

**WAL-MART
RESEARCH
FINDINGS**
AS OF 2-16-05

By the Research Committee
Jefferson Development Commission

Dan Ludwig
Thomas C. Pinnow
Kathleen Groskopf
Cheryl Hansen
Bruce Bierma

Thomas C. Pinnow

From: Dan Ludwig [danl@jeffersonwis.com]
Sent: Thursday, February 17, 2005 1:54 PM
To: Tom Pinnow
Subject: FW: Wal-Mart - Jefferson

-----Original Message-----

From: Nathan Bryant [mailto:n.bryant@mcclureengineering.com]
Sent: Friday, November 12, 2004 5:59 AM
To: 'Dan Ludwig'; Bruce Bierma
Subject: Wal-Mart - Jefferson

Gentleman,

I recently reviewed the revised building elevations for the SuperCenter and felt they were not adequate based on our previous discussions. The building elevations are being revised again with the intent that they will be very similar to the elevations produced for Stoughton. *see attached picture*

If you have any additional questions or concerns, please let me know.

Thanks,

Nathan

Nathan Bryant, P.E.
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2/17/2005

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INTRODUCTION

2-15-05

- A We have not yet received an official request from Wal-Mart, so this is for informational purposes only.
- B The proposed Wal-Mart Supercenter for Jefferson has been pending for almost three years. During this time a lot of information has been circulated in our community. There have been two public forums involving Wal-Mart representatives and one forum sponsored by the Coalition for a Better Jefferson with Al Norman (a noted anti Wal-Mart activist.)
- C In addition to the above the Daily Jefferson County Union has published several anti-Wal-Mart editorials, there have been numerous 'Letters to the Editor' both for and against Wal-Mart, and the Coalition for a Better Jefferson has done numerous anti-Wal-Mart newspaper inserts. There have been a few individuals that have regularly spoken against Wal-Mart at most of the city council meetings the past two and half years. There have also been a few people that have regularly addressed the city council in favor of the proposed Wal-Mart.
- D There have been two petitions done in our city, one for Wal-Mart and one against Wal-Mart. There were approximately 1,600 Pro Wal-Mart and 945 Con Wal-mart signatures from city residents.
- E Given the large quantity of material, both for and against Wal-Mart, it has been an overwhelming task to sort through it and decide what to include in this presentation. Rather than include the actual material we are providing a summary of the arguments presented in the next two pages. The Research Committee of the Jefferson Development Commission (JDC) chose to approach this matter from as much of a fact based aspect as possible.
- F We felt surveying other Wisconsin communities about their actual experiences with Wal-Mart would be the most insightful. We spoke with business people, bankers, realtors, city administrators, Chamber representatives and business development directors.
- G This report is basically done as answers to the questions the JDC, as a whole, chose to ask for any prospective business, and for Wal-Mart in particular. We did specifically ask the City Council and the JDC for input on these questions and asked for input about any other questions that needed to be researched. We also published a written request from the public last fall. In addition, Tom requested information from the Coalition for a Better Jefferson and Wal-Mart. We received a partial response from Wal-Mart. Tom received a refusal to provide documentation from the Coalition for a Better Jefferson.
- H We have included various appendices to provide you with an overview on this matter.

Respectfully submitted,



Thomas C. Pinnow
President
Jefferson Development Commission

December 15,2004

TO: Research Sub-Committee

FROM: Dan Ludwig

A An article was put in the Daily Jefferson County Union asking area residents to respond to the impending plan submittal of Wal-Mart by sending information to the Research Committee for reference for the JDC to make a recommendation to the City Council.

B As of Tuesday December 14th I received 22 letters and correspondence: 5 in favor of Wal-Mart and 17 opposed. Most respondents had more than one reason for writing so for analysis I interpreted their primary reason for writing as the first comment listed but I also included their other reasons without noting a tally behind the subsequent reasons.

C Comments in Favor of Wal-Mart included: (5 responses)

- Need for additional Retail shopping (1 response)
- Need for additional jobs (1)
- Other businesses will follow next to Wal-Mart
- Want convenience shopping (1)
- Wal-Mart generates good traffic for the whole city to benefit from (1)
- Competition is good for the consumer (1 from out of city = ooc)

D Comment Not in favor of Wal-Mart included: (17 responses)

- Poor location and damage to environment (4 + 1 ooc)
- Anything but a Wal-Mart (3)
- Wal-Mart will put other stores out of business (2 + 2 ooc)
- Wal-Mart will cause traffic jams (1)
- Too much corporate greed (1 ooc)
- Poor employment practices: wages, benefits, hours, ect. (1)
- Wal-Mart will erode the city's tax base (1)
- Wal-Mart will promote sprawl
- Wal-Mart buys from China that erodes the US economy
- Wal-Mart has no civic concern and lack of charitable contributions back to the community
- How will Wal-Mart help Jefferson (1)

Dan

**MINUTES
JEFFERSON DEVELOPMENT COMMISSION
RESEARCH SUB-COMMITTEE
WEDNESDAY, DECEMBER 8, 2004**

The meeting was called to order at 2:15am. Members present on roll call were: Pinnow, Bierma, Ludwig and Mayor Stevens.

2. DISCUSSION ON COMMITTEE QUESTIONS ASSIGNMENTS FROM THE WAL-MART EVALUATION WORKSHEET.

Committee members discussed the top five reasons in favor of Wal-Mart and the top five reasons not in favor of Wal-Mart. The two lists grew to 6 reasons:

A.

NOT IN FAVOR

Close other stores
Additional police protection
Damage CTH "K" esthetics
Increased congestion
Storm water problem
Damaging US economy

B.

IN FAVOR

Increase tax base
Convenience shopping
Increased employment
Hub of new development
Increased through traffic
Provide low prices

Tom suggested we discuss the correspondence from the public at our next meeting which was set for December 15th at 2:00pm.

3. ADJOURN

Motion made by Pinnow seconded by Ludwig. Motion carried on a voice vote.

1. Determine if it is a legitimate business. Yes is it.

2. Are the plans consistent with the City's Master Plan?

A This is the first question the City's "big business" ordinance asks per Ordinance #3-03 under Section 1.1. The developer needs to confidently address the traffic generated at their site, which is a familiar problem at every Wal-Mart site. The traffic impact plan presented to the City over 2 years ago has a valid analysis of the current and future traffic movements based on a typical Wal-Mart development. The traffic plan identifies existing deficiencies with the current street system and supports a signalized intersection at Ryan Road. A second analysis was not provided to support a two-phase improvement at Ryan Road in addition to improvements to Collins Road and CTH K. The City Comprehensive Master Plan does not address level of service as a performance standard for potential developments. However level of service is a valid concern and the development should demonstrate an effective level of service.

B Page 50 In the City of Jefferson Comprehensive Master Plan (shown on page 50)
Desired stores and service facilities
- Large retail discount store (Wal-Mart)

C Page 58 Goal 4: Create efficient, well-designed business and employment centers. Non-residential Development Objectives.
- 3. Discourage poorly planned, incremental strip commercial development along major community entryways.
- (Note: Ordinance #3-03 Large retail buildings in excess of 50,000 square feet addresses Goal 4)

D Page 60 2. The following design elements should be avoided in new commercial developments.
- avoid large, land walls on visible facades
- avoid monotonous "box like" structures.
- avoid poorly drained, unscreened parking lots
- avoid creation of inadequately designed driveways

3. Long, unbroken or unarticulated strips of commercial structures are discouraged.
4. Commercial sites shall be designed to separate pedestrians, bicycles, and motorists.
5. 6. 7. 9. 10. 11. (these items pertain to large box retail)

E Page 61 item 12. 13. 14. 15. (these items pertain to large box retail)
The goal of the Large Retail Building Ordinance #3-03 was adopted to address items listed on pages 60 and 61.

F Page 64 Transportation Policies:
Again, Ordinance #3-03 was adopted to address many of these concerns.

G Page 63 Transportation Goals and Objectives:

- H GOAL 1. Provide a safe and efficient transportation system that meets the special needs of pedestrians, motorists, trucks, trains, and airplanes.
1. Ensure that transportation system improvements are coordinated with land development.
 2. Coordinate multi-jurisdictional (City, Town, County, State) transportations system improvements in the Jefferson area.
 6. Direct high volume traffic around existing and proposed residential areas.
 7. Provide a quality transportation system in strategic City growth areas.

I Page 65 q. Signalized driveways should be spaced a minimum of 1200-1500 feet from any other signalized driveway.

J Page 81 Planned Commercial Land Use District
Recommended uses in the Planned Commercial Land Use District include most retail and service uses, including but not limited to neighborhood retail and service uses, shopping centers, offices, arts oriented commercial uses and large "box" retail uses such as discount stores, large grocery stores, etc.

K Page 97 Transportation Plan
CTH K has a recommended 80' right-of-way width

L Page 90 CTH K is identified as an Urban Collector Roadway.

3. Does the project comply with our zoning requirements and ordinances?

Wal-Mart is aware of the need to annex, rezone, and comply with our "big business" ordinance. Their proposal needs to be reviewed, once we receive it, to answer this question.

4. Is this project consistent with the long term plans of the city?

(5. How will it affect Jefferson now?)

(6. How will it affect Jefferson five to ten years from now?)

There are a number of projects/items that need to be considered. They are:

1. The Highway 26 bypass scheduled for 2008.
2. The new residential sites of:
 - 16-Maple Grove Homes
 - 34-Brickyard
 - 88-Schiferl property
 - Up to 500- future development of Countryside Farm property
 - Up to 638-total projected at this time
3. The possibility of a new high school
4. A new fire truck(s)
5. The Highway 18 project-scheduled for 2007 (\$430,000)
6. Future economic and business development to expand our tax base to help us meet the financial needs of our city.
7. We also need to consider the replacement of city equipment and vehicles
8. We also need to consider the maintenance adequacy of city facilities

9. We also need to consider how we can retain our young people as citizens
10. We also need to consider the technology needs ahead for the city and the school district.

- A Many of the above will require additional money while some will help generate additional money. It is obvious that we need to expand our tax base as soon as possible.
- B The Wal-Mart Supercenter will add approximately \$73,714 per year in property and personal property taxes for the city and \$89,556 per year for the Jefferson School District.
- C A Wal-Mart Supercenter could help attract other retail businesses to our community as they have in other communities. This would help us, again, to expand our tax base. This store could also help draw people into Jefferson once the Highway 26 bypass is complete.
- D Retail shopping is limited in our city, so additional retail opportunities could help us attract more people to live in Jefferson. This could help sell the proposed building lots. When we are able to attract other industries to Jefferson the additional shopping/products would help attract the employees of the new industries to live in our city. It may also make Jefferson more attractive than Fort Atkinson or Watertown because we are smaller and we are closer to Johnson Creek than Fort Atkinson.
- E It appears that the Wal-Mart Supercenter could help us achieve our long term goals and projects.
Submitted by Bruce Bierma, City Administrator and Mayor Stevens

5. How will the Wal-Mart Supercenter affect Jefferson now?

- A We felt that the best way to answer this question would be to survey other communities in Wisconsin to see how Wal-Mart has affected their communities. Please see Appendix B.
- B We have talked to or surveyed approximately 12 communities. There were some negative effects to a few local businesses, but the overall consensus was that Wal-Mart was having a positive effect on their communities for consumers and business development. Certainly, the 'devastation' to a community that has been alleged by some in our community has not happened in ANY of these communities.
- C One community was disappointed in Wal-Mart from a donation standpoint, but that store now has a new manager and has shown signs of getting more involved in their community.
- D Based on what has happened to other Wisconsin communities it appears that a Wal-Mart Supercenter would have a positive influence for business development, and for our consumers.
- E Based on the original proposal of a 159,000 square foot building it is estimated that this size store would provide approximately \$74,000 in annual taxes to the city and almost \$90,000 to the school district and about \$43,000 to the county.
- F This store will also provide many products currently not available in our community. It would also provide expanded hours for the convenience of our citizens.

- A Wal-Mart's original projection says it will add 325 to 350 jobs.
- B The Chamber of Commerce has received about five inquiries of potential new businesses IF Wal-Mart builds in Jefferson. The JDC received an inquiry from a developer who may build a 10 to 12 unit strip mall, again, if Wal-Mart comes to Jefferson. This is consistent with what other Wisconsin communities have actually experienced.
- C The former Police Chief submitted a letter after the 9-28-04 Wal-Mart forum addressing concerns about increased crime. He found no evidence that a Wal-Mart would bring crime to our community. See Appendix C.
- D In summary, it appears, that overall, the Wal-Mart Supercenter in Jefferson would provide: substantial new tax revenue, many new jobs, stimulus for business development, more products and convenience for our citizens.

E

SURVEY OF 17 LOCAL BUSINESSES
January 2005

Kathleen Groskopf did an informal of survey of about 17 local businesses asking them how the new Wal-Mart would affect their individual business.

In summary:

- 7 that felt it would help their business and they would welcome Wal-Mart
- 4 that were not concerned about Wal-Mart
- 4 that were concerned that it may have a negative effect
- 2 that were against Wal-Mart

- F Please see a letter submitted by Bob Patel from the RODEWAY INN, Jefferson in Appendix C.

SURVEY RESULTS OF OTHER COMMUNITIES

This is a 'rough' summary because some questions were not clearly answered and some were not answered. PLEASE read the actual surveys.

	Positive	Neutral	Negative
2 Effect on your consumers:	8		2
3 Effect on local businesses:	7	1	5
	Yes	No	Unsure
4 Have any businesses closed as a DIRECT result?		5	
5 Have any businesses closed as an INDIRECT result?	2	3	
7 Any new businesses?	2		
8 Good local corporate citizen?	3	1	2
9 Complaints about service/products?	1	5	
10 Complaints as a local employer?		6	

See Surveys in Appendix B

6. A. What are the costs to the City initially?

The Developer's Agreement is drafted by the Developer and submitted to the City. The draft agreement is modified by the City as it sees fit. City costs and developer costs are identified in the Developer's Agreement. Wal-Mart has not submitted a proposal to the City that proposed any costs for the City. In spite of not having a formal submittal in hand, the City has informed Wal-Mart there would be no TIF District for Wal-Mart nor City expenses for utility extensions nor City expenses for future access changes including signalization at Ryan Road.

6. B. What are the ongoing costs to the City?

The Developer's Agreement will be written to include all costs associated with the development of Wal-Mart. This includes all future costs associated with the changes in access at Ryan Road including signalization. Unless otherwise directed by the City Council, ALL costs are to be paid by Wal-Mart. Note: the City Council has the final authority to change the Developer's Agreement as they see fit.

6. C. Will it provide net tax revenue? Yes, approximately \$73,714 for the city and \$89,556 for the school district.

See Appendix C

6.D. Will it add additional jobs? Yes, according to Wal-Mart it would add 325 to 350 new jobs.

6.E Will it attract other industry? This is difficult to answer because there is no direct correlation to industry. However, when a business considers a community they may consider the overall community for their employees. Convenience and variety of shopping could be a factor. Other businesses that a Wal-Mart Supercenter could attract may add more variety.

6. F. How will it affect the traffic flow in our city? Please see question #2.

6. G. Will Wal-Mart attract new residents?

Chris Nash and Dan Ludwig have verbal testimony from MLG Development (the developer for St. Coletta’s property) and from William Fadrow (the developer for the Schiferl parcel) that a Wal-Mart would be an asset to their land developments.

6. H. Is there adequate housing available?

A recent comment made by a Council member was that there were too many homes for sale in Jefferson. This comment implied that there is an over abundance of houses available in Jefferson. However, comparing neighboring communities actually Jefferson has a shortage of single-family homes for sale. The following comparative analysis demonstrates the apparent shortage.

City	Population *	Homes for Sale	Homes for Sale/Population
Jefferson	7338	30	0.4%
Johnson Creek	1611	50	3.1%
Fort Atkinson	11,621	100	0.6%
Watertown	21,598	125	0.9%

* 2000 Census

6. I. How will it affect the local retail market? Please see question #5 and the related surveys in Appendix B.

6. J. Will it provide products or services to our residents that they do not have now? Yes

- Men’ Clothing, Expanded Women’s Clothing, CDs and DVDs
- Electronic games, Cameras, Small Kitchen Appliances, Window treatments
- Bicycles, Expanded Toys and Games, Books, Kitchen wares
- Camping equipment, Inexpensive furniture, More Lawn furniture, Expanded toiletries
- Some lower prices, More variety and expanded products, in general
- Expanded hours

6. K. How will Wal-Mart impact the environment?

Storm water has been a serious concern at the intersection of Collins Road and STH 26. In general, storm water control is a concern with all development within Jefferson. City officials during past meetings with Wal-Mart have expressed that the city expects Wal-Mart to safely store

the 10-year and 25-year, 24-hour peak storm flows. The discharge from their retention area would be via a separate storm sewer independent from any existing storm sewer and to be discharged at a rate not to exceed the pre 10-year storm runoff rate. The 100-year, 24-hour peak storm event must also be accommodated such that no downstream structures be inundated or flooded. This second storm system would benefit the City by the removing nearly 20 acres from the drainage basin currently served by City storm sewer. If Wal-Mart does not develop in Jefferson and provide the second storm sewer system the city will need to spend nearly \$70,000 to upgrade their storm sewer system.

6. L. Will it create any hazardous situations?

Jefferson's Fire Chief has addressed this question in his January 18th letter. The Fire Chief's concerns with the Wal-Mart development are practical and will provide a safer building to protect. Please see the attached letter in Appendix

6.M. What auxiliary business will it bring to the city? Pinnow requested information from Wal-Mart on this question as well as questions N. and O. To date a response has not been received. However, it could be anticipated that Wal-mart management would visit this store. When they visit it would create an opportunity for our restaurants, motels, gas stations and perhaps other tourism type opportunities.

6. N. What are their transportation needs? Again we have not received a response from Wal-Mart but we anticipate it would be only truck traffic.

6.O. Do they need any financial assistance? Again, we have not received an official response, but in the 'draft Developer' Agreement' received last fall they indicated that no money would be requested from the city.

- south side
- Countryside Home area
- along the River
- north side
- Riverview Heights area

Desired Types of Nonresidential Development in the City

Survey respondents listed the following types of nonresidential development as being desirable in the city (listed in order of preference from most preferred to least preferred):

- Public parks and recreation (37%)
- Industrial development (36.5%)
- A • General commercial uses (e.g. large retail establishments such as department stores, large grocery stores, auto dealers) (36%)
- Neighborhood commercial and office uses (e.g. convenience store, bakery, video store, hardware store, doctor's offices, etc.) (29%)
- Public and private schools (25%)

Desired Stores and Service Facilities

Survey respondents frequently listed the following:

- Restaurants (fast food and sit down)
- B • Large retail discount store (Wal-Mart)
- Large grocery store (central)
- Medical clinic/doctors
- Department store
- Burger King
- Pizza Hut
- Better boat ramps
- Movie theater
- Outdoor dining in downtown

- d) Along yards separating land uses which differ in intensity, density or character;
- e) Around all outdoor storage areas such as trash receptacles and recycling bins;
- f) Around all utility structures or mechanical structures that are visible from public right of ways or less intensive land uses;
- g) Within open areas of the site:
 - Large, unarticulated parking garages are undesirable and shall be avoided. When such structures are necessary to meet parking requirements, the facades of the structures should be broken up with foundation landscaping, varied facade setbacks or projections, and recessed garage doors. In no circumstances shall such structures be highly visible from public right-of- ways or low-density residential areas.
 - All parking lots shall be directly linked to building entrances by pedestrian walkways that are physically separated from vehicular movement areas.
 - All multi-family projects shall provide on-site open space areas that serve the needs of the project's residents. This requirement may be waived in lieu of a parkland dedication fee if the project is located within a 5-minute walk (1/4 mile) of an existing public park or playground.
 - Facilities for bicyclists (bike storage racks, bike paths, etc.) shall be included in all multi-family designs.
 - The architectural design of new multi-family units shall be compatible with and fit the context of the surrounding neighborhood. This includes selection of building and facade materials, building height, building bulk, setbacks, window and door styles and placements, roof designs and colors.

Nonresidential Development Goal 4: Create efficient, well-designed business and employment centers.

Nonresidential Development Objectives:

1. Provide a generous supply of developable or redevelopable land for industrial, office, and commercial land uses.
2. Identify strategic locations for high quality industrial and office developments.
3. Discourage poorly-planned, incremental strip commercial development along major community entryways.
4. Upgrade signage, landscaping, site design, and related development standards for commercial, office, and industrial development.
5. Provide necessary municipal services such as sanitary sewer, municipal water, and stormwater management facilities to strategic city growth areas.

2. The following design elements should be avoided in new commercial developments:
 - Avoid large, blank walls on visible facades.
 - Avoid unpainted concrete block walls.
 - Avoid monotonous "box like" structures.
 - Avoid inappropriate mixtures of unrelated styles and materials (e.g. rustic wood shingles and polished chrome).
 - Avoid excessive signage (e.g. height, square footage, color).
 - Avoid unscreened outdoor storage, loading and equipment areas.
 - Avoid poorly designed, unscreened parking lots.
 - Avoid the creation of an excessive number of driveway access points along arterial and collector streets.
 - Avoid the creation of inadequately designed driveways (e.g. inadequate driveway throat lengths).
3. Arrange commercial structures so that pedestrian areas and plazas are created on the site through the strategic placement of buildings and open spaces. Long, unbroken or unarticulated strips of commercial structures are discouraged.
4. Commercial sites shall be designed to separate pedestrians, bicyclists and motorists.
5. Amenities such as benches, fountains, and canopy shade trees shall be incorporated into commercial projects whenever possible.
6. All loading facilities shall be located behind buildings and shall be screened from the view of public right of ways and adjacent properties.
7. In multi-building commercial developments, all buildings shall be linked with safe pedestrian walkways that are separated from vehicular traffic areas.
8. Use of common driveways which serve more than one commercial use shall be required, whenever possible.
9. Driveways shall be located as far as possible from street intersections so that adequate vehicular stacking room is provided. The number of access points shall be limited to the minimum amount necessary to provide adequate circulation. Direct access onto arterial streets shall be limited.
10. In order to minimize conflicts between pedestrians and vehicles, parking lot areas shall be designed so that pedestrians walk parallel to moving cars.
11. Screens (hedges, berms, trees, and decorative walls) shall be used to block the view of parking lots from public streets and adjacent residential uses.

12. All outdoor storage areas shall be screened from public view.
13. All mechanical equipment shall be screened from public view using either architectural elements or landscaping elements depending on the specific situation.
14. Large, bulky, box-like commercial structures shall be avoided. The following design principles can be used to avoid box-like developments:
 - Walls shall vary in depth and/or direction.
 - Buildings shall be varied in height and broken up into distinct massing elements.
 - Building facades shall be enhanced through the strategic use of color, creative arrangement of facade elements, or change in materials.
 - Use landscaping and architectural detailing along building foundations to soften the visual impact of large buildings.
 - Avoid blank walls at the ground floor levels. Utilize windows, trellises, arcades, varying materials or art features to break up large wall masses.
 - All exterior walls shall be architecturally treated.
 - The city of Jefferson shall establish high quality signage regulations that base the area of signs on building frontage, street frontage, and facade area.
 - All outdoor lighting shall be shielded and all light shall be confined on-site through the use of cut-off luminaries.
 - Accessibility to transit service shall be carefully considered as commercial buildings are placed on the site. Extra deep building setbacks shall be avoided.
 - Where possible, parking lots shall be placed behind buildings to lessen their visual impact on the community.
15. The city will avoid speculative commercial rezonings on the fringes of the community in order to prevent the creation of poorly-planned and uneconomical strip commercial areas.
16. The city will carefully consider the impact of proposed commercial rezonings on the economic viability of existing commercial areas in the community before it makes a decision on the petition.

Industrial Development Policies:

1. In situations where industrial uses abut non-industrial uses, screening shall be provided. Hedges, evergreen trees, berms, decorative fences or a combination of these screening elements shall be used to satisfy this requirement.
2. Long, monotonous industrial building facades shall be avoided by varying building setbacks and placing vegetation in strategic locations along foundations.

- Existing institutional uses shall work with the surrounding neighborhood to discuss potential long-term expansion plans and how these plans would impact the area. Pre-identified institutional expansion areas shall be delineated by institutions whenever possible to minimize the potential for future land use conflicts.
- As a general rule, institutional uses should not generate on-street parking in residential neighborhoods. All parking needs for institutional uses should be met on-site.
- Institutional uses shall be designed to be easily served by transit vehicles.
- Site plan review and high-quality site design, building design, landscaping, lighting and signage shall be required for all institutional uses.

2. TRANSPORTATION GOALS AND OBJECTIVES

Transportation Goal 1: Provide a safe and efficient transportation system that meets the special needs of pedestrians, motorists, trucks, trains, and airplanes.

Transportation Objectives:

1. Ensure that transportation system improvements are coordinated with land development.
2. Coordinate multi-jurisdictional (city, town, county, state) transportation system improvements in the Jefferson area.
3. Utilize the city's official mapping authority within the city limits and its extraterritorial planning area.
4. Provide safe and convenient access between neighborhoods, employment centers, schools, service centers and recreational centers.
5. Identify and protect through official mapping, a peripheral area loop road system that serves the long-term transportation needs of the city.
6. Divert high volume traffic around existing and proposed residential areas.
7. Provide a quality transportation system in strategic city growth areas.

Transportation Goal 2: Develop and maintain a comprehensive system of bicycle and pedestrian facilities in the Jefferson area.

Transportation Objectives:

1. Encourage pedestrian-oriented neighborhood designs as new developments are platted and existing neighborhoods are revitalized.
2. Plan and implement a comprehensive network of sidewalks and bicycle routes in the Jefferson area.
3. Utilize riverfront corridors for multi-use trail and walkway development.

4. Ensure that schools, parks, playgrounds and similar activity centers are well served by sidewalks and bicycle routes.
5. Consider pedestrian and bicycle accessibility when selecting sites for new public facilities such as schools, parks, libraries, and community centers.
6. Encourage a land development pattern that minimizes reliance on the automobile.
7. Officially map future pedestrian and bicycle routes in the Jefferson area.
8. Require pedestrian and bicycle access to be carefully considered during site plan reviews.

Transportation Policies:

- a. The city intends to adopt and enforce an official map both within the city limits and within the city's extraterritorial plat review jurisdiction.
- b. The city will establish a comprehensive community wide wayfinding signage system in order to better direct travelers to key destinations in the community.
- c. The city shall require all new development projects to accommodate the needs of pedestrians, bicyclists, and the physically challenged.
- d. The city intends to limit the number of direct driveway access points on arterial streets in order to maintain traffic flow and improve safety.
- e. The city intends to enhance the visual quality of city gateway corridors by revising existing city ordinances that regulate the visual quality of development.
- f. The city intends to coordinate capital improvements with the recommendations presented in the *City of Jefferson Comprehensive Master Plan*.
- g. The city intends to implement the recommendations of the *Comprehensive Master Plan* through the city's Zoning Ordinance, Subdivision and Platting Ordinance, Official Map and capital improvements program.
- h. The city will require all new residential, commercial, institutional and mixed-use developments to be served with sidewalks or pedestrian/bicycle paths.
- i. The city will utilize the official map to reserve right of ways for future arterial and collector streets, pedestrian and bicycle paths, bridges, riverwalks, rail lines, airport facilities, and other transportation-related features.
- j. Before the city approves any certified survey map, preliminary plat, final plat, site plan or planned unit development, it shall make sure that the proposed development is consistent with the recommendations of the official map.
- k. Direct access to arterial streets shall only be allowed for major facilities such as large shopping centers or other significant traffic generators.

- l. Whenever possible, aesthetic improvements such as canopy shade trees along terraces, pedestrian scale theme lighting, landscaped boulevards, traffic circles, banners, benches, etc. shall be included in all arterial and collector street construction and reconstruction projects.
- m. All arterial and collector streets shall be served by either sidewalks or pedestrian/bicycle paths.
- n. The city intends to protect (via official mapping) operational and inactive rail lines for future use as recreational trails, greenways, parkways, etc.
- o. The city strongly encourages neighboring townships and Jefferson County to work closely with the city of Jefferson to implement the transportation recommendations and policies presented in the *City of Jefferson Comprehensive Master Plan*.
- p. The city discourages the creation of cul de sacs except in very limited situations (e.g. existing topography or development pattern necessitates their use).
- q. The city will require driveways to be adequately spaced to minimize vehicular conflicts and maintain safe traffic flows. The following driveway spacing standards will be used by the city:
 - Two way driveways along major arterials shall be spaced at a minimum distance of 200 feet from center line to center line.
 - Two way driveways along minor arterials shall be spaced at a minimum distance of 185 feet from center line to center line.
 - Driveway spacings for one way driveways may be reduced by one half of the recommended spacing for two way facilities.
 - Signalized driveways should be spaced a minimum of 1,200 to 1,500 feet from any other signalized driveway.
- r. Driveways on opposite sides of the street shall be aligned to facilitate cross travel.
- s. In no instance will the city approve driveway access closer than 50 feet to an intersection. Greater driveway set backs may be required depending on the function of the street and whether or not the intersection is signalized.

3. UTILITY SYSTEM GOALS AND OBJECTIVES

Utility System Goal 1: Provide a cost-effective system of public utilities in the Jefferson area.

Utility System Objectives:

1. Require that urban development in the Jefferson area be served with the full array of municipal services.

- Public streetscape amenities (e.g. street furniture, lighting, arcades, fabric awnings, outdoor seating areas);
- Auto-oriented retail uses, auto sales and repair shops, service stations, low intensity retail and industrial uses, low density housing, motels, car-oriented food franchises, large plot outdoor recreation areas, warehousing and outdoor storage activities are not recommended in Jefferson's Central Area Mixed Use District. These land use types tend to disrupt pedestrian movement and break-up the critical mass of businesses that is needed along successful shopping streets. Such uses should be better located in pre-planned commercial districts.
- Joint use parking facilities should be encouraged in the Central Area Mixed Use District. For example, residences, offices and institutional uses should share parking spaces when possible since their respective peak parking times tend to be during different periods of the day.

F. PLANNED COMMERCIAL LAND USE DISTRICT

- Recommended uses in the Planned Commercial Land Use District include most retail and service uses, including but not limited to neighborhood retail and service uses; shopping centers; offices; auto-oriented commercial uses and large "box" retail uses such as discount stores; large grocery stores; etc.
- High quality site plans, building designs, signage and landscaping are required in this land use district.
- Site plan and design review is required for all new development and redevelopment projects in this district.
- All development in this district shall meet minimal standards relating to development intensity, site planning and urban design (e.g. signage, lighting, building style, etc.) as specified in the Goals and Objectives of this plan and by the standards included in the city's Zoning Ordinance.
- New non-residential development and expansion of existing non-residential development into established residential areas should not be allowed. Commercial and industrial intrusions into stable residential neighborhoods through rezones, conditional uses, or "use variances" should be considered inappropriate in most residential areas. Piecemeal intrusions into these neighborhoods can contribute to blight by discouraging owners of residential properties from maintaining and improving their properties because they feel that they will someday be converted to commercial or industrial uses or be located next door to such uses.

G. NEIGHBORHOOD COMMERCIAL AND OFFICE LAND USE DISTRICT

- Retail, service and office uses that are intended to serve the surrounding neighborhood are recommended in this district. All retail uses in this district shall be permitted only as conditional uses.
- Buildings in this district should not exceed 5,000 square feet in area.

Typical Design Characteristics of Urban Arterials

- *Design Speed:* 40 to 60 miles per hour, but speeds may be slower depending on local conditions and regulations.
- *Lane Widths:* 10 feet to 12 feet. If bicycles are to be accommodated, wider lanes are necessary.
- *Number of Lanes:* Often four to eight lanes, but may have as few as two lanes.
- *Right-of-Way Width:* Varies from 64 feet for a four lane undivided arterial to 300 feet for an 8 lane arterial with frontage roads.
- *Access Controls:* Highly desirable. May be exercised by statute, through application of zoning ordinance standards, driveway controls, turning and parking regulations, and geometric highway design acceptable to the community and property owners.
- *Pedestrian Facilities:* Should include sidewalks, crosswalks and sometimes grade separations.

2. Urban Collectors

Collector streets move traffic between arterial streets and provide limited access to abutting properties. In the city of Jefferson, Plymouth Street, Hillside Drive, Oak Drive, North Riverview Drive, Puerner Street, Dewey Avenue, East Linden Drive, South Center Avenue, CTH K, West Washington Street, and West Dodge Street, are classified by WISDOT as urban collectors.

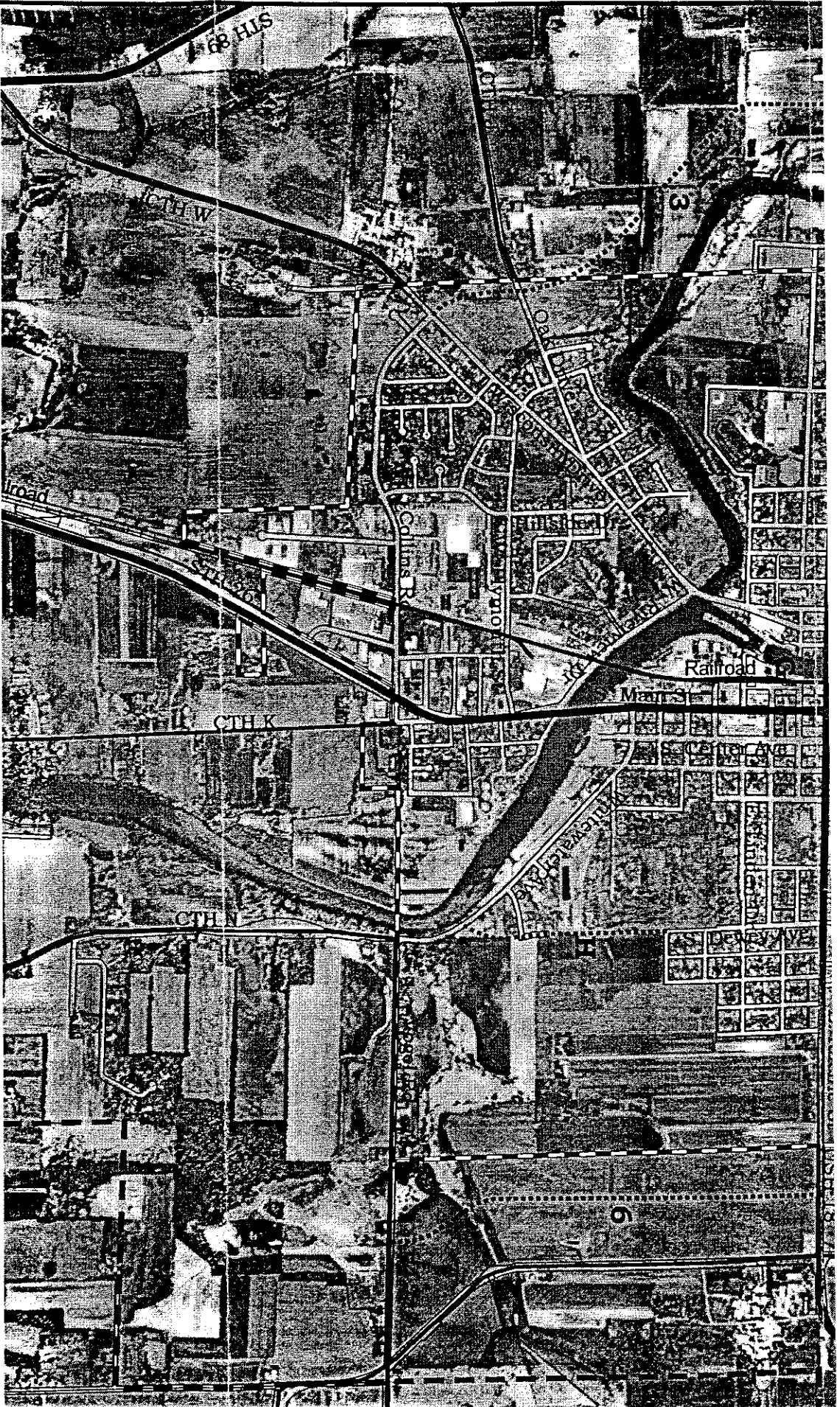
Design Characteristics of Urban Collectors

- *Design Speed:* 30 miles per hour minimum.
- *Lane Widths:* 10 feet to 12 feet.
- *Number of Lanes:* Two moving traffic lanes plus additional width for shoulders and parking are sufficient for most urban collector streets. On-street parallel parking is conventional on many collector streets. Where on-street parking is needed in residential areas, a parallel parking lane of seven to ten feet in width should be provided on one or both sides. In commercial and industrial areas, parallel parking lanes of eight feet to ten feet are required on both sides. Diagonal or angle parking is not recommended on collector streets.
- *Right-of-Way Width:* The width of a two lane urban collector street should range from 60 to 80 feet. The right-of-way should be sufficient to accommodate medians, shoulders, grass strip, sidewalks, and public utilities.
- *Access Controls:* Highly desirable. May be exercised by statute, through application of zoning ordinance standards, driveway controls, turning and parking regulations, and geometric highway design acceptable to the community and property owners.

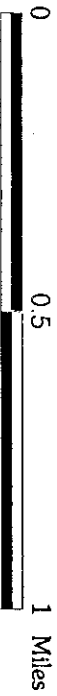
City of Jefferson Comprehensive Plan

Transportation Plan





September 15, 1998



1 inch = 1,700 feet



Planning Design &
Development Assistance by:
VANDEWALLE & ASSOCIATES
Madison & Milwaukee, Wisconsin

Base Map Source: Jefferson County Land Information
Projection: Wisconsin State Plane-South (NAD 83)



- City Limits
- Sewer Service Boundary
- Railroad
- Bike trail
- Recommendations**
- 80 ft Right-of-Way
- 80-120 ft Right-of-Way
- Project Recommendation

Projects:

- 3 - Extension of Collins Road
 - 4 - Street Changes near Fairgrounds
 - 5 - Extension of Clarke Street
 - 6 - New Southeast Collector
 - 12A - Crawfish Avenue Construction
 - B - N. Jackson St. Reconstruction
 - C - Puerner St. Bridge Construction
 - D - Windsor Terrace Construction
 - E - Lucas Lane Construction
 - F - North St. Pedestrian Bridge
 - G - Milwaukee St. Pedestrian Bridge
 - H - Dewey Avenue Extension
 - I - Rachne St. Bridge Reconstruction
- See Transportation Plan for further details

⇒ Eau Claire population: 63,000

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Cheryl Hansen

Date: 1/14/2005

Person interviewed: _____

Business/organization: Head of Eau Claire Economic Development Corporation

City: Eau Claire, Wisconsin

1. How long has Wal-Mart been in your community? *Forgot to ask, but the 2nd Wal-Mart store will be opening by end of January.*
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?

Positive

3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?

Positive

4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?

NO

5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?

ONE - a very small hardware store. However, three Menard's stores are in the community, so the direct competition would not have been Wal-Mart, rather it was Menard's.

6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?

7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?

8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?

They have been generous in grants to agencies + non-profit organizations within the community.

9. Have you heard any local complaints about Wal-Mart's service or products?

NO

10. Have you heard any local complaints about Wal-Mart as an employer?

NO

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinaow Date: 1-13-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

a local grocery store owner with multiple locations
City: Burlington

1. How long has Wal-Mart been in your community? within last ¹⁻² years; other community about the same
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?

*3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?

His business was down 18% at one location 23% at the other. He expects it to down 8-10% for 2005 so it is coming back. Other stores are moving out to the Wal-Mart areas.

4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?

he expects a downtown migration

5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?

He expects one grocery store in town will close

6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?

7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?

Wendys

8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?

9. Have you heard any local complaints about Wal-Mart's service or products?

10. Have you heard any local complaints about Wal-Mart as an employer?

* he said it is important to value price (meat, produce & deli) he felt Wal-Mart's location was plus for Wal-Mart
- he felt his comments would apply to any new grocery store not just Wal-Mart
- he suggested we evaluate Wal-Mart relative to the cities long range plans

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinnow

Date: 1-12-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

Banker

City: Burlington

1. How long has Wal-Mart been in your community? 3/04
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
a great benefit to the consumer to be able to buy a "DVD & chicken legs" in one place
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
The only negative he saw was newspaper article stating that a local Pick-N-Save's gross sales were down.
4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?
NO
5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?
NO
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
Wendy's & Taco Bell
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
doesn't know
9. Have you heard any local complaints about Wal-Mart's service or products?
NONE
10. Have you heard any local complaints about Wal-Mart as an employer?
NONE

- Terrific looking building
- A very busy store

- They hire a lot of part time help, so he suggested keeping this in mind when they provide employment numbers

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinner Date: 1-14-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

Banker

City: Delavan

1. How long has Wal-Mart been in your community? 2 yrs
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
mostly + some negative to a few businesses
4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?
Ben Franklin, but it had been for sale for a couple of years before Wal-Mart came
5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?
Possibly K-Mart, but K-Mart was shaky plus Kohls came
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
Downtown antique stores, people are coming to their " " after visiting Wal-Mart.
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
Kohls, Panera Bread, 2-6 unit strip malls, Real Estate broker, wine store, Radio Shack moved to that area, City Planned to make the area a shopping area
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
Wal Mart joined chamber, donated \$10,000 to local organizations
9. Have you heard any local complaints about Wal-Mart's service or products?
NO
10. Have you heard any local complaints about Wal-Mart as an employer?
NO

- Lake Geneva just went to a super center and it does not seem to have had a negative impact.
- No grocery stores have closed, but she would not be surprised if one did in the future.

B.4

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinnow Date: 1-12-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

Banker

City: Delavan

1. How long has Wal-Mart been in your community? 2 yrs.
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
It gives their consumers access to more products locally.
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
It has brought new businesses to the area.
4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?
NO
5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?
NO
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
gas stations because it is pulling people from other towns
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
Chilis, Panera Bread, Quiznos, Liquor Store, and Kohls. Lowes is coming in a year.
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
Yes, they have supported fund raisers. They reduced prices on child car seats for a child safety fund drive. They have supported other fund raisers as well.
9. Have you heard any local complaints about Wal-Mart's service or products?
a 'little' bit in service. Not enough people and some of the staff isn't as good as they could be.
10. Have you heard any local complaints about Wal-Mart as an employer?
NO

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinnow Date: 1-18-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

business owner

City: Whitewater

1. How long has Wal-Mart been in your community? Many years
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
Their local manager did not readily support donating money.
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
He said they do not ^{have} a 'local' sporting goods business anymore and a local pet store, but then thought they still had a pet store
4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?
NO
5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?
See number 3
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
NO, but that side of town has developed since WalMart came to town. Several new businesses in the area, movie theater, Culvers, Taco Bell, Sentry, Convenience store
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
See # 6
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
No, local manager was not generous with donations
9. Have you heard any local complaints about Wal-Mart's service or products?
NO
10. Have you heard any local complaints about Wal-Mart as an employer?
NO

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinnaw Date: 1-23-05

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

Chamber rep.

City: Whitewater

1. How long has Wal-Mart been in your community? years
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
Some businesses complain, but only a few. New businesses have developed in the Wal-Mart area
4. Are you aware of any businesses that have closed as a direct result of a Wal-Mart in your community?
NO
5. Are you aware of any businesses that have closed or will close as an indirect result of a Wal-Mart in your community?
NO
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
Donations have been tough, but Wal-Mart has a new manager now and they are getting more involved in the community - Wal-Mart has approached the Chamber to volunteer.
9. Have you heard any local complaints about Wal-Mart's service or products?
NO
10. Have you heard any local complaints about Wal-Mart as an employer?
NO

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Rinnow Date: 2003

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

local shoe store

City: Whitewater

1. How long has Wal-Mart been in your community?
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
4. Are you aware of any businesses that have closed as a *direct* result of a Wal-Mart in your community?
5. Are you aware of any businesses that have closed or will close as an *indirect* result of a Wal-Mart in your community?
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
9. Have you heard any local complaints about Wal-Mart's service or products?
10. Have you heard any local complaints about Wal-Mart as an employer?

It has not hurt them.

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Rinnell Date: 2003

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

local jeweler

City: Whitewater

1. How long has Wal-Mart been in your community?
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
4. Are you aware of any businesses that have closed as a *direct* result of a Wal-Mart in your community?
5. Are you aware of any businesses that have closed or will close as an *indirect* result of a Wal-Mart in your community?
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
9. Have you heard any local complaints about Wal-Mart's service or products?
10. Have you heard any local complaints about Wal-Mart as an employer?

It has not really hurt them, but they have changed their business. He would vote no.

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Tom Pinnow Date: 2003

Who did you speak with? (i.e.: a banker, chamber rep, city staff, business owner)

local business owner

City: Whitewater

1. How long has Wal-Mart been in your community? years
2. Has Wal-Mart been a positive, negative or neutral influence for your consumers?
3. Has Wal-Mart been a positive, negative or neutral influence on your local businesses?
4. Are you aware of any businesses that have closed as a *direct* result of a Wal-Mart in your community?
5. Are you aware of any businesses that have closed or will close as an *indirect* result of a Wal-Mart in your community?
6. Are you aware of any businesses that have benefited from having a Wal-Mart in your community?
7. Are you aware of any new businesses that came to your community as a result of having the Wal-Mart in your community?
8. Has Wal-Mart been a good local corporate citizen? Donations, service clubs, community involvement?
9. Have you heard any local complaints about Wal-Mart's service or products?
10. Have you heard any local complaints about Wal-Mart as an employer?

It has been negative for them, but he also said it's due to changes in the retail climate. (He sighted Johnson Creek) He had to re-merchandise.

RESEARCH ABOUT WAL-MART FOR JEFFERSON

Completed by: Bruce Bierma Date: 1/05

The information I received from 5 different City Administrators is positive. It ranged from wonderful to positive. No additional major crime was created by Wal-mart. Effect on the community was 75% good to 25% not positive for the community. Comments ranged from some of the local businesses struggled early on and then because of additional traffic became stronger but they were not aware of any closed because of Wal-mart. They felt all businesses benefited from having Wal-Mart in the community. Wal-Mart was the seed in causing additional development and that was a common thread. Some felt that it also caused the taxes to go from 97% residential to approximately 75% on residential property because of additional development and Wal-Mart. It was a divisive issue in the community, but it has changed over time. It was felt that they have been a good corporate citizen.

exitone?

INSIDE THIS EDITION: Wisconsin Businesses and Communities Devastated by Wal-Mart

SAVE JEFFERS N

Wal-Mart steamrolling through approval process without your input

According to the Jefferson Development Commission, Wal-Mart is ready to request the annexation from the Town of Jefferson at the same time it puts in a request for rezoning the property at the next city council meeting.

It is Wal-Mart's intention to limit the number of public presentations they do so they can move forward with their plans without your input -

much like they have from the beginning. If the council approves the requests, Wal-Mart is almost sure to be your neighbor, driving out local businesses, increasing your tax burden and destroying our community. The city engineer called the annexation a "small hurdle" in getting the Wal-Mart approved - even when the town of Jefferson has gone on record against the annexation.

Why are our city officials so anxious to help Wal-Mart make its proposal to the city council so quickly and so quietly? Why are our city officials bending backwards for another Arkansas company?

We need to start asking some tough questions at the next City Council meeting tomorrow, November 18th and the Jefferson Development Commission meeting on November 19th. Time is running out! This may be your last chance to be heard.

What Will A Wal-Mart Supercenter Mean For Jefferson?

Loss Of Local Businesses



Local merchants offer better pay and support other local businesses, generating up to three times more economic impact in the community than out of state big box stores.

Studies have shown revenue generated by major discount chains such as Wal-Mart and others isn't "new" money; it's simply revenue lost by local merchants. Any Wal-Mart or big box store on the edge of town would draw business away from our beautiful turn-of-the-century downtown eventually

forcing the proprietors out of business. That means a loss of jobs and the abandonment of our main street buildings.

Increased Tax Burden

There has been an argument over exactly what will happen to the city of Jefferson's tax base if a Wal-Mart comes to town. City Council members that are pro-Wal-Mart have been convinced that the city will gain additional tax revenue from big box stores. However, we argue that the overall tax base will actually decrease if a Wal-Mart moves into town due to the loss of revenue from the local businesses that will be forced to close.

Furthermore, studies show the scale, location, and design of big box stores lead to higher property and state income taxes by creating developments that are costly to serve and require new roads, water and sewer lines, police protection and other public services. Jefferson could actually lose a good portion of its tax base, while increasing costs, leaving the burden on you, the taxpayers.

High Unemployment; Low Pay

We already know the story at Tyson. Did you know the average wage at Wal-Mart is \$2.00-\$3.00 an hour less on average than what local retailers pay their staff? Wal-Mart also has



Single moms working full time at Wal-Mart would be below the poverty level.

notoriously low rates of employee health care coverage and defines "full time" as no more than 28 hours per week. Is this what we want for the workers in Jefferson?

Increased Congestion

A study revealed that the Wal-Mart intersection would increase traffic to 20,000 cars per day. That increase in pollution and congestion means a decrease in standard of living for citizens of Jefferson.



Loss Of Community

Studies show local merchants generate up to three times more economic impact in the community. It is the local merchants that sustain our community by offering better paying jobs, by supporting other local businesses and by supporting community programs. If local businesses close, we lose jobs, we lose our downtown and we lose our community.

which ones? but about those it will benefit?

which ones?



WAL-MART'S IMPACT ON SHOPKEEPERS



TOMAH

Tomah is about the size of Jefferson. Even well-run, up-to-date stores in high traffic areas and shopping centers feel the ill effects of Wal-Mart development.



PRAIRIE DU CHIEN

Empty storefronts confront this community after the opening of a Wal-Mart Supercenter.



RHINELANDER

Even this economically healthy effects of Wal-Mart development.



BELoit

In nearby Beloit with a much larger is flooding the urban scape of the

OTHER WISCONSIN NEIGHBORS SUFFERING: MENASHA - RICHLAND

AS BEEN DEVASTATING L OVER THE STATE



area shows the devastating



Antigo is the county seat and the main shopping destination for a wide area. That didn't prevent store closings due to Wal-Mart.



ulation, vacant commercial space
ing of a Wal-Mart Supercenter



In Oshkosh, labor groups have led the fight against Wal-Mart's low wages. Here in the Fox Valley, labor organizations paid for billboards to remind residents that Wal-Mart is not labor friendly.

Can Jefferson Say No To A Wal-Mart Supercenter?

Call or write the city council today and say NO to a Wal-Mart Supercenter in Jefferson.

MAYOR:
 Arnold M. Brawders
 335 East Linden Drive
 Phone 674-3981

ALDERPERSONS:

Tim Bare
 217 Meadow Court
 Phone 674-5890

Dave Carnes
 1208 Wisconsin Drive
 Apartment A
 Phone 674-3283

Bob Coffman
 523 E. Linden Drive
 Phone 674-4855

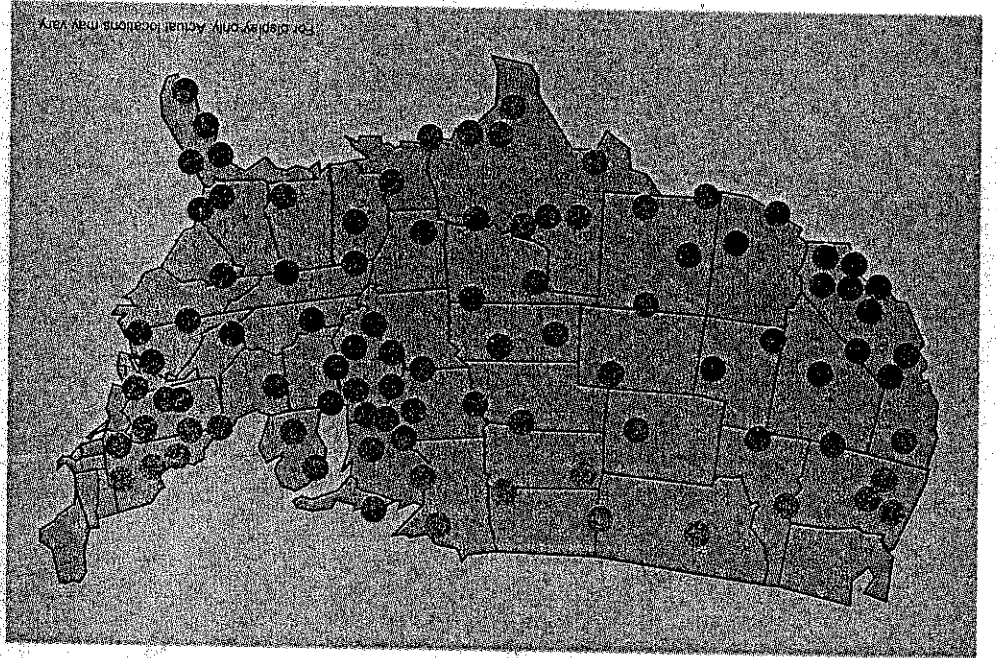
Chris Geng
 723 Pinecrest Drive
 Phone 674-4962

Dave McGrath
 232 N. Center Avenue
 Phone 674-3594

Collin Stevens
 219 N. West Avenue
 Phone 674-5263

David Stewart
 341 E. Linden Drive
 Phone 674-3533

John C. Wagner
 123 E. Mehanic Street
 Phone 674-3844



195 communities across the nation have said No to Big Box stores

Do we even have a chance to beat a big company with big money lawyers? There are over 195 communities all across America that have successfully rejected or pressured a developer to withdraw so called big box stores such as Wal-Mart. In our area alone they include Brookfield, Waukesha, Racine and most recently Fort Atkinson. What do they know that we don't?

In order to preserve our city, we need to limit the presence of big box stores in Jefferson. Big box stores make big promises. Don't let the City Council offer tax breaks or any other sweetheart deals to big box stores, like Wal-Mart, in the form of TIF money, new roads or supposed job training grants.



As Mayor proposed!

These are your taxes.
 These are your jobs.
 This is your community.
 Get involved!

THE WAL-MART SUPERCENTER COULD BE APPROVED AT THE NEXT CITY COUNCIL MEETING! Tomorrow, November 18th, may be your chance to get involved!

The Jefferson City Council will meet November 18th at 7:30 p.m. in the Council chambers of the Municipal Building. The Jefferson Development Commission will meet November 19th, at 9:30 a.m. in the Jefferson County building, downtown Jefferson.

November 20, 2003

A This is a summary of my conversations with the following executives from their respective Chambers of Commerce. I prefaced my conversation to each of them by explaining that their communities had been referenced in an advertising insert in the November 18th edition of the Daily Jefferson County Union. I described the picture and read the caption under the picture and then simply asked them if the caption was accurate. These were their responses:

B **Beloit (Andrew Janke, Executive Director of Economic Development):**
He stated that the Sentry store closing was **not** related to Walmart, but was due to the bankruptcy of Sentry's supplier. Their 'urban landscape' has NOT been flooded with vacant commercial space. And it was his opinion that Walmart has actually had the opposite effect—Walmart has had a positive influence!

C **Tomah (Eric Price):**
Mr. Price said that the Movie Gallery in the picture did not close. They simply moved to a different location. He felt that the County Market closed for reasons not related to Walmart. He said they have another grocery store that is doing well and that an Aldis opened up AFTER Walmart was there. He feels that Walmart has actually helped their economic development. He said it did put pressure on local businesses to do better.

D **Rhineland: (Crystal Lake Johnson):**
She pointed out that the pictures for Rhineland and Antigo are reversed. She also offered some insight on Antigo stating that she felt County Market was more responsible for the grocery store closing than Walmart. Cirillis in Rhineland was also courted by County Market and was encouraged to relocate their store and that the relocation proved to be the wrong decision. She felt Cirillis did NOT close due to Walmart. She felt they would have prospered if they had stayed in their old location. Three of the grocery stores were supplied by Fleming foods and Fleming went bankrupt.

E She also said that one of the stores had bankruptcy insurance. This insurance is paying the building owner more in rent than they would get from a new tenant. They have had many potential lessees but the owner hasn't wanted to sign them. She felt that once the insurance runs out the owner will then rent it out.

F She also recommended a book by Kenneth Stone titled, "Competing with Retail Giants." She said it is an excellent source for small businesses because it tells how they can compete. The book apparently states that businesses can expect up to a 35% decline in sales the first few months, but then sales come back.

G **Antigo: (Denise)**
She also pointed out that the pictures in the insert were incorrect. She said that Walmart has NOT been devastating to their community as portrayed in the insert.

H

They have had some businesses close, but she felt it was due to factors other than Walmart. Festival foods did not close because of Walmart. Kmart closed because of Kmart's financial condition, not Walmart. Fleet Farm is doing very well. They have a Copps grocery store that appears to be doing okay. Lakeside Pharmacy has actually expanded their grocery department.

I

Prairie Du Chien: (Sharon Checkna)

She felt the grocery store would have closed anyway and she could not say that it was because of Walmart. No other businesses in the mall where the grocery store was located have closed. In fact she said their downtown has benefited from the Walmart moving to the outskirts of town because it draws people to town. The Walmart store manager is currently the Vice President of their Chamber and will be President next year. Walmart fits in and they do a lot for the community. She said they receive more complaints about employment at Cabelas than they do about Walmart. Walmart is more flexible with their staff than Cabelas.

Respectfully,



Tom Pinnow



CITY OF JEFFERSON POLICE DEPARTMENT

Michael Steinhorst, Chief
Michael Drew, Captain
Dale Lutz, Lieutenant

425 Collins Road • Jefferson, Wisconsin 53549 • (920) 674-7707 • Fax (920) 674-7702
<http://www.law-enforcement.org/jeffersonpd>

10-01-2004

Thomas Pinnow, President
Jefferson Development Commission
317 S. Main St.
Jefferson, WI 53549

Dear Tom:

A

I attended the informational meeting about Walmart at the Jefferson High School on September 28th. I listened to the statements made by Jim Schroeder in reference to a Walmart store bringing more crime into the city, causing the police department to have to increase in size and equipment, and bring down our quality of life. I do not agree with these statements and would be interested to find out just where he got this information.

B

On September 27th, I contacted Deputy Chief Tim Roets of the Watertown Police Department and Chief Dennis Kluge of the Baraboo Police Department. I asked both of them what impact their new Walmart Super centers have had on the operation of their respective departments. They both gave me almost the same exact answer. They both said that there had been no significant increases for police services because of the operation of these stores. They both handle parking lot accidents, retail theft complaints, ambulance calls, and bad check complaints. These are the same kinds of complaints that both they and we handle at any other businesses or factories now.

C

Now, while I might be fibbing if I said that I couldn't use more officers and cars, neither of the two departments I contacted has had to add personnel or vehicles simply because a Walmart Super Center opened in their city. I also disagree with Schroeder's statement about shoplifters becoming violent criminals. While it is not totally impossible for a shoplifter to also be a violent criminal, in my 28 year career with the Jefferson Police Department, and arresting numerous shoplifters, I do not recall any that went directly to violent crime. I have personally shopped at numerous Walmart stores in cities the size of Jefferson in the State of Wisconsin and have never been afraid to walk to my vehicle at night.

D

I am happy that someone asked me to set the record straight on these issues. If I can be of any further assistance, please contact me.

Sincerely,
Michael Steinhorst

10-27-04

Dear Development Commission,

A I would first and foremost like to thank you for taking the time to read my letter. I know that you have many difficult decisions facing you in the near future. I first had thought that I would not have to get involved, but it's become apparent that it has become inevitable. I feel that the businesses that don't want a Wal-Mart have been well heard but the businesses that do want one have not spoken or have been heard. When I first purchased this property many people asked me, "Why in Jefferson out of all the places you could have purchased a hotel?" A year and a half ago I had an answer for that, but I don't know if I do anymore. I'd like to say that Jefferson is a thriving community, although I can't. Jefferson is not thriving and it is not growing. Speaking and discussing with business owners from one end of town to the other, I've learned that the moral of the business community is low. In this time of economic distress we have to do all we can to make sure that our community can survive. Not just now but years from now.

B Local businesses in town right now are not doing as well as once hoped. An example of this is:

1. Spoon a restaurant that just opened up last year is already closed
2. Used car dealership on south side of town, now closed.
3. Schweiger, now closed.
4. Latino Hair Salon (Less than 1 year)

C We don't need a Wal-Mart in town to close down stores we NEED one here to open up new ones. We should try a new direction. As a business investor in town I believe that it is my responsibility to inform City Council that things are not progressing as fast as I had hoped. This town needs something now more than ever to make it a destination town. We need the traffic in our town. There is a big difference between what is through traffic and traffic. Through traffic is what we have now, traffic on the other hand can be good. It's traffic that is stopping in town and spending money in town. I guarantee that the businesses in town will love that traffic. We need the real traffic and exposure that a Wal-Mart can bring. Wal-Mart showing an interest in our town is the perfect opportunity for us as a community to grow and prosper. Someone once said that Wal-Mart will bring to much traffic to our town. Using traffic as an excuse is NOT a good reason not to welcome Wal-Mart here. I welcome more traffic. Business owners would be crazy not to welcome it. A solution to relieve traffic is simple; build more roads. The real question is what is the development commission going to do to revitalize this economy? As a business owner and a investor I have a right to know.

D One issue that was brought up at the Wal-Mart Debate in September was the wage Wal-Mart paid its employees. I believe it was from 6 dollars to 15. I called 6 local businesses in town and 6 out of 6 businesses start out their employees at 6 or 7 dollars an hour. Isn't that what Wal-Mart Pays? Right now I have over 100 applications on my desk for people in this area looking for jobs. In the salary requirement, not one has a pay listed that is over 8 dollars. Did anyone ever think that there may be people out there that

E want these types of jobs? All of my applications are proof of that fact. 80% of jobs in this town pay close to minimum wage. It is true that we could use more industrial jobs that pay more; what in the world does that have to do with a Wal-Mart. We have a better chance of having those types of businesses in Jefferson if a Wal-Mart were here. Not having one here will not effect industrial development what-so-ever. It would just remain the same.

F I have been living here for two years now and have never bought anything from downtown Jefferson. It's not because I don't want to shop there it's because I can not find what I need from there. When I need a new shirt to wear to work I go to Johnson Creek, spend \$130 to \$200 dollars every time I'm there. I shop there twice a month. That's 260 to 400 dollars in lost revenue for Jefferson. When my printer is out of ink I shop either on the internet or I go to Fort Atkinson and buy it from Jonas office products. All other supplies I usually buy from Sam's Club in Waukesha. All the items I buy from other towns I would like to someday buy from here, when it's available. This town needs to be compared to the surrounding towns. Lake Mills is growing, Johnson Creek is booming and Fort Atkinson is also growing. Seems like every town is growing and prospering except this one.

G When I first purchased this hotel here in Jefferson, I looked at Jefferson as being a blank slate, which has such an opportunity to grow and mature. There is no doubt in my mind that Jefferson is a beautiful town it just needs to grow. Being a business owner in town I keep hearing of new businesses going to surrounding towns, and I'm trying to figures out what is coming to Jefferson. As I stated before, Jefferson does not need help from Wal-Mart to close our stores down, it's already happening without it. We need Wal-Mart here to open new stores. I don't think anyone can deny that Wal-Mart brings in new businesses. We have more stores closing than we do opening. That to me is a sign of a weak economy.

H Everything that I'm hearing is about how much Wal-Mart hurts stores and closes them down. Well let me tell you how a Wal-Mart will help me as a business. The exposure that I would receive from a Wal-Mart across the street is priceless. People would be like, "Look there is a Rodeway hotel in this town, I've never even been in this town before, let's go see what else is here!" Also contractors, engineers and construction workers from a Wal-Mart would book me for a year and the business would also have residual income from all the managers and Wal-Mart personnel that go to Wal-Mart every week after it's built. Not to mention new businesses in town that Wal-Mart would attracted. I live on property here at the hotel and I eat out every single day. I may not be the healthiest person after all of that but I eat like a king. That is a lot of income for restaurants in Jefferson. What if there were 80 of me that eat out everyday for 1 year. As you all may be aware of is that the hotel now has to collect an occupancy tax or room tax that is used to promote tourism in our town. Currently the room tax is 5%. The Choice Hotels room rate for Wal-Mart Employees is 49.95 plus tax, may be less or may be more. That can be a big chunk of money for our chamber of commerce and city hall. Not to mention what Wal-Mart can do for St. Colleta's and Opportunities. Think about how many Opportunities and St. Coletta residents can be offered a job there. I employee at

I most 14 employees; two of which are from St. Coletta's. Wal-Mart employees 400, how many of those do you think can be Opportunity or St. Coletta residents? Wal-Mart donates millions to organizations like those every year. If nothing else those donations are well worth it.

J I won't lie to you, with two large hotels being built in Johnson creek I can't survive here without a Wal-Mart. I don't know what other hotels in the area will be doing because it will be hurting them too but it has become clear to me that a Wal-Mart is necessary here for Rodeway Inn to stay alive. I've had to lay off 3 people this month because I don't have enough work for them. I have to do that every winter because it slows down. But what happens next year when 2 huge hotels are finished in Johnson Creek? I'll admit one thing; I would rather welcome 2 huge hotels to Jefferson rather than in Johnson Creek. It would at least prove to me that Jefferson is growing and that people would be coming here to Jefferson to spend money. But unfortunately they are not here, they went to Johnson Creek because people are going to Johnson Creek. Jefferson is losing the battle my friends. Anyone that says people come from out of town to spend money here is deluding themselves. I have met many people; remember I work at a hotel. I know why people come here. I'll tell you that it's not to go buy stuff downtown Jefferson. It's to go buy something in Cambridge or they are going to the mall in Johnson Creek. I have been here for a year and a half and in all honesty I have not heard one guest say that they came to Jefferson to shop in Jefferson. That is kind of depressing. Don't you think we are doing something wrong? We can either grow or grow smaller. There is no staying in the middle, that's impossible.

K The point is that we can't wait anymore. 2 more years of decision making won't cut it anymore. The decision for our future and all other businesses that would benefit from a Wal-Mart must be made now!

L With a Wal-Mart here I think I can give you a pretty clear picture of what will happen, we can deal with any issue as they arise but without one I don't know what's going to happen, and I think the worst part is not knowing.

M I ask for your trust and respect of my opinion. I know I'm not an expert economist but I do know what we need. I know a Wal-Mart will work out here. It all depends on what we do and how we do it to make it a success. I've invested in this community because I believe it will grow. Let's make it happen. We have the chance right now. Lets' vote for the Wal-Mart and give it a new home here in Jefferson. We have to get back on track and start somewhere, this is it.

Bob Patel
Local Business Owner for Wal-Mart and
economic development of Jefferson.

Survey of Real Estate Brokers

A

Scope of the Survey

- 1 The study concentrated on a sampling of real estate brokers and chamber of commerce offices in towns with similar demographics to Jefferson. These communities included but were not limited to, county seats, stand alone cities, industrial towns or areas known for recreation with populations of 3,500 to 8,500.
- 2 The telephone survey consisted of questions concerning the type and number of businesses that are located in town, including auto parts stores, appliance stores, variety stores, grocery stores, sporting good stores, jewelry stores, drug stores, hardware stores, population figures, what are the main industries, what home values have been prior and since the Wal-Mart located in the community and what effect there has been on commercial development.
- 3 In addition, I asked, knowing what you know today, would you be in favor or would you be against a Wal-Mart in your community. This telephone poll was made between January 8, 2003 and January 17, 2003.

Local Comments

B

Prairie du Chien

Arnie Broker/Owner

- 1 Prairie du Chien is a destination community, known for recreation, located along the banks of the Mississippi River with a population of 6,200. They presently have 2 auto parts stores, 3 pharmacies, 1 jewelry store, 2 appliance stores, 2 hardware stores, 2 grocery stores, 1 shoe store, 5 sporting good stores and 2 variety stores.
- 2 Wal-Mart has been in Prairie du Chien for fifteen years, they had been located in a shopping center with Dick's Super Market, which is a region super market chain in south western Wisconsin. The SuperCenter was built approximately eighteen months ago about a mile south of the original store. When the SuperCenter opened the Food Pride Grocery Store closed immediately. I later found out that this was an older, smaller store

3 approximately 7,000 square feet and the owner was an older gentleman already considering retiring. The Agri-Center that concentrated on farm equipment but also carried the banner of Ace Hardware was sold to its local competition, just prior to the opening of the SuperCenter, but later closed. Arnie states that some of the businesses felt the initial effects of a Wal-Mart, however, all appeared to have recovered.

4 When Wal-Mart opened the SuperCenter eighteen months ago, there was no change in the existing business with the exception of the grocery stores. The Dick's Grocery store was fearful of Wal-Mart, Arnie states that he is a friend of the manager; Dick's anticipated a 35% decrease in the store with a return of 20% over the next two years. The effect was much more devastating, the actual was 50%, however the return business was 35% within eighteen months, sooner than expected.

5 Home values in the area have remained stable or have shown minimal appreciation, there is one new subdivision of forty lots, and only one lot has been sold. There was some development when the original Wal-Mart came into town; the Dick's Grocery Store and some small tenant space was created. There has been no change in the commercial development since the SuperCenter. There has been some industrial development since the original Wal-Mart, Cabalas, which does some manufacturing and retail sales located in Prairie du Chien.

C Rhinelander

Tracy Sales Associate Crystal Chamber of Commerce

1 Rhinelander is located 130 miles north west of Green Bay with a population of 8,000. The city is a stand alone community with several smaller towns located within a twenty five mile radius. The community is known for recreation.

2 There is 1 hardware store, not including the Home Depot or the Menards, 3 jewelry stores, 3 pharmacies, not including the K-Mart or Shopko, 3 variety stores, 1 shoe store, 2 sporting goods stores, 2 auto parts stores and 3 grocery stores.

3 Wal-Mart has been located in Rhinelander for 10 years and has converted to a SuperCenter within the past year. Tracy indicated that there has been growth in the residential market and development commercially, she also stated that Rhinelander is experiencing a shortage of housing. Since the Wal-Mart there has been the addition of Menards and Home Depot, K-Mart and Shopko were already in place.

- 4 Neither Tracy or Crystal were in town when Wal-Mart originally opened so they were unable to comment on what effect the original Wal-Mart had on the community. Before Wal-Mart became a SuperCenter there were 4 grocery stores and 2 hardware stores.
- 5 According to Crystal the one hardware store was located downtown and had a very good following; however the owner decided to retire in part because his property is more valuable now than when it was operating as a hardware store.
- 6 The County Market Grocery Store did close its doors when the SuperCenter was opened. Crystal points out that there is a misnomer on why the County Market closed and that Wal-Mart probably didn't cause the closure. She feels the most likely reason that County Market closed was that it had been located on the north side of Rhinelander and had a thriving business, but decided to move and locate in the Eastpointe Center.
- 7 Eastpointe Center was where all the new development had been occurring, Menards, Home Depot, Wal-Mart and K-Mart were all located in the Eastpointe Center. County Market decided to re-locate directly across the street from Wal-Mart and when Wal-Mart became a SuperCenter, County Market shut the doors. It is Crystal's opinion that if they had remained on the north side they would still be viable today.
- 8 The other smaller grocery store that went out was Reeve's, again Crystal said that this could not be attributed to Wal-Mart. Her explanation is that Reeve's upon hearing that Wal-Mart was expanding to a SuperCenter changed their business plan and targeted the older population, by widening the aisles, widening the parking spaces in the lot, making larger signage inside and outside the store and carried an inventory that appealed more to the senior citizens.
- 9 Unfortunately, there was a power play with the distributor and another grocery store, Reeve's was forced to close. This store is now a Sav-O-Lot and appears to be very successful. Since the opening of the SuperCenter, Aldi's has now opened in Rhinelander.

D Viroqua

Dave Broker/Owner Tina Chamber of Commerce

- 1 Viroqua is located approximately 35 miles south of La Crosse and is a community of 4,000 people. There are 3 auto part stores, 2 variety stores, a family dollar store is under construction, 1 grocery store, 1 sporting

goods store, 1 jewelry store, 2 drug stores, 1 appliance store and 1 hardware store.

- 2 The residential market has remained constant or has had some appreciation. There has been some additional commercial development, but that could not be directly attributed to the Wal-Mart in town. Before Wal-Mart became a SuperCenter the Jubilee grocery store re-located in a strip mall type of setting increasing the size of the store.
- 3 Dave the real estate broker's comments are worth repeating. When I identified who I was and what I was doing he had plenty to say about Wal-Mart and none of them were positive about Wal-Mart. He told me that Wal-Mart had forced him out of business; he explained that he owned a Jewelry/Sporting Goods Store that he had purchased from his in-laws a few years earlier.
- 4 He accused Wal-Mart of using predatory pricing to force him to close. I later found out from Tina at the Chamber of Commerce that Dave didn't own the only jewelry store or sporting goods store in town when Wal-Mart opened. Tina, who answers the phone at the Chamber office also works at the Jubilee grocery store. She stated that the business in the grocery store went down about 25% and that they have been able to reclaim about half of the business back, however she could not verify those number.s.
- 5 As my conversation with Dave continued, we talked about our two communities; he asked if our downtown was full of antique stores and secondhand stores. I replied that we are the county seat and that our downtown consists of service oriented businesses, some specialty shops and professional businesses. When I explained that we were a town of 7,300 and told him exactly what retail we had available in Jefferson, a stunning change of heart occurred, He said to me, "You know maybe a Wal-Mart wouldn't be so bad for your town."

E Tomah

Bridget Sales Associate Edie Chamber of Commerce

- 1 Tomah is located approximately 90 miles North of Madison and has a population of 8,000. The residential market has been steadily increasing and the commercial market has seen an immense increase, bringing new small businesses, including sandwich shops, restaurants, beauty salons and a new water park into the city.
- 2 Presently there are 2 auto parts stores, 4 appliance stores, 1 shoe store, 2 hardware stores, 2 jewelry stores, 2 pharmacies and 3 grocery stores.

E-3 The Wal-Mart has been in Tomah for approximately 8-10 years and became a SuperCenter approximately 2 years ago. Aldi's opened a store about a year after the SuperCenter. The two original grocery stores both seemed to have lost some market share initially. Bridget indicated that she is friends with the manager of Burnstad's Grocery and he said that at the outset the store lost a lot of their business but has seemed to recover, she didn't give an indication as to how much a lot is or how much they have recovered.

4 The Mega-Food was purchased by County Market about a year ago. When I composed this I found that I had been remiss in asking Bridget, when the Mega-Food Store was closed or had it just changed hands to a County Market. I would certainly be happy to do some follow-up.

F Antigo

Shannon Sales Associate

1 Antigo is located 81 miles north west of Green Bay and is considered a stand alone community, known for recreation. The population is 8,600. There are 2 auto parts stores, 3 appliance stores, 3 variety stores, 3 grocery stores, 2 sporting good stores, 2 jewelry stores, 2 drug stores and a Fleet Farm. The community was just informed that the K-Mart will be one of the stores closing in this round of closings.

2 Shannon indicated that home values have increased and some commercial development has occurred. The Wal-Mart has been a SuperCenter for the past 18 months. I asked if there had been any closings of any of the downtown businesses or if any of the businesses had suffered any losses.

3 She pointed out that she was unaware of any of the businesses losing money, "to the contrary Copps Foods bought the Festival Foods and expanded." I also asked if Wal-Mart was a pleasant experience or bad experience, she stated that it has been a very good thing for the community.

G Chilton

Ken Broker/Appraiser Linda Chamber of Commerce

1 Located 25 miles south of Green Bay, Chilton is a stand alone community with approximately 3,700 people. The town is a farming community with some industry. There is 1 auto parts store, 2 appliance stores, which includes the Sears that was built about a year ago, 1 grocery store, 1 drug

G 2 store, 1 hardware store and 1 shoe store. Chilton has a regular Wal-Mart without the grocery, the store is approximately five years old.

3 Ken stated he was familiar with Jefferson and that their downtown and uptown are similar to ours, containing some empty buildings. The most recent store to close was a dry cleaner, but it had closed years ago. The furniture store built a bigger building and moved from the downtown.

4 Ken said that most of the businesses in town adjusted the way they operated to be able to compete with Wal-Mart. The example he gave was the hardware store. In the past, they had sold clothes, so they eliminated the clothes and added a Radio Shack. He feels that they benefited from the addition.

5 Ken also cited an example of a town that didn't get the Wal-Mart, he mentioned New Holstein, Wisconsin. They had a Pamida and Wal-Mart had considered locating in New Holstein but decided to come to Chilton. The Pamida closed shortly after Wal-Mart opened. More visitors from the surrounding area are coming into Chilton. They are in the process of breaking ground for a new Family Dollar Store.

6 When asked about home values, he indicated that there had been a mild appreciation. However, commercial development he said has improved bringing in the Sears, a new bank, the Furniture Store who actually built a bigger building and now the Family Dollar.

H. Plymouth

Carolyn Sales Associate

1 Plymouth is located 50 miles north of Milwaukee and has a population of 7,800. This community probably mirrors Jefferson more than any single community. The location is very comparable to Jefferson in that it is situated between two major metropolitan areas and two larger urban areas and the populations are very close.

2 Unfortunately, the Wal-Mart, which is a SuperCenter, is only six months old. So, no conclusions could be drawn from the impact of a Wal-Mart in the community. However, it would be my suggestion to monitor what happens in Plymouth. The city has 2 auto parts stores, 2 appliance stores, 1 variety store, 2 grocery stores, 2 jewelry stores, 1 drug store, 1 hardware store, a K-Mart and a Fleet Farm.

H 3 Carolyn states that the Wal-Mart has encouraged some commercial development; there are plans for a new hotel complex and a new housing subdivision. Home prices have been in line with the average appreciation.

I Hayward

Larry Sales Associate

1 Hayward is located in the north west part of the state, the population of the community is 7,000 people. Hayward is best known for its logging industry and tourism. There are 3 auto parts stores, 3 variety stores, 2 grocery stores, 1 sporting good store, 3 jewelry stores 2 drug stores, 2 appliance stores and 2 hardware stores. Hayward has had a SuperCenter for approximately one year.

2 Larry informed me that home sales have been increasing however, he attributed this more to the recreational properties than from the Wal-Mart or the other commercial development coming into town. He also stated that the Wal-Mart has spurred some commercial development; they are adding a Slumberland furniture store. Larry said that he felt that Wal-Mart has been a plus for the city.

J Black River Falls

Jenny Sales Associate George Broker

1 Black River Falls is 110 miles from the Minneapolis area and has a population of 3,600. They have had a regular Wal-Mart for about ten years. They have 2 auto parts stores, 3 appliance stores, 1 variety store, 2 grocery stores, 2 sporting good stores, 1 jewelry store, and 2 hardware stores. George felt that initially when the Wal-Mart opened its doors, the local businesses felt the impact. I asked him for specifics but the only answer he could give me was the hardware store. George said that the Federated Hardware store changed the type of inventory that they had originally carried. They now sell more guns than paint.

2 Asked if Wal-Mart has affected home values the answer was no. There has however been a major increase in commercial development in this small town, they added a Culver's, a pizza place, a new bank, jewelry store and new shopping mall.

K

Rice Lake

Roxanne Sales Associate

1 Rice Lake is a town of 8,500 people located approximately 150 miles north of Eau Claire. This community is known for logging and tourism. There are 1 auto parts stores, 3 appliance stores, 1 variety store, 2 grocery stores, 2 sporting good stores, 3 jewelry stores, 2 drug stores, not including K-Mart or Shopko, 1 Hardware store, not including Menard's and 2 shoe stores. Wal-Mart has been in Rice Lake for ten years. Home sales have remained consistent and there has been commercial development around the Wal-Mart.

L

Positive Points

- 1 Of all of the people that were interviewed, one said that they would not recommend having a Wal-Mart locate in there community. Although later in the conversation he did affirm that it may not be such a bad thing for Jefferson. Three people had no opinion either for or against having a Wal-Mart in their city and the remaining eleven overwhelming stated that it was a good or great thing for their communities.
- 2 It appears that the hardware stores actually benefit from a Wal-Mart coming into their cities; several hardware stores increased the size of their stores, added new inventory and draw more people into their stores.
- 3 Most cities with a Wal-Mart have seen an increase in the amount of commercial development offering its residents more goods and services. The long term effect has been an increase in business traffic to existing businesses not a decrease, however, short term there is an initial curiosity.
- 4 Opinions of those interviewed felt the residents of these communities were very happy having the convenience and the variety that a Wal-Mart offers. If more research is needed then I would suggest getting the opinions of the citizens.

M

Negative Points

1 I find it very disturbing that there are several empty buildings consisting of 60,000 to 80,000 square feet in some of these communities that have moved from a Wal-Mart to a SuperCenter. Having some experience in commercial leasing and the sale of such buildings, it is very difficult for some of these smaller communities to find new tenants for these buildings, they just can't support another large tenant.

M-2

It would be my suggestion to the Planning Commission and to the City Council that they require some type of bond to be in place, so that if they do close and the building remains vacant for a period of time, say three to five years, that they would be require to restore the site to its original condition.

3 The other notable fact is that grocery stores seem to feel the impact, positive or negative, of a SuperCenter and some communities more severely than others. Some communities actually added grocery stores. The fact remains that of all the businesses, grocery is the one that shows the most effect. As Crystal stated this may be contributed to marketing or lack thereof or poor business decisions.

N

Conclusions

1 Though the information is consistent, this is not a scientific poll and is based solely on the opinions of those individuals that were interviewed. I targeted communities that are similar to Jefferson. I did not question the owners of any of the hardware stores, drug stores or jewelry stores, those answers may be contradictory to my findings.

2 In addition, I did not survey the citizens of these communities; however I have been able to draw some conclusions from a Wal-Mart locating in these towns. The people seem to be very happy with Wal-Mart.

3 I also did some research into Mr. Norman's neighborhood, Greenfield, MA. The people there are not happy and the city is in a budget crisis, since the Ames Store closed they have no department stores, with the exception of a Wilson's which one resident described as a "Macy's of Massachusetts", very high end and expensive.

4 When Mr. Norman started his crusade against Wal-Mart there was a Penney's, Sears, Ames and Wilson's. They are gone with the exception of Wilson's. I do not attribute the closing of these stores to Mr. Norman, it's a natural attrition. Jefferson was once a vibrant community when I moved here in 1972, there were 3 hardware stores, 2 jewelry stores, 3 shoe stores and 5 grocery stores. Things change as Greenfield found out and as Jefferson has found out.

5 There has been an effort to revitalize our downtown. Many committees have been formed and large amounts of money have been available to anyone who has an interest in developing a business in our downtown.

N 6

Because of these efforts we are seeing a transformation and there has been more activity in our downtown than there has been in the last ten years. The new downtown is a place of professionals with some specialty retail. Our downtown is not unique; there are many communities that are struggling with filling empty buildings. After speaking to many of these cities the increase in people coming into town has actually helped their downtowns and communities attract more businesses.

7 One thing that I have found to be fascinating is the fact for our community has made this extremely controversial, in the other cities there were very few negative comments. It may have been I just hit the people that shop at Wal-Mart but it gave the impression to me that this has been a positive for these communities.

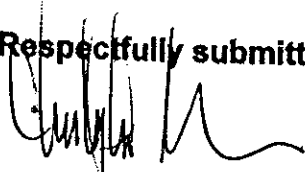
8 It may seem that I spent a lot of time on this research, I did. This is an issue that will come before me at the Planning Commission level and I have been commissioned to look to see what is in the best interest of this community. This issue and the ultimate decision for or against are going to make some people happy and others upset. I want to make sure that I have all the facts and know the consequences before I make a final decision.

9 This issue reminds me of another controversial issue, it has been mentioned a couple of times recently and that is the location of the Puerner Street Bridge. The one glaring difference between the two issues is that the bridge was an unknown. We did not know what the effect of moving the bridge would have on our city. In the case of Wal-Mart however there are at least twenty examples in the state of Wisconsin of what happens to a community. So if your still having a hard time making a decision, then my advice would be to call the citizens of Chilton, Tomah or any one of the other communities and see what kind of response you receive.

10 Some advice if you make the calls, always keep an open mind, remember who you are talking with and if they have some motivation either way and take a large sampling.

11 There was a time when our ancestors had to make a decision, in the 1800's when towns had to make a choice of allowing the railroads through town, those that did prospered, those that didn't died.

Respectfully submitted,



Christopher Nash

A		B		C		D		E		F	
WAL-MART TAX EVALUATION FOR JEFFERSON											
1	LOCATION	Square Footage	LAND VALUE	IMPROVEMENTS VALUE	TOTAL PROPERTY VALUE	PERSONAL PROPERTY VALUE					
2											
3	WATERTOWN	190,988	2,839,574	6,876,489	9,716,064	1,718,300					
4	DELAVAN	183,922	1,335,000	8,276,500	9,611,500	1,873,500					
5	BURLINGTON	155,708	1,708,900	6,583,100	8,292,000	524,300					
6	AVERAGE	176,873	1,961,158	7,245,363	9,206,521	1,372,033					
7	Based on the above averages the PROPOSED Jefferson store numbers would look like this:										
8	JEFFERSON	159,000	1,762,987	6,513,232	8,276,219	1,233,392					
9	2004 Tax Rate	21.91273545									
10	BASED ON THE ABOVE PROJECTION THE NEW SUPERCENTER WOULD GENERATE THE FOLLOWING TAXES:										
11	State	0.20698515									
12	Jefferson County	4.562245433									
13	City of Jefferson	7.75157722									
14	School District of Jefferson	9.417371247									
15	MATC	1.35825979									
16	(LESS School Credit)	-1.383703393									
17	Net Tax Rate	21.91273545									
18	TOTAL ESTIMATED TAXES:										
19	Jefferson County	43,385.18									
20	City of Jefferson	73,714.48									
21	School District of Jefferson	89,555.53									
22	MATC	12,916.52									
23	ESTIMATED TOTAL (LESS:STATE)	219,571.71									
24	PLUS, Wal-Mart has projected about \$147,000 will go to Jefferson County in sales taxes.										

351 E. RACINE ST.
JEFFERSON, WISCONSIN 53549
674-7723



1/18/05

Research Sub-Committee of the Jefferson Development Commission,

The Jefferson Fire Department feels that the following concerns must be addressed and resolved prior to the City signing a contract with Walmart. After, Walmart has met these concerns they must also follow City, State, and Federal codes and regulations.

I. Fire Protection & Suppression Concerns

A. Water Supply

1. Steamer hydrants all around building with a maximum of 300 feet between hydrants.
2. Minimum of 10 inch looped water supply lines (water coming from two different directions and two different lines.) One 10 inch line completely around building is **not** considered a looped system. The water main must meet maximum GPM flow to handle sprinkler and Fire Department demand.
3. The size of the water main is usually determined by the size of building and type of storage, storage configuration and commodities of the structures both present and future. This is why I am recommending no smaller than a 10 inch or possibly a 12 inch water main.
4. Fire Departments sprinkler connection (FDC), in rear of building, shall be a 5 inch storz connection with a hydrant within 150 feet of connection.
5. Print approval prior to install.
6. Sprinkler system design to exceed/meet NFPA or FM guidelines, which ever is more conservative for the presented risk.
7. Fire truck access from all four sides of building.

II. Entrances & Accessibility Into Building

A. Keyed Locks

1. Key locks on all doors in front of building, and a minimum of two keyed locks on each of the remaining sides and rear of building.

B. Knox Boxes

1. A Knox Box shall be located on both the front and rear of building.
2. In rear of building the Knox Box and one of the keyed entrance doors shall be within 10 feet of the sprinkler control room.

C. Alarms & Pull Stations

1. A manual pull station by every exit.
2. A central alarm and answering system, water flow alarm, valve tamper alarm tied to the central station monitoring provider.



F 1

351 E. RACINE ST.
JEFFERSON, WISCONSIN 53549
674-7723

Jefferson

SPECIAL PLANS
WISCONSIN

Fire Department

III. Petroleum Supply & Dispense

A. New Oil Storage

1. Installation and inspections according to Comm 10 (flammable & combustibles code.)

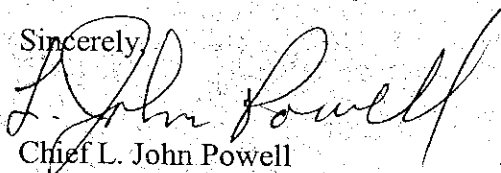
B. Used Oil Storage

1. Installation and inspections according to Comm 10 (flammable & combustibles code.)
2. Need site approval.
3. Public & Walmart Use, or Walmart only?

C. Petroleum Dispensing Station (Gas Station, etc.)

1. If gas station is built at a later date-
 - a. Installation and inspections according to Comm 10 (flammable & combustibles code) and any other city, state or federal codes shall be followed at time of construction.

Sincerely,



Chief L. John Powell





Wisconsin Department of Workforce Development



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Home > WI Labor Market Information > Data > Industry Employment > Payroll Employment from Covered Employment and Wages Program

LMI - Major Industry: Employment, Gross Wages Totals and Average Annual Wages

The 2001 industry below is the most current available from Wisconsin. However, you can obtain 2001 and 2002 employment, wage totals and average annual wages data through the Bureau of Labor Statistics web site. Here you can create custom tables with multiple screens.

Employment and Wages, Annual Averages 2002 Scroll almost to bottom of page, under the heading **Tables** Select **Table 4** Private industry by supersector and size of establishment: Establishment and employment first quarter 2002.

State-level Industries, 2001

Updated: November 2002

Major Industry	Average Monthly Employment	Gross Wages Yearly Totals	Average Annual Wage
Agriculture, Forestry, and Fishing	31,034	\$700,271,163	\$22,564.74
Mining	2,709	\$117,432,462	43,349.01
Construction	124,475	\$4,855,939,326	\$39,011.36
Manufacturing	584,010	\$23,207,799,771	\$39,738.70
Durable	350,674	\$14,069,827,605	\$40,122.24
Nondurable	233,336	\$9,137,972,166	\$39,162.29
Transportation and Public Utilities	129,864	\$4,758,137,072	\$36,639.38
Wholesale Trade	136,711	\$5,539,653,038	\$40,520.90
Retail	501,493	\$8,110,162,570	\$16,172.04
Finance, Insurance, and Real Estate	146,925	\$6,014,134,795	\$40,933.37
Services	680,065	\$19,589,715,351	\$28,805.65
Unknown Industry Division	2,831	\$84,943,714	\$30,004.84
Public Administration	376,902	\$12,732,033,294	\$33,780.75
Total	2,717,019	\$85,710,225,556	\$31,545.69

Source: Employment, Wages and Taxes Wisconsin UI Law, 2001, Table 209, summary

Retail wages

*

*

To select an **Area** click the arrow in the yellow box and select a metropolitan statistical area. To compare a **single occupation** for several areas, click the arrow in the yellow box; select ALL. Next click the arrow in the blue box and select an occupation.

Area	Occupation title	Total employment	Mean hourly wage	25th percentile hourly wage	Median hourly wage (50th percentile)	75th percentile hourly wage
Madison	Retail salespersons	8,890	\$10.96	\$7.65	\$8.91	\$12.16

62

To select an **Area** click the arrow in the yellow box and select a metropolitan statistical area. To compare a **single occupation** for several areas, click the arrow in the yellow box; select ALL. Next click the arrow in the blue box and select an occupation.

Area	Occupation title	Total employment	Mean hourly wage	25th percentile hourly wage	Median hourly wage (50th percentile)	75th percentile hourly wage
Janesville-Beloit	Retail salespersons	2,170	\$10.82	\$6.87	\$8.46	\$12.14

MB



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Data extracted on: December 13, 2004 (3:22:09 PM)

Employment, Hours, and Earnings from the Current Employment Statistics survey (Nat

Series Id: CES4200000001
 Seasonally Adjusted
 Super Sector: Retail trade
 Industry: Retail trade
 NAICS Code: N/A
 Data Type: ALL EMPLOYEES, THOUSANDS

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1994	13180.0	13253.4	13323.6	13366.3	13399.9	13448.9	13515.1	13560.7	13619.2	13662.2
1995	13808.0	13846.3	13819.2	13872.1	13868.9	13896.6	13908.2	13924.9	13938.2	13937.2
1996	13967.7	14002.0	14030.8	14030.7	14104.1	14134.1	14164.3	14180.8	14211.4	14257.2
1997	14291.1	14287.7	14324.8	14338.8	14348.3	14364.4	14381.6	14406.5	14425.1	14463.9
1998	14520.0	14509.6	14510.0	14529.7	14577.2	14596.1	14621.0	14638.9	14672.6	14681.0
1999	14772.4	14842.1	14859.6	14908.8	14939.6	14964.6	14994.9	15018.8	15032.1	15077.5
2000	15164.0	15195.7	15225.4	15310.5	15256.6	15262.8	15291.1	15303.1	15309.7	15327.7
2001	15334.8	15374.6	15351.5	15264.7	15268.9	15268.1	15213.8	15213.4	15204.1	15171.9
2002	15039.3	15062.0	15078.5	15084.8	15058.4	15059.2	15056.4	15003.2	14979.3	14981.7
2003	14946.4	14924.8	14911.6	14929.4	14917.4	14908.0	14896.5	14911.6	14926.8	14948.1
2004	14944.8	14963.0	15013.0	15037.1	15047.6	15054.9	15038.1	15048.8	15030.5	15047.8 (p)

Retail wages

p : preliminary

Series Id: CES4200000005
 Seasonally Adjusted
 Super Sector: Retail trade
 Industry: Retail trade
 NAICS Code: N/A
 Data Type: AVERAGE WEEKLY HOURS OF PRODUCTION WORKERS

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
1994	30.8	30.7	30.9	30.9	30.9	30.9	30.9	30.9	30.8	30.9	30.9	30.8	
1995	30.6	30.7	30.8	30.8	30.8	30.8	30.8	30.7	30.8	30.7	30.8	30.8	

1996	30.4	30.8	30.8	30.6	30.8	30.7	30.6	30.7	30.7	30.7	30.7	30.8	
1997	30.8	30.9	30.9	30.9	30.8	30.7	30.8	30.9	30.9	30.9	30.9	30.8	
1998	30.8	30.8	30.9	30.9	30.8	30.8	31.0	30.9	30.9	30.9	30.9	30.9	
1999	30.8	30.8	30.8	30.9	30.9	30.9	30.9	30.8	30.7	30.7	30.7	30.8	
2000	30.9	30.7	30.7	30.7	30.7	30.7	30.6	30.6	30.6	30.6	30.6	30.4	
2001	30.8	30.6	30.6	30.6	30.5	30.6	30.6	30.6	30.6	30.7	30.7	30.7	
2002	30.8	30.8	30.9	31.0	31.0	31.0	31.0	30.9	30.9	31.0	30.9	30.9	
2003	30.9	30.8	30.9	30.9	30.8	30.8	30.7	30.9	30.9	30.9	30.9	30.8	
2004	31.0	30.9	30.8	30.7	30.7	30.5	30.6	30.7	30.8	30.8(p)	30.8(p)		
p : preliminary													

Series Id: CES4200000006
 Seasonally Adjusted
 Super Sector: Retail trade
 Industry: Retail trade
 NAICS Code: N/A
 Data Type: AVERAGE HOURLY EARNINGS OF PRODUCTION WORKERS

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annu
1994	8.52	8.53	8.54	8.58	8.59	8.60	8.63	8.63	8.65	8.68	8.68	8.72	
1995	8.74	8.75	8.75	8.77	8.79	8.83	8.89	8.89	8.93	8.94	8.95	8.99	
1996	9.02	9.05	9.10	9.12	9.15	9.25	9.20	9.24	9.26	9.31	9.35	9.38	
1997	9.41	9.46	9.51	9.50	9.53	9.59	9.59	9.63	9.64	9.71	9.77	9.76	
1998	9.84	9.87	9.93	9.98	10.01	10.03	10.08	10.13	10.18	10.16	10.20	10.23	
1999	10.27	10.29	10.31	10.36	10.40	10.43	10.48	10.52	10.53	10.56	10.59	10.62	
2000	10.67	10.70	10.74	10.80	10.79	10.82	10.88	10.90	10.95	10.99	11.03	11.06	
2001	11.07	11.12	11.15	11.20	11.24	11.28	11.27	11.31	11.37	11.41	11.51	11.49	
2002	11.53	11.52	11.59	11.61	11.62	11.66	11.64	11.69	11.77	11.76	11.78	11.82	
2003	11.83	11.86	11.85	11.81	11.87	11.91	11.94	11.95	11.94	11.95	11.97	11.95	
2004	11.95	11.98	11.99	12.01	12.06	12.10	12.12	12.16	12.17	12.18(p)	12.21(p)		
p : preliminary													

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NAICS 42 - 45: Wholesale and retail trade

The wholesale and retail trade supersector is made up of two parts: the wholesale trade sector (sector 42), and the retail trade sector (sector 44 - 45).

The **wholesale trade** sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The wholesaling process is an intermediate step in the distribution of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale (i.e., goods sold to other wholesalers or retailers), (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production. Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office.

The **retail trade** sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.

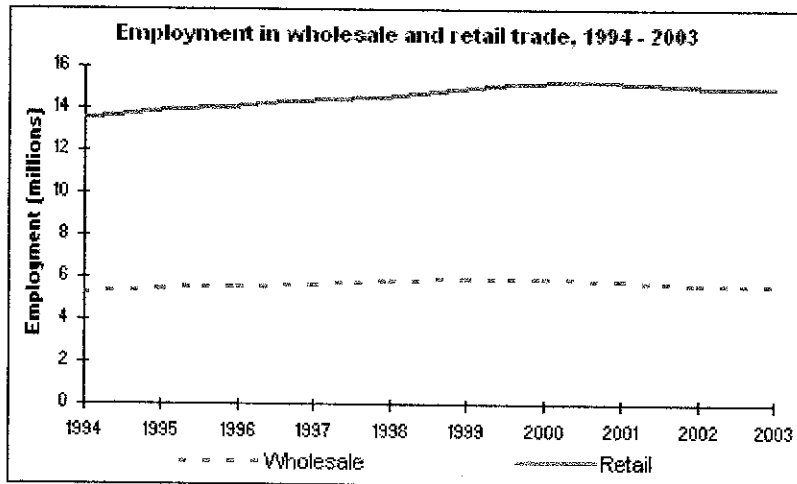
Quarterly Census of Employment and Wages data show that wholesale and retail trade make up a large part of the nation's employment and business establishments. In the economy as a whole, wholesale trade represents **about 4.4 percent of all employment** and **about 7.2 percent of all establishments**; while retail trade is **about 11.7 percent of all employment** and **about 12.9 percent of all establishments**.

Current Employment Statistics estimates show annual average employment in wholesale trade during the 1994 - 2003 period was between 5,247,300 (in 1994) and 5,933,200 (2000). During 2003, **wholesale trade employment** averaged 5,605,600. In retail trade during the same period employment ranged from 13,490,800 (1994) to 15,279,800 (2000). **Retail trade employment** averaged 14,911,500 in 2003.

- Industries**
- Construction
 - Education and health services
 - Financial activities
 - Government
 - Information
 - Leisure and hospitality
 - Manufacturing
 - Natural resources and mining
 - Other services
 - Professional and business services
 - Transportation and utilities
 - Wholesale and retail trade

- Contacts**
- Industry-data

Retail hours + wage



[Chart data]

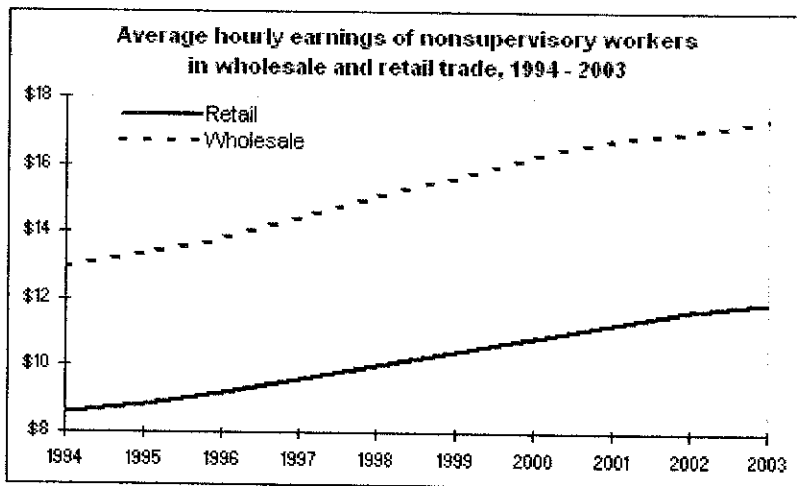
- Annual employment of nonsupervisory workers in wholesale trade was 4,196,400 in 1994 and reached a peak of 4,686,400 in 2000. Employment of **nonsupervisory workers in wholesale trade** averaged 4,394,500 in 2003. In retail trade, nonsupervisory workers numbered 11,502,100 in 1994, and peaked at 13,039,800 in 2000. Employment of **nonsupervisory workers in retail trade** averaged 12,648,700 in 2003.



- The annual average of the **average weekly hours** of nonsupervisory workers in wholesale trade was 37.8 in 2003; in retail trade, the corresponding **average weekly hours** number was 30.9 in the same year. For all **private industry**, the average was 33.7.



- In wholesale trade, the **average hourly earnings** of nonsupervisory workers were \$17.36 in 2003; in retail trade, nonsupervisory workers' **average hourly earnings** were \$11.90. The average earnings for production and nonsupervisory workers in all **private industry** were \$15.35 in 2003.



[Chart data]

WAL★MART®

11/25/02

NOTEWORTHY NUMBERS REGARDING THE JEFFERSON SUPERCENTER

325 – 350	Estimated new jobs
\$237,390	Projected annual real estate taxes
\$102,869	Projected annual personal property taxes
\$147,000*	Projected annual county sales taxes
\$1,470,000*	Projected annual state sales taxes
\$11,175,000**	Amount spent by Jefferson area residents at Wal-Mart stores in nearby communities
\$3,078,000	Wal-Mart's charitable contributions in the Wisconsin communities it serves
\$226,625	2002 Wal-Mart charitable contributions in Janesville, Madison, Stoughton, Watertown and Whitewater

* Based on \$42 million in sales.

** Dollars tracked through credit card and check transactions at Wal-Mart stores in Janesville, Madison, Stoughton, Watertown, Waukesha and Whitewater. This amount does not include cash transactions.

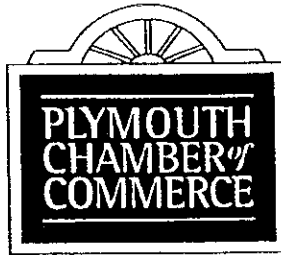
H 1

IMPACT ON COMMUNITIES

- A new Wal-Mart in a community means new jobs, commerce and tax revenues that help fund basic services like police, fire and schools. Last year, Wal-Mart generated \$8.5 billion in sales tax revenues for our communities.
- Each Supercenter brings 400-500 jobs and more than three-fourths of these are full-time.
- Last year, Wal-Mart, through the Wal-Mart/SAM'S CLUB Foundation gave back more than \$150 million to our communities. According to the *Chronicle of Philanthropy*, this makes Wal-Mart the largest corporate giver in the country.
- With a focus on education, children and communities, Wal-Mart contributes, through Foundation programs, over \$17,000 an hour, or nearly \$5 a second every day of the year.
- Last year, Wal-Mart, SAM'S CLUBS and Distribution Centers provided grants to more than 80,000 local non-profit organizations to help address causes that matter most in their communities.
- Wal-Mart matches associate contributions to the United Way dollar for dollar, all funding that stays in their communities. In fact, last year more than \$19 million was contributed.
- Wal-Mart supports many organizations and events that represent the diversity of our associates, customers and communities both nationally and at the local level. Partnerships include the National Association for the Advancement of Colored People (NAACP), Congressional Black Caucus, the Congressional Hispanic Caucus, National Council of La Raza, Mexican American Legal Defense and Education Fund, United Negro College Fund as well as other community-based organizations committed to improving the quality of life of our communities.

Third-Party Endorsements:

- "Wal-Mart and SAM'S CLUB locations donated \$300,000 to help support fire-relief efforts taking place in the Simi Valley, San Bernardino and San Diego areas. This type of corporate stewardship sends a positive message to the community that San Diego will persevere in this challenging time." – a Dick Murphy, Mayor of San Diego
- "Because of Wal-Mart's assistance, my students have been afforded an opportunity to involve themselves in learning more about our nation's history. They are empowered to become civic minded and involved. Without Wal-Mart's generous grants for low-income students, Close Up would be a program only for the privileged." – Mark Ramsey, Teacher, Westminster High School, Westminster, Colorado
- "Not just a valued store to the areas it serves, Wal-Mart is a leader in diversified hiring and supplier practices, making it a trusted friend and popular neighbor among Hispanic communities everywhere." – Raul Yzaguirre, President and CEO, National Council of La Raza



(920) 893-0079

Fax: (920) 893-8473

E-Mail: plymouthchamber@excel.net

Attention: Steve Johnstone

As Executive Director of the Plymouth of the Plymouth Chamber of Commerce, in Plymouth, Wisconsin, I would like to communicate that our organization has had a strong relationship with the Wal-Mart SuperCenter in our community since it opened on August 14, 2002.

The Chamber's Downtown Business Association worked with store manager, Garin Griebel, to secure placement of a "Visit Downtown Plymouth" display case promoting downtown businesses to shoppers as they enter Wal-Mart store.

The Plymouth Wal-Mart store has also been generous to the local community through grant money for such organizations as: local school sports, the Arts Center, Scouts, volunteer fire departments and community events.

The Chamber conducted an Economic Development Survey during the fall of 2003. Included in the survey were questions relating to the Plymouth Wal-Mart store, which at the time had been open for a year. The results of the survey did NOT indicate a detriment to the local businesses that responded to the survey. Several responses showed the Wal-Mart store was viewed as attracting customers from a wider geographic area.

Garin Griebel and the management staff have been responsive, helpful and cooperative concerning Chamber related business.

Sincerely,

Lisa Hurley
Executive Director
Plymouth Chamber of Commerce

Ag-Business Council • Agricultural
The Ambassador Club • Community
Downstream FDI Partnership • Education C
Human Resources Assoc. • Leadership Fo
The Safety Council • School to Work
The Association of Commerce F

FOND DU LAC AREA ASSOCIATION OF COMMERCE

Building Community and Commerce

April 17, 2002

Mr. B. John Bisio
Community Affairs Manager
Wal-Mart Stores, Inc.
2001 S.E. 10th Street
Bentonville, AR 72712-6489

Dear Mr. Bisio,

In response to your letter of April 10, 2002, let me first say how proud we are to have Wal-Mart as a part of the greater Fond du Lac community.

In today's marketplace it is absolutely essential to have members of our business community that care about the economic environment they live in and understand the role they play in continuing our economic viability and growth of the area. Wal-Mart does.

Under the leadership of our local Manager, Mr. Kirby Green, Wal-Mart has maintained a very visible and positive image in our market. When you consider they operate in a highly competitive arena, he continues to share with all Wal-Mart associates the value their time and donations have on the lives and organizations they touch within the community.

It is obvious as you talk to Mr. Green, or any associate of Wal-Mart, that they consider their presence in our community much more than a place to shop. They realize they have made a long-term investment in our market and they intend for it to pay dividends for both the company and the community.

We are thankful that Mr. Green has agreed to serve on our Association of Commerce Board of Directors and that the company has continued to provide ongoing financial support for our Ag Ambassador program, a truly unique Agricultural promotional program. This example proves that the Wal-Mart Company is interested in all aspects of our community and that they understand the importance of all facets of our local economy.

We are very pleased to call Wal-Mart an active and valued member of our business community.

Sincerely,

Joseph R. Reitemeier
President & C.E.O.

cc: Kirby Green

H4

June 18, 2004

TO WHOM IT MAY CONCERN:

Wal-Mart has had a distribution center in Menomonie for over a decade.

From the city's perspective, it would be difficult to find a better business presence. Hundreds of local residents have found employment there. Employees I have talked with compliment the company for treating them fairly and with respect. They say they are compensated well with wages and a fringe benefit package.

Additional commercial ventures have begun as a direct result of Wal-Mart's existence.

The facility is kept neat and puts no strain on city services.

It pays a large portion of the area's property taxes.

From a personal standpoint, I admire Wal-Mart for its community outreach programs. It is benevolent in sharing with others. Scores of local organizations receive free merchandise each year. Thousands of dollars were donated for children's playground equipment and a skate park. Each summer Wal-Mart sponsors a walk/run to raise money for "The Children's Miracle Network." The local United Way Campaign receives a generous donation. (Wal-Mart is always the leader and first in with its check).

After the 9-11 attack in New York City, Wal-Mart employees sponsored a huge community wide thrift sale to benefit the families who lost loved ones.

I don't hesitate to recommend Wal-Mart to anyone and would welcome it with open arms.

Dennis Kropp
Mayor

City of Menomonie
800 Wilson Avenue
Menomonie, WI 54751
Phone: 715/232/2369
Fax: 715/235/0888
menomonie-wi.gov

From: Linda McIntyre [director@menomoniechamber.org]
Sent: Friday, June 18, 2004 10:56 AM
To: John.bisio@wal-mart.com; Steve Johnstone
Subject: Wal Mart Distribution Community Impact
Good morning:

Jim Swanson of the Wal Mart D.C. in Menomonie asked me to provide you with some comments about the impact of the D.C. on our community.

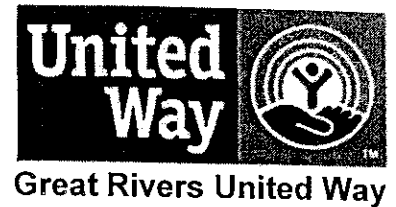
The Wal Mart D.C. and transportation division provides employment for nearly 1300 people in our area. Regardless of which economic multiplier you use (3, 5 or 7 x's) the trickle down effect of a \$42 million payroll on a community of 15,000 and a county of 42,000 is significant. In addition, the Center pays more than \$1 million in property taxes. We believe that the presence of Wal Mart distribution facility was also beneficial in helping to attract other companies like TNT Logistics, a Ford distribution facility, and Andersen Windows. We have a large agriculture presence in our County and the jobs and benefits provided by the Wal Mart D. C. have kept many of our family farms alive by providing opportunities for a husband or wife to earn wages off the farm and receive benefits, especially health insurance.

There are friends and foes of Wal Mart in our community just as there are in other communities, but they have been good neighbors in the community, contributing thousands of dollars each year to non-profit/community organizations and our schools. They do golf outings and food drives for the Children's Miracle network, they are the largest supporter of our United Way providing more than 40% of our local UW budget (corporate matches dollar for dollar contributions by their employees), they participate in civic organizations of all kinds, and they probably donate to nearly every fundraising effort in our communities with either cash or merchandise. In addition to the support given directly to United Way, I know that they also provide additional support to many of the 18 United Way Agencies.

If you have any questions or would like to contact me, please feel free to e-mail me at director@menomoniechamber.org or contact me at 715-235-9087.

Linda McIntyre, Executive Director
Greater Menomonie Area Chamber of Commerce
342 E. Main St.
Menomonie, WI 54751
Phone: 715-235-9087 Fax: 715-235-2824
www.menomoniechamber.org

Great Rivers United Way, Inc.
1855 E. Main Street
Onalaska, WI 54650
Phone: 608-796-1400
Fax: 608-796-1410
greatriversunitedway@centurytel.net
www.greatriversunitedway.org



June 18, 2004

To the Residents of Beaver Dam,

It is my pleasure to write this letter on behalf of the Wal-Mart Distribution Center in Tomah, WI. Great Rivers United Way has had an established relationship with the Distribution Center there since the summer of 2000. Since that time, both the Management Team and the Associates have been outstanding supporters of ours.

The United Way has benefited in numerous ways since the Distribution Center began doing business in the spring of 2000. Their financial support has been exceptional. Not only did they run a United Way campaign in the fall of 2000, mere months after they opened, but their employees donated \$19,760! This number was matched dollar-for-dollar with a corporate contribution from Wal-Mart – with a grand total of \$39,520 donated the first year. Additionally, over 80% of the employees made a donation that first year, which is a remarkable rate of participation. Our local United Way runs over 300 employee campaigns. In their first year of running a campaign, the Distribution Center was one of our Top 10 companies in overall giving, a place in which they have remained for each subsequent campaign. Last year, their total contribution to the United Way was over \$51,000.

In addition to the very significant financial support they give to our community, the Distribution Center also contributes through their employees' time. Two of their employees have served on our Campaign Cabinet for multiple years, and their entire Management Team consistently participates in our annual Day of Caring, going out to one of our Member Agencies and performing volunteer tasks for an afternoon (mowing lawns, trimming shrubs, cleaning, painting). It is clear that serving their community is simply part of the culture at the Distribution Center.

I would be happy to answer any questions you may have about the United Way's relationship with the Wal-Mart Distribution Center. You may reach me at 608-796-1400 or kwooden@centurytel.net.

Regards,

A handwritten signature in cursive script that reads "Kate Wooden".

Kate Wooden
Campaign Director

June 18, 2004

Mr. Steve Johnstone

Dear Steve,

I am writing to share with you the impact a Wal-Mart Distribution Center has on a community. Last year our area Wal-Marts raised \$145,020! This includes 8 Wal-Marts and 2 Distribution Centers. The Distribution Centers alone raised \$64,691 for our hospital. The Tomah Wal-Mart D.C. raised \$24,633 and the Menomonie D.C. raised \$80,116, which is split between Gillette Children's Specialty Healthcare in St. Paul, MN and Gundersen Lutheran Medical Center.

Money raised is only one aspect of having a Distribution Center in your area. The Distribution Centers employ a lot of people from the community. We are able to go to the Distribution and share stories of the families in the area that are helped by the dollars they raise. They in turn go out into the community and share what they have learned from us. One key to being a Children's Miracle Network hospital is that money raised in an area stays in the area to help local kids.

In the two years I have been here I have seen a real bond between the Distribution Centers and our Children's Miracle Network hospital. From brat sales, bike rides, golf, bowling to carnivals and everything in between, these employees will give their heart and soul to help the kids in their community.

Each year we serve over 900 families with individual grants no matter where they get their care. We serve hundreds more through state-of-the-art equipment for our pediatric departments, contribute to community programs and carry on the continual effort of cutting edge research. We couldn't do this without the help of the Wal-Marts and the Wal-Mart Distribution Centers.

I am constantly amazed at how giving these people are. They are true friends of Children's Miracle Network at Gundersen Lutheran Medical Center.

Sincerely,

Debbie Kroner
Development Coordinator
Children's Miracle Network





June 18, 2004

Ms. Beth Finnigan
Wal-Mart Distribution Center
525 Industrial Avenue
Tomah, WI 54660

Dear Beth,

Thank you so much for your generous donations to Operation Blessing's Hunger Strike Force!

Operation Blessing (OB) distributes your donated food and product to the poor and needy who are identified by our networks within at-risk communities throughout the country. The product gets into the hands of the people who need it most, plus, we give away the donated product we receive *free of charge*.

The product donations that OB has received from Wal-Mart have been distributed to families in need in many states including Wisconsin, Indiana, Illinois, West Virginia, Virginia, New York, North Carolina, Florida and Georgia.

Your company's generosity has made a tremendous difference in the lives of so many people of all ages who have fallen on hard times. These individuals and families are so blessed by companies like yours who offer food for their hungry stomachs and hope to their hurting spirits. For example, some of your food products and juices have been distributed to a small agency which houses troubled teens. These young people are able to eat healthier and know that a company like Wal-Mart cares about the youth in our communities enough to remember them.

Mike is another thankful recipient of Wal-Mart's generosity. He was a homeless man who was able to find a warm place to sleep and good food to eat at a homeless shelter which had received donated food from Wal-Mart. Mike said that without the food from donors like you, he would be out begging for crumbs on the street! "I am healthier than ever before and happy too. Thanks to you," he stated.

We at Operation Blessing want to thank Wal-Mart from the bottom of our hearts for caring enough to make a difference in your community!

Best Regards,

Rebecca Cross
Procurement Manager

OPERATION BLESSING INTERNATIONAL RELIEF AND DEVELOPMENT CORPORATION
977 Centerville Turnpike, Virginia Beach, Virginia 23463
1-800-436-6348 Fax: 1-757-226-3657





OSHKOSH CHAMBER OF COMMERCE

ADVOCACY COMMUNITY DEVELOPMENT LEADERSHIP

October 25, 2004

Community Affairs Manager
Wal-Mart Stores, Inc.
2001 S.E. 10th St.
Bentonville, AR 72712-6489


I am pleased to provide you with information about the Oshkosh, WI, Wal-Mart Store and the positive role it has played in our city.

The store opened December 30, 1989, and became a member of the Oshkosh Chamber of Commerce shortly thereafter. For more than 10 years, the Wal-Mart management team and associates have provided Oshkosh residents and visitors with a pleasant shopping experience in a clean store. Since the construction and opening of the new super center, an additional 175 jobs have been created at the new store.

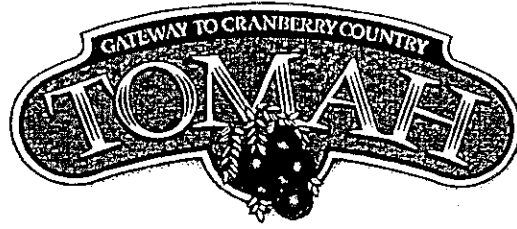
The Oshkosh Wal-Mart is a good community partner, as well. The store supports many community programs, including those related to health and welfare, the environment, volunteerism and education. The Oshkosh store has contributed thousands of dollars to the community. The Oshkosh Chamber knows first-hand of the store's generosity. Wal-Mart has contributed gifts to Chamber events and has participated in such programs as the Chamber-sponsored Job Fair. These programs are of mutual benefit to Wal-Mart, the Chamber and the community as a whole.

We are proud to have Wal-Mart as a community partner and pleased with its announcement to expand its presence in this community. We look forward to a strong partnership for many years to come.

Sincerely,


John A. Casper
President/CEO

Together, We Succeed



October 22, 2004

Mr. John Bisio
Community Affairs Manager
Wal-Mart Stores, Inc.
2001 S.E. 10th Street
Bentonville, AR 72712-6489

Dear Mr. Bisio:

On behalf of the Greater Tomah Wisconsin Area Chamber of Commerce, I wanted to thank you for the opportunity to extend our appreciation for the continued support from the Tomah Wal-Mart Super Store and Tomah Wal-Mart Distribution facility.

As members in good standing with the Chamber, both the Super Store and Distribution facility have been supportive of our programs and activities for a number of years. Specifically, the Super Store has contributed to a number of Chamber fundraising efforts, and financially supported a number of economic development marketing projects coordinated by our office.

Meanwhile, the Distribution facility has financially contributed to Chamber fundraising activities, and supported the local Junior Achievement program by donating funds and personnel who serve as volunteer teachers in Tomah School District classrooms.

Thanks to the ongoing endorsement from both facilities, Wal-Mart continues to be an active community player for the Chamber, as well as the greater Tomah area. We truly appreciate the partnership, and look forward to future involvement.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric J. Prise". The signature is written in a cursive, somewhat stylized font. The first name "Eric" is written in a larger, more prominent script, and "J. Prise" follows in a similar but slightly smaller script.

Eric J. Prise
Executive Director

Greater Tomah Area Chamber of Commerce
Convention & Visitors Bureau
www.tomahwisconsin.com

805 Superior Ave. • P.O. Box 625 • Tomah, WI 54660-0625 • (608) 372-2166 • 1-800-94-TOMAH • Fax (608) 372-2167

What other communities say about Wal-Mart

"The customer attraction of our local Wal-Mart store draws shoppers from a large area who also patronize other Stoughton merchants."

Edward Bieno, Administrator, Stoughton Chamber of Commerce

"We are proud to have Wal-Mart as a community partner and pleased with its announcement to expand its presence in this community."

John Casper, President/CEO, Oshkosh Chamber of Commerce

"Wal-Mart employs approximately 357 people. This provides an employment opportunity for some workers that would otherwise not have a place to work."

*Sharon Cuchna, Executive Director,
Prairie du Chien Area Chamber of Commerce*

"The (Wal-Mart) management team is always willing to help out when called upon to take part in community activities. They donate both their time and materials regularly... They have set a grand example for others to emulate."

Gary Nadolny, Executive Director, Marinette Area Chamber of Commerce

"(Wal-Mart associates) realize they have made a long-term investment in our market and they intend for it to pay dividends for both the company and the community."

*Joseph Reitemeier, President and CEO,
Fond du Lac Area Association of Commerce*

"... Wal-Mart is active in community programs and philanthropic efforts which we believe is one of the keys to Madison's success, a strong economy with an unparalleled quality of life."

Robert Brennan, President, Greater Madison Chamber of Commerce

WAL★MART®





**NOTEWORTHY NUMBERS REGARDING
THE JEFFERSON SUPERCENTER**

325 – 350	Estimated new jobs
\$237,390	Projected annual real estate taxes
\$102,869	Projected annual personal property taxes
\$147,000*	Projected annual county sales taxes
\$1,470,000*	Projected annual state sales taxes
\$11,175,000**	Amount spent by Jefferson area residents at Wal-Mart stores in nearby communities
\$3,078,000	Wal-Mart's charitable contributions in the Wisconsin communities it serves
\$226,625	2002 Wal-Mart charitable contributions in Janesville, Madison, Stoughton, Watertown and Whitewater

* Based on \$42 million in sales.

** Dollars tracked through credit card and check transactions at Wal-Mart stores in Janesville, Madison, Stoughton, Watertown, Waukesha and Whitewater. This amount does not include cash transactions.

LET'S TALK BUSINESS

Ideas for Expanding Retail and Services in Your Community

Issue 59
July 2001

The Impact of Wal-Mart on Small Towns

Summarized by Matt Kures and Bill Ryan*

The growing presence of big-box retailers in small towns has sparked considerable controversy. A recent PBS documentary, "Store Wars: When Wal-Mart Comes to Town" by Micha Peled highlights this debate in Ashland, Virginia. The community's split over a proposed Wal-Mart highlights many of the issues Ashland faced. However, the dispute is not limited to Ashland and is occurring throughout the United States and the world. Drawn from this documentary, the following discussion summarizes many of the issues communities face when Wal-Mart comes to town.

Debating the appearance of Wal-Mart in any community can be a formidable task. With sales of \$137 billion, Wal-Mart is the largest retailer in the world. Their business model has set the standard for discount retailers. To sustain growth and remain accountable to their stockholders, Wal-Mart must maintain an aggressive growth strategy that sees a new store open every two days. Some feel that these stores bring economic growth and new job opportunities to a community. However, many maintain that a Wal-Mart can bring economic disaster for smaller retailers and ruin the character of small towns.

Economic Impact of Wal-Mart

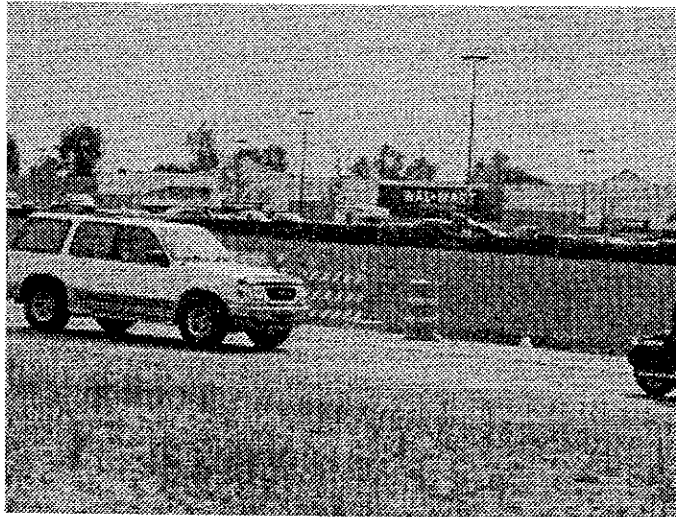
Perhaps the greatest concern is the economic impact of Wal-Mart on a community. Proponents often believe that a new Wal-Mart will be an economic catalyst for their community. They feel that Wal-Mart is a natural market response to a downtown area that has not stayed competitive. They view a new store as a draw to their town, shining new light on a community. As customers travel to Wal-Mart, it is hoped that they will stay and shop at other local retailers. Furthermore, these supporters see Wal-Mart as a new tax revenue source that often provides addi-

tional financial incentives, such as money for new road improvements.

However, the actual economic value of a new Wal-Mart is often questioned. While Wal-Mart may provide tax revenues, many argue that the costs of municipal services such as water, sewer, police and fire protection outweigh the taxes received. Researchers suggest that as smaller stores are forced out of business, their tax revenues are lost and existing infrastructure is abandoned. Ultimately, these tax dollars are simply transferred from dollars spent at smaller retailers to dollars spent at Wal-Mart. Other businesses such as banks and local newspapers also suffer as many of the services they have provided are no longer needed. Sales from local retailers that were once recycled in the community are now sent to Wal-Mart's corporate headquarters.

Impact on Employment

Another topic for contention is the impact Wal-Mart has on the local labor market. Supporters of Wal-Mart point to the large number of new jobs such stores create. For instance, Wal-Mart claimed that the new store in Ashland, Virginia would generate 350 new



jobs in the community. Of these jobs, 70% would be full time positions with available health and dental insurance. Furthermore, these jobs provide opportunities to people without advanced education or job experience.

Wal-Mart detractors suggest that a new store may actually be a detriment to the labor market. They argue that Wal-Mart is not creating new jobs. Instead, these jobs are transferred from small retailers that have closed due to the new competition. Additionally, opponents point to the type of jobs offered by Wal-Mart. They suggest that these positions are mostly low wage, with employees often making as little as \$250 per week. With such a small take-home pay many workers cannot afford to pay their contribution to Wal-Mart's corporate health insurance.

Impact on Community Character

Determining the impact on community character is a third, less quantitative issue towns must consider. Accordingly, the debate over community character can often create deep divisions in a community. Many would argue that no one should be precluded from shopping at Wal-Mart. Free enterprise dictates that it is not the role of government to regulate competition in communities. Furthermore, for many consumers, Wal-Mart accommodates their busy lifestyle by offering one-stop-shopping, prices, selection and extended hours that are not offered by their local retailers.

Nonetheless, these possible consumer benefits may have other consequences for a community. With increased selection and lower pricing also comes a lower level of service. Given Wal-Mart's site-selection strategy, they are often able to force smaller retailers out of business. Subsequently, as downtown retailers fail, the downtown is destroyed. The decline of the downtown leads to sprawling development, increased traffic at the edge of town, and abandoned infrastructure downtown. Accordingly, the change in land use and loss of green space brings environmental problems. Ultimately, many people view the loss of a community's downtown business district as the loss of a community's character.

Debating the Wal-Mart Issue

In his autobiography, Sam Walton states "Wal-Mart will not put a store in a community where it is not wanted." However, it is difficult to decide whether or not a Wal-Mart is actually wanted by a community. According to Al Norman, an anti-sprawl consultant, approximately 100 U.S. communities have successfully denied big-box developments at least one time. This number suggests that there is significant opposition to Wal-Mart and other similar-sized retailers. However, Wal-Mart suggests that their desirability can be gauged by the large number of people that shop at

their stores.

The PBS documentary, "Store Wars: When Wal-Mart Comes to Town" clearly describes the deep divisions and emotions that have and will continue to occur in many small communities. The debate is about values and who decides the future of a community. The points described in this article serve as a starting point for addressing these values at the community level.

For more information, see the PBS web site: <http://www.pbs.org/storewars/resources.html>

Also see the November and December 1996 editions of *Let's Talk Business* for related discussions on co-existing with the retail giants: <http://www.uwex.edu/ces/cced/publicat/letstalk.html>

Also see: Stone, Kenneth E., "Impact of the Wal-Mart Phenomenon on Rural Communities," *Proceedings of National Public Policy Education Conference*, Charleston, SC, October 1997.

Kures and Ryan provide downtown economic development assistance through the UWEX Center for Community Economic Development. Newsletter production by Alice Justice, program assistant with the UWEX Center for Community Economic Development.

Center For Community Economic Development, University of Wisconsin-Extension
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LET'S TALK BUSINESS

Ideas for Expanding Retail and Services in Your Community

Issue 61
September 2001

Competitive Strengths and Weaknesses of National Discounters

Summarized by Ann Hempfling and Bill Ryan*

Small independent retailers, especially those in downtown areas, continue to feel intense, if not increasing impact from national discounters. Now, the emerging "superstore" concept is becoming more prevalent, extending the impact to local grocery stores. Most agree that it is nearly impossible to compete with the big retailers head-to-head by trying to generate high sales volume through low prices. The fact that small retailers are fiercely independent and often not organized as a group makes it even harder to compete. Instead strategies for co-existence should recognize what the national retailers do best and what they are unable to do. Their disadvantages and weaknesses become the opportunities for local independent retailers.

The Wisconsin Main Street Program invited Kent Burnes, of Burnes Consulting in California to speak about how small downtown businesses should approach the ever-growing competitive retail environment. This article is based in large part on Mr. Burnes' presentation and summarizes the competitive strengths and weaknesses of national discounters. This is a necessary first-step in developing strategies for co-existence.

Size

National discounters have the advantage of being able to buy in volume and sell in quantity. Their purchasing power allows them at times to practically "own" their suppliers. They carry a wide selection, often brand name merchandise, at a perceived low price. Unlike many independents, they are able to assemble a "critical mass of merchandise." Their size allows them to conduct regional and national advertising, reaching an extensive market base.

Size can also be a disadvantage. These stores need to have high volume as costs are typically kept as low as possible. As a result, there is limited flexibility for local discounters to stray from the corporate template. Often the personal touch and product knowledge of staff are lost and stores are unable to respond to unique local demand. Big store personnel may be trained in friendliness, but few know customers by name or possess real product knowledge.

Technology

National discounters are often leaders in the use of technology. They enjoy efficiency through distribution systems, inventory and shrinkage control, communication among stores, shorter customer transactions (purchases, returns, out-of-stock rainchecks, etc.) and access to information. These systems can save the large chains money and offers them a new image (such as that provided by their on-line stores).

A disadvantage of retail technology is that it is less personal. It can be expensive, inaccurate if not used properly, and in need of ongoing management.

Newness

The large discount stores have the advantage of offering a novelty factor that reverses the "old and tired" image of many businesses in the community. This



Extension

"newness" has a wide appeal in the market. While not localized, the concepts are fresh and respond to today's consumer trends (such as the majority of retail sales occurring after 4:00 P.M.).

However, newness is only temporary and these stores have to be in constant transition to appeal to a changing market. As the corporate store template gets redesigned, so does the local store. In general, strip shopping centers and freestanding discount stores are relatively short-term real estate investments. If closed, they often remain uncoccupied for an extended period of time.

Multi Departmental

National discounters, especially "supercenters," offer convenience through one-stop shopping and long business hours. Supercenters have found that grocery consumers will purchase other discount store items while shopping. They enjoy efficient use of space by offering the goods of 135-140 small business types under one roof. They can also piggyback on advertising efforts.

However, discount stores are so big and cluttered that the convenience factor may not really be there. There is also little depth in specialty products.

Location

Customers love convenient locations. The advantages of the locations chosen by national discounters include easy highway access, large parcel, high visibility, plentiful parking, easy for non-locals to find, and (in some cases) little congestion. They have proven location strategies, especially in communities where existing businesses have not changed much in years.

Disadvantages include a lack of ambiance and local character. The national discounters also have restrictive criteria on location (with few downtown locations) and only go where there is enough land. While the chains have a need to grow to stay competitive, available markets are dwindling and an increasing number of people are fighting such development in their towns.

Corporate Structure

Advantages include financial, management, advertising, credit, and purchasing systems, as well as a track record of proven success and name recognition. One of Wal-Mart's biggest advantages is its distribution system. The national discounters also have the ability to easily replicate their store format from one community to another.

Disadvantages include an extensive hierarchical organization that is relatively slow to make changes and react to grass roots feedback. Stores are all alike with little ability to vary local product lines. Their image and philosophy may not match the community, and their name recognition may carry a negative image.

Low Price Claims

National discounters often enjoy a low-price image that is very powerful with many consumers. Customers want value. This often cuts across all product lines including national brand. Their high sales volume makes up for the lost revenue incurred by discounting.

A disadvantage of their low-pricing claims is an image associated with poor quality. Deep discounting is only used on select merchandise or select sizes. Further, customers are finding "holes" in the pricing, and confidence in some discounters is eroding.

Conclusion - General Tips for Independent Retailers

Independent retailers can build their own strategies once they understand the competitive strengths and weakness of the national discounters. A prerequisite is a positive attitude and willingness to make periodic change. Independent retailers should take advantage of the fact that they can be flexible and unique. Some general tips include:

- **Know your customers and competition.** Use your trade association to the full extent possible. Know how to pick only those customers and products that make you money. Conduct a market analysis.
- **Offer a unique and responsive product line.** Localize and customize your product line and respond to changing consumer wants quickly. While you can't offer the selection of big stores, you can find out what local consumers really want.
- **Offer quality and value.** Offer a fresh package of values that compares favorably to the large stores. Make sure that less than 30% of your products are price-sensitive commodity items.
- **Create "destination density."** Work with neighboring downtown businesses to create and jointly promote the downtown area as a consumer-friendly place where people satisfy several shopping needs.
- **Be service and customer driven.** Provide excellent customer-oriented service such as custom order capability, acceptance of credit cards and convenient store hours. Customer relations are vital.
- **Renew your image.** A unified, consistent, clean and image is critical. Use visual merchandising through window displays and store organization. Consider fresh paint, sidewalk improvements and flowers or landscaping.
- **Pricing strategies.** Be creative through repackaging and relabeling items. Instead of sale prices, consider issuance of gift coupons for future purchases.

Hempfling is a marketing and real estate student at the University of Wisconsin-Madison. Ryan is a community business development specialist with the Center for Community Economic Development. Newsletter production by Alice Justice, program assistant with the UWEX, Center for

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Center for Community
Economic Development



November 1996 No. 3

Co-Existing With the Retail Giants: Their Impact and Community-Level Strategies

Steven C. Deller and Hans E. Hanson

For over thirty years the retail environment for small rural communities has been undergoing fundamental restructuring. With the advent of regional shopping malls in larger urban hubs and the proliferation of mass discounters, the traditional downtown merchant has seen a significant change in the rules of the game. One company that has expanded into smaller communities and become synonymous with these changes is Wal-Mart.

This issue of Let's Talk Business focuses on the *impact* such retailers have on local markets and offers *community-level strategies* for co-existence.

Estimated Impacts

The impact of a large discount merchandiser on the local retail market is fairly well documented and understood. Studies in New England, Illinois and Iowa have resulted in surprisingly similar results¹. For reasons of brevity, we will limit our discussions to a widely referenced study conducted by Iowa State University Cooperative Extension Economist Ken Stone.

In his study of the impact of Wal-Mart on Iowa communities, Stone used sales tax data to document changes in trade area size of towns between 5,000 and 30,000 persons over a five year period. The study focused on towns where a Wal-Mart has located and the towns within a 20 mile radius of that store.

Competing Towns: In most towns where a Wal-Mart is located, both retail sales and trade area size increased in the first year after the store opened. After five years, sales in the Wal-Mart towns increased by 6.5 percent while similar size towns without a Wal-Mart experienced a 9.7 percent decline. Smaller towns with 500 to 5,000 persons and located within 20 miles of a Wal-Mart lost 25.4 percent of retail sales after five years. This compares with sales reduction of only 17.6 percent for similar size towns located much farther away from a Wal-Mart.

This research suggests that the mass discounters draw shoppers from neighboring communities to the host community to shop. In virtually all cases, total sales in the host community increased at a rate greater than the average for the state. On the other hand, businesses located in smaller neighboring communities often experienced significant out-migration of retail activity.

Within a Wal-Mart Town: Sales patterns in the host communities where a Wal-Mart locates also undergo fundamental changes. Study results suggest that for an average town in Iowa, Wal-Mart sales were approximately \$17 million. Yet, total sales in these towns increased by only \$7 million. This implies that Wal-Mart not only captured all of the town's growth, but also consumed \$10 million in sales from existing businesses. The findings indicated that:

- Businesses that sell goods other than what Wal-Mart sells tend to experience higher sales due to a spillover from additional shoppers drawn to town by Wal-Mart.
- Businesses that sell the same goods as Wal-Mart tend to experience some reduction in sales after the Wal-Mart opens.

Furniture, major appliance, floor coverings, drapery, and eating and drinking establishments typically gained in sales. Unfortunately, newer Wal-Marts are attempting to capture dining spillover by contracting with chains such as McDonalds and Pizza Hut for in-store locations.

Competing general merchandise stores generally sustain a loss of sales. Specialty retailers that showed reduced sales include drug, sporting good, card/gift, and jewelry stores. Many of these stores compete head on with Wal-Mart. Even food stores experienced declines, primarily from non-food items such as cleaning supplies and health aids.

Community-Level Strategies for Co-Existing

Business leaders will need to rethink how they do business in the face of mass discounters such as Wal-Mart. These changes will need to take place at the community and enterprise levels. The following community-level strategies are based on the successes of towns that have learned to co-exist with the retail giant.

Community Cooperation: Studies of communities which have thrived after the arrival of a retail giant indicate that cooperation between businesses and community leaders is a prerequisite to success.

- Form a chamber of commerce or business district association if one does not already exist. Use such an organization to provide a forum to discuss local issues, organize educational seminars, coordinate joint marketing efforts and operating standards (including hours), organize events, etc.
- Conduct a business district market analysis to study demand for products and services and opportunities in the market area given the presence of a mass discounter. This study should lead to strategies for retaining, expanding and recruiting an appropriate mix of businesses and services.
- Work with local financial institutions and development groups to ensure that adequate business financing is available for the creation, expansion or continuation of local businesses. If traditional sources of financing are limited, communities should seek alternative financing such as venture capital or identification of silent partners.
- Take advantage of the draw of a Wal-Mart to promote the entire community.

Local Government Plays a Role: In towns that have proven successful when a Wal-Mart enters, the

local government has played an important role in helping local businesses.

- As Wal-Mart typically locate on the edge of town, it is often hard to draw their customers to the existing business district. This might require changes in traffic flow, roads, signage or street-scaping to enhance convenience and appearance.
- Consider creating a Business Improvement District to help finance collective actions.
- Offer a clean, safe and secure environment.
- Create off street parking to maximize safety and convenience while minimizing traffic noise and dirt.

Conclusions

Research suggests is that it is possible to exist in the face of competition from the retail giants such as Wal-Mart. There are numerous cases of business districts surviving and in many cases thriving with such formidable opponents. Most of these communities made changes and worked together in adapting these strategies.

This topic will be continued in the next edition of Lets Talk Business with strategies for individual businesses.

1. One study released by the University of Massachusetts a few years ago, and greatly referenced by the Wal-Mart Corporation, stands as the lone study contradicting the "conventional wisdom" outlined here. The authors of this lone study, however, were forced to withdraw the report after it was resoundly refuted by regional analysts.

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Co-Existing with the Retail Giants (*continued*): Strategies for Small Retailers

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The last issue of Let's Talk Business described some of the impacts that discount mass merchandise stores have on local markets as well as selected community-level strategies for coexistence. This issue focuses on how small retailers can survive under the shadow of these retail giants.

Attitudes and Actions

In general, it is best to have a positive attitude toward the opening of a new mass discounter such as Wal-Mart within your area. Wal-Mart seldom enters a community that does not show strong opportunities for growth. Accept that change can be good and build upon the opportunities that are created.

In a free market economy, all firms, regardless of size, are free to compete. Recognize that a Wal-Mart store will expand the market size being serviced by the community and that there will be opportunities resulting from this expanded market. Also recognize that it is possible to co-exist with large competitors like a Wal-Mart, but you may have to change your method of operation.

Develop and maintain a very positive image and character for your business. Your employees and customers will not stay with a business that is characterized by a defeatist attitude.

Develop Superior Service

Superior service can become an important competitive advantage for many small retailers. Larger stores, such as Wal-Mart, often do not have the flexibility to offer extra service.

- Emphasize expert technical advice. This is particularly true for retailers selling complex items such as electronic equipment or hardware.
- Offer delivery where appropriate.
- Offer on-site repair of certain items.
- Develop special order capabilities.

- Develop a positive return policy.
- Identify services you can offer for an additional fee such as maintenance contracts.

Manage Your Inventory Better

The key to existing with a retail giant is to carefully select the items you offer for sale. Buy smart and work closely with your suppliers. It is vital that you and your employees constantly compare your range of goods and prices to that of the nearby retail giant.

- Try not to handle the exact same merchandise as a mass discounter. Rather, offer complimentary merchandise. If you do offer the same, make sure that you are priced competitively. Try to keep within ten percent of the discount store. Wal-Mart has about 200 items they consider price sensitive, watch their ads.
- Look for voids in the mass discounter's range of goods. Wal-Mart sells many goods, but it is impossible for them to offer all goods. Try to find a special niche that you can fill.
- Consider upscale merchandise. Not all shoppers within your market area desire low priced goods. Many demand higher quality items that the discounter may not offer.
- Make sure you maintain current product lines by removing obsolete products.
- Present your inventory in a facility that is clean, safe, attractive and has good visual merchandising.

Improve Your Marketing

There is always room for improving your marketing practices. The following are a few that have proven successful.

- Extended opening hours are a necessity. With the large number of two wage-earning families and single head households, the traditional 8-5, Monday through Friday, hours are simply not sufficient.
- Sharpen your pricing skills. Use a variable pricing strategy that incorporates different markups. Lower prices on items that people buy frequently. A few items that are priced out of line will make the customer think that all items in the store are priced high.
- Focus your advertising by stressing your competitive advantage. Plan effective and innovative promotion and advertising and participate in business district promotions.
- Develop an overall theme or message about your store.
- Stress quality of products, service and competitive advantage.

Customer Relations is Vital

How often have you refused to return to a store because of the way you were treated? Word-of-mouth advertising is the most powerful form of advertising.

- Make sure your customers are greeted when they enter the store. Studies suggest that customers are offended if they are forced to find a store employee for help.
- With a smile, offer a "hello," "thank you" and "good bye."
- Get to know the names of your important customers and send them thank you notes periodically. Update your technology to improve customer service
- Have your employees wear name tags.
- Answer the phone by the third ring.
- Schedule a customer appreciation day.

- Make employees "associates." It is important that all store employees feel important and part of the team. Have store meetings frequently to prevent problems before they happen. Employees often have a wealth of ideas, so ask for their opinions.
- Solicit complaints. Without feedback from your customers it is nearly impossible to uncover potential problems.

Conclusions

It is possible to exist in the face of competition from the retail giants such as Wal-Mart. Individual small retailers have survived and thrived with such formidable opponents. Armed with a positive attitude, these retailers have added life to their stores by improving service, inventory, marketing and customer relations.

Many of these ideas were drawn from:

Up Against the Wal-Marts: How Your Business Can Prosper in the Shadow of the Retail Giants, Don Taylor and Jeanne Smalling Archer, American Management Association, New York, NY, 1994

Competing with the Mass Merchandisers, Ken Stone, Small Business Forum, Madison, WI, spring-1991

Competing with the National Discounters-Public and Private Strategies for Small Town, Small Business Success, Meredith Miller and Barbara Cole, Colorado Division of Commerce and Development and the University of Colorado, Boulder, CO, 1991

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**CITY OF JEFFERSON
ORDINANCE #3-03**

An ordinance creating Section 17.05(6)(m) of the Municipal Code of the City of Jefferson relating to the Large Retail Buildings in Excess of 50,000 Square Feet.

The Common Council of the City of Jefferson, Wisconsin, do ordain as follows:

Section 1. The following section 17.05(6)(m) is hereby created as follows:

(m) Retail and Commercial Service Buildings In Excess of 50,000 Square Feet of Area.

The following requirements are applicable to all new retail and commercial service buildings in excess of fifty thousand (50,000) gross square feet and shall be conditional uses in the zoning districts in which they are allowed, except that a separate Conditional Use Permit is not required where such buildings are part of a PAD District. All additions to existing retail and commercial service buildings, built either before or after the adoption of this Ordinance, which brings the total building size to over fifty thousand (50,000) gross square feet shall also require a Conditional Use Permit. The following standards are intended to ensure that large retail and commercial service buildings, and the sites they occupy, are properly located and compatible with the surrounding area and community character of the city. Such projects shall also be subject to the more general standards for the approval of Conditional Use Permits or PAD Districts.

1. **Compatibility with City Plans.** The applicant shall provide, through a written report submitted with the petition for a conditional Use Permit or rezoning application for the PAD Districts, adequate evidence that the proposed building and overall development project shall be compatible with the City's community character, urban design, natural area preservation, commercial development, redevelopment, or community facility objectives as expressed adopted elements of the City's master plan. The applicant must demonstrate in the report that the development is consistent with the City's Comprehensive Master Plan. The Common Council or the Plan Commission may retain professional consultants to assist in the City's review of the proposal. The applicant shall pay for such professional review services applicable to the proposal as per Section 18.04 (3)(d).

2. **Building Materials.** Building materials shall be unified throughout the building, and shall complement other buildings in the vicinity. Exterior building materials shall be of high and comparable aesthetic quality on all sides. Building materials such as glass, brick, decorative concrete block, or stucco shall be used, as determined by the plan commission and City Council. Decorative architectural metal with concealed fasteners may be approved if sensitively incorporated into the overall design of the building.
3. **Building Design.** The building exterior shall be unified in design throughout the structure, and shall complement other buildings in the vicinity. The building shall employ varying building setbacks, height, roof treatments, door and window openings, and other structural and decorative elements to reduce apparent size and scale. A minimum of twenty (20) percent of all of the facades of the structure shall employ actual façade protrusions or recesses. A minimum of twenty (20) percent of all of the combined linear roof eave or parapet lines of the structure shall employ differences in height, with such differences being six (6) feet or more as measured eave to eave or parapet to parapet for buildings over fifty thousand (50,000) square feet. Roofs with particular slopes may be required by the city to complement existing buildings or otherwise establish a particular aesthetic objective. Ground floor facades that face public streets shall have arcades, display windows, entry areas, awnings, or other such features along no less than fifty (50) percent to their horizontal length. The integration of windows into building design is strongly encouraged.
4. **Building Entrances.** Public building entryways shall be clearly defined and highly visible on the building's exterior design, and shall be emphasized by on-site traffic flow patterns. Two (2) or more of the following design features shall be incorporated into all public building entryways: canopies or porticos, overhangs, projections, arcades, peaked roof forms, arches, outdoor patios, display windows, distinct architectural details.
5. **Building Color.** Building façade colors shall be non-reflective, subtle, neutral, or earth tone. The use of high intensity colors, metallic colors, black, or fluorescent colors on facades shall be prohibited. Building trim and architectural accent elements may feature brighter colors, but such colors shall be muted, not metallic, not fluorescent, and not specific to particular uses or tenants. Standard corporate and trademark colors shall be

permitted only on sign face and copy areas, subject to the limitations in Section 17.08(6).

6. **Building Location.** Modest building setbacks are encouraged. Where buildings are proposed to be distant from a public street, the overall development design shall include smaller buildings on pads or out lots closer to the street.
7. **Screening.** Mechanical equipment, refuse containers and any permitted outdoor storage shall be fully concealed from on-site and off-site ground level views, with materials identical to those used on the building exterior. Loading docks shall be completely screened from surrounding roads and properties. Said screening may be accomplished through loading areas internal to buildings, screen walls, which match the building exterior in materials and design, fully opaque landscaping at time of planting, or combinations of the above. Gates and fencing may be used for security and access, but not for screening, and shall be of high aesthetic quality.
8. **Traffic Impact.** All projects that include buildings over fifty thousand (50,000) square feet shall have direct access to an arterial street, or shall dedicate public roads, which have direct access to a public street. Vehicle access shall be designed to accommodate peak on-site traffic volumes without disrupting traffic on public streets or impairing pedestrian safety. This shall be accomplished through adequate parking lot design and capacity; access drive entry throat length, width, design, location, and number; and traffic control devices; and sidewalks. The site design shall provide direct connections to adjacent land uses if required by the City. Prior to development approval, the applicant's traffic engineer shall complete and present a traffic impact analysis following Wisconsin Department of Transportation District One guidelines. The traffic impact analysis shall consider the parking lot 100% full for level of service analysis. Where the project will cause off-site public roads, intersections, or interchanges to function below level of service C, as defined by the Institute of Transportation Engineers, the City may deny the application, require a size reduction in the proposed development, or require that the developer construct and/or pay for required off-site improvements.
9. **Parking.** Not more than seventy-five (75) percent of the off-street parking spaces shall be located directly between the front façade of the building and the public street, unless additional

buildings in the overall development are or will be located between the main building and the public street. Such additional buildings must be sufficient in size, location, and number to provide an effective visual break between the public street and the parking lot. Parking lots in which the number of spaces significantly exceeds the minimum number of parking spaces required in Section 17.07(4) of this Ordinance shall be allowed only with specific and reasonable justification. Parking lot design shall employ interior, curbed landscaped islands at all parking aisle ends. In addition, the project shall provide landscaped islands within each parking aisle spaced at intervals no greater than one island per every twenty (20) spaces in that aisle. Islands at the ends of aisles shall count toward meeting this requirement. Each required landscaped island shall be a minimum of three hundred (300) square feet in area.

10. Natural Resources Protection. Each project shall meet the natural resource protection standards for storm water, utilities, erosion control and public safety. In general, existing natural features shall be integrated into the site design as a site and community amenity. Maintenance of any storm water detention or conveyance features are solely borne by the developer/owner unless dedicated and accepted by the City.
11. Landscaping. On-site landscaping shall be provided per following landscaping requirements:
 - a. Landscaping plan shall be submitted to the city Forester for approval including species as per Section 8.08 of the City Municipal Code.
 - b. Extensive building foundation landscaping for all building frontages facing public streets, parking lots, or residential districts to provide visual breaks in the mass of the building. Building foundation landscaping shall be placed so that, at maturity, the plant's drip line is within ten (10) feet of the foundation. Canopy/shade trees shall not be used to meet this requirement.
 - c. Extensive paved area landscaping for all parking, driveway, and loading areas to screen and provide visual breaks in the size of such paved areas. Canopy/shade trees shall be emphasized within landscaped islands, with shrubs, groundcover, or grass preferred to mulch or stones.
 - d. Canopy/shade tree shall be planted in the City tree terrace at a maximum spacing of 1 per 50 feet, if space permits, or off public right-of-way at a maximum spacing of 1 per 100


feet. Canopy/shade trees shall have a minimum of 2.5" diameter.

12. Lighting. On-site exterior lighting shall meet all the standards of Section 17.10(4) of the Ordinance, except that total cut-off luminaries with angles of less than ninety (90) degrees shall be required for all pole and building security lighting. The color and design of pole lighting standards shall be compatible with the building and the city's public lighting in the area, if a particular public lighting theme has been established for the area.
13. Signage. The plan for exterior signage shall provide for modest, coordinated, and complimentary exterior sign locations, configurations, and color throughout the development. All freestanding signage within the development shall compliment on-building signage. Monument style ground signs are strongly preferred over pole signs, and consolidated signs for multiple users are strongly preferred over multiple individual signs. The City may require the use of muted corporate colors on signage if proposed colors are not compatible with the City's design objectives for the area.
14. Bicycle and Pedestrian Access. The entire development shall provide for safe pedestrian and bicycle access to all uses within the development, connections to existing and planned public pedestrian and bicycle facilities, and connections to adjacent properties. Pedestrian walkways shall be provided from all building entrances to existing or planned public sidewalks or pedestrian/bike facilities. The development shall provide secure, integrated bicycle parking and pedestrian furniture in appropriate quantities and location.
15. Central Areas/Features. Each development that contains a building over fifty thousand (50,000) square feet in area shall provide central area(s) or feature(s) such as a patio/seating area, pedestrian plaza with benches, outdoor playground area, water feature, and/or other such deliberately designated areas or focal points that adequately enhance the development or community. All such areas shall be openly accessible to the public, connected to the public and private sidewalk system, designed with materials compatible with the building and remainder of the site, and maintained over the life of the building project.

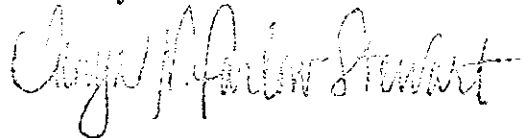
16. **Cart Returns.** A minimum of one (1) two hundred (200) square foot cart return area shall be provided for every one hundred (100) parking spaces. Cart corrals shall be of durable, all season construction, and shall be designed and colored to be compatible with the building and parking lot light standards. There shall be no exterior cart return or cart storage areas located within twenty-five (25) feet of the building.
17. **Impact on Existing Jefferson Business Locations.** Where such a building is proposed as a replacement location for a business already located within the City, the City shall prohibit any privately imposed limits on the type of reuse of the previously occupied building through conditions of sale or lease. If the applicant requires such limits, the applicant may seek City approval to demolish the previously occupied structure and prepare the site for future redevelopment.
18. **Maintenance Bond.** A maintenance/restoration bond must be set up to ensure the building and all amenities on the site are maintained if the building becomes vacant. If the building remains vacant for a period of eight (8) years the restoration bond will be enacted to either modify the building or remove the building from the site.
19. **Waiver of Standards.** The Plan Commission may waive any of the above standards by a simple majority vote of members in attendance, but only if supplemental design elements or improvements are incorporated into the project which compensate for the waiver of the particular standard and prepare the site for future development.
20. **Developer's Agreement.** The Developer shall enter into a Development Agreement with the City, which shall include the payment of all utilities including but not limited to storm water infrastructure.

First Reading: May 6, 2003
Second Reading: June 3, 2003
Passed By A Vote of 6 to 1

Approved: _____


 Mayor Arnold M. Brawders

Attest: _____


 City Clerk/Treasurer Parlow Stewart