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GSG Retail Market Study

Fort Atkinson, Wisconsin



TYPES OF ANALYSIS

DEMOGRAPHIC PROFILE	TRADE AREA	SITE EVALUATION
MARKET FORCES	LOCAL VIEWS	TARGETED RETAIL

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I. PROJECT OVERVIEW

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PURPOSE OF THE FINAL REPORT

This Retail Market Study was designed to examine the potential for the City of Fort Atkinson, Wisconsin to attract retailers, restaurants and services, as well as to be used as a due diligence tool for developing multiple prime retail sites within the community.

This Final Report is intended to identify business types, opportunities, and in some cases specific retailers, restaurants, and services for potential development opportunities in Fort Atkinson, Wisconsin.

RETAIL SITES

The proposed sites as presented by the City include:

Site 1: 1425 Janesville Avenue Lots 2 and 3
Site 1 is two lots from 0.69 acres to 1.01 acres of construction ready, urban mixed use lots adjacent to Highway 26 Business and Highland Avenue. Surrounding businesses include Badgerland After School Enrichment (BASE afterschool care), We Energies, and AmericInn by Wyndham., Brickhouse Pizza Pub, Fireside Dinner Theater, Rock River Lanes (bowling alley), Blodgett Garden Center, and Fort Atkinson Family Restaurant.

Site 2: Doris Drive Out Lot 1 and Lot 1
Site 2 is 1.8 acres with an out lot of 0.55 acres of construction ready, greenfield site adjacent to intersection of Highway 12 Business and Madison Avenue; one-quarter mile from the interchange of US Highway 26, exit 21. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Medical Care Facilities, Ft. Atkinson High School, and Madison Area Technical College.

Site 3: Doris Drive Fort Healthcare Out Lot
Site 3 is a 1.12 acre construction ready, commercial section of lot 1 accessible off Highway 12 Business and Madison Avenue. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Medical Care Facilities, Ft. Atkinson High School, and Madison Area Technical College.

Site 4: Pick and Save Out Lot
Site 4 is 0.5 acres of construction ready, commercial site adjacent to Highway 12 and Madison Ave and 0.25 miles from the interchange of US Highway 26, exit 21. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Madison Area Technical College, Verizon Wireless, T-Mobile, Fort 88 Smokehouse, and Fort Atkinson High School.

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Site 5: Highway 26 Exit 21 Greenfield
Site 5 is a 23.407 acre greenfield site adjacent to Hwy 26 and Highway 12. The site is in a Tax Increment District and planned for mixed use development. Surrounding businesses include Country Inn & Suites, Holiday Inn Express, Kwik Trip, Dunkin', Reena Assisted Living, and Medical Care Facilities.

Site 6: Mile Away Redevelopment
Site 6 is a 1.0 acre redevelopment site commercial lot adjacent to Highway 26 and Highway 12. Surrounding businesses include Burger King, O'Reilly Auto Parts, Madison Area Technical College, and Salamone's Italian Pizzeria.

Site 7: Highway 26 Exit 23 Greenfield
Site 7 is a 74.211 acre parcel of 5 agricultural lots accessible to Highway 12 and Highway 26. Surrounding businesses include Hoard's Dairyman Farm, Fort Atkinson Municipal Airport, Riverfront Family Restaurant, U-Haul, railroad access, and Glacial River Bike Trail.

Site 8: U-Haul Out Lot
Site 8 is a 0.991 acre parcel of two commercial lots adjacent to Highway 26/North High Street. Surrounding businesses include River Front Family Restaurant, K&F Auto Sales, Fort Atkinson Municipal Airport, Glacial River Bike Trail, and Butch's High Lite Auto Body.

Site 9: BlackHawk Fitness Out Lot
Site is a 1.3 acre construction ready, commercial out lot adjacent to Highway 12/Madison Avenue. Surrounding businesses include Salamone's Italian Pizzeria, Financial Institutions, Medical Care Facilities, and beauty salons/spas.

Site 10: 7 Madison Avenue
Site 10 is a .85 acre parking lot available for redevelopment if providing underground parking. Site could serve as a gateway to Fort Atkinson's historic downtown. Surrounding businesses include Walgreens, Festival Foods, Anytime Fitness, Ace Hardware, Jimmy Johns, McDonalds, Verlo Mattress, Pete's Tire, and the Fort Atkinson Area Chamber of Commerce office.

HOW TO USE THIS REPORT

GSG has analyzed market conditions, economic and demographic factors, and site conditions to examine the potential for retail and commercial growth in Ft. Atkinson, WI. GSG has utilized both primary data in the form of a community survey and local interviews, and secondary data sources that are assumed to be correct to analyze the subject area's demand for additional retail and commercial development opportunities.

A developer should use this report as an informational tool for potential planners, retailers, developers, financers, other businesses, economic development organizations, etc. in their due diligence and decision making process. The suggestions and recommendations in this report should be used as a guide only for that process.

GSG makes no representations regarding the development or possible investments. Potential developers and investors should rely on their own due diligence when making investment decisions.

This study was conducted by independent consulting firm Growth Services Group.

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II. EXECUTIVE SUMMARY

INTRODUCTION

The purpose of this study is to determine the potential for the development of one or more sites located in Fort Atkinson, Wisconsin. The Greater Market Area, the Fort Atkinson Trade Area, and the proposed Retail Sites have been evaluated for potential restaurant, retail, and service operators as the locations dictate.

While the Fort Atkinson Area has considerable potential in terms of livability and a stable population, it is primarily a location that serves the community and the adjacent area of Jefferson County. Fort Atkinson and its Trade Area is a dense suburban community with a good mix of moderate to upper middle-income neighborhoods. The City features strong manufacturing, retail, and service industries. The community benefits from being the largest city in Jefferson County and significant traffic counts on Highways 26 and 12 and is strategically located just south of Jefferson, Wisconsin and north of Whitewater, Wisconsin.

The Retail Market Study provides the developer and others a base of information not only of the community and trade area, but also a Greater Market Area. The greater regional influences are important considerations in any decision-making process.

GENERAL FINDINGS, OPPORTUNITIES AND CHALLENGES

The Retail Market Study shows Fort Atkinson as a proud and stable community with a sense of purpose and direction. The City, for its size, has professional administration and has conducted a Community Survey for feedback and direction.

The research for this study focused on four areas:

Demographic Profile;
Trade Area and Site Evaluation;
Market Forces & Local Views and Needs; and
Targeted Retailers, Restaurants and Service Businesses.

As a basis of information, the study provides information on population, employment, income, housing, community patterns, sales and local shopper views and needs; and, to the degree possible, makes comparisons for market differentiation.

KEY FINDINGS

- Fort Atkinson is center to a Greater Market Area with a population of over 102,170 (15 Mile Ring) with over 41,200 Households. The Trade Area saw Retail Sales of $149,329,943 in 2025.
- Jefferson County (Trade Area) is currently gaining retail and restaurant sales from areas outside the county with a moderately-neutral pull factor of 1.10. In addition, respondents to the 2025 Community Survey indicated strong local support for retailers.
- The Trade Area consists largely of consumers in the Classic Comfort (K4), Middle Ground (K2), and Country Charm (I7).
- The proposed development sites offer proximity and/or excellent visibility to US Highways 26 and 12.
- The Daytime Population in Fort Atkinson grows by nearly 11 percent as commuters travel to the market for employment.

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- Fort Atkinson has traffic counts in the area of over 15,000, one of the higher traffic counts located outside of core metro cities along Highways 12 and 26.
- The 2025 Retail Sales reflect that Fort Atkinson has as slightly lower sales per capita ($12,165) of comparable Wisconsin communities.
- Taxable sales for Fort Atkinson are projected to grow by 8.9% over the next five years, 2025 through 2030.
- Attracting new retail business was ranked a top three priority of the business development preferences in the Community Survey. The 389 respondents indicated tepid satisfaction with current retail, service and dining options which confirms a significant gap for new development opportunities.

The key challenge will be to what degree the new developments and vendors can capture market share from other competitive markets identified by respondents who indicated shopping activity outside the Fort Atkinson market within the last 60 days. The high ratio of the workforce working inside the community adds to the opportunity. Retailers with strong regional and national brands and management can make a significant difference. The ability to capture transient business off the highway can also add to the mix.

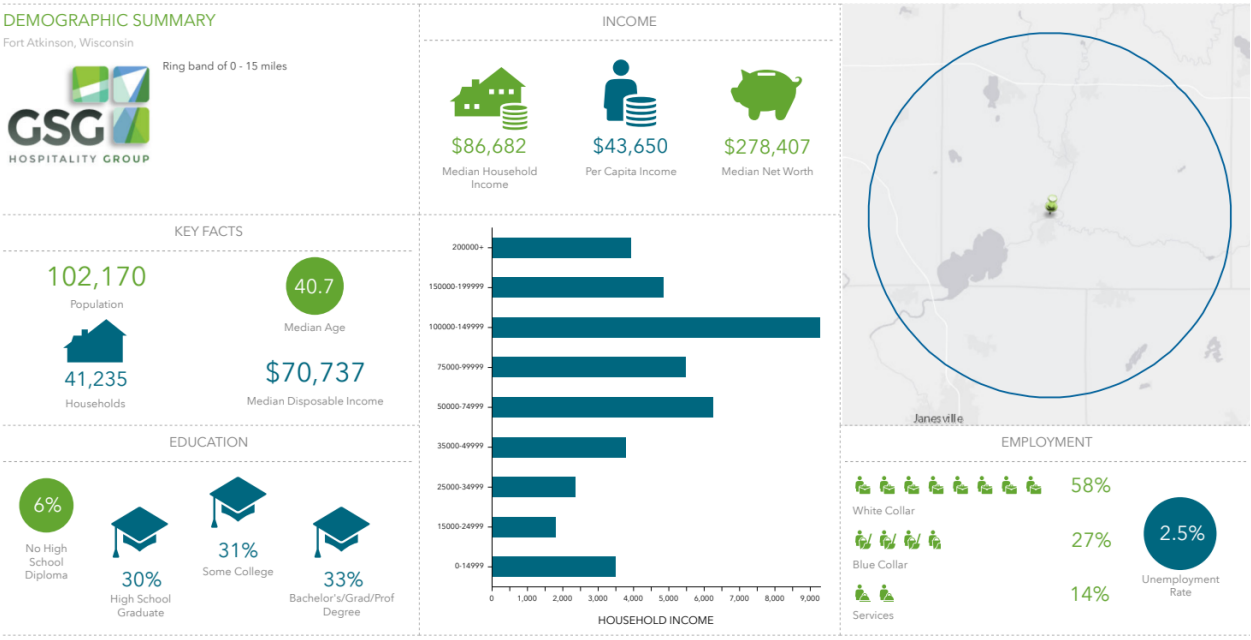
CONCLUSION

The study concludes that the proposed development sites are viable offering a potential excellent future with the right mix of vendors matching the community's needs and the shopper's buying habits. In addition, opportunity exists with the high traffic and highway visibility to capture convenience and impulse buying for additional sales. Current experience and feedback shows local residents are willing to change with the right shopping options to support the community.

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III. DEMOGRAPHIC PROFILE

Greater Market Area
Fort Atkinson, WI (15 Mile Radius)



Source: ESRI

OVERVIEW

The Demographic Profile, with data available from public sources such as the U.S. Census, the Bureau of Labor Statistics and the University of Wisconsin-Madison Division of Extension, as well as subscription sources like ESRI, provides a quick overview of a larger market area—highlighting information related to population, employment, income, and commuting patterns. Where possible, this review makes direct comparisons of the local Market to the State of Wisconsin and the USA.

The presentation in the following charts and tables is used to analyze the local market for trends with the region, state and nation. The City of Fort Atkinson and the proposed sites are located in northwestern Jefferson County, Wisconsin. Its location is situated halfway between Madison and Milwaukee on Highway 26 and 12 provides both opportunities and challenges for Fort Atkinson and its trade area. The Demographic portion of this study will provide a better appreciation of the forces and trends currently at work and potential impacts for the future.

The Infographic above provides a demographic summary of the Greater Market Area including population, households, income and more.

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POPULATION

The population of the City of Fort Atkinson grew from 12,428 (2010 census) to 12,589 (2020 census) and will remain steady according to the 2025 estimates. The City of Fort Atkinson is considered a magnet community as the Daytime Population increases to 16,630 with commuters traveling into the community for shopping, entertainment and employment.

Total households has increased from 5,153 (2010 census) to 5,349 (2020 census) and will hold steady according to the 2025 estimates.

The Median Household Income in Fort Atkinson continues to grow, sitting at $81,213 according to 2025 estimates. The Median Age in Fort Atkinson is 42.1 compared to the US Median Age of 39.6. The Male Population is 49.2% with Female Population at 50.8%.

Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

FORT ATKINSON MARKET AREA POPULATION TRENDS AND COMPARISONS

	2010	2020	2025	% Change 2010-2020	% Change 2020-2025
Fort Atkinson, WI	*12,428*	*12,589*	*12,275*	*0.13%*	*-0.48%*
5 Mile Ring	19,411	19,475	19,034	0.03%	-0.44%
10 Mile Ring	50,387	50,975	51,490	0.12%	0.19%
15 Mile Ring	97,499	100,682	102,170	0.32%	0.28%

Source: ESRI

FORT ATKINSON MARKET AREA TOTAL HOUSEHOLDS TRENDS AND COMPARISONS

	2010	2020	2025	% Change 2010-2020	% Change 2020-2025
Fort Atkinson, WI	*5,153*	*5,349*	*5,362*	*0.37%*	*0.05%*
5 Mile Ring	7,749	8,049	8,080	0.38%	0.07%
10 Mile Ring	19,163	19,842	20,220	0.35%	0.36%
15 Mile Ring	37,756	40,005	41,235	0.58%	0.58%

Source: ESRI

FORT ATKINSON MARKET AREA TOTAL HOUSEHOLDS TRENDS AND COMPARISONS

	Median HHI	Median Age	Male	Female
Fort Atkinson, WI	*$81,213*	*42.1*	*49.2%*	*50.8%*
5 Mile Ring	$84,159	43.1	49.9%	50.1%
10 Mile Ring	$76,922	36.9	50.8%	49.2%
15 Mile Ring	$86,682	40.7	51.1%	48.9%
US Average	$81,624	39.6	49.7%	50.3%

Source: ESRI

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POPULATION AGE DISTRIBUTION

In the age category, residents of Fort Atkinson have a slightly higher median age at 42.1 than the US average at 39.6. The 18+ population remains steady throughout the Greater Market Area, at roughly 80% of the total population.

Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

2025 POPULATION AGE DISTRIBUTION
All Residents

	Median Age	0-4	5-9	10-14	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	18+	Total 2025
Ft Atkinson	42.1	5.3%	5.7%	5.5%	11.9%	11.9%	13.8%	12.8%	12.6%	11.6%	6.5%	2.3%	79.4%	12,275
5 Mile Ring	43.1	5.0%	5.4%	5.6%	12.1%	11.3%	13.3%	13.0%	13.2%	12.2%	6.7%	2.2%	79.8%	19,034
10 Mile Ring	36.9	4.2%	4.4%	4.9%	24.2%	10.3%	10.8%	10.8%	11.5%	10.6%	6.1%	2.1%	83.1%	51,490
15 Mile Ring	40.7	4.6%	5.1%	5.7%	17.4%	10.5%	12.2%	11.7%	12.9%	11.7%	6.2%	2.1%	81.1%	102,170

Source: ESRI

POPULATION BY RACE

Nearly all residents of Fort Atkinson, Wisconsin,(92.5%), reported one race, with the remaining (7.5%), reporting being of two or more races.

2025 POPULATION BY RACE

	White	Black	American Indian	Asian	Pacific Islander	Other	Two or More Races
Ft Atkinson	85.3%	1.1%	0.5%	1.0%	0.0%	4.6%	7.5%

Source: ESRI

Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

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EMPLOYMENT

As mentioned earlier in this report, Fort Atkinson is considered a Magnet community with a Daytime Population that grows by nearly 11%. This increase is due in large part to a number of major employers providing quality employment opportunities to residents in the area. The following tables below show the number of businesses by NAICS code as well as the number of employees by NAICS code in the community.

Another indicator of Industry Employment is the relationship of Sector Employment by Industry to total Employment. An example would be Retail Trade with over 25% of total jobs in Fort Atkinson.

Business Sector (by NAICS codes)	Businesses	% of total	Employees	% of total
Retail Trade	125	20.3	3,102	25.3
Other Services (except Public Administration)	86	14.0	335	2.7
Accommodation & Food Services	45	7.3	595	4.9
Public Administration	11	1.8	119	1.0
Arts, Entertainment & Recreation	10	1.6	439	3.6
Total	616	100	12,267	100

Source: ESRI

Business Sector (by NAICS codes)	Employees	% of total	Businesses	% of total
Retail Trade	3,102	25.3	125	20.3
Health Care & Social Assistance	335	2.7	86	14.0
Educational Services	595	4.9	45	7.3
Manufacturing	119	1.0	11	1.8
Administrative & Support & Waste Management & Remediation Services	439	3.6	10	1.6
TOTAL	12,267	100	616	100

Source: ESRI (2025 data)
Refer to Appendix E for more detailed Demographic Information for Fort Atkinson

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The chart below lists the top nine employers by number of employees in Fort Atkinson. Major employers include the healthcare, retail and industry sectors.

BUSINESS NAME	EMPLOYEES
Fort Healthcare	610
School District of Fort Atkinson	513
Spacesaver Corp.	475
Jones Dairy Farm	350
NORAC Systems	300
OSI Industries	300
Endeavor Business Media	270
Klopcic Enterprises	250
Opportunities, Inc.	225

Source: City of Fort Atkinson

The unemployment rate for Fort Atkinson and Jefferson County normally runs consistent with the state and national averages and indicates a stable industry base and productive workforce. The unemployment rate for Jefferson County is 2.7% and compares with Wisconsin at 3.0%.

Another element when comparing Industry Employment with Civilian Employment is that Civilian Employment counts all people working including self-employed, as well as job holders; whereas Industry Employment counts jobs and those on a payroll where withholdings are taken from their checks.

JEFFERSON COUNTY, WISCONSIN

Civilian Employment Statistics

	Labor Force	Employment	Unemployment	Unemployment Rate
Jefferson County	48,754	47,462	1,292	2.7%
State of Wisconsin	3,1756,83	3,0811,71	94,512	3.0%
USA	162,655,000	157,152,000	5,503,000	3.4%

Source: BLS, 2024 Local Area Unemployment Statistics
Civilian Employment: Employment of all residents living in county and working anywhere.

CIVILIAN EMPLOYMENT

Jefferson County Annual Trends

Annual Averages	Labor Force	Employment	Unemployment	Unemployment Rate
2020	47,563	45,008	2,555	5.4
2021	48,577	47,023	1,554	3.2
2022	48,464	47,247	1,217	2.5
2023	48,588	47,394	1,194	2.5
2024	48,754	47,462	1,292	2.7

Source: BLS, 2024 Local Unemployment Statistics

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INCOME

The Median Household Income for 2025 in Fort Atkinson is $81,213 and is estimated to increase by 11.8% by 2030. The Median Home Value in Fort Atkinson in 2025 is $268,819 compared to the State of Wisconsin at $313,652. The Per Capita Income in Fort Atkinson in 2025 is $41,446 as compared to the State of Wisconsin's $43,937

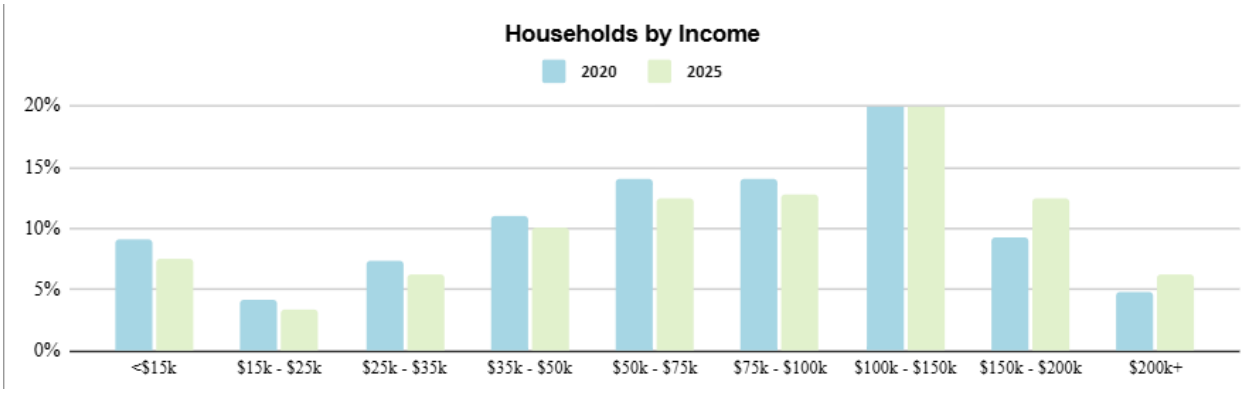
Sixty-eight percent of Households in Fort Atkinson have a Household Income of over $50,000. Over 62% of the total 5,594 Fort Atkinson housing units are owner occupied with 36.4% renter occupied and 4.4% vacant. The average household size in Fort Atkinson is 2.25. There are 3,042 families in Fort Atkinson and the average family size is 2.9.

FORT ATKINSON INCOME STATISTICS				
	2025 Median HH Income	2030 Estimates MHHI	2025 Per Capita Income	2025 Median Home Value
Fort Atkinson	$81,213	$93,771	$41,446	$268,819
5 Mile Ring	$84,159	$97,072	$42,511	$304,216
10 Mile ring	$76,922	$87,175	$38,871	$337,191
15 Mile Ring	$86,682	$100,273	$43,650	$353,354
Wisconsin	$78,651	$88,685	$43,937	$313,652

Source: ESRI

FORT ATKINSON HOUSEHOLDS BY INCOME STATISTICS									
	<$15,000	$15,000 — $24,999	$25,000 — $34,999	$35,000 — $49,999	$50,000 — $74,999	$75,000 — $99,999	$100,000 — $149,999	$150,000 — $199,999	$200,000+
Fort Atkinson	9.1%	4.2%	7.3%	11.0%	14.1%	14.0%	26.2%	9.3%	4.8%

Source: ESRI

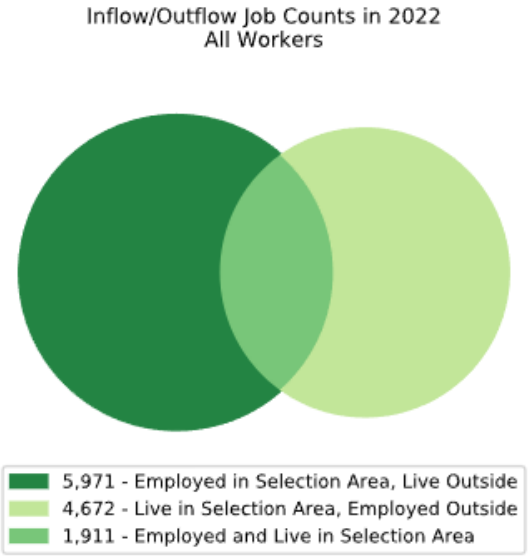


Source: ESRI
Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

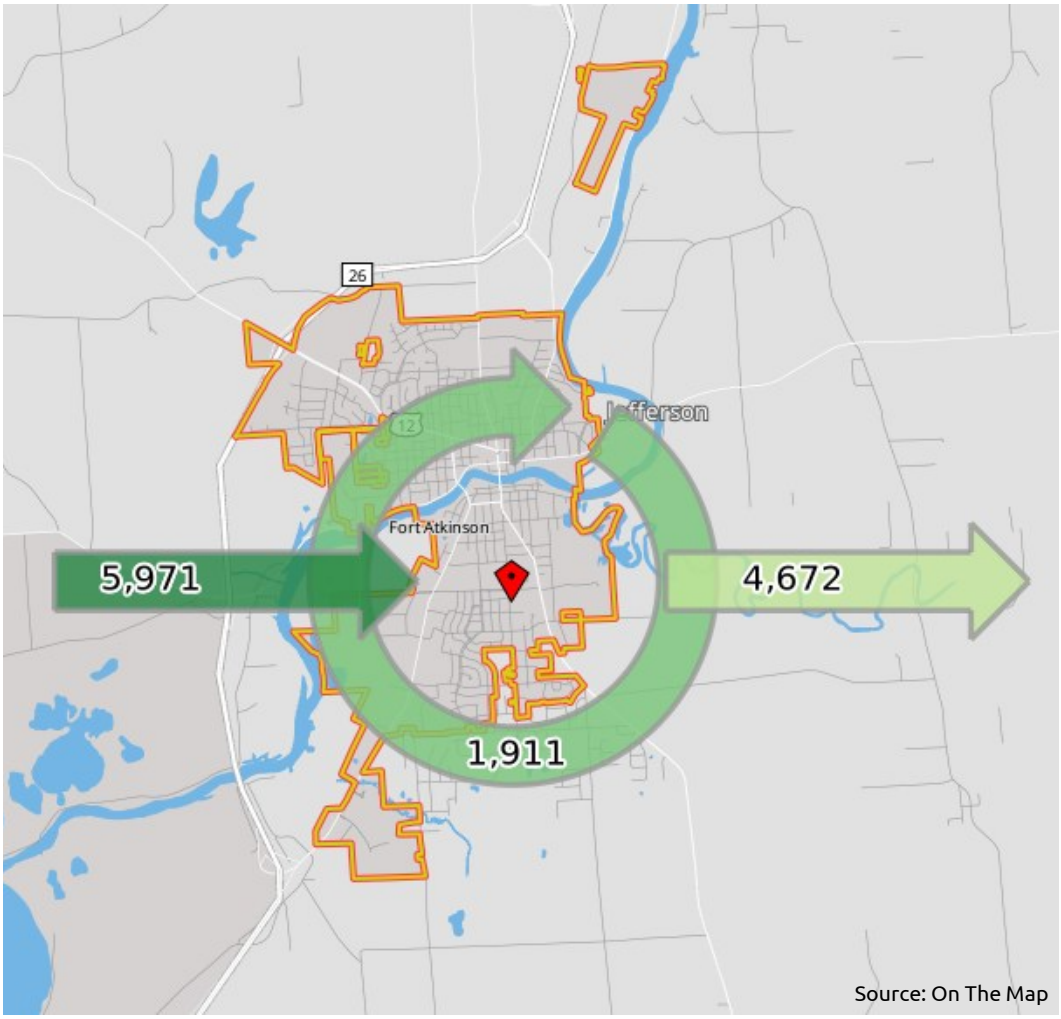
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COMMUTING PATTERNS

Work commuting patterns are important elements for influencing shopping patterns. One of the factors for the increased Daytime Population (from 12,275 to 16,630) is the number of commuters traveling to work in Fort Atkinson each day. According to US Census data, displayed here, Fort Atkinson is considered a Magnet community as more workers come to the community each day than leave it. The map below indicates an inflow of 5,971 workers who live outside the community and travel to the community for work each day while 4,672 workers who reside in the community leave each day for external jobs.



The data show that 6,583 workers live in the City of Fort Atkinson, of which, 1,911 are employed in the community and 4,672 are employed outside the community. In addition, of the 7,882 workers employed in the community, 4,672 live outside the city.



Source: On The Map

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The charts below detail the job characteristics of workers who reside and work in Fort Atkinson as well as workers who flow in and out of the community for employment. The average one way commute for Fort Atkinson workers is 20 minutes compared to 22 minutes for Wisconsin and 27 minutes for the US. A larger percentage of workers (2.5%) walk to work as compared to Wisconsin (1.9%) and the US (2.8%).

Outflow Job Characteristics (All Jobs)	2022	
	Count	Share
External Jobs Filled by Residents	4,672	100.0%
Workers Aged 29 or younger	1,156	24.7%
Workers Aged 30 to 54	2,377	50.9%
Workers Aged 55 or older	1,139	24.4%
Workers Earning $1,250 per month or less	885	18.9%
Workers Earning $1,251 to $3,333 per month	1,137	24.3%
Workers Earning More than $3,333 per month	2,650	56.7%
Workers in the "Goods Producing" Industry Class	1,286	27.5%
Workers in the "Trade, Transportation, and Utilities" Industry Class	1,060	22.7%
Workers in the "All Other Services" Industry Class	2,326	49.8%

Source: On The Map

Inflow Job Characteristics (All Jobs)	2022	
	Count	Share
Internal Jobs Filled by Outside Workers	5,971	100.0%
Workers Aged 29 or younger	1,473	24.7%
Workers Aged 30 to 54	2,865	48.0%
Workers Aged 55 or older	1,633	27.3%
Workers Earning $1,250 per month or less	1,499	25.1%
Workers Earning $1,251 to $3,333 per month	1,730	29.0%
Workers Earning More than $3,333 per month	2,742	45.9%
Workers in the "Goods Producing" Industry Class	1,230	20.6%
Workers in the "Trade, Transportation, and Utilities" Industry Class	982	16.4%
Workers in the "All Other Services" Industry Class	3,759	63.0%

Source: On The Map

Interior Job Characteristics (All Jobs)	2022	
	Count	Share
Internal Jobs Filled by Residents	1,911	100.0%
Workers Aged 29 or younger	435	22.8%
Workers Aged 30 to 54	958	50.1%
Workers Aged 55 or older	518	27.1%
Workers Earning $1,250 per month or less	492	25.7%
Workers Earning $1,251 to $3,333 per month	562	29.4%
Workers Earning More than $3,333 per month	857	44.8%
Workers in the "Goods Producing" Industry Class	471	24.6%
Workers in the "Trade, Transportation, and Utilities" Industry Class	262	13.7%
Workers in the "All Other Services" Industry Class	1,178	61.6%

Source: On The Map

COMMUTING STATISTIC	FORT ATKINSON	WISCONSIN	NATIONAL
Average one way commute	20 min.	22 min.	27 min.
Workers who carpool	6.5%	7.4%	8.5%
Workers taking public transportation	0.6%	1.2%	3.5%
Workers who walk to work	2.5%	1.9%	2.8%
Working from home	8.4%	11.6%	13.5%

Source: ESRI

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IV. TRADE AREA & SITE EVALUATION

TRADE AREA EVALUATION

The Trade Area Map on the following page is a radius map with five, ten, and fifteen mile circles to show distances surrounding Fort Atkinson along major highways. The current population of the Trade Area is estimated at 102,170 with approximately 41,235 households. The Median Household Income in the trade area is $86,682 with a Median Home Value of $353,354.

With a number of quality job opportunities in Fort Atkinson, the Daytime Population grows by nearly 12% as workers travel into the market for work. This increased traffic accounts for additional retail sales for local firms. Recent estimates show an expected continued increase in home values, median household income and per capita income.

The top three tapestry segments for the Trade Area are Classic Comfort (K4), Middle Ground (K2), and Country Charm (I7). These segments are largely comprised of married couples, many without children, self-employed/retired, and younger couples and singles living alone. They embrace the slower pace of suburban life and tend to be more price sensitive utilizing online shopping and coupons when shopping.

TRADE AREA DEMOGRAPHICS				
AREA	**Fort Atkinson**	**5 Mile Ring**	**10 Mile Ring**	**15 Mile Ring**
Population	12,275	19,034	51,490	102,170
Households	5,349	8,080	20,220	41,235
Median Home Value	$268,819	$304,216	$337,191	$353,354
Persons Per House	2.25	2.31	2.28	2.33
White Population	85.3%	86.0%	84.5%	87.7%
Median Household Income	$81,213	$84,159	$76,922	$86,682
Civilian Employment	7,073	10,668	29,046	57,744
Number Firms	616	852	1,823	3,443
Bachelors Degree or Higher	29.2%	27.4%	31.1%	33.2%
Poverty	7.7%	8.7%	15.3%	10.3%

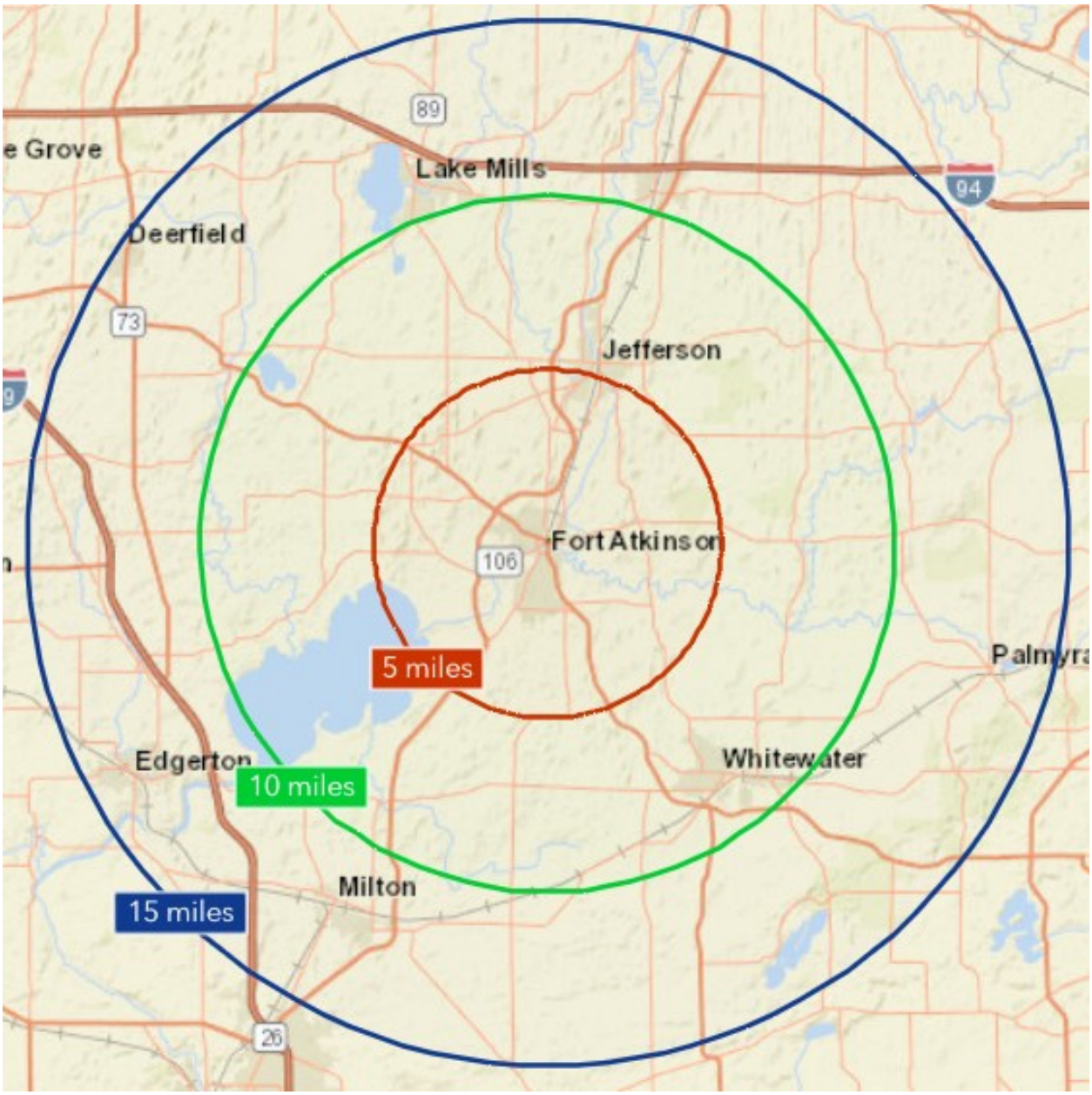
Source: ESRI; 2020 U.S. Census Bureau, 2019-2023 American Community Survey
Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

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TRADE AREA MAP

Fort Atkinson Market Area
5, 10, 15 Mile Rings
Population: 102,170

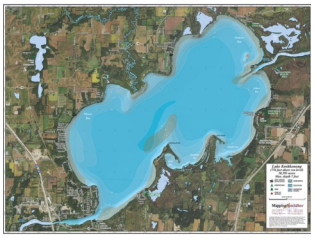
The general market area for this proposed development is Fort Atkinson, Wisconsin, a city in Jefferson County in south east Wisconsin, located at 42.9289° N, 88.8371° W. It has a population of 12,275 according to 2023 estimates and offers a variety of local support for retail, dining, and community events. It is about 45 minutes by car from Madison, Wisconsin (population 285,300) along Highway 12 or Interstate 94.



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TRADE AREA AMENITIES (Partial List)

Lake Koshkonong



- Lake Koshkonong, a 10,595-acre shallow reservoir in southern Wisconsin spanning Jefferson, Rock, and Dane counties, is fed by the Rock River and known for its strong recreational appeal. Popular for boating, fishing, and lakeside living, it supports species such as bass, walleye, and catfish while offering year-round outdoor activity.

Rock River



- The Rock River winds through downtown **Fort Atkinson, Wisconsin**, offering scenic beauty, boating, and riverside recreation that define the community's character. Its calm flow connects parks, trails, and local businesses, making it a hub for outdoor life and tourism.

Jones Park



- Jones Park in Fort Atkinson is home to the **Fort Atkinson Generals Baseball Team**, where summer evenings come alive with spirited games, cheering crowds, and a strong sense of hometown pride. The park's well-kept field and community atmosphere make every match a highlight of local recreation.

Rock River Disc Golf Course



- Fort Atkinson's **Rock River Disc Golf Course**, set along the scenic riverfront, offers a fun and challenging layout for players of all skill levels. Surrounded by mature trees and walking trails, it's a favorite local spot for recreation and outdoor connection.

Fireside Theatre



- The **Fireside Theatre** in Fort Atkinson is an award-winning dinner theater known for its professional, in-the-round productions paired with fine dining and family hospitality. Today, it continues to draw audiences with vibrant Broadway-style shows, excellent food, and a unique cultural experience in a warm, intimate setting.

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TRADE AREA AMENITIES (Partial List)

Fort Atkinson School System



- Fort Atkinson's school system is known for blending rigorous academics with strong community involvement, serving approx. 2,357 students from elementary through high school. Its schools are valued not just for test scores, but for fostering character, creativity, and local pride.

Madison College—Fort Atkinson



- Madison College's **Fort Atkinson campus** enrolls about **919 students** and offers **two-year associate degrees**, **technical diplomas**, and **certificate programs** in fields such as healthcare, business, information technology, and trades. The campus provides accessible higher education close to home, preparing students for both immediate careers and university transfer pathways.

Jones Dairy Farm



- Jones Dairy Farm, a seventh-generation, family-owned company based in Fort Atkinson since 1889, specializes in all-natural breakfast sausage, bacon, ham, and other meat products free from fillers or preservatives.

Fort Memorial Hospital



- Fort Memorial Hospital, under the **Fort HealthCare** system, is the largest medical facility in Fort Atkinson — a modern, fully accredited acute care hospital with **42 licensed beds** and over 100 physicians on staff.

Glacial River Trail



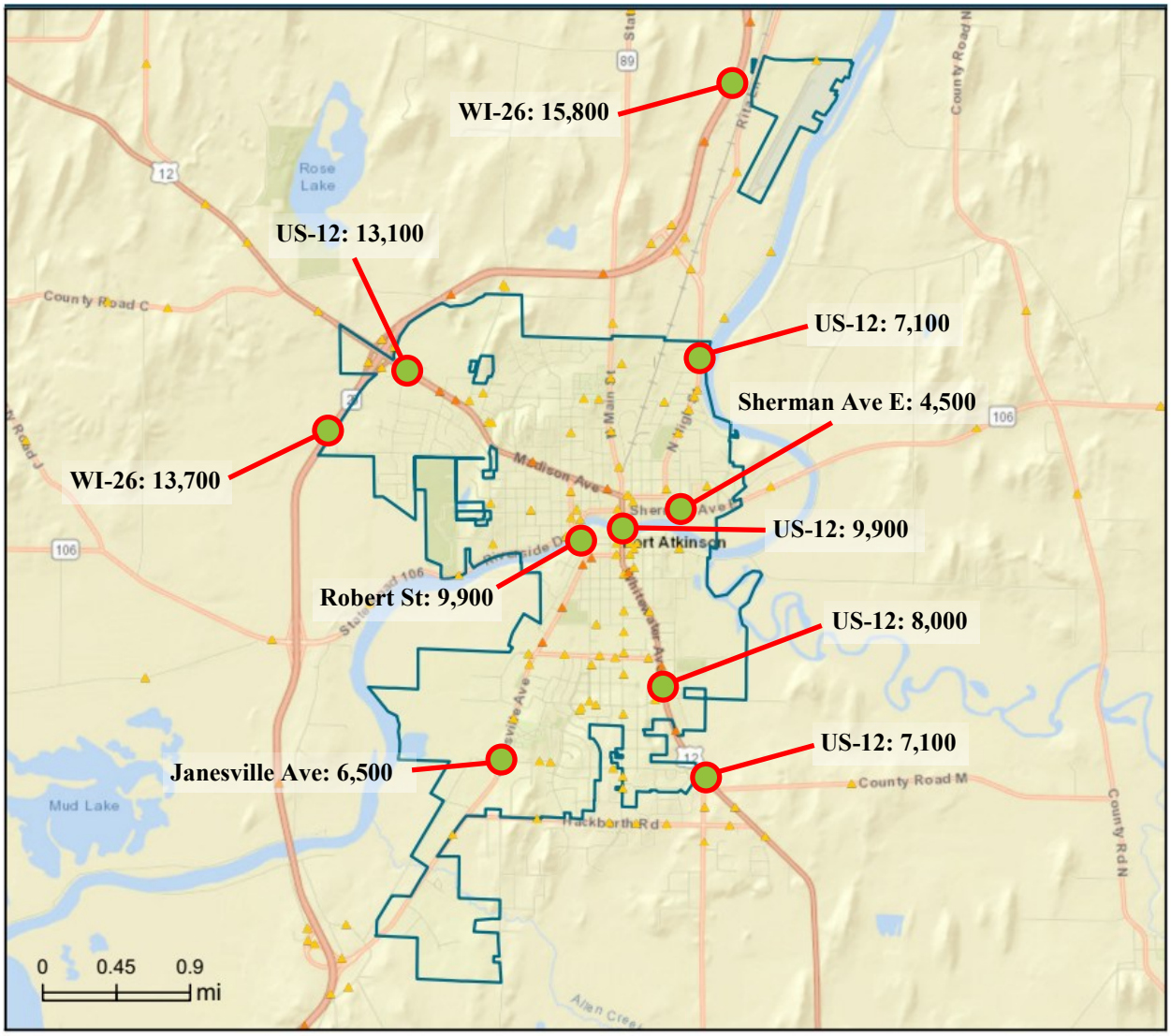
- The **Glacial River Trail** is a scenic 50+-mile multi-use route linking Janesville to Juneau that winds past Fort Atkinson, featuring paved and off-road segments that traverse farmland, woodlands, and wetlands. Within Fort Atkinson, the trail offers a pleasant mix of nature, public art, and community connection in a bike-friendly corridor.

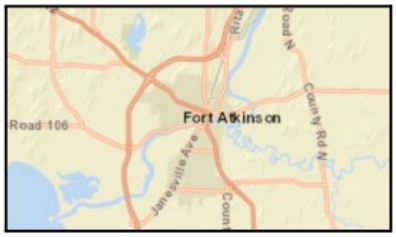
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TRAFFIC COUNT MAP

(Sources: ESRI, Wisconsin Department of Transportation)

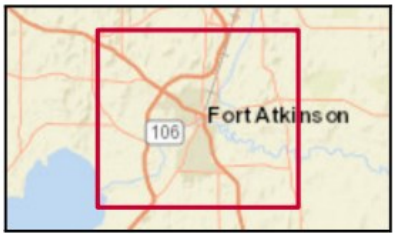
Average Daily Traffic (ADT)—Fort Atkinson





Average Daily Traffic Volume

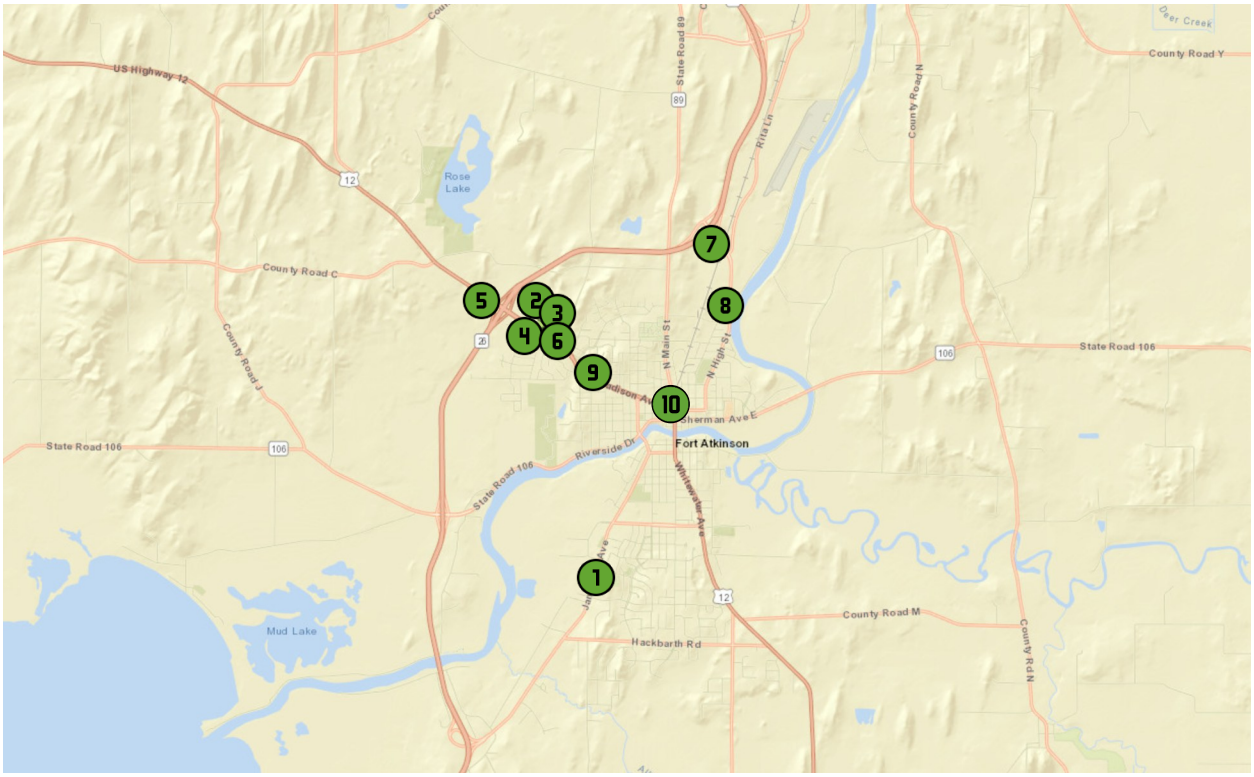
- ***Up to 6,000 vehicles per day***
- ***6,001 - 15,000***
- ***15,001 - 30,000***
- ***30,001 - 50,000***
- ***50,001 - 100,000***
- ***More than 100,000 per day***



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SITE ANALYSIS

Proposed Site Summary



Fort Atkinson has several potential locations available for a new mixed-use development. Ten primary locations were evaluated for this report due to their closer proximity to Highways 26 and 12. The potential sites are shown on the map above.

Site 1: 1425 Janesville Avenue Lots 2 and 3
Site 1 is two lots from 0.69 acres to 1.01 acres of construction ready, urban mixed use lots adjacent to Highway 26 Business and Highland Avenue. Surrounding businesses include Badgerland After School Enrichment (BASE afterschool care), We Energies, and AmericInn by Wyndham., Brickhouse Pizza Pub, Fireside Dinner Theater, Rock River Lanes (bowling alley), Blodgett Garden Center, and Fort Atkinson Family Restaurant.

Site 2: Doris Drive Out Lot 1 and Lot 1
Site 2 is 1.8 acres with an out lot of 0.55 acres of construction ready, greenfield site adjacent to intersection of Highway 12 Business and Madison Avenue; one-quarter mile from the interchange of US Highway 26, exit 21. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Medical Care Facilities, Ft. Atkinson High School, and Madison Area Technical College.

Site 3: Doris Drive Fort Healthcare Out Lot
Site 3 is a 1.12 acre construction ready, commercial section of lot 1 accessible off Highway 12 Business and Madison Avenue. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Medical Care Facilities, Ft. Atkinson High School, and Madison Area Technical College.

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SITE ANALYSIS

Proposed Site Summary

Site 4: Pick and Save Out Lot
Site 4 is 0.5 acres of construction ready, commercial site adjacent to Highway 12 and Madison Ave and 0.25 miles from the interchange of US Highway 26, exit 21. Surrounding businesses include Dunkin', Taco Bell, Culver's, Kwik Trip, Country Inn & Suites, Holiday Inn Express, Madison Area Technical College, Verizon Wireless, T-Mobile, Fort 88 Smokehouse, and Fort Atkinson High School.

Site 5: Highway 26 Exit 21 Greenfield
Site 5 is a 23.407 acre greenfield site adjacent to Hwy 26 and Highway 12. The site is in a Tax Increment District and planned for mixed use development. Surrounding businesses include Country Inn & Suites, Holiday Inn Express, Kwik Trip, Dunkin', Reena Assisted Living, and Medical Care Facilities.

Site 6: Mile Away Redevelopment
Site 6 is a 1.0 acre redevelopment site commercial lot adjacent to Highway 26 and Highway 12. Surrounding businesses include Burger King, O'Reilly Auto Parts, Madison Area Technical College, and Salamone's Italian Pizzeria.

Site 7: Highway 26 Exit 23 Greenfield
Site 7 is a 74.211 acre parcel of 5 agricultural lots accessible to Highway 12 and Highway 26. Surrounding businesses include Hoard's Dairyman Farm, Fort Atkinson Municipal Airport, Riverfront Family Restaurant, U-Haul, railroad access, and Glacial River Bike Trail.

Site 8: U-Haul Out Lot
Site 8 is a 0.991 acre parcel of two commercial lots adjacent to Highway 26/North High Street. Surrounding businesses include River Front Family Restaurant, K&F Auto Sales, Fort Atkinson Municipal Airport, Glacial River Bike Trail, and Butch's High Lite Auto Body.

Site 9: BlackHawk Fitness Out Lot
Site is a 1.3 acre construction ready, commercial out lot adjacent to Highway 12/Madison Avenue. Surrounding businesses include Salamone's Italian Pizzeria, Financial Institutions, Medical Care Facilities, and beauty salons/spas.

Site 10: 7 Madison Avenue
Site 10 is a .85 acre parking lot available for redevelopment if providing underground parking. Site could serve as a gateway to Fort Atkinson's historic downtown. Surrounding businesses include Walgreens, Festival Foods, Anytime Fitness, Ace Hardware, Jimmy Johns, McDonalds, Verlo Mattress, Pete's Tire, and the Fort Atkinson Area Chamber of Commerce office.

The proposed sites are well positioned to the current and future growth of Fort Atkinson and the trade area of Jefferson County. The sites should match a mix of retailers, restaurants, and service providers meeting the consumer's current needs and views about products and services. By meeting unmet needs and shopping preferences, the new stores will complement the existing store network with a win-win for the community by meeting the demand and slowly reversing the loss of some sales to outside markets.

The proposed sites and Fort Atkinson, Wisconsin, are in the center of a Greater Market Area with a high traffic count and visibility from US Highways 26 and 12 providing strong vendors, with good regional and national brands, the opportunity to capture sales from outside the trade area. The sites are best suited for vendors committed to quality, convenience, selection, value, and service with hours to accommodate out-of-town workers.

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SITE EVALUATION - Site 1: 1425 Janesville Avenue Lots 2 and 3



1425 Janesville Avenue Lots 2 and 3 PROPOSED DEVELOPMENT Accessible off Highway 26 Business	
Total Area	Lot 2: 1.01 Acres; Lot 3: 0.69 Acres
Site Status	Construction Ready; Paved Parking Lot
Adjacent Land Use	Retail, Commercial, and Greenfield
Street/Highway	Accessible off Highway 26 Business and Highland Avenue
Traffic Count	9,600
Visibility	Good
Accessibility	Good
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent - UMU-Urban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 exit 17

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SITE EVALUATION - Site 2: Doris Drive Out Lot 1 and Lot 1



Doris Drive Out Lot 1 and Lot 1 PROPOSED DEVELOPMENT SITE Accessible off Highway 12/Madison Avenue	
Total Area	Out Lot 1: 0.55 Acres; Lot 1: 1.8 Acres
Site Status	Construction Ready; Greenfield Site
Adjacent Land Use	Retail, Commercial, Medical, and Education
Street/Highway	Accessible off Highway 12 Business and Madison Avenue
Traffic Count	11,600
Visibility	Good
Accessibility	Excellent
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent - SMU-Suburban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 exit 21

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SITE EVALUATION - Site 3: Doris Drive Ft. Healthcare Out Lot



Doris Drive Fort Healthcare Out Lot PROPOSED DEVELOPMENT SITE Accessible off Highway 12/Madison Avenue	
Total Area	Section of Lot 1: 1.2acres
Site Status	Construction Ready; Greenfield/Paved Parking Area
Adjacent Land Use	Retail, Commercial, Medical, and Education
Street/Highway	Accessible off Highway 12 Business and Madison Avenue
Traffic Count	11,600
Visibility	Good
Accessibility	Excellent – Adjacent Business 12/Madison Avenue
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent - SMU-Suburban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 exit 21

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SITE EVALUATION - Site 4: Pick and Save



Pick and Save Out Lot PROPOSED DEVELOPMENT SITE Accessible off Highway 12/Madison Avenue	
Total Area	0.5 acres
Site Status	Construction Ready; Paved Parking Area
Adjacent Land Use	Retail, Commercial, and Residential
Street/Highway	Accessible off Highway 12/Madison Avenue
Traffic Count	11,600
Visibility	Good
Accessibility	Good
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent - SMU-Suburban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 Exit 21

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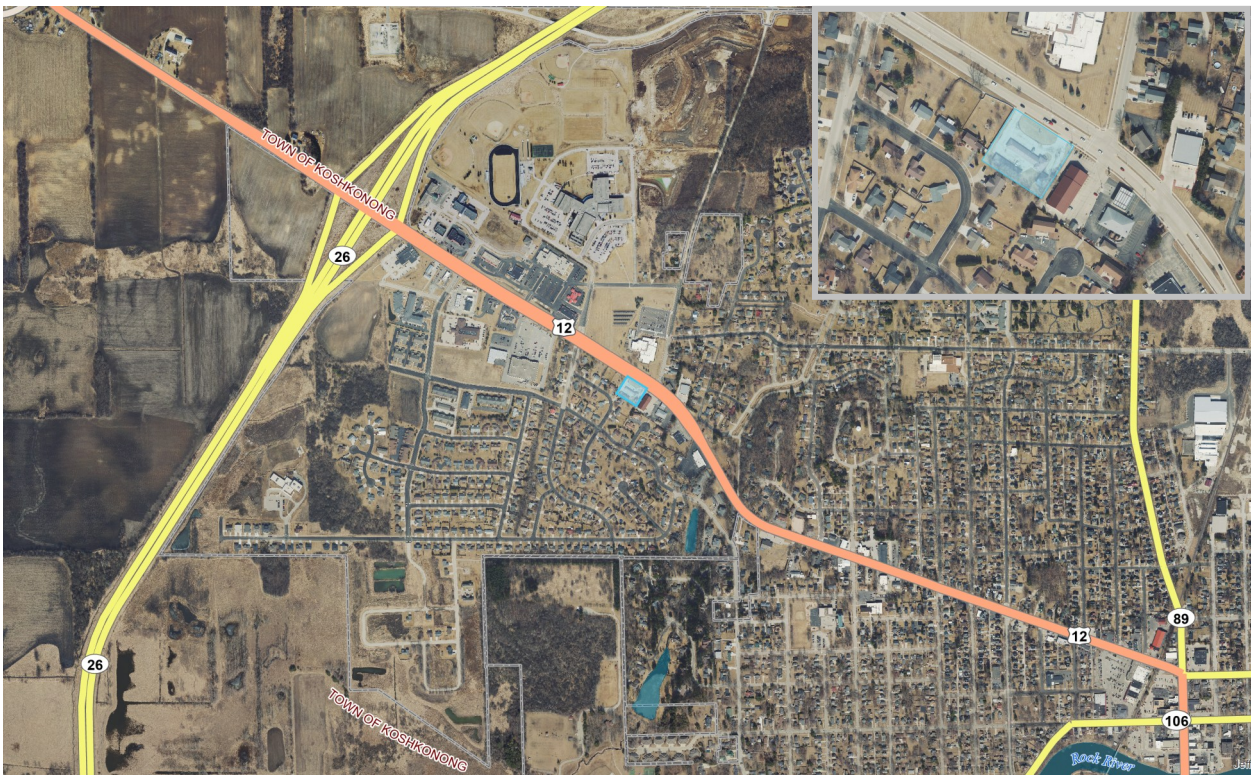
SITE EVALUATION - Site 5: Highway 26 Exit 21 Greenfield



Highway 26 Exit 21 Greenfield PROPOSED DEVELOPMENT SITE Accessible off Highway 26 and Highway 12	
Total Area	23.407 acres
Site Status	Minimal Grading, Utilities, and Access Roads
Adjacent Land Use	Residential, Commercial, Agriculture
Street/Highway	Accessible off Highway 26 and Highway 12
Traffic Count	10,900
Visibility	Excellent
Accessibility	Excellent – With Site Improvements
Ingress/Egress	Good – With Site Improvements
Utilities	Fair – Not Available Currently
Zoning	Good-RH-35-Rural Holding, ready for development
Highway Overpass Interchange	Accessible off Highway 26 exit 21

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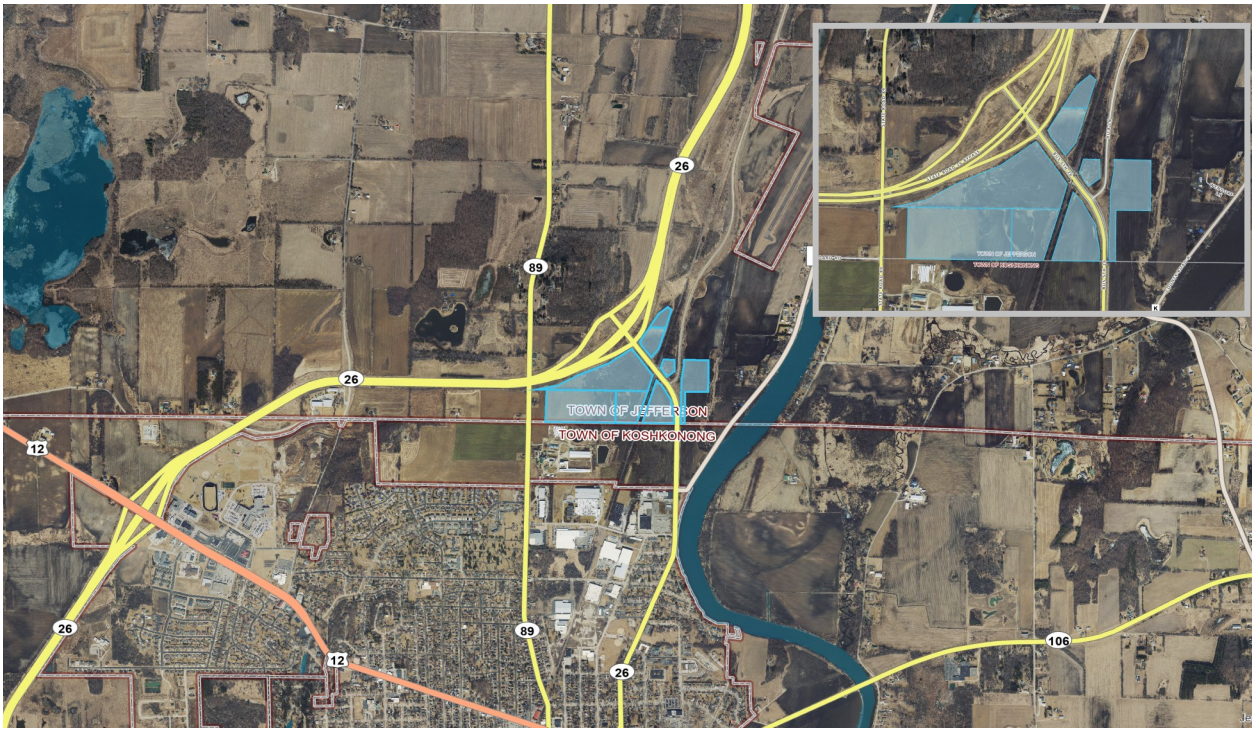
SITE EVALUATION - Site 6: Mile Away Redevelopment



Mile Away Redevelopment PROPOSED DEVELOPMENT SITE Accessible off Highway 26 and Highway 12	
Total Area	1 Acre
Site Status	Demolition of Current Structure, Grading
Adjacent Land Use	Retail, Commercial, Education, and Residential
Street/Highway	Accessible off Highway 26 and Highway 12
Traffic Count	25,500
Visibility	Good
Accessibility	Excellent
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent-SMU-Suburban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 exit 21

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SITE EVALUATION - Site 7: Highway 26 Exit 23 Greenfield



Highway 26 Exit 23 Greenfield PROPOSED DEVELOPMENT SITE Accessible off Highway 26	
Total Area	Parcel # 014-0614-2734-001: 21.701 acres Parcel # 014-0614-2733-001: 20 acres Parcel # 014-0614-2734-000: 25.174 acres Parcel # 014-0614-2731-001: 5.139 acres Parcel # 014-0614-2731-000: 2.197 acres
Site Prep	Minimal Grading, Utilities, and Access Roads
Adjacent Land Use	Commercial, Agriculture
Street/Highway	Accessible off Highway 26
Traffic Count	3,820
Visibility	Excellent
Accessibility	Excellent – With Site Improvements
Ingress/Egress	Good – With Site Improvements
Utilities	Fair – Not Available Currently
Zoning	Fair-A-1 (Jefferson County) shown as City's long range urban growth area in the Comprehensive Plan.
Highway Overpass Interchange	Accessible off Highway 26 exit 23

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SITE EVALUATION - Site 8: U-Haul Out Lot



U-Haul Out Lot PROPOSED DEVELOPMENT SITE Accessible off Highway 26/North High Street	
Total Area	Parcel # 226-0614-3424-024: 0.591 acres Section of Parcel # 226-0614-3424-007: 0.4 acres
Site Prep	Construction Ready; Paved Parking Area
Adjacent Land Use	Commercial, Residential, and Agriculture
Street/Highway	Accessible off Highway 26/North High Street
Traffic Count	6,000
Visibility	Good
Accessibility	Good
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent-UMU-Urban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 exit 23

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SITE EVALUATION - Site 9: BlackHawk Fitness Out Lot



BlackHawk Fitness Out Lot PROPOSED DEVELOPMENT SITE Accessible off Highway 12/Madison Avenue	
Total Area	Section of Parcel # 226-0614-3333-022: 1.3 acres
Site Prep	Construction Ready; Greenfield
Adjacent Land Use	Commercial, Residential
Street/Highway	Accessible off Highway 12/Madison Avenue
Traffic Count	11,900
Visibility	Good
Accessibility	Good
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent-UMU-Urban Mixed Use
Highway Overpass Interchange	Accessible off Highway 26 Exit 21

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SITE EVALUATION - Site 10: 7 Madison Avenue

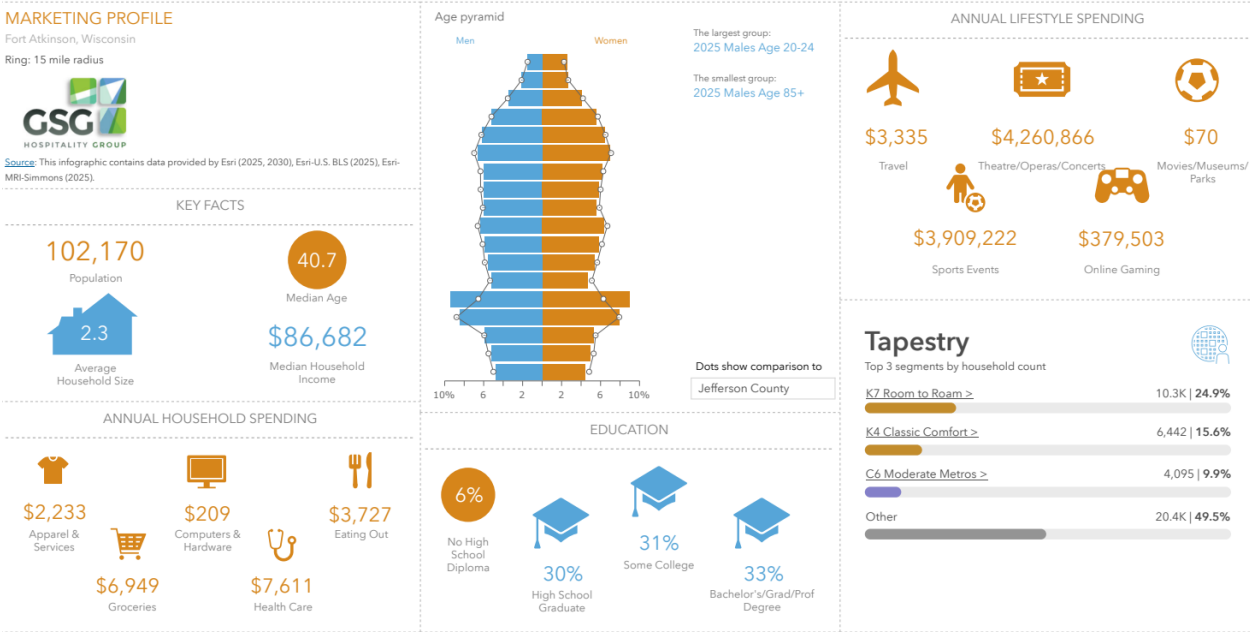


7 Madison Avenue PROPOSED DEVELOPMENT SITE Accessible off Highway 12, North Main, and North 3rd	
Total Area	0.85 acres
Site Prep	Construction Ready; Paved Parking Lot
Adjacent Land Use	Commercial
Street/Highway	Accessible off Hwy 12, North Main, and North 3rd
Traffic Count	5,500
Visibility	Excellent
Accessibility	Good
Ingress/Egress	Good
Utilities	Excellent
Zoning	Excellent-Downtown Periphery Mixed Use
Highway Overpass Interchange	Accessible off Highway 12/Main Street

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V. MARKET FORCES AND LOCAL VIEWS AND NEEDS

OVERVIEW



This section of the study will present an overall market assessment of the Greater Market Area (15-mile radius) including the Trade Area (5-mile radius) and Fort Atkinson. The following areas will provide information on Retail Sales, Current and Projected Spending from 2025 and 2030 at the county and principal city level. It will provide the same at the Trade Area and Community Level to indicate trends and comparisons to the State of Wisconsin.

The Gap Analysis provides information on how certain commercial centers pull sales by availability and market presence. A further evaluation is made of market share at the county and state level by store group and then at the community level by NAICS Code. Assessment of comparable communities and number of business locations provides a way of viewing differences and similarities.

An important element is matching the right retail candidates for the community by a quick review of shopper views and needs as determined by feedback from respondents to surveys, projections based on gaps and trends, and assumptions of site impact for retail growth in Fort Atkinson.

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TOTAL CONSUMER SPENDING

The first table provides the Trade Area Total Consumer Spending, the second table provides the Trade Area Potential Variables, and the graphs display retail demand and growth.

TRADE AREA TOTAL CONSUMER SPENDING 2025				
	Fort Atkinson	5 Mile Ring	10 Mile Ring	15 Mile Ring
Apparel & Services	$10,549,761	$16,693,287	$41,775,099	$92,063,833
Education	$7,667,211	$12,205,240	$32,394,632	$70,276,346
Entertainment/Recreation	$18,930,991	$29,921,578	$72,537,083	$161,636,172
Food at Home	$33,558,715	$52,956,906	$130,301,814	$286,545,615
Food Away from Home	$17,466,202	$27,666,566	$69,600,940	$153,699,355
Health Care	$37,463,614	$59,068,075	$139,993,622	$313,826,706
HH Furnishings	$13,022,073	$20,697,213	$50,682,480	$113,535,853
Personal Care Products & Services	$4,497,110	$7,144,448	$17,914,662	$39,784,864
Shelter	$110,667,650	$176,569,258	$448,037,284	$985,586,694
Support Payments/Contributions	$14,591,734	$23,388,756	$56,255,333	$129,299,186
Travel	$15,502,735	$24,834,204	$60,452,931	$137,536,905
Vehicle Maintenance/Repairs	$6,181,974	$9,770,493	$24,193,639	$53,075,436

Source: ESRI

The above table provides the Trade Area Total Consumer Spending by broad budget categories for 2025.

The following table provides the Trade Area Potential Variables regarding supply, demand and growth.

Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

TRADE AREA POTENTIAL VARIABLES				
	Fort Atkinson	5 Mile Ring	10 Mile Ring	15 Mile Ring
Estimated Household Count	5,362	8,080	20,220	41,235
Total Consumer Spending 2025	$1,351,242,397	$2,165,291,965	$5,052,819,663	$11,767,133,964
Total Forecasted Demand 2030	$1,523,405,882	$2,419,651,842	$5,623,604,559	$13,266,310,322
Projected Spending Growth	$172,163,485	$254,359,877	$570,784,896	$1,499,176,358
Peak Traffic Count	Traffic Count: 15,000			
Employment by Type	White Collar: 51.6% Blue Collar: 26.2% Services: 22.2%			

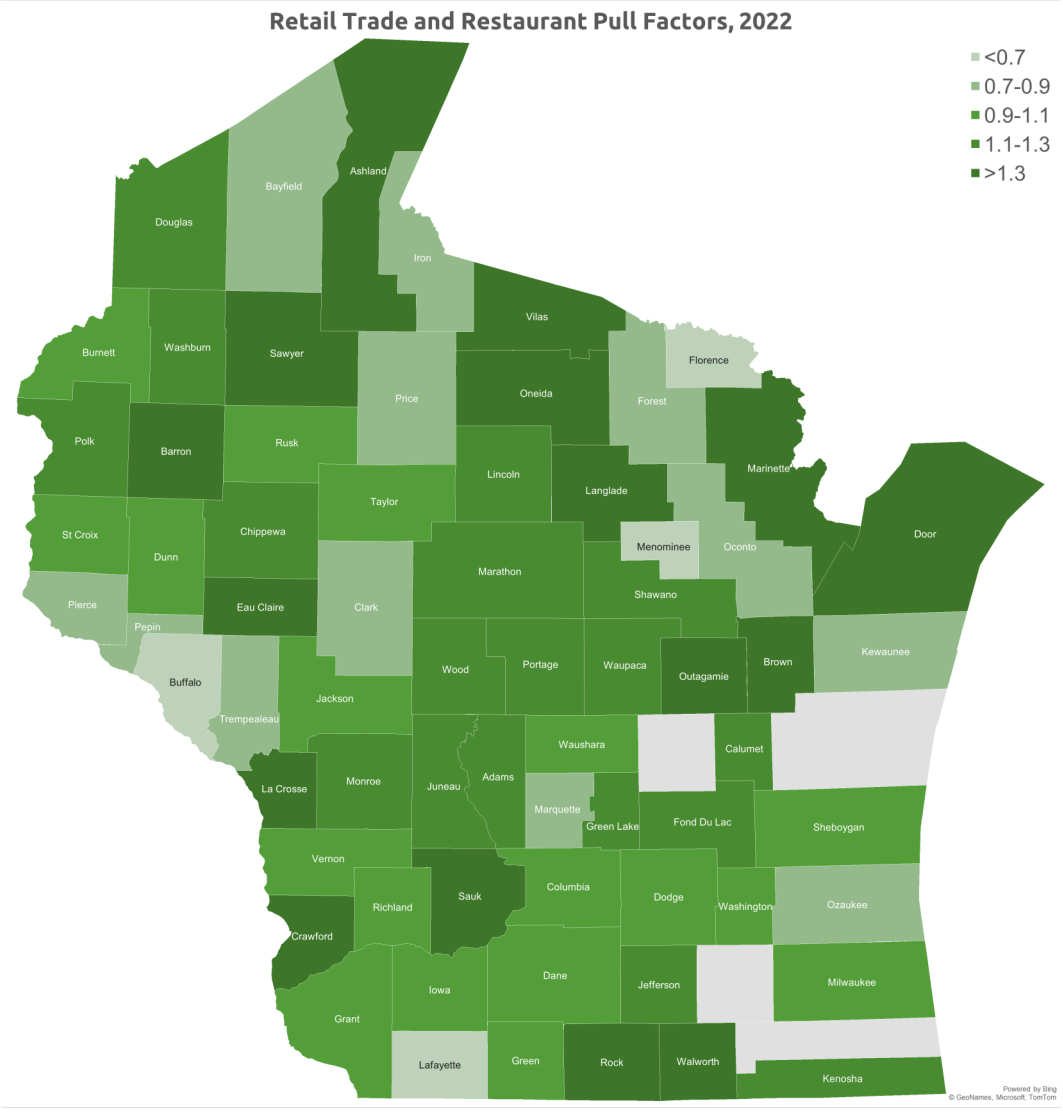
Source: ESRI

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GAP ANALYSIS AND MARKET CAPTURE

Retail Trade and Restaurant Pull Factors estimate the number of customers and retail sales that a county attracts, typically from neighboring counties. These pull factors comprise both the retail trade and restaurant industries. A retail trade pull factor greater than one indicates either a gain in customers from other counties or that residents or travelers spent more on retail goods than the state average. A retail trade pull factor less than one indicates either a loss of customers to other counties or that residents or travelers spent less on retail goods than the state average. A retail trade pull factor of one indicates that the county is capturing all the retail trade in the local market or the local residents are spending exactly the same amount on retail sales as the state average.

The retail trade and restaurant pull factor map shows that Jefferson County is currently gaining retail and restaurant sales from areas outside the county with a moderately-neutral pull factor of 1.10. This represents an opportunity to gain additional sales within the market. The counties that have pull factors greater than one are generally those with large urban metropolitan areas or tourist destinations.



Source: University of Wisconsin—Madison, Division of Extension

CURRENT SALES EXPENDITURES—FORT ATKINSON/JEFFERSON COUNTY

In addition to the retail potential supply/demand, it is important to examine the Sales of the Trade Area to gain a clear understanding of the actual expenditures. As opposed to the supply/demand numbers which are estimates based on consumer spending, Taxable Sales reflects the actual expenditures of consumers for a given year.

The table below reflects a selection of Taxable Sales for Fort Atkinson and Jefferson County by NAICS Subsector for 2025 as reported by ESRI.

FORT ATKINSON STATE CURRENT SALES BY NAICS SUBSECTOR 2025

NAICS Subsector	Description	Fort Atkinson	Jefferson County
441	Motor Vehicle and Parts Dealers	$15,191,466	$109,349,453
442	Furniture and Home Furnishings Stores	$4,483,711	$32,625,339
443	Electronics and Appliance Stores	$1,273,980	$9,108,011
444	Building Material and Garden Equipment and Supplies Dealers	$7,043,396	$50,070,679
445	Food and Beverage Stores	$25,834,173	$184,293,341
446	Health and Personal Care Stores	$4,111,682	$184,293,341
447	Gasoline Stations	$17,765,570	$125,668,929
448	Clothing and Clothing Accessories Stores	$5,510,735	$39,796,653
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	$2,104,475	$15,016,771
452	General Merchandise Stores	$20,283,089	$144,449,793
453	Miscellaneous Store Retailers	$3,003,696	$21,423,124
454	Nonstore Retailers	$12,892,538	$92,296,449
722	Food Services and Drinking Places	$20,029,776	$145,402,345 5
Total	Total for ALL Sales	$139,528,287	$998,349,349

Source: ESRI

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RETAIL DEMAND OUTLOOK

The Consumer Spending date is household-based and represents the amount spent for a product or service by all households in an area. Sales to businesses are excluded. Forecasted Demand and Projected Spending Growth estimates assume current spending patterns and use five-year demographic updates.

As demonstrated on the previous page, the Fort Atkinson Trade Area has a pull factor above one, meaning the area is currently gaining retail customers from other counties. The chart below shows the 2025 Consumer Spending, 2030 Forecasted Demand, and Projected Spending Growth by category of households within the Trade Area. Significant opportunity exists for retailers interested in entering the market.

RETAIL DEMAND OUTLOOK BY CATEGORY				
	Fort Atkinson 2025 Consumer Spending	15 Mile Ring		
		2025 Consumer Spending	2030 Forecasted Demand	Projected Spending Growth
Apparel and Apparel Services	$10,549,761	$92,063,833	$103,806,687	$11,742,854
Computer	$179,410	$10,145,269	$11,438,352	$1,293,083
Entertainment and Recreation	$18,930,991	$161,636,172	$182,198,421	$20,562,249
Food at Home	$33,558,715	$286,545,615	$322,989,866	$36,444,251
Food Away from Home	$17,466,202	$153,699,355	$173,310,273	$19,610,918
Alcoholic Beverages	$2,901,003	$25,669,164	$28,944,733	$3,275,569
Health	$4,054,929	$32,767,826	$36,920,972	$4,153,146
Household Furnishings and Equipment	$8,243,807	$71,473,269	$80,587,330	$9,114,061
Household Operations	$10,257,297	$88,111,756	$99,340,720	$11,228,964
Personal Care Products	$2,598,864	$22,662,015	$25,550,784	$2,888,769
Smoking Products	$2,346,536	$19,075,277	$21,489,067	$2,413,790
Transportation	$36,311,114	$308,547,476	$347,845,801	$39,298,325
Travel	$12,379,316	$110,295,262	$124,363,674	$14,068,412

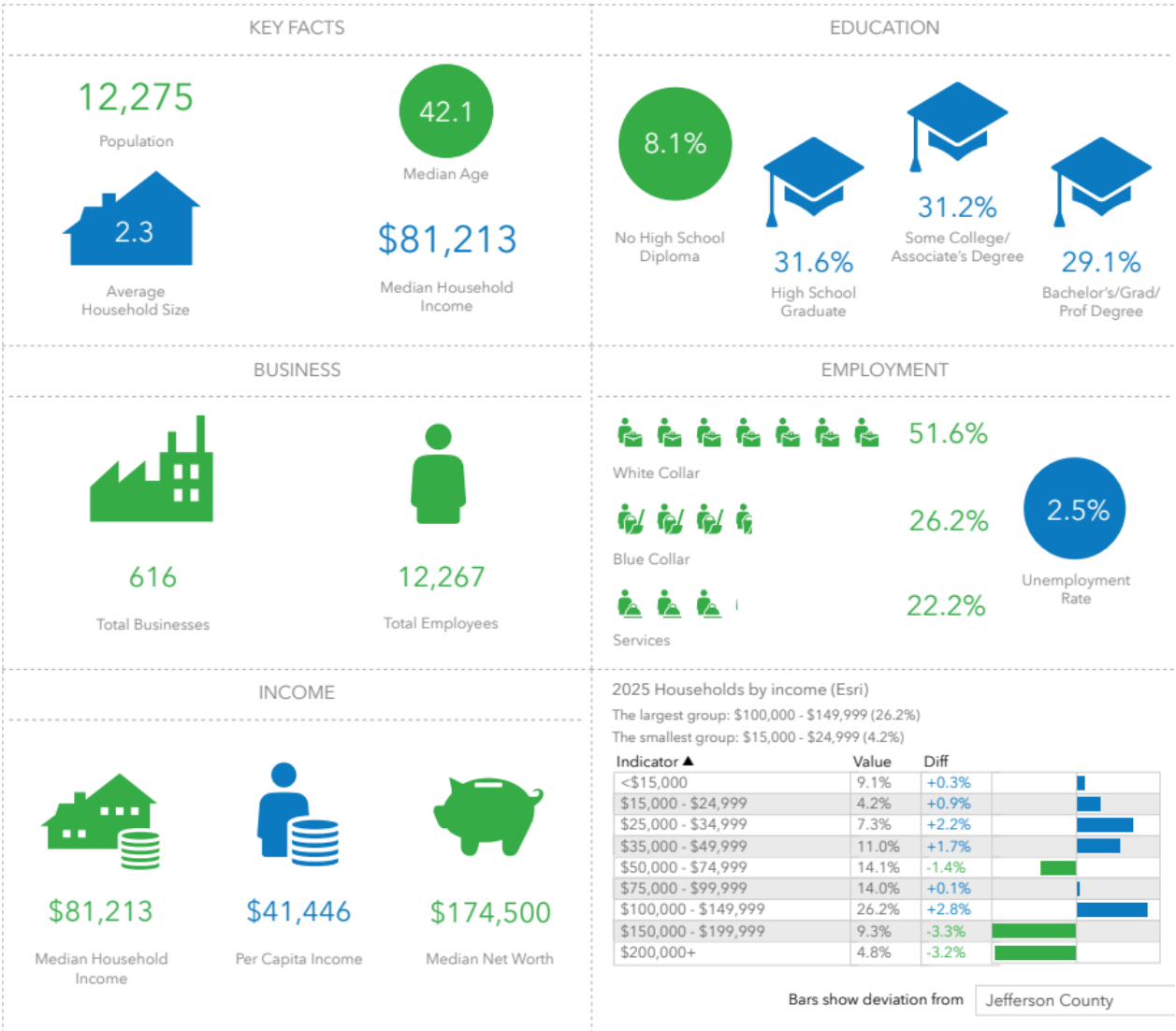
Source: ESRI
Refer to Appendix E for more detailed Demographic Information for Fort Atkinson.

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The table below shows communities comparable to Fort Atkinson in population. In addition, the table reflects the total retail sales and per capita sales for each community. The table indicates that Fort Atkinson compares favorably to other communities of similar size in terms of total retail sales and suggests that the trade area is larger than the city alone.

COMPARABLE COMMUNITIES PER CAPITA SALES (2025)			
COMMUNITY	**POPULATION**	**RETAIL SALES**	**PER CAPITA SALES**
PLATTEVILLE, WI	11,614	$80,661,975	$6,945
GRAFTON, WI	12,409	$180,634,322	$14,557
CEDARBURG, WI	12,952	$202,571,478	$15,640
STOUGHTON, WI	13,499	$164,556,283	$12,190
FORT ATKINSON, WI	**12,275**	**$149,329,943**	**$12,165**
WAUNAKEE, WI	15,827	$273,283,465	$17,267
WHITEWATER, WI	15,837	$94,787,275	$5,985

Source: ESRI



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SHOPPER VIEWS AND NEEDS

The research conducted through the Community Survey in 2025 provides the basic information required to match the buying habits and needs within the retail trade area. GSG conducted a residential survey among Fort Atkinson residents, ages 18 and older. Based on a population size of 9,747 (18+) a sample size of 370 respondents results in a 95% confidence level and a +/-5% margin of error. GSG considers the sample size of 370 to be reliable.

The area appears to be represented by a mix of middle aged and middle to upper-middle class households. Most households have two wage earners – have well paying blue or white-collar jobs or own small businesses. With their decent paying jobs, these dual-income couples have fashioned comfortable, often child-centered lifestyles.

Shoppers' buying styles reflect an interest in quality, selection and convenience. While price is important, the lowest price is not the key. They are value driven and are sensitive to competition. However, they are willing to pay for quality and good lifestyle experiences. Since many work out of town, hours and shopping convenience is important. (For more information, see the Appendix for this study.)

FORT ATKINSON RETAIL SALES PROJECTIONS

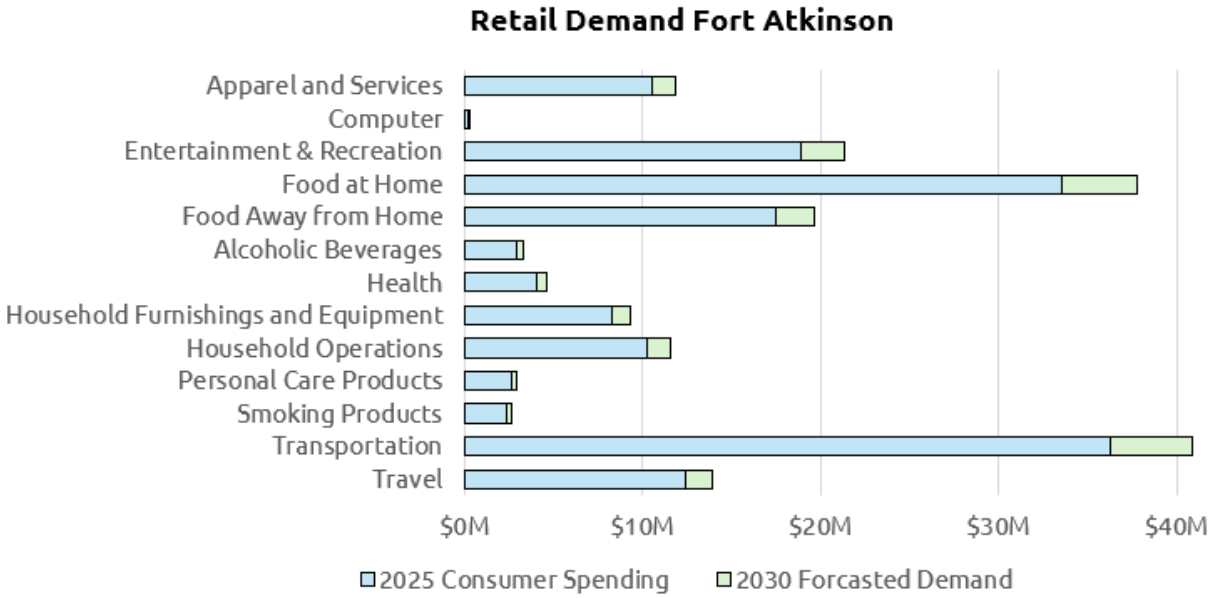
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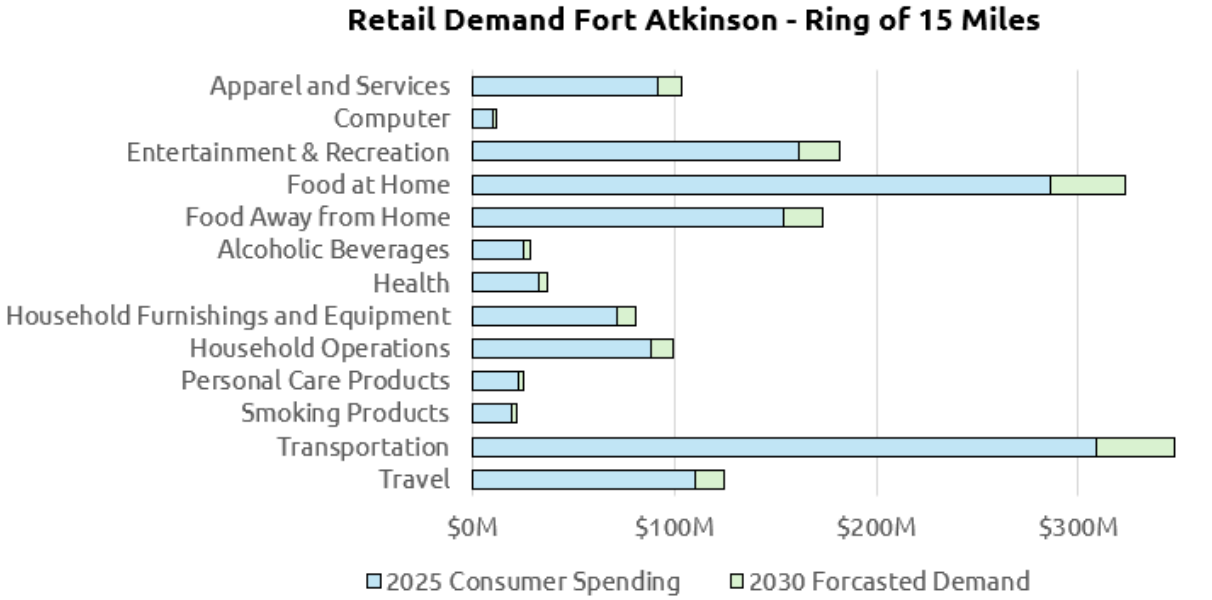
The Fort Atkinson Projections presented in this study are based on the following key assumptions and start with consumer spending data in 2025:

- The sales projections for the sites in this study assume that the stores or stores similar to those targeted will occupy the site.
- The sales projections further assume retailers will be typical in operations and merchandising as their newer units.
- The sales projections further assume the Site Development Plan provides for an attractive designed retail corridor with good traffic flows and ingress and egress into the sites and parking areas. It further assumes small strip centers which would accommodate smaller specialty retailers and service operations. Large signs readily visible from all directions is also recommended.
- The five-year projection assumes current spending patterns and uses five-year demographic updates to estimate consumer spending.
- Finally the projections assume a stable and growing regional, state and national economy.

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RETAIL SALES PROJECTIONS—FORT ATKINSON





Source: ESRI

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VI. TARGETED RETAILERS, RESTAURANTS & SERVICES

OVERVIEW AND TARGET CANDIDATE MATCH

Growth Services assessed hundreds of retailers, restaurants and service providers to determine those with products, services and market acceptance that best match the buying habits and demographics within the site's trade area. Initially, numerous matches occurred from our examination and acknowledgement of the area of Fort Atkinson, Wisconsin as a potential attractive location for retailers, restaurants and service providers.

The initial list was narrowed to approximately 30 targets based upon additional research of each provider. Factors included relative match considerations, business strategies and conditions, community considerations (consumer views and needs and market gaps) and proximity to existing locations. The sites visibility and accessibility to Highways 26 and 12 and the 15,000 plus ADT, while an influence for decision makers, is only a moderate consideration for this plan.

Finally, Growth Services, and City of Fort Atkinson met to review and discuss the proposed targets in order to make a final selection of target providers for which the developer can determine and conduct a marketing campaign. Factors considered in this final step included overall desirability, community preferences, the potential tenant mix and other issues .specific to the developer's and the City of Fort Atkinson's goals and objectives.

TARGETED CANDIDATES		
RESTAURANTS	**CLASSIFICATION**	**LOCATIONS ESTIMATE**
Qdoba	Fast Food	750
Pizza Ranch	Casual Dining	215
Starbucks/7-Brews	Fast Food	17,275
Perkins/Shoney's	Casual Dining	300
Noodles and Company	Casual Dining	435
Buffalo Wild Wings	Casual Dining	1,300
Applebee's	Casual Dining	1,600
Cracker Barrel	Casual Dining	660
Denny's	Casual Dining	1,285
IHOP	Casual Dining	1,650
RETAILERS	**CLASSIFICATION**	**LOCATIONS ESTIMATE**
Bomgaars/Buchheit/TSC/Rural King	Farm and Ranch Supply	180
Ollie's	Discount Store	584
Shoe Sensation	Footwear	200
Shoe Department	Footwear	1,100
Shoe Carnival	Footwear	430
Factory Connections	Discount Apparel	300
Maurices	Apparel	800
Marshall's/T.J. Maxx/ HomeGoods	Discount Apparel	1,235
Harbor Freight	Tool and Equipment	1,600
RP Lumber	Home and Building Materials	87
Lowe's/Menards/Home Depot	Home and Building Materials	1,800
Hobby Lobby	Craft Store	1,000
Dunham's/Hibbet/Sports Acade-my	Sports Equipment	1,300
Play It Again Sports	Sports Equipment	275
SERVICES	**CLASSIFICATION**	**LOCATIONS ESTIMATE**
Petco	Pet Supplies	1,500
Valvoline Instant Oil Change	Automotive Maintenance	2,000
Plaza Tire/Les Schwab	Auto Repair	640
Molly Maid (or similar franchise)	Cleaning Service	500
UPS Store	Office Print & Ship Services	5,700

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FORT ATKINSON, WISCONSIN
RETAIL MARKET STUDY

APPENDIX

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APPENDIX A

FORT ATKINSON DEVELOPMENT PREFERENCES

INTRODUCTION AND METHODOLOGY

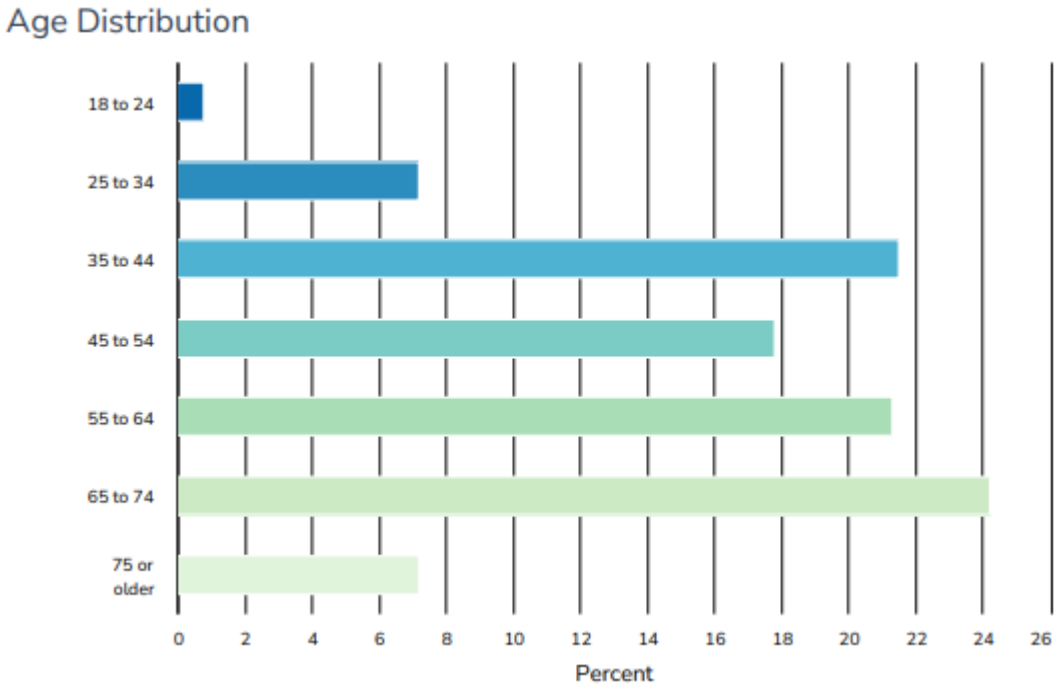
In the Fall of 2025, the City of Fort Atkinson conducted a Community Survey. The study encompassed an area comprised primarily of Fort Atkinson residents. An electronic survey link was distributed through local utility bills, local partner social media outlets, and hard copies were available at City Hall.

The data utilized for this study is from the development area of the survey consisting of: Business, Housing and Economic Development. This portion will provide the information important for commercial and economic growth. This information, as part of the overall Retail Market Study, will be helpful for planners, developers, and marketers in evaluating opportunities for the expansion of retail and service trade in Fort Atkinson, Wisconsin.

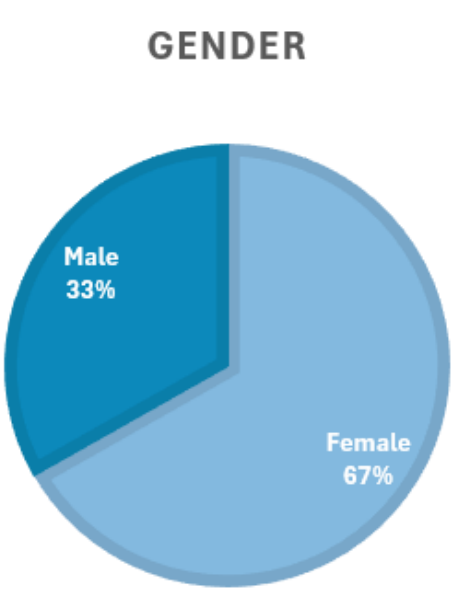
GSG conducted a residential survey among Fort Atkinson residents from age 18 and older. Based on a population size of 9,747 (18+) a sample size of 370 respondents results in a 95% confidence level and a +/-5% margin of error. GSG considers the sample size of 370 to be reliable.

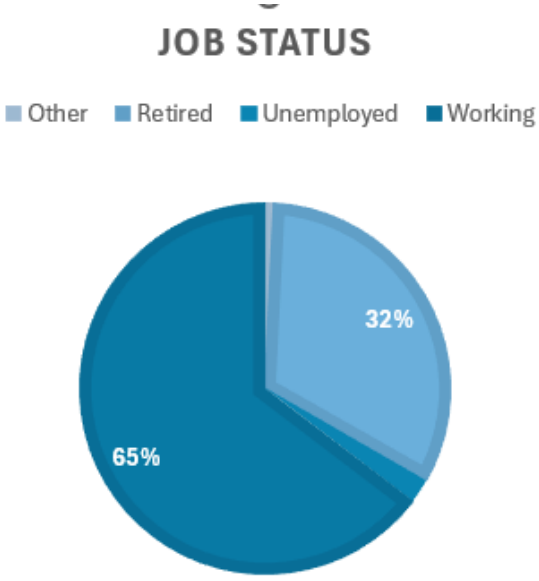
The key respondent demographics are as follows:

- Average age of the respondents: 48 years
- Respondents: Female 67% and Male 33%
- Job Status: Working 65%, Retired 32%, Other 1%, and 2% Unemployed
- 77% reside inside the Fort Atkinson City limits
- 92% live in single-family dwellings
- Occupations are highest in State/Government, Healthcare, and Education
- HH incomes are higher than average with 64% earning over $75,000 yearly



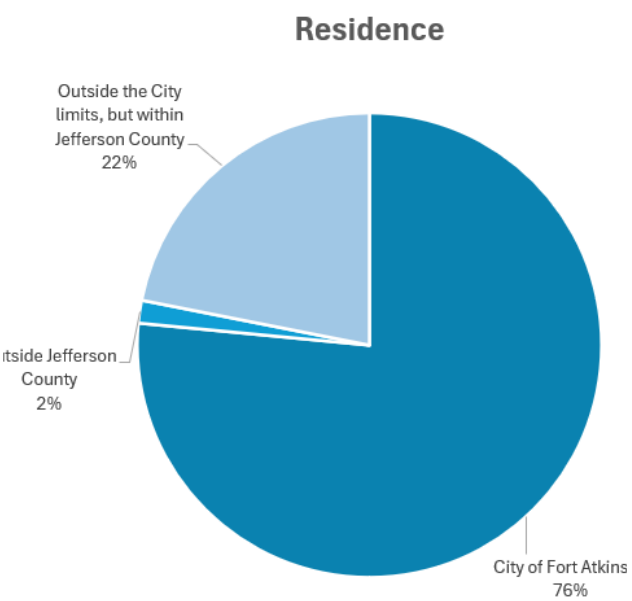
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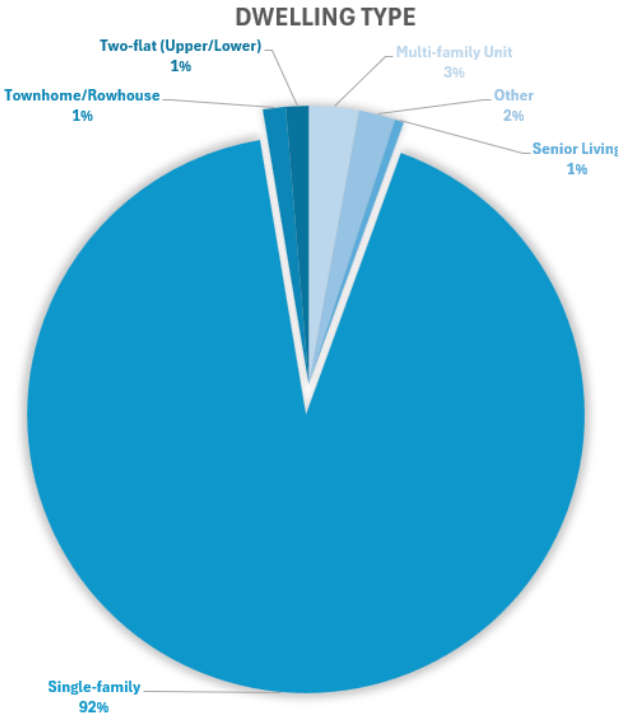




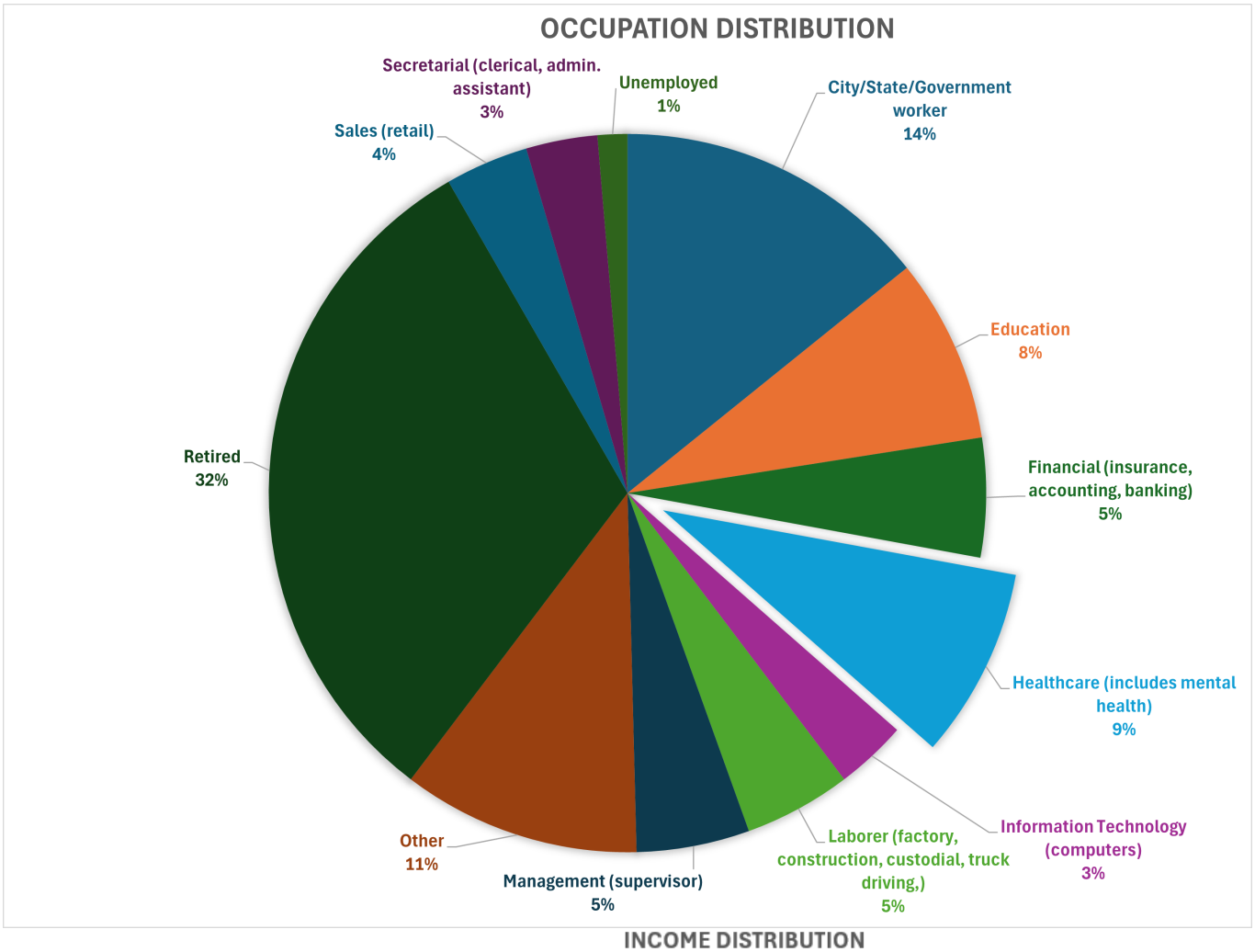
COMMENTS

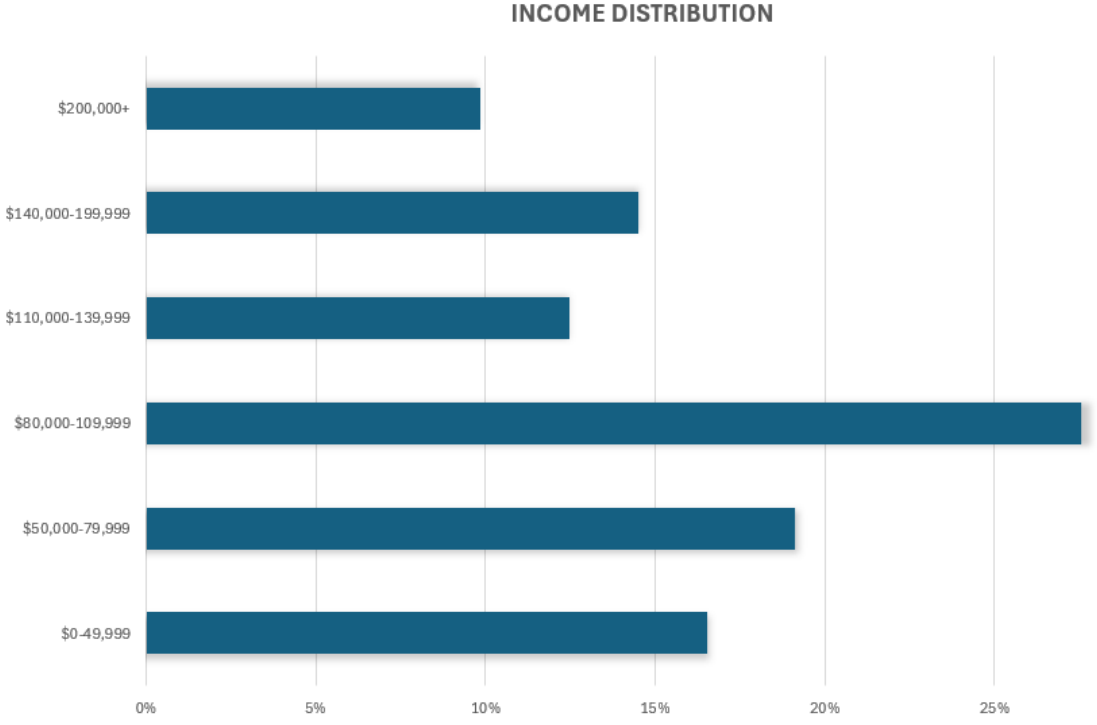
These demographic charts reflect the mix of the respondents by **Age, Gender, Job Status, Location, Housing, Occupation, and Income**. While the sample size and survey are considered reliable and within a margin of error of +/- 5% ,it is important to note that the information derived for this report could well be slightly different if the mix of respondents were different. The survey demographics tend to reflect an older population, with a higher retirement, a higher gender difference and a higher housing mix than the 2020 Census data. This may skew development and shopping preferences to some degree but not significantly. Where possible, GSG has accounted for these variations to further improve the reliability of the survey results.





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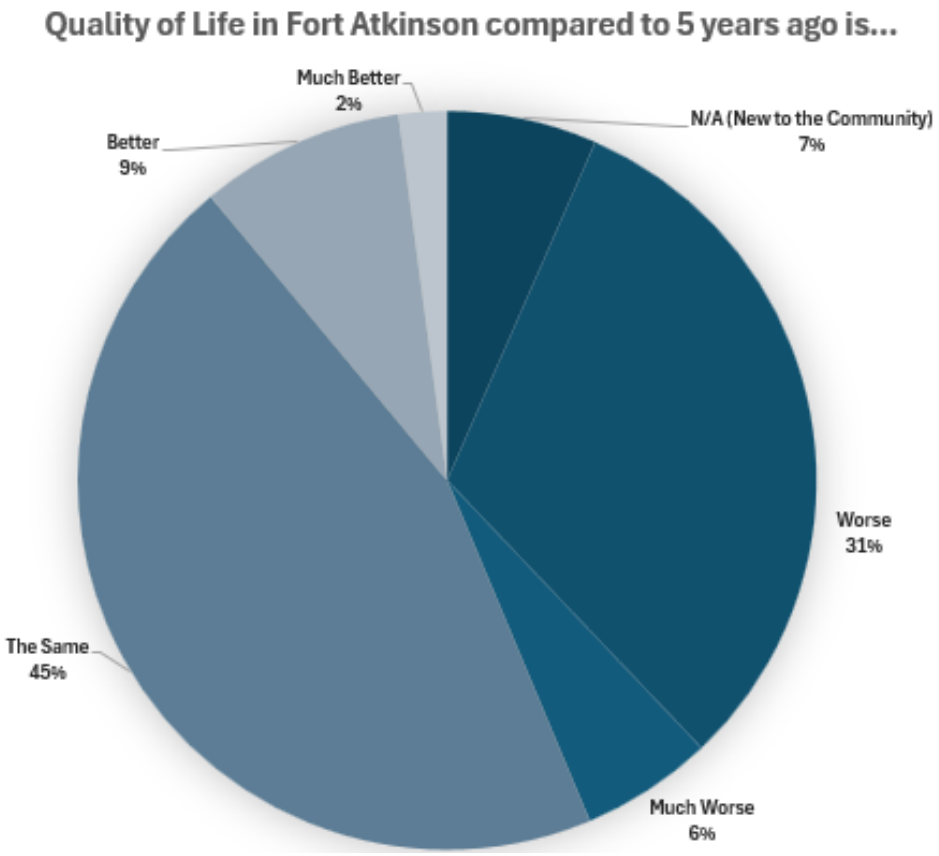
DEVELOPMENT PREFERENCES OF AREA RESIDENTS

QUALITY OF LIFE

The quality of life element for livability ranked high. 56% of respondents rank the quality of life in Fort Atkinson is the same (45%), better (9%) or much better (2%) than it was 5 years ago. 67% or residents indicate that Fort Atkinson is a good (41%) or very good (26%) place to live.

One consistent theme among the comments was the desire for additional quality employment opportunities for residents.

THE QUALITY OF FORT ATKINSON AS A PLACE …					
	Very Good	Good	Ok	Poor	Very Poor
To live is	26%	41%	23%	6%	2%
To raise children is	29%	44%	23%	4%	1%
To retire is	18%	29%	36%	12%	5%
To work is	14%	29%	38%	13%	6%



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SHOPPING PREFERENCES OF AREA RESIDENTS

LOCATION OF RETAIL PROVIDERS

The survey indicates that if the retail opportunities are available, local shopping will occur. Over 75% purchase gas and 68% prescriptions and eat at restaurants in Fort Atkinson. The low shopping incidence occurs where there is no provider or the selection and prices are perceived to be better out of town.

FORT ATKINSON SHOPPING PREFERENCES—WHERE WE SHOP NOW				
	Fort Atkinson	Out of Town	Online	Don't Purchase
Groceries	62%	35%	2%	1%
Gas	75%	24%	1%	0%
Prescription Drugs	68%	19%	8%	5%
Automobiles	11%	77%	1%	10%
Auto Repair	59%	38%	0%	3%
Tires	54%	41%	2%	3%
Hardware	32%	63%	1%	4%
Lawn/Garden Plants	43%	49%	0%	9%
Lumber	59%	13%	0%	28%
Home Interior Accessories	4%	67%	25%	5%
Computer Products	0%	54%	34%	12%
Clothing	2%	72%	26%	1%
Office Products	3%	50%	34%	13%
Recreation Items (biking, fishing)	14%	46%	17%	23%
Appliances and Furniture	1%	88%	7%	5%
Craft Supplies	2%	62%	16%	20%
Books/Games	5%	40%	43%	13%
Restaurant	68%	31%	0%	1%
Newspaper	17%	6%	9%	68%

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LOCATION OF SERVICE PROVIDERS

Banking is well represented in the community with 75% banking in town. Service Areas with large out-of-town or online utilization are: Insurance (54%) and Accounting/Taxes (38%).

FORT ATKINSON SERVICES LOCATION & PREFERENCES				
	Fort Atkinson	Out of Town	Online	Don't Purchase
Attorney	17%	30%	1%	52%
Banking	75%	20%	4%	1%
Computer Services	9%	33%	9%	49%
Accounting/Taxes	39%	23%	15%	22%
Financial Advisor	30%	28%	2%	39%
Insurance	43%	41%	13%	3%
Daycare	9%	2%	0%	90%
Florist	37%	17%	5%	40%
Photographer	16%	11%	0%	73%
Funeral Home	37%	4%	0%	60%
Pet Care	38%	20%	2%	40%
Roofing	47%	13%	0%	40%
Cleaning Services	18%	5%	0%	77%
Landscaping/Snow Removal	27%	7%	0%	66%
Gym/Fitness Center	21%	9%	1%	70%
Moving Services	19%	3%	1%	77%
Small Engine Repair	45%	11%	0%	44%
Windows/Siding	31%	18%	0%	51%
Barber	39%	12%	0%	48%
Hair Stylist/Salon	60%	22%	0%	18%
Building Contractor	24%	11%	1%	65%
Electrician	42%	18%	1%	39%
Painter	32%	9%	0%	60%
HVAC	60%	23%	0%	17%
Realtor	39%	12%	0%	50%
Doctor	71%	27%	0%	3%
Veterinarian	45%	21%	0%	34%
Interior Decorator	2%	7%	1%	91%
Self-Storage	14%	2%	0%	84%

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RETAIL RANKINGS: CONVENIENCE, SELECTION AND PRICING

Price, Selection, Quality, and Convenience are all important considerations for retail shoppers. Convenience and Selection tend to display an inverse correlation, often ranking opposite in importance. Gas, Groceries, and Tires are the most price sensitive categories.

SHOPPING CONSIDERATIONS FOR RETAIL BY CATEGORY

Goods/Services	Selection	Quality	Price	Convenience	Store Hours	Unavailable Locally	Other
Groceries	15%	4%	63%	10%	1%	4%	4%
Gas	1%	0%	76%	18%	1%	2%	3%
Prescription Drugs	3%	5%	25%	38%	3%	3%	23%
Automobiles	48%	5%	20%	2%	0%	15%	9%
Auto Repair	13%	19%	20%	11%	1%	9%	26%
Tires	14%	4%	52%	12%	0%	5%	13%
Hardware	33%	2%	49%	7%	1%	6%	2%
Lawn/Garden Plants	36%	6%	43%	9%	1%	3%	3%
Lumber	29%	5%	32%	6%	1%	24%	3%
Home Interior Accessories	43%	3%	18%	7%	0%	27%	2%
Computer Products	24%	2%	19%	6%	0%	44%	4%
Clothing	38%	2%	10%	3%	0%	44%	2%
Office Products	25%	1%	20%	13%	0%	37%	4%
Recreation Items	39%	3%	25%	5%	0%	22%	6%
Appliances and Furniture	31%	4%	16%	3%	0%	45%	2%
Craft Supplies	32%	1%	10%	7%	1%	46%	3%
Books/Games	36%	1%	12%	6%	1%	41%	4%
Restaurant	44%	24%	9%	10%	1%	3%	9%
Newspaper	20%	34%	14%	3%	0%	9%	20%

Ranking by Convenience	
1	Prescription Drugs
2	Gas
3	Office Products
4	Tires
5	Auto Repair
6	Groceries
7	Restaurant
8	Lawn/Garden Plants
9	Hardware
10	Home Interior Accessories
11	Craft Supplies
12	Lumber
13	Computer Products
14	Books/Games
15	Recreation Items

Ranking by Selection	
1	Automobiles
2	Restaurant
3	Home Interior Accessories
4	Recreation Items
5	Clothing
6	Lawn/Garden Plants
7	Books/Games
8	Hardware
9	Craft Supplies
10	Appliances and Furniture
11	Lumber
12	Office Products
13	Computer Products
14	Newspaper
15	Groceries

Ranking by Price	
1	Gas
2	Groceries
3	Tires
4	Hardware
5	Lawn/Garden Plants
6	Lumber
7	Recreation Items)
8	Prescription Drugs
9	Automobiles
10	Office Products
11	Auto Repair
12	Computer Products
13	Home Interior Accessories
14	Appliances and Furniture
15	Newspaper

SERVICE RANKINGS: CONVENIENCE, SELECTION AND PRICING

In the Services market, quality is an important consideration for Interior Decorators, Realtors, Veterinarians, and Doctors. Store Hours do not rank significantly for any service. Quality is the most important factor for Day Care. For a Insurance, Price has the highest ranking.

SHOPPING CONSIDERATIONS FOR SERVICES BY CATEGORY							
Goods/Services	**Selection**	**Quality**	**Price**	**Convenience**	**Store Hours**	**Unavailable Locally**	**Other**
Attorney	29%	26%	5%	5%	0%	6%	29%
Banking	7%	20%	2%	20%	1%	19%	31%
Computer Services	16%	11%	16%	9%	1%	19%	10%
Accounting/Taxes	13%	23%	16%	12%	0%	38%	30%
Financial Advisor	18%	29%	5%	9%	0%	1%	38%
Insurance	10%	14%	23%	17%	0%	8%	28%
Daycare	14%	43%	14%	14%	0%	14%	0%
Florist	12%	11%	11%	12%	0%	48%	5%
Photographer	21%	32%	6%	4%	0%	4%	34%
Funeral Home	11%	6%	6%	17%	0%	0%	61%
Pet Care	12%	29%	22%	10%	1%	8%	17%
Roofing	8%	23%	38%	8%	0%	5%	20%
Cleaning Services	26%	9%	26%	22%	0%	9%	9%
Landscaping/Snow Removal	13%	20%	23%	13%	0%	7%	23%
Gym/Fitness Center	17%	17%	20%	24%	0%	17%	5%
Moving Services	13%	13%	31%	0%	0%	31%	13%
Small Engine Repair	19%	23%	21%	8%	0%	17%	9%
Windows/Siding	16%	22%	40%	2%	0%	9%	17%
Barber	12%	32%	18%	10%	3%	8%	28%
Hair Stylist/Salon	12%	36%	12%	9%	2%	1%	12%
Building Contractor	18%	42%	20%	4%	0%	4%	15%
Electrician	18%	27%	20%	12%	1%	6%	32%
Painter	7%	22%	29%	7%	0%	2%	18%
HVAC	11%	29%	14%	15%	0%	9%	22%
Realtor	6%	49%	0%	10%	0%	2%	33%
Doctor	16%	38%	2%	9%	0%	9%	27%
Veterinarian	8%	46%	11%	12%	0%	2%	21%
Interior Decorator	34%	21%	7%	14%	0%	24%	0%
Self-Storage	25%	13%	13%	13%	0%	13%	25%

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SERVICE RANKINGS: CONVENIENCE, SELECTION AND PRICING

	Ranking by Convenience
1	Gym/Fitness Center
2	Cleaning Services
3	Banking
4	Insurance
5	Funeral Home
6	HVAC
7	Daycare
8	Interior Decorator
9	Landscaping/Snow Removal
10	Self-Storage
11	Accounting/Taxes
12	Florist
13	Electrician
14	Veterinarian
15	Pet Care
16	Barber
17	Realtor
18	Computer Services
19	Financial Advisor
20	Hair Stylist/Salon
21	Doctor
22	Roofing
23	Small Engine Repair
24	Painter
25	Attorney
26	Photographer
27	Building Contractor
28	Windows/Siding
29	Moving Services

	Ranking by Selection
1	Interior Decorator
2	Attorney
3	Cleaning Services
4	Self-Storage
5	Photographer
6	Small Engine Repair
7	Electrician
8	Financial Advisor
9	Building Contractor
10	Gym/Fitness Center
11	Computer Services
12	Doctor
13	Windows/Siding
14	Daycare
15	Landscaping/Snow Removal
16	Accounting/Taxes
17	Moving Services
18	Florist
19	Pet Care
20	Barber
21	Hair Stylist/Salon
22	Funeral Home
23	HVAC
24	Insurance
25	Veterinarian
26	Roofing
27	Banking
28	Painter
29	Realtor

	Ranking by Price
1	Windows/Siding
2	Roofing
3	Moving Services
4	Painter
5	Cleaning Services
6	Landscaping/Snow Removal
7	Insurance
8	Pet Care
9	Small Engine Repair
10	Electrician
11	Building Contractor
12	Gym/Fitness Center
13	Barber
14	Computer Services
15	Accounting/Taxes
16	Daycare
17	HVAC
18	Self-Storage
19	Hair Stylist/Salon
20	Florist
21	Veterinarian
22	Interior Decorator
23	Photographer
24	Funeral Home
25	Attorney
26	Financial Advisor
27	Doctor
28	Banking
29	Realtor

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COMMERCIAL DEVELOPMENT WISH LIST

Respondents were ask to identify up to 3 businesses they would patronize if they were located in Fort Atkinson. In addition, respondents were asked to rank their top three choices. The table below details the commercial development wish list for respondents with Retail Store ranking number one overall.

FORT ATKINSON COMMERCIAL DEVELOPMENT WISH LIST			
	Overall Rank	**Score**	**# of Rankings**
Retail Store	**1**	571	266
General Merchandise	**2**	495	242
Clothing Store	**3**	418	196
Casual Dining	**4**	289	140
Craft Supply Store	**5**	210	109
Farm Supply Store	**6**	110	59
Shipping Drop Off Point	**7**	105	50
Drive up Oil Change	**8**	97	50
Sporting Goods	**9**	90	52
Appliance Store	**10**	89	50
Electronics Store	**11**	55	31
Furniture Store	**12**	47	29
Hunting Supply Store	**13**	43	22
Dry Cleaners	**14**	28	15
Tire Sales	**15**	9	5
Paint Supply	**16**	6	3

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IMPORTANCE OF SHOPPING CONSIDERATIONS

Variety of Stores/Merchandise receives the highest overall ranking when making a shopping location decision followed very closely by Low Prices or Good Value. Entertainment & Events ranked relatively low overall with a significant number of respondents indicating that it was not important at all.

IMPORTANCE OF SHOPPING CONSIDERATIONS			
Shopping	**Very Important**	**Somewhat Important**	**Not Important at All**
Variety of Stores/Merchandise	74%	24%	2%
Low Prices or Good Value	71%	28%	1%
Attractive Decor/Cleanliness	62%	34%	4%
Quality Merchandise	87%	13%	1%
Good Customer Service/Friendliness	82%	16%	2%
Quick & Easy to Shop	66%	32%	2%
Hours of Operation	53%	46%	2%
Restaurants You Like/Recognize	43%	44%	13%
Entertainment & Events	23%	51%	26%
Safety/Security	67%	27%	6%
Parking & Accessibility	54%	41%	6%
Proximity to Home, Work, or Both	40%	54%	6%

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THE MOST IMPORTANT CONSIDERATION

When asked to select only one of the eleven considerations for shopping, Variety of Stores/ Merchandize ranked number one; Low Prices/Good Value ranked second; and Quality Merchandise ranked third with Attractive Décor/Cleanliness ranking at the bottom.

MOST IMPORTANT ATTRIBUTES			
Shopping	**Overall Rank**	**Percent**	**# of Rankings**
Variety of Stores/Merchandise	1	35%	151
Low Prices or Good Value	2	29%	124
Quality Merchandise	3	18%	80
Proximity to Home, Work, or Both	4	6%	28
Good Customer Service/Friendliness	5	5%	21
Quick & Easy to Shop	6	2%	10
Restaurants you Like/Recognize	7	2%	7
Hours of Operation	8	1%	4
Parking & Accessibility	9	1%	4
Safety/Security	10	1%	3
Attractive Decor/Cleanliness	11	0%	1

SHOPPING OUTSIDE OF FORT ATKINSON

Almost all respondents indicated that they traveled to another location in the region for shopping in the last 60 days. Janesville, Wisconsin, received the highest overall rank with Jefferson, Wisconsin, coming in second.

SHOPPING MARKETS VISITED BY RESPONDENTS IN THE LAST 60 DAYS			
Shopping Markets	**Overall Rank**	**Percent**	**Responses**
Stores or shopping in Janesville	1	85%	359
Stores or shipping in Jefferson	2	66%	281
Stores or shopping in Johnson Creek	3	65%	277
Stores or shopping in Madison	3	49%	207
Stores or shopping in Whitewater	5	35%	149
Factory Outlet Mall within 200 miles	6	34%	143
Stores or shopping in Waukesha	7	13%	54

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SHOPPING DOLLARS IN FORT ATKINSON

Nearly seventy-three percent of all area residents in Fort Atkinson spend 50% or less of their shopping and entertainment dollars in Fort Atkinson. Those who work in Fort Atkinson tend to spend more of their dollars in Fort Atkinson. Five percent of respondents indicated spending over 75% of their shopping dollars in the city. This indicates a considerable gap in the retail, restaurant, and service options available in Fort Atkinson.

PERCENT OF TOTAL SHOPPING AND ENTERTAINMENT DOLLARS SPENT IN FORT ATKINSON			
Shopping	**Overall Rank**	**Percent**	**Responses**
Less than 25%	1	46%	191
25% to 50%	2	37%	158
51% to 75%	3	12%	51
Over 75%	4	5%	20

SATISFACTION OF DINING OPTIONS IN FORT ATKINSON (RESTAURANTS)

The satisfaction rating of existing dining options includes 43% of respondents satisfied or very satisfied versus 29% dissatisfied or very dissatisfied. This indicates an opportunity in the availability of desired dining establishments in Fort Atkinson.

SATISFACTION WITH DINING AND RESTAURANT OPTIONS IN FORT ATKINSON			
Dining/Restaurant Options	**Overall Rank**	**Percent**	**Responses**
Very Dissatisfied	5	4%	17
Dissatisfied	3	15%	61
Neutral	1	37%	151
Satisfied	2	34%	137
Very Satisfied	4	9%	37

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SATISFACTION OF SHOPPING OPTIONS IN FORT ATKINSON (RETAIL STORES)

The Dissatisfied rating of existing retail shopping options for Fort Atkinson received the highest ranking from respondents followed by very dissatisfied. This satisfaction rating coupled with the number of respondents who indicated they have shopped outside the market in the last 60 days further confirms retail opportunities in the market.

SATISFACTION WITH RETAIL OPTIONS IN FORT ATKINSON			
Retail Options	**Overall Rank**	**Percent**	**Responses**
Very Dissatisfied	2	30%	115
Dissatisfied	1	43%	167
Neutral	3	21%	80
Satisfied	4	5%	20
Very Satisfied	5	1%	4

SATISFACTION OF SERVICE OPTIONS IN FORT ATKINSON (RETAIL STORES)

The overall rating of existing services option showed 81% of respondents neutral or satisfied with the services available in Fort Atkinson. 11% of respondents are dissatisfied or very dissatisfied with the current options.

SATISFACTION WITH SERVICES OPTIONS IN FORT ATKINSON			
Retail Options	**Overall Rank**	**Percent**	**Responses**
Very Dissatisfied	5	3%	12
Dissatisfied	3	9%	35
Neutral	1	49%	186
Satisfied	2	32%	123
Very Satisfied	5	7%	27

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SHOPPING FREQUENCY

This area indicates a steady support for local businesses which is consistent with the tapestry segments for Fort Atkinson. 35% of respondents indicated they are shopping less often in Fort Atkinson which further demonstrates the need for additional retailers entering the market.

SHOPPING FREQUENCY IN FORT ATKINSON VS 1-YEAR PRIOR			
Shopping Frequency	**Overall Rank**	**Percent**	**Responses**
More Often	3	5%	18
About the Same	1	61%	228
Less Often	2	35%	130

WHY SHOPPING MORE OFTEN

For those who answered “more often” to the previous question, Time and Convenience ranked the highest, followed by Community Support and Loyalty. At this time, Saving Energy and Costs ranked the lowest. Write in comments included just moving to the area and lifestyle changes.

IF MORE OFTEN; WHY?			
Shopping Frequency; Why?	**Overall Rank**	**Percent**	**Responses**
Store & Merchandise Selection	4	17%	3
Time & Convenience	1	44%	8
Save Energy & Final Cost	3	28%	5
Community Support & Loyalty	2	39%	7
Other (write-in)	5	11%	2

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DETAILED PREFERENCES RESPONSE SUMMARY

Respondents were asked to provide three names or types of restaurants, retail stores, and services that they would like to see added to the Fort Atkinson, Wisconsin area. Responses were reviewed, aggregated, and summarized to create detailed insights into consumer desires in the area. The following three pages include respondent answers by specific name (when provided) or type.

Dining/Restaurant Preferences

In general, respondents expressed a desire for a casual dining option such as Applebee's, Olive Garden, casual Chinese; and a greater variety of fast food options in Fort Atkinson. GSG recommended Qdoba, Pizza Ranch, Starbucks/7-brews, Perkins, among others, to meet these preferences.

When asked, "How often would you patronize one or more of your three restaurant choices?" 38 percent stated they would visit one of their choices at least weekly, 90 percent would patronize one of their choices at least monthly.

STATED FREQUENCY OF VISITS TO TOP CHOICES		
Restaurants	**Percent**	**Responses**
Multiple times per week	11%	40
Weekly	27%	102
Multiple times per month	30%	112
Monthly	22%	84
Once every two months	5%	20
A couple of times a year or less	5%	20

Shopping/Retail Preferences

In general, respondents expressed a desire for a farm & home, general merchandise, clothing, shoe, and other store options. GSG suggested Bomgaars/Buchheit/TSC/Rural King, Ollie's, Shoe Sensation, Shoe Department, Hobby Lobby as potential options to satisfy this market demand.

When asked, "How often would you patronize one or more of your three store choices?" 53 percent stated they would visit one of their choices at least weekly; 94 percent would patronize one of their choices at least monthly.

STATED FREQUENCY OF VISITS TO TOP CHOICES		
Retail Stores	**Percent**	**Responses**
Multiple times per week	23%	85
Weekly	30%	114
Multiple times per month	33%	125
Monthly	9%	34
Once every two months	3%	11
A couple of times a year or less	2%	7

Service Preferences

In general, respondents expressed a desire for auto repair, cleaning, and printing and shopping service options. GSG recommended Valvoline, Plaza Tire/Les Schwab, Molly Maid, and UPS to address some of these stated needs.

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Dining/Restaurant Preferences			
Restaurant Name			
Panera	49	Pizza Ranch	6
Chick-fil-a	40	Starbucks	6
Olive Garden	30	Outback	5
Qdoba	21	Cousin's Subs	4
Chili's	18	Culver's	4
Chipotle	18	Firehouse Subs	4
Noodles	18	Geoge Webb	4
Texas Roadhouse	15	Perkins	4
KFC	14	Cracker Barrel	3
Wendy's	13	Golden Corral	3
Supper Club	12	Hardee's	3
Red Robin	11	IHOP	3
Buffalo Wild Wings	10	Raising Canes	3
Taco Johns	10	Rocky Rococo	3
Applebee's	9	Smoothie King	3
Popeye's	9	Sonic	3
Dairy Queen	8	A&W	2
Jersey Mike's	7	Little Caesar's	2
Denny's	6	Wingstop	2
Panda Express	6		
Restaurant Type			
Healthy/Gluten-free	26	Brewery restaurant	5
Indian	20	Coffee Shop	5
Family Dining	18	Specialty Pizza	5
Steak House	17	Vegetarian/'Vegan	5
Chicken	17	24-Hour Restaurant	3
Italian	16	BBQ	3
Thai	15	Breakfast places	3
Buffet Style	14	Pasta	3
Chinese	14	Upscale	2
Asian Cuisine	14	Salad Shop	2
Seafood	9	Diner	2
American	8	Sandwich shop	2

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Shopping/Retail Preferences					
Store Name					
Target	78	Pier One	4	Victoria Secret	2
Hy-Vee	57	Schnucks	4	Banana republic	1
JCPenney	39	Trader Joe's	4	Buchheits	1
Kohl's	35	Bass Pro/Cabela's	3	Charming Charlie	1
Marshall's	29	Bed Bath and Beyond	3	CVS	1
Hobby Lobby	23	Costco	3	Fred Meyers	1
Old Navy	17	Five below	3	Gordmans	1
Home Goods	15	Kroger's	3	Harbor Freight	1
Ross Dress for Less	12	Sears	3	Hastings	1
Best Buy	10	Shoe Carnival	3	Ink Factory	1
Gerbes	8	Torrid	3	Palen Music	1
Menards	8	Amazon Fresh	2	Plato's Closet	1
Academy Sports	7	Avenue	2	Plenty	1
Dick's Sporting Goods	7	Barnes & Noble	2	Roolee	1
K-Mart	7	Ben Franklin	2	Rue 21	1
TJ Maxx	7	Buckle	2	Sally's	1
Big Lots	6	Carters	2	Save a lot	1
Burlington Coat Factory	6	Chico's	2	Slackers	1
Pet Smart	6	Dress Barn	2	Soma	1
Sam's Club	6	H&M	2	Spencer's	1
American Eagle	5	Home Depot	2	Tradehome	1
Michael's	5	Hot Topic	2	V Stock	1
Bath & Body Works	4	Macy's	2	Verizon	1
Dillard's	4	Payless Shoes	2	Viva Fashion Mart	1
Gap	4	Salvation Army	2		
JoAnn's	4	Tuesday Mornings	2		
Store Type					
Men's Clothing	20	Children's clothing	6	Dollar Store	2
Shoe Store	16	Electronics	6	Family clothing	2
Clothing Store	15	Furniture store	6	Garden Center	2
Craft store	13	Farm/Tractor Supply	4	Maternity	2
Grocery store	12	Kids clothing	4	Outlet Stores	2
Pet Store	11	Office Equipment/Supplies	4	Packing/Shipping	2
Specialty Market	10	Automobile Dealers	3	Paint store	2
Women's Clothing	9	Big and Tall Men Clothing	3	Antique Store	1
Bookstore	8	Department Store	3	Bulk stores	1
Plus size women's clothing	8	Liquor Store	3	Mountaineering	1
sporting goods	8	Marijuana Dispensary	3	sports nutrition	1

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Service Preferences			
Service Name			
Pet Smart/Petco	3	Merry Maids	1
Uber	3	Sally Beauty	1
Auto Glass Repair/Safelite	1	Steve's Pest Control	1
Boys & Girls Club	1	Trugreen	1
Kinko's	1		
Service Type			
General Home Repair/Handyman	49	Pet Boarding/Sitting	2
Electrician	22	Pet Grooming	2
Plumber	19	Roofing	2
General Contractor	11	Sanitation Services	2
Appliance Repair	10	Senior Services	2
Electronic Repair	10	Shoe Repair	2
Auto Repair	8	Towing	2
Cable/Internet Providers	8	Alternative Medicine	1
Attorney	7	Ambulance Service	1
Doctors	7	Architect	1
Interior decorating	7	Auction House	1
Landscaping	7	Axe Throwing	1
Lawn Care	7	Car Rental	1
Taxi/Transportation	7	Carpenter	1
Doctors (Specialists)	6	Children's Entertainment	1
House Cleaning Services	6	Children's Therapist	1
Accounting	5	Custom Auto Shop	1
Childcare	5	Dance/Cheer Instruction	1
HVAC	5	Dentist	1
Medical Center	5	Diesel repair	1
Asphalt Paving	4	Equipment repair	1
Computer Services	4	Escape Room	1
Dry Cleaners	4	Fencing	1
Home Remodeling	4	Financial Planning	1
Outside Activities/Put Put/Go Carts	4	Flooring	1
Painters	4	Gym	1
Animal Shelter	3	Hydraulic repair	1
Entertainment	3	LAUNDRA MATS	1
Food Delivery (GrubHub/Door Dash)	3	Locksmith	1
Hotel	3	Marketing Company	1
Pest Control	3	Masonry/Mortar Repair	1
Seamstress/Tailor	3	Music instrument repair	1
Veterinary Care	3	Nanny/Baby Sitter Service	1
Auto Detailing	2	Router Rooter	1
Career Center/Education	2	Security Firms	1
Children's Education Assistance	2	Senior Housing	1
Dog Training	2	Small Engine Repair	1
Full Service Car Wash	2	Spa	1
Insurance	2	Street Maintenance	1
Local Banks	2	Swimming Pool Service	1
Massage Therapy	2	Tattoo shops	1
Movie Theatre/IMAX	2	Window washing	1
Music lessons	2	Workout conditioning	1
Nail salon	2		

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APPENDIX B

GLOSSARY OF TERMS

ADT: Average Daily Traffic

Barriers: Physical or psychological obstacles that make it more difficult to travel from one area to another.

Cannibalization: A situation in which one retail site attracts (cannibalizes) customers from an existing retail site of the same type retailer, reducing the existing store's customer base and sales. Simply, it is the loss of sales of an existing store when a new store location opens nearby.

Civilian Employment: The employment of all residents living in a county or area and working anywhere (counts people). It counts all people working whether self-employed, as well as job holders. It is reported monthly by Federal and State Labor agencies.

Commuting Patterns: The willingness of people residing in one community or county to travel to another for work. This can also influence shopping patterns and preference.

Demand: The amount spent on a commodity within certain geography in relation to the average amount spent on that commodity.

Float: That portion of the potential within the trade area that is not captured by the identified stores.

Greater Market Area: The geographic area normally designated with a core community or county with a surrounding area within a travel distance 25 to 40 miles or minutes for shopping or recreation.

Industry Employment: The employment of all workers working in the county and living anywhere (counts jobs). Industry Employment counts only those on a payroll where withholdings are taken from their checks. An individual could be counted twice on Industry Employment if the individual held two jobs. It is reported periodically by Federal and State Labor agencies.

Median Household Income: The income figure within a geographic area where half of the incomes for households are higher and half of the incomes are lower. The income is derived from all sources: wages, pensions, interest and dividend income, etc.

Pull Factor: The net pull of customers from one community or county to another for shopping purposes based on a factor where 1.0 reflects a balance based on population, income, and sales to a state average. A factor above 1.0 indicates a higher retail base than warranted by population and income and less than 1.0 would be the opposite.

Pulling Power: The attraction a store exerts upon the population.

Retail Trade Potential: The estimate of total retail sales that could potentially exist within a geography based on surveys, demographics and retail sales forecasts.

Segmentation: A standardized method of classifying, sorting, and grouping of people or households. An example would be by age such as the YXers, Under 41, Boomers, 41- 59, Seniors and Over 60, or by work location. The segmentation is to distinguish differences in lifestyle patterns, behavior, and purchasing habits of consumers.

Trade Area: The area containing the majority of the population that could contribute to the sales of a store or stores located at a proposed site, is also referred to as the study area.

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APPENDIX C

QUALIFIER

In the use of this retail market study, potential users acknowledge that they believe the services performed by Growth Services can be a valuable tool in due-diligence and decision making. They also understand that an important part of said services involves judgment, which is dependent upon the correctness of the information made available to Growth Services and the ever changing market conditions, therefore, potential users further acknowledge their understanding that Growth Services does not guarantee any result from the use of the analysis or other services performed hereunder, nor shall Growth Services be responsible for any loss incurred as a result of the use of said analysis or other services.

Furthermore, these projections are based on the conditions identified in the report at the time of its completion. Any change within the trade area, such as the opening or closing of competitive stores or changes in economic conditions, could cause significant variation between these projections and actual results of individual businesses and/or development area. The supply and demand of retail services constantly change and are subject both to local and outside market forces.

GSG makes no express representations or warranty that the contents of this report are accurate, reasonable or free from errors, omissions or other defects of any kind or nature. Those who rely on this report do so solely at their own risk and agree to hold GSG harmless of any and all liability, damages or loss with respect to such reliance.

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APPENDIX D

SOURCES OF INFORMATION

CITY OFFICES, FORT ATKINSON, WISCONSIN

CITY OF FORT ATKINSON COMMUNITY SURVEY 2025

ESRI—ArcGIS

ON THE MAP

WISCONSIN DEPARTMENT OF REVENUE

WISCONSIN DEPARTMENT OF TRANSPORTATION

UNIVERISTY OF WISCONSIN—MADISON, EXTENSION DIVISION

U.S. DEPARTMENT OF COMMERCE, BUREAU OF CENSUS

U.S. DEPARTMENT OF COMMERCE, BUREAU OF ECONOMIC ANALYSIS

U.S. DEPARTMENT OF LABOR, BUREAU OF LABOR STATISTICS

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APPENDIX E

ESRI REPORTS

TRAFFIC COUNT MAPS
CENSUS PROFILE
ACS POPULATION SUMMARY
BUSINESS SUMMARY
COMMUNITY PROFILE
DETAILED AGE PROFILE
EXECUTIVE SUMMARY
GRAPHIC PROFILE
RETAIL GOODS AND SERVICES EXPEDITURES
RETAIL MARKET POTENTIAL
RETAIL MARKET PLACE PROFILE

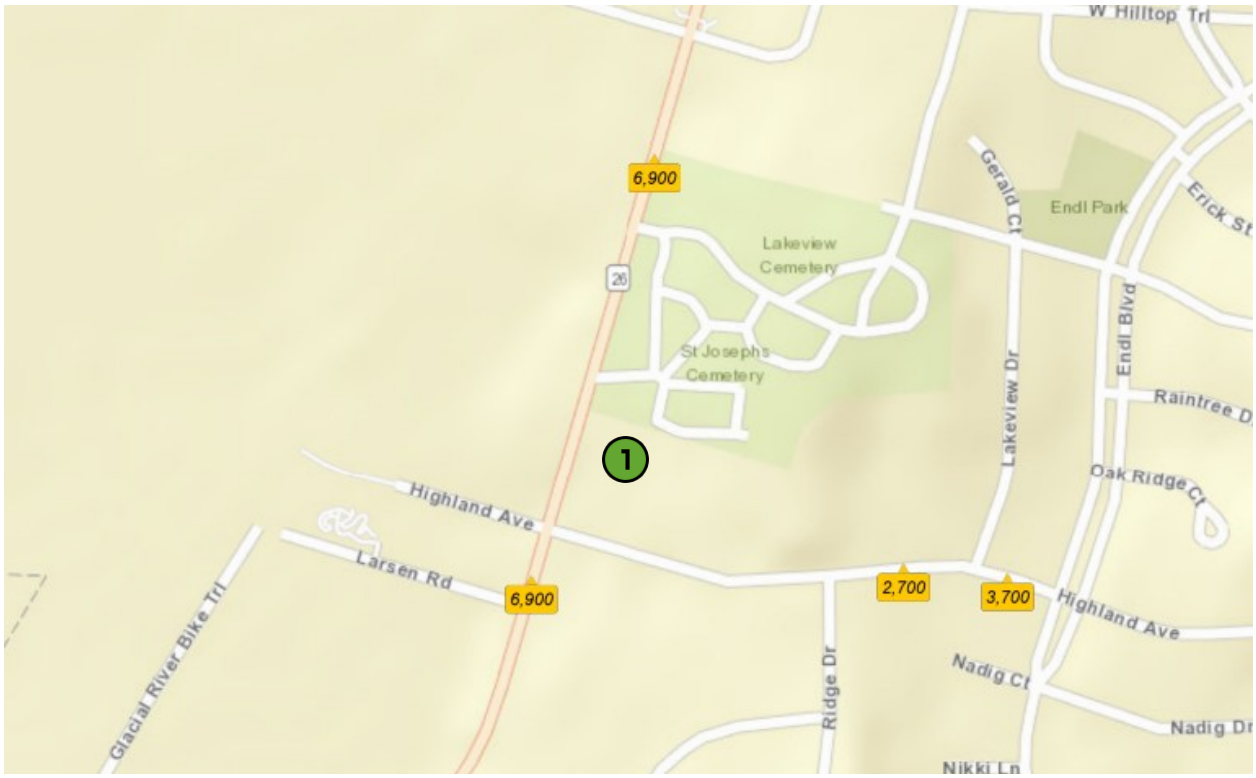
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Site 1: 1425 Janesville Avenue

Aerial View



Traffic Count



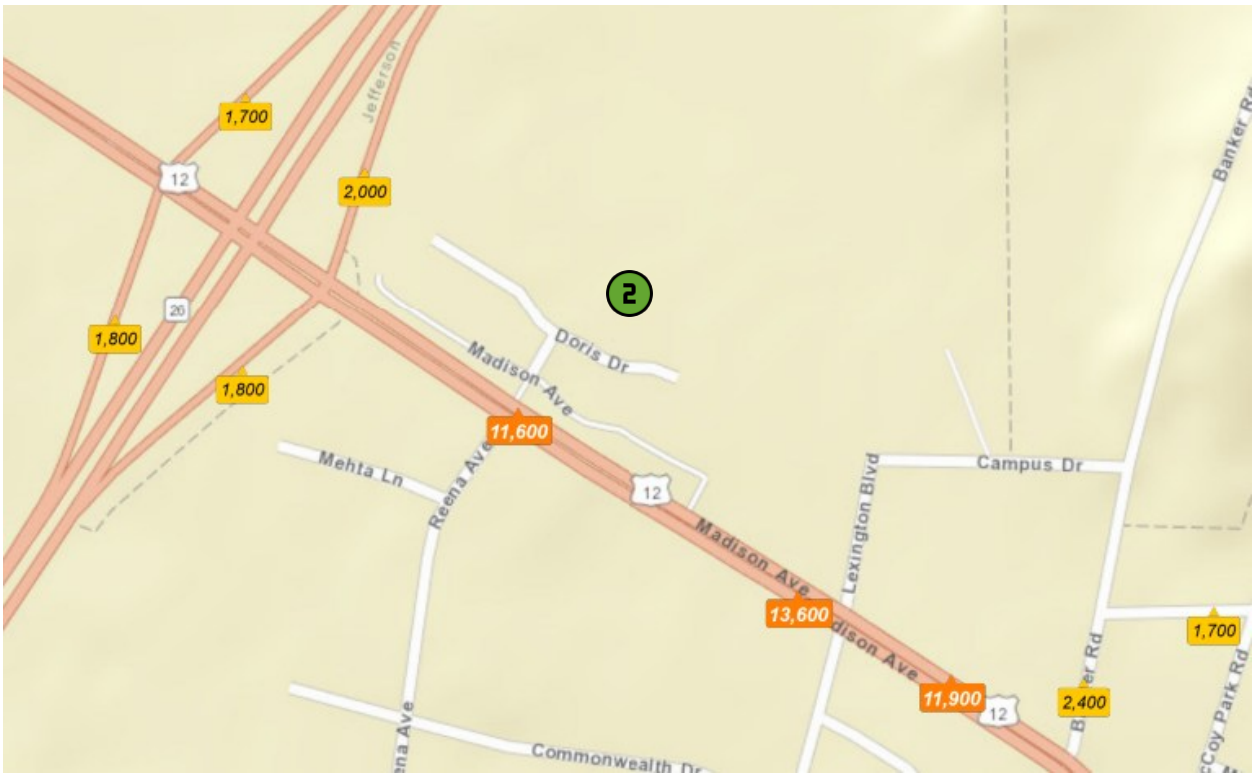
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Site 2: Doris Drive Out Lot 1 and Lot 1

Aerial View



Traffic Count



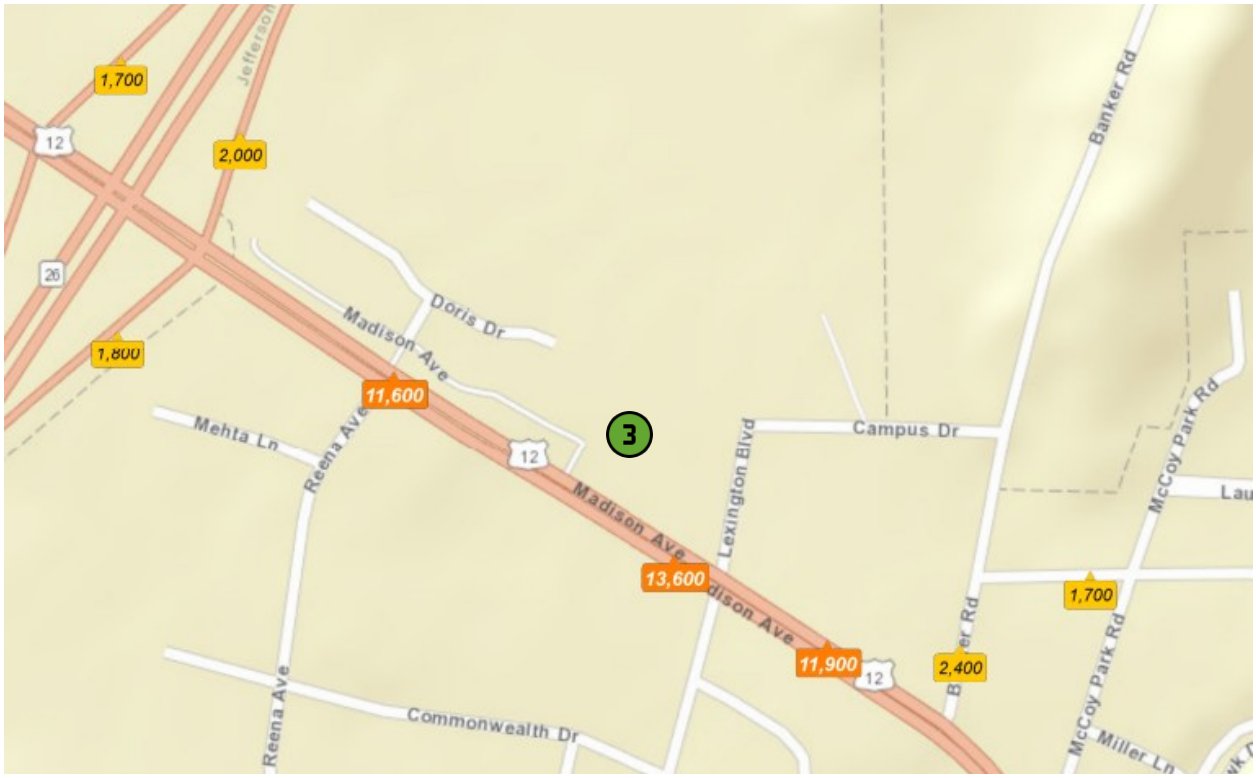
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Site 3: Doris Drive Fort Healthcare Out Lot

Aerial View



Traffic Count



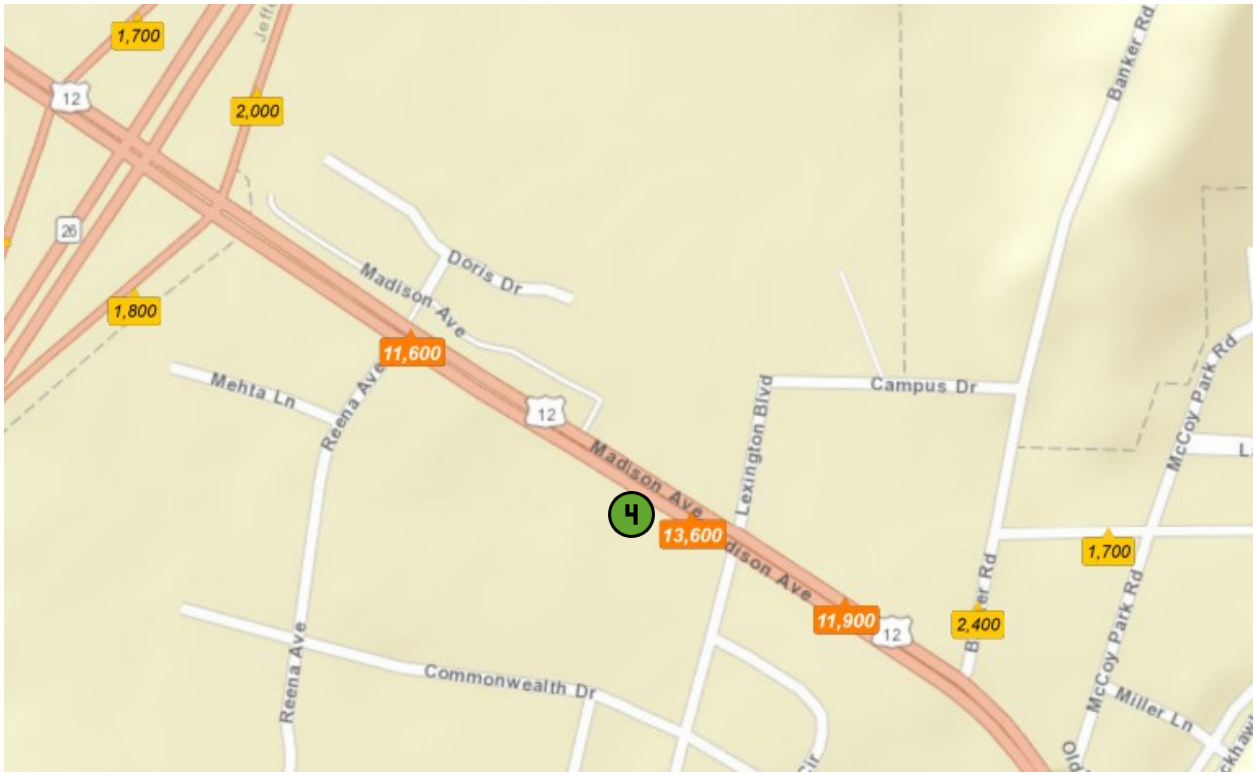
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Site 4: Pick and Save Out Lot

Aerial View



Traffic Count



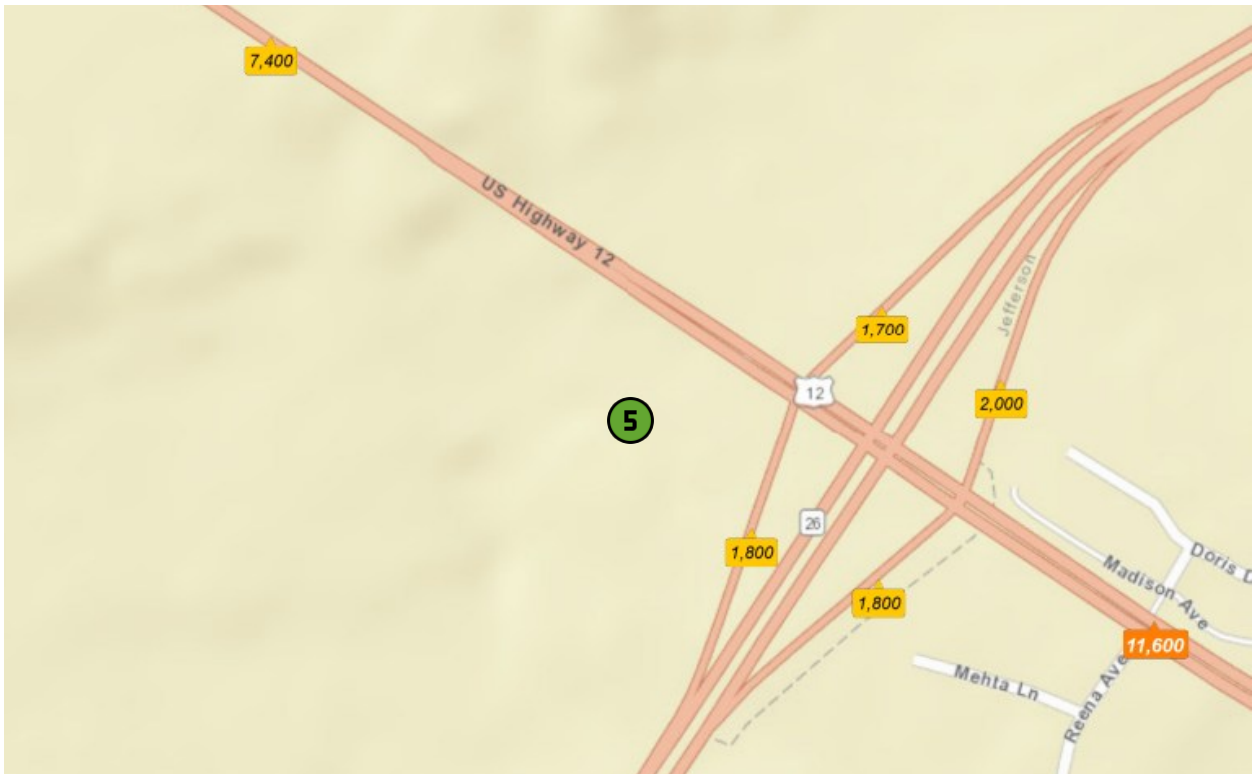
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Site 5: Highway 26 Exit 21 Greenfield

Aerial View



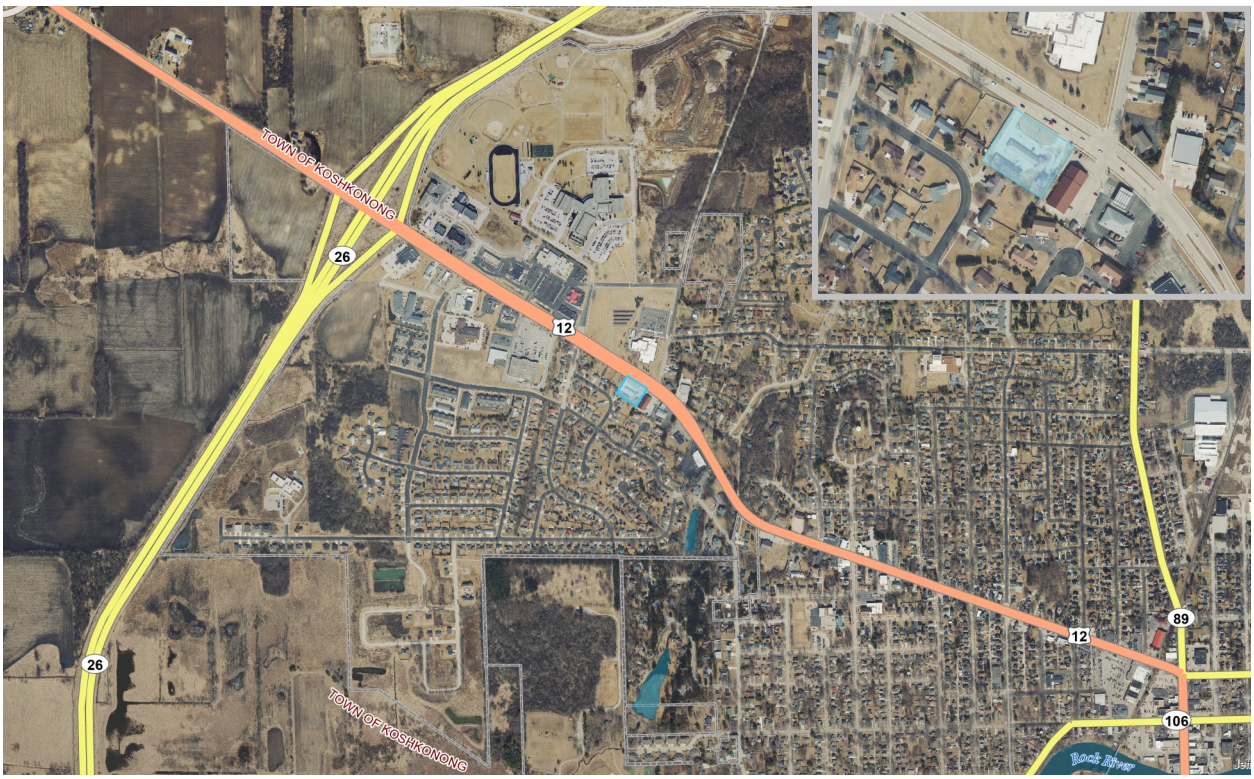
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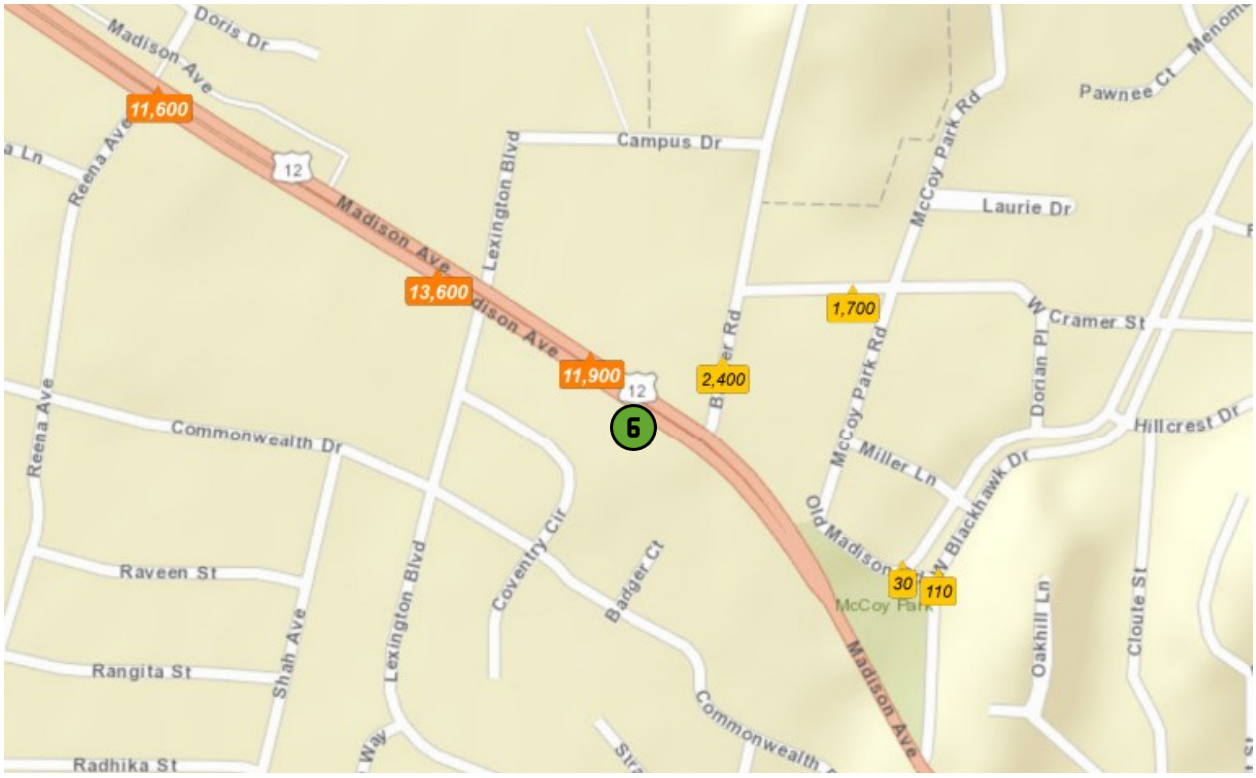
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Site 6: Mile-A-Way Redevelopment

Aerial View



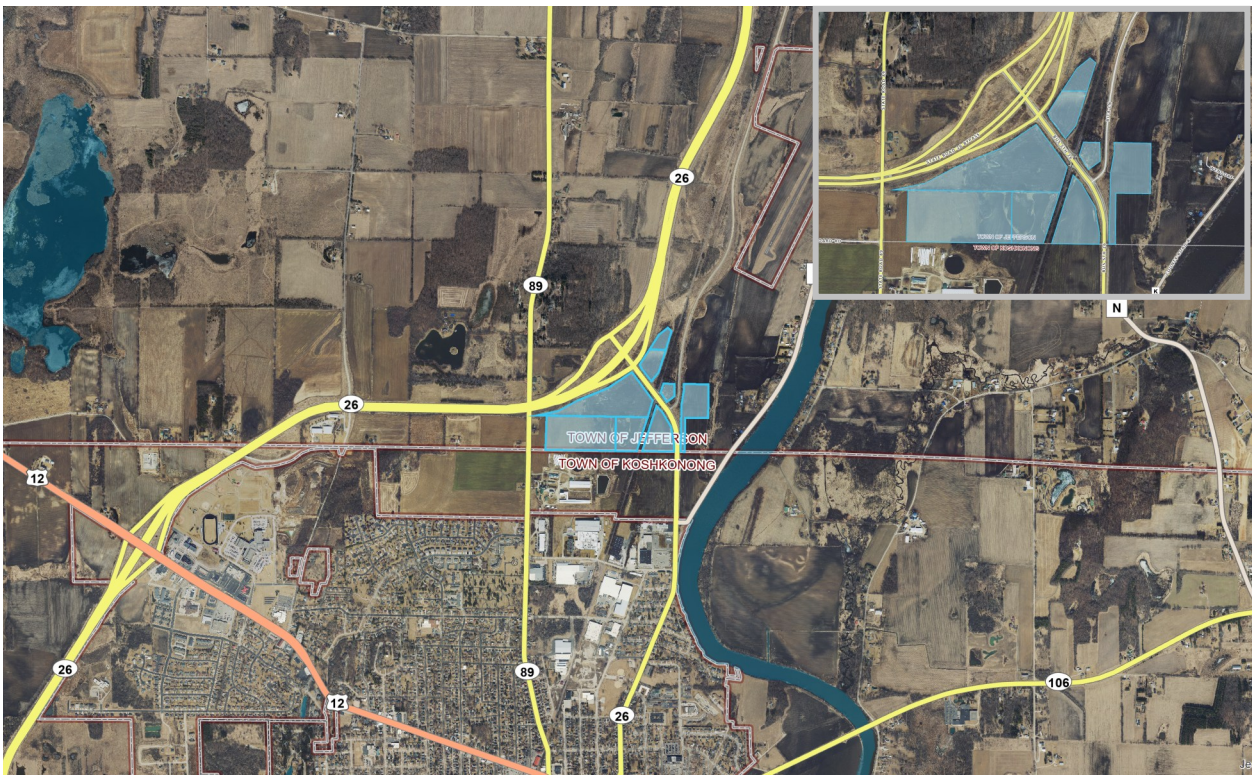
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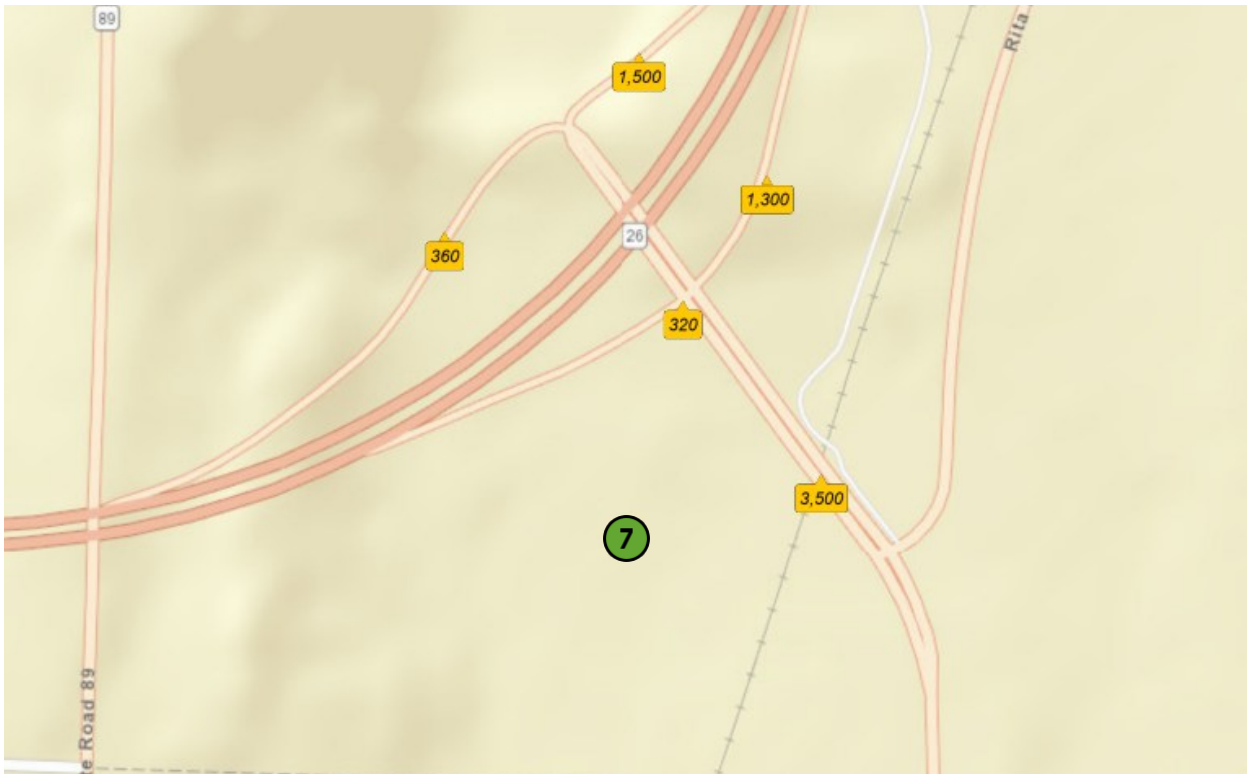
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Site 7: Highway 26 Exit 23 Greenfield

Aerial View



Traffic Count



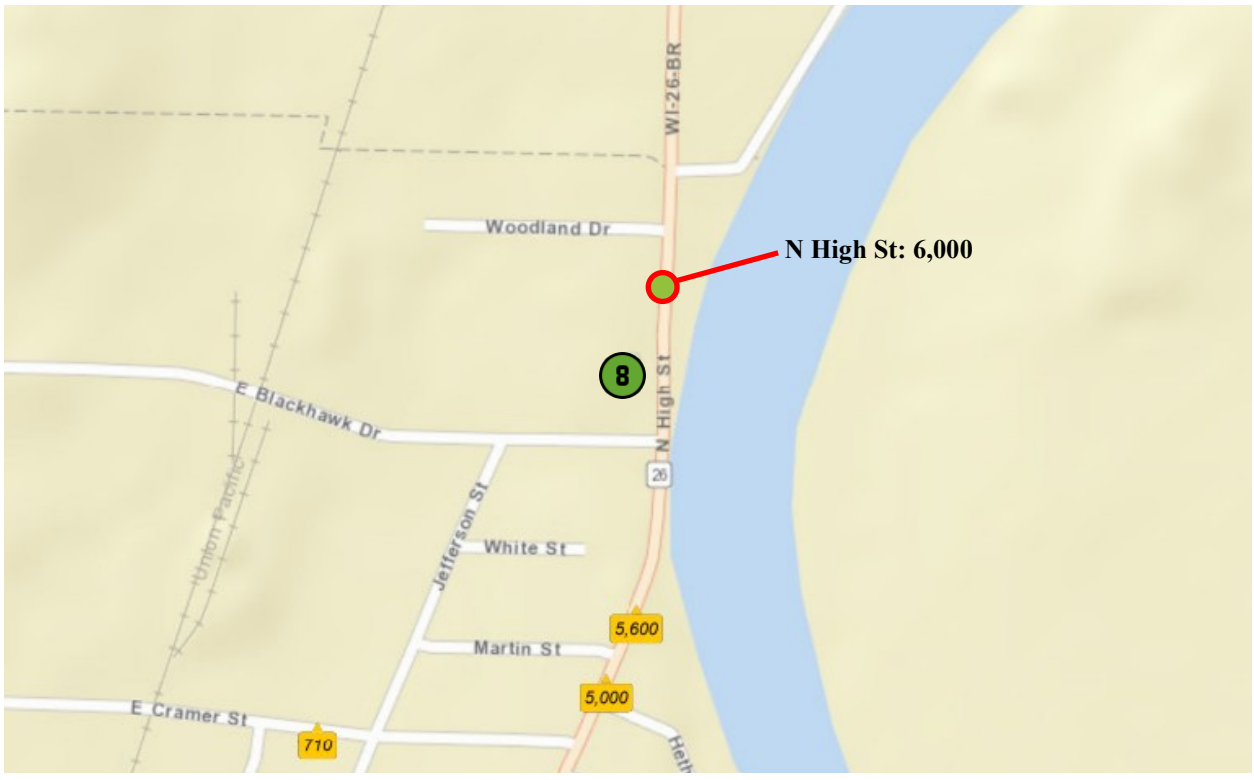
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Site 8: U-Haul Out Lots

Aerial View



Traffic Count



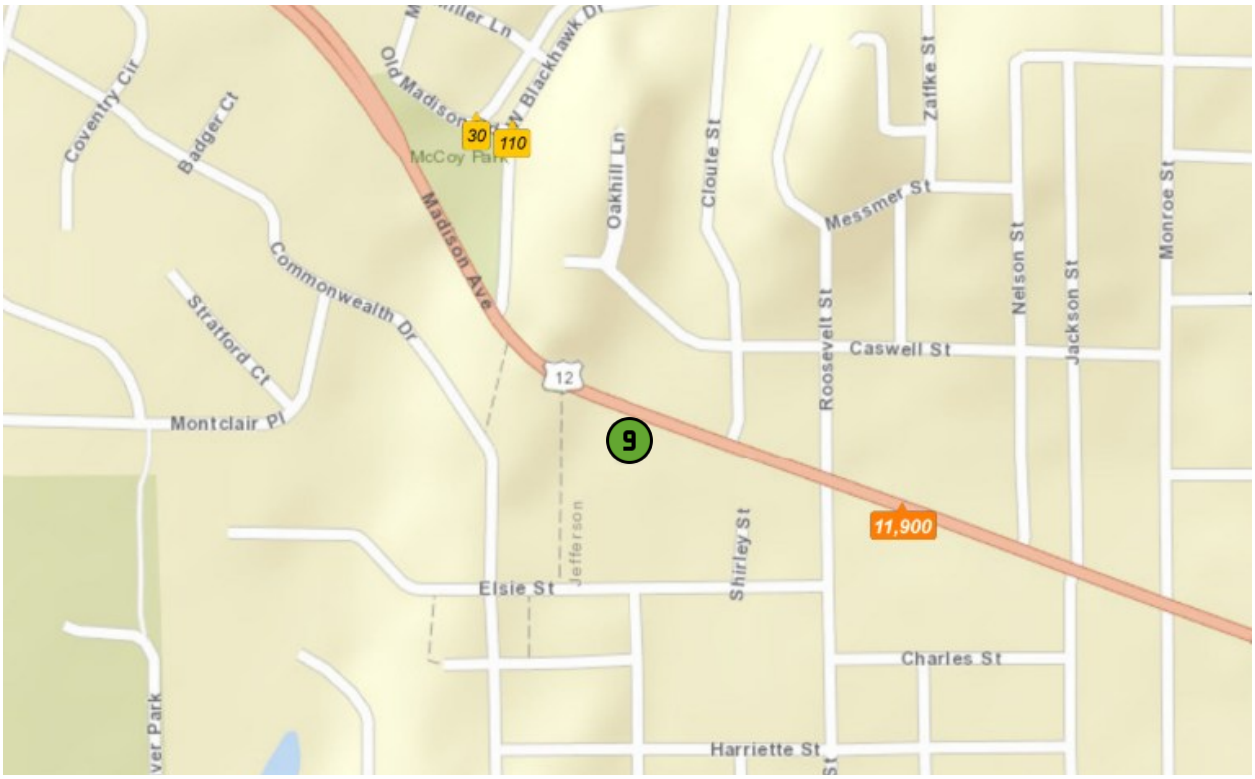
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Site 9: Blackhawk Fitness Out Lot

Aerial View



Traffic Count



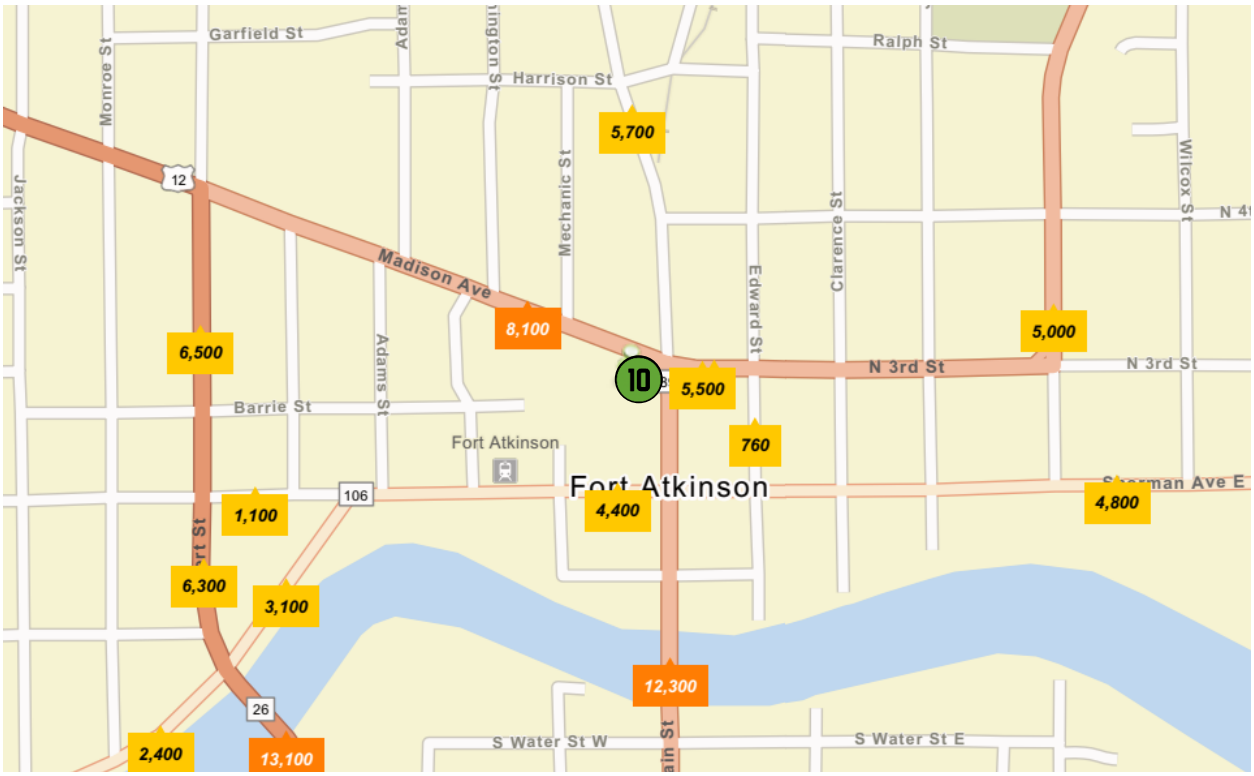
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Site 10: 7 Madison Avenue

Aerial View



Traffic Count



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