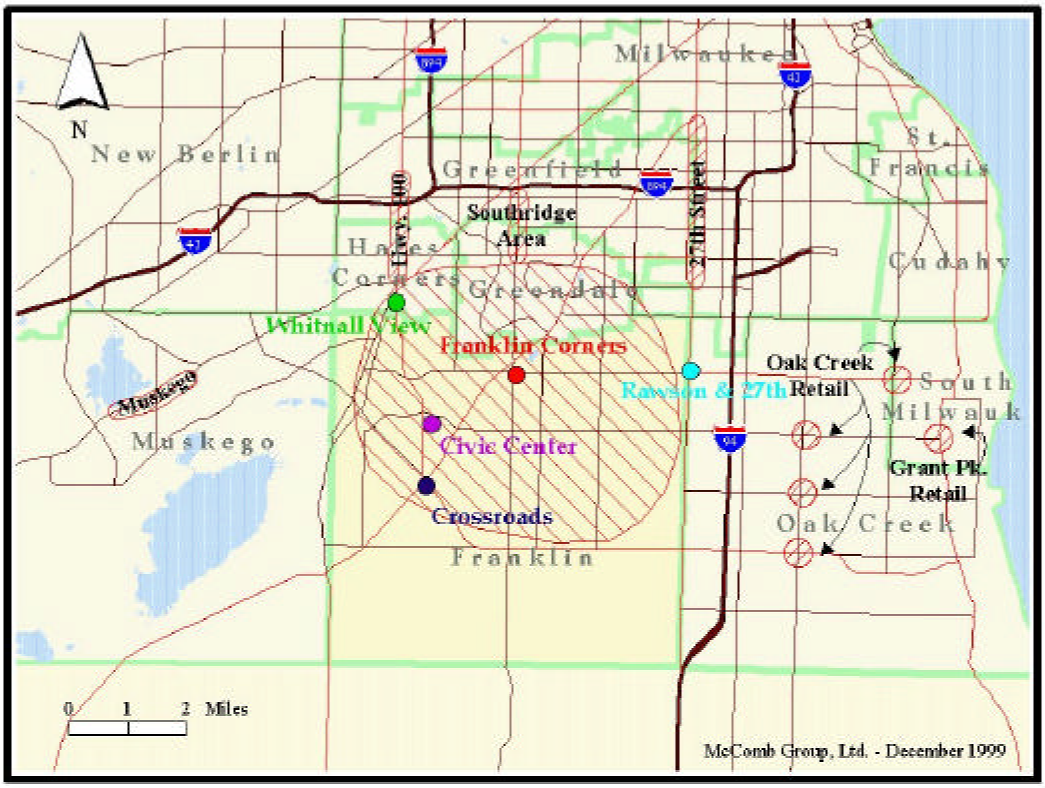


Table 8

FRANKLIN CORNERS NEIGHBORHOOD CENTER RETAIL AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	95	102	122
Other Food	-0-	7	8
Drug	12	43	52
Liquor	-0-	10	12
Florists	2	3	3
Hardware	16	12	15
Subtotal	125	176	212
Shopping Goods			
Discount/Department	-0-	138	166
Variety/Dollar	-0-	9	10
Misc. General Merchandise	-0-	22	26
Apparel & Accessories	3	29	35
Furniture Home Furnishings	3	34	41
Equipment	-0-	41	49
Other Shopping Goods	4	23	27
Subtotal	9	295	354
Eating and Drinking	29	27	33
Building Materials			
Home Centers	-0-	50	60
Retail Nurseries	-0-	14	16
Other	-0-	4	4
Subtotal	-0-	67	81
Convenience/Gasoline	4	17	20
Other	70	75	100
Total Sq. Ft. Potential	236	657	800
Less: Existing	236	(236)	(236)
Potential New Development		421	564

Source: McComb Group, Ltd.

Currently there is about 236,000 square feet of existing retail space in the Franklin Corners retail area, as shown in Table 8. Estimates conclude that a neighborhood center will have a potential for 657,000 square feet of retail space by 2020, an increase of 421,000 square feet. By 2020, there will be potential for another 143,000 square feet of retail GLA, bringing total neighborhood center potential to roughly 800,000 square feet.

Franklin Corners Power Center

The possibility of locating a power center at the Franklin Corners site was also evaluated. Its trade area would encompass all of northern Franklin, parts of Hales Corners and Greendale, as well as a portion of Oak Creek as shown on Map 7. This trade area is roughly ten miles from east to west and about five miles from north to south.

The Franklin Corners power center concept has the second largest number of households in its trade area with 28,800 in 2002, as shown in Table 5. Both average ($72,034) and median ($68,663) household income are below that of the Franklin Corners neighborhood center due to the portions of Milwaukee and Oak Creek that are included. Average household size is slightly below that of the neighborhood center trade area with 2.74 persons per household. It is estimated that 40.5 percent of the households have incomes above $75,000 per year. The power center trade area is expected to increase to over 36,300 households by the year 2020.

Map 7

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA

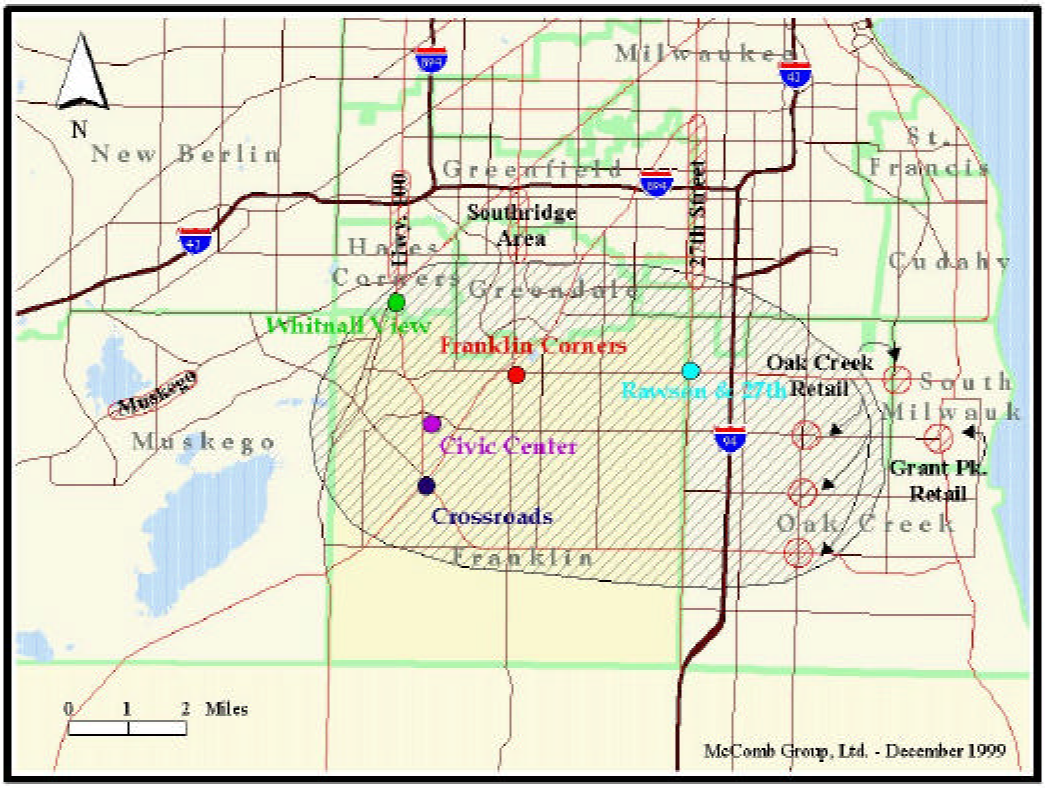


Table 9

FRANKLIN CORNERS POWER CENTER RETAIL AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	95	155	204
Other Food	-0-	10	13
Drug	12	66	86
Liquor	-0-	15	20
Florists	2	4	6
Hardware	16	19	25
Subtotal	125	268	354
Shopping Goods			
Discount/Department	-0-	210	277
Variety/Dollar	-0-	13	17
Misc. General Merchandise	-0-	33	44
Apparel & Accessories	3	44	58
Furniture Home Furnishings	3	52	68
Equipment	-0-	62	82
Other Shopping Goods	4	35	46
Subtotal	9	239	592
Eating and Drinking	29	42	55
Building Materials			
Home Centers	-0-	76	101
Retail Nurseries	-0-	21	28
Other	-0-	5	7
Subtotal	-0-	103	135
Convenience/Gasoline	4	25	34
Other	70	75	100
Total Sq. Ft. Potential	236	752	1,270
Less: Existing	236	(236)	(236)
Potential New Development		517	1,035

Source: McComb Group, Ltd.

As with the previous Franklin Corners analysis, there is currently 236,000 square feet of existing GLA, as shown in Table 9. With a larger trade area and increased pulling power of the power center, supportable square feet in 2002 is estimated at 752,000, an increase of 516,000 square feet. By 2020, supportable GLA is expected to increase to over 1.2 million square feet.

Whitnall View

The Whitnall View trade area is centered on the Hales Corners speedway site located in northwest Franklin as shown on Map 8. The site lies between Forest Home Avenue on the west, and State Highway 100 on the east. The Whitnall View trade area extends roughly seven miles from east to west, and six miles north to south. The trade area encompasses the northwest quarter of Franklin and the northeast quarter of Muskego, as well as some of Greenfield, and Greendale, and all of Hales Corners.

Whitnall View has over 37,500 households in its trade area in 2002, as shown in Table 5. Average household size (2.72) is about the average for the six trade areas. Both average ($78,130) and median ($72,720) household incomes in the Whitnall View trade area are higher than any other trade area. This is due to the higher income households that are attracted to the large residential lots available in this area. About 46 percent of the households have household income above $75,000. Households are expected to increase by about 54 percent to 21,350 by 2020.

Map 8

WHITNALL VIEW PRIMARY TRADE AREA

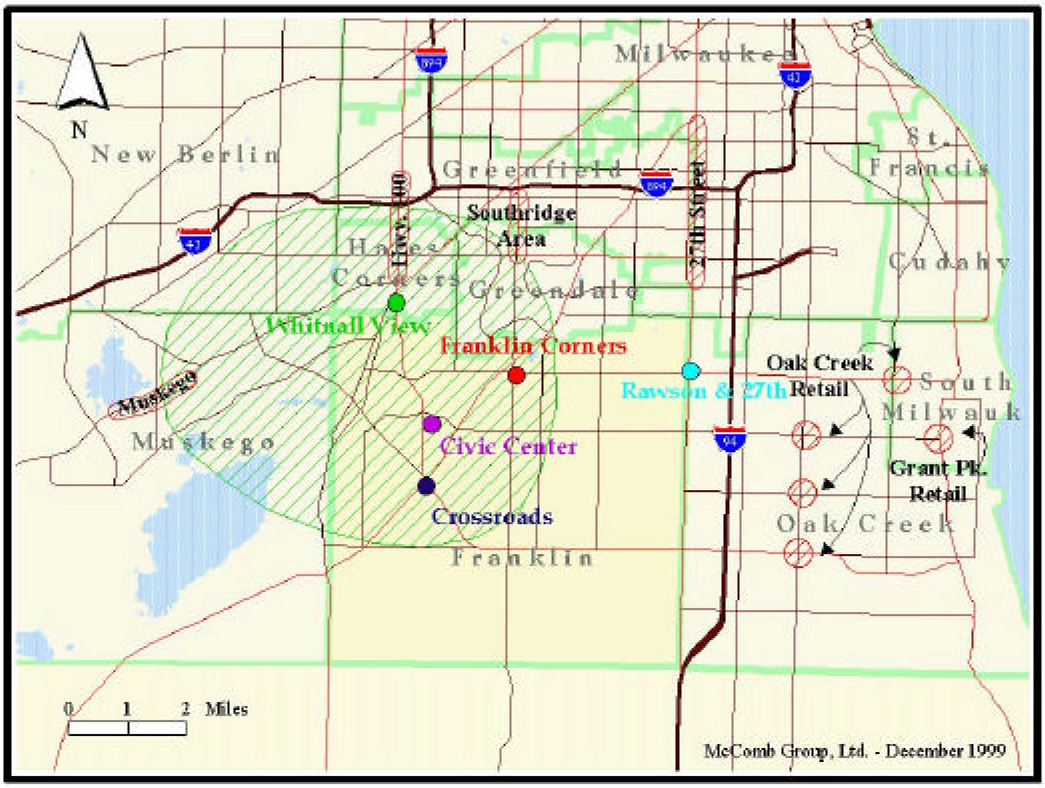


Table 10

WHITNALL VIEW RETAIL AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	50	77	121
Other Food	-0-	5	8
Drug	13	32	51
Liquor	-0-	7	12
Florists	-0-	2	3
Hardware	-0-	9	15
Subtotal	63	133	210
Shopping Goods			
Discount/Department	100	104	165
Variety/Dollar	8	7	10
Misc. General Merchandise	-0-	17	26
Apparel & Accessories	11	22	34
Furniture Home Furnishings	6	32	51
Equipment	3	38	61
Other Shopping Goods	35	17	27
Subtotal	161	237	374
Eating and Drinking	23	31	49
Building Materials			
Home Centers	25	76	120
Retail Nurseries	-0-	10	16
Other	-0-	3	4
Subtotal	-0-	89	140
Convenience/Gasoline	4	13	20
Other	10	20	30
Total Sq. Ft. Potential	261	522	824
Less: Existing	261	(261)	(261)
Potential New Development		261	563

Source: McComb Group, Ltd.

Existing retail GLA is estimated at 261,000 square feet in the Whitnall View retail area, as shown in Table 10. Household growth is expected to double the amount of supportable retail space to 522,000 square feet by 2002. Supportable retail space is expected to increase by about 300,000 square feet to over 800,000 square feet by 2020.

Crossroads

The Crossroads trade area is centered at the intersections of State Highway 100 and Loomis Road in Franklin. The trade area, as shown on Map 9, is trapezoidal due to competitive impact of Franklin Corners and unsewered areas in the Cities of Muskego and Franklin.

The Crossroads trade area is partly located outside the City of Franklin sewer service area. This fact limits this trade area growth in the long term. The Crossroads trade area is the smallest of the six trade areas with only 3,797 households, however it has very high average ($75,348) and median ($68,663) household income figures. It also has the highest average household size with 3.13 persons per household. About 42 percent of the households have income above $75,000. Even with most of the trade area lying outside the sewer service area, the number of households is expected to increase by 40 percent to over 5,300 by 2020.

Map 9

CROSSROADS PRIMARY TRADE AREA

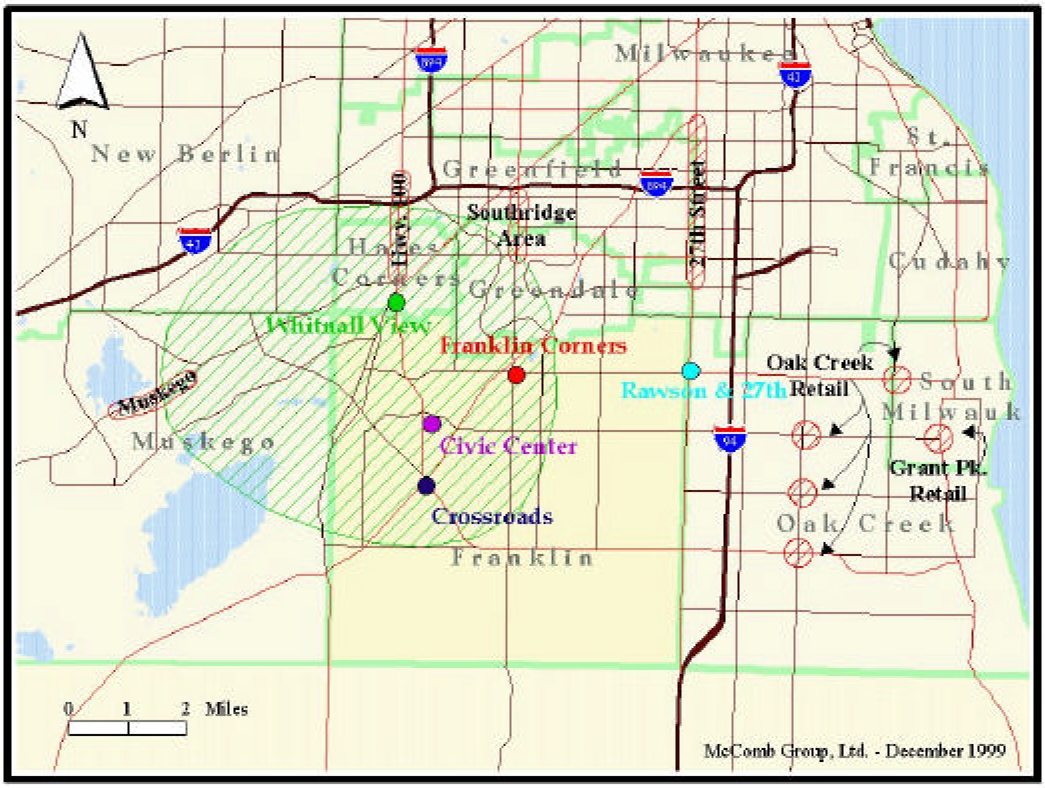


Table 11

CROSSROADS RETAIL AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	-0-	15	22
Other Food	-0-	1	1
Drug	13	6	11
Liquor	-0-	1	2
Florists	-0-	-0-	1
Hardware	-0-	2	2
Subtotal	13	24	39
Shopping Goods			
Discount/Department	-0-	20	30
Variety/Dollar	-0-	-0-	1
Misc. General Merchandise	-0-	2	3
Apparel & Accessories	-0-	3	6
Furniture Home Furnishings	-0-	6	10
Equipment	-0-	8	12
Other Shopping Goods	-0-	4	7
Subtotal	-0-	44	70
Eating and Drinking	8	8	12
Building Materials			
Home Centers	-0-	4	12
Retail Nurseries	-0-	2	3
Other	-0-	1	1
Subtotal	-0-	7	16
Convenience/Gasoline	3	1	3
Other	-0-	5	10
Total Sq. Ft. Potential	24	90	149
Less: Existing	24	(24)	(24)
Potential New Development		66	125

Source: McComb Group, Ltd.

Existing retail GLA at the Crossroads retail area is estimated at 24,000 square feet, as shown in Table 11. Sales potential indicates that an additional 66,000 square feet of retail space could be added by 2002, bringing the total to 90,000 square feet. Supportable retail GLA is expected to increase too roughly 149,000 square feet by 2020. This forecast is based on the assumption that there will be only minimal growth in the areas outside the sewer service district, which comprises a good portion of the trade area.

Civic Center

The Civic Center trade area is based at the intersection of Church Street (also known as Drexel Avenue) and State Highway 100 in Franklin as shown on Map 10. The Civic Center trade area is trapezoidal in shape, extending roughly four miles from north to south and five miles from east to west.

The Civic Center trade area is about double the size of the Crossroads trade area with 7,900 households in 2002, making it the second smallest trade area. Both average ($74,365) and median ($71,189) household incomes are high, as is average household size with 3.04 persons per household. Almost 43 percent of the households in this trade area have household incomes above $75,000 in 2002. This trade area is expected to grow by nearly 68 percent, bringing total population to about 13,300 by 2020.

Map 10

CIVIC CENTER PRIMARY TRADE AREA

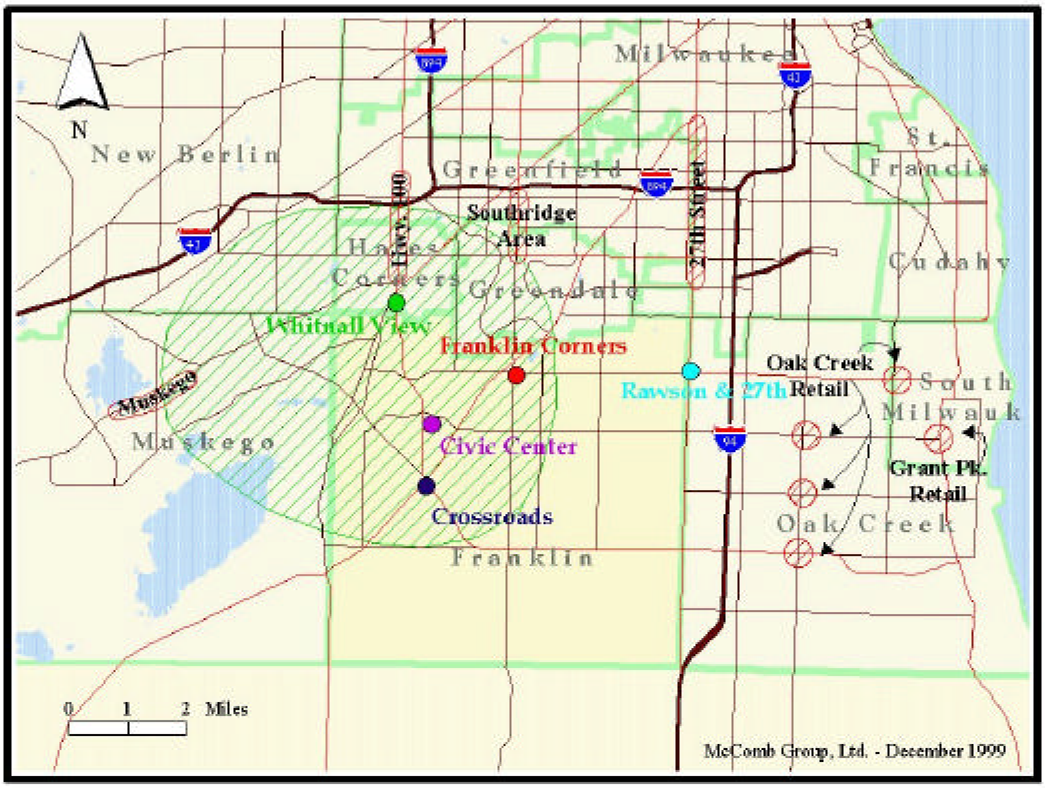


Table 12

CIVIC CENTER RETAIL AREA
EXISTING AND SUPPORTABLE SQUARE FOOTAGE, 2002 AND 2020
(In Thousands of Square Feet)

Supportable Square Feet	Existing	2002	2020
Convenience			
Supermarkets	-0-	31	54
Other Food	-0-	1	2
Drug	-0-	13	28
Liquor	-0-	2	5
Florists	-0-	1	1
Hardware	-0-	2	6
Subtotal	-0-	50	97
Shopping Goods			
Discount/Department	-0-	42	74
Variety/Dollar	-0-	1	3
Misc. General Merchandise	-0-	5	8
Apparel & Accessories	-0-	7	14
Furniture Home Furnishings	-0-	13	26
Equipment	-0-	17	30
Other Shopping Goods	-0-	8	17
Subtotal	-0-	92	173
Eating and Drinking	-0-	17	31
Building Materials			
Home Centers	-0-	9	30
Retail Nurseries	-0-	5	8
Other	-0-	1	2
Subtotal	-0-	15	40
Convenience/Gasoline	5	3	6
Other	-0-	5	20
Total Sq. Ft. Potential	5.0	182	367
Less: Existing	5.0	(5.0)	(5.0)
Potential New Development		177	362

Source: McComb Group, Ltd.

Currently there is only a gas/convenience store (estimated at 5,000 square feet) located in the Civic Center retail area, as shown in Table 12. Based on population growth trends, there will be enough consumer demand to support about 182,000 square feet of retail GLA in 2002, increasing to 367,000 square feet by 2020.

IV. Supportable Retail Space

From a retail perspective, Franklin is divided into two geographic areas: one served by sanitary sewer; and the southwestern portion, which is not planned to have sanitary sewer service. Due to these geographic distinctions, most retailers will prefer to be located in the northern portion of Franklin in the area generally adjoining or north of Rawson Avenue. Retail potential diminishes in the southern portion of the City due to lack of present and future population density.

Supportable square footage estimates in Chapter III resulted in low, mid-range and high estimates of retail space potential for each retail area. These estimates include convenience goods, shopping goods, eating and drinking establishments, building materials, convenience/gasoline, and other (which includes services). This chapter discusses retail potential for each retail area, and the types of retailers that are likely to be located there.

Anchor Store Analysis

Shopping centers of the type likely to be developed in Franklin are typically anchored by larger stores. Neighborhood centers, such as Orchard View Mall, generally include convenience goods retailers such as drug, liquor, hardware stores, and services. Community centers include both convenience and shopping goods stores such as national department and discount stores, and category killers. Category killers, due to their size, selection and depth of inventory, achieve higher market share than do smaller specialty stores in the same retail category, which results in greater sales potential. This makes it possible for some of these stores to locate in Franklin. Anchor stores, category killers and other large stores operating in the Milwaukee metropolitan area are shown in Table 13. Few of these stores are currently located in Franklin. Many of these stores, however, are located in the Southridge Mall area, two miles north of Rawson Avenue on 76th Street. While some of these stores are also located in competitive shopping areas, some of the Franklin retail areas could tap new markets for these stores.

Supportable Retail GLA

Retail potential for each of the Franklin retail areas could include stores that currently operate in the Milwaukee market as well as stores that may be new to the market. Supportable retail square footage and types of tenants appropriate for each retail area are discussed in the following pages.

Rawson and 27th

Rawson and 27th is the largest retail concentration, however, it is divided between four communities: Franklin, Oak Creek, Greendale, and Milwaukee. This area is likely to continue to be the largest retail concentration in Franklin. It currently has about 924,000 square feet of retail GLA with the potential to almost double to 1.8 million square feet in 2020. This is the ultimate estimate of retail potential.

Based on anchor store locations and competitive shopping concentrations, this area is likely to accommodate an additional 150,000 to 250,000 square feet of GLA by 2005. Rawson and 27th is evolving as a combination convenience goods and big box power center shopping area with a strong orientation toward general merchandise (discount stores) and hard goods.

Table 13

ANCHOR STORE LOCATION DISTRIBUTION

Stores	Metro Stores	Franklin	Oak Creek	Greenfield/ Greendale	Hales Corners	South Milwaukee
Supermarkets						
Jewel Foods	5	1		1		
Kohl's Foods	32			1	1	1
Pick N Save	32	2	2	1		
Sentry Foods	21	1	1			
Drugstores						
Osco Drug	20	1				
Walgreen's	64	2	1	2	1	1
General Merchandise						
Kmart	10			1	1	
Kohl's Dept. Store	11		1	1		
Sams	4	1				
ShopKo	1	P				
Stein Mart	3			1		
Target	7			1		
Wal-Mart	6	1				
Category Killers						
Barnes & Noble	5			1		
Best Buy	6			1		
Circuit City	3			1		
Famous Footwear	10					
Gander Mountain	2	1				
Home Depot	2	1				
JoAnn Fabrics	8			1		
Kids R Us	3					
Mens Wearhouse	4					
Michael's Arts & Crafts	3					
Office Depot	6			1		
Office Max	5					
Old Navy	1					
Petco	4					
Pier One Imports	6					
Sportmart	2					
Stein Garden & Gifts	8					
TJ Maxx	4					
Toys R Us	3					

P: Planned

Source: McComb Group, Ltd.

Table 14

SUPPORTABLE SQUARE FEET AND ADDITIONAL LAND AREA
2002 AND FULL BUILD-OUT POTENTIAL

	Rawson &	Franklin Corners		Whitnall		Civic
	27th Street	Convenience	Power	View	Crossroads	Center
2002 Estimate						
Square Foot Potential	1,420	657	752	522	91	182
Less: Existing	(924)	(236)	(236)	(261)	(24)	(5)
	496	421	517	261	67	177
Additional Square Footage						
High	496	421	517	261	67	177
Mid	200	235	320	70	40	45
Low	150	200	250	40	30	35
Land Area: (Acres)						
High	50	42	52	26	7	17
Mid	20	24	32	7	4	5
Low	15	20	25	4	3	4
2020 Estimate						
Square Foot Potential	1,806	800	1,270	824	149	367
Less: Existing	(924)	(236)	(236)	(261)	(24)	(5)
	882	564	1,035	563	125	362
Additional Square Footage						
High	882	564	1,035	563	125	362
Mid	465	340	650	330	100	165
Low	375	280	450	250	70	100
Land Area: (Acres)						
High	88	56	104	56	12	36
Mid	47	34	65	33	10	17
Low	38	28	45	25	7	10

Source: McComb Group, Ltd.

Based on individual retail categories and competitive factors, the amount of additional space that could be developed at Rawson and 27th could range from 375,000 to 500,000 square feet, slightly more than the mid-range of about 465,000 square feet, as shown in Table 14. This area could accommodate an additional supermarket and department store such as Stein Mart, and other category killers seeking to capitalize on the trade area's location in the southeast metropolitan area. The retail stores can be complemented by additional shopping goods stores, restaurants and fast food establishments.

McComb Group experience indicates that it takes about one acre of land to support 10,000 square feet of retail space. This suggests that between 37 and 50 acres of additional land could be developed for retail purposes in the Rawson and 27th retail area. This development could occur in the form of new development, renovation or demolition, and new development on existing retail parcels within the area, which include Franklin, Oak Creek, Greenfield and Milwaukee. The most likely path of development is south along 27th Street past Rawson Avenue.

Franklin Corners

Franklin Crossings is solidly established as a convenience goods neighborhood shopping destination anchored by two supermarkets, and contains an estimated 236,000 square feet. This area could continue to expand as a convenience goods shopping area. Sales potential analysis indicates that each of the supermarkets may want to expand as trade area population increases, and Walgreen's may choose to build a freestanding store. Over the short term (2005) the major anchor store potential is for a discount store such as Target. Total GLA could expand by 200,000 to 230,000 over the next six to seven years. Full build-out potential would be 500,000 to 600,000 square feet or an additional 275,000 to 350,000 square feet of GLA. This would require about 30 to 35 acres of additional land.

Based on trade area population growth, competitive shopping areas and anchor store locations, Franklin Corners has the potential to increase its trade area. This larger trade area could support both a power center and an entertainment center.

The power center could include an additional supermarket, discount store, and junior department stores (such as Kohl's and Stein Mart). This center could include category killers that would like to be located in the area. This power center could range in size from 200,000 to 350,000 square feet depending on tenant demand.

The entertainment center would be anchored by a multiplex theater of 12 to 14 screens, complemented by entertainment-type retailers, restaurants, and fast food. Tenants for this concept include bookstores, music, sporting goods, and other entertainment-related tenants. Store types could include big boxes and small stores. If developed in a main street environment, this center could accommodate small, unique retailers that could benefit from the draw of the movie theater, restaurants, and entertainment retailers. This concept, including the movie theater, could range from 200,000 to 300,000 square feet.

Franklin Corners can accommodate 450,000 to 650,000 square feet of additional retail GLA over the long term. This would require 45 to 65 acres of additional land.

Whitnall View

Whitnall View is currently a neighborhood shopping area anchored by a supermarket and drug store complemented by two automobile dealerships. This area can evolve into a community shopping area with an additional supermarket and potentially a discount store. Based on trade area population and growth potential, expansion of the Whitnall View shopping area could occur in the 2005 to 2010 time period. This area will be able to support additional retail stores, services, restaurants, and fast food establishments. Potential additional retail GLA ranges from 250,000 to 350,000 square feet, which would require 25 to 35 acres.

Crossroads

Crossroads development potential is limited by low density housing to the south due to the absence of sewer service. Its location at the intersection of Highway 100 and Loomis creates exceptionally strong drive-by potential indicating support for convenience retailers such as Walgreen's and automobile-oriented retail establishments. Full build-out retail GLA is estimated at 70,000 to 100,000 square feet of GLA, which would require seven to ten acres of additional land. Retail potential of this area would be enhanced by extended sewer service to the south. Should this occur, Crossroads has the potential to evolve as a neighborhood shopping area, which could include a supermarket.

Civic Center

The intersection of Drexel and Highway 100 has the potential to evolve as a neighborhood shopping concentration anchored by a supermarket. This supermarket could avoid competition at Whitnall View and Hales Corners and capitalize on nearby residential development in the area. Retail potential at this location ranges from 100,000 to 165,000 square feet in 2002 with services and restaurants complementing convenience goods retailers. The land area required for this development would be 10 to 17 acres.

Other Areas

Market research has identified retail potential for four of the twelve development areas. The eight areas with limited development potential are discussed briefly below.

- Area B is limited due to its location near the Quarry and lack of strong north-south arterials to supplement traffic on Rawson.
- Area C in the vicinity of Drexel and 27th Street has potential for destination-type retailers such as auto dealerships and furniture stores. This area appears to be too far south of Rawson and 27th to become part of that retail concentration.
- The intersection of Ryan and 27th in Area D has potential for convenience retailing to serve drive-by traffic, nearby residents, and employees located in the area.
- Area E has limited retail potential due to its proximity to the Franklin Business Park, adjacent park areas, and the correctional facility. Residential development is limited and the area does not have a high volume, arterial cross-street to supplement Ryan Avenue.
- Area F can evolve as a convenience shopping node capitalizing on nearby residents and drive-by traffic on Highway 100 when development occurs.
- Area G has limited retail potential other than for business establishments seeking to capitalize on drive-by traffic.
- Area L has limited retail potential other than for convenience retail establishments seeking to capitalize on nearby residents and drive-by traffic.
- Area K has limited retail potential. Possible retail uses would be convenience establishments seeking to capitalize on drive-by traffic or overflow retail establishments from Whitnall View.

Retail development potential is strongest in the northern portion of Franklin as shown by the preceding analysis. Franklin has the opportunity to increase its convenience goods retailing and generate inflow sales in that category. In the shopping goods category, export retail sales can be reduced by development of community centers, power centers, and an entertainment center.

Appendix A: Shopping Center Definitions

Shopping centers exist in a wide variety of sizes and types, each fulfilling a different role in providing retail goods and services to consumers. Retail stores tend to fall in three categories: convenience goods, shopping goods, and other stores including destination retailers. Destination stores are retailers that tend to be the focus of a particular shopping trip such as building materials, automobiles, furniture, etc. Shopping centers, depending on their type, generally contain convenience goods stores, shopping goods stores, destination retailers, or a combination of all three types.

Convenience goods stores offer merchandise where convenience and proximity to home or work are the primary considerations. Shopping goods stores sell merchandise where comparison-shopping is the paramount consideration, and they are generally clustered in locations where consumers can visit several stores to compare merchandise and prices. Shopping goods stores are generally located in shopping centers or downtown retail districts.

Within each of these retail store categories, there are varying price points ranging from budget to expensive. Industry terms for these price points are “budget, moderate, better, bridge, and designer.” These price point categories intersect with another merchandise concept generally called “value”. Stores in this category have lower operating costs or purchase goods at lower costs, and are able to offer attractive prices for retail goods due to those factors. These stores include discount stores such as Kmart, ShopKo, Target, and Wal-Mart, as well as stores such as Old Navy, Best Buy, and TJ Maxx.

Retail stores generally position themselves to offer a particular type of product at a price point targeted at their core customer. This results in a wide variety of retail stores selling a broad array of merchandise and providing a wide variety of choices to consumers. Shopping centers generally fall into one of the following categories.

- **Convenience Centers** typically contain tenants offering convenience goods and personal services similar to those of a neighborhood center. Convenience centers typically have gross leasable area of less than 30,000 square feet and range from 9,000 to 27,000 square feet. A convenience center may be anchored by a convenience store or restaurant. Franklin Village is an example of a convenience center.

- **Neighborhood Centers** provide for the sale of convenience goods (food, drugs, hardware, and personal services) to meet the day-to-day needs of nearby residents. These centers were typically anchored by a supermarket and contain gross leasable area of 30,000 to over 100,000 square feet. Two recent trends in retailing have changed the neighborhood centers. Supermarkets have increased to 50,000 to 65,000 square feet and some drugstores prefer to not be located next to supermarkets. As a result, supermarkets may now anchor larger centers and drugstores are going to freestanding sites. Drugstores can serve as one anchor for a smaller neighborhood center. Orchid View and Garden Plaza are examples of neighborhood centers.

- **Community Centers** contain a wide range of retail stores and can include stores selling both convenience and shopping goods. Anchor stores can include a junior department store and a supermarket. Community centers range in size from 100,000 to 300,000 square feet or more. Grant Park Plaza Shopping Center is an example of a community center.

- **Power Centers** are a larger version of a community center and range in size from 250,000 square feet to over 500,000 square feet. They contain multiple anchor stores ranging in size from 25,000 to 150,000 square feet selling convenience and shopping goods and, in some cases, building materials. Value is the dominant merchandising position of a power center. The Rawson and 27th area is evolving as a power center area based on its anchor store mix.

- **Regional Malls** are smaller versions of super regional malls and offer the same variety of merchandise. They typically include one or two full-line department stores of generally more than 75,000 square feet. Size may range from 250,000 to more than 900,000 square feet. Bay Shore Mall is a regional mall.

- **Super Regional Malls** contain an extensive variety of shopping goods including general merchandise, apparel and accessories, furniture and home furnishings, other specialty stores, as well as a variety of services and entertainment. They typically contain three or more full-line department stores and range in size from 600,000 to more than 1.5 million square feet. Southridge Mall is a super regional mall.

These are the normal ranges of shopping centers found in most areas. Two newer variations of shopping centers include specialty centers and entertainment centers.

- **Specialty Centers** contain a variety of small stores selling primarily shopping goods, restaurants and, in some cases, a cinema. Specialty centers range in size from 50,000 to 200,000 square feet. Many specialty centers were developed in older manufacturing buildings, while others are contained in new buildings.

- **Entertainment Centers** are a form of specialty center and are anchored by a multiplex cinema of 20 to 36 screens and include restaurants, refreshment places, large video game arcade, and a mix of entertainment-related retailers selling books, records, and other shopping goods.

Visitor destinations or highways leading to visitor destinations have become popular locations for factory outlet stores. As the outlet industry grew, outlet shopping centers evolved and spawned a close relative: the off-price center. Each of these centers is described below.

- **Outlet Centers** contain multiple tenants, the majority of which are factory outlet stores or a store that is a direct outlet for one or more manufacturers. These stores sell manufacturers' surplus goods, merchandise returned by retailers and out-of-season merchandise, and selection may be limited. Some manufacturers produce goods to be sold only at their factory outlet stores. An outlet center may include off-price stores as part of its tenant mix. Outlet centers serve a very large market area, much larger than a regional mall.

- **Off-Price Shopping Centers** contain multiple tenants selling name brand goods at 20 to 60 percent off normal retail prices. Off-price centers may include retail close-out stores for national and regional chains. These stores sell out-of-season merchandise from their store. Some retailers also offer lower quality merchandise (less expensive) specifically produced for their off-price stores. This type of center may include some factory outlet stores as part of its tenant mix. An off-price center has a smaller market area than an outlet center and tends to focus on a community or regional market.

Outlet and off-price shopping trends combined with consumers' search for value has resulted in the evolution of the "mills" type center: a large value oriented center that can range from 900,000 to 1.5 million square feet in size. These centers contain factory outlets, off-price stores, value retailers, services, restaurants and a multiplex cinema. Mills type centers have evolved into major shopping destinations. Gurnee Mills is a smaller mills center.

Appendix B: Full Build-out Household Estimates

To calculate the number of households at full build-out in each trade area, MGL utilized 1990 land use statistics provided by SEWRPC. These data were organized by cities, towns and villages as shown in Table B-1. These political divisions were used to calculated the amount of land designated as agricultural and woodlands in 1990 (areas which could be used as residential land in the future). It was determined that 56 percent of all urban land in the southwestern Milwaukee metro area was designated residential. This average was then applied to the total land available for development in each political division to determine the maximum amount of land expected for residential use. To determine the estimated number of housing units in a particular area, 2.5 units per acre was utilized in sewered areas, and 1.0 unit per ten acres was used in unsewered areas (this is slightly more than the 1990 average for Franklin's unsewered areas). This analysis provides the estimated number of housing units at full build-out for each city, town and village.

Estimated full build-out by trade area was calculated by determining the area (in acres) of each trade area using Geographic Information System software. Currently, each trade area is made up of a combination of uses (residential, recreational, agricultural, utility right-of-ways, etc.). If it were assumed that all agricultural and woodlands were converted to urban land, then an estimate as to the number of households that area could support could be assessed. Using the above logic, MGL has estimated the total number of households possible at full build-out. This number may or may not be reached but gives MGL the ability to estimate the maximum number of households in a specific trade area. In turn, this information used in conjunction with a proprietary purchasing power model, enables MGL to evaluate the maximum amount of retail space that could be supported in a particular trade area in the future.

According to the 1990 Census the City of Franklin had 7,434 households. Using building permit data, it was estimated that by 1997 there were 9,784 households in Franklin, an increase of 4.0 percent per year. Households are expected to increase at a decreasing rate over the next two decades. Full build-out in Franklin, except for infill parcels, is expected to occur in the 2020 to 2025 period, based on current trends. Full build-out is estimated at about 16,400 households. Growth rates vary slightly depending upon the trade area characteristics. Trade area household estimates and growth rates are discussed in greater depth in Chapter III.

Table B-1

SOUTHWESTERN MILWAUKEE SUBURBAN LAND USE INVENTORY, 1990

(In Acres)

	Region	Franklin	Greendale	Greenfield	Hales Corners	Muskego	New Berlin	Oak Creek	SW Suburban Total
Residential	198,451	3,600	1,467	3,326	1,114	3,324	6,227	2,436	21,494
Commercial	15,827	229	137	426	104	143	364	266	1,669
Industrial	16,747	182	47	19	4	87	586	709	1,634
Infrastructure	110,031	1,365	545	1,519	334	1,002	2,061	2,197	9,023
Government	19,794	292	171	458	55	193	422	289	1,880
Recreational	27,132	753	249	125	156	406	384	212	2,285
Total Urbanized	387,982	6,421	2,616	5,873	1,767	5,155	10,044	6,109	37,985
Agricultural	893,025	9,969	-	147	11	9,596	6,817	7,117	33,657
Wetlands	171,963	1,842	298	164	75	2,806	2,323	1,094	8,602
Woodlands	118,954	1,369	266	118	111	1,140	1,283	908	5,195
Surface Water	49,228	213	13	9	6	2,802	128	39	3,210
Other	100,054	2,383	374	1,083	83	1,519	2,997	2,929	11,368
Total Non-Urbanized	1,333,224	15,776	951	1,521	286	17,863	13,548	12,087	62,032
TOTAL	1,721,206	22,197	3,567	7,394	2,053	23,018	23,592	18,196	100,017
Estimated Future Household Inventory at Full Build-Out									
Woodlands		1,369	266	118	111	1,140	1,283	908	5,195
Agricultural		9,969	-	147	11	9,596	6,817	7,117	33,657
Subtotal		11,338	266	265	122	10,736	8,100	8,025	38,852
Less: Area Outside Sewer*		4,800	-	-	-	7,680	6,400	1,280	20,160
Total Available Land		6,538	266	265	122	3,056	1,700	6,745	18,692
Residential @ 56%		3,661	149	148	68	1,711	952	3,777	10,468
Units @ 2.5/Acre		9,153	372	371	171	4,278	2,380	9,443	26,169
Add: HH Outside Sewer @ 0.1/Acre		480	-	-	-	768	640	128	2,016
Add: 1990 Occupied Units (Census)		7,434	5,575	13,785	3,063	5,563	11,695	7,081	54,196
Total Units @ Full Build-Out		17,067	5,947	14,156	3,234	10,609	14,715	16,652	82,381

* Estimated using SEWRPC 2020 Sewer Service Area Map.

Source: SEWRPC and McComb Group, Ltd.

Appendix C: Retail Development Potential Methodology

Retail development potential for each Franklin retail area is based on estimated sales potential derived from trade area residents and inflow sales. The methodology is described below for 2020 using the Rawson and 27th trade area as an example. This analysis, when evaluated in relation to competitive shopping areas and store locations, provides an analytical framework for determining retail development potential.

Retail development potential is based on the year 2020 to provide an indication of ultimate retail potential. Retail sales potential for 2020 is shown in Table 1. Supportable square feet of retail GLA is contained in Table 2. Existing retail space is shown in Table 3 along with the potential supportable space in 2020.

Median store size, as derived from *Dollars & Cents of Shopping Centers* published by the Urban Land Institute, is shown to provide an indication of typical store size. In each category, stores will be either larger or smaller depending on the individual merchant's desires.

Market share estimates vary by retail category as shown in Table 1. Convenience goods includes supermarkets, drug and liquor stores. Convenience goods are purchased closer to home than shopping goods. Supermarkets are the major convenience goods store type. Market share for grocery stores is estimated at 35 percent and trade area sales are estimated at 85 percent, resulting in total estimated sales potential of $133.5 million. Estimated retail sales are divided by average sales of $490 per square foot to determine that about 272,000 square feet of supermarket space can be supported at Rawson and 27th as shown in Table 2. This estimate may overstate supermarket potential, since the Rawson and 27th trade area is larger than the trade area that would exist for a typical supermarket.

Rawson and 27th currently has three supermarkets with an estimated 128,000 square feet of space, indicating potential for an additional 150,000 square feet. A third supermarket may choose to locate in the area in the future, or an existing store may decide to expand.

Table 2 shows a median grocery store size of 42,228 square feet, which is the store size reported by *Dollar & Cents of Shopping Centers*. Supermarkets in the Franklin area range from 50,000 to 60,000 square feet. New supermarkets in other areas range in size from 60,000 to 90,000 square feet. Many factors determine how many grocery stores will locate in an individual retail area. These factors include, but are not limited to: the number of competitors in the market, average store size, and amount of available land.

In the eating and drinking category, market share is estimated at 15 percent divided between fast food establishments and restaurants as shown in Table 1. Trade area residents are estimated to generate 70 percent of the retail sales.

In the shopping goods category, market share is estimated at 35 percent for department stores and 30 percent for variety stores and miscellaneous general merchandise stores. In the apparel

Table 1

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 324,144	35.0%	$ 113,451	85%	$ 20,021	$ 133,471
Meat and fish (seafood) markets	4,064	25.0%	1,016	85%	179	1,195
Retail bakeries	6,858	25.0%	1,714	85%	303	2,017
Fruit and vegetable markets	2,071	25.0%	518	85%	91	609
Candy, nut, and confectionery stores	1,809	25.0%	452	85%	80	532
Dairy products stores	170	25.0%	42	85%	7	50
Drug and Proprietary Stores	$ 83,905	35.0%	$ 29,367	85%	$ 5,182	$ 34,549
Liquor Stores	$ 21,506	30.0%	$ 6,452	85%	$ 1,139	$ 7,590
Florists	$ 4,714	30.0%	$ 1,414	85%	$ 250	$ 1,664
Tobacco Stores and Stands	$ 385	30.0%	$ 116	85%	$ 20	$ 136
Hardware Stores	$ 17,225	30.0%	$ 5,167	85%	$ 912	$ 6,079
Eating and Drinking Places	$ 179,734	15.0%	$ 26,960	70%	$ 11,554	$ 38,514
Eating Places	119,822	7.5%	8,987	70%	3,851	12,838
Fast Food	59,911	7.5%	4,493	70%	1,926	6,419
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 192,237	35.0%	$ 67,283	70%	$ 28,836	$ 96,118
Variety stores	7,290	30.0%	2,187	70%	937	3,124
Miscellaneous general merchandise stores	34,146	30.0%	10,244	70%	4,390	14,634
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 10,204	15.0%	$ 1,531	70%	$ 656	$ 2,187
Women's clothing stores	26,416	15.0%	3,962	70%	1,698	5,661
Women's accessory and specialty stores	3,122	15.0%	468	70%	201	669
Family clothing stores	20,076	15.0%	3,011	70%	1,291	4,302
Children's and infants' wear stores	2,417	15.0%	363	70%	155	518
Miscellaneous apparel and accessory stores	2,945	15.0%	442	70%	189	631
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	5,160	15.0%	774	70%	332	1,106
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	9,853	15.0%	1,478	70%	633	2,111
Furniture and Home Furnishings Stores						
Furniture stores	$ 32,290	20.0%	$ 6,458	70%	$ 2,768	$ 9,226
Floor covering stores	11,953	20.0%	2,391	70%	1,025	3,415
Drapery, curtain, and upholstery stores	466	20.0%	93	70%	40	133
Miscellaneous homefurnishings stores	5,993	20.0%	1,199	70%	514	1,712
Household appliance stores	5,720	20.0%	1,144	70%	490	1,634
Radio, television, computer and electronics	56,421	20.0%	11,284	70%	4,836	16,120
Computer and software stores	40,637	20.0%	8,127	70%	3,483	11,611
CDs, records and tapes stores	8,300	20.0%	1,660	70%	711	2,371
Musical instrument stores	2,909	20.0%	582	70%	249	831
Other Shopping Goods						
Sporting goods and bicycle shops	$ 14,399	15.0%	$ 2,160	70%	$ 926	$ 3,086
Book stores	4,941	15.0%	741	70%	318	1,059
Stationery Stores	588	15.0%	88	70%	38	126
Jewelry stores	15,080	15.0%	2,262	70%	969	3,231
Hobby, toy, and game shops	10,638	15.0%	1,596	70%	684	2,280
Camera and photographic supply stores	1,894	15.0%	284	70%	122	406
Gift, novelty, and souvenir shops	9,426	15.0%	1,414	70%	606	2,020
Luggage and leather goods stores	377	15.0%	57	70%	24	81
Sewing, needlework, and piece goods stores	3,564	15.0%	535	70%	229	764
Pet shops	3,190	15.0%	478	70%	205	683
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 71,411	50.0%	$ 35,705	70%	$ 15,302	$ 51,008
Paint, glass, and wallpaper stores	5,976	25.0%	1,494	70%	640	2,134
Retail nurseries, lawn and garden supply stores	10,276	25.0%	2,569	70%	1,101	3,670
Gasoline Service Stations	$ 125,183	10.0%	$ 12,518	70%	$ 5,365	$ 17,883

Source: McComb Group, Ltd.

Table 2

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 133,471,254	$ 490	272,390	42,228
Meat and fish (seafood) markets	1,195,289	275	4,347	1,800
Retail bakeries	2,017,059	210	9,605	1,750
Fruit and vegetable markets	609,165	245	2,486	1,500 E
Candy, nut, and confectionery stores	532,010	440	1,209	1,050
Dairy products stores	49,932	245	204	1,500 E
Drug and Proprietary Stores	$ 34,549,054	$ 300	115,164	11,153
Liquor Stores	$ 7,590,309	$ 290	26,173	2,648
Florists	$ 1,663,589	$ 225	7,394	1,600
Tobacco Stores and Stands	$ 135,972	$ 300	453	995
Hardware Stores	$ 6,079,396	$ 185	32,862	7,857
Eating and Drinking Places	$ 38,514,354	$ 350	110,041	NA
Eating Places	12,838,118	275	46,684	2,913
Fast Food	6,419,059	300	21,397	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 96,118,434	$ 260	369,686	77,687
Variety stores	3,124,327	135	23,143	17,260
Miscellaneous general merchandise stores	14,633,961	250	58,536	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 2,186,531	$ 250	8,746	3,082
Women's clothing stores	5,660,597	190	29,793	3,616
Women's accessory and specialty stores	669,054	250	2,676	2,298
Family clothing stores	4,302,068	240	17,925	5,775
Children's and infants' wear stores	517,860	210	2,466	2,665
Miscellaneous apparel and accessory stores	631,117	310	2,036	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	1,105,813	270	4,096	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	2,111,280	220	9,597	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 9,225,734	$ 170	54,269	7,471
Floor covering stores	3,415,108	120	28,459	2,545
Drapery, curtain, and upholstery stores	133,056	210	634	1,400
Miscellaneous homefurnishings stores	1,712,377	220	7,784	4,821
Household appliance stores	1,634,149	275	5,942	4,200
Radio, television, computer and electronics	16,120,423	275	58,620	3,013
Computer and software stores	11,610,591	375	30,962	2,130
CDs, records and tapes stores	2,371,427	250	9,486	2,900
Musical instrument stores	831,243	225	3,694	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 3,085,560	$ 211	14,624	4,100
Book stores	1,058,842	240	4,412	2,905
Stationery Stores	126,064	225	560	4,344
Jewelry stores	3,231,354	400	8,078	1,263
Hobby, toy, and game shops	2,279,538	210	10,855	2,740
Camera and photographic supply stores	405,780	300	1,353	1,200
Gift, novelty, and souvenir shops	2,019,760	175	11,541	3,000
Luggage and leather goods stores	80,754	243	332	2,398
Sewing, needlework, and piece goods stores	763,792	125	6,110	10,254
Pet shops	683,488	210	3,255	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 51,007,855	$ 190	268,462	120,000
Paint, glass, and wallpaper stores	2,134,413	225	9,486	3,533
Retail nurseries, lawn and garden supply stores	3,670,063	100	36,701	25,000 E
Gasoline Service Stations	$ 17,883,244	$ 400	44,708	2,508

E = Estimated

Source: McComb Group, Ltd.

Table 3

RAWSON AND 27TH STREET RETAIL AREA
EXISTING AND 2020 SUPPORTABLE SQUARE FOOTAGE
(In Thousands of Square Feet)

Retail Store Type	Existing	2020
Convenience		
Supermarkets	128	272
Other Food	-0-	18
Drug	40	115
Liquor	-0-	26
Florists	-0-	7
Hardware	30	33
Subtotal	198	472
Shopping Goods		
Discount/Department *	214	370
Variety/Dollar	-0-	23
Misc. General Merchandise	130	59
Apparel & Accessories	-0-	77
Furniture Home Furnishings	-0-	91
Equipment	-0-	109
Other Shopping Goods	30	61
Subtotal	374	790
Eating and Drinking	20	110
Building Materials		
Home Centers	272	268
Retail Nurseries	-0-	37
Other	-0-	9
Subtotal	272	314
Convenience/Gasoline	15	45
Other	45	75
Total Sq. Ft. Potential	924	1,806
Less: Existing	924	(924)
Potential New Development		882
Additional Square Footage		
High		882
Mid Range		465
Low		375
Land Area: (Acres)		
High		88
Mid Range		47
Low		38

* Includes ShopKo

Source: McComb Group, Ltd.

and accessories and other shopping goods categories, market share is estimated at 15 percent since many of these purchases occur at regional malls and other large shopping destinations. Furniture and home furnishings market share is estimated at 20 percent since many of these stores have a stronger destination characteristic. Trade area residents are estimated to generate 70 percent of the sales in the shopping goods category, reflecting that these stores have greater destination quality and will result in larger inflow sales.

A similar approach was used for other retail categories. In the department store category for example, market share is estimated at 35 percent with 70 percent of the sales being derived from the primary trade area. This results in a total retail sales estimate of about $96.1 million. Estimated sales of $260 per square foot indicate supportable square footage of about 370,000 square feet of GLA. Rawson and 27th will contain about 214,000 square feet of discount store space including the proposed ShopKo store. In the near future it is unlikely that a third discount store would choose to locate at Rawson and 27th, given the locations of existing discount stores and other potential retail areas in Franklin.

Supportable square footage estimates for 2020 by major retail category are compared with existing GLA and shown in Table 3 for Rawson and 27th retail area. Total supportable space is estimated at about 1.8 million square feet of retail GLA in 2020. Reducing this amount by the existing retail space (estimated at 924,000 square feet) results in potential additional space of 882,000 square feet. This is the ultimate estimate of retail potential. Based on individual retail categories and competitive factors, the amount of additional space that could be developed at Rawson and 27th could range from 375,000 to 800,000 square feet with a mid-range of about 465,000 square feet. This analysis, taking competitive conditions into consideration, indicates that the amount of additional retail space for Rawson and 27th ranges from 375,000 to 500,000 square feet. This estimate reflects not only square footage potential, but also professional judgments as to the number and type of stores that are likely to locate within the area.

McComb Group experience indicates that about 10,000 square feet of retail space can be supported by an acre of land. Therefore, between 37 and 50 acres of additional land could be developed for retail purposes in the Rawson and 27th retail area. However, because additional development may be accomplished from renovation or demolition or from already existing retail parcels within the area, it is possible that not all additional retail space will be located on vacant land.

Sales potential and supportable retail GLA estimates are contained in tables on the following pages.

Table C-1

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 324,144	35.0%	$ 113,451	85%	$ 20,021	$ 133,471
Meat and fish (seafood) markets	4,064	25.0%	1,016	85%	179	1,195
Retail bakeries	6,858	25.0%	1,714	85%	303	2,017
Fruit and vegetable markets	2,071	25.0%	518	85%	91	609
Candy, nut, and confectionery stores	1,809	25.0%	452	85%	80	532
Dairy products stores	170	25.0%	42	85%	7	50
Drug and Proprietary Stores	$ 83,905	35.0%	$ 29,367	85%	$ 5,182	$ 34,549
Liquor Stores	$ 21,506	30.0%	$ 6,452	85%	$ 1,139	$ 7,590
Florists	$ 4,714	30.0%	$ 1,414	85%	$ 250	$ 1,664
Tobacco Stores and Stands	$ 385	30.0%	$ 116	85%	$ 20	$ 136
Hardware Stores	$ 17,225	30.0%	$ 5,167	85%	$ 912	$ 6,079
Eating and Drinking Places	$ 179,734	15.0%	$ 26,960	70%	$ 11,554	$ 38,514
Eating Places	119,822	7.5%	8,987	70%	3,851	12,838
Fast Food	59,911	7.5%	4,493	70%	1,926	6,419
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 192,237	35.0%	$ 67,283	70%	$ 28,836	$ 96,118
Variety stores	7,290	30.0%	2,187	70%	937	3,124
Miscellaneous general merchandise stores	34,146	30.0%	10,244	70%	4,390	14,634
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 10,204	15.0%	$ 1,531	70%	$ 656	$ 2,187
Women's clothing stores	26,416	15.0%	3,962	70%	1,698	5,661
Women's accessory and specialty stores	3,122	15.0%	468	70%	201	669
Family clothing stores	20,076	15.0%	3,011	70%	1,291	4,302
Children's and infants' wear stores	2,417	15.0%	363	70%	155	518
Miscellaneous apparel and accessory stores	2,945	15.0%	442	70%	189	631
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	5,160	15.0%	774	70%	332	1,106
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	9,853	15.0%	1,478	70%	633	2,111
Furniture and Home Furnishings Stores						
Furniture stores	$ 32,290	20.0%	$ 6,458	70%	$ 2,768	$ 9,226
Floor covering stores	11,953	20.0%	2,391	70%	1,025	3,415
Drapery, curtain, and upholstery stores	466	20.0%	93	70%	40	133
Miscellaneous homefurnishings stores	5,993	20.0%	1,199	70%	514	1,712
Household appliance stores	5,720	20.0%	1,144	70%	490	1,634
Radio, television, computer and electronics	56,421	20.0%	11,284	70%	4,836	16,120
Computer and software stores	40,637	20.0%	8,127	70%	3,483	11,611
CDs, records and tapes stores	8,300	20.0%	1,660	70%	711	2,371
Musical instrument stores	2,909	20.0%	582	70%	249	831
Other Shopping Goods						
Sporting goods and bicycle shops	$ 14,399	15.0%	$ 2,160	70%	$ 926	$ 3,086
Book stores	4,941	15.0%	741	70%	318	1,059
Stationery Stores	588	15.0%	88	70%	38	126
Jewelry stores	15,080	15.0%	2,262	70%	969	3,231
Hobby, toy, and game shops	10,638	15.0%	1,596	70%	684	2,280
Camera and photographic supply stores	1,894	15.0%	284	70%	122	406
Gift, novelty, and souvenir shops	9,426	15.0%	1,414	70%	606	2,020
Luggage and leather goods stores	377	15.0%	57	70%	24	81
Sewing, needlework, and piece goods stores	3,564	15.0%	535	70%	229	764
Pet shops	3,190	15.0%	478	70%	205	683
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 71,411	50.0%	$ 35,705	70%	$ 15,302	$ 51,008
Paint, glass, and wallpaper stores	5,976	25.0%	1,494	70%	640	2,134
Retail nurseries, lawn and garden supply stores	10,276	25.0%	2,569	70%	1,101	3,670
Gasoline Service Stations	$ 125,183	10.0%	$ 12,518	70%	$ 5,365	$ 17,883

Source: McComb Group, Ltd.

Table C-2

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 133,471,254	$ 490	272,390	42,228
Meat and fish (seafood) markets	1,195,289	275	4,347	1,800
Retail bakeries	2,017,059	210	9,605	1,750
Fruit and vegetable markets	609,165	245	2,486	1,500 E
Candy, nut, and confectionery stores	532,010	440	1,209	1,050
Dairy products stores	49,932	245	204	1,500 E
Drug and Proprietary Stores	$ 34,549,054	$ 300	115,164	11,153
Liquor Stores	$ 7,590,309	$ 290	26,173	2,648
Florists	$ 1,663,589	$ 225	7,394	1,600
Tobacco Stores and Stands	$ 135,972	$ 300	453	995
Hardware Stores	$ 6,079,396	$ 185	32,862	7,857
Eating and Drinking Places	$ 38,514,354	$ 350	110,041	NA
Eating Places	12,838,118	275	46,684	2,913
Fast Food	6,419,059	300	21,397	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 96,118,434	$ 260	369,686	77,687
Variety stores	3,124,327	135	23,143	17,260
Miscellaneous general merchandise stores	14,633,961	250	58,536	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 2,186,531	$ 250	8,746	3,082
Women's clothing stores	5,660,597	190	29,793	3,616
Women's accessory and specialty stores	669,054	250	2,676	2,298
Family clothing stores	4,302,068	240	17,925	5,775
Children's and infants' wear stores	517,860	210	2,466	2,665
Miscellaneous apparel and accessory stores	631,117	310	2,036	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	1,105,813	270	4,096	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	2,111,280	220	9,597	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 9,225,734	$ 170	54,269	7,471
Floor covering stores	3,415,108	120	28,459	2,545
Drapery, curtain, and upholstery stores	133,056	210	634	1,400
Miscellaneous homefurnishings stores	1,712,377	220	7,784	4,821
Household appliance stores	1,634,149	275	5,942	4,200
Radio, television, computer and electronics	16,120,423	275	58,620	3,013
Computer and software stores	11,610,591	375	30,962	2,130
CDs, records and tapes stores	2,371,427	250	9,486	2,900
Musical instrument stores	831,243	225	3,694	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 3,085,560	$ 211	14,624	4,100
Book stores	1,058,842	240	4,412	2,905
Stationery Stores	126,064	225	560	4,344
Jewelry stores	3,231,354	400	8,078	1,263
Hobby, toy, and game shops	2,279,538	210	10,855	2,740
Camera and photographic supply stores	405,780	300	1,353	1,200
Gift, novelty, and souvenir shops	2,019,760	175	11,541	3,000
Luggage and leather goods stores	80,754	243	332	2,398
Sewing, needlework, and piece goods stores	763,792	125	6,110	10,254
Pet shops	683,488	210	3,255	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 51,007,855	$ 190	268,462	120,000
Paint, glass, and wallpaper stores	2,134,413	225	9,486	3,533
Retail nurseries, lawn and garden supply stores	3,670,063	100	36,701	25,000 E
Gasoline Service Stations	$ 17,883,244	$ 400	44,708	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-3

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 324,144	35.0%	$ 113,451	85%	$ 20,021	$ 133,471
Meat and fish (seafood) markets	4,064	25.0%	1,016	85%	179	1,195
Retail bakeries	6,858	25.0%	1,714	85%	303	2,017
Fruit and vegetable markets	2,071	25.0%	518	85%	91	609
Candy, nut, and confectionery stores	1,809	25.0%	452	85%	80	532
Dairy products stores	170	25.0%	42	85%	7	50
Drug and Proprietary Stores	$ 83,905	35.0%	$ 29,367	85%	$ 5,182	$ 34,549
Liquor Stores	$ 21,506	30.0%	$ 6,452	85%	$ 1,139	$ 7,590
Florists	$ 4,714	30.0%	$ 1,414	85%	$ 250	$ 1,664
Tobacco Stores and Stands	$ 385	30.0%	$ 116	85%	$ 20	$ 136
Hardware Stores	$ 17,225	30.0%	$ 5,167	85%	$ 912	$ 6,079
Eating and Drinking Places	$ 179,734	15.0%	$ 26,960	70%	$ 11,554	$ 38,514
Eating Places	119,822	7.5%	8,987	70%	3,851	12,838
Fast Food	59,911	7.5%	4,493	70%	1,926	6,419
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 192,237	35.0%	$ 67,283	70%	$ 28,836	$ 96,118
Variety stores	7,290	30.0%	2,187	70%	937	3,124
Miscellaneous general merchandise stores	34,146	30.0%	10,244	70%	4,390	14,634
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 10,204	15.0%	$ 1,531	70%	$ 656	$ 2,187
Women's clothing stores	26,416	15.0%	3,962	70%	1,698	5,661
Women's accessory and specialty stores	3,122	15.0%	468	70%	201	669
Family clothing stores	20,076	15.0%	3,011	70%	1,291	4,302
Children's and infants' wear stores	2,417	15.0%	363	70%	155	518
Miscellaneous apparel and accessory stores	2,945	15.0%	442	70%	189	631
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	5,160	15.0%	774	70%	332	1,106
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	9,853	15.0%	1,478	70%	633	2,111
Furniture and Home Furnishings Stores						
Furniture stores	$ 32,290	20.0%	$ 6,458	70%	$ 2,768	$ 9,226
Floor covering stores	11,953	20.0%	2,391	70%	1,025	3,415
Drapery, curtain, and upholstery stores	466	20.0%	93	70%	40	133
Miscellaneous homefurnishings stores	5,993	20.0%	1,199	70%	514	1,712
Household appliance stores	5,720	20.0%	1,144	70%	490	1,634
Radio, television, computer and electronics	56,421	20.0%	11,284	70%	4,836	16,120
Computer and software stores	40,637	20.0%	8,127	70%	3,483	11,611
CDs, records and tapes stores	8,300	20.0%	1,660	70%	711	2,371
Musical instrument stores	2,909	20.0%	582	70%	249	831
Other Shopping Goods						
Sporting goods and bicycle shops	$ 14,399	15.0%	$ 2,160	70%	$ 926	$ 3,086
Book stores	4,941	15.0%	741	70%	318	1,059
Stationery Stores	588	15.0%	88	70%	38	126
Jewelry stores	15,080	15.0%	2,262	70%	969	3,231
Hobby, toy, and game shops	10,638	15.0%	1,596	70%	684	2,280
Camera and photographic supply stores	1,894	15.0%	284	70%	122	406
Gift, novelty, and souvenir shops	9,426	15.0%	1,414	70%	606	2,020
Luggage and leather goods stores	377	15.0%	57	70%	24	81
Sewing, needlework, and piece goods stores	3,564	15.0%	535	70%	229	764
Pet shops	3,190	15.0%	478	70%	205	683
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 71,411	50.0%	$ 35,705	70%	$ 15,302	$ 51,008
Paint, glass, and wallpaper stores	5,976	25.0%	1,494	70%	640	2,134
Retail nurseries, lawn and garden supply stores	10,276	25.0%	2,569	70%	1,101	3,670
Gasoline Service Stations	$ 125,183	10.0%	$ 12,518	70%	$ 5,365	$ 17,883

Source: McComb Group, Ltd.

Table C-4

RAWSON AND 27th STREET PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 133,471,254	$ 490	272,390	42,228
Meat and fish (seafood) markets	1,195,289	275	4,347	1,800
Retail bakeries	2,017,059	210	9,605	1,750
Fruit and vegetable markets	609,165	245	2,486	1,500 E
Candy, nut, and confectionery stores	532,010	440	1,209	1,050
Dairy products stores	49,932	245	204	1,500 E
Drug and Proprietary Stores	$ 34,549,054	$ 300	115,164	11,153
Liquor Stores	$ 7,590,309	$ 290	26,173	2,648
Florists	$ 1,663,589	$ 225	7,394	1,600
Tobacco Stores and Stands	$ 135,972	$ 300	453	995
Hardware Stores	$ 6,079,396	$ 185	32,862	7,857
Eating and Drinking Places	$ 38,514,354	$ 350	110,041	NA
Eating Places	12,838,118	275	46,684	2,913
Fast Food	6,419,059	300	21,397	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 96,118,434	$ 260	369,686	77,687
Variety stores	3,124,327	135	23,143	17,260
Miscellaneous general merchandise stores	14,633,961	250	58,536	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 2,186,531	$ 250	8,746	3,082
Women's clothing stores	5,660,597	190	29,793	3,616
Women's accessory and specialty stores	669,054	250	2,676	2,298
Family clothing stores	4,302,068	240	17,925	5,775
Children's and infants' wear stores	517,860	210	2,466	2,665
Miscellaneous apparel and accessory stores	631,117	310	2,036	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	1,105,813	270	4,096	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	2,111,280	220	9,597	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 9,225,734	$ 170	54,269	7,471
Floor covering stores	3,415,108	120	28,459	2,545
Drapery, curtain, and upholstery stores	133,056	210	634	1,400
Miscellaneous homefurnishings stores	1,712,377	220	7,784	4,821
Household appliance stores	1,634,149	275	5,942	4,200
Radio, television, computer and electronics	16,120,423	275	58,620	3,013
Computer and software stores	11,610,591	375	30,962	2,130
CDs, records and tapes stores	2,371,427	250	9,486	2,900
Musical instrument stores	831,243	225	3,694	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 3,085,560	$ 211	14,624	4,100
Book stores	1,058,842	240	4,412	2,905
Stationery Stores	126,064	225	560	4,344
Jewelry stores	3,231,354	400	8,078	1,263
Hobby, toy, and game shops	2,279,538	210	10,855	2,740
Camera and photographic supply stores	405,780	300	1,353	1,200
Gift, novelty, and souvenir shops	2,019,760	175	11,541	3,000
Luggage and leather goods stores	80,754	243	332	2,398
Sewing, needlework, and piece goods stores	763,792	125	6,110	10,254
Pet shops	683,488	210	3,255	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 51,007,855	$ 190	268,462	120,000
Paint, glass, and wallpaper stores	2,134,413	225	9,486	3,533
Retail nurseries, lawn and garden supply stores	3,670,063	100	36,701	25,000 E
Gasoline Service Stations	$ 17,883,244	$ 400	44,708	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-5

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA
ESTIMATED 2002 RETAIL SALES POTENTIAL
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 120,893	35.0%	$ 42,313	85%	$ 7,467	$ 49,780
Meat and fish (seafood) markets	1,516	25.0%	379	85%	67	446
Retail bakeries	2,558	25.0%	639	85%	113	752
Fruit and vegetable markets	772	25.0%	193	85%	34	227
Candy, nut, and confectionery stores	675	25.0%	169	85%	30	198
Dairy products stores	63	25.0%	16	85%	3	19
Drug and Proprietary Stores	$ 31,293	35.0%	$ 10,953	85%	$ 1,933	$ 12,885
Liquor Stores	$ 8,021	30.0%	$ 2,406	85%	$ 425	$ 2,831
Florists	$ 1,758	30.0%	$ 527	85%	$ 93	$ 620
Tobacco Stores and Stands	$ 144	30.0%	$ 43	85%	$ 8	$ 51
Hardware Stores	$ 6,424	30.0%	$ 1,927	85%	$ 340	$ 2,267
Eating and Drinking Places	$ 67,034	10.0%	$ 6,703	70%	$ 2,873	$ 9,576
Eating Places	44,689	5.0%	2,234	70%	958	3,192
Fast Food	22,345	5.0%	1,117	70%	479	1,596
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 71,697	35.0%	$ 25,094	70%	$ 10,755	$ 35,848
Variety stores	2,719	30.0%	816	70%	350	1,165
Miscellaneous general merchandise stores	12,735	30.0%	3,821	70%	1,637	5,458
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 3,806	15.0%	$ 571	70%	$ 245	$ 815
Women's clothing stores	9,852	15.0%	1,478	70%	633	2,111
Women's accessory and specialty stores	1,164	15.0%	175	70%	75	250
Family clothing stores	7,488	15.0%	1,123	70%	481	1,605
Children's and infants' wear stores	901	15.0%	135	70%	58	193
Miscellaneous apparel and accessory stores	1,098	15.0%	165	70%	71	235
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	1,925	15.0%	289	70%	124	412
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	3,675	15.0%	551	70%	236	787
Furniture and Home Furnishings Stores						
Furniture stores	$ 12,043	20.0%	$ 2,409	70%	$ 1,032	$ 3,441
Floor covering stores	4,458	20.0%	892	70%	382	1,274
Drapery, curtain, and upholstery stores	174	20.0%	35	70%	15	50
Miscellaneous homefurnishings stores	2,235	20.0%	447	70%	192	639
Household appliance stores	2,133	20.0%	427	70%	183	609
Radio, television, computer and electronics	21,043	20.0%	4,209	70%	1,804	6,012
Computer and software stores	15,156	20.0%	3,031	70%	1,299	4,330
CDs, records and tapes stores	3,096	20.0%	619	70%	265	884
Musical instrument stores	1,085	20.0%	217	70%	93	310
Other Shopping Goods						
Sporting goods and bicycle shops	$ 5,370	15.0%	$ 806	70%	$ 345	$ 1,151
Book stores	1,843	15.0%	276	70%	118	395
Stationery Stores	219	15.0%	33	70%	14	47
Jewelry stores	5,624	15.0%	844	70%	362	1,205
Hobby, toy, and game shops	3,968	15.0%	595	70%	255	850
Camera and photographic supply stores	706	15.0%	106	70%	45	151
Gift, novelty, and souvenir shops	3,515	15.0%	527	70%	226	753
Luggage and leather goods stores	141	15.0%	21	70%	9	30
Sewing, needlework, and piece goods stores	1,329	15.0%	199	70%	85	285
Pet shops	1,190	15.0%	178	70%	76	255
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 26,634	25.0%	$ 6,658	70%	$ 2,854	$ 9,512
Paint, glass, and wallpaper stores	2,229	25.0%	557	70%	239	796
Retail nurseries, lawn and garden supply stores	3,833	25.0%	958	70%	411	1,369
Gasoline Service Stations	$ 46,688	10.0%	$ 4,669	70%	$ 2,001	$ 6,670

Source: McComb Group, Ltd.

Table C-6

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA
SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY, 2002

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
<u>Convenience Goods</u>				
Food stores				
Grocery stores	$ 49,779,635	$ 490	101,591	42,228
Meat and fish (seafood) markets	445,797	275	1,621	1,800
Retail bakeries	752,285	210	3,582	1,750
Fruit and vegetable markets	227,195	245	927	1,500 E
Candy, nut, and confectionery stores	198,419	440	451	1,050
Dairy products stores	18,623	245	76	1,500 E
Drug and Proprietary Stores	$ 12,885,466	$ 300	42,952	11,153
Liquor Stores	$ 2,830,893	$ 290	9,762	2,648
Florists	$ 620,454	$ 225	2,758	1,600
Tobacco Stores and Stands	$ 50,712	$ 300	169	995
Hardware Stores	$ 2,267,380	$ 185	12,256	7,857
<u>Eating and Drinking Places</u>	$ 9,576,247	$ 350	27,361	NA
Eating Places	3,192,082	275	11,608	2,913
Fast Food	1,596,041	300	5,320	4,278
<u>Shopping Goods</u>				
General Merchandise Stores				
Department Stores	$ 35,848,472	$ 260	137,879	77,687
Variety stores	1,165,254	135	8,632	17,260
Miscellaneous general merchandise stores	5,457,903	250	21,832	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 815,492	$ 250	3,262	3,082
Women's clothing stores	2,111,185	190	11,111	3,616
Women's accessory and specialty stores	249,531	250	998	2,298
Family clothing stores	1,604,506	240	6,685	5,775
Children's and infants' wear stores	193,142	210	920	2,665
Miscellaneous apparel and accessory stores	235,382	310	759	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	412,426	270	1,528	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	787,426	220	3,579	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 3,440,843	$ 170	20,240	7,471
Floor covering stores	1,273,704	120	10,614	2,545
Drapery, curtain, and upholstery stores	49,625	210	236	1,400
Miscellaneous homefurnishings stores	638,651	220	2,903	4,821
Household appliance stores	609,475	275	2,216	4,200
Radio, television, computer and electronics	6,012,297	275	21,863	3,013
Computer and software stores	4,330,303	375	11,547	2,130
CDs, records and tapes stores	884,451	250	3,538	2,900
Musical instrument stores	310,022	225	1,378	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 1,150,795	$ 211	5,454	4,100
Book stores	394,907	240	1,645	2,905
Stationery Stores	47,017	225	209	4,344
Jewelry stores	1,205,170	400	3,013	1,263
Hobby, toy, and game shops	850,180	210	4,048	2,740
Camera and photographic supply stores	151,340	300	504	1,200
Gift, novelty, and souvenir shops	753,293	175	4,305	3,000
Luggage and leather goods stores	30,118	243	124	2,398
Sewing, needlework, and piece goods stores	284,865	125	2,279	10,254
Pet shops	254,915	210	1,214	2,933
<u>Building Materials and Supply Stores</u>				
Lumber and other building materials dealers	$ 9,511,982	$ 190	50,063	120,000
Paint, glass, and wallpaper stores	796,054	225	3,538	3,533
Retail nurseries, lawn and garden supply stores	1,368,792	100	13,688	25,000 E
<u>Gasoline Service Stations</u>	$ 6,669,761	$ 400	16,674	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-7

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 145,388	35.0%	$ 50,886	85%	$ 8,980	$ 59,865
Meat and fish (seafood) markets	1,823	25.0%	456	85%	80	536
Retail bakeries	3,076	25.0%	769	85%	136	905
Fruit and vegetable markets	929	25.0%	232	85%	41	273
Candy, nut, and confectionery stores	811	25.0%	203	85%	36	239
Dairy products stores	76	25.0%	19	85%	3	22
Drug and Proprietary Stores	$ 37,634	35.0%	$ 13,172	85%	$ 2,324	$ 15,496
Liquor Stores	$ 9,646	30.0%	$ 2,894	85%	$ 511	$ 3,404
Florists	$ 2,114	30.0%	$ 634	85%	$ 112	$ 746
Tobacco Stores and Stands	$ 173	30.0%	$ 52	85%	$ 9	$ 61
Hardware Stores	$ 7,726	30.0%	$ 2,318	85%	$ 409	$ 2,727
Eating and Drinking Places	$ 80,615	10.0%	$ 8,062	70%	$ 3,455	$ 11,516
Eating Places	53,744	5.0%	2,687	70%	1,152	3,839
Fast Food	26,872	5.0%	1,344	70%	576	1,919
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 86,223	35.0%	$ 30,178	70%	$ 12,934	$ 43,112
Variety stores	3,270	30.0%	981	70%	420	1,401
Miscellaneous general merchandise stores	15,315	30.0%	4,595	70%	1,969	6,564
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 4,577	15.0%	$ 687	70%	$ 294	$ 981
Women's clothing stores	11,848	15.0%	1,777	70%	762	2,539
Women's accessory and specialty stores	1,400	15.0%	210	70%	90	300
Family clothing stores	9,005	15.0%	1,351	70%	579	1,930
Children's and infants' wear stores	1,084	15.0%	163	70%	70	232
Miscellaneous apparel and accessory stores	1,321	15.0%	198	70%	85	283
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	2,315	15.0%	347	70%	149	496
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	4,419	15.0%	663	70%	284	947
Furniture and Home Furnishings Stores						
Furniture stores	$ 14,483	20.0%	$ 2,897	70%	$ 1,241	$ 4,138
Floor covering stores	5,361	20.0%	1,072	70%	460	1,532
Drapery, curtain, and upholstery stores	209	20.0%	42	70%	18	60
Miscellaneous homefurnishings stores	2,688	20.0%	538	70%	230	768
Household appliance stores	2,565	20.0%	513	70%	220	733
Radio, television, computer and electronics	25,307	20.0%	5,061	70%	2,169	7,230
Computer and software stores	18,227	20.0%	3,645	70%	1,562	5,208
CDs, records and tapes stores	3,723	20.0%	745	70%	319	1,064
Musical instrument stores	1,305	20.0%	261	70%	112	373
Other Shopping Goods						
Sporting goods and bicycle shops	$ 6,458	15.0%	$ 969	70%	$ 415	$ 1,384
Book stores	2,216	15.0%	332	70%	142	475
Stationery Stores	264	15.0%	40	70%	17	57
Jewelry stores	6,764	15.0%	1,015	70%	435	1,449
Hobby, toy, and game shops	4,771	15.0%	716	70%	307	1,022
Camera and photographic supply stores	849	15.0%	127	70%	55	182
Gift, novelty, and souvenir shops	4,228	15.0%	634	70%	272	906
Luggage and leather goods stores	169	15.0%	25	70%	11	36
Sewing, needlework, and piece goods stores	1,599	15.0%	240	70%	103	343
Pet shops	1,431	15.0%	215	70%	92	307
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 32,030	25.0%	$ 8,007	70%	$ 3,432	$ 11,439
Paint, glass, and wallpaper stores	2,681	25.0%	670	70%	287	957
Retail nurseries, lawn and garden supply stores	4,609	25.0%	1,152	70%	494	1,646
Gasoline Service Stations	$ 56,148	10.0%	$ 5,615	70%	$ 2,406	$ 8,021

Source: McComb Group, Ltd.

Table C-8

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size	
Convenience Goods					
Food stores					
Grocery stores	$ 59,865,494	$ 490	122,174	42,228	
Meat and fish (seafood) markets	536,120	275	1,950	1,800	
Retail bakeries	904,706	210	4,308	1,750	
Fruit and vegetable markets	273,227	245	1,115	1,500	E
Candy, nut, and confectionery stores	238,621	440	542	1,050	
Dairy products stores	22,396	245	91	1,500	E
Drug and Proprietary Stores	$ 15,496,192	$ 300	51,654	11,153	
Liquor Stores	$ 3,404,460	$ 290	11,740	2,648	
Florists	$ 746,165	$ 225	3,316	1,600	
Tobacco Stores and Stands	$ 60,987	$ 300	203	995	
Hardware Stores	$ 2,726,775	$ 185	14,739	7,857	
Eating and Drinking Places	$ 11,516,491	$ 350	32,904	NA	
Eating Places	3,838,830	275	13,959	2,913	
Fast Food	1,919,415	300	6,398	4,278	
Shopping Goods					
General Merchandise Stores					
Department Stores	$ 43,111,736	$ 260	165,814	77,687	
Variety stores	1,401,346	135	10,380	17,260	
Miscellaneous general merchandise stores	6,563,730	250	26,255	80,000	E
Apparel and Accessories Stores					
Men's and boys' clothing and accessory stores	$ 980,719	$ 250	3,923	3,082	
Women's clothing stores	2,538,932	190	13,363	3,616	
Women's accessory and specialty stores	300,089	250	1,200	2,298	
Family clothing stores	1,929,595	240	8,040	5,775	
Children's and infants' wear stores	232,274	210	1,106	2,665	
Miscellaneous apparel and accessory stores	283,073	310	913	2,790	
Men's shoe stores	0	250	0	2,210	
Women's shoe stores	495,987	270	1,837	2,401	
Children's and juveniles' shoe stores	0	250	0	1,173	
Family shoe stores	946,967	220	4,304	3,150	
Furniture and Home Furnishings Stores					
Furniture stores	$ 4,137,993	$ 170	24,341	7,471	
Floor covering stores	1,531,769	120	12,765	2,545	
Drapery, curtain, and upholstery stores	59,679	210	284	1,400	
Miscellaneous homefurnishings stores	768,048	220	3,491	4,821	
Household appliance stores	732,960	275	2,665	4,200	
Radio, television, computer and electronics	7,230,449	275	26,293	3,013	
Computer and software stores	5,207,666	375	13,887	2,130	
CDs, records and tapes stores	1,063,650	250	4,255	2,900	
Musical instrument stores	372,835	225	1,657	1,585	
Other Shopping Goods					
Sporting goods and bicycle shops	$ 1,383,958	$ 211	6,559	4,100	
Book stores	474,919	240	1,979	2,905	
Stationery Stores	56,543	225	251	4,344	
Jewelry stores	1,449,350	400	3,623	1,263	
Hobby, toy, and game shops	1,022,435	210	4,869	2,740	
Camera and photographic supply stores	182,003	300	607	1,200	
Gift, novelty, and souvenir shops	905,918	175	5,177	3,000	
Luggage and leather goods stores	36,221	243	149	2,398	
Sewing, needlework, and piece goods stores	342,582	125	2,741	10,254	
Pet shops	306,563	210	1,460	2,933	
Building Materials and Supply Stores					
Lumber and other building materials dealers	$ 11,439,206	$ 190	60,206	120,000	
Paint, glass, and wallpaper stores	957,343	225	4,255	3,533	
Retail nurseries, lawn and garden supply stores	1,646,123	100	16,461	25,000	E
Gasoline Service Stations	$ 8,021,122	$ 400	20,053	2,508	

E = Estimated

Source: McComb Group, Ltd.

Table C-9

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA
ESTIMATED 2002 RETAIL SALES POTENTIAL
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 184,375	35.0%	$ 64,531	85%	$ 11,388	$ 75,919
Meat and fish (seafood) markets	2,312	25.0%	578	85%	102	680
Retail bakeries	3,901	25.0%	975	85%	172	1,147
Fruit and vegetable markets	1,178	25.0%	295	85%	52	346
Candy, nut, and confectionery stores	1,029	25.0%	257	85%	45	303
Dairy products stores	97	25.0%	24	85%	4	28
Drug and Proprietary Stores	$ 47,725	35.0%	$ 16,704	85%	$ 2,948	$ 19,652
Liquor Stores	$ 12,233	30.0%	$ 3,670	85%	$ 648	$ 4,317
Florists	$ 2,681	30.0%	$ 804	85%	$ 142	$ 946
Tobacco Stores and Stands	$ 219	30.0%	$ 66	85%	$ 12	$ 77
Hardware Stores	$ 9,798	30.0%	$ 2,939	85%	$ 519	$ 3,458
Eating and Drinking Places	$ 102,233	10.0%	$ 10,223	70%	$ 4,381	$ 14,605
Eating Places	68,155	5.0%	3,408	70%	1,460	4,868
Fast Food	34,078	5.0%	1,704	70%	730	2,434
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 109,345	35.0%	$ 38,271	70%	$ 16,402	$ 54,673
Variety stores	4,147	30.0%	1,244	70%	533	1,777
Miscellaneous general merchandise stores	19,422	30.0%	5,827	70%	2,497	8,324
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 5,804	15.0%	$ 871	70%	$ 373	$ 1,244
Women's clothing stores	15,026	15.0%	2,254	70%	966	3,220
Women's accessory and specialty stores	1,776	15.0%	266	70%	114	381
Family clothing stores	11,419	15.0%	1,713	70%	734	2,447
Children's and infants' wear stores	1,375	15.0%	206	70%	88	295
Miscellaneous apparel and accessory stores	1,675	15.0%	251	70%	108	359
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	2,935	15.0%	440	70%	189	629
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	5,604	15.0%	841	70%	360	1,201
Furniture and Home Furnishings Stores						
Furniture stores	$ 18,367	20.0%	$ 3,673	70%	$ 1,574	$ 5,248
Floor covering stores	6,799	20.0%	1,360	70%	583	1,943
Drapery, curtain, and upholstery stores	265	20.0%	53	70%	23	76
Miscellaneous homefurnishings stores	3,409	20.0%	682	70%	292	974
Household appliance stores	3,253	20.0%	651	70%	279	930
Radio, television, computer and electronics	32,093	20.0%	6,419	70%	2,751	9,169
Computer and software stores	23,115	20.0%	4,623	70%	1,981	6,604
CDs, records and tapes stores	4,721	20.0%	944	70%	405	1,349
Musical instrument stores	1,655	20.0%	331	70%	142	473
Other Shopping Goods						
Sporting goods and bicycle shops	$ 8,190	15.0%	$ 1,229	70%	$ 527	$ 1,755
Book stores	2,811	15.0%	422	70%	181	602
Stationery Stores	335	15.0%	50	70%	22	72
Jewelry stores	8,577	15.0%	1,287	70%	551	1,838
Hobby, toy, and game shops	6,051	15.0%	908	70%	389	1,297
Camera and photographic supply stores	1,077	15.0%	162	70%	69	231
Gift, novelty, and souvenir shops	5,361	15.0%	804	70%	345	1,149
Luggage and leather goods stores	214	15.0%	32	70%	14	46
Sewing, needlework, and piece goods stores	2,027	15.0%	304	70%	130	434
Pet shops	1,814	15.0%	272	70%	117	389
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 40,619	25.0%	$ 10,155	70%	$ 4,352	$ 14,507
Paint, glass, and wallpaper stores	3,399	25.0%	850	70%	364	1,214
Retail nurseries, lawn and garden supply stores	5,845	25.0%	1,461	70%	626	2,088
Gasoline Service Stations	$ 71,204	10.0%	$ 7,120	70%	$ 3,052	$ 10,172

Source: McComb Group, Ltd.

Table C-10

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA
SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY, 2002

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 75,918,950	$ 490	154,937	42,228
Meat and fish (seafood) markets	679,885	275	2,472	1,800
Retail bakeries	1,147,310	210	5,463	1,750
Fruit and vegetable markets	346,496	245	1,414	1,500 E
Candy, nut, and confectionery stores	302,609	440	688	1,050
Dairy products stores	28,402	245	116	1,500 E
Drug and Proprietary Stores	$ 19,651,631	$ 300	65,505	11,153
Liquor Stores	$ 4,317,396	$ 290	14,888	2,648
Florists	$ 946,255	$ 225	4,206	1,600
Tobacco Stores and Stands	$ 77,341	$ 300	258	995
Hardware Stores	$ 3,457,983	$ 185	18,692	7,857
Eating and Drinking Places	$ 14,604,739	$ 350	41,728	NA
Eating Places	4,868,246	275	17,703	2,913
Fast Food	2,434,123	300	8,114	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 54,672,526	$ 260	210,279	77,687
Variety stores / Dollar	1,777,129	135	13,164	17,260
Miscellaneous general merchandise stores	8,323,852	250	33,295	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 1,243,707	$ 250	4,975	3,082
Women's clothing stores	3,219,769	190	16,946	3,616
Women's accessory and specialty stores	380,560	250	1,522	2,298
Family clothing stores	2,447,032	240	10,196	5,775
Children's and infants' wear stores	294,561	210	1,403	2,665
Miscellaneous apparel and accessory stores	358,982	310	1,158	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	628,991	270	2,330	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	1,200,904	220	5,459	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 5,247,632	$ 170	30,868	7,471
Floor covering stores	1,942,526	120	16,188	2,545
Drapery, curtain, and upholstery stores	75,683	210	360	1,400
Miscellaneous homefurnishings stores	974,006	220	4,427	4,821
Household appliance stores	929,510	275	3,380	4,200
Radio, television, computer and electronics	9,169,357	275	33,343	3,013
Computer and software stores	6,604,148	375	17,611	2,130
CDs, records and tapes stores	1,348,877	250	5,396	2,900
Musical instrument stores	472,814	225	2,101	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 1,755,078	$ 211	8,318	4,100
Book stores	602,273	240	2,509	2,905
Stationery Stores	71,706	225	319	4,344
Jewelry stores	1,838,006	400	4,595	1,263
Hobby, toy, and game shops	1,296,610	210	6,174	2,740
Camera and photographic supply stores	230,809	300	769	1,200
Gift, novelty, and souvenir shops	1,148,847	175	6,565	3,000
Luggage and leather goods stores	45,933	243	189	2,398
Sewing, needlework, and piece goods stores	434,448	125	3,476	10,254
Pet shops	388,770	210	1,851	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 14,506,730	$ 190	76,351	120,000
Paint, glass, and wallpaper stores	1,214,062	225	5,396	3,533
Retail nurseries, lawn and garden supply stores	2,087,545	100	20,875	25,000 E
Gasoline Service Stations	$ 10,172,056	$ 400	25,430	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-11

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 243,182	35.0%	$ 85,114	85%	$ 15,020	$ 100,134
Meat and fish (seafood) markets	3,049	25.0%	762	85%	135	897
Retail bakeries	5,145	25.0%	1,286	85%	227	1,513
Fruit and vegetable markets	1,554	25.0%	388	85%	69	457
Candy, nut, and confectionery stores	1,357	25.0%	339	85%	60	399
Dairy products stores	127	25.0%	32	85%	6	37
Drug and Proprietary Stores	$ 62,948	35.0%	$ 22,032	85%	$ 3,888	$ 25,920
Liquor Stores	$ 16,134	30.0%	$ 4,840	85%	$ 854	$ 5,694
Florists	$ 3,536	30.0%	$ 1,061	85%	$ 187	$ 1,248
Tobacco Stores and Stands	$ 289	30.0%	$ 87	85%	$ 15	$ 102
Hardware Stores	$ 12,923	30.0%	$ 3,877	85%	$ 684	$ 4,561
Eating and Drinking Places	$ 134,841	10.0%	$ 13,484	70%	$ 5,779	$ 19,263
Eating Places	89,894	5.0%	4,495	70%	1,926	6,421
Fast Food	44,947	5.0%	2,247	70%	963	3,211
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 144,221	35.0%	$ 50,477	70%	$ 21,633	$ 72,111
Variety stores	5,469	30.0%	1,641	70%	703	2,344
Miscellaneous general merchandise stores	25,617	30.0%	7,685	70%	3,294	10,979
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 7,655	15.0%	$ 1,148	70%	$ 492	$ 1,640
Women's clothing stores	19,818	15.0%	2,973	70%	1,274	4,247
Women's accessory and specialty stores	2,342	15.0%	351	70%	151	502
Family clothing stores	15,062	15.0%	2,259	70%	968	3,228
Children's and infants' wear stores	1,813	15.0%	272	70%	117	389
Miscellaneous apparel and accessory stores	2,210	15.0%	331	70%	142	473
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	3,872	15.0%	581	70%	249	830
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	7,392	15.0%	1,109	70%	475	1,584
Furniture and Home Furnishings Stores						
Furniture stores	$ 24,225	20.0%	$ 4,845	70%	$ 2,076	$ 6,921
Floor covering stores	8,967	20.0%	1,793	70%	769	2,562
Drapery, curtain, and upholstery stores	349	20.0%	70	70%	30	100
Miscellaneous homefurnishings stores	4,496	20.0%	899	70%	385	1,285
Household appliance stores	4,291	20.0%	858	70%	368	1,226
Radio, television, computer and electronics	42,329	20.0%	8,466	70%	3,628	12,094
Computer and software stores	30,487	20.0%	6,097	70%	2,613	8,711
CDs, records and tapes stores	6,227	20.0%	1,245	70%	534	1,779
Musical instrument stores	2,183	20.0%	437	70%	187	624
Other Shopping Goods						
Sporting goods and bicycle shops	$ 10,803	15.0%	$ 1,620	70%	$ 694	$ 2,315
Book stores	3,707	15.0%	556	70%	238	794
Stationery Stores	441	15.0%	66	70%	28	95
Jewelry stores	11,313	15.0%	1,697	70%	727	2,424
Hobby, toy, and game shops	7,981	15.0%	1,197	70%	513	1,710
Camera and photographic supply stores	1,421	15.0%	213	70%	91	304
Gift, novelty, and souvenir shops	7,071	15.0%	1,061	70%	455	1,515
Luggage and leather goods stores	283	15.0%	42	70%	18	61
Sewing, needlework, and piece goods stores	2,674	15.0%	401	70%	172	573
Pet shops	2,393	15.0%	359	70%	154	513
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 53,574	25.0%	$ 13,394	70%	$ 5,740	$ 19,134
Paint, glass, and wallpaper stores	4,484	25.0%	1,121	70%	480	1,601
Retail nurseries, lawn and garden supply stores	7,709	25.0%	1,927	70%	826	2,753
Gasoline Service Stations	$ 93,915	10.0%	$ 9,392	70%	$ 4,025	$ 13,416

Source: McComb Group, Ltd.

Table C-12

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 100,133,763	$ 490	204,355	42,228
Meat and fish (seafood) markets	896,738	275	3,261	1,800
Retail bakeries	1,513,252	210	7,206	1,750
Fruit and vegetable markets	457,012	245	1,865	1,500 E
Candy, nut, and confectionery stores	399,128	440	907	1,050
Dairy products stores	37,461	245	153	1,500 E
Drug and Proprietary Stores	$ 25,919,639	$ 300	86,399	11,153
Liquor Stores	$ 5,694,456	$ 290	19,636	2,648
Florists	$ 1,248,069	$ 225	5,547	1,600
Tobacco Stores and Stands	$ 102,010	$ 300	340	995
Hardware Stores	$ 4,560,928	$ 185	24,654	7,857
Eating and Drinking Places	$ 19,263,010	$ 350	55,037	NA
Eating Places	6,421,003	275	23,349	2,913
Fast Food	3,210,502	300	10,702	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 72,110,662	$ 260	277,349	77,687
Variety stores / Dollar	2,343,955	135	17,363	17,260
Miscellaneous general merchandise stores	10,978,795	250	43,915	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 1,640,395	$ 250	6,562	3,082
Women's clothing stores	4,246,734	190	22,351	3,616
Women's accessory and specialty stores	501,942	250	2,008	2,298
Family clothing stores	3,227,528	240	13,448	5,775
Children's and infants' wear stores	388,512	210	1,850	2,665
Miscellaneous apparel and accessory stores	473,481	310	1,527	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	829,611	270	3,073	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	1,583,939	220	7,200	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 6,921,396	$ 170	40,714	7,471
Floor covering stores	2,562,107	120	21,351	2,545
Drapery, curtain, and upholstery stores	99,822	210	475	1,400
Miscellaneous homefurnishings stores	1,284,672	220	5,839	4,821
Household appliance stores	1,225,983	275	4,458	4,200
Radio, television, computer and electronics	12,093,980	275	43,978	3,013
Computer and software stores	8,710,581	375	23,228	2,130
CDs, records and tapes stores	1,779,109	250	7,116	2,900
Musical instrument stores	623,621	225	2,772	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 2,314,871	$ 211	10,971	4,100
Book stores	794,372	240	3,310	2,905
Stationery Stores	94,577	225	420	4,344
Jewelry stores	2,424,249	400	6,061	1,263
Hobby, toy, and game shops	1,710,172	210	8,144	2,740
Camera and photographic supply stores	304,427	300	1,015	1,200
Gift, novelty, and souvenir shops	1,515,279	175	8,659	3,000
Luggage and leather goods stores	60,584	243	249	2,398
Sewing, needlework, and piece goods stores	573,018	125	4,584	10,254
Pet shops	512,771	210	2,442	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 19,133,740	$ 190	100,704	120,000
Paint, glass, and wallpaper stores	1,601,295	225	7,117	3,533
Retail nurseries, lawn and garden supply stores	2,753,381	100	27,534	25,000 E
Gasoline Service Stations	$ 13,416,496	$ 400	33,541	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-13

WHITNALL VIEW PRIMARY TRADE AREA
ESTIMATED 2002 RETAIL SALES POTENTIAL
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 91,419	35.0%	$ 31,997	85%	$ 5,646	$ 37,643
Meat and fish (seafood) markets	1,146	25.0%	287	85%	51	337
Retail bakeries	1,934	25.0%	484	85%	85	569
Fruit and vegetable markets	584	25.0%	146	85%	26	172
Candy, nut, and confectionery stores	510	25.0%	128	85%	23	150
Dairy products stores	48	25.0%	12	85%	2	14
Drug and Proprietary Stores	$ 23,664	35.0%	$ 8,282	85%	$ 1,462	$ 9,744
Liquor Stores	$ 6,065	30.0%	$ 1,820	85%	$ 321	$ 2,141
Florists	$ 1,329	30.0%	$ 399	85%	$ 70	$ 469
Tobacco Stores and Stands	$ 109	30.0%	$ 33	85%	$ 6	$ 38
Hardware Stores	$ 4,858	30.0%	$ 1,457	85%	$ 257	$ 1,715
Eating and Drinking Places	$ 50,691	15.0%	$ 7,604	70%	$ 3,259	$ 10,862
Eating Places	33,794	7.5%	2,535	70%	1,086	3,621
Fast Food	16,897	7.5%	1,267	70%	543	1,810
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 54,217	35.0%	$ 18,976	70%	$ 8,133	$ 27,108
Variety stores	2,056	30.0%	617	70%	264	881
Miscellaneous general merchandise stores	9,630	30.0%	2,889	70%	1,238	4,127
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 2,878	15.0%	$ 432	70%	$ 185	$ 617
Women's clothing stores	7,450	15.0%	1,118	70%	479	1,596
Women's accessory and specialty stores	881	15.0%	132	70%	57	189
Family clothing stores	5,662	15.0%	849	70%	364	1,213
Children's and infants' wear stores	682	15.0%	102	70%	44	146
Miscellaneous apparel and accessory stores	831	15.0%	125	70%	53	178
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	1,455	15.0%	218	70%	94	312
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	2,779	15.0%	417	70%	179	595
Furniture and Home Furnishings Stores						
Furniture stores	$ 9,107	25.0%	$ 2,277	70%	$ 976	$ 3,252
Floor covering stores	3,371	25.0%	843	70%	361	1,204
Drapery, curtain, and upholstery stores	131	25.0%	33	70%	14	47
Miscellaneous homefurnishings stores	1,690	25.0%	423	70%	181	604
Household appliance stores	1,613	25.0%	403	70%	173	576
Radio, television, computer and electronics	15,913	25.0%	3,978	70%	1,705	5,683
Computer and software stores	11,461	25.0%	2,865	70%	1,228	4,093
CDs, records and tapes stores	2,341	25.0%	585	70%	251	836
Musical instrument stores	821	25.0%	205	70%	88	293
Other Shopping Goods						
Sporting goods and bicycle shops	$ 4,061	15.0%	$ 609	70%	$ 261	$ 870
Book stores	1,394	15.0%	209	70%	90	299
Stationery Stores	166	15.0%	25	70%	11	36
Jewelry stores	4,253	15.0%	638	70%	273	911
Hobby, toy, and game shops	3,000	15.0%	450	70%	193	643
Camera and photographic supply stores	534	15.0%	80	70%	34	114
Gift, novelty, and souvenir shops	2,658	15.0%	399	70%	171	570
Luggage and leather goods stores	106	15.0%	16	70%	7	23
Sewing, needlework, and piece goods stores	1,005	15.0%	151	70%	65	215
Pet shops	900	15.0%	135	70%	58	193
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 20,140	50.0%	$ 10,070	70%	$ 4,316	$ 14,386
Paint, glass, and wallpaper stores	1,686	25.0%	421	70%	181	602
Retail nurseries, lawn and garden supply stores	2,898	25.0%	725	70%	311	1,035
Gasoline Service Stations	$ 35,306	10.0%	$ 3,531	70%	$ 1,513	$ 5,044

Source: McComb Group, Ltd.

Table C-14

WHITNALL VIEW PRIMARY TRADE AREA
SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY, 2002

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 37,643,148	$ 490	76,823	42,228
Meat and fish (seafood) markets	337,109	275	1,226	1,800
Retail bakeries	568,875	210	2,709	1,750
Fruit and vegetable markets	171,804	245	701	1,500 E
Candy, nut, and confectionery stores	150,044	440	341	1,050
Dairy products stores	14,083	245	57	1,500 E
Drug and Proprietary Stores	$ 9,743,934	$ 300	32,480	11,153
Liquor Stores	$ 2,140,709	$ 290	7,382	2,648
Florists	$ 469,185	$ 225	2,085	1,600
Tobacco Stores and Stands	$ 38,348	$ 300	128	995
Hardware Stores	$ 1,714,583	$ 185	9,268	7,857
Eating and Drinking Places	$ 10,862,276	$ 350	31,035	NA
Eating Places	3,620,759	275	13,166	2,913
Fast Food	1,810,379	300	6,035	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 27,108,462	$ 260	104,263	77,687
Variety stores / Dollar	881,160	135	6,527	17,260
Miscellaneous general merchandise stores	4,127,243	250	16,509	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 616,671	$ 250	2,467	3,082
Women's clothing stores	1,596,469	190	8,402	3,616
Women's accessory and specialty stores	188,694	250	755	2,298
Family clothing stores	1,213,320	240	5,056	5,775
Children's and infants' wear stores	146,053	210	695	2,665
Miscellaneous apparel and accessory stores	177,995	310	574	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	311,874	270	1,155	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	595,448	220	2,707	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 3,252,439	$ 170	19,132	7,471
Floor covering stores	1,203,962	120	10,033	2,545
Drapery, curtain, and upholstery stores	46,908	210	223	1,400
Miscellaneous homefurnishings stores	603,681	220	2,744	4,821
Household appliance stores	576,103	275	2,095	4,200
Radio, television, computer and electronics	5,683,092	275	20,666	3,013
Computer and software stores	4,093,196	375	10,915	2,130
CDs, records and tapes stores	836,022	250	3,344	2,900
Musical instrument stores	293,046	225	1,302	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 870,226	$ 211	4,124	4,100
Book stores	298,627	240	1,244	2,905
Stationery Stores	35,554	225	158	4,344
Jewelry stores	911,345	400	2,278	1,263
Hobby, toy, and game shops	642,902	210	3,061	2,740
Camera and photographic supply stores	114,443	300	381	1,200
Gift, novelty, and souvenir shops	569,637	175	3,255	3,000
Luggage and leather goods stores	22,775	243	94	2,398
Sewing, needlework, and piece goods stores	215,414	125	1,723	10,254
Pet shops	192,765	210	918	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 14,385,841	$ 190	75,715	120,000
Paint, glass, and wallpaper stores	601,973	225	2,675	3,533
Retail nurseries, lawn and garden supply stores	1,035,075	100	10,351	25,000 E
Gasoline Service Stations	$ 5,043,645	$ 400	12,609	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-15

WHITNALL VIEW PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 144,575	35.0%	$ 50,601	85%	$ 8,930	$ 59,531
Meat and fish (seafood) markets	1,813	25.0%	453	85%	80	533
Retail bakeries	3,059	25.0%	765	85%	135	900
Fruit and vegetable markets	924	25.0%	231	85%	41	272
Candy, nut, and confectionery stores	807	25.0%	202	85%	36	237
Dairy products stores	76	25.0%	19	85%	3	22
Drug and Proprietary Stores	$ 37,423	35.0%	$ 13,098	85%	$ 2,311	$ 15,410
Liquor Stores	$ 9,592	30.0%	$ 2,878	85%	$ 508	$ 3,385
Florists	$ 2,102	30.0%	$ 631	85%	$ 111	$ 742
Tobacco Stores and Stands	$ 172	30.0%	$ 52	85%	$ 9	$ 61
Hardware Stores	$ 7,683	30.0%	$ 2,305	85%	$ 407	$ 2,712
Eating and Drinking Places	$ 80,165	15.0%	$ 12,025	70%	$ 5,153	$ 17,178
Eating Places	53,443	7.5%	4,008	70%	1,718	5,726
Fast Food	26,722	7.5%	2,004	70%	859	2,863
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 85,742	35.0%	$ 30,010	70%	$ 12,861	$ 42,871
Variety stores	3,252	30.0%	975	70%	418	1,394
Miscellaneous general merchandise stores	15,230	30.0%	4,569	70%	1,958	6,527
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 4,551	15.0%	$ 683	70%	$ 293	$ 975
Women's clothing stores	11,782	15.0%	1,767	70%	757	2,525
Women's accessory and specialty stores	1,393	15.0%	209	70%	90	298
Family clothing stores	8,954	15.0%	1,343	70%	576	1,919
Children's and infants' wear stores	1,078	15.0%	162	70%	69	231
Miscellaneous apparel and accessory stores	1,314	15.0%	197	70%	84	281
Men's shoe stores	0	15.0%	0	70%	0	0
Women's shoe stores	2,302	15.0%	345	70%	148	493
Children's and juveniles' shoe stores	0	15.0%	0	70%	0	0
Family shoe stores	4,394	15.0%	659	70%	283	942
Furniture and Home Furnishings Stores						
Furniture stores	$ 14,402	25.0%	$ 3,601	70%	$ 1,543	$ 5,144
Floor covering stores	5,331	25.0%	1,333	70%	571	1,904
Drapery, curtain, and upholstery stores	208	25.0%	52	70%	22	74
Miscellaneous homefurnishings stores	2,673	25.0%	668	70%	286	955
Household appliance stores	2,551	25.0%	638	70%	273	911
Radio, television, computer and electronics	25,165	25.0%	6,291	70%	2,696	8,988
Computer and software stores	18,125	25.0%	4,531	70%	1,942	6,473
CDs, records and tapes stores	3,702	25.0%	925	70%	397	1,322
Musical instrument stores	1,298	25.0%	324	70%	139	463
Other Shopping Goods						
Sporting goods and bicycle shops	$ 6,422	15.0%	$ 963	70%	$ 413	$ 1,376
Book stores	2,204	15.0%	331	70%	142	472
Stationery Stores	262	15.0%	39	70%	17	56
Jewelry stores	6,726	15.0%	1,009	70%	432	1,441
Hobby, toy, and game shops	4,745	15.0%	712	70%	305	1,017
Camera and photographic supply stores	845	15.0%	127	70%	54	181
Gift, novelty, and souvenir shops	4,204	15.0%	631	70%	270	901
Luggage and leather goods stores	168	15.0%	25	70%	11	36
Sewing, needlework, and piece goods stores	1,590	15.0%	238	70%	102	341
Pet shops	1,423	15.0%	213	70%	91	305
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 31,851	50.0%	$ 15,925	70%	$ 6,825	$ 22,751
Paint, glass, and wallpaper stores	2,666	25.0%	666	70%	286	952
Retail nurseries, lawn and garden supply stores	4,583	25.0%	1,146	70%	491	1,637
Gasoline Service Stations	$ 55,834	10.0%	$ 5,583	70%	$ 2,393	$ 7,976

Source: McComb Group, Ltd.

Table C-16

WHITNALL VIEW PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 59,530,975	$ 490	121,492	42,228
Meat and fish (seafood) markets	533,124	275	1,939	1,800
Retail bakeries	899,650	210	4,284	1,750
Fruit and vegetable markets	271,701	245	1,109	1,500 E
Candy, nut, and confectionery stores	237,288	440	539	1,050
Dairy products stores	22,271	245	91	1,500 E
Drug and Proprietary Stores	$ 15,409,602	$ 300	51,365	11,153
Liquor Stores	$ 3,385,437	$ 290	11,674	2,648
Florists	$ 741,995	$ 225	3,298	1,600
Tobacco Stores and Stands	$ 60,646	$ 300	202	995
Hardware Stores	$ 2,711,538	$ 185	14,657	7,857
Eating and Drinking Places	$ 17,178,209	$ 350	49,081	NA
Eating Places	5,726,070	275	20,822	2,913
Fast Food	2,863,035	300	9,543	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 42,870,835	$ 260	164,888	77,687
Variety stores / Dollar	1,393,515	135	10,322	17,260
Miscellaneous general merchandise stores	6,527,053	250	26,108	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 975,238	$ 250	3,901	3,082
Women's clothing stores	2,524,745	190	13,288	3,616
Women's accessory and specialty stores	298,412	250	1,194	2,298
Family clothing stores	1,918,812	240	7,995	5,775
Children's and infants' wear stores	230,976	210	1,100	2,665
Miscellaneous apparel and accessory stores	281,491	310	908	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	493,216	270	1,827	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	941,675	220	4,280	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 5,143,588	$ 170	30,256	7,471
Floor covering stores	1,904,012	120	15,867	2,545
Drapery, curtain, and upholstery stores	74,182	210	353	1,400
Miscellaneous homefurnishings stores	954,695	220	4,340	4,821
Household appliance stores	911,081	275	3,313	4,200
Radio, television, computer and electronics	8,987,558	275	32,682	3,013
Computer and software stores	6,473,208	375	17,262	2,130
CDs, records and tapes stores	1,322,133	250	5,289	2,900
Musical instrument stores	463,440	225	2,060	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 1,376,224	$ 211	6,522	4,100
Book stores	472,266	240	1,968	2,905
Stationery Stores	56,227	225	250	4,344
Jewelry stores	1,441,251	400	3,603	1,263
Hobby, toy, and game shops	1,016,722	210	4,842	2,740
Camera and photographic supply stores	180,986	300	603	1,200
Gift, novelty, and souvenir shops	900,855	175	5,148	3,000
Luggage and leather goods stores	36,018	243	148	2,398
Sewing, needlework, and piece goods stores	340,667	125	2,725	10,254
Pet shops	304,850	210	1,452	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 22,750,572	$ 190	119,740	120,000
Paint, glass, and wallpaper stores	951,993	225	4,231	3,533
Retail nurseries, lawn and garden supply stores	1,636,925	100	16,369	25,000 E
Gasoline Service Stations	$ 7,976,302	$ 400	19,941	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-17

CROSSROADS PRIMARY TRADE AREA
ESTIMATED 2002 RETAIL SALES POTENTIAL
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 24,742	25.0%	$ 6,185	85%	$ 1,092	$ 7,277
Meat and fish (seafood) markets	310	10.0%	31	85%	5	36
Retail bakeries	523	10.0%	52	85%	9	62
Fruit and vegetable markets	158	10.0%	16	85%	3	19
Candy, nut, and confectionery stores	138	10.0%	14	85%	2	16
Dairy products stores	13	10.0%	1	85%	0	2
Miscellaneous food stores	154	10.0%	15	85%	3	18
Drug and Proprietary Stores	$ 6,404	30.0%	$ 1,921	85%	$ 339	$ 2,260
Liquor Stores	$ 1,642	20.0%	$ 328	85%	$ 58	$ 386
Florists	$ 360	20.0%	$ 72	85%	$ 13	$ 85
Tobacco Stores and Stands	$ 29	20.0%	$ 6	85%	$ 1	$ 7
Hardware Stores	$ 1,315	20.0%	$ 263	85%	$ 46	$ 309
Eating and Drinking Places	$ 13,719	15.0%	$ 2,058	70%	$ 882	$ 2,940
Eating Places	9,146	7.5%	686	70%	294	980
Fast Food	4,573	7.5%	343	70%	147	490
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 14,673	25.0%	$ 3,668	70%	$ 1,572	$ 5,240
Variety stores	556	15.0%	83	70%	36	119
Miscellaneous general merchandise stores	2,606	15.0%	391	70%	168	559
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 779	10.0%	$ 78	70%	$ 33	$ 111
Women's clothing stores	2,016	10.0%	202	70%	86	288
Women's accessory and specialty stores	238	10.0%	24	70%	10	34
Family clothing stores	1,532	10.0%	153	70%	66	219
Children's and infants' wear stores	184	10.0%	18	70%	8	26
Miscellaneous apparel and accessory stores	225	10.0%	22	70%	10	32
Men's shoe stores	0	10.0%	0	70%	0	0
Women's shoe stores	394	10.0%	39	70%	17	56
Children's and juveniles' shoe stores	0	10.0%	0	70%	0	0
Family shoe stores	752	10.0%	75	70%	32	107
Furniture and Home Furnishings Stores						
Furniture stores	$ 2,465	20.0%	$ 493	70%	$ 211	$ 704
Floor covering stores	912	20.0%	182	70%	78	261
Drapery, curtain, and upholstery stores	36	20.0%	7	70%	3	10
Miscellaneous homefurnishings stores	457	20.0%	91	70%	39	131
Household appliance stores	437	20.0%	87	70%	37	125
Radio, television, computer and electronics	4,307	20.0%	861	70%	369	1,230
Computer and software stores	3,102	20.0%	620	70%	266	886
CDs, records and tapes stores	634	20.0%	127	70%	54	181
Musical instrument stores	222	20.0%	44	70%	19	63
Other Shopping Goods						
Sporting goods and bicycle shops	$ 1,099	15.0%	$ 165	70%	$ 71	$ 236
Book stores	377	15.0%	57	70%	24	81
Stationery Stores	45	15.0%	7	70%	3	10
Jewelry stores	1,151	15.0%	173	70%	74	247
Hobby, toy, and game shops	812	15.0%	122	70%	52	174
Camera and photographic supply stores	145	15.0%	22	70%	9	31
Gift, novelty, and souvenir shops	719	15.0%	108	70%	46	154
Luggage and leather goods stores	29	15.0%	4	70%	2	6
Sewing, needlework, and piece goods stores	272	15.0%	41	70%	17	58
Pet shops	243	15.0%	37	70%	16	52
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 5,451	20.0%	$ 1,090	70%	$ 467	$ 1,557
Paint, glass, and wallpaper stores	456	20.0%	91	70%	39	130
Retail nurseries, lawn and garden supply stores	784	20.0%	157	70%	67	224
Gasoline Service Stations	$ 9,555	5.0%	$ 478	70%	$ 205	$ 683

Source: McComb Group, Ltd.

Table C-18

CROSSROADS PRIMARY TRADE AREA
SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY, 2002

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 7,276,978	$ 490	14,851	42,228
Meat and fish (seafood) markets	36,494	275	133	1,800
Retail bakeries	61,584	210	293	1,750
Fruit and vegetable markets	18,599	245	76	1,500 E
Candy, nut, and confectionery stores	16,243	440	37	1,050
Dairy products stores	1,525	245	6	1,500 E
Miscellaneous food stores	18,103	225	80	1,500 E
Drug and Proprietary Stores	$ 2,260,376	$ 360	6,279	11,153
Liquor Stores	$ 386,242	$ 375	1,030	2,648
Florists	$ 84,654	$ 225	376	1,600
Tobacco Stores and Stands	$ 6,919	$ 300	23	995
Hardware Stores	$ 309,357	$ 185	1,672	7,857
Eating and Drinking Places	$ 2,939,774	$ 350	8,399	NA
Eating Places	979,925	350	2,800	2,913
Fast Food	489,962	440	1,114	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 5,240,467	$ 260	20,156	77,687
Variety stores / Dollar	119,239	250	477	17,260
Miscellaneous general merchandise stores	558,500	250	2,234	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 111,264	$ 310	359	3,082
Women's clothing stores	288,046	220	1,309	3,616
Women's accessory and specialty stores	34,046	265	128	2,298
Family clothing stores	218,916	310	706	5,775
Children's and infants' wear stores	26,352	275	96	2,665
Miscellaneous apparel and accessory stores	32,115	310	104	2,790
Men's shoe stores	0	325	0	2,210
Women's shoe stores	56,271	350	161	2,401
Children's and juveniles' shoe stores	0	300	0	1,173
Family shoe stores	107,435	235	457	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 704,194	$ 190	3,706	7,471
Floor covering stores	260,673	150	1,738	2,545
Drapery, curtain, and upholstery stores	10,156	210	48	1,400
Miscellaneous homefurnishings stores	130,705	240	545	4,821
Household appliance stores	124,733	275	454	4,200
Radio, television, computer and electronics	1,230,461	275	4,474	3,013
Computer and software stores	886,228	375	2,363	2,130
CDs, records and tapes stores	181,009	250	724	2,900
Musical instrument stores	63,448	225	282	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 235,519	$ 235	1,002	4,100
Book stores	80,821	310	261	2,905
Stationery Stores	9,622	225	43	4,344
Jewelry stores	246,647	430	574	1,263
Hobby, toy, and game shops	173,996	225	773	2,740
Camera and photographic supply stores	30,973	300	103	1,200
Gift, novelty, and souvenir shops	154,167	275	561	3,000
Luggage and leather goods stores	6,164	300	21	2,398
Sewing, needlework, and piece goods stores	58,300	200	291	10,254
Pet shops	52,170	175	298	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 1,557,358	$ 350	4,450	120,000
Paint, glass, and wallpaper stores	130,335	225	579	3,533
Retail nurseries, lawn and garden supply stores	224,107	100	2,241	25,000 E
Gasoline Service Stations	$ 682,508	$ 500	1,365	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-19

CROSSROADS PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 36,490	25.0%	$ 9,123	85%	$ 1,610	$ 10,732
Meat and fish (seafood) markets	457	10.0%	46	85%	8	54
Retail bakeries	772	10.0%	77	85%	14	91
Fruit and vegetable markets	233	10.0%	23	85%	4	27
Candy, nut, and confectionery stores	204	10.0%	20	85%	4	24
Dairy products stores	19	10.0%	2	85%	0	2
Drug and Proprietary Stores	$ 9,446	30.0%	$ 2,834	85%	$ 500	$ 3,334
Liquor Stores	$ 2,421	20.0%	$ 484	85%	$ 85	$ 570
Florists	$ 531	20.0%	$ 106	85%	$ 19	$ 125
Tobacco Stores and Stands	$ 43	20.0%	$ 9	85%	$ 2	$ 10
Hardware Stores	$ 1,939	20.0%	$ 388	85%	$ 68	$ 456
Eating and Drinking Places	$ 20,233	15.0%	$ 3,035	70%	$ 1,301	$ 4,336
Eating Places	13,489	7.5%	1,012	70%	434	1,445
Fast Food	6,744	7.5%	506	70%	217	723
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 21,641	25.0%	$ 5,410	70%	$ 2,319	$ 7,729
Variety stores	821	15.0%	123	70%	53	176
Miscellaneous general merchandise stores	3,844	15.0%	577	70%	247	824
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 1,149	10.0%	$ 115	70%	$ 49	$ 164
Women's clothing stores	2,974	10.0%	297	70%	127	425
Women's accessory and specialty stores	351	10.0%	35	70%	15	50
Family clothing stores	2,260	10.0%	226	70%	97	323
Children's and infants' wear stores	272	10.0%	27	70%	12	39
Miscellaneous apparel and accessory stores	332	10.0%	33	70%	14	47
Men's shoe stores	0	10.0%	0	70%	0	0
Women's shoe stores	581	10.0%	58	70%	25	83
Children's and juveniles' shoe stores	0	10.0%	0	70%	0	0
Family shoe stores	1,109	10.0%	111	70%	48	158
Furniture and Home Furnishings Stores						
Furniture stores	$ 3,635	20.0%	$ 727	70%	$ 312	$ 1,039
Floor covering stores	1,346	20.0%	269	70%	115	384
Drapery, curtain, and upholstery stores	52	20.0%	10	70%	4	15
Miscellaneous homefurnishings stores	675	20.0%	135	70%	58	193
Household appliance stores	644	20.0%	129	70%	55	184
Radio, television, computer and electronics	6,352	20.0%	1,270	70%	544	1,815
Computer and software stores	4,575	20.0%	915	70%	392	1,307
CDs, records and tapes stores	934	20.0%	187	70%	80	267
Musical instrument stores	328	20.0%	66	70%	28	94
Other Shopping Goods						
Sporting goods and bicycle shops	$ 1,621	15.0%	$ 243	70%	$ 104	$ 347
Book stores	556	15.0%	83	70%	36	119
Stationery Stores	66	15.0%	10	70%	4	14
Jewelry stores	1,698	15.0%	255	70%	109	364
Hobby, toy, and game shops	1,198	15.0%	180	70%	77	257
Camera and photographic supply stores	213	15.0%	32	70%	14	46
Gift, novelty, and souvenir shops	1,061	15.0%	159	70%	68	227
Luggage and leather goods stores	42	15.0%	6	70%	3	9
Sewing, needlework, and piece goods stores	401	15.0%	60	70%	26	86
Pet shops	359	15.0%	54	70%	23	77
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 8,039	20.0%	$ 1,608	70%	$ 689	$ 2,297
Paint, glass, and wallpaper stores	673	20.0%	135	70%	58	192
Retail nurseries, lawn and garden supply stores	1,157	20.0%	231	70%	99	331
Gasoline Service Stations	$ 14,092	5.0%	$ 705	70%	$ 302	$ 1,007

Source: McComb Group, Ltd.

Table C-20

CROSSROADS PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 10,732,441	$ 490	21,903	42,228
Meat and fish (seafood) markets	53,823	275	196	1,800
Retail bakeries	90,827	210	433	1,750
Fruit and vegetable markets	27,431	245	112	1,500 E
Candy, nut, and confectionery stores	23,956	440	54	1,050
Dairy products stores	2,248	245	9	1,500 E
Drug and Proprietary Stores	$ 3,333,713	$ 300	11,112	11,153
Liquor Stores	$ 569,649	$ 290	1,964	2,648
Florists	$ 124,851	$ 225	555	1,600
Tobacco Stores and Stands	$ 10,205	$ 300	34	995
Hardware Stores	$ 456,255	$ 185	2,466	7,857
Eating and Drinking Places	$ 4,335,722	$ 350	12,388	NA
Eating Places	1,445,241	275	5,255	2,913
Fast Food	722,620	300	2,409	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 7,728,896	$ 260	29,727	77,687
Variety stores / Dollar	175,859	135	1,303	17,260
Miscellaneous general merchandise stores	823,703	250	3,295	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 164,098	$ 250	656	3,082
Women's clothing stores	424,825	190	2,236	3,616
Women's accessory and specialty stores	50,212	250	201	2,298
Family clothing stores	322,868	240	1,345	5,775
Children's and infants' wear stores	38,865	210	185	2,665
Miscellaneous apparel and accessory stores	47,365	310	153	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	82,991	270	307	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	158,450	220	720	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 1,038,579	$ 170	6,109	7,471
Floor covering stores	384,453	120	3,204	2,545
Drapery, curtain, and upholstery stores	14,979	210	71	1,400
Miscellaneous homefurnishings stores	192,769	220	876	4,821
Household appliance stores	183,963	275	669	4,200
Radio, television, computer and electronics	1,814,743	275	6,599	3,013
Computer and software stores	1,307,053	375	3,485	2,130
CDs, records and tapes stores	266,961	250	1,068	2,900
Musical instrument stores	93,577	225	416	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 347,354	$ 211	1,646	4,100
Book stores	119,198	240	497	2,905
Stationery Stores	14,192	225	63	4,344
Jewelry stores	363,767	400	909	1,263
Hobby, toy, and game shops	256,617	210	1,222	2,740
Camera and photographic supply stores	45,680	300	152	1,200
Gift, novelty, and souvenir shops	227,373	175	1,299	3,000
Luggage and leather goods stores	9,091	243	37	2,398
Sewing, needlework, and piece goods stores	85,983	125	688	10,254
Pet shops	76,943	210	366	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 2,296,867	$ 190	12,089	120,000
Paint, glass, and wallpaper stores	192,224	225	854	3,533
Retail nurseries, lawn and garden supply stores	330,523	100	3,305	25,000 E
Gasoline Service Stations	$ 1,006,596	$ 400	2,516	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-21

CIVIC CENTER PRIMARY TRADE AREA
ESTIMATED 2002 RETAIL SALES POTENTIAL
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 51,356	25.0%	$ 12,839	85%	$ 2,266	$ 15,105
Meat and fish (seafood) markets	644	10.0%	64	85%	11	76
Retail bakeries	1,087	10.0%	109	85%	19	128
Fruit and vegetable markets	328	10.0%	33	85%	6	39
Candy, nut, and confectionery stores	287	10.0%	29	85%	5	34
Dairy products stores	27	10.0%	3	85%	0	3
Miscellaneous food stores	319	10.0%	32	85%	6	38
Drug and Proprietary Stores	$ 13,294	30.0%	$ 3,988	85%	$ 704	$ 4,692
Liquor Stores	$ 3,407	20.0%	$ 681	85%	$ 120	$ 802
Florists	$ 747	20.0%	$ 149	85%	$ 26	$ 176
Tobacco Stores and Stands	$ 61	20.0%	$ 12	85%	$ 2	$ 14
Hardware Stores	$ 2,729	20.0%	$ 546	85%	$ 96	$ 642
Eating and Drinking Places	$ 28,476	15.0%	$ 4,271	70%	$ 1,831	$ 6,102
Eating Places	18,984	7.5%	1,424	70%	610	2,034
Fast Food	9,492	7.5%	712	70%	305	1,017
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 30,457	25.0%	$ 7,614	70%	$ 3,263	$ 10,878
Variety stores	1,155	15.0%	173	70%	74	248
Miscellaneous general merchandise stores	5,410	15.0%	811	70%	348	1,159
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 1,617	10.0%	$ 162	70%	$ 69	$ 231
Women's clothing stores	4,185	10.0%	419	70%	179	598
Women's accessory and specialty stores	495	10.0%	49	70%	21	71
Family clothing stores	3,181	10.0%	318	70%	136	454
Children's and infants' wear stores	383	10.0%	38	70%	16	55
Miscellaneous apparel and accessory stores	467	10.0%	47	70%	20	67
Men's shoe stores	0	10.0%	0	70%	0	0
Women's shoe stores	818	10.0%	82	70%	35	117
Children's and juveniles' shoe stores	0	10.0%	0	70%	0	0
Family shoe stores	1,561	10.0%	156	70%	67	223
Furniture and Home Furnishings Stores						
Furniture stores	$ 5,116	20.0%	$ 1,023	70%	$ 439	$ 1,462
Floor covering stores	1,894	20.0%	379	70%	162	541
Drapery, curtain, and upholstery stores	74	20.0%	15	70%	6	21
Miscellaneous homefurnishings stores	950	20.0%	190	70%	81	271
Household appliance stores	906	20.0%	181	70%	78	259
Radio, television, computer and electronics	8,939	20.0%	1,788	70%	766	2,554
Computer and software stores	6,438	20.0%	1,288	70%	552	1,840
CDs, records and tapes stores	1,315	20.0%	263	70%	113	376
Musical instrument stores	461	20.0%	92	70%	40	132
Other Shopping Goods						
Sporting goods and bicycle shops	$ 2,281	15.0%	$ 342	70%	$ 147	$ 489
Book stores	783	15.0%	117	70%	50	168
Stationery Stores	93	15.0%	14	70%	6	20
Jewelry stores	2,389	15.0%	358	70%	154	512
Hobby, toy, and game shops	1,685	15.0%	253	70%	108	361
Camera and photographic supply stores	300	15.0%	45	70%	19	64
Gift, novelty, and souvenir shops	1,493	15.0%	224	70%	96	320
Luggage and leather goods stores	60	15.0%	9	70%	4	13
Sewing, needlework, and piece goods stores	565	15.0%	85	70%	36	121
Pet shops	505	15.0%	76	70%	32	108
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 11,314	20.0%	$ 2,263	70%	$ 970	$ 3,233
Paint, glass, and wallpaper stores	947	20.0%	189	70%	81	271
Retail nurseries, lawn and garden supply stores	1,628	20.0%	326	70%	140	465
Gasoline Service Stations	$ 19,834	5.0%	$ 992	70%	$ 425	$ 1,417

Source: McComb Group, Ltd.

Table C-22

CIVIC CENTER PRIMARY TRADE AREA
SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY, 2002

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 15,104,816	$ 490	30,826	42,228
Meat and fish (seafood) markets	75,751	275	275	1,800
Retail bakeries	127,830	210	609	1,750
Fruit and vegetable markets	38,606	245	158	1,500 E
Candy, nut, and confectionery stores	33,716	440	77	1,050
Dairy products stores	3,164	245	13	1,500 E
Miscellaneous food stores	37,576	225	167	1,500 E
Drug and Proprietary Stores	$ 4,691,861	$ 360	13,033	11,153
Liquor Stores	$ 801,722	$ 375	2,138	2,648
Florists	$ 175,716	$ 225	781	1,600
Tobacco Stores and Stands	$ 14,362	$ 300	48	995
Hardware Stores	$ 642,133	$ 185	3,471	7,857
Eating and Drinking Places	$ 6,102,086	$ 350	17,435	NA
Eating Places	2,034,029	350	5,812	2,913
Fast Food	1,017,014	440	2,311	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 10,877,632	$ 260	41,837	77,687
Variety stores / Dollar	247,504	250	990	17,260
Miscellaneous general merchandise stores	1,159,278	250	4,637	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 230,951	$ 310	745	3,082
Women's clothing stores	597,897	220	2,718	3,616
Women's accessory and specialty stores	70,668	265	267	2,298
Family clothing stores	454,404	310	1,466	5,775
Children's and infants' wear stores	54,699	275	199	2,665
Miscellaneous apparel and accessory stores	66,661	310	215	2,790
Men's shoe stores	0	325	0	2,210
Women's shoe stores	116,801	350	334	2,401
Children's and juveniles' shoe stores	0	300	0	1,173
Family shoe stores	223,003	235	949	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 1,461,695	$ 190	7,693	7,471
Floor covering stores	541,078	150	3,607	2,545
Drapery, curtain, and upholstery stores	21,081	210	100	1,400
Miscellaneous homefurnishings stores	271,303	240	1,130	4,821
Household appliance stores	258,909	275	941	4,200
Radio, television, computer and electronics	2,554,066	275	9,288	3,013
Computer and software stores	1,839,543	375	4,905	2,130
CDs, records and tapes stores	375,721	250	1,503	2,900
Musical instrument stores	131,699	225	585	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 488,866	$ 235	2,080	4,100
Book stores	167,759	310	541	2,905
Stationery Stores	19,973	225	89	4,344
Jewelry stores	511,965	430	1,191	1,263
Hobby, toy, and game shops	361,162	225	1,605	2,740
Camera and photographic supply stores	64,290	300	214	1,200
Gift, novelty, and souvenir shops	320,004	275	1,164	3,000
Luggage and leather goods stores	12,794	300	43	2,398
Sewing, needlework, and piece goods stores	121,013	200	605	10,254
Pet shops	108,290	175	619	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 3,232,606	$ 350	9,236	120,000
Paint, glass, and wallpaper stores	270,536	225	1,202	3,533
Retail nurseries, lawn and garden supply stores	465,178	100	4,652	25,000 E
Gasoline Service Stations	$ 1,416,681	$ 500	2,833	2,508

E = Estimated

Source: McComb Group, Ltd.

Table C-23

CIVIC CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT RETAIL SALES POTENTIAL, 2002 DOLLARS
BY MERCHANDISE CATEGORY
(In Thousands of Dollars)

Category	Resident Purchasing Power	Estimated Market Share	Trade Area Sales	Trade Area Percent	Other Shoppers	Estimated Total Sales
Convenience Goods						
Food stores						
Grocery stores	$ 90,781	25.0%	$ 22,695	85%	$ 4,005	$ 26,700
Meat and fish (seafood) markets	1,138	10.0%	114	85%	20	134
Retail bakeries	1,921	10.0%	192	85%	34	226
Fruit and vegetable markets	580	10.0%	58	85%	10	68
Candy, nut, and confectionery stores	507	10.0%	51	85%	9	60
Dairy products stores	48	10.0%	5	85%	1	6
Drug and Proprietary Stores	$ 23,499	30.0%	$ 7,050	85%	$ 1,244	$ 8,294
Liquor Stores	$ 6,023	20.0%	$ 1,205	85%	$ 213	$ 1,417
Florists	$ 1,320	20.0%	$ 264	85%	$ 47	$ 311
Tobacco Stores and Stands	$ 108	20.0%	$ 22	85%	$ 4	$ 25
Hardware Stores	$ 4,824	20.0%	$ 965	85%	$ 170	$ 1,135
Eating and Drinking Places	$ 50,337	15.0%	$ 7,551	70%	$ 3,236	$ 10,787
Eating Places	33,558	7.5%	2,517	70%	1,079	3,596
Fast Food	16,779	7.5%	1,258	70%	539	1,798
Shopping Goods						
General Merchandise Stores						
Department Stores	$ 53,839	25.0%	$ 13,460	70%	$ 5,768	$ 19,228
Variety stores	2,042	15.0%	306	70%	131	438
Miscellaneous general merchandise stores	9,563	15.0%	1,434	70%	615	2,049
Apparel and Accessories Stores						
Men's and boys' clothing and accessory stores	$ 2,858	10.0%	$ 286	70%	$ 122	$ 408
Women's clothing stores	7,398	10.0%	740	70%	317	1,057
Women's accessory and specialty stores	874	10.0%	87	70%	37	125
Family clothing stores	5,623	10.0%	562	70%	241	803
Children's and infants' wear stores	677	10.0%	68	70%	29	97
Miscellaneous apparel and accessory stores	825	10.0%	82	70%	35	118
Men's shoe stores	0	10.0%	0	70%	0	0
Women's shoe stores	1,445	10.0%	145	70%	62	206
Children's and juveniles' shoe stores	0	10.0%	0	70%	0	0
Family shoe stores	2,759	10.0%	276	70%	118	394
Furniture and Home Furnishings Stores						
Furniture stores	$ 9,043	20.0%	$ 1,809	70%	$ 775	$ 2,584
Floor covering stores	3,348	20.0%	670	70%	287	956
Drapery, curtain, and upholstery stores	130	20.0%	26	70%	11	37
Miscellaneous homefurnishings stores	1,679	20.0%	336	70%	144	480
Household appliance stores	1,602	20.0%	320	70%	137	458
Radio, television, computer and electronics	15,802	20.0%	3,160	70%	1,354	4,515
Computer and software stores	11,381	20.0%	2,276	70%	976	3,252
CDs, records and tapes stores	2,325	20.0%	465	70%	199	664
Musical instrument stores	815	20.0%	163	70%	70	233
Other Shopping Goods						
Sporting goods and bicycle shops	$ 4,033	15.0%	$ 605	70%	$ 259	$ 864
Book stores	1,384	15.0%	208	70%	89	297
Stationery Stores	165	15.0%	25	70%	11	35
Jewelry stores	4,223	15.0%	633	70%	271	905
Hobby, toy, and game shops	2,979	15.0%	447	70%	192	638
Camera and photographic supply stores	530	15.0%	80	70%	34	114
Gift, novelty, and souvenir shops	2,640	15.0%	396	70%	170	566
Luggage and leather goods stores	106	15.0%	16	70%	7	23
Sewing, needlework, and piece goods stores	998	15.0%	150	70%	64	214
Pet shops	893	15.0%	134	70%	57	191
Building Materials and Supply Stores						
Lumber and other building materials dealers	$ 20,000	20.0%	$ 4,000	70%	$ 1,714	$ 5,714
Paint, glass, and wallpaper stores	1,674	20.0%	335	70%	143	478
Retail nurseries, lawn and garden supply stores	2,878	20.0%	576	70%	247	822
Gasoline Service Stations	$ 35,059	5.0%	$ 1,753	70%	$ 751	$ 2,504

Source: McComb Group, Ltd.

Table C-24

CIVIC CENTER PRIMARY TRADE AREA
ESTIMATED FULL BUILD-OUT SUPPORTABLE RETAIL GLA BY MERCHANDISE CATEGORY
(2002 Dollars)

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Median Store Size
Convenience Goods				
Food stores				
Grocery stores	$ 26,700,432	$ 490	54,491	42,228
Meat and fish (seafood) markets	133,903	275	487	1,800
Retail bakeries	225,963	210	1,076	1,750
Fruit and vegetable markets	68,242	245	279	1,500 E
Candy, nut, and confectionery stores	59,599	440	135	1,050
Dairy products stores	5,594	245	23	1,500 E
Drug and Proprietary Stores	$ 8,293,693	$ 300	27,646	11,153
Liquor Stores	$ 1,417,186	$ 290	4,887	2,648
Florists	$ 310,608	$ 225	1,380	1,600
Tobacco Stores and Stands	$ 25,387	$ 300	85	995
Hardware Stores	$ 1,135,083	$ 185	6,136	7,857
Eating and Drinking Places	$ 10,786,516	$ 350	30,819	NA
Eating Places	3,595,505	275	13,075	2,913
Fast Food	1,797,753	300	5,993	4,278
Shopping Goods				
General Merchandise Stores				
Department Stores	$ 19,228,138	$ 260	73,954	77,687
Variety stores / Dollar	437,507	135	3,241	17,260
Miscellaneous general merchandise stores	2,049,229	250	8,197	80,000 E
Apparel and Accessories Stores				
Men's and boys' clothing and accessory stores	$ 408,247	$ 250	1,633	3,082
Women's clothing stores	1,056,890	190	5,563	3,616
Women's accessory and specialty stores	124,919	250	500	2,298
Family clothing stores	803,239	240	3,347	5,775
Children's and infants' wear stores	96,690	210	460	2,665
Miscellaneous apparel and accessory stores	117,836	310	380	2,790
Men's shoe stores	0	250	0	2,210
Women's shoe stores	206,466	270	765	2,401
Children's and juveniles' shoe stores	0	250	0	1,173
Family shoe stores	394,197	220	1,792	3,150
Furniture and Home Furnishings Stores				
Furniture stores	$ 2,583,804	$ 170	15,199	7,471
Floor covering stores	956,452	120	7,970	2,545
Drapery, curtain, and upholstery stores	37,264	210	177	1,400
Miscellaneous homefurnishings stores	479,577	220	2,180	4,821
Household appliance stores	457,668	275	1,664	4,200
Radio, television, computer and electronics	4,514,764	275	16,417	3,013
Computer and software stores	3,251,718	375	8,671	2,130
CDs, records and tapes stores	664,153	250	2,657	2,900
Musical instrument stores	232,802	225	1,035	1,585
Other Shopping Goods				
Sporting goods and bicycle shops	$ 864,157	$ 211	4,096	4,100
Book stores	296,544	240	1,236	2,905
Stationery Stores	35,306	225	157	4,344
Jewelry stores	904,989	400	2,262	1,263
Hobby, toy, and game shops	638,419	210	3,040	2,740
Camera and photographic supply stores	113,645	300	379	1,200
Gift, novelty, and souvenir shops	565,664	175	3,232	3,000
Luggage and leather goods stores	22,616	243	93	2,398
Sewing, needlework, and piece goods stores	213,911	125	1,711	10,254
Pet shops	191,421	210	912	2,933
Building Materials and Supply Stores				
Lumber and other building materials dealers	$ 5,714,203	$ 190	30,075	120,000
Paint, glass, and wallpaper stores	478,219	225	2,125	3,533
Retail nurseries, lawn and garden supply stores	822,284	100	8,223	25,000 E
Gasoline Service Stations	$ 2,504,234	$ 400	6,261	2,508

E = Estimated

Source: McComb Group, Ltd.

Appendix D: McComb Group, LTD. Purchasing Power Model

Retail purchasing power estimates used in this report are calculated using the firm's proprietary financial model that utilizes retail sales data for 1987 and 1992 obtained from the U.S. Department of Commerce. Retail sales reported to the U.S. Census of Retail Trade for Milwaukee-Waukesha MSA were used because they provided the greatest detail by store type. Retail sales for 1993 to 1998 were estimated using information available from the U.S. Department of Commerce. Future growth in purchasing power was estimated by McComb Group, Ltd. based on anticipated inflation and real income growth. The base model for the Milwaukee-Waukesha MSA was used to calibrate a purchasing power model for each of the Franklin trade areas. Inflation in retail sales is estimated at two percent, and real income gains are estimated at one percent annually.

Purchasing power is based on the number of primary trade area households adjusted to reflect income characteristics. Purchasing power, for the purpose of this analysis, includes retail categories that are characteristic of tenants that would be located in each of the Franklin retail areas. Estimated purchasing power summary tables for each of the retail trade areas for 1997 through 2010 are contained in Tables D-1 through D-6 attached to this appendix. These estimates represent the potential dollar sales for a broad range of retail stores generated by residents of the primary trade area.

A demographic and income snapshot for each trade area precedes the purchasing power tables.

McComb Group, Ltd.

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Rawson and 27th Street Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census	1997 Estimated	2002 Projected	2007 Projected
Population	79,510	95,388	109,142	124,685
Households	30,232	36,829	42,468	49,088
Families	21,857	26,626	29,055	32,835
Per Capita Income	$ 16,801	$ 21,324	$ 25,914	$ 30,912
Median Household Income	$ 36,806	$ 50,395	$ 60,713	$ 68,919
Average Household Income	$ 40,635	$ 51,621	$ 61,837	$ 72,797
Average Household Size	2.63	2.59	2.57	2.54

	Annual Percent Change		
TRENDS	1990 - 1997	1997 - 2002	2002 - 2007
Population	2.64 %	2.73 %	2.70 %
Households	2.86	2.89	2.94
Families	2.86	1.76	2.48
Median Household Income	4.59	3.80	2.57
Average Household Income	3.48	3.68	3.32

	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	4,746	15.7 %	3,766	10.2 %	2,742	6.5 %	2,452	5.0 %
$15,000 - $24,999	4,616	15.3	3,745	10.2	4,073	9.6	3,923	8.0
$25,000 - $34,999	5,506	18.2	3,678	10.0	3,912	9.2	3,731	7.6
$35,000 - $49,999	7,937	26.3	6,861	18.6	5,975	14.1	5,360	10.9
$50,000 - $74,999	5,004	16.6	10,551	28.6	11,387	26.8	11,413	23.3
$75,000 - $99,999	2,114	7.0	5,362	14.6	7,509	17.7	9,668	19.7
$100,000 - $149,999	190	0.6	2,240	6.1	5,336	12.6	9,584	19.5
$150,000 +	119	0.4	626	1.7	1,533	3.6	2,958	6.0
POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	4,965	6.2 %	5,764	6.0 %	5,934	5.4 %	6,348	5.1 %
5 - 13	9,166	11.5	11,527	12.1	13,679	12.5	15,867	12.7
14 - 20	6,923	8.7	7,724	8.1	6,749	6.2	6,811	5.5
21 - 24	4,594	5.8	4,644	4.9	4,878	4.5	5,042	4.0
25 - 34	13,769	17.3	14,439	15.1	20,351	18.6	23,743	19.0
35 - 44	12,364	15.6	16,486	17.3	21,111	19.3	25,666	20.6
45 - 54	9,174	11.5	13,137	13.8	11,683	10.7	13,113	10.5
55 - 64	8,382	10.5	9,394	9.8	9,444	8.7	10,094	8.1
65 - 74	6,214	7.8	6,983	7.3	8,638	7.9	9,968	8.0
75 - 84	3,071	3.9	3,993	4.2	5,037	4.6	6,025	4.8
85+	887	1.1	1,296	1.4	1,639	1.5	2,008	1.6
RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	76,386	96.1 %	89,367	93.7 %	97,513	89.3 %	100,055	80.2 %
Black	1,241	1.6	3,489	3.7	7,846	7.2	17,945	14.4
Native American	395	0.5	515	0.5	620	0.6	740	0.6
Asian/Pacific Islander	879	1.1	1,278	1.3	1,942	1.8	3,337	2.7
Other Races	609	0.8	739	0.8	1,220	1.1	2,607	2.1
Hispanic (Any Race)	1,964	2.5	2,906	3.0	3,933	3.6	5,235	4.2

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-1

RAWSON AND 27th STREET PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$101,726	$109,441	$117,742	$126,671	$136,278	$146,606	$157,783	$169,811	$182,755	$196,685	$211,675	$227,807	$245,167	$263,848
Other	22,570	24,281	26,123	28,104	30,235	32,527	35,007	37,675	40,547	43,638	46,963	50,542	54,394	58,539
Subtotal	$124,296	$133,722	$143,865	$154,775	$166,513	$179,133	$192,790	$207,486	$223,302	$240,322	$258,638	$278,349	$299,561	$322,387
Apparel & Accessories	$43,680	$46,993	$50,557	$54,391	$58,516	$62,951	$67,750	$72,915	$78,473	$84,454	$90,891	$97,818	$105,272	$113,294
Furniture & Home Furnishings	58,972	63,444	68,256	73,433	79,002	84,989	91,469	98,441	105,945	114,020	122,710	132,062	142,126	152,956
Other Shopping Goods	34,912	37,560	40,409	43,473	46,770	50,315	54,151	58,279	62,721	67,502	72,647	78,183	84,141	90,552
Subtotal	$137,564	$147,997	$159,222	$171,298	$184,288	$198,255	$213,370	$229,635	$247,139	$265,976	$286,248	$308,063	$331,539	$356,802
Total Shopping Goods	$261,860	$281,719	$303,087	$326,073	$350,801	$377,389	$406,159	$437,121	$470,441	$506,299	$544,886	$586,412	$631,100	$679,189
Eating & Drinking	97,898	105,323	113,311	121,905	131,149	141,089	151,845	163,421	175,878	189,283	203,709	219,234	235,941	253,919
Convenience Goods														
Food	$185,809	$199,901	$215,063	$231,373	$248,920	$267,786	$288,201	$310,170	$333,813	$359,257	$386,638	$416,103	$447,813	$481,936
Drug	45,702	49,168	52,897	56,909	61,224	65,865	70,886	76,290	82,105	88,363	95,097	102,345	110,144	118,537
Hardware	9,382	10,094	10,859	11,683	12,569	13,521	14,552	15,662	16,855	18,140	19,523	21,011	22,612	24,335
Liquor	11,714	12,602	13,558	14,586	15,693	16,882	18,169	19,554	21,044	22,649	24,375	26,232	28,231	30,382
Florist	2,567	2,762	2,972	3,197	3,439	3,700	3,982	4,286	4,612	4,964	5,342	5,749	6,188	6,659
Subtotal	$255,175	$274,527	$295,348	$317,748	$341,845	$367,754	$395,790	$425,961	$458,430	$493,372	$530,975	$571,440	$614,987	$661,848
Total	$614,933	$661,569	$711,746	$765,726	$823,796	$886,231	$953,794	$1,026,503	$1,104,749	$1,188,954	$1,279,571	$1,377,087	$1,482,027	$1,594,957

Source: McComb Group, Ltd.

Appendix Table D-1 (Continued)

RAWSON AND 27th STREET PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$124,296	$133,722	$143,865	$154,775	$166,513	$179,133	$192,790	$207,486	$223,302	$240,322	$258,638	$278,349	$299,561	$322,387
Department stores (incl. leased depts.)	104,708	112,650	121,193	130,385	140,273	150,904	162,409	174,789	188,113	202,451	217,881	234,485	252,354	271,583
Department Stores (excl. leased depts.)	101,726	109,441	117,742	126,671	136,278	146,606	157,783	169,811	182,755	196,685	211,675	227,807	245,167	263,848
Variety stores	3,971	4,272	4,596	4,945	5,319	5,723	6,159	6,628	7,134	7,677	8,263	8,892	9,570	10,299
Miscellaneous general merchandise stores	18,599	20,009	21,527	23,160	24,916	26,804	28,848	31,047	33,413	35,960	38,701	41,650	44,824	48,240
Apparel and accessory stores	43,680	46,993	50,557	54,391	58,516	62,951	67,750	72,915	78,473	84,454	90,891	97,818	105,272	113,294
Men's and boys' clothing and accessory stores	5,558	5,979	6,433	6,921	7,446	8,010	8,621	9,278	9,985	10,746	11,565	12,446	13,395	14,415
Women's clothing stores	14,388	15,480	16,654	17,917	19,276	20,736	22,317	24,019	25,849	27,820	29,940	32,222	34,677	37,319
Women's accessory and specialty stores	1,701	1,830	1,968	2,118	2,278	2,451	2,638	2,839	3,055	3,288	3,539	3,808	4,099	4,411
Family clothing stores	10,935	11,765	12,657	13,617	14,649	15,760	16,961	18,254	19,646	21,143	22,754	24,489	26,355	28,363
Children's and infants' wear stores	1,316	1,416	1,524	1,639	1,763	1,897	2,042	2,197	2,365	2,545	2,739	2,948	3,172	3,414
Miscellaneous apparel and accessory stores	1,604	1,726	1,857	1,998	2,149	2,312	2,488	2,678	2,882	3,102	3,338	3,592	3,866	4,161
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	2,811	3,024	3,253	3,500	3,766	4,051	4,360	4,692	5,050	5,435	5,849	6,295	6,774	7,290
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	5,367	5,774	6,211	6,683	7,189	7,734	8,324	8,958	9,641	10,376	11,167	12,018	12,934	13,919
Furniture and homefurnishing stores	58,972	63,444	68,256	73,433	79,002	84,989	91,469	98,441	105,945	114,020	122,710	132,062	142,126	152,956
Furniture stores	17,588	18,922	20,357	21,901	23,562	25,347	27,280	29,359	31,597	34,006	36,597	39,387	42,388	45,618
Floor covering stores	6,511	7,004	7,536	8,107	8,722	9,383	10,098	10,868	11,696	12,588	13,547	14,580	15,691	16,886
Drapery, curtain, and upholstery stores	254	273	294	316	340	366	393	423	456	490	528	568	611	658
Miscellaneous homefurnishings stores	3,264	3,512	3,778	4,065	4,373	4,705	5,063	5,449	5,865	6,312	6,793	7,310	7,868	8,467
Household appliance stores	3,115	3,352	3,606	3,879	4,173	4,490	4,832	5,200	5,597	6,023	6,482	6,977	7,508	8,080
Subtotal	30,732	33,063	35,570	38,268	41,170	44,290	47,667	51,301	55,211	59,419	63,948	68,821	74,066	79,710
Radio, television, computer and electronics	22,134	23,813	25,619	27,562	29,652	31,900	34,332	36,949	39,765	42,796	46,058	49,568	53,345	57,410
Record and prerecorded tape stores	4,521	4,864	5,233	5,629	6,056	6,515	7,012	7,547	8,122	8,741	9,407	10,124	10,896	11,726
Musical instrument stores	1,585	1,705	1,834	1,973	2,123	2,284	2,458	2,645	2,847	3,064	3,297	3,549	3,819	4,110
Subtotal	28,240	30,382	32,686	35,165	37,832	40,699	43,802	47,141	50,734	54,601	58,763	63,241	68,060	73,246
Other Shopping Goods	34,912	37,560	40,409	43,473	46,770	50,315	54,151	58,279	62,721	67,502	72,647	78,183	84,141	90,552
Sporting goods and bicycle shops	7,843	8,438	9,078	9,766	10,507	11,303	12,165	13,092	14,090	15,164	16,320	17,564	18,902	20,343
Book stores	2,691	2,896	3,115	3,351	3,606	3,879	4,175	4,493	4,835	5,204	5,600	6,027	6,487	6,981
Stationary stores	320	345	371	399	429	462	497	535	576	620	667	718	772	831
Jewelry stores	8,214	8,837	9,507	10,228	11,003	11,837	12,740	13,711	14,756	15,881	17,091	18,394	19,795	21,304
Hobby, toy, and game shops	5,794	6,234	6,707	7,215	7,762	8,351	8,987	9,672	10,410	11,203	12,057	12,976	13,965	15,029
Camera and photographic supply stores	1,031	1,110	1,194	1,284	1,382	1,486	1,600	1,722	1,853	1,994	2,146	2,310	2,486	2,675
Gift, novelty, and souvenir shops	5,134	5,523	5,942	6,393	6,878	7,399	7,963	8,570	9,223	9,926	10,683	11,497	12,373	13,316
Luggage and leather goods stores	205	221	238	256	275	296	318	343	369	397	427	460	495	532
Sewing, needlework, and piece goods stores	1,941	2,089	2,247	2,418	2,601	2,798	3,011	3,241	3,488	3,754	4,040	4,348	4,679	5,036
Pet shops	1,737	1,869	2,011	2,163	2,327	2,504	2,695	2,900	3,121	3,359	3,615	3,891	4,187	4,506
Total Shop. Goods	$261,860	$281,719	$303,087	$326,073	$350,801	$377,389	$406,159	$437,121	$470,441	$506,299	$544,886	$586,412	$631,100	$679,189

Appendix Table D-1 (Continued)

RAWSON AND 27th STREET PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$185,809	$199,901	$215,063	$231,373	$248,920	$267,786	$288,201	$310,170	$333,813	$359,257	$386,638	$416,103	$447,813	$481,936
Grocery stores	176,557	189,946	204,353	219,851	236,524	254,450	273,849	294,725	317,190	341,367	367,384	395,382	425,512	457,936
Meat and fish (seafood) markets	2,214	2,381	2,562	2,756	2,965	3,190	3,433	3,695	3,977	4,280	4,606	4,957	5,335	5,741
Retail bakeries	3,735	4,019	4,324	4,651	5,004	5,383	5,794	6,236	6,711	7,222	7,773	8,365	9,003	9,689
Fruit and vegetable markets	1,128	1,214	1,306	1,405	1,511	1,626	1,750	1,883	2,027	2,181	2,347	2,526	2,719	2,926
Candy, nut, and confectionery stores	985	1,060	1,140	1,227	1,320	1,420	1,528	1,645	1,770	1,905	2,050	2,206	2,375	2,555
Dairy products stores	92	99	107	115	124	133	143	154	166	179	192	207	223	240
Miscellaneous food stores	1,098	1,181	1,271	1,367	1,471	1,582	1,703	1,833	1,973	2,123	2,285	2,459	2,646	2,848
Drug and proprietary stores	45,702	49,168	52,897	56,909	61,224	65,865	70,886	76,290	82,105	88,363	95,097	102,345	110,144	118,537
Liquor stores	11,714	12,602	13,558	14,586	15,693	16,882	18,169	19,554	21,044	22,649	24,375	26,232	28,231	30,382
Florists	2,567	2,762	2,972	3,197	3,439	3,700	3,982	4,286	4,612	4,964	5,342	5,749	6,188	6,659
Tobacco Stores and Stands	210	226	243	261	281	302	325	350	377	406	437	470	506	544
Hardware stores	9,382	10,094	10,859	11,683	12,569	13,521	14,552	15,662	16,855	18,140	19,523	21,011	22,612	24,335
Total Convenience Goods	255,175	274,527	295,348	317,748	341,845	367,754	395,790	425,961	458,430	493,372	530,975	571,440	614,987	661,848
Eating and drinking places	97,898	105,323	113,311	121,905	131,149	141,089	151,845	163,421	175,878	189,283	203,709	219,234	235,941	253,919
Eating Places	65,265	70,215	75,541	81,270	87,433	94,060	101,230	108,947	117,252	126,189	135,806	146,156	157,294	169,280
Fast Food	32,633	35,108	37,770	40,635	43,716	47,030	50,615	54,474	58,626	63,094	67,903	73,078	78,647	84,640

Source: McComb Group, Ltd.

Appendix Table D-1 (Continued)

RAWSON AND 27th STREET PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	47,749	51,370	55,266	59,458	63,967	68,815	74,061	79,707	85,783	92,321	99,357	106,930	115,078	123,847
Lumber and other building materials dealers	38,896	41,846	45,020	48,435	52,108	56,057	60,331	64,930	69,879	75,205	80,937	87,105	93,743	100,886
Paint, glass, and wallpaper stores	3,255	3,502	3,768	4,053	4,361	4,691	5,049	5,434	5,848	6,294	6,774	7,290	7,845	8,443
Retail nurseries, lawn and garden supply stores	5,597	6,022	6,478	6,970	7,498	8,067	8,682	9,343	10,056	10,822	11,647	12,535	13,490	14,518
Gasoline service stations	68,185	73,356	78,920	84,905	91,344	98,267	105,759	113,821	122,497	131,834	141,882	152,694	164,330	176,852
Automotive	231,110	248,637	267,495	287,783	309,607	333,072	358,464	385,790	415,198	446,844	480,901	517,550	556,990	599,432
New and used car dealers	206,938	222,632	239,518	257,683	277,225	298,236	320,973	345,441	371,772	400,109	430,603	463,420	498,734	536,738
Used car dealers	6,148	6,615	7,116	7,656	8,237	8,861	9,536	10,263	11,046	11,888	12,794	13,769	14,818	15,947
Subtotal	213,087	229,247	246,634	265,339	285,462	307,097	330,509	355,704	382,818	411,996	443,397	477,188	513,552	552,684
Auto and Home supply stores	9,876	10,625	11,431	12,298	13,230	14,233	15,318	16,486	17,743	19,095	20,550	22,116	23,802	25,616
Boat dealers	3,436	3,697	3,977	4,279	4,603	4,952	5,330	5,736	6,173	6,644	7,150	7,695	8,281	8,912
Recreational vehicle dealers	754	811	872	938	1,010	1,086	1,169	1,258	1,354	1,457	1,568	1,688	1,816	1,955
Motorcycle dealers	3,958	4,258	4,581	4,928	5,302	5,704	6,139	6,607	7,110	7,652	8,235	8,863	9,538	10,265

McComb Group, Ltd.

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Franklin Corners Neighborhood Center Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census	1997 Estimated	2002 Projected	2007 Projected
Population	36,570	44,528	51,179	58,718
Households	12,968	15,960	18,543	21,430
Families	9,811	11,589	13,049	14,677
Per Capita Income	$ 16,801	$ 21,324	$ 25,914	$ 30,912
Median Household Income	$ 47,665	$ 59,631	$ 71,035	$ 84,193
Average Household Income	$ 49,627	$ 63,093	$ 75,458	$ 88,439
Average Household Size	2.82	2.79	2.76	2.74

	Annual Percent Change		
TRENDS	1990 - 1997	1997 - 2002	2002 - 2007
Population	2.85 %	2.82 %	2.79 %
Households	3.01	3.05	2.94
Families	2.41	2.40	2.38
Median Household Income	3.25	3.56	3.46
Average Household Income	3.49	3.64	3.23

	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	1,514	11.7 %	1,310	8.2 %	957	5.2 %	875	4.1 %
$15,000 - $24,999	1,518	11.7	1,273	8.0	1,302	7.0	1,214	5.7
$25,000 - $34,999	1,923	14.8	1,272	8.0	1,400	7.6	1,290	6.0
$35,000 - $49,999	3,266	25.2	2,518	15.8	2,293	12.4	1,993	9.3
$50,000 - $74,999	2,738	21.1	4,603	28.8	4,732	25.5	4,537	21.2
$75,000 - $99,999	1,544	11.9	2,695	16.9	3,531	19.0	4,453	20.8
$100,000 - $149,999	255	2.0	1,552	9.7	2,939	15.8	4,753	22.2
$150,000 +	210	1.6	736	4.6	1,390	7.5	2,315	10.8
POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	2,375	6.5 %	2,800	6.3 %	2,882	5.6 %	3,095	5.3 %
5 - 13	4,606	12.6	5,768	13.0	6,753	13.2	7,813	13.3
14 - 20	3,402	9.3	3,790	8.5	3,254	6.4	3,269	5.6
21 - 24	2,033	5.6	2,093	4.7	2,239	4.4	2,333	4.0
25 - 34	6,277	17.2	6,789	15.2	9,685	18.9	11,398	19.4
35 - 44	6,488	17.7	8,708	19.6	10,980	21.5	13,349	22.7
45 - 54	4,521	12.4	6,441	14.5	5,675	11.1	6,349	10.8
55 - 64	3,509	9.6	4,008	9.0	4,108	8.0	4,426	7.5
65 - 74	2,199	6.0	2,567	5.8	3,378	6.6	3,977	6.8
75 - 84	942	2.6	1,254	2.8	1,752	3.4	2,128	3.6
85+	216	0.6	309	0.7	472	0.9	580	1.0
RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	34,894	95.4 %	41,380	92.9 %	45,346	88.6 %	46,748	79.6 %
Black	900	2.5	2,046	4.6	4,144	8.1	8,915	15.2
Native American	132	0.4	189	0.4	245	0.5	319	0.5
Asian/Pacific Islander	491	1.3	701	1.6	1,026	2.0	1,687	2.9
Other Races	152	0.4	211	0.5	418	0.8	1,050	1.8
Hispanic (Any Race)	562	1.5	829	1.9	1,146	2.2	1,556	2.6

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-2

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$47,929	$51,650	$55,661	$59,982	$64,639	$69,655	$74,961	$80,672	$86,817	$93,429	$100,544	$108,201	$116,439	$125,305
Other	10,634	11,459	12,349	13,308	14,341	15,454	16,631	17,898	19,262	20,729	22,307	24,006	25,834	27,801
Subtotal	$58,562	$63,109	$68,010	$73,290	$78,981	$85,109	$91,593	$98,570	$106,078	$114,157	$122,851	$132,207	$142,273	$153,105
Apparel & Accessories	$20,580	$22,178	$23,900	$25,756	$27,755	$29,909	$32,188	$34,640	$37,278	$40,117	$43,173	$46,460	$49,998	$53,804
Furniture & Home Furnishings	27,785	29,942	32,267	34,772	37,472	40,380	43,456	46,766	50,329	54,162	58,287	62,725	67,501	72,641
Other Shopping Goods	16,449	17,726	19,103	20,586	22,184	23,905	25,727	27,686	29,795	32,065	34,507	37,134	39,962	43,004
Subtotal	$64,814	$69,846	$75,270	$81,114	$87,412	$94,194	$101,370	$109,092	$117,402	$126,344	$135,966	$146,319	$157,461	$169,449
Total Shopping Goods	$123,376	$132,956	$143,279	$154,404	$166,392	$179,303	$192,963	$207,662	$223,480	$240,501	$258,817	$278,526	$299,734	$322,555
Eating & Drinking	46,125	49,706	53,566	57,725	62,207	67,034	72,141	77,636	83,550	89,913	96,760	104,129	112,058	120,589
Convenience Goods														
Food	$87,545	$94,342	$101,667	$109,561	$118,068	$127,229	$136,922	$147,352	$158,576	$170,654	$183,650	$197,635	$212,684	$228,877
Drug	21,533	23,204	25,006	26,948	29,040	31,293	33,677	36,243	39,003	41,974	45,171	48,610	52,312	56,295
Hardware	4,420	4,764	5,134	5,532	5,962	6,424	6,914	7,440	8,007	8,617	9,273	9,979	10,739	11,557
Liquor	5,519	5,948	6,409	6,907	7,443	8,021	8,632	9,289	9,997	10,758	11,578	12,459	13,408	14,429
Florist	1,210	1,304	1,405	1,514	1,631	1,758	1,892	2,036	2,191	2,358	2,538	2,731	2,939	3,162
Subtotal	$120,227	$129,561	$139,621	$150,462	$162,144	$174,725	$188,037	$202,361	$217,774	$234,361	$252,209	$271,415	$292,081	$314,320
Total	$289,728	$312,223	$336,467	$362,591	$390,743	$421,062	$453,140	$487,659	$524,804	$564,775	$607,787	$654,070	$703,873	$757,464

Source: McComb Group, Ltd.

Appendix Table D-2 (Continued)

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$58,562	$63,109	$68,010	$73,290	$78,981	$85,109	$91,593	$98,570	$106,078	$114,157	$122,851	$132,207	$142,273	$153,105
Department stores (incl. leased depts.)	49,334	53,164	57,292	61,741	66,534	71,697	77,159	83,037	89,362	96,168	103,492	111,373	119,853	128,978
Department Stores (excl. leased depts.)	47,929	51,650	55,661	59,982	64,639	69,655	74,961	80,672	86,817	93,429	100,544	108,201	116,439	125,305
Variety stores	1,871	2,016	2,173	2,341	2,523	2,719	2,926	3,149	3,389	3,647	3,925	4,224	4,545	4,891
Miscellaneous general merchandise stores	8,763	9,443	10,176	10,967	11,818	12,735	13,705	14,749	15,873	17,082	18,383	19,782	21,289	22,910
Apparel and accessory stores	20,580	22,178	23,900	25,756	27,755	29,909	32,188	34,640	37,278	40,117	43,173	46,460	49,998	53,804
Men's and boys' clothing and accessory stores	2,619	2,822	3,041	3,277	3,532	3,806	4,096	4,408	4,743	5,105	5,493	5,912	6,362	6,846
Women's clothing stores	6,779	7,306	7,873	8,484	9,143	9,852	10,603	11,410	12,280	13,215	14,221	15,304	16,470	17,723
Women's accessory and specialty stores	801	863	931	1,003	1,081	1,164	1,253	1,349	1,451	1,562	1,681	1,809	1,947	2,095
Family clothing stores	5,152	5,552	5,983	6,448	6,949	7,488	8,058	8,672	9,333	10,043	10,808	11,631	12,517	13,470
Children's and infants' wear stores	620	668	720	776	836	901	970	1,044	1,123	1,209	1,301	1,400	1,507	1,621
Miscellaneous apparel and accessory stores	756	815	878	946	1,019	1,098	1,182	1,272	1,369	1,473	1,586	1,706	1,836	1,976
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	1,324	1,427	1,538	1,657	1,786	1,925	2,071	2,229	2,399	2,582	2,778	2,990	3,217	3,462
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	2,528	2,725	2,936	3,164	3,410	3,675	3,955	4,256	4,580	4,929	5,304	5,708	6,143	6,610
Furniture and homefurnishing stores	27,785	29,942	32,267	34,772	37,472	40,380	43,456	46,766	50,329	54,162	58,287	62,725	67,501	72,641
Furniture stores	8,287	8,930	9,623	10,371	11,176	12,043	12,960	13,948	15,010	16,153	17,384	18,707	20,132	21,664
Floor covering stores	3,067	3,306	3,562	3,839	4,137	4,458	4,798	5,163	5,556	5,980	6,435	6,925	7,452	8,020
Drapery, curtain, and upholstery stores	120	129	139	150	161	174	187	201	216	233	251	270	290	312
Miscellaneous homefurnishings stores	1,538	1,657	1,786	1,925	2,074	2,235	2,406	2,589	2,786	2,998	3,227	3,472	3,737	4,021
Household appliance stores	1,468	1,582	1,705	1,837	1,980	2,133	2,296	2,471	2,659	2,861	3,079	3,314	3,566	3,837
Subtotal	14,479	15,604	16,815	18,121	19,528	21,043	22,646	24,371	26,228	28,225	30,375	32,688	35,177	37,855
Radio, television, computer and electronics	10,429	11,238	12,111	13,051	14,065	15,156	16,311	17,553	18,890	20,329	21,877	23,543	25,336	27,265
Record and prerecorded tape stores	2,130	2,295	2,474	2,666	2,873	3,096	3,331	3,585	3,858	4,152	4,468	4,809	5,175	5,569
Musical instrument stores	747	805	867	934	1,007	1,085	1,168	1,257	1,352	1,455	1,566	1,686	1,814	1,952
Subtotal	13,305	14,338	15,452	16,652	17,944	19,337	20,810	22,395	24,101	25,937	27,912	30,037	32,324	34,785
Other Shopping Goods	16,449	17,726	19,103	20,586	22,184	23,905	25,727	27,686	29,795	32,065	34,507	37,134	39,962	43,004
Sporting goods and bicycle shops	3,695	3,982	4,291	4,625	4,984	5,370	5,780	6,220	6,694	7,203	7,752	8,342	8,977	9,661
Book stores	1,268	1,367	1,473	1,587	1,710	1,843	1,983	2,134	2,297	2,472	2,660	2,863	3,081	3,315
Stationary stores	151	163	175	189	204	219	236	254	273	294	317	341	367	395
Jewelry stores	3,870	4,170	4,494	4,843	5,219	5,624	6,053	6,514	7,010	7,544	8,118	8,736	9,402	10,117
Hobby, toy, and game shops	2,730	2,942	3,170	3,417	3,682	3,968	4,270	4,595	4,945	5,322	5,727	6,163	6,632	7,137
Camera and photographic supply stores	486	524	564	608	655	706	760	818	880	947	1,019	1,097	1,181	1,271
Gift, novelty, and souvenir shops	2,419	2,607	2,809	3,027	3,262	3,515	3,783	4,071	4,381	4,715	5,074	5,461	5,876	6,324
Luggage and leather goods stores	97	104	112	121	130	141	151	163	175	189	203	218	235	253
Sewing, needlework, and piece goods stores	915	986	1,062	1,145	1,234	1,329	1,431	1,540	1,657	1,783	1,919	2,065	2,222	2,391
Pet shops	819	882	951	1,024	1,104	1,190	1,280	1,378	1,483	1,596	1,717	1,848	1,989	2,140
Total Shop. Goods	$123,376	$132,956	$143,279	$154,404	$166,392	$179,303	$192,963	$207,662	$223,480	$240,501	$258,817	$278,526	$299,734	$322,555

Appendix Table D-2 (Continued)

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$87,545	$94,342	$101,667	$109,561	$118,068	$127,229	$136,922	$147,352	$158,576	$170,654	$183,650	$197,635	$212,684	$228,877
Grocery stores	83,185	89,644	96,605	104,105	112,188	120,893	130,103	140,014	150,679	162,155	174,505	187,793	202,093	217,479
Meat and fish (seafood) markets	1,043	1,124	1,211	1,305	1,407	1,516	1,631	1,755	1,889	2,033	2,188	2,354	2,534	2,727
Retail bakeries	1,760	1,897	2,044	2,203	2,374	2,558	2,753	2,962	3,188	3,431	3,692	3,973	4,276	4,601
Fruit and vegetable markets	532	573	617	665	717	772	831	895	963	1,036	1,115	1,200	1,291	1,390
Candy, nut, and confectionery stores	464	500	539	581	626	675	726	781	841	905	974	1,048	1,128	1,214
Dairy products stores	44	47	51	55	59	63	68	73	79	85	91	98	106	114
Miscellaneous food stores	517	558	601	647	698	752	809	871	937	1,008	1,085	1,168	1,257	1,353
Drug and proprietary stores	21,533	23,204	25,006	26,948	29,040	31,293	33,677	36,243	39,003	41,974	45,171	48,610	52,312	56,295
Liquor stores	5,519	5,948	6,409	6,907	7,443	8,021	8,632	9,289	9,997	10,758	11,578	12,459	13,408	14,429
Florists	1,210	1,304	1,405	1,514	1,631	1,758	1,892	2,036	2,191	2,358	2,538	2,731	2,939	3,162
Tobacco Stores and Stands	99	107	115	124	133	144	155	166	179	193	207	223	240	258
Hardware stores	4,420	4,764	5,134	5,532	5,962	6,424	6,914	7,440	8,007	8,617	9,273	9,979	10,739	11,557
Total Convenience Goods	120,227	129,561	139,621	150,462	162,144	174,725	188,037	202,361	217,774	234,361	252,209	271,415	292,081	314,320
Eating and drinking places	46,125	49,706	53,566	57,725	62,207	67,034	72,141	77,636	83,550	89,913	96,760	104,129	112,058	120,589
Eating Places	30,750	33,138	35,711	38,483	41,471	44,689	48,094	51,757	55,700	59,942	64,507	69,419	74,705	80,393
Drinking places	15,375	16,569	17,855	19,242	20,736	22,345	24,047	25,879	27,850	29,971	32,253	34,710	37,353	40,196

Source: McComb Group, Ltd.

Appendix Table D-2 (Continued)

FRANKLIN CORNERS NEIGHBORHOOD CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	22,497	24,244	26,126	28,155	30,341	32,695	35,186	37,866	40,751	43,854	47,194	50,788	54,655	58,816
Lumber and other building materials dealers	18,326	19,749	21,283	22,935	24,716	26,634	28,663	30,846	33,196	35,724	38,444	41,372	44,522	47,912
Paint, glass, and wallpaper stores	1,534	1,653	1,781	1,919	2,068	2,229	2,399	2,581	2,778	2,990	3,217	3,462	3,726	4,010
Retail nurseries, lawn and garden supply stores	2,637	2,842	3,063	3,300	3,557	3,833	4,125	4,439	4,777	5,141	5,532	5,954	6,407	6,895
Gasoline service stations	32,126	34,620	37,308	40,205	43,326	46,688	50,245	54,073	58,191	62,624	67,393	72,525	78,047	83,989
Automotive	108,888	117,343	126,454	136,273	146,853	158,248	170,304	183,277	197,237	212,259	228,424	245,819	264,536	284,677
New and used car dealers	97,500	105,070	113,228	122,020	131,494	141,697	152,492	164,108	176,608	190,059	204,533	220,109	236,869	254,903
Used car dealers	2,897	3,122	3,364	3,625	3,907	4,210	4,531	4,876	5,247	5,647	6,077	6,540	7,038	7,573
Subtotal	100,397	108,192	116,592	125,645	135,400	145,907	157,022	168,984	181,855	195,706	210,610	226,648	243,906	262,476
Auto and Home supply stores	4,653	5,014	5,404	5,823	6,275	6,762	7,278	7,832	8,429	9,070	9,761	10,505	11,304	12,165
Boat dealers	1,619	1,745	1,880	2,026	2,183	2,353	2,532	2,725	2,933	3,156	3,396	3,655	3,933	4,233
Recreational vehicle dealers	355	383	412	444	479	516	555	598	643	692	745	802	863	928
Motorcycle dealers	1,865	2,009	2,165	2,334	2,515	2,710	2,916	3,139	3,378	3,635	3,912	4,210	4,530	4,875

McComb Group, Ltd.

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Franklin Corners Power Center Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census	1997 Estimated	2002 Projected	2007 Projected
Population	56,361	68,373	78,865	90,477
Households	20,129	24,773	28,783	33,264
Families	15,118	17,849	20,105	22,619
Per Capita Income	$ 16,984	$ 22,011	$ 26,739	$ 31,851
Median Household Income	$ 44,423	$ 57,976	$ 68,663	$ 80,453
Average Household Income	$ 47,018	$ 60,022	$ 72,034	$ 84,739
Average Household Size	2.80	2.76	2.74	2.72

	Annual Percent Change		
TRENDS	1990 - 1997	1997 - 2002	2002 - 2007
Population	2.80 %	2.90 %	2.79 %
Households	3.01	3.05	2.94
Families	2.40	2.41	2.38
Median Household Income	3.88	3.44	3.22
Average Household Income	3.55	3.72	3.30

	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	2,463	12.2 %	2,061	8.3 %	1,468	5.1 %	1,307	3.9 %
$15,000 - $24,999	2,578	12.8	2,128	8.6	2,261	7.9	2,117	6.4
$25,000 - $34,999	3,223	16.0	2,061	8.3	2,252	7.8	2,171	6.5
$35,000 - $49,999	5,380	26.7	4,083	16.5	3,550	12.3	3,080	9.3
$50,000 - $74,999	3,941	19.6	7,358	29.7	7,572	26.3	7,214	21.7
$75,000 - $99,999	2,022	10.0	4,091	16.5	5,556	19.3	6,932	20.8
$100,000 - $149,999	292	1.4	2,079	8.4	4,326	15.0	7,353	22.1
$150,000 +	231	1.1	912	3.7	1,797	6.2	3,091	9.3

POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,697	6.6 %	4,346	6.4 %	4,473	5.7 %	4,802	5.3 %
5 - 13	7,006	12.4	8,808	12.9	10,390	13.2	12,044	13.3
14 - 20	5,160	9.2	5,756	8.4	4,982	6.3	5,019	5.5
21 - 24	3,287	5.8	3,369	4.9	3,577	4.5	3,715	4.1
25 - 34	9,981	17.7	10,706	15.7	15,217	19.3	17,873	19.8
35 - 44	9,484	16.8	12,762	18.7	16,276	20.6	19,833	21.9
45 - 54	6,798	12.1	9,711	14.2	8,629	10.9	9,680	10.7
55 - 64	5,518	9.8	6,260	9.2	6,392	8.1	6,874	7.6
65 - 74	3,397	6.0	3,936	5.8	5,193	6.6	6,109	6.8
75 - 84	1,583	2.8	2,097	3.1	2,877	3.6	3,488	3.9
85+	450	0.8	622	0.9	859	1.1	1,039	1.1

RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	54,094	96.0 %	63,983	93.6 %	70,389	89.3 %	72,555	80.2 %
Black	1,039	1.8	2,678	3.9	5,853	7.4	13,186	14.6
Native American	224	0.4	309	0.5	393	0.5	499	0.6
Asian/Pacific Islander	698	1.2	999	1.5	1,488	1.9	2,500	2.8
Other Races	307	0.5	405	0.6	741	0.9	1,738	1.9
Hispanic (Any Race)	1,063	1.9	1,503	2.2	2,022	2.6	2,679	3.0

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-3

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$73,021	$78,706	$84,835	$91,441	$98,561	$106,231	$114,347	$123,083	$132,486	$142,607	$153,500	$165,225	$177,845	$191,427
Other	16,201	17,462	18,822	20,288	21,867	23,569	25,370	27,308	29,394	31,640	34,056	36,658	39,458	42,471
Subtotal	$89,221	$96,168	$103,657	$111,728	$120,428	$129,800	$139,717	$150,391	$161,881	$174,247	$187,557	$201,883	$217,302	$233,898
Apparel & Accessories	$31,354	$33,796	$36,427	$39,264	$42,321	$45,614	$49,099	$52,851	$56,888	$61,234	$65,911	$70,946	$76,365	$82,197
Furniture & Home Furnishings	42,331	45,627	49,180	53,009	57,137	61,583	66,288	71,353	76,804	82,671	88,986	95,783	103,098	110,972
Other Shopping Goods	25,061	27,012	29,115	31,382	33,826	36,458	39,244	42,242	45,469	48,943	52,681	56,705	61,036	65,697
Subtotal	$98,746	$106,434	$114,722	$123,655	$133,284	$143,656	$154,632	$166,445	$179,161	$192,847	$207,578	$223,434	$240,499	$258,867
Total Shopping Goods	$187,967	$202,602	$218,379	$235,383	$253,712	$273,456	$294,349	$316,837	$341,042	$367,094	$395,135	$425,316	$457,801	$492,765
Eating & Drinking	70,273	75,744	81,642	88,000	94,852	102,233	110,044	118,452	127,501	137,241	147,724	159,007	171,152	184,223
Convenience Goods														
Food	$133,377	$143,761	$154,956	$167,022	$180,027	$194,037	$208,862	$224,820	$241,995	$260,481	$280,378	$301,794	$324,844	$349,654
Drug	32,805	35,360	38,113	41,081	44,280	47,725	51,372	55,297	59,521	64,068	68,962	74,229	79,899	86,001
Hardware	6,735	7,259	7,824	8,434	9,090	9,798	10,546	11,352	12,219	13,153	14,157	15,239	16,403	17,655
Liquor	8,408	9,063	9,769	10,530	11,349	12,233	13,167	14,173	15,256	16,421	17,676	19,026	20,479	22,043
Florist	1,843	1,986	2,141	2,308	2,487	2,681	2,886	3,106	3,344	3,599	3,874	4,170	4,488	4,831
Subtotal	$183,168	$197,430	$212,803	$229,374	$247,234	$266,474	$286,834	$308,748	$332,335	$357,722	$385,047	$414,458	$446,113	$480,184
Total	$441,407	$475,776	$512,825	$552,757	$595,797	$642,163	$691,226	$744,036	$800,877	$862,057	$927,906	$998,782	$1,075,066	$1,157,172

Source: McComb Group, Ltd.

Appendix Table D-3 (Continued)

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$89,221	$96,168	$103,657	$111,728	$120,428	$129,800	$139,717	$150,391	$161,881	$174,247	$187,557	$201,883	$217,302	$233,898
Department stores (incl. leased depts.)	75,161	81,013	87,322	94,121	101,450	109,345	117,699	126,692	136,370	146,788	158,000	170,069	183,058	197,039
Department Stores (excl. leased depts.)	73,021	78,706	84,835	91,441	98,561	106,231	114,347	123,083	132,486	142,607	153,500	165,225	177,845	191,427
Variety stores	2,850	3,072	3,311	3,569	3,847	4,147	4,463	4,804	5,171	5,567	5,992	6,449	6,942	7,472
Miscellaneous general merchandise stores	13,350	14,390	15,510	16,718	18,020	19,422	20,906	22,503	24,223	26,073	28,065	30,208	32,516	34,999
Apparel and accessory stores	31,354	33,796	36,427	39,264	42,321	45,614	49,099	52,851	56,888	61,234	65,911	70,946	76,365	82,197
Men's and boys' clothing and accessory stores	3,990	4,300	4,635	4,996	5,385	5,804	6,247	6,725	7,238	7,791	8,387	9,027	9,717	10,459
Women's clothing stores	10,328	11,132	11,999	12,934	13,941	15,026	16,174	17,409	18,739	20,171	21,712	23,370	25,155	27,076
Women's accessory and specialty stores	1,221	1,316	1,418	1,529	1,648	1,776	1,912	2,058	2,215	2,384	2,566	2,762	2,973	3,200
Family clothing stores	7,849	8,461	9,119	9,830	10,595	11,419	12,292	13,231	14,242	15,330	16,501	17,761	19,118	20,578
Children's and infants' wear stores	945	1,018	1,098	1,183	1,275	1,375	1,480	1,593	1,714	1,845	1,986	2,138	2,301	2,477
Miscellaneous apparel and accessory stores	1,152	1,241	1,338	1,442	1,554	1,675	1,803	1,941	2,089	2,249	2,421	2,606	2,805	3,019
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	2,018	2,175	2,344	2,527	2,723	2,935	3,160	3,401	3,661	3,940	4,241	4,565	4,914	5,289
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	3,852	4,152	4,475	4,824	5,200	5,604	6,032	6,493	6,989	7,523	8,098	8,716	9,382	10,099
Furniture and homefurnishing stores	42,331	45,627	49,180	53,009	57,137	61,583	66,288	71,353	76,804	82,671	88,986	95,783	103,098	110,972
Furniture stores	12,625	13,608	14,667	15,810	17,041	18,367	19,770	21,280	22,906	24,656	26,539	28,566	30,748	33,097
Floor covering stores	4,673	5,037	5,429	5,852	6,308	6,799	7,318	7,877	8,479	9,127	9,824	10,575	11,382	12,251
Drapery, curtain, and upholstery stores	182	196	212	228	246	265	285	307	330	356	383	412	443	477
Miscellaneous homefurnishings stores	2,343	2,526	2,722	2,934	3,163	3,409	3,669	3,950	4,252	4,576	4,926	5,302	5,707	6,143
Household appliance stores	2,236	2,410	2,598	2,800	3,018	3,253	3,502	3,769	4,057	4,367	4,701	5,060	5,446	5,862
Subtotal	22,060	23,777	25,629	27,625	29,776	32,093	34,545	37,184	40,025	43,082	46,373	49,915	53,728	57,831
Radio, television, computer and electronics	15,888	17,125	18,459	19,896	21,446	23,115	24,881	26,781	28,827	31,030	33,400	35,951	38,697	41,652
Record and prerecorded tape stores	3,245	3,498	3,770	4,064	4,380	4,721	5,082	5,470	5,888	6,338	6,822	7,343	7,904	8,507
Musical instrument stores	1,138	1,226	1,322	1,424	1,535	1,655	1,781	1,917	2,064	2,222	2,391	2,574	2,770	2,982
Subtotal	20,271	21,849	23,551	25,385	27,361	29,490	31,744	34,169	36,779	39,589	42,613	45,868	49,371	53,142
Other Shopping Goods	25,061	27,012	29,115	31,382	33,826	36,458	39,244	42,242	45,469	48,943	52,681	56,705	61,036	65,697
Sporting goods and bicycle shops	5,630	6,068	6,541	7,050	7,599	8,190	8,816	9,490	10,215	10,995	11,835	12,739	13,712	14,759
Book stores	1,932	2,082	2,245	2,419	2,608	2,811	3,025	3,256	3,505	3,773	4,061	4,371	4,705	5,065
Stationary stores	230	248	267	288	310	335	360	388	417	449	484	520	560	603
Jewelry stores	5,896	6,355	6,850	7,383	7,958	8,577	9,233	9,938	10,697	11,514	12,394	13,341	14,360	15,456
Hobby, toy, and game shops	4,159	4,483	4,832	5,208	5,614	6,051	6,513	7,011	7,546	8,123	8,743	9,411	10,130	10,904
Camera and photographic supply stores	740	798	860	927	999	1,077	1,159	1,248	1,343	1,446	1,556	1,675	1,803	1,941
Gift, novelty, and souvenir shops	3,685	3,972	4,281	4,615	4,974	5,361	5,771	6,212	6,686	7,197	7,747	8,339	8,976	9,661
Luggage and leather goods stores	147	159	171	185	199	214	231	248	267	288	310	333	359	386
Sewing, needlework, and piece goods stores	1,394	1,502	1,619	1,745	1,881	2,027	2,182	2,349	2,529	2,722	2,930	3,153	3,394	3,653
Pet shops	1,247	1,344	1,449	1,562	1,683	1,814	1,953	2,102	2,263	2,436	2,622	2,822	3,037	3,269
Total Shop. Goods	$187,967	$202,602	$218,379	$235,383	$253,712	$273,456	$294,349	$316,837	$341,042	$367,094	$395,135	$425,316	$457,801	$492,765

Appendix Table D-3 (Continued)

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$133,377	$143,761	$154,956	$167,022	$180,027	$194,037	$208,862	$224,820	$241,995	$260,481	$280,378	$301,794	$324,844	$349,654
Grocery stores	126,735	136,602	147,240	158,705	171,062	184,375	198,462	213,624	229,944	247,509	266,416	286,765	308,668	332,242
Meat and fish (seafood) markets	1,589	1,713	1,846	1,990	2,145	2,312	2,488	2,678	2,883	3,103	3,340	3,595	3,870	4,165
Retail bakeries	2,681	2,890	3,115	3,358	3,619	3,901	4,199	4,520	4,865	5,237	5,637	6,067	6,531	7,029
Fruit and vegetable markets	810	873	941	1,014	1,093	1,178	1,268	1,365	1,469	1,581	1,702	1,832	1,972	2,123
Candy, nut, and confectionery stores	707	762	822	886	955	1,029	1,107	1,192	1,283	1,381	1,487	1,600	1,722	1,854
Dairy products stores	66	72	77	83	90	97	104	112	120	130	140	150	162	174
Miscellaneous food stores	788	850	916	987	1,064	1,147	1,234	1,329	1,430	1,539	1,657	1,783	1,920	2,066
Drug and proprietary stores	32,805	35,360	38,113	41,081	44,280	47,725	51,372	55,297	59,521	64,068	68,962	74,229	79,899	86,001
Liquor stores	8,408	9,063	9,769	10,530	11,349	12,233	13,167	14,173	15,256	16,421	17,676	19,026	20,479	22,043
Florists	1,843	1,986	2,141	2,308	2,487	2,681	2,886	3,106	3,344	3,599	3,874	4,170	4,488	4,831
Tobacco Stores and Stands	151	162	175	189	203	219	236	254	273	294	317	341	367	395
Hardware stores	6,735	7,259	7,824	8,434	9,090	9,798	10,546	11,352	12,219	13,153	14,157	15,239	16,403	17,655
Total Convenience Goods	183,168	197,430	212,803	229,374	247,234	266,474	286,834	308,748	332,335	357,722	385,047	414,458	446,113	480,184
Eating and drinking places	70,273	75,744	81,642	88,000	94,852	102,233	110,044	118,452	127,501	137,241	147,724	159,007	171,152	184,223
Eating Places	46,848	50,496	54,428	58,666	63,235	68,155	73,363	78,968	85,000	91,494	98,483	106,005	114,101	122,816
Drinking places	23,424	25,248	27,214	29,333	31,617	34,078	36,681	39,484	42,500	45,747	49,241	53,002	57,051	61,408

Source: McComb Group, Ltd.

Appendix Table D-3 (Continued)

FRANKLIN CORNERS POWER CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	34,275	36,944	39,820	42,921	46,263	49,863	53,673	57,774	62,187	66,938	72,051	77,554	83,478	89,853
Lumber and other building materials dealers	27,920	30,094	32,438	34,964	37,686	40,619	43,722	47,063	50,658	54,528	58,693	63,176	68,001	73,195
Paint, glass, and wallpaper stores	2,337	2,519	2,715	2,926	3,154	3,399	3,659	3,939	4,240	4,563	4,912	5,287	5,691	6,126
Retail nurseries, lawn and garden supply stores	4,018	4,331	4,668	5,031	5,423	5,845	6,292	6,772	7,290	7,847	8,446	9,091	9,786	10,533
Gasoline service stations	48,944	52,755	56,863	61,291	66,063	71,204	76,645	82,500	88,803	95,587	102,888	110,747	119,206	128,310
Automotive	165,894	178,811	192,735	207,743	223,918	241,344	259,784	279,631	300,993	323,987	348,735	375,372	404,042	434,900
New and used car dealers	148,543	160,109	172,577	186,015	200,499	216,102	232,613	250,384	269,512	290,101	312,261	336,112	361,783	389,414
Used car dealers	4,413	4,757	5,127	5,527	5,957	6,421	6,911	7,439	8,007	8,619	9,278	9,986	10,749	11,570
Subtotal	152,956	164,866	177,704	191,541	206,456	222,522	239,524	257,823	277,520	298,720	321,538	346,098	372,532	400,983
Auto and Home supply stores	7,089	7,641	8,236	8,877	9,569	10,313	11,101	11,949	12,862	13,845	14,902	16,041	17,266	18,585
Boat dealers	2,466	2,659	2,866	3,089	3,329	3,588	3,862	4,158	4,475	4,817	5,185	5,581	6,007	6,466
Recreational vehicle dealers	541	583	629	677	730	787	847	912	982	1,057	1,137	1,224	1,318	1,418
Motorcycle dealers	2,841	3,062	3,301	3,558	3,835	4,133	4,449	4,789	5,154	5,548	5,972	6,428	6,919	7,448

McComb Group, Ltd.

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Whitnall View Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
Population		30,517		34,766		37,667		40,755
Households		10,938		12,642		13,848		15,151
Families		8,538		9,430		9,980		10,602
Per Capita Income	$	16,801	$	21,324	$	25,914	$	30,912
Median Household Income	$	46,814	$	61,033	$	72,720	$	85,282
Average Household Income	$	51,091	$	65,090	$	78,130	$	91,895
Average Household Size		2.79		2.75		2.72		2.69
			Annual Percent Change					
TRENDS				1990 - 1997		1997 - 2002		2002 - 2007
Population				1.88 %		1.62 %		1.59 %
Households				2.09		1.84		1.81
Families				1.43		1.14		1.22
Median Household Income				3.86		3.57		3.24
Average Household Income				3.52		3.72		3.30
	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	1,040	9.5 %	765	6.1 %	517	3.7 %	439	2.9 %
$15,000 - $24,999	1,367	12.5	872	6.9	763	5.5	651	4.3
$25,000 - $34,999	1,427	13.0	1,025	8.1	951	6.9	765	5.1
$35,000 - $49,999	2,954	27.0	1,780	14.1	1,684	12.2	1,372	9.1
$50,000 - $74,999	2,303	21.1	3,889	30.8	3,479	25.1	3,004	19.8
$75,000 - $99,999	1,452	13.3	2,250	17.8	2,791	20.2	3,302	21.8
$100,000 - $149,999	179	1.6	1,428	11.3	2,467	17.8	3,661	24.2
$150,000 +	216	2.0	633	5.0	1,195	8.6	1,956	12.9
POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	1,991	6.5 %	2,183	6.3 %	2,103	5.6 %	2,130	5.2 %
5 - 13	3,915	12.8	4,567	13.1	5,045	13.4	5,491	13.5
14 - 20	2,712	8.9	2,852	8.2	2,320	6.2	2,208	5.4
21 - 24	1,453	4.8	1,390	4.0	1,417	3.8	1,391	3.4
25 - 34	4,917	16.1	4,938	14.2	6,651	17.7	7,370	18.1
35 - 44	5,301	17.4	6,629	19.1	7,991	21.2	9,167	22.5
45 - 54	3,744	12.3	5,046	14.5	4,299	11.4	4,575	11.2
55 - 64	3,149	10.3	3,369	9.7	3,281	8.7	3,347	8.2
65 - 74	2,015	6.6	2,172	6.2	2,590	6.9	2,848	7.0
75 - 84	998	3.3	1,205	3.5	1,471	3.9	1,663	4.1
85+	321	1.1	416	1.2	499	1.3	566	1.4
RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	29,992	98.3 %	33,599	96.6 %	35,281	93.7 %	35,571	87.3 %
Black	58	0.2	548	1.6	1,484	3.9	3,608	8.9
Native American	60	0.2	81	0.2	104	0.3	140	0.3
Asian/Pacific Islander	303	1.0	400	1.1	553	1.5	875	2.1
Other Races	104	0.3	138	0.4	246	0.7	561	1.4
Hispanic (Any Race)	318	1.0	443	1.3	591	1.6	765	1.9

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-4

WHITNALL VIEW PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$38,385	$40,893	$43,565	$46,412	$49,444	$52,673	$56,085	$59,719	$63,587	$67,706	$72,091	$76,760	$81,732	$87,024
Other	8,516	9,073	9,666	10,297	10,970	11,686	12,443	13,249	14,108	15,022	15,995	17,030	18,133	19,308
Subtotal	$46,901	$49,966	$53,231	$56,709	$60,414	$64,359	$68,529	$72,968	$77,695	$82,727	$88,086	$93,791	$99,865	$106,332
Apparel & Accessories	$16,482	$17,559	$18,706	$19,929	$21,231	$22,617	$24,082	$25,643	$27,304	$29,072	$30,955	$32,960	$35,095	$37,367
Furniture & Home Furnishings	22,252	23,706	25,255	26,905	28,663	30,535	32,513	34,620	36,862	39,250	41,792	44,499	47,381	50,449
Other Shopping Goods	13,174	14,034	14,951	15,928	16,969	18,077	19,248	20,495	21,823	23,237	24,742	26,344	28,050	29,867
Subtotal	$51,908	$55,300	$58,913	$62,763	$66,863	$71,229	$75,844	$80,757	$85,989	$91,559	$97,489	$103,803	$110,526	$117,683
Total Shopping Goods	$98,810	$105,265	$112,144	$119,471	$127,278	$135,588	$144,373	$153,725	$163,684	$174,286	$185,575	$197,594	$210,391	$224,015
Eating & Drinking	36,941	39,354	41,926	44,665	47,584	50,691	53,975	57,471	61,194	65,158	69,378	73,872	78,656	83,750
Convenience Goods														
Food	$70,113	$74,694	$79,574	$84,774	$90,313	$96,210	$102,443	$109,080	$116,146	$123,669	$131,679	$140,208	$149,288	$158,956
Drug	17,245	18,372	19,572	20,851	22,213	23,664	25,197	26,829	28,567	30,418	32,388	34,485	36,719	39,097
Hardware	3,540	3,772	4,018	4,281	4,560	4,858	5,173	5,508	5,865	6,244	6,649	7,080	7,538	8,026
Liquor	4,420	4,709	5,017	5,344	5,694	6,065	6,458	6,877	7,322	7,796	8,301	8,839	9,412	10,021
Florist	969	1,032	1,099	1,171	1,248	1,329	1,415	1,507	1,605	1,709	1,819	1,937	2,063	2,196
Subtotal	$96,287	$102,578	$109,281	$116,421	$124,028	$132,127	$140,687	$149,801	$159,505	$169,836	$180,837	$192,549	$205,019	$218,296
Total	$232,037	$247,197	$263,350	$280,558	$298,889	$318,406	$339,034	$360,997	$384,382	$409,280	$435,790	$464,015	$494,065	$526,061

Source: McComb Group, Ltd.

Appendix Table D-4 (Continued)

WHITNALL VIEW PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$46,901	$49,966	$53,231	$56,709	$60,414	$64,359	$68,529	$72,968	$77,695	$82,727	$88,086	$93,791	$99,865	$106,332
Department stores (incl. leased depts.)	39,510	42,092	44,842	47,772	50,894	54,217	57,729	61,469	65,451	69,691	74,205	79,011	84,128	89,576
Department Stores (excl. leased depts.)	38,385	40,893	43,565	46,412	49,444	52,673	56,085	59,719	63,587	67,706	72,091	76,760	81,732	87,024
Variety stores	1,498	1,596	1,701	1,812	1,930	2,056	2,189	2,331	2,482	2,643	2,814	2,996	3,190	3,397
Miscellaneous general merchandise stores	7,018	7,477	7,965	8,486	9,040	9,630	10,254	10,918	11,626	12,379	13,181	14,034	14,943	15,911
Apparel and accessory stores	16,482	17,559	18,706	19,929	21,231	22,617	24,082	25,643	27,304	29,072	30,955	32,960	35,095	37,367
Men's and boys' clothing and accessory stores	2,097	2,234	2,380	2,536	2,701	2,878	3,064	3,263	3,474	3,699	3,939	4,194	4,465	4,755
Women's clothing stores	5,429	5,784	6,162	6,565	6,994	7,450	7,933	8,447	8,994	9,577	10,197	10,857	11,560	12,309
Women's accessory and specialty stores	642	684	728	776	827	881	938	998	1,063	1,132	1,205	1,283	1,366	1,455
Family clothing stores	4,126	4,396	4,683	4,989	5,315	5,662	6,029	6,420	6,835	7,278	7,750	8,252	8,786	9,355
Children's and infants' wear stores	497	529	564	601	640	682	726	773	823	876	933	993	1,058	1,126
Miscellaneous apparel and accessory stores	605	645	687	732	780	831	884	942	1,003	1,068	1,137	1,211	1,289	1,372
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	1,061	1,130	1,204	1,282	1,366	1,455	1,550	1,650	1,757	1,871	1,992	2,121	2,258	2,405
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	2,025	2,157	2,298	2,448	2,608	2,779	2,959	3,150	3,355	3,572	3,803	4,050	4,312	4,591
Furniture and homefurnishing stores	22,252	23,706	25,255	26,905	28,663	30,535	32,513	34,620	36,862	39,250	41,792	44,499	47,381	50,449
Furniture stores	6,637	7,070	7,532	8,024	8,549	9,107	9,697	10,325	10,994	11,706	12,464	13,271	14,131	15,046
Floor covering stores	2,457	2,617	2,788	2,970	3,164	3,371	3,589	3,822	4,070	4,333	4,614	4,913	5,231	5,570
Drapery, curtain, and upholstery stores	96	102	109	116	123	131	140	149	159	169	180	191	204	217
Miscellaneous homefurnishings stores	1,232	1,312	1,398	1,489	1,587	1,690	1,800	1,916	2,041	2,173	2,313	2,463	2,623	2,793
Household appliance stores	1,176	1,252	1,334	1,421	1,514	1,613	1,718	1,829	1,947	2,073	2,208	2,351	2,503	2,665
Subtotal	11,596	12,354	13,161	14,021	14,937	15,913	16,944	18,041	19,210	20,454	21,779	23,190	24,691	26,290
Radio, television, computer and electronics	8,352	8,898	9,479	10,099	10,758	11,461	12,203	12,994	13,836	14,732	15,686	16,702	17,784	18,935
Record and prerecorded tape stores	1,706	1,817	1,936	2,063	2,197	2,341	2,493	2,654	2,826	3,009	3,204	3,411	3,632	3,868
Musical instrument stores	598	637	679	723	770	821	874	930	991	1,055	1,123	1,196	1,273	1,356
Subtotal	10,656	11,352	12,094	12,884	13,726	14,622	15,570	16,578	17,652	18,796	20,013	21,309	22,689	24,159
Other Shopping Goods	13,174	14,034	14,951	15,928	16,969	18,077	19,248	20,495	21,823	23,237	24,742	26,344	28,050	29,867
Sporting goods and bicycle shops	2,959	3,153	3,359	3,578	3,812	4,061	4,324	4,604	4,903	5,220	5,558	5,918	6,301	6,710
Book stores	1,016	1,082	1,153	1,228	1,308	1,394	1,484	1,580	1,682	1,791	1,907	2,031	2,162	2,302
Stationary stores	121	129	137	146	156	166	177	188	200	213	227	242	257	274
Jewelry stores	3,099	3,302	3,518	3,747	3,992	4,253	4,528	4,822	5,134	5,467	5,821	6,198	6,599	7,027
Hobby, toy, and game shops	2,186	2,329	2,481	2,644	2,816	3,000	3,195	3,402	3,622	3,856	4,106	4,372	4,655	4,957
Camera and photographic supply stores	389	415	442	471	501	534	569	606	645	686	731	778	829	882
Gift, novelty, and souvenir shops	1,937	2,064	2,199	2,342	2,495	2,658	2,831	3,014	3,209	3,417	3,638	3,874	4,125	4,392
Luggage and leather goods stores	77	83	88	94	100	106	113	121	128	137	145	155	165	176
Sewing, needlework, and piece goods stores	733	780	831	886	944	1,005	1,070	1,140	1,214	1,292	1,376	1,465	1,560	1,661
Pet shops	656	698	744	793	844	900	958	1,020	1,086	1,156	1,231	1,311	1,396	1,486
Total Shop. Goods	$98,810	$105,265	$112,144	$119,471	$127,278	$135,588	$144,373	$153,725	$163,684	$174,286	$185,575	$197,594	$210,391	$224,015

Appendix Table D-4 (Continued)

WHITNALL VIEW PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$70,113	$74,694	$79,574	$84,774	$90,313	$96,210	$102,443	$109,080	$116,146	$123,669	$131,679	$140,208	$149,288	$158,956
Grocery stores	66,621	70,974	75,612	80,552	85,816	91,419	97,342	103,648	110,362	117,511	125,122	133,226	141,854	151,040
Meat and fish (seafood) markets	835	890	948	1,010	1,076	1,146	1,220	1,299	1,384	1,473	1,569	1,670	1,778	1,894
Retail bakeries	1,410	1,502	1,600	1,704	1,816	1,934	2,059	2,193	2,335	2,486	2,647	2,819	3,001	3,196
Fruit and vegetable markets	426	453	483	515	548	584	622	662	705	751	799	851	906	965
Candy, nut, and confectionery stores	372	396	422	450	479	510	543	578	616	656	698	743	792	843
Dairy products stores	35	37	40	42	45	48	51	54	58	62	66	70	74	79
Miscellaneous food stores	414	441	470	501	534	569	605	645	686	731	778	829	882	939
Drug and proprietary stores	17,245	18,372	19,572	20,851	22,213	23,664	25,197	26,829	28,567	30,418	32,388	34,485	36,719	39,097
Liquor stores	4,420	4,709	5,017	5,344	5,694	6,065	6,458	6,877	7,322	7,796	8,301	8,839	9,412	10,021
Florists	969	1,032	1,099	1,171	1,248	1,329	1,415	1,507	1,605	1,709	1,819	1,937	2,063	2,196
Tobacco Stores and Stands	79	84	90	96	102	109	116	123	131	140	149	158	169	180
Hardware stores	3,540	3,772	4,018	4,281	4,560	4,858	5,173	5,508	5,865	6,244	6,649	7,080	7,538	8,026
Total Convenience Goods	96,287	102,578	109,281	116,421	124,028	132,127	140,687	149,801	159,505	169,836	180,837	192,549	205,019	218,296
Eating and drinking places	36,941	39,354	41,926	44,665	47,584	50,691	53,975	57,471	61,194	65,158	69,378	73,872	78,656	83,750
Eating Places	24,627	26,236	27,950	29,777	31,722	33,794	35,983	38,314	40,796	43,439	46,252	49,248	52,437	55,833
Drinking places	12,314	13,118	13,975	14,888	15,861	16,897	17,992	19,157	20,398	21,719	23,126	24,624	26,219	27,917

Source: McComb Group, Ltd.

Appendix Table D-4 (Continued)

WHITNALL VIEW PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	18,017	19,195	20,449	21,785	23,208	24,724	26,326	28,031	29,847	31,780	33,839	36,030	38,364	40,848
Lumber and other building materials dealers	14,677	15,636	16,658	17,746	18,906	20,140	21,445	22,834	24,313	25,888	27,565	29,350	31,251	33,275
Paint, glass, and wallpaper stores	1,228	1,309	1,394	1,485	1,582	1,686	1,795	1,911	2,035	2,167	2,307	2,456	2,615	2,785
Retail nurseries, lawn and garden supply stores	2,112	2,250	2,397	2,554	2,721	2,898	3,086	3,286	3,499	3,725	3,967	4,224	4,497	4,788
Gasoline service stations	25,729	27,410	29,201	31,109	33,142	35,306	37,593	40,028	42,621	45,382	48,321	51,451	54,783	58,331
Automotive	87,206	92,904	98,975	105,442	112,332	119,666	127,419	135,674	144,462	153,820	163,783	174,390	185,685	197,709
New and used car dealers	78,085	83,187	88,623	94,414	100,583	107,150	114,092	121,483	129,353	137,732	146,653	156,151	166,264	177,031
Used car dealers	2,320	2,472	2,633	2,805	2,988	3,184	3,390	3,609	3,843	4,092	4,357	4,639	4,940	5,260
Subtotal	80,405	85,659	91,256	97,219	103,571	110,334	117,482	125,093	133,196	141,824	151,010	160,790	171,204	182,291
Auto and Home supply stores	3,727	3,970	4,229	4,506	4,800	5,114	5,445	5,798	6,173	6,573	6,999	7,452	7,935	8,449
Boat dealers	1,297	1,381	1,472	1,568	1,670	1,779	1,894	2,017	2,148	2,287	2,435	2,593	2,761	2,940
Recreational vehicle dealers	284	303	323	344	366	390	416	442	471	502	534	569	606	645
Motorcycle dealers	1,493	1,591	1,695	1,806	1,924	2,049	2,182	2,323	2,474	2,634	2,805	2,986	3,180	3,386

McComb Group, Ltd.

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Crossroads Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census	1997 Estimated	2002 Projected	2007 Projected
Population	7,145	9,448	11,375	13,334
Households	2,366	3,145	3,797	4,466
Families	1,847	2,346	2,736	3,125
Per Capita Income	$ 16,801	$ 21,324	$ 25,914	$ 30,912
Median Household Income	$ 43,028	$ 59,561	$ 68,663	$ 80,799
Average Household Income	$ 51,581	$ 63,455	$ 75,348	$ 87,857
Average Household Size	3.02	3.00	3.00	2.99

	Annual Percent Change		
TRENDS	1990 - 1997	1997 - 2002	2002 - 2007
Population	4.07 %	3.78 %	3.23 %
Households	4.15	3.84	3.30
Families	3.48	3.13	2.69
Median Household Income	4.75	2.89	3.31
Average Household Income	3.00	3.50	3.12

	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	147	6.2 %	185	5.9 %	161	4.2 %	159	3.6 %
$15,000 - $24,999	319	13.5	182	5.8	158	4.2	162	3.6
$25,000 - $34,999	382	16.1	294	9.3	259	6.8	192	4.3
$35,000 - $49,999	679	28.7	547	17.4	556	14.6	460	10.3
$50,000 - $74,999	506	21.4	993	31.6	1,067	28.1	1,055	23.6
$75,000 - $99,999	248	10.5	539	17.1	764	20.1	1,015	22.7
$100,000 - $149,999	46	2.0	268	8.5	591	15.6	1,012	22.7
$150,000 +	38	1.6	138	4.4	240	6.3	411	9.2
POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	475	6.6 %	606	6.4 %	641	5.6 %	700	5.3 %
5 - 13	922	12.9	1,256	13.3	1,519	13.4	1,787	13.4
14 - 20	661	9.2	804	8.5	729	6.4	751	5.6
21 - 24	446	6.2	496	5.2	536	4.7	566	4.2
25 - 34	1,445	20.2	1,660	17.6	2,371	20.8	2,815	21.1
35 - 44	1,393	19.5	2,018	21.4	2,602	22.9	3,211	24.1
45 - 54	739	10.3	1,182	12.5	1,120	9.8	1,300	9.8
55 - 64	582	8.2	744	7.9	819	7.2	913	6.8
65 - 74	345	4.8	455	4.8	656	5.8	800	6.0
75 - 84	115	1.6	185	2.0	304	2.7	387	2.9
85+	23	0.3	41	0.4	79	0.7	103	0.8
RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	6,621	92.7 %	8,560	90.6 %	9,845	86.5 %	10,410	78.1 %
Black	410	5.7	707	7.5	1,225	10.8	2,317	17.4
Native American	32	0.4	46	0.5	59	0.5	74	0.6
Asian/Pacific Islander	53	0.7	91	1.0	156	1.4	302	2.3
Other Races	29	0.4	44	0.5	90	0.8	231	1.7
Hispanic (Any Race)	124	1.7	196	2.1	276	2.4	370	2.8

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-5

CROSSROADS PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$9,464	$10,272	$11,149	$12,101	$13,135	$14,255	$15,390	$16,614	$17,935	$19,362	$20,901	$22,563	$24,356	$26,292
Other	2,100	2,279	2,474	2,685	2,914	3,163	3,414	3,686	3,979	4,296	4,637	5,006	5,404	5,833
Subtotal	$11,564	$12,551	$13,623	$14,786	$16,049	$17,418	$18,804	$20,300	$21,914	$23,657	$25,538	$27,569	$29,760	$32,126
Apparel & Accessories	$4,064	$4,411	$4,787	$5,196	$5,640	$6,121	$6,608	$7,134	$7,701	$8,314	$8,975	$9,688	$10,458	$11,290
Furniture & Home Furnishings	5,486	5,955	6,463	7,015	7,614	8,264	8,921	9,631	10,397	11,224	12,117	13,080	14,120	15,242
Other Shopping Goods	3,248	3,525	3,826	4,153	4,508	4,892	5,282	5,702	6,155	6,645	7,173	7,744	8,359	9,023
Subtotal	$12,798	$13,891	$15,077	$16,365	$17,762	$19,278	$20,811	$22,467	$24,254	$26,183	$28,264	$30,512	$32,937	$35,555
Total Shopping Goods	$24,362	$26,442	$28,701	$31,151	$33,811	$36,696	$39,615	$42,767	$46,168	$49,840	$53,803	$58,080	$62,697	$67,680
Eating & Drinking	9,108	9,886	10,730	11,646	12,640	13,719	14,810	15,989	17,260	18,633	20,115	21,714	23,440	25,303
Convenience Goods														
Food	$17,287	$18,763	$20,365	$22,104	$23,991	$26,038	$28,110	$30,346	$32,760	$35,365	$38,177	$41,212	$44,488	$48,024
Drug	4,252	4,615	5,009	5,437	5,901	6,404	6,914	7,464	8,058	8,698	9,390	10,137	10,942	11,812
Hardware	873	947	1,028	1,116	1,211	1,315	1,419	1,532	1,654	1,786	1,928	2,081	2,246	2,425
Liquor	1,090	1,183	1,284	1,394	1,512	1,642	1,772	1,913	2,065	2,230	2,407	2,598	2,805	3,028
Florist	239	259	281	305	331	360	388	419	453	489	528	569	615	664
Subtotal	$23,740	$25,767	$27,968	$30,356	$32,948	$35,759	$38,604	$41,675	$44,989	$48,567	$52,429	$56,597	$61,097	$65,953
Total	$57,210	$62,095	$67,398	$73,153	$79,399	$86,174	$93,030	$100,430	$108,418	$117,040	$126,346	$136,392	$147,234	$158,936

Source: McComb Group, Ltd.

Appendix Table D-5 (Continued)

CROSSROADS PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$11,564	$12,551	$13,623	$14,786	$16,049	$17,418	$18,804	$20,300	$21,914	$23,657	$25,538	$27,569	$29,760	$32,126
Department stores (incl. leased depts.)	9,742	10,573	11,476	12,456	13,520	14,673	15,841	17,101	18,461	19,929	21,514	23,224	25,070	27,063
Department Stores (excl. leased depts.)	9,464	10,272	11,149	12,101	13,135	14,255	15,390	16,614	17,935	19,362	20,901	22,563	24,356	26,292
Variety stores	369	401	435	472	513	556	601	649	700	756	816	881	951	1,026
Miscellaneous general merchandise stores	1,730	1,878	2,038	2,213	2,401	2,606	2,814	3,038	3,279	3,540	3,821	4,125	4,453	4,807
Apparel and accessory stores	4,064	4,411	4,787	5,196	5,640	6,121	6,608	7,134	7,701	8,314	8,975	9,688	10,458	11,290
Men's and boys' clothing and accessory stores	517	561	609	661	718	779	841	908	980	1,058	1,142	1,233	1,331	1,436
Women's clothing stores	1,339	1,453	1,577	1,712	1,858	2,016	2,177	2,350	2,537	2,739	2,956	3,191	3,445	3,719
Women's accessory and specialty stores	158	172	186	202	220	238	257	278	300	324	349	377	407	440
Family clothing stores	1,017	1,104	1,199	1,301	1,412	1,532	1,654	1,786	1,928	2,081	2,247	2,425	2,618	2,826
Children's and infants' wear stores	122	133	144	157	170	184	199	215	232	251	270	292	315	340
Miscellaneous apparel and accessory stores	149	162	176	191	207	225	243	262	283	305	330	356	384	415
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	262	284	308	334	363	394	425	459	496	535	578	623	673	726
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	499	542	588	638	693	752	812	876	946	1,021	1,103	1,190	1,285	1,387
Furniture and homefurnishing stores	5,486	5,955	6,463	7,015	7,614	8,264	8,921	9,631	10,397	11,224	12,117	13,080	14,120	15,242
Furniture stores	1,636	1,776	1,928	2,092	2,271	2,465	2,661	2,872	3,101	3,348	3,614	3,901	4,211	4,546
Floor covering stores	606	657	714	775	841	912	985	1,063	1,148	1,239	1,338	1,444	1,559	1,683
Drapery, curtain, and upholstery stores	24	26	28	30	33	36	38	41	45	48	52	56	61	66
Miscellaneous homefurnishings stores	304	330	358	388	422	457	494	533	576	621	671	724	782	844
Household appliance stores	290	315	341	371	402	437	471	509	549	593	640	691	746	805
Subtotal	2,859	3,103	3,368	3,656	3,968	4,307	4,649	5,019	5,418	5,849	6,314	6,816	7,358	7,943
Radio, television, computer and electronics	2,059	2,235	2,426	2,633	2,858	3,102	3,349	3,615	3,902	4,213	4,548	4,909	5,300	5,721
Record and prerecorded tape stores	421	457	495	538	584	634	684	738	797	860	929	1,003	1,082	1,168
Musical instrument stores	147	160	174	189	205	222	240	259	279	302	326	351	379	410
Subtotal	2,627	2,852	3,095	3,359	3,646	3,957	4,272	4,612	4,979	5,375	5,802	6,264	6,762	7,299
Other Shopping Goods	3,248	3,525	3,826	4,153	4,508	4,892	5,282	5,702	6,155	6,645	7,173	7,744	8,359	9,023
Sporting goods and bicycle shops	730	792	860	933	1,013	1,099	1,187	1,281	1,383	1,493	1,611	1,740	1,878	2,027
Book stores	250	272	295	320	348	377	407	440	475	512	553	597	644	696
Stationary stores	30	32	35	38	41	45	48	52	56	61	66	71	77	83
Jewelry stores	764	829	900	977	1,061	1,151	1,243	1,341	1,448	1,563	1,688	1,822	1,967	2,123
Hobby, toy, and game shops	539	585	635	689	748	812	877	946	1,022	1,103	1,191	1,285	1,387	1,498
Camera and photographic supply stores	96	104	113	123	133	145	156	168	182	196	212	229	247	267
Gift, novelty, and souvenir shops	478	518	563	611	663	719	777	838	905	977	1,055	1,139	1,229	1,327
Luggage and leather goods stores	19	21	22	24	27	29	31	34	36	39	42	46	49	53
Sewing, needlework, and piece goods stores	181	196	213	231	251	272	294	317	342	370	399	431	465	502
Pet shops	162	175	190	207	224	243	263	284	306	331	357	385	416	449
Total Shop. Goods	$24,362	$26,442	$28,701	$31,151	$33,811	$36,696	$39,615	$42,767	$46,168	$49,840	$53,803	$58,080	$62,697	$67,680

Appendix Table D-5 (Continued)

CROSSROADS PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$17,287	$18,763	$20,365	$22,104	$23,991	$26,038	$28,110	$30,346	$32,760	$35,365	$38,177	$41,212	$44,488	$48,024
Grocery stores	16,426	17,829	19,351	21,003	22,797	24,742	26,710	28,835	31,128	33,604	36,276	39,160	42,273	45,633
Meat and fish (seafood) markets	206	224	243	263	286	310	335	362	390	421	455	491	530	572
Retail bakeries	348	377	409	444	482	523	565	610	659	711	767	829	894	965
Fruit and vegetable markets	105	114	124	134	146	158	171	184	199	215	232	250	270	292
Candy, nut, and confectionery stores	92	99	108	117	127	138	149	161	174	188	202	219	236	255
Dairy products stores	9	9	10	11	12	13	14	15	16	18	19	21	22	24
Miscellaneous food stores	102	111	120	131	142	154	166	179	194	209	226	244	263	284
Drug and proprietary stores	4,252	4,615	5,009	5,437	5,901	6,404	6,914	7,464	8,058	8,698	9,390	10,137	10,942	11,812
Liquor stores	1,090	1,183	1,284	1,394	1,512	1,642	1,772	1,913	2,065	2,230	2,407	2,598	2,805	3,028
Florists	239	259	281	305	331	360	388	419	453	489	528	569	615	664
Tobacco Stores and Stands	20	21	23	25	27	29	32	34	37	40	43	47	50	54
Hardware stores	873	947	1,028	1,116	1,211	1,315	1,419	1,532	1,654	1,786	1,928	2,081	2,246	2,425
Total Convenience Goods	23,740	25,767	27,968	30,356	32,948	35,759	38,604	41,675	44,989	48,567	52,429	56,597	61,097	65,953
Eating and drinking places	9,108	9,886	10,730	11,646	12,640	13,719	14,810	15,989	17,260	18,633	20,115	21,714	23,440	25,303
Eating Places	6,072	6,590	7,153	7,764	8,427	9,146	9,874	10,659	11,507	12,422	13,410	14,476	15,627	16,869
Fast Food	3,036	3,295	3,577	3,882	4,213	4,573	4,937	5,330	5,753	6,211	6,705	7,238	7,813	8,434

Source: McComb Group, Ltd.

Appendix Table D-5 (Continued)

CROSSROADS PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	4,442	4,822	5,233	5,680	6,165	6,691	7,224	7,798	8,419	9,088	9,811	10,591	11,433	12,341
Lumber and other building materials dealers	3,619	3,928	4,263	4,627	5,022	5,451	5,884	6,353	6,858	7,403	7,992	8,627	9,313	10,053
Paint, glass, and wallpaper stores	303	329	357	387	420	456	492	532	574	620	669	722	779	841
Retail nurseries, lawn and garden supply stores	521	565	613	666	723	784	847	914	987	1,065	1,150	1,241	1,340	1,447
Gasoline service stations	6,344	6,885	7,473	8,111	8,804	9,555	10,315	11,136	12,022	12,978	14,010	15,123	16,326	17,623
Automotive	21,501	23,337	25,330	27,493	29,840	32,387	34,963	37,745	40,747	43,987	47,485	51,260	55,335	59,733
New and used car dealers	19,252	20,896	22,681	24,618	26,719	28,999	31,306	33,797	36,485	39,387	42,518	45,899	49,547	53,485
Used car dealers	572	621	674	731	794	862	930	1,004	1,084	1,170	1,263	1,364	1,472	1,589
Subtotal	19,824	21,517	23,355	25,349	27,513	29,861	32,237	34,801	37,569	40,557	43,782	47,262	51,019	55,074
Auto and Home supply stores	919	997	1,082	1,175	1,275	1,384	1,494	1,613	1,741	1,880	2,029	2,190	2,365	2,553
Boat dealers	320	347	377	409	444	482	520	561	606	654	706	762	823	888
Recreational vehicle dealers	70	76	83	90	97	106	114	123	133	143	155	167	180	195
Motorcycle dealers	368	400	434	471	511	555	599	646	698	753	813	878	948	1,023

DEMOGRAPHIC AND INCOME SNAPSHOT

Geographic Area: **Civic Center Primary Trade Area** 3/2/00

SNAPSHOT	1990 Census	1997 Estimated	2002 Projected	2007 Projected
Population	14,427	19,239	22,969	26,702
Households	4,907	6,589	7,920	9,271
Families	3,830	4,915	5,708	6,488
Per Capita Income	$ 16,742	$ 21,309	$ 25,934	$ 30,965
Median Household Income	$ 43,028	$ 59,615	$ 72,199	$ 86,224
Average Household Income	$ 50,467	$ 62,419	$ 74,365	$ 86,934
Average Household Size	2.94	2.92	2.90	2.88

	Annual Percent Change		
TRENDS	1990 - 1997	1997 - 2002	2002 - 2007
Population	4.20 %	3.61 %	3.06 %
Households	4.30	3.75	3.20
Families	3.62	3.04	2.59
Median Household Income	4.77	3.90	3.61
Average Household Income	3.08	3.56	3.17

	1990 Census		1997 Estimated		2002 Projected		2007 Projected	
HOUSEHOLDS BY INCOME	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than $15,000	340	6.9 %	357	5.4 %	301	3.8 %	293	3.2 %
$15,000 - $24,999	683	13.9	420	6.4	359	4.5	346	3.7
$25,000 - $34,999	754	15.4	613	9.3	550	6.9	425	4.6
$35,000 - $49,999	1,412	28.8	1,109	16.8	1,135	14.3	946	10.2
$50,000 - $74,999	1,052	21.4	2,074	31.5	2,175	27.5	2,120	22.9
$75,000 - $99,999	513	10.5	1,154	17.5	1,603	20.2	2,089	22.5
$100,000 - $149,999	89	1.8	601	9.1	1,300	16.4	2,160	23.3
$150,000 +	65	1.3	262	4.0	496	6.3	892	9.6
POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	961	6.7 %	1,230	6.4 %	1,286	5.6 %	1,392	5.2 %
5 - 13	1,837	12.7	2,515	13.1	3,023	13.2	3,526	13.2
14 - 20	1,321	9.2	1,621	8.4	1,456	6.3	1,488	5.6
21 - 24	835	5.8	938	4.9	1,012	4.4	1,063	4.0
25 - 34	2,771	19.2	3,214	16.7	4,579	19.9	5,391	20.2
35 - 44	2,732	18.9	3,987	20.7	5,134	22.4	6,285	23.5
45 - 54	1,537	10.7	2,470	12.8	2,331	10.1	2,686	10.1
55 - 64	1,202	8.3	1,546	8.0	1,686	7.3	1,863	7.0
65 - 74	728	5.0	958	5.0	1,352	5.9	1,629	6.1
75 - 84	356	2.5	534	2.8	795	3.5	989	3.7
85+	147	1.0	224	1.2	315	1.4	389	1.5
RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	13,530	93.8 %	17,683	91.9 %	20,280	88.3 %	21,561	80.7 %
Black	690	4.8	1,222	6.4	2,128	9.3	4,030	15.1
Native American	55	0.4	81	0.4	102	0.4	130	0.5
Asian/Pacific Islander	97	0.7	169	0.9	289	1.3	556	2.1
Other Races	55	0.4	85	0.4	170	0.7	424	1.6
Hispanic (Any Race)	230	1.6	375	1.9	527	2.3	707	2.6

Source: U.S. Census, GDT and McComb Group, Ltd.

Appendix Table D-6

CIVIC CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Merchandise Category	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Shopping Goods														
General Merchandise														
Dept. Stores	$19,710	$21,379	$23,189	$25,152	$27,282	$29,590	$31,919	$34,431	$37,140	$40,062	$43,214	$46,613	$50,279	$54,233
Other	4,373	4,743	5,145	5,580	6,053	6,565	7,082	7,639	8,240	8,888	9,588	10,342	11,155	12,032
Subtotal	$24,083	$26,122	$28,334	$30,733	$33,334	$36,155	$39,000	$42,070	$45,380	$48,950	$52,801	$56,955	$61,434	$66,265
Apparel & Accessories	$8,463	$9,180	$9,957	$10,800	$11,714	$12,706	$13,706	$14,784	$15,947	$17,202	$18,555	$20,015	$21,589	$23,287
Furniture & Home Furnishings	11,426	12,394	13,443	14,581	15,815	17,154	18,504	19,960	21,530	23,224	25,051	27,022	29,147	31,439
Other Shopping Goods	6,764	7,337	7,958	8,632	9,363	10,155	10,954	11,817	12,746	13,749	14,831	15,997	17,256	18,613
Subtotal	$26,654	$28,911	$31,358	$34,013	$36,893	$40,014	$43,164	$46,561	$50,224	$54,176	$58,438	$63,034	$67,992	$73,339
Total Shopping Goods	$50,737	$55,033	$59,692	$64,746	$70,227	$76,169	$82,164	$88,630	$95,604	$103,126	$111,239	$119,989	$129,426	$139,605
Eating & Drinking	18,968	20,574	22,316	24,206	26,255	28,476	30,718	33,135	35,742	38,554	41,587	44,859	48,387	52,192
Convenience Goods														
Food	$36,002	$39,050	$42,356	$45,942	$49,832	$54,048	$58,302	$62,890	$67,838	$73,176	$78,932	$85,141	$91,838	$99,060
Drug	8,855	9,605	10,418	11,300	12,257	13,294	14,340	15,468	16,686	17,998	19,414	20,941	22,588	24,365
Hardware	1,818	1,972	2,139	2,320	2,516	2,729	2,944	3,176	3,425	3,695	3,986	4,299	4,637	5,002
Liquor	2,270	2,462	2,670	2,896	3,142	3,407	3,675	3,965	4,277	4,613	4,976	5,368	5,790	6,245
Florist	497	540	585	635	689	747	806	869	937	1,011	1,091	1,176	1,269	1,369
Subtotal	$49,441	$53,627	$58,168	$63,093	$68,434	$74,225	$80,066	$86,367	$93,163	$100,493	$108,399	$116,926	$126,122	$136,040
Total	$119,146	$129,234	$140,177	$152,045	$164,917	$178,870	$192,948	$208,133	$224,510	$242,174	$261,225	$281,773	$303,935	$327,837

Source: McComb Group, Ltd.

Appendix Table D-6 (Continued)

CIVIC CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Shopping Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
General merchandise stores	$24,083	$26,122	$28,334	$30,733	$33,334	$36,155	$39,000	$42,070	$45,380	$48,950	$52,801	$56,955	$61,434	$66,265
Department stores (incl. leased depts.)	20,288	22,006	23,869	25,890	28,081	30,457	32,855	35,440	38,229	41,236	44,480	47,979	51,753	55,823
Department Stores (excl. leased depts.)	19,710	21,379	23,189	25,152	27,282	29,590	31,919	34,431	37,140	40,062	43,214	46,613	50,279	54,233
Variety stores	769	835	905	982	1,065	1,155	1,246	1,344	1,450	1,564	1,687	1,819	1,963	2,117
Miscellaneous general merchandise stores	3,604	3,909	4,240	4,599	4,988	5,410	5,836	6,295	6,790	7,325	7,901	8,522	9,193	9,915
Apparel and accessory stores	8,463	9,180	9,957	10,800	11,714	12,706	13,706	14,784	15,947	17,202	18,555	20,015	21,589	23,287
Men's and boys' clothing and accessory stores	1,077	1,168	1,267	1,374	1,491	1,617	1,744	1,881	2,029	2,189	2,361	2,547	2,747	2,963
Women's clothing stores	2,788	3,024	3,280	3,558	3,859	4,185	4,515	4,870	5,253	5,666	6,112	6,593	7,112	7,671
Women's accessory and specialty stores	330	357	388	420	456	495	534	576	621	670	722	779	841	907
Family clothing stores	2,119	2,298	2,493	2,704	2,933	3,181	3,431	3,701	3,992	4,307	4,645	5,011	5,405	5,830
Children's and infants' wear stores	255	277	300	325	353	383	413	446	481	518	559	603	651	702
Miscellaneous apparel and accessory stores	311	337	366	397	430	467	503	543	586	632	681	735	793	855
Men's shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women's shoe stores	545	591	641	695	754	818	882	951	1,026	1,107	1,194	1,288	1,389	1,499
Children's and juveniles' shoe stores	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family shoe stores	1,040	1,128	1,223	1,327	1,439	1,561	1,684	1,816	1,959	2,113	2,280	2,459	2,652	2,861
Furniture and homefurnishing stores	11,426	12,394	13,443	14,581	15,815	17,154	18,504	19,960	21,530	23,224	25,051	27,022	29,147	31,439
Furniture stores	3,408	3,696	4,009	4,349	4,717	5,116	5,519	5,953	6,421	6,926	7,471	8,059	8,693	9,377
Floor covering stores	1,261	1,368	1,484	1,610	1,746	1,894	2,043	2,204	2,377	2,564	2,766	2,983	3,218	3,471
Drapery, curtain, and upholstery stores	49	53	58	63	68	74	80	86	93	100	108	116	125	135
Miscellaneous homefurnishings stores	633	686	744	807	875	950	1,024	1,105	1,192	1,286	1,387	1,496	1,613	1,740
Household appliance stores	604	655	710	770	835	906	978	1,054	1,137	1,227	1,323	1,428	1,540	1,661
Subtotal	5,954	6,459	7,005	7,599	8,242	8,939	9,643	10,402	11,220	12,103	13,055	14,082	15,189	16,384
Radio, television, computer and electronics	4,289	4,652	5,046	5,473	5,936	6,438	6,945	7,492	8,081	8,717	9,403	10,142	10,940	11,800
Record and prerecorded tape stores	876	950	1,031	1,118	1,212	1,315	1,419	1,530	1,651	1,780	1,920	2,072	2,234	2,410
Musical instrument stores	307	333	361	392	425	461	497	536	579	624	673	726	783	845
Subtotal	5,472	5,935	6,437	6,982	7,574	8,214	8,861	9,558	10,310	11,121	11,996	12,940	13,958	15,055
Other Shopping Goods	6,764	7,337	7,958	8,632	9,363	10,155	10,954	11,817	12,746	13,749	14,831	15,997	17,256	18,613
Sporting goods and bicycle shops	1,520	1,648	1,788	1,939	2,103	2,281	2,461	2,655	2,863	3,089	3,332	3,594	3,876	4,181
Book stores	521	566	614	665	722	783	844	911	983	1,060	1,143	1,233	1,330	1,435
Stationary stores	62	67	73	79	86	93	101	108	117	126	136	147	158	171
Jewelry stores	1,591	1,726	1,872	2,031	2,203	2,389	2,577	2,780	2,999	3,235	3,489	3,764	4,060	4,379
Hobby, toy, and game shops	1,123	1,218	1,321	1,433	1,554	1,685	1,818	1,961	2,115	2,282	2,461	2,655	2,864	3,089
Camera and photographic supply stores	200	217	235	255	277	300	324	349	377	406	438	473	510	550
Gift, novelty, and souvenir shops	995	1,079	1,170	1,269	1,377	1,493	1,611	1,738	1,874	2,022	2,181	2,352	2,537	2,737
Luggage and leather goods stores	40	43	47	51	55	60	64	69	75	81	87	94	101	109
Sewing, needlework, and piece goods stores	376	408	443	480	521	565	609	657	709	765	825	890	960	1,035
Pet shops	337	365	396	430	466	505	545	588	634	684	738	796	859	926
Total Shop. Goods	$50,737	$55,033	$59,692	$64,746	$70,227	$76,169	$82,164	$88,630	$95,604	$103,126	$111,239	$119,989	$129,426	$139,605

Appendix Table D-6 (Continued)

CIVIC CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

Convenience Goods	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Food stores	$36,002	$39,050	$42,356	$45,942	$49,832	$54,048	$58,302	$62,890	$67,838	$73,176	$78,932	$85,141	$91,838	$99,060
Grocery stores	34,209	37,105	40,247	43,654	47,350	51,356	55,398	59,758	64,460	69,532	75,002	80,901	87,264	94,127
Meat and fish (seafood) markets	429	465	505	547	594	644	695	749	808	872	940	1,014	1,094	1,180
Retail bakeries	724	785	852	924	1,002	1,087	1,172	1,264	1,364	1,471	1,587	1,712	1,846	1,991
Fruit and vegetable markets	219	237	257	279	303	328	354	382	412	444	479	517	558	601
Candy, nut, and confectionery stores	191	207	225	244	264	287	309	333	360	388	419	451	487	525
Dairy products stores	18	19	21	23	25	27	29	31	34	36	39	42	46	49
Miscellaneous food stores	213	231	250	271	294	319	345	372	401	432	466	503	543	585
Drug and proprietary stores	8,855	9,605	10,418	11,300	12,257	13,294	14,340	15,468	16,686	17,998	19,414	20,941	22,588	24,365
Liquor stores	2,270	2,462	2,670	2,896	3,142	3,407	3,675	3,965	4,277	4,613	4,976	5,368	5,790	6,245
Florists	497	540	585	635	689	747	806	869	937	1,011	1,091	1,176	1,269	1,369
Tobacco Stores and Stands	41	44	48	52	56	61	66	71	77	83	89	96	104	112
Hardware stores	1,818	1,972	2,139	2,320	2,516	2,729	2,944	3,176	3,425	3,695	3,986	4,299	4,637	5,002
Total Convenience Goods	49,441	53,627	58,168	63,093	68,434	74,225	80,066	86,367	93,163	100,493	108,399	116,926	126,122	136,040
Eating and drinking places	18,968	20,574	22,316	24,206	26,255	28,476	30,718	33,135	35,742	38,554	41,587	44,859	48,387	52,192
Eating Places	12,646	13,716	14,878	16,137	17,503	18,984	20,478	22,090	23,828	25,703	27,725	29,906	32,258	34,795
Fast Food	6,323	6,858	7,439	8,069	8,752	9,492	10,239	11,045	11,914	12,851	13,862	14,953	16,129	17,397

Source: McComb Group, Ltd.

Appendix Table D-6 (Continued)

CIVIC CENTER PRIMARY TRADE AREA PURCHASING POWER, 1997 TO 2010
(In Thousands of Dollars)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Other Misc. Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Building materials and supply stores	9,252	10,035	10,885	11,806	12,806	13,889	14,982	16,161	17,433	18,805	20,284	21,879	23,600	25,456
Lumber and other building materials dealers	7,536	8,174	8,867	9,617	10,432	11,314	12,205	13,165	14,201	15,318	16,523	17,823	19,225	20,737
Paint, glass, and wallpaper stores	631	684	742	805	873	947	1,021	1,102	1,188	1,282	1,383	1,492	1,609	1,735
Retail nurseries, lawn and garden supply stores	1,085	1,176	1,276	1,384	1,501	1,628	1,756	1,894	2,044	2,204	2,378	2,565	2,766	2,984
Gasoline service stations	13,211	14,330	15,543	16,859	18,286	19,834	21,395	23,078	24,894	26,853	28,965	31,244	33,701	36,351
Automotive	44,779	48,570	52,683	57,143	61,981	67,225	72,516	78,222	84,377	91,016	98,176	105,899	114,228	123,211
New and used car dealers	40,095	43,490	47,173	51,166	55,498	60,194	64,931	70,041	75,552	81,497	87,908	94,823	102,281	110,324
Used car dealers	1,191	1,292	1,402	1,520	1,649	1,788	1,929	2,081	2,245	2,421	2,612	2,817	3,039	3,278
Subtotal	41,287	44,782	48,574	52,687	57,147	61,982	66,860	72,122	77,797	83,918	90,520	97,640	105,320	113,602
Auto and Home supply stores	1,914	2,076	2,251	2,442	2,649	2,873	3,099	3,343	3,606	3,889	4,195	4,525	4,881	5,265
Boat dealers	666	722	783	850	922	999	1,078	1,163	1,255	1,353	1,460	1,574	1,698	1,832
Recreational vehicle dealers	146	158	172	186	202	219	236	255	275	297	320	345	373	402
Motorcycle dealers	767	832	902	979	1,061	1,151	1,242	1,340	1,445	1,559	1,681	1,813	1,956	2,110

TICKNOR
& ASSOCIATES

FRANKLIN FIRST

Strategies to Bring Balance to Franklin's Tax Base

The City of Franklin
Economic Development Strategic Plan

Phase III
Land Use Recommendations

Ticknor & Associates
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March, 2000

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Summary Table

The following table summarizes the land use recommendations for balancing the tax base:

Areas with Retail Commercial Development Potential

Area	Available Developable Acres	Year 2002 Supportable Demand	Year 2020 Supportable Demand
Area A Franklin Corners (Loomis & Rawson)	142 Acres	32-42 Acres	65-104 Acres
Area C Rawson & 27th Street	67-145 Acres	20-50 Acres	47-88 Acres
Area H Crossroads	33 Acres	4-7 Acres	10-12 Acres
Area I Civic Center	64 Acres	5-17 Acres	17-36 Acres
Area J Whitnall View	80 Acres	7-26 Acres	33-56 Acres

Note: The acreage demand range indicates the mid-case to high range for supportable retail commercial development for the key emerging commercial districts based on the findings of the Phase II Retail Development Potential report prepared by the McComb Group.

Available Developable Acres are for land suitable for retail commercial development only.

Area C range depends upon whether the 41 Twin site is used for retail, office/secondary business park, or a mix.

Areas with Business Park Development Potential

Area	Available Developable Acres	Site Suitability
Primary Business Park Site		
Area D Southeast Environs	440 Acres	Primary Business Park
Alternative Secondary Business Park Sites		
Area C 41 Outdoor Twin Theater	78 Acres	Secondary Business Park
Area E Ryan Road North	60 Acres	Secondary Business Park
Area F Town Centre (North)	78 - 174 Acres	Secondary Business Park
Reserve for Future Business Park Sites		
Area G Southwest Environs	345 Acres	Industrial Park
Area F Town Centre (South)	49-147 Acres	Secondary Business Park

I. INTRODUCTION

The City of Franklin has established a goal of expanding the commercial, office and industrial tax base in order to reduce the residential tax burden. As a preliminary target, the City has set the objective of achieving 30 percent nonresidential tax. The current nonresidential tax base is approximately 17.6 percent.

On the basis of the existing Master Plan and the input of the Plan Commission, the Economic Development Commission, City staff, and the Strategy Oversight Committee, the City preliminarily identified twelve conceptual areas for analysis. Each has key parcels of land that are either currently available or expected to be available for development or redevelopment within the next five years. The City has considered each of these sites to have some commercial, office, or industrial development potential.

The City engaged a team lead by Ticknor & Associates to study the overall market conditions for a broad range of nonresidential uses and to evaluate each of the twelve study areas with respect to their nonresidential development or redevelopment potential. The team has had complete freedom to prioritize the sites, rearrange site boundaries, and add or drop sites from consideration.

The conclusion of the study is Phase IV, the City of Franklin Economic Development Strategic Plan.

This report focuses on land use issues as they relate to the analysis of the twelve study areas.

II. Planning Background

City of Franklin Comprehensive Master Plan (1992)

The City of Franklin's Comprehensive Master Plan is the City's primary land use planning policy document. The plan was adopted in 1992. The plan is based on a projected year 2010 population between 28,500 and 32,800. The Comprehensive Master Plan sets forth the land use objectives of the City and conceptually maps future land use districts and infrastructure for the entire City for a 20-year planning time-frame.

The existing Comprehensive Master Plan places a strong emphasis on neighborhood-based residential development. The majority of the undeveloped land in the northern two-thirds of the City is conceptually laid-out for residential development.

One of the expected outcomes of the Economic Development Strategic Plan will be to revise district plans and neighborhood plans for those areas with significant economic development potential. The objective of the anticipated revisions of the Comprehensive Master Plan will be to achieve a land use and development pattern that maximizes the opportunities for economic development.

Zoning Ordinance

The other primary land use regulatory tool is the zoning ordinance text and map. The zoning ordinance regulates day-to-day land use and development permitting decisions made by the Plan Commission and City Council. Effective August 1, 1998, the City adopted the Unified Development Ordinance, which incorporates the zoning ordinance and other development-related codes. After adoption of the Economic Development Strategic Plan, it is anticipated that the City will be making changes in the zoning regulations to reflect the recommendations contained in this report and the other economic studies.

III. Summary Of Existing Commercial And Industrial Districts

Existing Retail Districts

South 27th Street Corridor

The South 27th Street commercial district includes the area on the northeastern edge of the City with frontage on South 27th Street, which has been designated by WisDOT as State Trunk Highway 241. The South 27th Street commercial area includes approximately 924,000 square feet of retail area. The commercial district extends into four communities – Milwaukee, Greenfield, Oak Creek and Franklin.

The portion of the South 27th Street commercial district within the City of Franklin includes approximately 548,000 square feet of retail space located on the west side of South 27th Street between W. College Avenue and Rawson Avenue. Major retailers in this area include Wal-Mart, Sam's Club, Home Depot, Jewel/Osco and Gander Mountain. Riverwood Plaza, a new 200,000 square foot retail center, is currently under construction north of the intersection of Rawson Avenue and South 27th Street.

Franklin Corners (Loomis, 76th, Rawson)

Franklin Corners, located at the intersection of Loomis Road (Highway 36) Rawson Avenue, and 76th Street, is a grouping of neighborhood-scale shopping centers serving the surrounding residential districts in the north central portion of Franklin. There is a total approximately 236,000 square feet of retail space located in three separate neighborhood shopping centers. The shopping centers in the area include Orchard View Mall, Franklin Center, and Franklin Village Mall. The primary anchor stores in the Franklin Corners area include Pick' N Save, Sentry, Walgreen's, and Ace Hardware.

Whitnall View Area (Lovers Lane Road – Forest Home Avenue)

The Whitnall View (Lovers Lane Road – Forest Home Avenue) area is a mixed-use district located in the northeast corner of the City extending north from Rawson Avenue to the northern City limits. The area is located south of Hales Corners. The Highway 100 and Forest Home Avenue corridors have historically been auto-oriented commercial strips with a concentration of auto dealerships, light semi-industrial uses, and convenience business. The Hales Corners Speedway has been a prominent business in the area.

The Whitnall View area currently has approximately 261,000 square feet of retail space, most of that is concentrated in Garden Plaza Shopping Center. Garden Plaza is anchored by a Pick-N-Save.

Other Retail Areas

There is a scattering of retail businesses in a number of other areas throughout the City. Most of these businesses are either smaller neighborhood convenience-oriented businesses, such as convenience stores, eating and drinking establishments, personal services (e.g. beauty salons, barber shops) or repair establishments.

There are numerous older motel properties located along the major highway corridors. Most of these establishment are not well located in terms of attracting regional business and many of the motel sites are suitable for redevelopment.

Existing Office and Medical Districts

Civic Centre Planning Area

The Civic Centre Planning District, which is located in the vicinity of the intersection of Loomis Road (Highway 36) and Drexel Avenue, is emerging as an office, medical, financial, and institutional district. The availability of good sites along Loomis Road and Drexel Road and the proximity to the Franklin City Hall contribute to making this area a strong mixed-use district with a focus on office, professional services, medical and institutional uses. Most of the structures are newer modern buildings.

Rawson Avenue and 76th Street

A number of medical offices, financial institutions, and offices are located in the vicinity of the intersection of Rawson Road and 76th Street. While this area does not constitute a formal or distinct "office district" the introduction of office, financial and medical uses is helping redevelop the Rawson Avenue corridor east of 76th Street.

Existing Industrial Districts and Business Parks

The following districts or planning areas have a significant number of industrial or semi-industrial uses.

Franklin Business Park

The City of Franklin Business Park, which is located south of Ryan Road (Highway 100) approximately two miles west of I-94, is the City's primary economic development "success story." The Franklin Business Park area includes over 700 acres, including the older Franklin Industrial Park and the more recently developed Franklin Business Park.

At the present time most of the more desirable larger lots in both phases of the Franklin Industrial Park/Business Park have been sold or committed. While there may be opportunities for business expansions and limited infilling within the Franklin Business Park, the City needs to identify one or more new areas for the creation of additional primary business park land comparable in scale to the existing Franklin Business Park.

Forest Home Avenue Industrial Area

The Forest Home Avenue area corridor north of Rawson Avenue contains numerous smaller manufacturers, contractors, distributors and other semi-industrial uses. This area was the original town industrial area established before the City of Franklin was incorporated as a city. Many of the buildings are older structures, some of which are in deteriorated condition. The area lacks the efficient layout and design of modern business parks, but there are significant opportunities for redevelopment.

County Line Industrial Planning District

The County Line Industrial Planning District is located in the southeast portion of the City bounded on the north by W. Oakwood Road, on the south by W. South County Line Road, on the east by South 27th Street (Highway 41) and on the west by the Root River Parkway. This area has direct access to I-94 via the South 27th Street (Highway 41) and Ryan Road (Highway 100) interchanges. Approximately 100 acres in the County Line area are used for industrial or semi-industrial purposes. Trucking, waste hauling and other lower-value uses currently dominate the area.

Landfill District

The southwest corner of the City of Franklin is characterized by a concentration of landfills and landfill-related activity. The Waste Management Landfill, located on the east side of Highway 45 in the City of Franklin, and the Superior Emerald Park Landfill, located on the west side of Highway 45 in the City of Muskego, are two of the largest landfills in the region. Both landfills accept waste from northeastern Illinois, as well as from southeastern Wisconsin. Both landfills are likely to be expanded both vertically and horizontally over the next several years and will affect land uses in the general area.

While the landfills will ultimately be closed and the land placed into conservancy status, this area is expected to be an active landfill district for at least the next 20-year period.

Quarry District

A large area located south of Rawson Road between the Root River parkway and 51st Street is an active mineral extraction site. There are also a number of trucking and equipment firms and other companies with significant outside storage requirements located in this general vicinity. It is anticipated that the quarry will continue to be active for the foreseeable future.

IV. Emerging And Potential Business Districts

The general locations described in this section are districts or areas within the City of Franklin that have market conditions and available sites suitable for significant future economic development and tax base enhancement.

The first category of sites include those areas with the potential for retail commercial development, based on market factors and availability of suitable sites.

The second category of sites are those areas that have the potential for light industrial, distribution, "flex-space," or office development. This category includes sites that could be acquired and developed by the City of Franklin and/or private developers as future business parks.

Potential Retail Development Districts

The following are emerging retail development districts that have been identified in the Phase II Retail Development Potential report prepared by the McComb Group as areas with the market potential for additional retail development. All of the forecasts of retail space demand quoted in this section reflect the 'mid-range" projections from the McComb Group report.

Franklin Corners—Loomis, 76th and Rawson (Area A)

The area west of Franklin Corners at the interchange of Loomis Road and Rawson Road has the potential to develop as a future Power Center district or community-scale retail district serving all of the City of Franklin and portions of Hales Corners, Greendale, Greenfield and Oak Creek.

There are currently approximately 236,000 square feet of retail space in the Franklin Corners area. The McComb Group report indicates that this general area could support an additional 235,000 square feet (24 acres) of leasable general retail space, or an additional 320,000 square feet (32 acres) of Power Center development by 2002.

By the year 2020, the Franklin Corners area could support an additional 340,000 square feet (34 acres) of leasable general retail space or an additional 650,000 square feet (65 acres) of Power Center development. From both a tax development and a community center perspective, the Power Center concept is preferable.

41 Outdoor Twin Theater - South 27th Street (Area C)

South 27th Street south of Rawson Avenue is expected to be influenced by "big box" or Power Center retailers and other commercial uses extending southward along the South 27th Street corridor. This commercial district could potentially extend as far south as the 41 Outdoor Twin Theater site north of Drexel Avenue.

The McComb Group Retail Development Potential report estimates that the area in the vicinity of the intersection of Rawson Avenue and South 27th Street corridor could support an additional 200,000 square feet (20 acres) of retail space by year 2002 and an additional 465,000 (47 acres) of leasable retail space by year 2020.

Whitnall View Area (Area J)

The Whitnall View Area is the third area in Franklin with the market potential for significant retail development. The McComb Group report indicates that by the year 2002 the Whitnall View area could support an additional 70,000 square feet (7 acres) of leasable retail space. By the year 2020 the Whitnall View area could support an additional 320,000 square feet (32 acres) of leasable retail space.

Civic Centre Area (Area I)

Currently, there is less than 5 acres of retail development in the Civic Centre area.

The McComb Group report indicates that the Civic Centre area could support an additional 45,000 (5 acres) square feet of new retail development by the year 2002 and an additional 165,000 square feet (17 acres) of leasable retail space by the year 2020.

Crossroads Area (Area H)

The Crossroads area is expected to evolve into a convenience and neighborhood-oriented retail district serving the south central neighborhoods of the City. The recently constructed Walgreen's is the "pioneer" retail business in the area and represents the first major redevelopment project in this part of the City. The City staff and a private developer have been discussing the concept of neighborhood-oriented retail development on the east side of Loomis Road that would become the primary convenience center for the Forest Hills and Woodview Neighborhoods.

The McComb Group's Retail Development Potential report indicates that the Crossroads Center Area could support an additional 40,000 square feet (4 acres) of leasable retail space by the year 2002 and an additional 100,000 square feet (10 acres) by year 2020.

Town Centre (Area F) and Ryan Road Corridor (Area E)

The City staff has asked the consultant team to consider whether the Town Centre (Area F) or Ryan Road Corridor (Area F) could support retail commercial development.

The McComb Group report does not indicate a significant commercial retail demand in either Area E or Area F, primarily due to the lack of housing development to the south. These areas should not be targeted as a neighborhood/community retail center site. There may, however, be some potential for limited convenience commercial development fronting on Ryan Road at one or more key intersections. This could include a convenience store, service station, and fast-food restaurants. There may also be the potential for limited retail and office development ancillary to the Franklin Industrial/Business Park. Ancillary uses could include daycare, financial institutions, copy shops, or mailing services. These opportunities and potentially available sites are discussed in the following section.

Potential Business Park Areas

The following section describes the general areas in the City of Franklin identified by the consultant team as having business park development potential.

Primary Business Parks

The City of Franklin should be seeking one or more sites with the potential for developing additional primary business park comparable in size and character to the existing Franklin Industrial Park. The projected absorption rate for sites within a well designed and appropriately located business park in the City of Franklin is 37 acres per year.

The general criteria for identifying sites as suitable for a primary business park development include:

- Good to excellent access to Interstate 94 and other major regional highways (5 minute travel time or less)
- At least 180 acres of developable land; ideally 360 or more acres
- Available public water supply and sanitary sewers
- Relatively level sites with soils conditions and drainage suitable for construction of industrial buildings without incurring extraordinary construction costs
- Separation from residential neighborhoods and other potentially conflicting land uses

Secondary Business Parks

There is also the market demand and potential in the City of Franklin for one or more secondary business parks that would be targeted toward smaller users, such as contractors, local distributors, and smaller industries. Sites along major arterials or at the entrances to secondary business parks may be suitable for limited convenience or ancillary retail and service businesses.

These uses generally requiring 5,000 to 35,000 square foot buildings (1 to 3 acre sites). This type of business park would require less area than a primary business park, but would need to meet most of the other site criteria. The acreage range for a site suitable for secondary business park development is 60 to 100 acres.

The following general areas meet some or most of the above criteria for either primary or secondary business park development:

<u>Southeast Environs – 27th, Oakwood, County Line Area (Area D)</u>

The County Line area is located in the southeast corner of the City south of Ryan Road, west of South 27th Street and east of the Root River Parkway. The existing industrial base in this area consists primarily of businesses that require outside storage and have relatively low tax base value, such as trucking, waste disposal equipment storage, and pallet manufacturing. These are not uses that the City should target for the future.

The County Line Industrial Area has approximately 540 acres of land that are potentially developable, of which 100 acres are currently used for industrial or semi-industrial purposes. Area D has direct access to I-94 via either the Ryan Road or STH 241 interchange.

Because of the good access to I-94 and the relative availability of land, Area D is potentially the most attractive location in the City of Franklin for a new primary business park. There is the potential to connect a potential business park in the County Line area with the existing Franklin Business Park via Oakwood Road. This would create a continuous economic development zone in the southeastern quadrant of the City and capitalize on the "brand equity" that has been created through the success of the existing Franklin Business Park.

Because of the proximity to existing residences north of area D and at scattered points within it, there would be a need for careful berming and/or screening to provide a buffers from the business uses. There may also be opportunities to purchase some of the homes within the area, either now or in the future, with the permission of the current homeowners.

Ryan Road North (Area E)

Sites on the north side Ryan Road near 51st Street have some limited potential for a small secondary business park and/or commercial uses ancillary to the Franklin Industrial Park. The primary drawback to sites in Area E is the limited depth of the sites and the close proximity of residential development to the north.

Town Centre - Ryan Road Corridor (Areas F)

The second major area with business park potential is the area both north and south of Ryan Road (Highway 100) west of the Franklin Industrial Park. With the planned improvement of Ryan Road to a four-lane urban standard, this area will have improved access to I-94. There is already a small cluster of industrial and semi-industrial uses south of Ryan Road and west of 76th Street.

While there are a number of good individual development sites and sites suitable for a secondary business park, the site is not suitable for primary business park development.

- One fundamental drawback to developing a primary business park in Area F is the absence of a single block of developable land large enough to accommodate large-scale industrial uses. Ryan Road and 76th Street bisect the areas potentially most suitable for a business park.
- A second fundamental drawback is the area's distance from I-94, the major corridor for movement of goods and workers to and from area businesses.
- There are also numerous rural residences in the area that would either need to be acquired or buffered from surrounding business and industrial development.

The former Highway 100 Outdoor Theater site, located north of the curve, is a large potentially developable site. Although the site has topographic characteristics that would make it suitable for secondary business park development, the City's adopted Comprehensive Master Plan identifies the site as a potential middle or high school site. Given the proximity to a growing residential neighborhood, this is a more appropriate use for the site.

41 Outdoor Twin Theater Area (Area C)

The 41 Outdoor Twin Theater site has some attributes which qualify this area as a potential secondary business park site with lots oriented towards smaller users, such as offices, contractors, distributors, and start-up manufacturers. The 73-acre parcel is a level site available for redevelopment. There is an additional 5 acres of potentially developable former school property north of the 41 Outdoor Twin Theater site that could be attached to the site.

The 41 Outdoor Twin Theater site could be developed by the City and/or a private developer as secondary business park targeted to users requiring 5,000 to 35,000 square feet buildings (1 to 3 acre sites).

Because of the proximity to both existing and planned residential neighborhoods west of the site along 35th Street and south of Drexel Avenue there would be a need for careful berming and/or screening to provide a buffer from the business uses.

Note: As noted in the previous section, the site is also likely to be attractive as a general retail or Power Center site. This site would basically be an extension of the type of commercial development that has already occurred along the South 27th Street corridor north of Rawson Avenue.

V. Analysis Of Specific Sites

The City of Franklin has asked the consultant team to analyze specific sites for the twelve general planning areas that may have nonresidential development potential. The following is a site-specific description of the twelve planning areas as originally identified by the City and subsequently modified by the consulting team.

The attached *conceptual maps illustrate the key potential development sites* for each of the twelve planning areas. *It is important to realize that these are conceptual boundaries only for preliminary tax development analysis. Actual site boundaries would depend upon further planning, negotiations with land owners, decisions by the Plan Commission, and many other factors.*

General conceptual street circulation patterns are identified in some of the planning areas with the greatest nonresidential development potential. In several cases, the City of Franklin Planning Department has prepared more detailed conceptual site plans. *Again, these are only illustrative.*

Each map also illustrates existing Environmental Corridors, which we exclude from development and do not count as developable acres.

Area A Franklin Corners (Loomis, 76th, and Rawson)

Site A-1

Developable Acreage: **43 acres**
Access: Loomis Road and Rawson Avenue
Recommended Use: **Community Retail Center, Power Center**

Comments: Site A-1, which is located in the southwest quadrant of the Loomis Road-Rawson Avenue interchange, has been identified by the McComb Group as the most suitable site for large-scale retail commercial development in the central portion of Franklin and in the Franklin School District.

Retail development of Site A-1 would require access from Rawson Road and access from Loomis Road (Highway 36) south of the exit ramps to the Rawson Road interchange.

Most of Site A-1 is currently planned for estate residential development and any commercial development would require a revised plan designation and rezoning. There would need to be extensive buffering on the west and north sides of Site A-1 to provide separation from adjoining residential areas. *The berming and screening is indicated on each conceptual map.*

Site A-2

Developable Acreage: **42 acres**
Access: Loomis Road and Rawson Avenue
Recommended Use: **Community Retail Center**

Comments: Site A-2, which is located in the southeast quadrant of the Loomis Road-Rawson Avenue interchange, is also one of the most suitable sites for retail development in the central portion of the City. Site A-2 adjoins the existing Pick-N-Save site. It would be accessible to a very limited extent from the Pick-N-Save parking lot and to a greater degree by extending Terrance Drive extended westward. Development of Site A-2 would also require direct access from Loomis Road south of the Rawson Road access ramps, which would be at the same point on Loomis as access to Site A-1.

Most of Site A-2 is currently planned for residential development and any commercial development would require a revised plan designation and rezoning. There would need to be extensive buffering on the east and south sides of Site A-2 to provide separation from adjoining residential neighborhoods.

Development of Site A-2 would require careful site planning around the delineated Environmental Corridor adjoining the site.

Site A-3

Developable Acreage: **40 acres (with potential expansion to the north)**
Access: Rawson Avenue and Old Loomis Road
Recommended Use: **Community Retail Center, Power Center**

Comments: Site A-3, which is located in the northwest quadrant of the Loomis Road-Rawson Avenue interchange, is potentially suitable for retail commercial development. The eastern portion of Site A-3 is currently planned and zoned for recreation use as the Crystal Ridge Ski Hill.

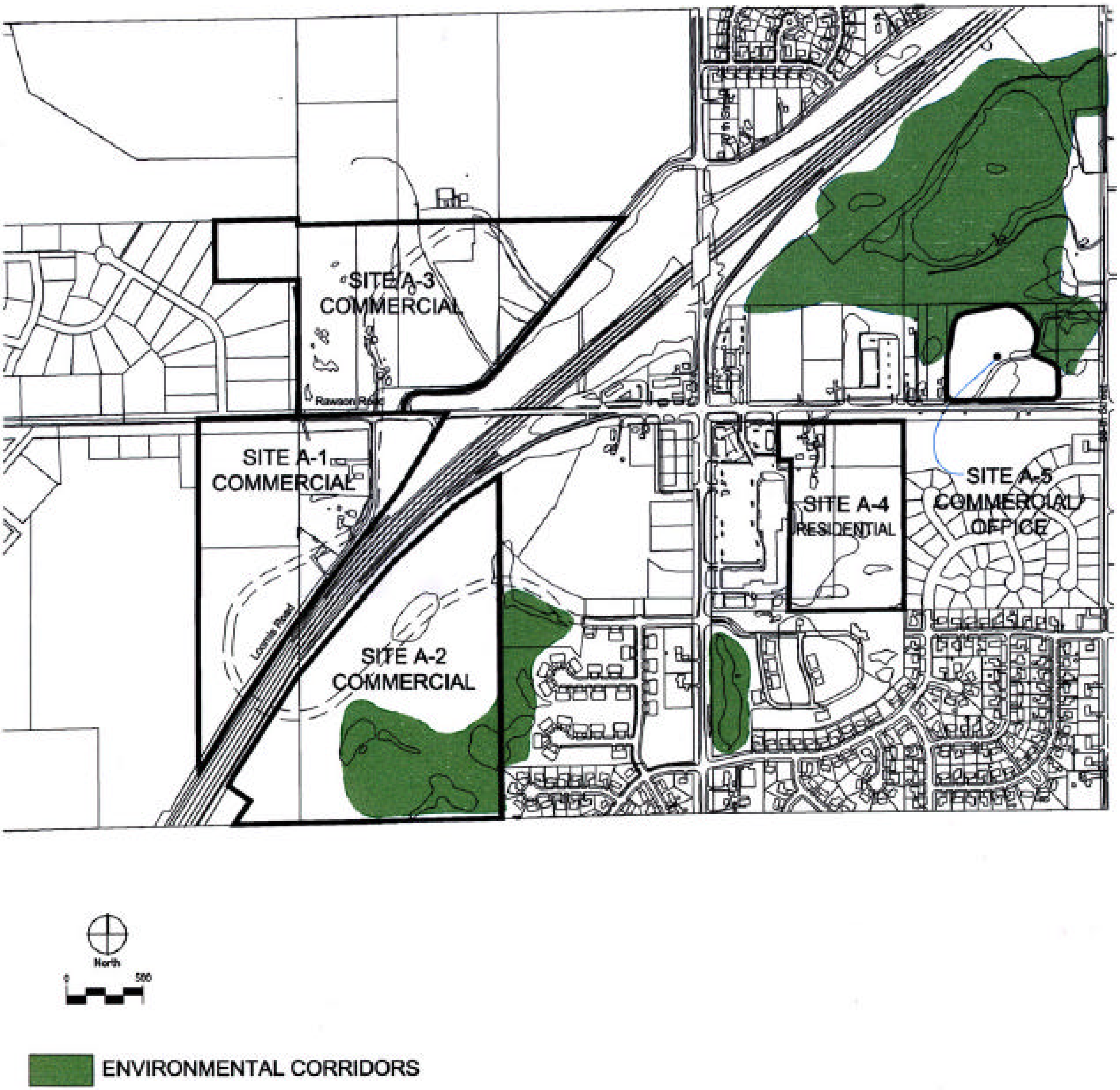
Portions of Site A-3 were formally a landfill site and there may be significant environmental limitations. The extent of potential environmental limitations are currently unknown. If the environmental constraints associated with the former landfill site could be overcome, there would be additional potential commercial expansion area extending northeast of Crystal Ridge Ski Hill along the west side of 76th Street. This area has not been designated as a probable commercial site in the near future due to the environmental uncertainties, but if these limitations could be overcome, the McComb group rates the extended A-3 site with A-1 as the areas of highest appeal to major retailers. Major retailers are accustomed to working with sites with environmental challenges, since they have great options regarding where to site their stores in relation to parking lots.

Commercial development on Site A-3 would require buffering and screening along on the southwest corner of the site to provide separation from an adjoining residential neighborhood along Hawthorne Court.

Site A-4

Developable Acreage: **Approximately 16 acres**
Access: Rawson Avenue
Recommended Use: **Infill Commercial or Office**

Comments: Site A-4, is located east of 76th Street along both the north and south sides of Rawson Avenue. Site A-4 contains a number of potential infill parcels ranging from 1 to 4 acres size. These sites have strong potential for infill commercial, medical office, financial institution or professional office development. None of the parcels in Site A-4 are large enough to accommodate a Power Center or shopping center.



AREA A Franklin Corners

JJR

Key Development Sites
Franklin, Wisconsin

Area B Quarry Environs

Site B-1

Developable Acreage: **43 acres**
Access: Rawson Avenue and 51st Street
Recommended Use: **Secondary Commercial, Office, or Institutional**

Comments: Site B-1, is located on the north side of Rawson Avenue approximately two miles east of 76th Street. The site is midway between the Franklin Corners retail area and the South 27th Street retail district.

The southern portion of the Site B-1 fronts on Rawson Avenue and is delineated as a B-3 Community Business District in the City's Comprehensive Master Plan. The northern half of Site B-1 is designated for institutional use. The Polish Community Center is currently planned to be constructed on portions of Site B-1.

Development of Site B-1 is likely to be incremental as individual properties fronting on Rawson Avenue are assembled. Site B-1 does not offer the opportunity for concentrated retail center development, such as in Franklin Corners or South 27th Street corridor sites, but the area is suitable for a variety of service-oriented commercial business, convenience retail, offices or institutional uses.

Site B-2

Developable Acreage: **21 acres**
Access: Rawson Avenue
Recommended Use: **Secondary Commercial, Office or Institutional**

Comments: Site B-2 is located on Rawson Avenue east of the WEPCO maintenance facility at the corner of 51st Street and Rawson. Approximately eight residences currently occupy the 21-acre site.

Development potential for Site B-2 is very similar to Site B-1. Site B-2 is likely to be developed incrementally as individual properties fronting on Rawson Avenue are assembled.

Site B-2 is designated as M-1 Limited Industrial District in the City's Comprehensive Master Plan. The City should consider redesigning the planned land uses in this site from M-1 to B-3 or another comparable commercial district. Retaining the M-1 designation in this area would continue to allow more industrial uses into a predominately residential neighborhood and would potentially devalue the adjoining land and impede higher value future development.

AREA B Quarry Environs

JJR

Key Development Sites
Franklin, Wisconsin

Area C 41 Outdoor Twin Theater Environs

Site C-1

Developable Acreage: **32 acres**
Access: 27th Street and Rawson Avenue
Recommended Uses: **Retail Commercial Redevelopment**

Comments: Site C-I is located on the southwest quadrant of the intersection of South 27th Street and Rawson Avenue. Due to its location at the intersection of two major arterial streets and excellent accessibility from I-94, this area is one of the best commercial sites is the City. Site C-1 is designated in the City's Comprehensive Master Plan as a combination B-3 and B-4 Commercial, B-6 Office, and I-1 Institutional.

The properties along Rawson Road west of 27th Street are mostly older residences.

Development of Site C-1 to its "highest and best" retail commercial use would require assemblage of a number of smaller parcels and demolition of existing structures. The McComb Group rates C-1 as the best of the three C sites from a retail market perspective because it has the best market access and the best relationship to the existing retail development north of Rawson.

Site C-2

Developable Acreage: **35 acres**
Access: 27th Street
Recommended Uses: **Retail Commercial Redevelopment**

Comments: Site C-2 is located South 27th Street north of the 41 Outdoor Twin Theater site. There are existing commercial and institutional uses along the South 27th Street frontage.

The portion of Site C-2 fronting on South 27th Street is designated in the City's Comprehensive Master Plan as a B-4. The western half of the site is planned for medium density residential development. The City should consider redesigning the planned land uses for all Sites C-2 to B-4 or another comparable commercial district.

Development of Site C-2 to its "highest and best" use would require assemblage of a number of smaller parcels and demolition of existing structures.

Site C-3 (Expanded 41-Twin Site)

Developable Acreage: **78 acres**
Access: 27^{th} Street and Drexel Avenue
Recommended Use: **Secondary Business Park or Retail Center (Alternative)**

Comments: Site C-3 is the former 41 Outdoor Twin Theater site and the former elementary school site located on South 27^{th} Street north of Drexel Avenue. Site C-3 is a uniquely valuable site due to the fact that it is a large parcel requiring neither assemblage nor extensive demolition and site preparation to create buildable land.

The 41 Outdoor Twin Theater site portion of Site C-3 is designated in the City's Comprehensive Master Plan as a BP Business Park. The former school site is designated B-4 Commercial. These are appropriate planned land use designations.

The City should consider either developing the 41 Outdoor Twin Theater site or partnering with a private developer to create a secondary business park targeted for uses requiring 5,000 to 35,000 buildings (1 to 3 acre sites). These uses should not be located in the City's primary business parks, but should be located in planned business park settings buffered from residential uses. Careful planning of the site with an internal roadway would enhance access, minimize impact along 27^{th} Street, and allow development of the entire site for secondary business park purposes without any residential development.

Alternatively, the 41 Twin site could accommodate some retail development, though the McComb Group analysis points to some limitations in terms of access and connectedness to the existing retail district north of Rawson.

The proposed secondary business park located on the 41 Outdoor Twin Theater site would require extensive berming and screening from residential neighborhoods on the south and west sides of the site. Deed restrictions and protective convenience should regulate the appearance of the buildings and sites and should restrict outside storage.

AREA C 41 Twin Theater Environs

JJR

Key Development Sites
Franklin, Wisconsin

Area D Southeast Environs

Site D-1

Developable Acreage: **42 acres**
Access: South 27th Street and Ryan Road
Recommended Use: **Convenience Retail Commercial Redevelopment**

Comments: Site D-1 is located on the southwest quadrant of the intersection of South 27th Street and Ryan Road. Due to its location at the intersection of two major arterial streets and direct access from I-94, this location is potentially one of the best convenience retail sites in the City.

Site D-1 is designated in the City's Comprehensive Master Plan as a combination B-2 and B-4 Commercial and R-4 and R-5 Residential. There are existing business uses on the portions of Site D-1 fronting on South 27th Street, but most of the non-frontage portion of the site is undeveloped.

Development of Site D-1 to its "highest and best" retail commercial use would require assemblage of a number of smaller parcels and redevelopment of existing structures.

Site D-2

Developable Acreage: **128 acres**
Access: South 27th Street and Oakwood Road
Recommended Use: **Primary Business Park**

Comments: Site D-2 is located on South 27th Street north of Oakwood Road. Due to its good access from I-94, general topography, and relatively large size, Site D-2 is one of the best potential sites, if not the single best potential site for new primary business park development in the City. The proximity Oakwood Golf Course and the Root River Parkway would have amenity value for some types of businesses that would consider locating in the park, including the office uses that many residents seek to attract. Business Park development of D-2 would also help to pull new primary business uses north from the existing less desirable truck terminal and outdoor storage uses along West Elm and other areas within D-3.

With the exception of a limited amount of frontage development along 27th Street and several homes along Oakwood Road, Site D-2 is mostly undeveloped. The exact boundaries of a D-2 business park would require adequate buffering from existing residential areas and due consideration of the Oakwood Road homeowners.

The City should focus on reserving this area for primary business park use. The City should work with the property owners to help develop this area as a master-planned business park, either through private or public development. Site D-2 is designated in the City's Comprehensive Master Plan and Unified Development Code as R-2 Residential. The City should amend the Plan and Zoning Ordinance to designate this area as BP Business Park.

The site plan for Site D-2 will require buffering and screening from remaining Oakwood Road homes, Oakwood Park Golf Course on the west, and the residential neighborhood on the north. Approximately 30 acres in the northwest quadrant are an upland woods and part of the designated Environmental Corridor. The woods would provide and important buffer to development north of Fitzsimmons Road. The woods, along with a bermed corridor along the south side of Fitzsimmons Road, should be preserved as a buffer between the proposed business park and the residential neighborhood north of Fitzsimmons Road.

The City would also need to work with owners of existing homes within the D-2 area to determine whether some or all wished to sell their property at fair market value to the City, either now or when they wished to relocate at some time in the future. Alternatively, the park could develop with buffering and screening for these homes.

The site plan for a primary business park on Site D-2 will require maintaining an attractive frontage along both 27th Street and Oakwood Road, which will serve as a secondary access road and connector to the Franklin Industrial Park to the west. Conceptually, the improvements along Oakwood Road should provide linkage with the Franklin Industrial Park.

Site D-3

Developable Acreage: **90-190 acres** (90 core acres, plus 100 acres possibly available from the County) (100 more acres of existing industrial development that may be subject to redevelopment in the future, but it would be too expensive to redevelop in the short term)
Access: South 27th Street, Oakwood Road, and West Elm Road
Recommended Use: **Primary Business Park**

Comments: Site D-3 is located on South 27th Street south of Oakwood Road. Site D-3 possesses many of the same general locational attributes as Site D-2, though without relation to Oakwood Golf Course. However, approximately 100 acres are already partially developed. Most of this area is used for relatively low-intensity and low-value outside storage. Some of the existing uses in Site D-3 constitute "NIMBY-types" of uses that have some nuisance characteristics and relate poorly to a primary business park.

Most of Site D-3 is designated in the City's Comprehensive Master Plan M-1 Light Industrial and has been conceptually platted in the plan for approximately 5 acre lots. The existing land use designation should be retained, but the City should restudy the street and lot layout in the update of the City's Comprehensive Master Plan.

The City should focus on reserving the undeveloped portion of Site D-3 for future business park use. The City should also work with existing businesses in the area to minimize their nuisance impacts and screen outside storage areas. If some businesses relocate in the future, the City should consider acquiring their land.

The site plan for a business park on Site D-3 will require maintaining an attractive frontage along major arterials and screening or buffering some of the less desirable existing industrial uses.

Note: It should be noted that the western portion of Site D-3 includes approximately 100 acres that are currently owned by Milwaukee County and are managed as part of the Root River Parkway. The City should explore the potential for acquisition of this land from the Milwaukee County for business park development. The City should also investigate the potential for a land exchange that would involve exchanging City-owned or acquired conservancy land for developable portions of the Milwaukee County land in Site D-3.

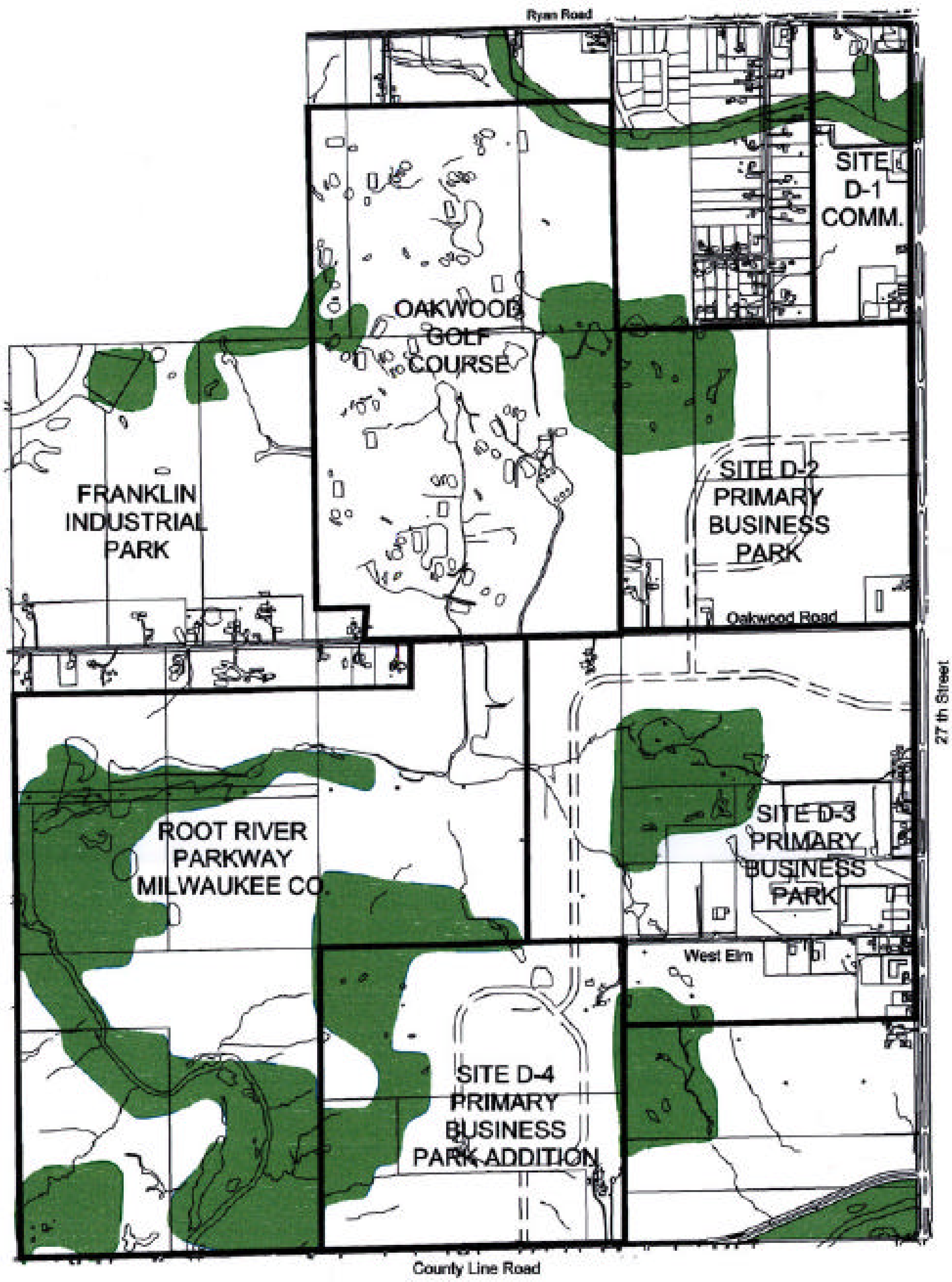
The proposal for acquiring portions of the County-owned land applies only to areas that are not delineated as Environmental Corridor by SEWRPC. The Environmental Corridors, which include all wetlands, floodplains, and mature woods should remain in County ownership and should continue to be managed as permanent conservancy land. The only land acquired for business park development should be unwooded uplands. The business park should be designed to carefully avoid adverse impacts to the Root River Parkway and the sites should be oriented and designed so that the environmental lands and trail system are an aesthetic and recreational amenity for the business park.

Site D-4

Developable Acreage: **122 acres**
Access: West Elm Road and County Line Road
Recommended Use: **Primary Business and Industrial Park Expansion Area**

Comments: Site D-4 is located on County Line Road south of Site D-3. This area should be reserved for future expansion of the primary business park proposed for Sites D2 and D-3. Site D-4 is designated in the City's Comprehensive Master Plan as M-1 Light Industrial and has been conceptually platted in the plan for approximately 5-acre lots.

The planning for a business park on Site D-4 will require careful screening and buffering for portions of the site adjoining the Root River Parkway.



ENVIRONMENTAL CORRIDORS

AREA D Southeast Environs

JJR

Key Development Sites
Franklin, Wisconsin

Area E Ryan Road North

Site E-1

Developable Acreage: **60 acres**
Access: Ryan Road and 51st Street
Recommended Use: **Ancillary Commercial, Secondary Business Park**

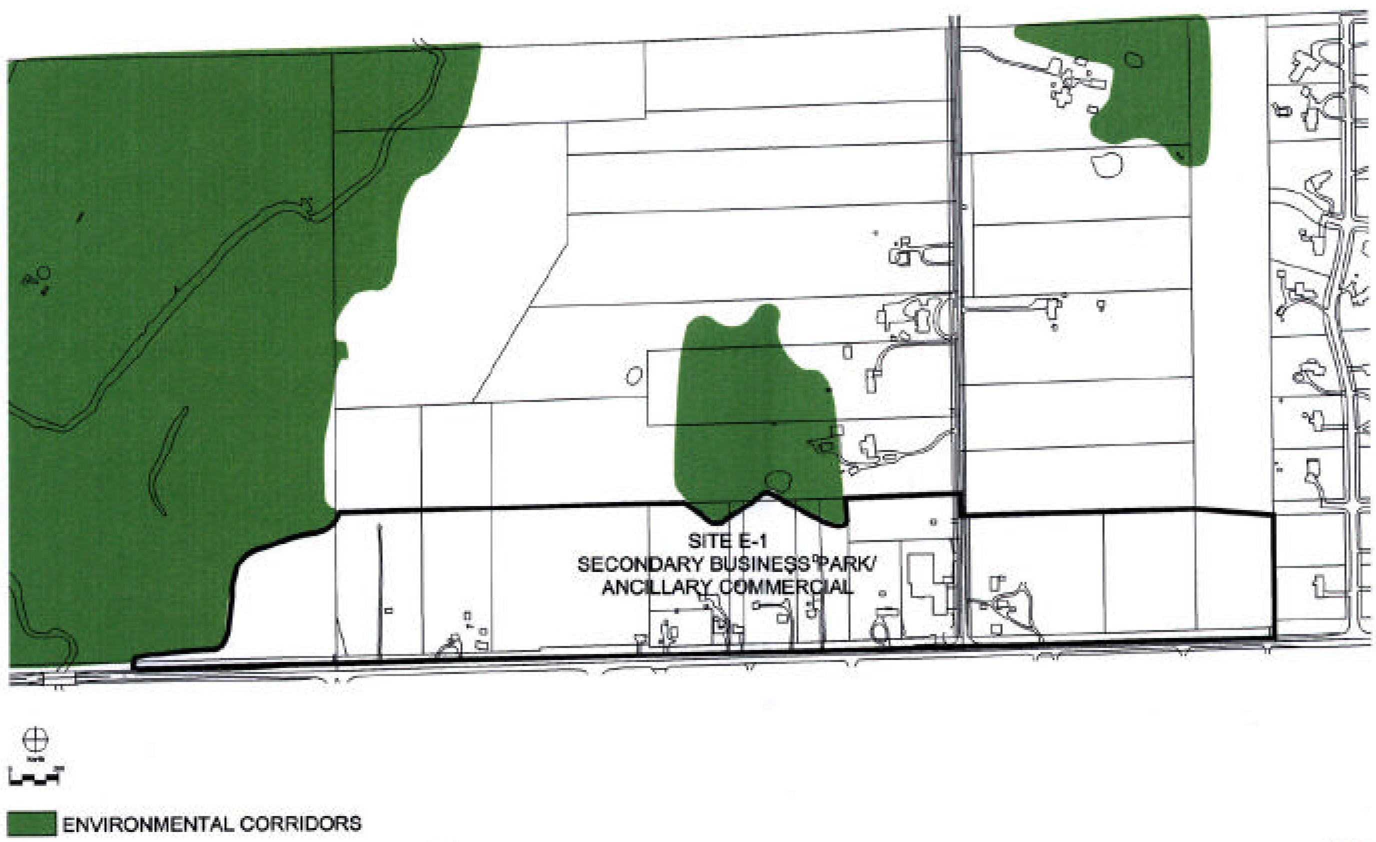
Comments: Site E-1 is located on the north side of Ryan Road between the Root River Parkway and 46th Street.

Site E-1 is designated in the City's Comprehensive Master Plan as a combination of B-1 Neighborhood Commercial and B-6 Business Park west of 51st Street and B-1 Neighborhood Commercial east of 51st Street.

The McComb Group Retail Development Potential report indicates that there is relatively little demand for retail commercial development in this part of the City. However, with the large employment base in the Franklin Business Park and the potential for additional secondary business park development in the southern part of the City, there is likely to be some market demand for convenience businesses and business services that would be ancillary to the business park.

The portion of Site E-1 designated for BP Business Park would be suitable for some types of ancillary commercial and office uses that do not require large lots. The site is not large enough to function as a primary business park, but may be a good site for either an office-oriented secondary business park or individual business sites.

Development of Site E-1 is likely to occur incrementally as individual properties fronting on Ryan Road are assembled. Any development within Site E-1 would need to be carefully buffered and screened from the adjoining areas to the north, which are planned for residential development.



AREA E North Ryan Road

Key Development Sites
Franklin, Wisconsin

Area F Town Centre

Site F-1

Developable Acreage: **96 acres**
Access: Ryan Road and 76th Street
Recommended Use: **Secondary Business Park, Ancillary Commercial**

Comments: Site F-1 is located on the north side of Ryan Road between the Root River Parkway and 76th Street. Much of Site F-1 consists of a former military installation, which is currently owned by Milwaukee County. Site F-1 adjoins the Milwaukee County House of Corrections site.

The portion of Site F-1 at the corner of 76th Street and Ryan Road is designated in the City's Comprehensive Master Plan as B-6 Professional Office. The portion of the site owned by Milwaukee County is designated A-1 Agricultural District.

The City should re-designate all of Site F-1 as BP Business Park. The site would be suitable for a secondary business park that would be targeted toward office users and other businesses that do not require larger lots.

The City of Franklin should work closely with Milwaukee County to return the portions of the site that are not needed for the correction facility to the tax base. The former military installation site is a potentially valuable piece of development land. Unlike Site E-1, which has many similar locational characteristics, development of Site F-1 would not require as much land assemblage and demolition and would be a superior secondary business park site. Site F-1 may also be suitable for one or more single users with large area requirements.

Site F-2

Developable Acreage: **78 acres**
Access: Ryan Road and 76th Street
Recommended Use: **Secondary Business Park, Ancillary Commercial**

Comments: Site F-2 is located on the north side of Ryan Road west of 76th Street.

The southern portion of Site F-2 within 600' of Ryan Road is designated in the Comprehensive Master Plan as B-1 Neighborhood Business. The northern portion of the site is designated for residential development.

All of Site F-2, in combination with Site F-1, should designated for BP Business Park. Site F-2 would be suitable for a secondary business park targeted toward uses that do not require large lots. Site F-1 may also be suitable for one or more single users with large lot area requirements.

Any nonresidential development in the northern part of Site F-2 will require careful screening and buffering to protect the residential development to the north.

Site F-3

Developable Acreage: **49 acres**
Access: Ryan Road and 76th Street
Recommended Use: **Possible Secondary Business Park, Light Industrial**

Comments: Site F-3 is located on the south side of Ryan Road east of 76th Street.

The site is designated M-1 Light Industrial in the City's Comprehensive Master Plan. Soil conditions and the floodplain for the Root River and Ryan Creek limit the development potential of Site F-3. Sanitary sewer is projected for the area but not yet available.

The street circulation system, as shown on the site map, should be completed if there is sufficient projected demand for F-3 as a secondary business park. However, once the central street is constructed the site will yield only a relatively small number of usable secondary business park lots.

Site F-4

Developable Acreage: **98 Acres** (plus 40 acres of existing development)
Access: Ryan Road and 76th Street
Recommended Use: **Possible Secondary Business Park**

Comments: Site F-4 is located on the south side of Ryan Road west of 76th Street. This area includes the City of Franklin Public Works Facility and several other semi-industrial uses. All Souls Cemetery is located west of the Public Works Facility on Ryan Road. There are numerous rural residences along 76th Street south of Ryan Road.

The portions of Site F-4 currently used for industrial and semi-industrial uses are designated M-1 Light Industrial and I-1 Institutional in the City's Comprehensive Master Plan. Most of the frontage along 76th Street south of Ryan Road is designated either Rural Residential or Agricultural Preservation.

A major limiting factor for development of Site F-4 is that a significant portion of the site has been acquired for future expansion of All Souls Cemetery. Unless, the City or a private business park developer is able to acquire the cemetery expansion site, the development potential of Site F-4 is severely limited.

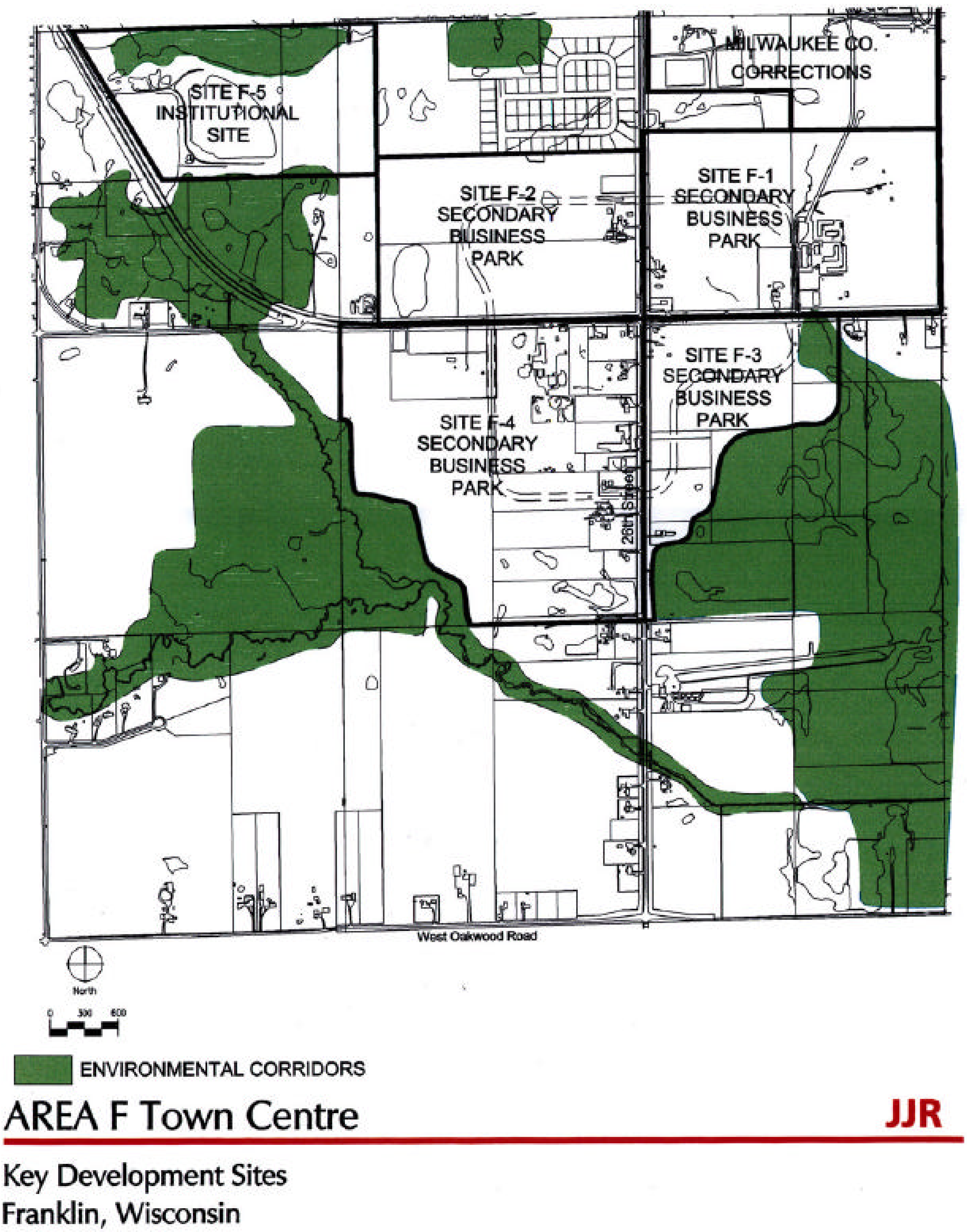
Low conditions and floodplain for Ryan Creek also limit the expansion potential of Site F-4. Future expansion to the southwest would be restricted by environmental conditions. Sanitary sewer is projected for the area but not yet available.

Site F-5

Developable Acreage: **40 Acres**
Access: St. Martins Road (Highway 100)
Recommended Use: **Institutional**

The former Highway 100 Outdoor Theater site is a developable parcel located north of the Highway 100 curve.

The City's Comprehensive master Plan identifies this site as an Institutional site, well-suited as a site for a future middle or high school. Given the proximity to several expanding residential neighborhoods and the good supply of alternative secondary industrial parcels, school use of the parcel would be more appropriate than secondary business park development.


MILWAUKEE CO.
CORRECTIONS
SITE F-5
INSTITUTIONAL
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26th Street
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ENVIRONMENTAL CORRIDORS
AREA F Town Centre
JJR
Key Development Sites
Franklin, Wisconsin

Area G Southwest Environs

Site G-1

Developable Acreage: **119 acres**
Access: Loomis Road (Highway 36), Ryan Road, and 116th Street.
Recommended Use: **Holding District – Interim Agriculture**

Comments: Site G-1 is located on either side of Loomis Road (Highway 36) southwest of the Crossroads Area.

All of Area G is outside the Sewer Service Area delineated by SEWRPC, but could potentially be serviced from the proposed force main connecting to the landfill area to the southwest. In the City's long-range planning, Area G has been reserved for rural preservation and most of the area is designated in the City's Comprehensive Master Plan as either A-1 or A-2 Agricultural.

Because of a combination of the absence of utilities and distance from I-94, the consulting team has viewed all of Area G as a "holding district" to be retained as much as possible in agricultural or very low density rural residential use.

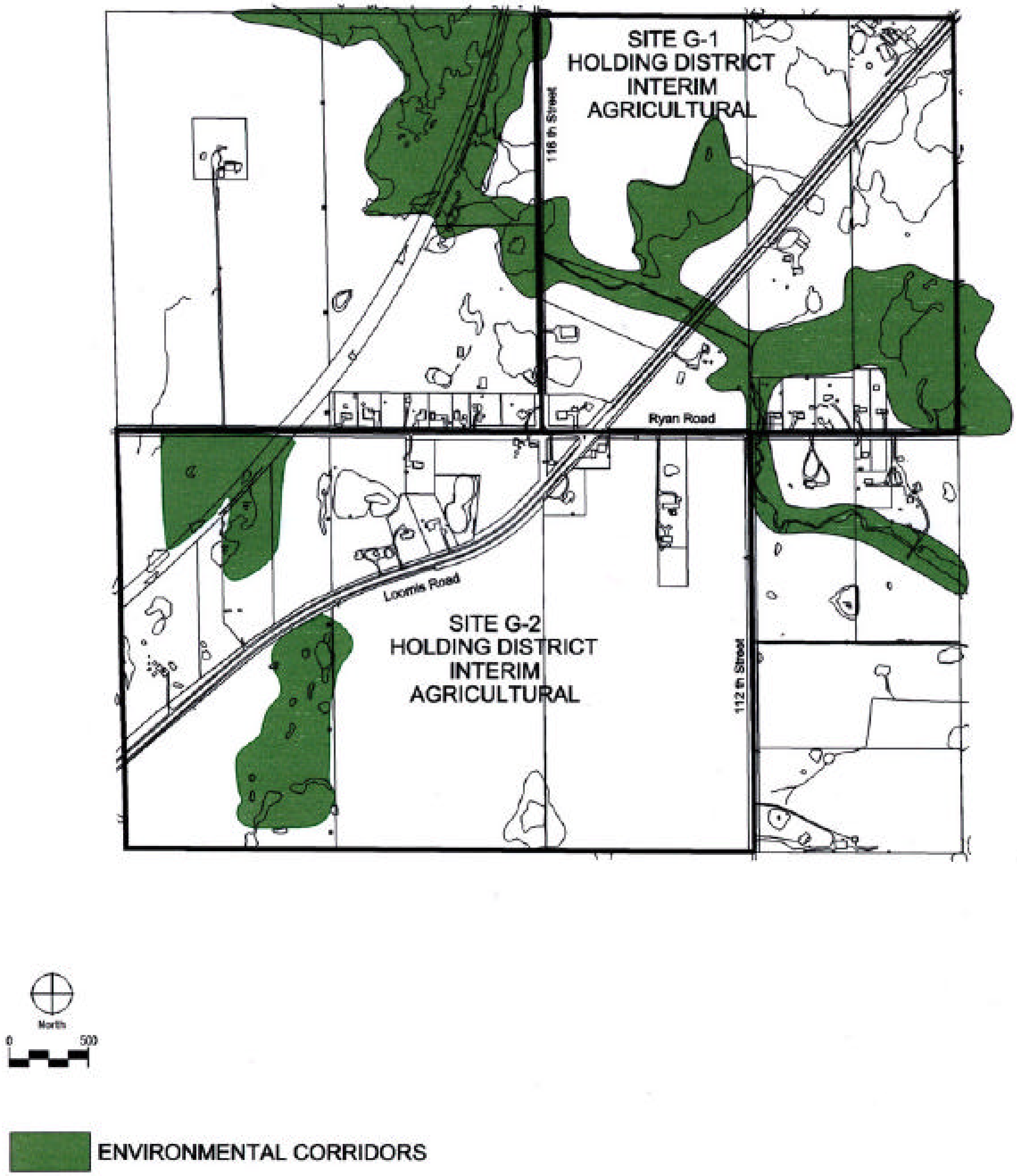
At some point in the future Site G-1 will have significant development value as Loomis Road continues to evolve as a corridor for residential development. The County may also plan for an upgraded circumferal outer belt highway at some point in the future.

The area should not be prematurely subdivided for residential or other uses until market conditions and availability of utilities can support development of district, perhaps as an industrial park.

Site G-2

Developable Acreage: **216 acres**
Access: Loomis Road (Highway 36), Ryan Road, and 112th Street.
Recommended Use: **Holding District – Interim Agriculture**

Comments: Site G-2 is has locational attributes similar to Site G-1 and should be maintained in interim agricultural or very low-density rural residential use until market conditions and availability of utilities make the area more suitable for higher density development.



AREA G Southwest Environs

JJR

Key Development Sites
Franklin, Wisconsin

Area H Crossroads and Loomis Road Corridor

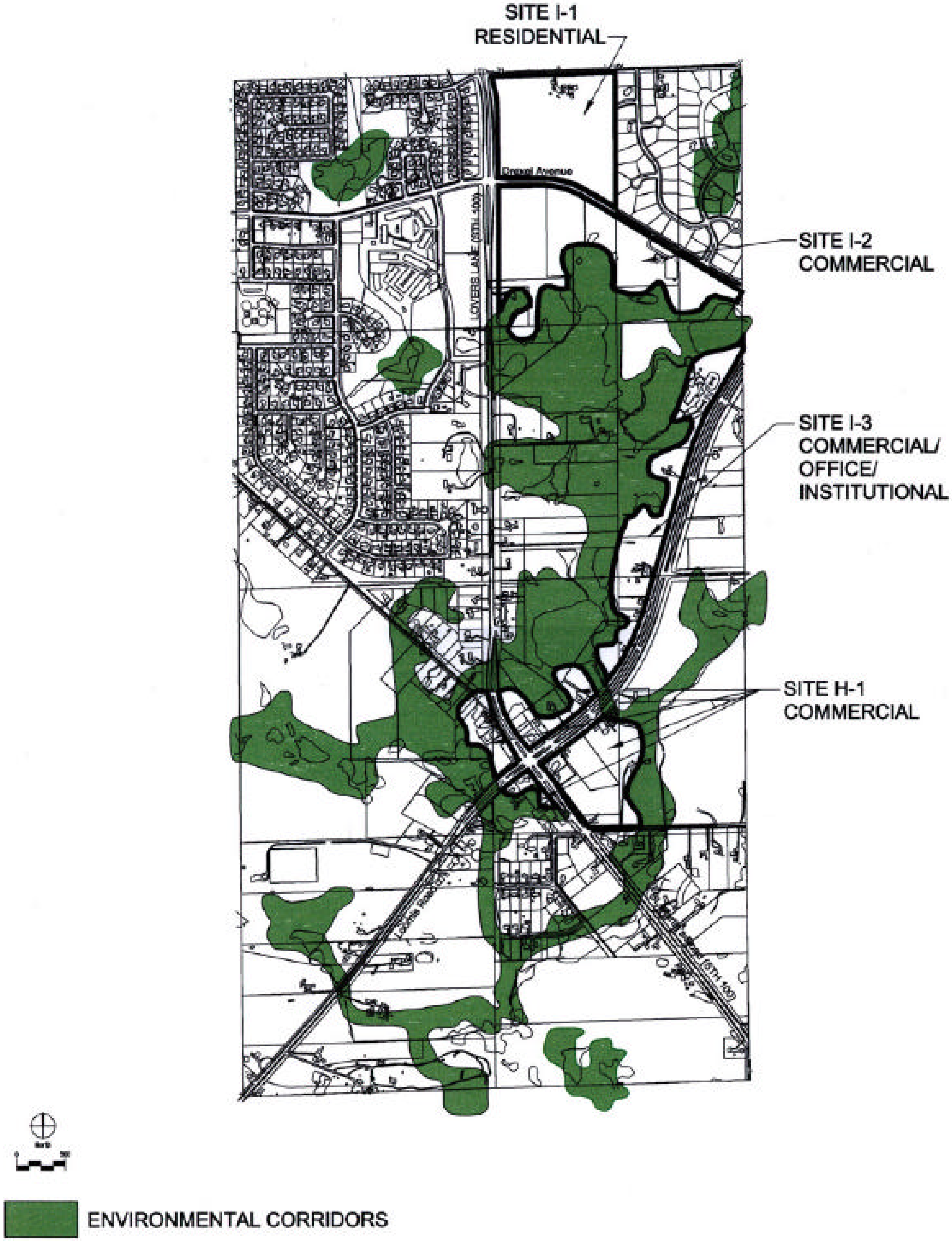
Site H-1

Developable Acreage: **33 acres**
Access: Loomis Road (Highway 36) and St. Martin's Road (Highway 100)
Recommended Use: **Neighborhood Commercial**

Comments: Site H-1 is a key commercial site located at the crossroads of the two major arterials in the western portion of Franklin. The Crossroads has been designated in the City's Comprehensive Master Plan as a neighborhood business district. The new Walgreen's is the pioneer retail business at this location.

The McComb Group's Retail Development Potential report indicates that the Crossroads area could support an additional 40,000 square feet (4 acres) of convenience-oriented retail space by year 2002 and an additional 100,000 square feet (10 acres) by the year 2020.

As this area develops, the key issues will include assembling sufficiently large parcels to create a cohesive development pattern and preserving the wetlands and environmental corridors. Pedestrian and bicycle access to adjoining residential neighborhoods will be a key design consideration in developing a neighborhood-oriented commercial center.



AREA H&I Crossroads and Civic Centre

JJR

Key Development Sites
Franklin, Wisconsin

Area I Civic Centre

Site I-1

Developable Acreage: **32 acres**
Access: Drexel Avenue and Lover's Lane Road (Highway 100)
Recommended Uses: **Residential**

Comments: Site I-1 is a vacant developable site in the northwest quadrant of the intersection of Drexel Avenue and Lover's Lane Road.

The site has been designated in the City's Comprehensive Master Plan as part of the R-3E Estate Lot Subdivision District. The adjoining area to the east has been platted as estate lots. This area has been one of the most successful residential districts in the City with homes priced significantly higher than the median home values in Franklin.

There are large parcels in the Civic Centre area south of Drexel Road that are planned for commercial development. These parcels are expected to be able to meet the market demand for commercial land in this part of the City

The City should retain the existing estate lot residential designation for Site I-1.

Site I-2

Developable Acreage: **40 acres**
Access: Drexel Avenue and Lover' Lane Road (Highway 100)
Recommended Uses: **Neighborhood Retail Center, Commercial Services, and Institutional**

Comments: Site I-2 is located along the south side of Drexel Avenue between Lovers Lane Road and Loomis Road.

Site I-2 has been designated in the City's Comprehensive Master Plan as a combination of CC Community Centre and I-1 Institutional. The plan also indicates that a mixture of neighborhood retail, office, medical and public uses would be appropriate for the area.

The McComb Group's Retail Development Potential report indicates that the Civic Centre area could support an additional 45,000 square feet (5 acres) of retail space by year 2002 and an additional 165,000 square feet (17 acres) by the year 2020.

Site I-2 is the best location within the Civic Centre area for a neighborhood-scale shopping center. The site has excellent access from the major north-south arterial highways and from Drexel Avenue, which is a major east-west collector street. The ownership parcels within Site I-2 are relatively large and the site would not require as much assemblage or demolition as some of the other potential commercial sites in the City.

Site I-3

Developable Acreage: **24 acres**
Access: Loomis Road (Highway 36)
Recommended Uses: **Commercial Services, Institutional, and Office**

Comments: Site I-3 is located on the west side of Loomis Road, across the street from the municipal government center. Site I-3 is designated in the City's Comprehensive Master Plan as a combination of CC Community Centre, I-1 Institutional, and R-8 Multiple Family Residential Districts.

The frontage along Loomis Road has excellent exposure for professional offices, financial services, and medical clinics.

Area J Whitnall View

Site J-1

Developable Acreage: **80 acres**
Access: Lover's Lane Road (Highway 100) and Forest Home Avenue
Recommended Uses: **Retail Commercial**

Comments: Site J-1 (Hales Corners Speedway) is a key commercial redevelopment site located in the northwest quadrant of the City. The site is accessible from Lover's Lane Road and from Forest Home Avenue.

The McComb Group's Retail Development Potential report indicates that the Whitnall View area could support an additional 70,000 square feet (7 acres) of leasable retail space by the year 2002 and an additional 330,000 square feet (33 acres) by the year 2020. The Hales Corners Speedway site is the most suitable site in the area to support commercial development of that scale within the Whitnall View area..

The site is large enough to also support limited ancillary office development and perhaps some office/showroom development as well.

The City's Comprehensive Master Plan designates Site J-1 as a combination of M-1 Light Industrial and BP Business Park. The redevelopment concept for the Hales Corners Speedway site in the Comprehensive Master Plan shows the area divided into 2- to 4-acre business and industrial park lots.

The City should revise the Comprehensive master Plan to designate the Hales Corners Speedway site as a retail commercial site. Commercial use of the site would be more compatible with the overall residential character of this part of the City and would likely yield a higher tax base for the City than industrial sites.

Site J-2

Developable Acreage: **28 acres (mostly developed lots)**
Access: Forest Home Avenue
Recommended Uses: **Light Industrial**

Comments: Site J-2 consists of an older light industrial park located on Forest Home Avenue southwest of the Hales Corner Speedway. Most of the lots are less than 3 acres in size. The City's Comprehensive Master Plan designates this are as M-1 Light Industrial.

This industrial district is not well-located with respect to access to regional highways and it is located in close proximity to predominantly residential districts. If the site were currently undeveloped, it would not be a prime candidate for a business park. However, there are many successful small businesses in the area and the area provides relatively low-cost industrial and warehouse space. Over a long time-frame, the City should shift manufacturing, industrial, and distribution uses to planned industrial or business parks with better access to I-94. However, for the foreseeable future Site J-2 is expected to remain a light industrial district.

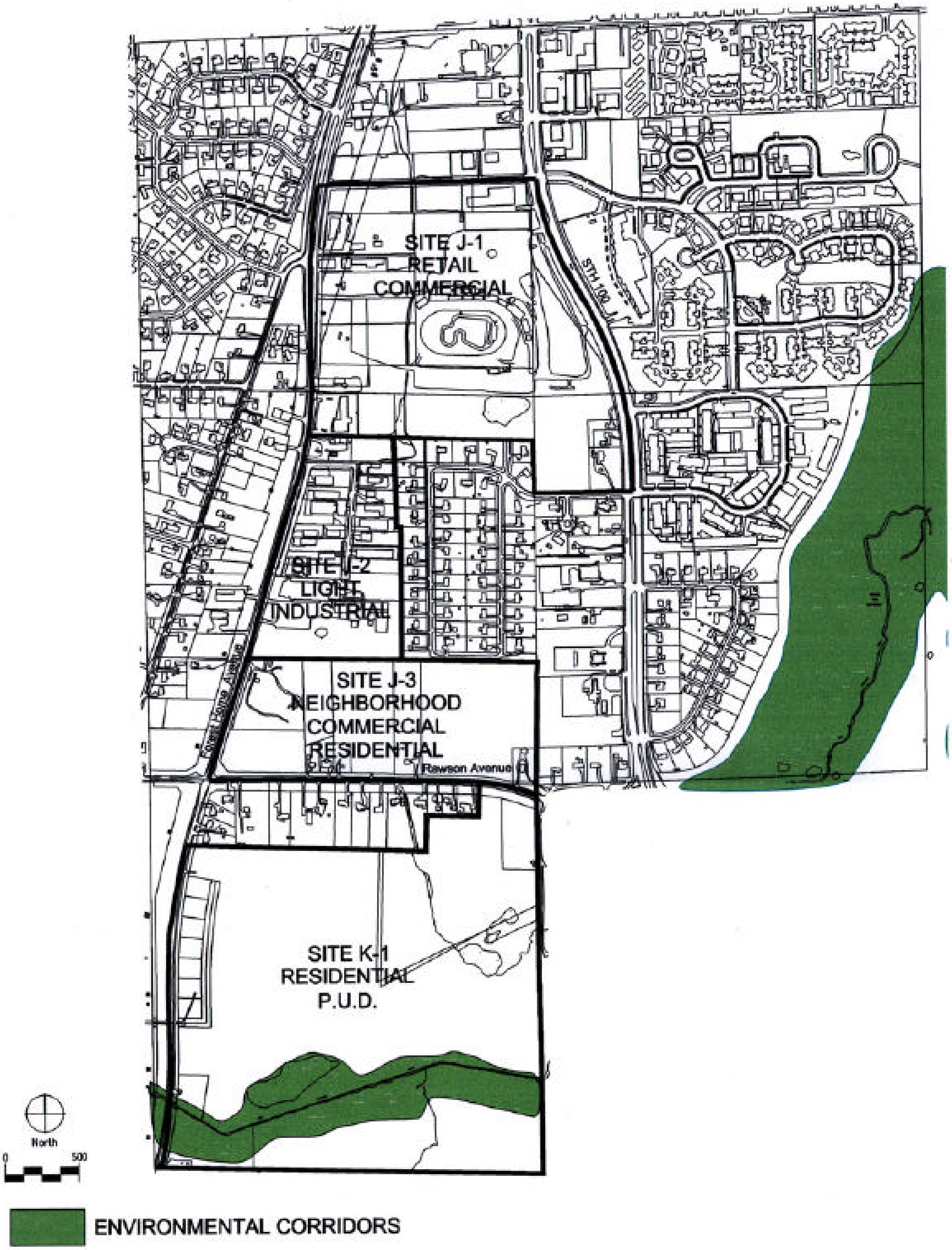
Site J-3

Developable Acreage: **40 acres**
Access: Forest Home Avenue
Recommended Uses: **Residential, Ancillary Neighborhood Commercial**

Comments: Site J-3 consists of the southern portion of the Lover's Lane Planning Area fronting on Rawson Avenue. Most of the site is undeveloped.

The City's Comprehensive Master Plan designates the site on the corner of Forest Home Avenue and Rawson Avenue as B-2 General Business District. The remainder of Site J-3 is planned for residential use.

The designated uses in the City's Comprehensive Master Plan are appropriate, although it is questionable whether the commercial part of the site could support a significant retail development given the proximity to Franklin Corners and the Whitnall View area, which are more likely to develop as retail centers. There are also reported to be some environmental constraints on Site J-3 due previous uses of the site.



AREA J & K Whitnall View and Sacred Heart Monastery JJR

Key Development Areas
Franklin, Wisconsin

Area K Sacred Heart Monastery

<u>Site K-1</u>

Developable Acreage: 109 acres
Access: Forest Home Avenue and Rawson Avenue
Recommended Uses: Residential PUD

Comments: Site K-1 is a large vacant developable area formerly operated and managed as part of the Sacred Heart Monastery. The area is expected to become available for redevelopment.

The City's Comprehensive Master Plan designates the Sacred Heart Monastery site as a future master-planned residential neighborhood or Planned Unit Development (PUD). As an alternative, the City has been considering the site as a potential "high-value business park."

Due to the distance from I-94 and other major regional highways, the consultant team does not believe this site offers as much potential for business park development as sites in Areas D, C, F, or E.

Site K-1 is an extremely attractive residential development site may yield as much fiscal benefit to the City if it were developed as a higher-value residential neighborhood with a combination of large single-family estate lots and condominiums and apartments targeted toward empty-nesters or retirees. The site should be developed as a master-planned PUD.

Area L Saint Matins of Tours

Site K-1

Developable Acreage: **135 acres**
Access: Forest Home Avenue
Recommended Uses: **Residential PUD**

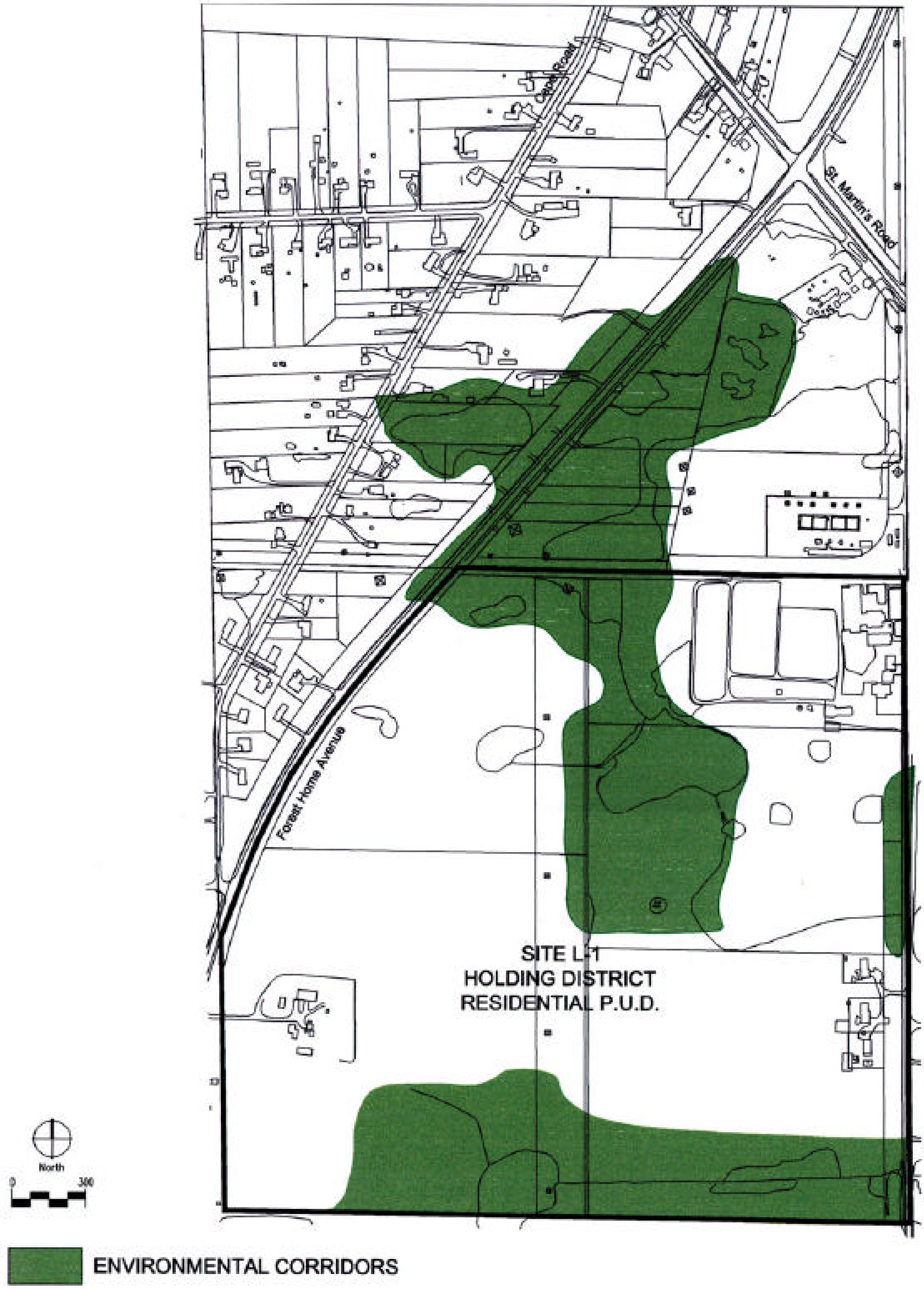
Comments: Site L-1 is a large vacant developable area owned by the Milwaukee Archdioceses. The area is expected to become available for development in the near future.

This area is a very sensitive portion of the City that adjoins the historic traditional village of Saint Martin. Any development on the site should be compatible with the Milwaukee Archdioceses' future plans for St. Matins of Tours Parish and the surrounding lands.

The City's Comprehensive Master Plan designates most of Site L-1 as a master-planned residential neighborhood or Planned Unit development (PUD) with a small B-1 Neighborhood Business District fronting on Forest Home Avenue.

Development within this area will require sensitivity to both adjoining land uses and the extensive environmental corridor in the area.

The City should continue to maintain a planned residential land use designation for Site L-1.



AREA L Saint Martins of Tours

JJR

Key Development Sites
Franklin, Wisconsin

VI. Berming And Screening

One of the key issues associated with implementing the recommendations in this report is the adequate screening and buffering between proposed economic development zones and adjoining residential districts.

Screening and buffering could consist of a combination of physical separation (i.e. buffer strips), berming, fencing, and landscaping. Generally these tools are used in combination to provide both an effective and aesthetically pleasing buffer. Each site will merit a screening and buffering solution tailored to the specific circumstances and conditions of the site. It is strongly recommended that the design of the buffering and screening solutions for each site involve participation and review by adjoining property owners.

As part of the master planning for any business park undertaken by the City, buffering and screening need to be factored into the both project design and budget. In the case of any business parks developed by the City, the screening and buffering should be installed as part of the initial site preparation.

The City's Unified Development Ordinance and Comprehensive Master Plan should be amended to include illustrated design guidelines and specifications for screening and berming to be installed by private developers when commercial or industrial sites adjoin residential neighborhoods or planned residential districts.

TICKNOR
& ASSOCIATES

FRANKLIN FIRST

Strategies to Bring Balance to Franklin's Tax Base

The City of Franklin
Economic Development Strategic Plan

Phase IV
Economic Development Strategy

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March, 2000

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Executive Summary

Franklin's Opportunity

The goal of Franklin First is to decrease the homeowner's tax burden through quality non-residential development.

Franklin has a unique opportunity today. It still has room to grow. It can still use proactive planning for balanced tax development.

The Franklin City Council, Economic Development Commission, Plan Commission, and Community Development Authority authorized Ticknor & Associates to undertake this project in July 1999 to examine the following major questions.

- Is it possible through quality development to increase the non-residential share of Franklin's tax base from the present 17.6% level to 30%?
- What City business and commercial development policies are necessary to approach this goal?

In conducting this strategy, Franklin is building upon past success. It took a proactive role in developing the Franklin Business Park. Since starting this process in 1993, the City has successfully acquired the land, developed a high quality business park, established a strong marketing presence, and sold 221 acres to develop the non-residential tax base. The park is performing well above original projections in terms of rate of absorption and tax base development.

- It has added more than $73 million to Franklin's tax assessment base.
- It is paying $4,476,973 in total property taxes.
- Ehlers & Associates, and independent financial firm retained by the City to look at the impact of the Business Park, estimates that the Park will add $128 million to the Franklin tax base by 2008.

Because rapid residential growth over the next twenty years is certain, Franklin must find ways to continue non-residential tax base development beyond the Franklin Business Park if the City is to bring the tax base into better balance.

- Current projections take the city's population from 28,000 today to more than 41,000 by 2020.
- This rate of growth would increase the number of Franklin households from 10,500 today to nearly 14,500 in 2020.

With each continued year of rapid residential growth, achieving tax balance becomes more challenging. Waiting even five years to implement this strategy is risky, because further residential development in prime business and commercial areas will severely limit future non-residential options.

This strategy is therefore critically important to Franklin's identity, fiscal health, and quality of life.

Major Recommendations

Planning and Zoning

1. Amend the Comprehensive Master Plan, Zoning map, and Zoning district boundaries to fit the Franklin First strategy.
2. Establish a holding district to reserve land for future economic development through zoning, land options, and/or public land purchase.
3. Implement stronger development controls for large parcels.
4. Adopt stronger design guidelines and architectural standards for economic sub-areas.
5. Develop illustrated guidelines for screening and buffering boundaries with residential areas.
6. Cooperate with existing homeowners and businesses in realizing business development plans.

Business Park Development

1. Plan, acquire, and develop 440 developable acres of primary business park land in the southeastern section of the city to extend the Franklin Business Park (potential $119 million tax base addition).
2. Plan for and set high zoning and development standards for three secondary business parks to develop over the next twenty years ($21 tax base addition).
3. Maintain high development, tax base, and buffering standards throughout.
4. Negotiate with Milwaukee County to acquire or hold key County-owned parcels.
5. Set aside land in the southwestern environs now for development after 2015.

Retail Development

1. Implement a proactive planning and marketing strategy to attract quality, well-planned retail development to areas of highest retail potential.
2. Set high neighborhood buffering standards.
3. Focus first on Rawson Avenue, east and west of Loomis Road, which has $42 million additional tax base potential.

The Benefits of Implementing Franklin First

Implementing these strategies will have many benefits for Franklin homeowners and for the City as a whole. It will:

- Add 18.4% to the 1999 City of Franklin tax base versus a do-nothing strategy, at little public service cost.
- Raise the non-residential share of Franklin's tax base from 17.6% to an estimated 24.6% by 2020.
- Make non-residential development more predictable.
- Set higher development standards.
- Seek to develop a more integrated retail center.

Project Overview

Project Team Members

To meet the specific needs of this project, we brought together a project team of four key individuals from four different specialized firms. Our respective project roles and key background experience follow.

Tom Ticknor, Ticknor & Associates, Winnetka, Illinois (Project leader, strategic planning)

- 20 years experience with a diverse international economic development practice.
- Former national economic development practice leader at Fantus Consulting and member of the Fantus Executive Committee.
- Strong knowledge of community best practices in business attraction, business retention and expansion, and public/private land development.
- Member of the National Council for Urban Economic Development Board of Directors from 1989-1995 and the head of the American Economic Development Council's Consulting Section since 1995.
- Recent tax base development clients include Bloomington, Indiana; Hamilton County, Indiana; Louisville/Jefferson County, Kentucky; the Southeast Chicago Economic Development Commission.

Janna King, Economic Development Services, Minneapolis, Minnesota (Competitive analysis)

- 7 years consulting experience with a diverse set community economic develop clients including Harrison County (IN), the PACE Group of Tupelo, MS, Red Wing Port Authority, Roseville (MN), West St. Paul.
- 15 years direct development experience as Director of the St. Cloud Economic Development Corporation/Downtown Development Corporation and CEO of the Midland, Texas Chamber of Commerce.
- Winner of national economic development marketing awards, strong experience with best community development practices, and a Certified Economic Developer.

Jim McComb, McComb Group Limited, Minneapolis, Minnesota (Retail analysis and strategy)

- 30 years national experience with business and government in retail development, community retail growth potential, economic analysis, market research, and government finance.
- Former senior staff for Dayton Hudson.
- Strong corporate, retail, government client experience, including Aetna Real Estate, Carlson Companies, CIGNA, Dayton Hudson, Homart Development Company, Opus Corporation, Trammell Crow Co. the Trump Organization, and the cities of Baltimore, Bloomington (MN), Rockford, Shakopee (MN), Sioux Falls, and Wausau.

John Stockham, SmithGroup JJR, Madison, Wisconsin (Planning/zoning analysis, recommendations)

- 24 years experience, working extensively with local governments, private corporations, development companies, and individual landowners.
- Skilled at the interface between master planning, zoning, and development.
- Strong Wisconsin and metropolitan Milwaukee planning & development knowledge. Recent clients include Jefferson County, Manitowoc, Oshkosh, Platteville, Wisconsin Electric Power, and WisDOT.

Project Process

The consulting team engaged in an extensive process of research and analysis. Highlights included many site tours and visits, interviews with commercial brokers and developers, interviews with companies within the Franklin Business Park, and interviews with the economic development professionals in surrounding metropolitan communities, and study of existing land ownership, Master Plan, Zoning Map, and Development Ordinance practices. We also utilized the expertise of Gene Haugland, the former President, Opus Corporation, and Robert W. Thompson, former Fantus Executive Vice President and head of the Midwestern industrial location practice as special project resources to test our development concepts.

We held: four publicly noticed Public Meetings; six Oversight Committee planning sessions to which all City Council, Economic Development Commission, and Plan Commission members were invited, with each meeting noticed and open to the public. The project leader also made a public presentation at Franklin High School on March 6, 2000 and two additional public presentations on March 15 and 22.

This extensive input served to substantially modify the parcel recommendations among the 12 preliminary conceptual development areas set by the Plan Commission and Economic Development Commission and required for study in the project Request for Proposals.

It also allowed us to set priorities for primary and secondary business parks, business development reserve land, and retail development areas for Power Center, neighborhood center, and convenience retail development.

Major project Phases and inputs were as follows:

Phase I: Analyze Office & Industrial Market

- Local site touring & interviews
- Data analysis
- Analyze the competition
- Expert and ally interviews
- Noticed Public Meeting
- Saturday Oversight Committee Retreat
- Interim presentation and report

Phase II: Retail Market & Place Analysis

- Site evaluation
- Local business interviews
- Competitor analysis
- Trade area delineation
- Voids analysis/sales potential analysis
- Relate retail/commercial potential to community planning areas
- Noticed Public Meeting
- Saturday Oversight Committee Retreat
- Interim presentation and report

Phase III: Business Park and Planning Recommendations

- Analyze internal, metropolitan, external market potential
- Recommend type, size, and location of future business parks on a preliminary conceptual basis
- Look at revenue potential vs. goals, development and marketing costs
- Examine alternative funding sources
- Noticed Public Meeting
- Saturday Oversight Committee Retreat
- Interim presentation and report

Phase IV: Planning, Zoning, and Development Capacity Strategy

- Further review property options
- Map major growth areas
- Review local information systems, marketing activities, results
- Consider regional, national best practices
- Consider benefit/cost
- Preliminary policy, program, staff, budget recommendations
- Noticed Public Meeting
- Two Saturday Oversight Committee Planning Meetings
- Interim presentation and report

Phase V: Implementation Process (Ongoing)

- Presentation on March 6 to the Committee of the Whole
- March 15 and 22 Public Meetings
- Review, acceptance, and ongoing decision making and implementation by the Economic Development Commission, Community Development Authority, Plan Commission, and City Council
- Implementation will require moving from a conceptual definition of key development parcels to a more binding form set down in the Master Plan and Zoning map.
- This will require substantial neighborhood input.
- It will include full measures for buffering and screening business and retail development from existing neighborhoods, since the plan recommends higher standards than are currently in place.

II. The Development Context

Franklin's Changing Economic Function

Past

Franklin has undergone a rapid evolution over the past thirty years.

As recently as 1970 Franklin had only 12,247 people. It was a small, predominantly middle class community at the metropolitan fringe. Average family income was below the County average. And the community had significant levels of less desirable land uses, including the quarry, the Metropolitan House of Corrections, the land fill, and a number of small industrial and transportation uses in unplanned industrial areas.

Franklin had very little business and commercial tax base. Major development characteristics included:

- Primary sector economic functions: Agriculture and the quarry
- Modest levels of light manufacturing
- County Uses: The Correctional Facility, parks and golf courses
- Land-fill & truck terminals
- Very limited neighborhood commercial functions with no central downtown

But Franklin was a wide-open environment with very ample open land.

Present

Since 1970, Franklin has seen major growth and substantial change. Its population has increased rapidly, reaching over 28,000. Average family income is now well above the County average. And a number of multi-family housing developments and moderate and higher-end sub-divisions characterize recent development.

In the face of a growing taxpayers' revolt, City leaders have taken actions to broaden the non-residential tax base:

- The community has attracted and permitted stronger retail development, especially in the College Road and 27th corridor.
- It has proactively sought and attracted stronger, higher quality industrial growth through the development of the Franklin Business Park.

Now, however, development faces a major challenge in the desire to continue to develop non-residential tax growth, because residential growth is beginning to restrict future non-residential options on a number of key potential development sites.

Key Questions for the Next 20 Years of Franklin's Development

Residential

- Are there feasible Slow Growth options?
- What will be the residential growth pattern south of Ryan, and how does new state law effect residential development potential outside of the sewer district?
- What will be the City's permitted mix of housing types and values, and what proportion of these residences will be of sufficient value to pay for City and educational services that they require?
- How will the City resolve and mitigate potential conflicts between residential and business and retail growth through higher standards of buffering and screening and selective redevelopment policies to buy out conflicting residences as they come onto the market?

Industrial and Business Park Growth

- What should the City plan for when the Franklin Business Park runs out of land in approximately three years?
- Can the City attract more office and R&D functions?
- Where should the next primary and secondary business park developments take place?
- What planning, zoning, infrastructure, and land assembly initiatives are required?
- What other economic development programs are necessary to support quality future non-residential growth?

Retail and Commercial Growth

- Is it desirable to attain an integrated development concept that includes several quality department stores, movie theaters, other related entertainment such as restaurant and a major bookstore, and specialty shops?
- Where are the best areas for retail and commercial growth?
- What planning, zoning, infrastructure, and land assembly initiatives are recommended?
- What other economic development programs are necessary to support future non-residential tax growth?

Major Non-Residential Tax Base Development Strengths

Franklin possesses a number of important strengths that make it possible to achieve significant non-residential tax base development.

- It still has much room to develop the non-residential tax base, if it acts now.
- Good access of key potential Business Park sites to I-94, Mitchell Field, and for a metropolitan Milwaukee community, to O'Hare airport and the major markets to the east and south.
- Good ability to draw outside workforce, especially to development sites near I-94.
- A retail trade area, especially for the Loomis, 76th, and Rawson and the 27th and College areas that extends well beyond the city.
- The well-established quality and track record of the Franklin Business Park.
- A City government, including the Economic Development Commission and Plan Commission, that has historically worked very well with new businesses building in the Franklin Business Park.
- Ample Tax Increment Financing (TIF) capacity and good in paying down the Franklin Business Park TIF bonds.
- The wisdom to undertake this strategy while there is still time.

Major Non-Residential Tax Base Development Weaknesses

But it also faces a number of key weaknesses the will limit non-residential development, especially if the City does not set a proactive course.

- Residential development, which requires high City and school expenses, is faster and easier to achieve than business and commercial development, which provides added tax resources.
- The 1992 Comprehensive Master Plan, which placed strong emphasis on neighborhood-based residential development, is out-of-date from a tax base development perspective. Several high-potential business and retail areas are currently zoned residential, with strong residential potential.
- The city's location within metropolitan Milwaukee and lack of direct Interstate visibility limit its office development potential.
- Franklin has an outdated metropolitan Milwaukee image and no regional or national image.
- The Wisconsin business climate, the strength of intervening business parks in Kenosha and Racine Counties, and the severe funding limitations of Forward Wisconsin severely limit growth potential from beyond metropolitan Milwaukee.
- The City lacks sufficient planning and zoning information, database, and mapping capabilities to maximize its proactive development policies.

Major Tax Base Development Opportunities

Some anticipate future changes will help Franklin to achieve its non-residential tax development objectives.

- Building expansions from a number of Business Park tenants who have ample land to grow.
- Moderately strong future business park and unrealized retail growth potential, including a high likelihood of attracting an integrated department store, movie theater, entertainment, and specialty retail complex.
- Potential leadership and consensus from this strategy.
- Ability to rezone key parcels.
- Ability to selectively develop new business park land through a process similar to the Franklin Business Park development process.
- Ability to be more proactive in seeking quality retail development.
- Ability to upgrade Franklin's image within metropolitan Milwaukee.

Major Tax Base Development Threats

Other emerging trends will work against non-residential tax development.

- Economic recession, ending the unparalleled period of economic expansion.
- Other neighboring communities could become more organized for business development.
- The long-term aging of Franklin Business and Industrial Park buildings, requiring some future company downsizing and City industrial redevelopment.
- Eventually, the growth path will move beyond Franklin, especially along the I-43 corridor.
- Without proper planning and concerted action, residential development will continue to encroach upon sites with strong business park and retail potential.
- Without proper planning and concerted action, the commercial and industrial share of the tax will decline, significantly raising residential property taxes.

III. Franklin's Major Business Development Sites: Summary

The following table summarizes our land use recommendations for balancing the tax base:

Table 1. Key Areas with Retail Commercial Development Potential

Area	Available Developable Acres	Year 2002 Supportable Demand	Year 2020 Supportable Demand
Area A Franklin Corners (Loomis & Rawson)	142 Acres	32-42 Acres	65-104 Acres
Area C Rawson & 27th Street	67-145 Acres	20-50 Acres	47-88 Acres
Area H Crossroads	33 Acres	4-7 Acres	10-12 Acres
Area I Civic Center	64 Acres	5-17 Acres	17-36 Acres
Area J Whitnall View	80 Acres	7-26 Acres	33-56 Acres

Note: *The acreage demand range indicates the mid-case to high range for supportable retail commercial development for the key emerging commercial districts based on the findings of the Phase II Retail Development Potential report prepared by the McComb Group.*

Available Developable Acres are for land suitable for retail commercial development only.

Area C range depends upon whether the 41 Twin site is used for retail, office/secondary business park, or a mix.

Table 2. Key Areas with Business Park Development Potential

Area	Available Developable Acres	Site Suitability
Primary Business Park Site		
Area D Southeast Environs	440 Acres	Primary Business Park
Alternative Secondary Business Park Sites		
Area C 41 Outdoor Twin Theater	78 Acres	Secondary Business Park
Area E Ryan Road North	60 Acres	Secondary Business Park
Area F Town Centre (North)	78 - 174 Acres	Secondary Business Park
Reserve for Future Business Park Sites		
Area G Southwest Environs	345 Acres	Industrial Park
Area F Town Centre (South)	49-147 Acres	Secondary Business Park

The other sites of lower non-residential tax base priority are discussed in Phase III: Land Use Recommendations.

Table 3. Development Potential Summary, by Area

Site	Potential Developable Acres	Est. Demand To 2020	New Tax Potential to 2020 ($ million)	Likely Development Timeframe	Key Recommended City Actions This Year *
Retail Sites					
A. Franklin Corners	142	65	$42.25	2000-2020	Zone, plan, market
C. Rawson & 27th	67-145	47	$30.55	2000-2020	Consider redevelopment
H. Crossroads/Loomis	33	10	$6.50	2000-2020	
I. Civic Centre	64	17	$11.05	2000-2020	
J. Whitnall View	80	33	$21.45	After 2005	Plan
	386-464	**172**	**$111.80**		
Business Park Sites					
D. Southeast Environs	440	440	$132.00	2000-2015	Zone, plan, acquire
C. 41 Twin Environs	78	78	$23.40	2000-2020	Plan, possibly acquire
F. 76th & Ryan-North	78-174	78	$23.40	2005-2020	Plan, possibly acquire
G. Southwest Environs	335	80	$24.00	After 2015	Hold by zoning
F. 76th & Ryan-South	49-147	0	0	After 2015	Hold by zoning
Franklin Business Park	119**	119	$35.70	2000-2003	Continue to market
	1099-1293	795	**$238.50**		
Total	1485-1757	967	$350.30	2000-2020	

* For primary development sites within area. See Phase III report.
** Remaining.

IV. Business & Industrial Tax Base Development Potential

Market Factors Require Action Now to Develop the Next Business Park

The market regards the Franklin Business Park positively.

- The quality park, characterized by large land development, level sites, strong design standards, good infrastructure, wide roads, and strong covenants filled an important gap in the Milwaukee County and Southside markets.
- The Park was well timed, well positioned, and competitively priced.
- Park residents range over a wide range of industries, corporate size, and facility size.
- The location decisions of Harley-Davidson and Gardettos (now Batista's) helped to put the Franklin Business Park on the map.
- Companies interviewed for this project were universally complementary of the design of the park and the ability to bank land for their own future expansion.
- Companies reported that the City of Franklin, the EDC, and the Plan Commission have been exemplary in their pro-business attitude.
- Major corporate investment has occurred despite the comparative high property tax rates in the areas of the park within the Franklin School District.

Absorption of the Franklin Business Park has proceeded well beyond original predictions.

- The City has sold 221 acres over the past 6 years. Absorption has averaged 37 acres per year.
- 124 acres are still available—a supply that will be effectively absorbed by 2004 or before at current rates of development.

Table 4. Projected Absorption of the Franklin Business Park

Growth Assumption	Acres Absorbed/Year	Years Remaining
Conservative	25	4.8
Actual Historic	37	3.2
Aggressive	59	2.0

Due to the long planning and development horizon, the City must take action on a new business park now so as not to run out of quality business park land.

How Much Business Park Land Should Franklin Bring to Market?

The Competitive Environment

The competitive environment is generally favorable.

- While Oak Creek offers rail access and closer proximity to Mitchell Field, design standards and road quality are significantly lower. Because it only has small parcels of industrial land to develop, Oak Creek can not overcome the image created by its older style of industrial parks.

- New Berlin sold its sewer capacity to other communities, restricting its development for five years.

- Muskego residents twice defeated a TIF referendum to support a 650 acre development, though Muskego's new Master Plan does contain a business park

- Business parks in Kenosha and Racine counties are higher priced and compete primarily for the Chicagoland market. Milwaukee area companies seldom leapfrog over Franklin and the Milwaukee County market to expand in Racine or Kenosha counties. Higher price and great labor scarcity within Kenosha County may lead to modest increases in Chicago-area companies considering expansion in Franklin.

- The 1994-2000 period has had no economic downturn. A recession would temporarily slow absorption.

- The City's tax base development goal precludes targeting high acreage/low investment functions such as trucking terminals.

- Other competitor developments outside of Franklin will eventually come to market.

Absorption will be faster in parcels near I-94, slower for parcels further away. Site D, if properly developed as a Primary Business Park, has potential be even more attractive to the market than the Franklin Business Park.

Franklin's Marketing Niche

Franklin's marketing niche should continue to be more business than office related.

- Small and mid-sized light manufacturing, services, and distribution users will likely continue to dominate Franklin's business park absorption.

- As much as the City wishes to attract office users, the market does not view Franklin as an office location. Office demand may come from back office users such as call centers or corporate administrative offices, but corporate and regional headquarters and R&D centers are not likely to locate in Franklin. This is so because of the relatively small number of executives within commuting range and the relatively low level of amenities for office functions.

Primary Business Park Needs

Large Primary Business Parks have many marketing and development advantages.

- They create greater marketing presence and justify greater marketing expense.
- They have more flexibility in types of users and compete more strongly in the metropolitan marketplace.
- They allow greater amenity.
- They are more cost effective to develop.
- They have greater potential to generate tax base.

Developing 440 acres of Primary Business Park land will provide an estimated additional 12-year supply at current absorption rates.

Secondary Business Parks

Smaller Secondary Business Parks would also play an important role in Franklin.

- A good number of Franklin Business Park users have only taken 1-3 acres. Many of these users would prefer to be in a business park not dominated by larger users. They could also use sites more effectively (and more densely for tax development purposes) in a smaller business park.
- One or more secondary business parks could also absorb smaller users, such as contractors or office/showroom functions that currently are taking convenience retail sites along major arterial roads.
- Secondary business park development of sites such as the C-2 41-Twin site or the F-1 or F-2 or E sites north of Ryan Road in the center of the city would allow development of entire sites, not just the frontage parcels. At the same, internal circulation roads and a central point of ingress/egress would create much more effective traffic circulation.
- We estimate that secondary business park absorption would average 8-12 acres per year, depending upon the economic cycle and the proximity of the site to I-94.

It would be advantageous for the City to have three 70-100 acre secondary business parks, developed in sequence rather than simultaneously, over the next twenty years.

Is Public-Sector Ownership And Development Necessary To Have New Business Parks?

Almost all Southeast Wisconsin primary business parks and many secondary parks require municipal Tax Increment Financing (TIF) to acquire land and build infrastructure.

Cities can make business park developments work more effectively than private investors do for two major reasons. First, their cost of capital is lower. Second, they can use increased tax collections as well as land sales to make the project financially feasible.

- Private development would not be on the scale that Franklin desires to maximize tax balance.
- Private development would not be as conscious of quality users as the City could be.
- Private development could less well afford the costs of high standards of buffering and screening.
- The City could likely engage Milwaukee County in negotiations regarding land purchases and/or land swaps more readily than a private developer could.

Franklin Should Bank Land For The Future

Even if it develops 440 more acres, Franklin is projected to run out of primary business park land well before 2020.

Setting aside additional future business park land, through zoning, options, our outright purchase, would ensure the ability to continue proactive non-residential tax base development in the future.

Business Park Site Criteria

General Criteria for Primary Business/Industrial Parks

- Proximity to I-94 and other major regional highways for both transportation and labor market access.
- At least 60 acres of developable land for secondary parks, ideally 360 acres or more for primary parks.
- Available public water supply and sanitary sewers.
- Relatively level sites with appropriate soil and drainage conditions.
- Separation from residential neighborhoods and other conflicting uses.
- In all cases, we propose leaving the environmental corridors undeveloped, utilizing them as much as possible to create buffers and natural amenities.

There are strong advantages to linking the next Primary Business Park development to the existing Franklin Business Park.

- Market acceptance will be stronger.
- There will be marketing synergies.
- Ryan Road could continue to function as the major commercial artery.
- A southerly point of entrance to the new business park could link to a southerly entrance point for the Franklin Business Park, helping traffic flow at both sites.

General Criteria for Secondary Business/Industrial Parks

Secondary parks serve a slightly different market niche, and they are subject to different general development criteria.

- They are targeted toward smaller users, such as contractors, local distributors, and smaller manufacturing.
- Sites along major arterials or near primary business parks are suitable.
- Development scale of 60 to 100 acres is usually feasible and cost effective. Private developers may be able to undertake secondary business park development with more limited City financing than is necessary for most primary business parks.

Table 5. Evaluation of Major Business Park Sites

Area & Sites	Develop-able Acres	Key Factors	2020 Tax Potential (million)
Primary Business Park Sites			
D	**340-440 Total**	**Only feasible area with market potential for major primary business park expansion. Good proximity to I-94 and fit with present Franklin Business Park.**	**$132.0 Total**
D-2	128	Best business park expansion site in Franklin. Linch pin to entire D area site. Best as Phase I of D development. Requires extensive birming, buffering, and work with neighbor residents.	$38.4
D-3	90-190	Non-County land would be part of Phase I. Phase II, an additional 100 acres, depends upon successful negotiations to swap or purchase surplus County land now used for agriculture.	$27.0 to $57.0
D-4	122	Potential Phase III development.	$36.6

Site	Develop-able Acres	Key Factors	2020 Tax Potential (million)
Secondary Business Park/Ancillary Commercial Options			
C-3	78	Stronger market fit as a planned secondary business park, but it could also be a retail site. Careful planning would allow use of entire site for non-residential purposes.	$23.4
F-2	78	Should be rezoned as BP Business Park for secondary business park development.	$23.4
F-1	96	County owns much of site, so development depends upon successful negotiations with the County. County ownership may make this an excellent prospect for later development. Might also be prospective site for 1-2 larger business users.	$28.8
E-1	60	Limited depth to site. Would require careful planning, probably mixed with commercial uses. Near residential. Would need careful screening from residential areas.	$18.0*

Site	Develop-able Acres	Key Factors	2020 Tax Potential (million)
Land to Reserve for Future Tax Base Development			
F-4	98	Limited by Cemetery, soil conditions, floodplain, and no sewer. Future use depends upon ability to purchase from archdiocese.	
F-3	49	Small site, limited by soil conditions, floodplain, no sewer.	
G	**335 Total**	**Needs sewer. Hold by agricultural zoning for possible development after 2010 once sewer is available and more people live to south and west. Higher taxes after 2020.**	**$24.0 Total By 2020**
G-1	119	Hold by zoning.	
G-2	216	Hold by zoning.	

* If developed as secondary business park only. Mix with commercial could be higher.

Table 6. Recommended City Actions: Key Business Park Sites

Site	Dev. Acres	Key Recommended City Actions
D	**440**	**Develop D-2/3/4 as a new phase of the Franklin Business Park, beginning in 2000.** 1. Plan areas D-2/4 as a whole entity, including detailed preliminary development and financing plans and an overall acquisition strategy. Set development standards at or above those of the Franklin Business Park, raising the standards for all areas currently zoned M-1. 2. Create physical and transportation links with existing Franklin Business Park to build on the success and marketing momentum of the current park. 3. Begin negotiations with the County to acquire or trade for developable County-owned acreage now used for agricultural purposes within D-3.
D-2	128	1. Working with landowners and neighbors, rezone the site from R-2 to Business Park, including provisions for buffering and screening from nearby residential uses. 2. Complete detailed site and infrastructure planning, including adequate buffering, encouraging participation of area residents. 3. Make financing and marketing commitments, acquire and prepare the site in Phase 1 of primary business park extension. 4. Market the new business park acreage, holding to high standards of quality development and tax base density.
D-3	90-190	1. Rezone the area from M-1 to Business Park. 2. Complete detailed site and infrastructure planning, including adequate buffering from the current lower end industrial and trucking users at Elm Road. 3. Make financing and marketing commitments, acquire and prepare the site in Phase 1 and/or Phase 2 of primary business park extension. Acquiring the County land will likely be in Phase 2. 4. Market the new business park acreage, holding to high standards of quality development and tax base density.
D-4	122	1. Rezone the area from M-1/A-1 to Business Park. 2. Based on recent legal changes in Wisconsin, develop a strategy to reserve D-4 for future expansion of the business park and avoid construction of residential with septic. 3. If necessary acquire and hold. 4. Develop as Phase 3 of primary business park expansion.
E-1	**60**	**Develop as a Secondary Business Park/Ancillary Commercial Site.** 1. In discussion with property owners, determine likely development timeframe and potential for partnership or private development consistent with city goals. 2. Rezone the area from R-8/M-1 to B-2. 3. Prepare preliminary development plans, including road, infrastructure, and buffer for the residential area to the north. 4. Identify developer options, which may include the private sector, and define the City role, ranging from infrastructure only to acquisition and development.
F	**321**	**Develop Area F north of Ryan Road as a Secondary Business Park.** **Hold Area F south of Ryan Road for future development.** 1. Encourage westward extension of Ryan Road upgrade to 76th. 2. Compete the sewer study projecting secondary business park development of the four F Area sites.

F-2	78	1. In discussion with property owners, determine likely development timeframe and potential for partnership or private development consistent with city goals. 2. Rezone the area from B-3/R-3 to BP/PDD. 3. Prepare preliminary development plans, including road, infrastructure, and buffer for residential areas to the north. 4. Identify developer options, which may include the private sector, and define the City role, ranging from infrastructure only to acquisition and development.
F-1	96	1. Begin discussions with Milwaukee County regarding redevelopment of the area as a secondary business park, phasing development/redevelopment with secondary business park development of F-2 and C-3. 2. Prepare development plans, including site plan, infrastructure, and financial projections. 3. Identify developer options, which may include the County or the private sector, and define the City role, ranging from infrastructure only to acquisition and development.
F-3	49	1. In discussion with property owners, determine likely development timeframe and potential for partnership or private development consistent with city goals. 2. Plan sewer development to accommodate secondary business park use. 3. Seek to hold the parcel for future development though either agricultural or BP/PDD zoning. 4. Develop site and infrastructure as market conditions warrant.
F-4	98	1. Begin discussion with the archdiocese regarding future anticipated uses of the cemetery site. 2. Plan sewer development to accommodate secondary business park use. 3. Seek to hold the parcel for future development though either agricultural or BP/PDD zoning. 4. Develop site and infrastructure as market conditions warrant.
G	**335**	**Maintain Agricultural designation as holding situation for long term development.**
G-1	119	Evaluate utility extensions based on development environment, developer proposals.
G-2	216	Evaluate utility extensions based on development environment, developer proposals.

V. Retail/Commercial Tax Base Development

Estimated Retail Market Potential, by Major Development Area

Franklin's future retail/commercial development potential is a direct function of:

- the gaps in the current level of retail development in Franklin and surrounding communities,
- present and future transportation patterns, and
- future population growth.

The Phase II Retail Development Potential analysis carefully measured each of these factors to reach the following conclusions by major commercial area.

Table 7. Development Potential: Major Retail/Commercial Areas

Development Area	Existing 1999		Projected New by 2020		
	Retail Square Feet (000)	Potentially Developable Retail Acres	Retail Square Feet (000)	Required New Acreage	2020 Tax Potential (million)
A. Loomis E & W of 76th	236	125	650	65	$42.3
C. Rawson & 27th*	924	77-145**	465	47	$30.6
J. Whitnall View/Speedway	261	80	330	33	$21.5
H. Crossroads	24	33	100	10	$6.5
I. Civic Center	5	64	165	17	$11.0
Totals	**1,450**		**1,710**	**172**	**$111.8**

* Shared potential with Oak Creek.
** 77 acres in sites C-1 and C-2, which would require redevelopment. 145 acres including the C-3/41 Twin site is at the far southern edge of this zone.

Some Sites will Develop Sooner and Better with City Planning Intervention.

The City can follow of number of strategies to maximize quality retail development, such as:

- Creating proper zoning and concept designs in appropriate areas
- Selective site redevelopment
- Creating a development concept, planning for necessary infrastructure, and marketing the concept to retailers and developers.

Table 8. Evaluation of Major Retail Development Areas

Area & Sites	Devel-opable Acres*	Est. 2020 Demand	Key Factors	2020 Tax Potential (million)
A. Loomis E&W of 76th	125	65	Highest new retail development potential. Area to link department stores, cinema, specialty stores. City needs to zone land, develop concept, plan infrastructure.	$42.25
A-1	43		High visibility, good access. Would require loop road. Requires rezoning, extensive residential buffering.	
A-2	42		Requires loop road extension of Terrance Drive to west. Poor access from Pick-N-Save.	
A-3	40		High visibility, good access. Possible expansion of site on landfill to north. Requires negotiations with County, ski hill operator.	
C. 27th/Rawson	129	47	The retail market potential is best for C-1, closest to Rawson, least for C-3, furthest from Rawson.	$30.55
C-1	16		Redevelopment support would be required to assemble the site.	
C-2	35		Redevelopment support would be required to assemble the site.	
C-3*	78		Least desirable of the C Area sites from a retail market perspective, but the easiest site to assemble. Challenge is to develop the whole site for non-residential uses, which retail is not likely to accomplish. Also consider as a secondary business park site.	
J.-1 Whitnall View/ Speedway	80	33	Ultimate uses will justify Speedway relocation, either publicly or privately. May not develop as fast as area A or area C-1 and C-2 under redevelopment. Retail will not likely require the entire site.	$21.45
H Crossroads	33	10	Lower retail demand due to limited population density, lesser market access.	$6.50
I. Civic Center	64	17	Lower retail demand due to limited population density, lesser market access.	$11.05
I-2	40		Place for neighborhood scale shopping center. Relatively large parcel ownership patterns.	
I-3	24		Loomis frontage is good site for professional offices, financial services, and medical clinics.	

* In major retail sites only.
** Possible alternative secondary business park site.

Table 9. Recommended City Actions: Major Retail Sites

Site	Acres	Key Recommended City Actions
A	**125**	**Move plans forward to achieve a coordinate, integrated department store, cinema, entertainment, and specialty store complex.** 1. Evaluate alternative sites within Area A. 2. Work with landowners and neighbors to rezone land to B-3/PDD to fit with this plan. 3. Develop a concept plan to attract related department stores, a movie and entertainment complex, and related specialty stores. 4. Plan for the required infrastructure. 5. Market this concept to appropriate retailers and developers.
A-1	43	1. Work with the state and County regarding extending Terrance Drive to loop through A-1 and A-2, crossing Loomis Road with a traffic signal. 2. Work with landholders and neighbors to consider rezoning to B-3/PDD, making provisions for adequate screening and buffering for the residential area to the west. 3. Develop and market a concept plan for the area.
A-3	49	1. Work with the County regarding possible future retail development of the area. 2. Evaluate the possibility of expanding the development site on the landfill area northeast of A-3 and west of 76th. 3. If feasible to develop this site, rezone the area to B-3/PDD. 4. If feasible to develop this site, develop and market a concept plan for the area.
A-2	42	1. Work with the state and County regarding extending Terrance Drive to loop through A-1 and A-2, crossing Loomis Road with a traffic signal. 2. Work with landholders and neighbors to consider rezoning to B-3/PDD, making provisions for adequate screening and buffering for the residential area to the west. 3. Develop and market a concept plan for the area.
C	**129**	**Decide whether the City will assist with the redevelopment of areas C-1 and C-2 and work with the landowner to achieve maximum non-residential development on C-3.**
C-1	16	1. Consider redevelopment support to assemble this site to sell to a retail user, perhaps by providing Tax Increment Financing assistance. 2. Rezone the site to B-4 or to the South 27th St. Business District.
C-2	35	1. Consider redevelopment support to assemble this site to sell to retail users/developers, perhaps by providing Tax Increment Financing assistance. 2. Rezone the site to B-4.
C-3	78	1. Work with the landowner to achieve maximum non-residential development. 2. Consider providing a road to allow the owner to utilize the whole site for secondary business park purposes. 3. Rezone the site to B-4/BP/PDD.

D-1	42	1. Because this is the symbolic entryway into Franklin for many people, consider whether to signal private developers that the City is prepared to provide TIF assistance with redevelopment of deteriorated parcels in this area for uses such as convenience retail and services for the business park. 2. Seek development of a proper entryway into Franklin on Ryan. 3. Rezone the site to B-4.
J	80	1. Work with the landowner to maximize non-residential development on the site. 2. Rezone the site to B-3/PDD.
H	33	1. Rezone the site to B-1.
I	64	
I-2	40	1. Rezone the site to B-3/PDD.
I-3	24	1. Rezone the site to B-3/PDD.

VI. Strategic Tax Base Development Recommendations

The City Must Be Proactive to Maximize the Tax Base

The City of Franklin must be proactive if it is to maximize non-residential tax base development.

- It will need to bring the Franklin Master Plan and Zoning Ordinance into compliance with the economic development strategy.
- It will need to play an active role in acquiring land and developing the next primary and secondary business parks.
- It will need to set a more active retail development strategy.
- It will also need to act relatively quickly before residential development fully builds up the city, while the City still has options for non-residential tax base growth.

All this can be done while setting higher standards for development quality and for compatibility between residential and non-residential areas.

Basis for Setting Priorities

The City should strongly consider the following factors as it sets priorities to encourage non-residential development in future years.

- Market opportunity to produce non-residential tax base.
- Compatibility with Franklin's self-image and desired community future.
- Whether public sector intervention is required to maximize non-residential tax development.
- Whether public intervention is cost effective.
- School district impact. *Note*: The City is still studying the relative impact, after adjustments in the state school reimbursement formula, of non-residential tax base development in each school district. We have recommended proactive development for each of the three school districts.
- How to act in ways that recognizes and incorporate the needs of surrounding residential neighborhoods.

Land Use Recommendations

1. Amend the District Plans in the City's Comprehensive Master Plan to conform to the recommendations of the Economic Development Strategic Plan.

   Note: It is our understanding that the City will be undertaking a complete revision of the Comprehensive Master Plan following adoption of the Economic Development Strategic Plan.

2. Amend the Zoning Map and Zoning District boundaries to conform to the recommendations of the Economic Development Strategic Plan

3. Revise the text of the Unified Development Ordinance to require applicant submittal and City approval of an overall master plan for ownership parcels over 40 acres in size prior approval of any land divisions (either by CSM or Subdivision Plat).

   Note: The current Unified Development Ordinance is an extremely complex and difficult ordinance to use. The City should consider simplifying the ordinance to make it more "user friendly" for both the Plan Commission and applicants.

4. Adopt design guidelines and architectural standards for each of the key subareas identified in the Economic Development Strategic Plan

5. Establish a "holding district" for lands that are to be reserved for future economic development zones.

6. Develop an illustrated set of guidelines for screening and buffering boundaries between residential and commercial and industrial land uses.

7. Table 10. City Of Franklin Land Use Matrix

Site	Recommended Land Use	Master Plan Classification(s)	Zoning District(s)	Recommended Zoning
A-1	Retail Center	R-2/R-3E	R-3E	B-3/PDD
A-2	Retail Center	R-4/R7	R-6	B-3/PDD
A-3	Retail Center	P-1	A-1	B-3/PDD
A-4	Residential	B-3/R-7	B-3/R-6	R-8
A-5	Commercial/Office	B-3	R-6/B-3	B-3
B-1	Commercial/Office	M-1	M-1	B-3
B-2	Commercial/Office	R-5	R-5	B-3
C-1	Retail Center	R-6/B-4/I-1	R-6/B-4/I-1	B-4
C-2	Retail Center	B-4	M-1/B-4/R-6	B-4
C-3	Retail Center/ Secondary Bus. Park	B-4/BP	B-4/BP	B-4/BP/PDD
D-1	Commercial	B-2/B-4	B-2	B-4
D-2	Primary Business Park	R-3/R3E	R-2	BP
D-3	Primary Business Park	M-1	M-1	BP
D-4	Primary Business Park	M-1	M-1	BP
E-1	Comm./Office/ Secondary Bus. Pk.	R-3/B-6	M-1/R-8	B-2
F-1	Secondary Business Park	B-6/A-1	R-8/A-1	BP/PDD
F-2	Secondary Business Park	B-1/R-5/I-1	B-3/R-3	BP/PDD
F-3	Secondary Business Park	M-1	R-8/A-1	BP/PDD
F-4	Secondary Business Park	M-1/R-1/A-1	R-2/R-7/R-8/M-1	BP/PDD
F-5	Institutional	I-1	B-2	I-1
G-1	Holding District – Interim Ag	A-1/A-2	R-8/R-3/C-1	A-1
G-2	Holding District – Interim Ag	A-1/A-2	R-2/R-1/C-1	A-1
H-1	Commercial	B-2/B-3/B-4	R-8/R-7/B-4/B-3/C-1	B-1
I-1	Residential	R-5	R-6	R-6
I-2	Commercial	CC (Civic Center)	R-8/I-1	B-3/PDD
I-3	Commercial/Office	I-1/R-4/R-6	B-3/I-1/R-7	B-3/PDD
J-1	Retail Center	BP/R-3	R-3/M-1	B-3/PDD
J-2	Light Industrial	M-1	M-1	M-1
J-3	Neighborhood Comm/Res.	B-2/R-3	B-2/R-4/M-2	B-1/R-4/PDD
K-1	Residential PUD	B-3/R-4/R-5	R-3/R-7/R-8	R-4/PDD
L-1	Holding District – Res. PUD	R-4/R-7/B-1/P-1	R-3/C-1	R-3/C-1/PDD

Business Park Development Recommendations to Balance the Tax Base

1. Acquire and develop 440 developable acres of site D as an extension to the Franklin Business Park. This should include site D-2 north of Oakwood, which is currently the best business undeveloped business park area within Franklin.

   - Complete preliminary site plans to test development concepts and evaluate land acquisition, development and infrastructure costs, and TIF funding options. Provided that development will be as successful as in the case of the Franklin Business Park, TIF financing will enable development at no long-run cost to the taxpayer.

   - Develop a land acquisition strategy. Enter into negotiations with the County to maximize the effectiveness of developing Area D as a primary business park, including purchasing or swapping land in order to acquire approximately 100 acres of County land now used for agricultural purposes.

   - Working with neighbors and existing area residents, rezone site D-2 for Business Park development.

2. Support the development of a series of sequential 70+ acre secondary business parks in Areas C, E, and/or F (north of Ryan).

   - The City probably will not need to act as the owner/developer for secondary business parks, but it should be prepared to encourage the private sector through zoning and possible selected infrastructure assistance, such as internal road building.

   - Work with existing owners to create shared development plans and plan together for appropriate rezoning.

3. Zone appropriate parcels of Areas G to preserve them for future large-scale business/industrial park development.

   - Monitor whether it will be necessary in the future to option or purchase approximately 350-450 acres of land in area G to set aside for future industrial park development.

   - Monitor whether future secondary business park development will be feasible for Area F south of Ryan.

4. Continue to hold to high standards of planned business park development, including buffering and screening of neighboring residential areas and high levels of tax base development per acre.

Retail & Commercial Development Strategic Recommendations

1. Seek planned, synergistic power center retail development for Area A to maximize commercial tax base development, since this is strong development site with exceptional market potential. Coordinated development may include two quality department stores, a cinema and related entertainment complex, and related specialty stores.

    - Working with present landowners, prioritize sites for development zone sites for the type of retail development desired.
    - Prepare conceptual site plans illustrating the type of development desired.
    - Work with the County and the state to provide adequate traffic circulation with access to Loomis Road.
    - Work with neighbors to provide for buffering and screening and traffic planning to allow development without negatively impacting neighboring residential development.
    - Be prepared to assist with the development/redevelopment to achieve desired concept.
    - Work through the Economic Development Commission to prepare a marketing plan and marketing materials (demographic, site, and potential assistance information) to present the strengths of the Franklin market, and actively market Franklin to retailers, developers, and commercial brokers in order to achieve the quality retail development that Franklin deserves.

2. Support targeted quality retail redevelopment in area C.

    - Assist with site assembly for sites C-1 and C-2.
    - Invest in creating a better aesthetic gateway to Franklin on Ryan Road.

3. Support quality retail development in areas J, H, and I through zoning enhancements.

Other Community Economic Development Strategies

1. Continue to build from the relationships and tremendous good will among companies newly located in Franklin.

   - Continue regular personal calling and networking.

   - Enhance efforts to develop a virtual Business Park/Industrial Park Manager's Association through at least annual meetings, continued labor surveys (in-person in 2000), and the development of a quarterly business program, developing a Manufacturers Roundtable and participating actively in the metropolitan personnel managers association.

   - Continue to monitor the needs of local employers for day care and enhanced transportation services within or near the Franklin Business Park.

   - Support workforce development by strengthening the relationships between area businesses and the Milwaukee Area Technical College and local high schools. Evaluate the desirability of facilitating the business/education partnership to enhance Education to Career programs in local high schools. Look for opportunities to support Franklin companies through selective individual or joint job fairs, including ways to recruit non-college bound students from area high schools.

2. Participate in the emerging metropolitan workforce recruitment efforts, including monitoring of effective ways to encourage Franklin employers to post key openings on metropolitan and state Internet recruitment sites.

Community Marketing

1. Prepare a marketing plan and basic marketing materials (executive print brochure replete with testimonials, Inter-net site, commuting map, and direct mail pieces) to more effectively market Franklin to business and industrial users.

2. Participate selectively in Forward Wisconsin and Southeast Wisconsin Regional Economic Partnership marketing events targeting metropolitan Chicago companies and commercial real estate executives.

3. Develop a metropolitan Milwaukee and Franklin public relations strategy to upgrade Franklin's business and retail development image. This could proceed on a smaller scale, highly cost effective basis by utilizing a regular community spokesperson, such as the Mayor. It could also take a more active form, utilizing public relations counsel.

Does Franklin Need to Land Bank Business Park Land?

As was the case with the Franklin Business Park, it will be necessary for Franklin to play an active role in the zoning and land management process in the future. It will almost certainly need to acquire additional primary business park land. It will need to look for ways through zoning and selective infrastructure development to ensure both maximum non-residential tax base development and high quality development on secondary business park and priority retail development parcels as well.

The City will also need to create ways to hold land that will be important to business park and retail development 10 years or more into the future from residential development.

There are several important ways to preserve land for future non-residential development:

- Zoning or rezoning land for agricultural preservation and hold to this use until it is time for significant non-residential development.
- Institutional holding, by communicating and cooperating with the County and religious and other institutions that may be willing to hold land until stronger non-residential opportunities exist.
- Optioning land, if necessary. This works best when you are well ahead of competitive development options, so that you do not need to exercise the option in the short term.
- Buying land to hold for future development, if necessary.

Land banking through land purchase has some obvious advantages for holding land for future non-residential development.

- Land control is certain.
- Rezoning for appropriate non-residential development is relatively easy.
- Increased land values from infrastructure investment ultimately accrue to the City.
- There are no costs and political risks from having to remove homeowners who might otherwise build on the land.
- State taking laws, which would allow the City to take land, if necessary, to hold for future business and industrial park development, might become less favorable.
- This strategy maximizes tax development in the long term.

There are important disadvantages as well.

- There are high up-front costs to acquire the land.
- There is a potentially long carrying period, involving carrying costs and risk.
- Although some earnings are possible from leasing the land, the property goes off of the tax rolls.

VII. Can Franklin Reach 30% Non-Residential Tax Base?

Franklin's growing Business Park and retail functions have been responsible for significant progress in balancing Franklin's tax base.

Non-residential taxes have increased from 12.6 percent of the tax base in 1995 to 17.8 percent in 1999. *Note: All tax base calculations and future assumptions exclude commercial and industrial personal property, which the legislature may exempt from taxation at some point in the future.*

Table 11. Tax Development Since 1995

Scenario	Real Estate Fair Market Value ($ million)				% Non-Residential Taxes
	Residential	Commercial	Industrial	Ag. & Other	
1995 Pre-Business Park	$1,022	$101	$31	$15	12.6%
1999	$1,357	$191	$81	$21	17.8%

If the City chooses not to adopt this economic development strategy (The Do Nothing Scenario), we estimate that the non-residential share of the tax base would decrease slightly from current levels, dropping from 17.8 percent currently to 16.4 percent by 2020.

- As Franklin's population increases from 28,750 to an estimated 41,000 and as the number of dwelling units increases from 10,807 to an estimated 16,400, the residential component of the tax base—and the high level of residential demand for public services—will significantly increase.

- Franklin's retail/commercial tax base will not quite keep pace, however. It will not have enough land correctly zoned for retail development in its prime retail development areas. It will not proactively seek retail development. And it will be at risk of losing some of its fair share of retail to surrounding communities.

- Failure to adopt this strategy will also limit future business park taxes to absorption of the present Franklin Business Park and scattered, less intense business development in areas C, D, and F.

Table 12. A Do-Nothing Strategy Loses Ground

Scenario	Estimated Population	Dwelling Units	Real Estate Fair Market Value ($ million, in 1999 $)				% Non-Residential Taxes
			Residential	Commercial	Industrial	Ag. & Other	
1999	28,750	10,807	$1,357	$191	$81	$21	17.8%
2020 Do Nothing	41,000	16,400	$2,059	$266	$134	$5	16.4%

See assumptions following Table 13.

If the City does adopt this strategy, we estimate that by 2020 it can increase the non-residential share of the Franklin tax base from 16.4 percent in the Do Nothing Scenario to 24.6 percent.

- Adding 440 acres of developable primary business park land would increase the non-residential share to 20.0 percent.
- Also adding three secondary business parks zoned to maximize tax base development wold increase the non-residential share to 22.4 percent.
- Taking a full retail development strategy, in addition to adding the primary and secondary business park land, holds the prospect of increasing the non-residential share to 24.6 percent.

Table 13. Tax Balance Options for 2020

Scenario	Estimated Population	Dwelling Units	Real Estate Fair Market Value ($ million, in 1999 $)				% Non-Residential Taxes
			Residential	Commercial	Industrial	Ag. & Other	
Do Nothing	41,000	16,400	$2,059	$266	$134	$5	**16.4%**
New Primary Business Park	40,360	16,144	$2,027	$264	$237	$5	20.0%
Add 3 Secondary Parks	39,285	15,714	$1,973	$260	$303	$5	22.4%
Add Retail Development	38,705	15,482	$1,944	$325	$303	$5	**24.6%**

Assumptions:

1. All 2020 figures are in 1999 dollars. The values of all uses inflate at the same rate, based upon 1999 values and tax yields. We expect that more expensive housing will enter the mix, but the tax yield per acre of industrial and retail should also increase.
2. Multi-unit rental residential assessments are counted in the residential, not the commercial values.
3. Persons/dwelling units decreases from 2.66 in 1999 to 2.5 in 2020. 2020 population and number of dwelling units are consistent with the current City Master Plan.
4. The City will be build out in 2020, except for redevelopment opportunities and land held in reserve in key economic zones.
5. The value of the average dwelling unit, including apartments and condominiums, is $125,567.
6. Population decreases with each development scenario as land shifts from residential zoning, decreasing the number of housing units.
7. Commercial acreage has the potential to increase by 155 acres in the major commercial areas, yielding tax assessment at $650,000/acre. We estimate that commercial assessment outside of the major commercial areas will increase proportionate to population.
8. The Do Nothing Scenario assumes that Franklin will capture only 33% of its new retail potential in the major commercial areas. Three reasons explain this: limited retail zoned land now available in the prime retail development districts; a reactive City posture toward retail recruitment; and the likelihood of losing quality retail to neighboring communities.
9. Primary and Secondary Business Park development yields assessed value of $300,000 per acre, consistent with the Business Park.
10. For the Do Nothing Scenario, business park absorption is limited to the remaining 124 acres in the Franklin Business Park at $300,000/acre and 24 acres in Area C, 60 acres in Area D, and 20 acres in area F at $150,000/acre.
11. For the New Primary Business Park Scenario, absorption is 520 acres (present 124 plus 440 new acres in Area D less 10% roads and contingency).
12. For the Primary plus Secondary Business Parks Scenario, absorption is 740 acres (present 124 plus 440 new acres in Area D, 78 in Area C, and 78 in Area F, each minus 10% for roads and contingency, plus 80 acres in the Southwest environs.
13. Residential development will erode the agricultural tax base in all 2020 Scenarios.

It is difficult to precisely forecast Franklin's development patterns past 2020, but certain factors could fall in place to reach 30 percent non-residential development by 2040.

- The city would need to set aside sufficient land for business and industrial park development beyond 2020.
- Residential development would need to stop (Franklin may be built out in terms of residential development by 2020).
- Franklin would need to continue to attract business and industrial park users at just below the pace of the past six years (35 acres per year from 2020 to 2040).

Table 14. Achieving 30% Non-Residential Tax Base by 2040

Scenario	Estimated Population	Dwelling Units	Real Estate Fair Market Value ($ million, in 1999 $)				% Non-Residential Taxes
			Residential	Commercial	Industrial	Ag. & Other	
2020 Do Nothing	41,000	16,400	$2,059	$266	$134	$5	**16.4%**
2020 Full Plan Acceptance	38,705	15,482	$1,944	$325	$303	$5	**24.6%**
2030	38,705	15,482	$1,944	$325	$408	$5	27.5%
2040	38,705	15,482	$1,944	$325	$513	$5	**30.1%**

1. Assumes setting aside future business/industrial park land with the continued ability to absorb 35 acres annually at $300,000 assessed valuation per acre.

VIII. Plan Impact upon Local School Districts

Non-residential development anywhere within the city brings homeowner relief with regard to City of Franklin taxes. But there is also a strong desire to plan non-residential development, if possible, to bring homeowner property tax rates in the three school districts within Franklin into greater balance.

The consultant project recognized this desire to maximize non-residential development within the Franklin School District. We looked especially hard at the development potential within this area. But we also recognized that market forces drive an achievable development strategy. We recommend that the City should not attempt to force non-residential development where it can not readily occur, regardless of school district tax base issues. The Oversight Committee, comprised of members of the Common Council, the Plan Commission, the Economic Development Commission, and the Community Development Authority, concurred with this recommendation at the September 25 Planning Retreat, which also included a number of school officials and school board members.

The higher property tax rates are not, in and of themselves, a compelling deterrent to non-residential development within Franklin School District boundaries.

- The Franklin Industrial Park and most of the Franklin Business Park are in the Franklin School District. The City has been able to sell this land for non-residential development despite higher property taxes. Businesses look at the total real estate and locational fit, of which property tax is but one component. Some were not even aware of the significantly lower taxes in the Oak Creek-Franklin School district when they chose to build in Franklin. In our experience, companies most sensitive to property tax differentials are those conducting multi-state locational decisions that involve a high level of tax incentives. This is a small share of your market.

- Retail development will also continue to occur within the Franklin School District as the local market continues to grow, provided that the City has properly zoned and serviced sites for this to occur.

Although taxes per se do not prohibit non-residential development within the Franklin School District, other market factors strongly oppose successfully developing the next primary business park within the district.

- Land within the Franklin City boundaries but in the Franklin-Oak Creek School District has much better access to I-94. I-94 is the predominant artery for workers commuting to Franklin or for shipping product to market.

- It is possible to develop large, contiguous parcels in Area D, but no feasible sites exist for primary business park development within the Franklin School District. Area E is too small. Land south of Ryan Road lacks sewer service. Area F, which is suitable for secondary business park development, has major physical constraints as a primary business park site. It is broken up by wetlands. Ryan Road and 76th Street cut it into four parcels, thereby eliminating development economies of scale. Further, All Souls Cemetery, which holds major acreage within Area F, may not wish to give up its land.

Our team (which includes individuals highly experienced in business site selection and business park development), metropolitan Milwaukee area developers, and major businesses within the Franklin Business Park all reach the same conclusion. Further primary business park development close to I-94 is feasible. Primary business park development within the Franklin School district currently is not.

The City of Franklin would be unwise to take the high degree of financial risk required to finance primary business park development within the Franklin Public Schools though Tax Increment Financing. Slow absorption of this land could actually increase City taxes in order to make bond payments, rather than reduce taxes, as desired.

We believe that Franklin would be wise to promote policies to develop secondary business parks and to reach its full retail potential, regardless of school district implications. The desire to add to the Franklin Public Schools tax base, given the poor market potential for a primary business park within the district, only reinforces these recommendations.

Critical factors for long-term tax development within the Franklin School District include:

- Master Plan and zoning changes to allow maximum feasible quality retail and secondary park development;
- A retail recruitment strategy for Loomis, east and west of 76th Street;
- A secondary business park strategy for Area F and/or Area E;
- A land banking and eventual industrial park development strategy for the Southwest Environs.

Full development of the Franklin First strategies would lead to an estimated additional $286 million assessed valuation within Franklin by 2020 (conservatively stated in 1999 real estate values). Of this amount, $105 million, equal to 36 percent, would fall within the Franklin School district.

Full development of the new Franklin First strategies plus absorption of the current Franklin Business Park would lead to an estimated additional $323 million assessed valuation within Franklin by 2020 (conservatively stated in 1999 real estate values). Of this amount, $142 million, equal to 44 percent, would fall within the Franklin School district.

One final word of caution is in order with regard to tax base development by school district. The impact of development upon school taxes deserves serious further study. Preliminary findings by the financial advisory firm of Ehlers and Associates indicates that because of the current nature of the state of Wisconsin school funding formula, reductions in the state school tax contribution would undermine potential advantages from non-residential development in any of the three Franklin area school districts. To the extent that this is true, concerns about placing the primary business park outside of the Franklin School District area greatly reduced.

Table 15. Full Strategy Scenario to 2020, by School District
Major Development Areas
(1999 $, in Millions)

Development Strategy/Area	School District			Total
	Franklin	Oak Creak/ Franklin	Whitnall	
MAJOR RETAIL AREAS				
76th & Loomis (Acres)	65			
Rawson & 27th		30		
Speedway			33	
Crossroads	10			
Civic Center	17			
Total Acres	92	30	33	155
Assessed Value Increase ($650,000/A)	$59.8	$19.5	$21.5	$100.8
Retail % Gain, Major Retail Areas	59%	19%	21%	
NEW BUSINESS PARKS				
Area D		396		
Area C		70		
Area F	70			
Southwest Environs	80			
Total Acres	150	466		616
New Assessed Value ($300,000/A)	$45	$139.8	$0.0	$184.8
Business Park %	24%	76%	0%	
TOTAL, NEW STRATEGY AREAS	$104.8	$159.3	$21.5	$285.6
Total %	36%	56%	8%	
EXISTING BUSINESS PARK				
Acres	124			
Assessed Value Increase ($300,000/A)	$37.2			
TOTAL GAIN TO 2020	$142.0	$159.3	$21.5	$322.8
Total %	44%	49%	7%	

IX. Organizational Implications of the Plan

Franklin's economic development structure has served the City reasonably well in the past, especially through the successful development of the Franklin Business Park. The basic development and planning institutional structure is a sound foundation for future progress.

- The Plan Commission attends to master planning and zoning issues and to the approval of individual projects.
- The Economic Development Commission (EDC) markets Franklin and supports the expansion of Franklin businesses.
- The Community Development Authority (CDA) acquires and develops City-owned land and oversees the issuance of Tax Increment Financing bonds.

Community volunteer appointees give considerable time and energy to the EDC, CDA, and Plan Commission. There is a good blend of public/private leadership, which is essential for achieving optimal rates of non-residential tax base development. And to our observation through this process, the EDC, CDA, and Plan Commission work well with City staff.

The Franklin First strategy calls for a new level of proactive economic development. Major initiatives include:

- revisions in the Master Plan and zoning ordinance to set higher development standards and to allow non-residential development in certain areas
- development of new primary business park land
- development of several secondary business parks
- retail recruitment for the Loomis Road area east and west of 76th Street
- holding land for future development
- an internal and metropolitan Milwaukee develop-oriented public relations strategy
- continuing to work extensively with businesses locating in Franklin
- working with the growing number of businesses already located within the city regarding their retention and expansion needs.

In aggregate, these initiatives will require considerable additional human resources. Sustained leadership from the Mayor and Common Council are critical. Temporary additions to staff and the hiring planning, retail development, and other outside specialists on a selective temporary basis will also be necessary to take a great leap forward in terms of non-residential tax base development. Tasks and projects that are ongoing for several years lend themselves best to additional staff. Important non-recurring tasks lend themselves to outside consulting help. Because tasks are at a high level and they have very high potential revenue importance for the City, any new staff should have the appropriate degree of experience necessary to be high contributors on an immediate basis.

We recommend that the City look at the total personnel and resource costs to achieve the Franklin First plan and the necessary timing to best implement the plan. They should then set priorities based upon overall benefit/cost.

The following lists major Franklin First tasks by functional area.

Planning and Zoning

Primary planning and zoning responsibilities rest with the Plan Commission. Major tasks related to the Franklin First strategy are:

- Updating the comprehensive Master Plan in accordance with the strategy.
- Rezoning key development parcels to allow for a more orderly and higher quality non-residential development process.
- Setting appropriate development standards for major non-residential development parcels.
- Working with adjoining residents to set appropriate standards for buffering between residential areas and major non-residential development areas.
- Helping the CDA plan for appropriate infrastructure for new primary business park land and, where appropriate, for secondary business parks and retail development at Loomis east and west of 76^{th}.
- Helping to create concept plans for primary and secondary business parks and for use in retail recruitment.
- Protecting land for future business development through zoning and/or land banking.
- Developing more sophisticated mapping and GIS capabilities to better support and monitor development in the future.

These tasks predominantly fall in the 2000-2001 timeframe. They are not achievable without additional human resources, though many could be provided by outside consultants hired on a temporary basis rather than by full time staff additions.

Economic Development Commission

Responsibilities to promote economic development within the city of Franklin rest with the Economic Development Commission. Major tasks related to the Franklin First strategy are:

- Supporting metropolitan area marketing of primary business park land.
- Carrying out the retail recruitment strategy.
- Working with the Mayor, who is the natural spokesperson for Franklin, to devise and implement an internal and metropolitan area public relations strategy to raise Franklin's image as a way to encourage quality development.
- Continuing to support the expansion and retention of area businesses within the basic sector of the economy (those that generate taxes by selling to customers beyond Franklin). Programs will include continued informal and formal business outreach efforts, maintaining an association of business park users, conducting biannual workforce surveys, and supporting the expansion and retention projects for individual companies. This role will grow in the future as more companies make Franklin their home.
- Continuing to assist businesses locating with Franklin with permitting, regulatory, and infrastructure planning assistance.
- Continuing to work with economic development allies, such as Forward Wisconsin, the Wisconsin Department of Commerce, and Wisconsin Electric Power, to support inquires from businesses beyond the metropolitan area considering location within southeastern Wisconsin while modestly increasing external recruitment efforts in cooperation with these allies.
- Supporting the Plan Commission in updating the comprehensive Master Plan in accordance with the strategy and in its consideration of necessary zoning changes.
- Working with the Oversight Committee to update the market analysis that lies behind the Franklin First strategy every two to three years, depending upon changes in market conditions.

Significant parts of these tasks fall within the 2000-2001 timeframe, though other aspects of marketing the city and supporting existing businesses are ongoing.

Community Development Authority

Responsibilities to assemble land for major non-residential development or redevelopment, design community-developed business park land, and enable the issuance of Tax Increment Financing bonds to purchase and develop land for key non-residential projects rests by statute with the Community Development Authority. Major tasks related to the Franklin First strategy are:

- Conducting a feasibility study for developing significant additional primary business park land.

- Provided that the feasibility study is positive, land assembly for additional primary business park development.
- Design and infrastructure development of the new primary business park.
- Taking steps to either directly market the primary business park or to negotiate a marketing agreement with a private commercial real estate firm.
- Conducting some or all of the same activities as for primary business park development, as market conditions dictate, to develop secondary business parks and primary retail areas in ways that reach full tax base potential.
- Keeping the Common Council and the public informed regarding the financial performance of TIF-financed properties.

These activities should begin as soon as possible. Actions within the 2000-2004 timeframe will be especially intense, provided that the City develops additional primary business park land.

These important tasks are not achievable without additional human resources.

The Economic Development Commission and the Community Development Authority share the same staff person, while recurring demands, especially in the business retention and expansion area, will grow. Many of the predevelopment and development steps for business park land will require adding outside consulting expertise, as was the case in the development of the Franklin Business Park.

X. Next Steps to Implement Franklin First

There is much work to be done, now and in the future, to implement the Franklin First strategy. The Economic Development Commission, Community Development Authority, Plan Commission, and City Council must accept or modify the strategy's various components and move them forward.

We recommend the following key steps as critical first parts of a long and continuous process.

The Common Council, with the continued assistance of the Franklin First Oversight Committee, should direct the:

1. Community Development Authority to conduct preliminary design and infrastructure studies, estimate the land and development costs, assess the financial feasibility, and investigate the legal requirements for assembling land in area D to extend the Franklin Business Park.

2. Economic Development Commission to work with other functions of City government to develop the planning and marketing components of a proactive retail recruitment strategy, starting with the Rawson Avenue east and west of Loomis Road area.

3. Plan Commission to update the Master Plan and Zoning ordinance, including starting the rezoning process for key Franklin First development parcels.

4. Mayor, with the support appropriate staff, the Plan Commission, and the Economic Development Commission, to develop a plan to negotiate with Milwaukee County regarding key future Franklin development parcels.

It is also important that the Oversight Committee continue to work to further illuminate the tax impact of this plan in two important areas:

- By school district, after adjustments in the state school aid formula.

- By net impact, after accounting for the significant differential levels of City services required by commercial and business versus residential development.

Conducting the Franklin First strategy gives the City of Franklin a foundation for building reasonable consensus to balance the tax base. The City must act before additional residential development closes off the best retail and business development options.

There are many further steps to refine and implement the Franklin First strategy. Because development is such a complex process, there will also be an annual need for the Economic Development Commission to update and refine the strategy as the Franklin market continues to unfold.

Franklin can build on past success to achieve a more balanced tax base. At the same time, it can initiate strategies to bring about quality non-residential development in a more predictable way.

To achieve these goals, Franklin must reach high, sustain the vision of tax balance, and implement this strategy effectively.