



A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2019

May, 2020



Steven C. Deller

Professor and Extension Specialist

Department of Agricultural and Applied Economics

Center for Community and Economic Development

Economic Development Administration, University Center

University of Wisconsin-Madison, Madison, WI 53706

scdeller@wisc.edu



Extension

UNIVERSITY OF WISCONSIN-MADISON

Support for the work was provide in part by the
Economic Development Administration University
Center at the Center for Community and Economic
Development, University of Wisconsin-
Madison/Extension..



Contents

| | |
|---|-------|
| Abstract | 1 |
| Introduction | 2 |
| Trade Area Analysis | 3 |
| Core Data Analysis | 4 |
| Table 1: Base Data WI Counties (2019) | 5 |
| Table 2: WI Per Capita Taxable Sales (2019) | 6 |
| Trade Area Analysis Results | 7 |
| A Four Step Process | 7 |
| Table 3: Total Market (inclusive of industries in analysis) | 8 |
| Map 1: Pull Factor (2019) Total Retail and Services | 9 |
| How Close to One is Close Enough? | 10 |
| Strategies for Enhancing Retail and Service Markets | 11 |
| Examples of Specific Activities | 11-12 |
| Conclusions | 13 |
| References | 13 |
| County Trade Area Captured Tables | 14-17 |
| County Pull Factor Tables | 18-21 |
| County Surplus/Leakage Tables | 22-25 |
| Maps of Pull Factors | 26-30 |



A handwritten signature in black ink, appearing to read 'H. Smith'.

A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2019

Abstract

Using 2019 county sales tax data, we examine the strength and weaknesses of Wisconsin retail and service markets through the application of the tools of Trade Area Analysis. Only those counties that have elected to collect the optional county sales tax are included in the analysis. Because sales tax data are used one must keep in mind that the analysis focuses only on taxable sales and may not reflect the total level of activity in the county. Using Pull Factors and measures of Surplus and Leakage the relative strengths, and weaknesses, of local retail and service markets are identified.

Introduction ¹

When a community is exploring economic development options one area of interest is local retail and service markets. Communities naturally ask “are local retail and service businesses reaching their fullest potential, are there weaknesses that need to be addressed, or strengths that we can build upon?” In order to address these basic questions communities need to have basic insights into the relative strengths and weaknesses of local retail and service markets. One approach to identify these local strengths and weaknesses is to examine patterns in current sales activities using the tools of Trade Area Analysis.

The power of Trade Area Analysis (TAA) is the simplicity of the tools and the ease of interpretation. Community economic development practitioners have found that this simplicity has led to community leaders, businesses and concern citizens to adopt the tools and insights gained from TAA. The tools of Trade Area Analysis have proven to be a powerful foundation upon which to build a conversation about community economic development options. Indeed, some businesses have found these tools to be useful in developing business feasibility plans and have been accepted by a number of bank loan officers.



The weakness of Trade Area Analysis is the lack of geographic detail. The data, in the case of Wisconsin, are provided at the county level (and only for counties that have implemented the county option sales tax) which may or may not reflect the true geographic economic market area. In our case here, from a purely economic perspective, the county is an arbitrary political boundary that may or may not reflect local retail and service markets.

It is important to note that the analysis presented here is at the county level, which may not reflect the true market geographic area. Some businesses may service a local community within the county while other businesses draw customer from a much larger geographic area.

Because the TAA reported here ignores the geographical or spatial element of the community's markets, local knowledge of business opportunities and consumer behavior is extremely important. There may be very sensible reasons why TAA identifies a particular weakness or strength. For example, one community may be found to have large weaknesses in motor vehicle sales suggesting a market potential. But it may be the case that a neighboring community has a large concentration of automobile dealerships (a strength for that community) and easily explains the initial weakness for the community of interest. Knowledge of the condition of surrounding markets is vital to interpreting the results of the analysis presented here. The key is that TAA can serve as a foundation for a conversation about local retail and service markets.

What we will do in the following few pages is to review the tools of Trade Area Analysis and some of the simplifying assumptions that allows the analysis to move forward. Initially, residents in the local market or trade area of interest (e.g., the county) have the same tastes and preferences across the state. This assumption allows the community practitioner to compare the local market to a state average. We then show methods of estimating demand with unique trade area characteristics. As described above, the trade area is defined by the availability of data and the geographic area that the data are reported.

For this particular study we will use sales tax data reported by the Wisconsin Department of Revenue at the county level. Specifically, counties that have imposed the local option sales tax are included in this analysis. Because the data is drawn from tax sales receipts only taxable sales are considered. If a particular item is not included in the tax base, then no data is available. Hence care must be taken and one must keep in mind that the analysis is of “taxable sales”. Still, the analysis provides one set of information that can be used to develop a picture of the local retail market.

[1] For a more detailed discussion of alternative methods to analyze local retail and service markets, see the UW-Extension, Cooperative Extension program entitled “Downtown and Business District Market Analysis” by Bill Ryan and Matt Kures at <https://fyi.extension.wisc.edu/downtown-market-analysis/>

Trade Area Analysis

Sales retention is an indirect measure of locally available goods and services, assuming people buy locally if possible. While measurement of actual sales is relatively easy, measurement of the sales potential presents some difficulty. This assumes that not only that tastes and preferences are identical but also the local trade area is demographically similar to the state. *Local potential sales* can be estimated by statewide average sales per capita adjusted by the ratio of local to state per capita income (Deller, et.al. 1991; Hustedde, Shaffer & Pulver 1993; Shaffer, Deller & Marcouiller 2004; Stone & McConnen 1983):

$$PS_s^i = P_s * PCS_{state}^i * \frac{PCI_s}{PCI_{state}} \quad (1)$$

where PS_s^i is potential sales in community s for sector i , P is population, PCS is per capita sales, PCI is per capita income.

Care must be used in accepting the computed potential sales from equation (1). It ignores all of the shopping area and consumer characteristics that are located within the immediate and surrounding shopping areas. The potential sales provided from equation (1) assume no differences in local consumption patterns except adjusting by relative local income. For example, the approach of Trade Area Analysis used here does not account for differences in the socioeconomic characteristics of the region other than income. But this readily calculated estimate represents a realistic initial estimate.

One way to estimate the sales retention is to divide actual sales by sales potential. Actual sales can be obtained from a variety of sources, including census of business, sales tax data, and the merchants themselves. Another approach to sales potential estimates the number of people buying from local merchants (Hustedde, Shaffer & Pulver, 1993; Stone & McConnen, 1983). *The Trade Area Capture* estimates the customer equivalents. Trade Area Capture used in conjunction with the *Pull Factor* permits the community to measure the extent to which it attracts nonresidents (e.g., tourists and nonlocal shoppers) and differences in local demand patterns.

Trade Area Capture estimates the number of customers a community's retailers sell to. Most trade area models consider market area as the function of population and distance. Trade Area Capture incorporates income and expenditure factors with the underlying assumption that local tastes and preferences are similar to the tastes and preferences of the state. The verbiage here can become somewhat confusing in that the phrase "trade area" discussed above has a definite spatial meaning, but Trade Area Capture is aspatial. Thus, the Trade Area Capture estimate suffers from the same caveats enumerated for Potential Sales estimated:

$$TAC_s^i = \frac{AS_s^i}{PCS_{state}^i * \frac{PCI_s}{PCI_{state}}} \quad (2)$$

where notation remains the same with the addition of TAC is Trade Area Capture and AS is actual sales.

The number calculated from equation (2) is the number of people purchased for, not the people sold to or actual customers in the store (i.e., if one person buys food for a family of four, all four are counted). If Trade Area Capture exceeds the trade area population then the community is capturing outside trade or local residents have higher spending patterns than the state average. If the Trade Area Capture is less than the trade area population the community is losing potential trade or local residents have a lower spending pattern than the statewide average. Further analysis is required to determine which cause is more important. Comparison of the Trade Area Capture estimates for specific retail or service categories to the total allows for additional insight about which local trade sectors are attracting customers to the community. It is important to make Trade Area Capture comparisons over time to identify trends.



Core Data for Analysis

Trade Area Capture measures purchases by both residents and nonresidents. The *Pull Factor* makes explicit the proportion of consumers that a community (the primary market) draws from outside its boundaries (the secondary market, including residents in neighboring areas or tourists). The Pull Factor is the ratio of Trade Area Capture to municipal population, which in our case here is the county. The Pull Factor measures the community's drawing power. Over time, this ratio removes the influence of changes in municipal population when determining changes in drawing power. The Pull Factor is computed as:

$$PF_s^i = \frac{TAC_s^i}{P_s} \quad (3)$$

A Pull Factor (*PF*) greater than one implies that the local market is drawing or pulling in customers from surrounding areas. A Pull Factor less than one implies that the local market is losing customers to competing markets. The Pull Factor, much like percent sales retention estimate, can also be loosely interpreted like a location quotient. Pull Factors significantly greater than one often indicates an area of specialization for the local market. For example, tourist areas tend to have high Pull Factors and location quotients for restaurants, hotels and miscellaneous retail stores. The use of any tool by itself can often lead to erroneous conclusions. One must use a variety of tools to gain a clearer understanding of the local economy.

An alternative way to think about sales retention is to compute local *Surplus or Leakage* by looking at the difference between actual sales (*AS*) with Potential Sales (*PS*):

$$\frac{S}{L_s^i} = AS_s^i - PS_s^i \quad (4)$$

If actual sales (*AS*) is larger than Potential Sales (*PS*) and equation (4) is positive then there is said to be a Surplus, or the local market is performing better than one would expect. One could reasonably interpret a Surplus as the dollar value of the Pull Factor being greater than one. If actual sales (*AS*) is smaller than Potential Sales (*PS*) and equation (4) is negative then there is said to be a Leakage, or the local market is performing below what one would expect. Again, one could reasonably argue that a Leakage is the dollar value of the Pull Factor being less than one.

Before turning to the Trade Area Analysis for Wisconsin counties that have sales tax data, three core pieces of information are required. The first is the Index of Income, which is the per capita income of the county divided by the per capita income of Wisconsin, the second is the county population (Table 1), and the third are per capita expenditure levels for the state by business type (Table 2). For this analysis 66 counties have imposed a sales tax from which the data are derived. Please note that for this analysis, the state averages are based on the 66 counties that are contained in this analysis.

Forty-eight of the 66 have an Index of Income strictly below one, but several, including Barron and Walworth, are very close to being exactly at the state average. Juneau County has the lowest Index of Income (0.756, which means that per capita income is only 75.6% of the state average) while Ozaukee has the highest Index of Income (1.676). Again note that here, the Wisconsin average is defined as including only those counties that have a county sales tax. Because of the relatively low income levels we would not expect spending in these counties to be on par with the state average and these averages are adjusted downward as described above. At the same time one would expect counties that have higher income levels (e.g., Dane, Ozaukee and Washington) to have higher spending levels than the state average and thus are adjusted upward.

There are several potential sources of data that can be used to undertake a Trade Area Analysis including sales estimates from private vendors such as Woods and Poole, Inc. or ESRI, federal government sources such as the Economic Census conducted every five years. While these data allow for comparisons across state lines, many times they are estimates based on the Economic Census and the methods employed are unclear. For this study we use County Sales Tax data provided by the Wisconsin Department of Revenue. These data are not only timely, but the methods of collection and reporting are clearly documented. The weakness is that the data covers only taxable sales and are reported only at the county level.

| Table 1: Base Data Wisconsin Counties (2019) | | | | | |
|--|------------|--------------------|-------------|------------|--------------------|
| | Population | Index of Income | | Population | Index of Income |
| Adams | 20,348 | 0.773 | Langlade | 19,268 | 0.862 |
| Ashland | 15,600 | 0.820 | Lincoln | 27,689 | 0.913 |
| Barron | 45,164 | 0.986 | Marathon | 135,428 | 1.000 |
| Bayfield | 15,042 | 0.969 | Marinette | 40,434 | 0.878 |
| Brown | 263,378 | 1.054 | Marquette | 15,434 | 0.822 |
| Buffalo | 13,125 | 0.893 | Milwaukee | 948,201 | 0.950 |
| Burnett | 15,392 | 0.852 | Monroe | 46,051 | 0.834 |
| Calumet | 50,159 | 1.013 | Oconto | 37,830 | 0.910 |
| Chippewa | 64,135 | 0.921 | Oneida | 35,470 | 1.032 |
| Clark | 34,709 | 0.803 | Ozaukee | 89,147 | 1.676 |
| Columbia | 57,358 | 1.021 | Pepin | 7,289 | 0.957 |
| Crawford | 16,291 | 0.828 | Pierce | 42,555 | 0.917 |
| Dane | 542,364 | 1.223 | Polk | 43,598 | 0.928 |
| Dodge | 87,847 | 0.894 | Portage | 70,942 | 0.916 |
| Door | 27,610 | 1.261 | Price | 13,397 | 0.904 |
| Douglas | 43,208 | 0.858 | Richland | 17,377 | 0.863 |
| Dunn | 45,131 | 0.797 | Rock | 163,129 | 0.882 |
| Eau Claire | 104,534 | 0.963 | Rusk | 14,147 | 0.882 |
| Florence | 4,321 | 1.084 | Sauk | 64,249 | 0.965 |
| Fond du Lac | 103,066 | 0.960 | Sawyer | 16,489 | 0.916 |
| Forest | 8,991 | 0.828 | Shawano | 40,796 | 0.844 |
| Grant | 51,554 | 0.864 | Sheboygan | 115,456 | 1.055 |
| Green | 36,929 | 1.018 | St. Croix | 89,694 | 1.108 |
| Green Lake | 18,918 | 0.921 | Taylor | 20,412 | 0.779 |
| Iowa | 23,771 | 0.959 | Trempealeau | 29,442 | 0.892 |
| Iron | 5,676 | 1.027 | Vernon | 30,785 | 0.805 |
| Jackson | 20,478 | 0.928 | Vilas | 21,938 | 1.077 |
| Jefferson | 85,129 | 0.923 | Walworth | 103,718 | 0.998 |
| Juneau | 26,617 | 0.756 | Washburn | 15,878 | 0.942 |
| Kenosha | 169,290 | 0.935 | Washington | 135,693 | 1.169 |
| Kewaunee | 20,383 | 0.922 | Waupaca | 51,128 | 0.911 |
| La Crosse | 118,230 | 1.000 | Waushara | 24,263 | 0.822 |
| Lafayette | 16,665 | 0.859 | Wood | 73,055 | 0.933 |

The second set of data is the state per capita expenditure levels (Table 2). It is vital to recall that the data are drawn from taxable sales, not total sales. As a result, the estimated potential sales as well as surplus/leakage levels are conservative. For retail sectors, the largest single category of expenditures is motor vehicle and parts dealers with a state-wide per capita expenditure level of \$2,154.35 in 2019. This result is largely attributed to the expensiveness of automobiles. The second largest single category of retail expenditures is general merchandise stores with \$1,522.03. There are two potential reasons why this category is as large as it is: (1) the growing popularity of “big-box” stores such as Wal-Mart and Target is drawing a larger share of consumer dollars and (2) many of the “super”

stores have expanded into carrying groceries which is in direct competition to more traditional food stores. Many of these “super stores” have become one-stop centers where customers can purchase food, clothing, hardware, toys, electronics, and even have prescriptions filled in one store. Some of these stores have even entered the retail gasoline market thus placing pressure on smaller gasoline retailers. Indeed, even more traditional gasoline retailers have expanded into offering more items associated with general merchandise and food stores. Many gasoline stations have turned into general convenience stores that compete directly with grocery stores. Indeed, for many of these latter establishments the businesses do not classify themselves as gasoline which creates some difficulties for measuring market strengths and weaknesses. For example, based on the sales tax data there are no gasoline stations in Buffalo County which is not technically correct. Rather, the businesses report under a different business classification such as a convenience store (e.g., general merchandize).

| Table 2: Wisconsin Per Capita Taxable Sales (2019) | |
|--|-----------------------------|
| | Per Capita Taxable Sales |
| Motor Vehicle and Parts Dealers | \$ 2,154.35 |
| Furniture and Home Furnishings Stores | \$ 277.63 |
| Electronics and Appliance Stores | \$ 196.91 |
| Building Material and Garden Equipment and Supplies Dealers | \$ 1,168.27 |
| Food and Beverage Stores | \$ 490.39 |
| Health and Personal Care Stores | \$ 194.12 |
| Gasoline Stations | \$ 507.89 |
| Clothing and Clothing Accessories Stores | \$ 445.75 |
| Sporting Goods, Hobby, Book, and Music Stores | \$ 206.29 |
| General Merchandise Stores | \$ 1,522.03 |
| Miscellaneous Store Retailers | \$ 703.80 |
| Nonstore Retailers | \$ 676.32 |
| Publishing Industries (except Internet) | \$ 126.30 |
| Telecommunications | \$ 927.72 |
| Real Estate, Rental and Leasing Services | \$ 490.07 |
| Professional, Scientific, and Technical Services | \$ 462.85 |
| Management of Companies and Enterprises | \$ 165.53 |
| Administrative and Support Services | \$ 249.68 |
| Amusement, Gambling, and Recreation Industries | \$ 227.96 |
| Accommodation | \$ 425.15 |
| Food Services and Drinking Places | \$ 1,724.99 |
| Repair and Maintenance | \$ 515.03 |
| Personal and Laundry Services | \$ 433.05 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | \$ 119.90 |
| Total (Working Groups) | \$ 14,411.97 |

For the services sectors food services and drinking places (restaurants and taverns/bars) at \$1,724.99 followed by telecommunication services which would include wireless and internet service providers (\$927.72). Also note that in Wisconsin the typical per person spending on professional, scientific and technical services is slightly higher than accommodation (hotels, motels, B&Bs) (\$462.85 vs \$425.15). In 2009, for example, per capital spending on professional, scientific and technical services was \$238.40 which represents a 94.1% increase. While a small part of this increase is due to changes in sales tax laws, this large increase is more a reflection of the growth in this sector and its growing importance to the economy.

In more rural counties, for example, there may be one grocery store that dominates the market which means that the data will be suppressed. Here local knowledge of the retail and service markets are vital to properly interpreting the results of the Trade Area Analysis.

Trade Area Analysis Results

In addition to the tabular presentation of the results for Trade Area Captured, Pull Factors, Potential Sales and Surplus/Leakage We have presented the Pull Factors in map form. It is important to note that there are at least three reasons why there may be no data for a particular category for any given county. First, there are six counties in Wisconsin that do not impose the local option sales tax and hence there is no data available. The second is that there are no businesses within the particular category that are reporting taxable sales. Finally, disclosure rules prohibit the release of data that may identify the revenues (sales) of any individual business. In more rural counties, for example, there may be one grocery store that dominates the market which means that the data will be suppressed. Here local knowledge of the retail and service markets are vital to properly interpreting the results of the Trade Area Analysis.

The volume of results prevents a discussion of all of the results and we have left it to the reader to draw the relevant information for their own purposes. For brevity we have reported only the key variables of interest: Trade Area Captured, Pull Factors and the Surplus/Leakage that is tied to those Pull Factors. The reader must keep in mind to consider both Leakages

A four step process comes to light when considering the analysis presented here.

- 1. Determine which sectors are strengths and weaknesses based on the relative size of the Pull Factor.**
- 2. This determination should first be based on the county in isolation then in comparison to similar counties.**
- 3. Determine the dollar value of the strength or weaknesses based on the Surplus or Leakage.**
- 4. Identify strategies to build on strengths and address weaknesses.**

as well as Surpluses when developing strategies to build local retail and service markets. Naturally, the tendency is to want to focus on addressing weaknesses in the markets, but there may be solid reasons why such weaknesses exist ranging from lack of market size (small populations such as in Florence county may be a real barrier to the creation of certain types of businesses) to spatial competition from neighboring communities. But focusing attention on sectors that have a revealed strength (i.e., large Pull Factors and Surpluses) can build on existing markets. For example, a community that has a strong tourism and recreation sector may find that the further promotion of tourism and recreation can have strong positive impacts. In other words, it can be just as valuable to build on existing strengths as it is to address weaknesses.

One must also consider the relative size of any Leakage before considering it as a business opportunity. For example, the Leakage may not be sufficiently large to justify new business enterprises. Rather, a viable alternative to new business formation is for existing businesses within the sector to rethink their business strategies. The challenge here is to use the analysis as an “excuse” or “reason” to engage the community in a conversation about the strengths and weaknesses of local retail and service markets and strategies that can be pursued to build on those strengths and address the weaknesses.

Consider the Pull Factor and corresponding Surplus/Leakage calculation for total taxable sales (Table 3). In addition, a mapping of the Pull Factor for total market activity is provided in Map 1. In the strictest interpretation 41 of the 66 counties in this analysis, or 62.1%, have a Pull Factor less than one, suggesting that these 41 counties are experiencing Leakages of taxable retail and service activities. The three counties with the smallest Pull Factors are Florence (PF=0.397), Lafayette (PF=0.559)

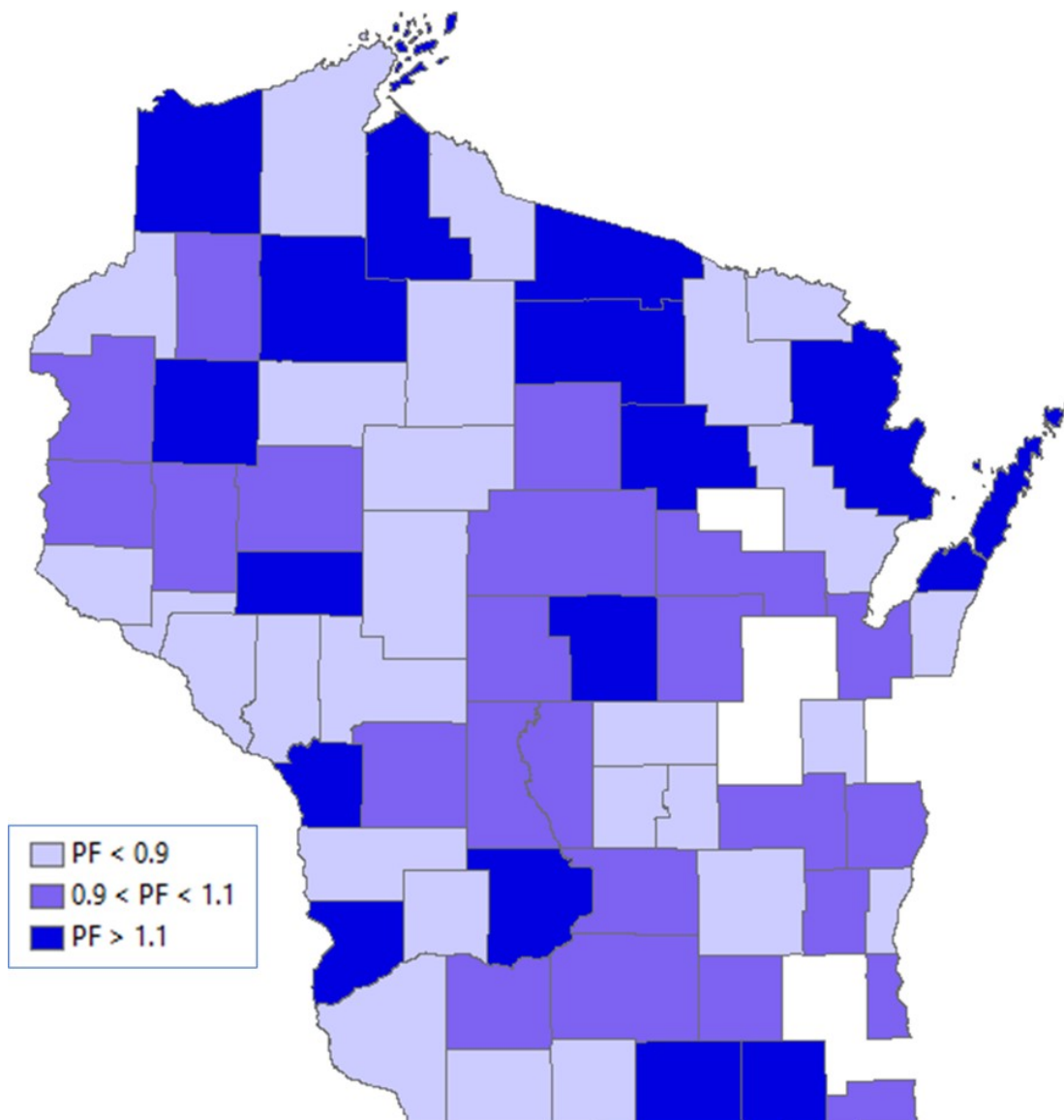
| | Pull Factors | Surplus or Leakage (MM\$) | | Pull Factors | Surplus or Leakage (MM\$) |
|-------------|--------------|---------------------------|-------------|--------------|---------------------------|
| Adams | 1.042 | \$9.5 | Langlade | 1.259 | \$62.1 |
| Ashland | 1.102 | \$18.7 | Lincoln | 0.945 | (\$19.9) |
| Barron | 1.182 | \$117.1 | Marathon | 1.072 | \$140.3 |
| Bayfield | 0.858 | (\$29.7) | Marinette | 1.133 | \$67.8 |
| Brown | 1.085 | \$340.8 | Marquette | 0.703 | (\$54.2) |
| Buffalo | 0.614 | (\$65.3) | Milwaukee | 0.963 | (\$474.7) |
| Burnett | 0.811 | (\$35.7) | Monroe | 1.036 | \$20.0 |
| Calumet | 0.888 | (\$81.8) | Oconto | 0.654 | (\$171.6) |
| Chippewa | 1.066 | \$56.3 | Oneida | 1.505 | \$266.2 |
| Clark | 0.691 | (\$124.2) | Ozaukee | 0.661 | (\$730.3) |
| Columbia | 0.901 | (\$83.4) | Pepin | 0.682 | (\$32.0) |
| Crawford | 1.154 | \$30.0 | Pierce | 0.581 | (\$235.7) |
| Dane | 1.001 | \$13.9 | Polk | 0.982 | (\$10.3) |
| Dodge | 0.894 | (\$119.7) | Portage | 1.172 | \$160.8 |
| Door | 1.379 | \$190.3 | Price | 0.780 | (\$38.4) |
| Douglas | 1.109 | \$58.1 | Richland | 0.848 | (\$32.9) |
| Dunn | 0.982 | (\$9.3) | Rock | 1.131 | \$272.3 |
| Eau Claire | 1.267 | \$387.1 | Rusk | 0.734 | (\$47.8) |
| Florence | 0.398 | (\$40.7) | Sauk | 1.792 | \$707.6 |
| Fond du Lac | 0.949 | (\$73.3) | Sawyer | 1.398 | \$86.6 |
| Forest | 0.649 | (\$37.7) | Shawano | 0.949 | (\$25.1) |
| Grant | 0.871 | (\$83.0) | Sheboygan | 0.939 | (\$106.2) |
| Green | 0.862 | (\$75.0) | St. Croix | 0.922 | (\$111.9) |
| Green Lake | 0.851 | (\$37.4) | Taylor | 0.841 | (\$36.4) |
| Iowa | 0.902 | (\$32.3) | Trempealeau | 0.874 | (\$47.6) |
| Iron | 0.677 | (\$27.2) | Vernon | 0.748 | (\$90.1) |
| Jackson | 0.789 | (\$57.9) | Vilas | 1.295 | \$100.6 |
| Jefferson | 0.920 | (\$90.0) | Walworth | 1.150 | \$224.2 |
| Juneau | 1.013 | \$3.6 | Washburn | 0.947 | (\$11.3) |
| Kenosha | 1.051 | \$117.0 | Washington | 0.903 | (\$221.6) |
| Kewaunee | 0.622 | (\$102.4) | Waupaca | 0.922 | (\$52.5) |

and Pierce (PF=0.581), which translates to leakages of \$40.7 million, \$90.9 million, and \$235.7 million, respectively, while the counties with the largest Pull Factors are Sauk (PF=1.792), Oneida (PF=1.504), and Sawyer (PF=1.398), which translates into surpluses of \$707.6 million, \$266.2 million, and \$86.6 million, respectively. The large surpluses for these last three counties is partially explained by large tourism and recreational economies. Counties with the lowest Pull Factors tend to be smaller more rural counties that are within a reasonable driving distance to a larger county.

The leakage here can be interpreted as the dollar value of the Pull Factor being less than one, whereas a surplus is the dollar value of the Pull Factor being greater than one. If the Pull Factor is less than one and there are dollars being lost (leakage) out of the county, this may point to market opportunities. Is the leakage sufficiently large to support a new business, or perhaps existing businesses can expand to capture some of those leakages?

The simple mapping of the aggregate Pull Factor (Map 1) reveals several interesting patterns. First, for descriptive purposes the Pull Factor can take on one of three values, less than 0.9, between the values of 0.9 and 1.1, and finally above 1.1. While a strict threshold value of 1.0 holds for the Pull Factor is a value of 0.95 or 1.05 in a practical sense different than 1.0? (see sidebar). For discussion purposes we have altered the thresholds slightly to allow for three outcomes: performing as one would expect (0.9 – 1.1), underperforming (<0.9) and overperforming (>1.1). Second, many of the larger market counties, such as Dane, Brown, and Kenosha tend to perform as one might expect. One might expect that these are regional hubs that draw in (i.e., surplus) retail and service spending from neighboring counties. While there are still regional hubs, such as Eau Claire, the larger markets (counties) do not appear to overwhelm and dominate the neighboring counties. Third, many of the northern counties have relatively high Pull Factors suggesting that the local markets are overperforming. This latter result is largely due to the tourism markets and recreational housing in particularly. While prior research suggests that the owners of recreational homes tend to bring most of their goods (groceries, supplies, etc) from their home areas, there is additional spending. This is particularly true to building materials and garden supply retailers.

Map1: Pull Factor (2019) Total Retail and Services



While a detailed discussion of the results for the 24 different sectors (12 retail, 12 services) is beyond the scope of this summary narrative, the Trade Area Captured, Pull Factors and corresponding Surplus/Leakage calculations are provided in a series of Appendix Tables and the Pull Factors for each of the 24 sectors are mapped in a series of figures also in the Appendix. There are a few patterns worthy of notice. First, notice the prevalence of underperforming counties in Clothing and Clothing Accessories Stores: outside of a few urban hubs the Pull Factors are consistently below 0.9. This is due to two reasons: first, a growing share of consumer purchase their clothing at general merchandize stores and second, the rate of purchasing at more specialized clothing stores is insufficient to support such stores outside of larger market areas.

Historically “nonstore” retailers have been modest in terms of their total share of the market. But with the growth of on-line shopping it is possible for retailers to market to customers that are, theoretically, anywhere in the world. The majority of counties, regardless of population, income, or geographic location are performing at least as well as expected or actually performing higher than expected. Crawford County, for example, tends to have Leakages in most categories of retail and services, but the Pull Factor for nonstore retailers is 3.93 which represents a Surplus of \$26.68 million which, along with a strong Surplus in General Merchandize, creates a situation where the overall county market is showing a Surplus. Over time, the growth in nonstore retail represents a growth opportunity for many more rural Wisconsin communities, assuming that adequate broadband is available.

Third, by examining sectors that are traditionally sensitive to tourism and recreation, such as Accommodations, Sporting Goods, Hobby, Book, and Music Stores, and Amusement, Gambling, and Recreation Industries can identify parts of Wisconsin that are more dependent on tourism and recreation. Traditionally, Food Services and Drinking Places has also been a measure of tourism, but consumer spending patterns have shifted so that this sector, while still important to tourism, is becoming more independent from tourism. Adams County, for example, has a Pull Factor of 6.1 for Accommodations and 7.54 for Amusement, Gambling, and Recreation Industries which means that tourism and recreation is a very strong point for the county.

These data and the patterns observed can provide a powerful starting point for a broader discussion in the community about regional economic strengths and weaknesses. In particular, the analysis provided in this report can help guide further analysis behind market opportunities. In addition to pointing toward opportunities the analysis can potentially expose areas of threat. For example, is a county’s market overly dependent on one particular sector can expose the county to shocks. In the end, these analysis provide insights into the local retail and service economies.

How Close to One is Close Enough?

While the Pull Factor has a definitive threshold of one, there remains room for interpretation. For example, Dane County, where Madison a regional hub is located, has a Pull Factor of 1.069 and Fond du Lac, another potential regional hub, has a Pull Factor of 0.978. In the strictest sense one could conclude that Dane County is doing better than expected while Fond du Lac is doing poorer than expected but in reality a more reasonable interpretation would be that both counties are performing on par with the state average.

Some have suggested that when interpreting Pull Factors more reasonable thresholds might be above 1.1 and below 0.9 and Pull Factors between those two ranges are closed enough to 1.0 to be acceptable.

Others point to the size of the corresponding Surplus and/or Leakage as the relevant metric of interest. For small counties, a very small Pull Factor may translate into a very modest dollar Leakage, too small for businesses to consider addressing. Whereas for a large county, a Pull Factor slightly smaller than one can lead to leakages in the millions of dollars. For example, Fond du Lac has a Pull Factor of 0.95, very close to one, but a leakage of about \$68 million.

In the end, these analysis provide insights into the local retail and service economies.

Strategies for Enhancing Retail and Service Markets

Individual business owners do not want to “bet the farm” based on a simple Pull Factor and corresponding measure of Leakage or Surplus. Rather, these tools can be powerful in the initial identification of market ideas and concepts. In a sense, these tools can be used in the “plan-to-plan” stage of the business planning process and can provide useful insights.

Beyond aiding businesses in the initial planning stages there exists a wide range of potential strategies can put in place to build on strengths of the local retail markets and address potential gaps. A detailed discussion of the vast range of potential strategies is not the intent of this study. Rather, the intent here is to introduce the reader to a broad range of ideas. The two broad classifications of strategies include: (a) increasing the flow of dollars into the community (e.g., build on Surpluses) and (b) increasing the re-circulation of dollars within the community (e.g., plug Leakages). Increasing the flow of dollars into the community means that the community is essentially injecting new money into the local economy by attracting consumers from surrounding communities or by capturing the dollars of visitors to the community. Consumers are both individuals as well as businesses. In each case the community is bringing more money into the community. Increasing the re-circulation of dollars in the community means that the community is plugging Leakages of money out of the local community's economy. In other words, the community is actively seeking ways to get people and businesses to spend more locally.

One can almost think of these as broad approaches to address “gaps” and “disconnects” within the local market. Gaps describe the case where a particular good or service is not available at a sufficient level for purchase in the local community. Disconnects are when the goods and services are available but local customers, both residents and businesses, are not making local purchases.

Because these are broad approaches and specific strategies will be applicable to both we will suggest several possible specific strategies across both approaches. For a more focused discussion see the newsletter *Downtown Economics* produced by the Center for Community Economic Development at the University of Wisconsin-Extension[2] as well as the collection of resources at the USDA National Rural Resource Library and the references therein.[3]



Examples of specific activities a community can undertake to increase the inflow or re-circulation of dollars include:

1. Develop market information to help retail and service businesses in identifying market potentials and formulate business plans. The TAA presented here is a small piece of such market information.
2. Promote community and regional commercial space necessary to attract new retail and service businesses.
3. Encourage mixed uses for downtown real estate, including housing, lodging, office space, and social spaces. Recognize the shift away from traditional retail spaces to services oriented businesses.
4. Work to ensure that retail and service development policies aim at complementary growth where local firms are harmonized and not competitive.
5. Match the preferences of local market segments with the assets and amenities of the community, such as tourism linked to agriculture and local foods.

[2] <http://www.uwex.edu/ces/cced/publicat/letstalk.html>

[3] <http://www.nal.usda.gov/ric/ricpubs/downtown.html>

- 6. Help businesses explore all market segments available, including but not limited to, local residents, in-commuters, second homeowners, visitors, and others. Expand purchases by non-local people through appropriate advertising and promotions.**
 - a. Help develop an online presence for each new or existing business including e-retailing and online marketing including the use of social media.**
 - b. Coordinated advertising can build on economies of size and scope.**
 - c. Coordinate business hours.**
 - d. Sponsor downtown activities such as sidewalk sales or art fairs.**
 - e. Organize farmers markets to attract customers to the downtown.**
 - f. Provide convenient parking or public transit.**
- 7. Ensure that key public services (e.g., fire and police, water and sewer, general administration) are more than satisfactory.**
- 8. Aid businesses in developing employee-training programs to improve quality of service.**
- 9. Recognize the important role of transfers such as retirement benefits, and unemployment compensation as a flow of funds into the community.**
- 10. Consider initiating a business retention and expansion program to support existing businesses first. These business visitation programs can build a stronger sense of community and help identify potential problem areas.**
- 11. Encourage collective action through the formation of organizations such as Chamber of Commerce or Merchants Association. These types of organizations can provide a mechanism for local businesses to network and create learning opportunities that fosters innovation.**
- 12. Create a positive business climate where local government regulators work with businesses to satisfy local rules and regulations rather than create barriers of red tape.**

These broad based strategies are clearly not exhaustive and are meant to only introduce the idea that effective strategies can range from the simplistic to the complex. It is also important that there is no one single strategy that effective development of the retail and service sectors require a multi-prong approach with overlapping strategies. Finally, strategies need to be constantly evaluated and adjusted to reflect changing markets.

While the tools of Trade Area Analysis are a powerful indicator of retail market strengths and weaknesses, they should not be substituted for detailed business feasibility studies. While businesses have found measures of Surplus/Leakage to be a reasonable first approximation of potential revenues more detailed market analysis is required before specific business investments are made. Again, these tools are most appropriate in the business “plan-to-plan” phase of business planning.

Conclusions

The intent of this applied research project is to: (1) introduce one set of tools, specifically Trade Area Analysis and market threshold analysis, to community development practitioners; (2) apply the tools to a set of data for Wisconsin counties; and (3) outline a set of simple strategies to help build on Surpluses and address Leakages. The tools offered here as well as the analysis should be considered one step in developing a complete understanding of the local retail market. The tools can be used to stimulate discussions within the community about the strengths and weaknesses of the local retail markets as well as a simple set of tools that potential businesses can use in the initial planning, or “plan-to-plan”, stages in business development.



References

- Berry, B. and W. Garrison. (1958a). "A Note on Central Place Theory and the Range of a Good," *Economic Geography*, 34:304-311.
- Berry, B. and W. Garrison. (1958b). "Recent Developments in Central Place Theory," *Proceedings of the Regional Science Association*, 4:107-121.
- Deller, Steven C., James C. McConnon, Jr., John Holden & Kenneth Stone. 1991. The measurement of a community's retail market. *Journal of the Development Society* 22#2: 68-83.
- Deller, Steven C., Matt Kures and William F. Ryan. 2006. An analysis of retail and service sector count data: Identification of market potential for Wisconsin counties. Department of Agricultural and Applied Economics Staff Paper No. 492. University of Wisconsin-Madison/Extension. (January).
<http://www.aae.wisc.edu/pubs/sps/pdf/stpap492.pdf>
- Deller, Steven C. and William F. Ryan, 1996. Community market analysis series: Retail and service demand thresholds for Wisconsin. Center for Community Economic Development, Department of Agricultural Economics, University of Wisconsin-Madison/Extension. Staff Paper No. 96.1, (April), 20p. <http://www.aae.wisc.edu/cced/961.pdf>
- Goldstucker, Jac L., Danny N. Bellenger, Thomas J. Stanley & Ruth L. Otte. 1978. *New Developments in Retail Trading Area Analysis and Site Selection*. Atlanta, GA: College of Business Administration, Georgia State Univ.
- Hustedde, Ron, Ron Shaffer & Glen Pulver. 1993. *Community Economic Analysis: A How To Manual*. (RRD141) Ames, IA: North Central Regional Center for Rural Development.
- Shaffer, Ron, Steven Deller & David Marcouiller. 2004. *Community Economic Development: Linking Theory and Practice*. Cambridge: Blackwell.
- Stone, Kenneth E. & James C. McConnon. 1983. Analyzing Retail Sales Potential for Counties and Towns. Paper presented at the American Agricultural Economics Assn. Meetings. Ames, IA: Iowa State University.

| Trade Area Captured: Retail (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|---|--------|---------|--------|----------|---------|---------|---------|---------|----------|--------|
| Motor Vehicle and Parts Dealers | 21,488 | 17,762 | 56,352 | 12,206 | 290,926 | 11,728 | 15,707 | 47,498 | 97,662 | 36,453 |
| Furniture and Home Furnishings Stores | 11,063 | 10,012 | 35,356 | 5,859 | 264,403 | 3,923 | 4,635 | 39,473 | 44,749 | 15,340 |
| Electronics and Appliance Stores | - | - | 34,457 | - | 350,281 | 5,101 | - | 112,941 | 40,941 | 86,628 |
| Building Material and Garden Equipment and Supplies Dealers | 15,466 | 16,758 | 88,267 | 21,997 | 316,532 | 12,254 | 19,135 | 65,122 | 41,222 | 29,163 |
| Food and Beverage Stores | - | - | 45,301 | 18,985 | 208,098 | - | - | 23,842 | 38,342 | 20,400 |
| Health and Personal Care Stores | 3,199 | 20,030 | 34,135 | 2,866 | 266,104 | - | 4,063 | 23,807 | 40,786 | 6,451 |
| Gasoline Stations | - | 19,905 | 57,414 | - | 200,346 | - | - | 41,318 | 81,882 | 37,952 |
| Clothing and Clothing Accessories Stores | 2,837 | 7,083 | 26,259 | 3,776 | 339,335 | 1,851 | 2,727 | 42,215 | 17,875 | 5,475 |
| Sporting Goods, Hobby, Book, and Music Stores | 6,502 | 11,900 | 68,791 | 31,451 | 270,799 | 6,465 | 12,899 | 33,366 | 128,624 | 11,460 |
| General Merchandise Stores | 5,940 | 38,681 | 73,620 | 2,855 | 370,047 | 894 | 6,269 | 65,465 | 79,011 | 5,033 |
| Miscellaneous Store Retailers | 15,534 | 14,934 | 71,386 | 8,763 | 298,295 | 16,690 | 19,481 | 54,606 | 69,997 | 40,532 |
| Nonstore Retailers | 35,442 | 15,167 | 42,281 | 16,239 | 263,540 | 12,763 | 17,473 | 48,826 | 77,002 | 30,909 |

| Trade Area Captured: Services (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|--|---------|---------|--------|----------|---------|---------|---------|---------|----------|--------|
| Publishing Industries (except Internet) | 10,175 | 11,730 | 22,653 | 5,843 | 297,201 | - | - | 47,890 | 47,071 | 19,247 |
| Telecommunications | 36,417 | 15,804 | 51,953 | 20,905 | 233,943 | 13,032 | 22,873 | 34,960 | 52,123 | 33,328 |
| Real Estate, Rental and Leasing Services | 14,362 | 9,483 | 37,630 | 8,983 | 389,309 | 5,325 | 8,359 | 44,761 | 59,164 | 12,956 |
| Professional, Scientific, and Technical Services | 11,630 | 12,655 | 53,833 | 8,657 | 291,724 | 11,906 | 10,324 | 32,332 | 73,143 | 19,269 |
| Management of Companies and Enterprises | 35,399 | - | 98,489 | - | 326,531 | - | - | 49,370 | 77,169 | - |
| Administrative and Support Services | 16,830 | 15,580 | 32,575 | 9,641 | 262,960 | 5,211 | 11,167 | 32,687 | 101,771 | 22,033 |
| Amusement, Gambling, and Recreation Industries | 153,371 | - | 37,236 | 46,254 | 189,373 | - | 17,270 | 71,823 | 43,272 | 11,260 |
| Accommodation | 123,549 | 22,226 | 32,573 | 36,971 | 225,924 | 4,396 | 12,446 | - | 34,260 | - |
| Food Services and Drinking Places | 12,809 | 18,217 | 37,779 | 13,672 | 276,452 | 8,822 | 15,717 | 32,849 | 54,044 | 16,040 |
| Repair and Maintenance | 22,240 | 16,503 | 43,240 | 12,981 | 236,806 | 10,124 | 20,570 | 37,184 | 94,721 | 48,493 |
| Personal and Laundry Services | 20,736 | 18,213 | 51,102 | 12,579 | 282,059 | 15,416 | 6,696 | 27,244 | 125,624 | 18,663 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 27,968 | - | 24,841 | - | 47,530 | - | - | 6,663 | 48,787 | 14,772 |
| Total (Working Groups) | 21,200 | 17,185 | 53,403 | 12,912 | 285,815 | 8,053 | 12,485 | 44,560 | 68,379 | 23,975 |

| Trade Area Captured: Retail (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|---|----------|----------|---------|---------|--------|---------|--------|------------|----------|-------------|
| Motor Vehicle and Parts Dealers | 64,891 | 17,066 | 443,108 | 104,265 | 34,577 | 38,939 | 53,261 | 110,215 | 3,267 | 88,882 |
| Furniture and Home Furnishings Stores | 56,474 | 5,340 | 757,435 | 60,498 | 35,725 | 18,939 | 30,412 | 93,071 | - | 111,782 |
| Electronics and Appliance Stores | 35,288 | - | 699,862 | 42,614 | 19,588 | 37,790 | 26,397 | 311,292 | - | 39,803 |
| Building Material and Garden Equipment and Supplies Dealers | 33,919 | 7,427 | 452,363 | 68,235 | 29,913 | 77,649 | 25,173 | 209,866 | - | 103,999 |
| Food and Beverage Stores | 37,656 | 16,192 | 674,870 | 79,457 | 33,491 | 42,983 | 40,952 | 83,748 | - | 75,855 |
| Health and Personal Care Stores | 47,931 | 18,190 | 693,544 | 62,633 | 21,849 | 35,004 | 32,904 | 107,097 | - | 109,497 |
| Gasoline Stations | 88,808 | - | 371,996 | 120,720 | 34,241 | 72,797 | 65,718 | 134,793 | - | 127,662 |
| Clothing and Clothing Accessories Stores | 17,889 | 6,356 | 626,077 | 22,112 | 42,428 | 12,017 | 16,337 | 189,697 | - | 57,490 |
| Sporting Goods, Hobby, Book, and Music Stores | 40,889 | 29,578 | 684,280 | 77,063 | 35,741 | 34,432 | 37,029 | 362,893 | - | 62,832 |
| General Merchandise Stores | 40,526 | 38,800 | 462,786 | 85,198 | 25,738 | 46,311 | 65,282 | 167,251 | - | 108,827 |
| Miscellaneous Store Retailers | 65,531 | 21,267 | 580,063 | 78,641 | 52,784 | 38,963 | 64,105 | 124,598 | 2,346 | 96,493 |
| Nonstore Retailers | 57,990 | 63,952 | 573,411 | 90,904 | 31,372 | 44,031 | 48,507 | 97,580 | 4,341 | 95,722 |

| Trade Area Captured: Services (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|--|----------|----------|-----------|---------|---------|---------|--------|------------|----------|-------------|
| Publishing Industries (except Internet) | 36,721 | - | 1,084,939 | 66,622 | 10,611 | 21,934 | 23,727 | 88,176 | - | 80,381 |
| Telecommunications | 69,325 | 21,573 | 544,585 | 102,900 | 30,286 | 52,168 | 38,137 | 68,774 | 3,295 | 96,687 |
| Real Estate, Rental and Leasing Services | 40,948 | 4,091 | 510,715 | 111,753 | 33,209 | 55,727 | 29,320 | 76,509 | 1,576 | 257,342 |
| Professional, Scientific, and Technical Services | 34,876 | 13,781 | 874,152 | 90,479 | 21,448 | 41,500 | 56,202 | 127,947 | 1,622 | 65,289 |
| Management of Companies and Enterprises | 31,202 | - | 539,505 | 76,809 | - | - | 79,807 | 117,078 | - | 50,699 |
| Administrative and Support Services | 36,663 | 6,532 | 837,154 | 56,077 | 51,739 | 47,688 | 24,561 | 89,439 | - | 76,157 |
| Amusement, Gambling, and Recreation Industries | 93,474 | - | 338,042 | 56,854 | 54,227 | 109,188 | 23,104 | 108,844 | - | 148,819 |
| Accommodation | 53,716 | 22,931 | 543,688 | 17,021 | 165,811 | 33,931 | 21,029 | 93,673 | - | 50,546 |
| Food Services and Drinking Places | 43,090 | 16,840 | 572,826 | 49,619 | 48,967 | 51,510 | 35,804 | 120,466 | 4,120 | 90,872 |
| Repair and Maintenance | 64,245 | 17,900 | 426,769 | 94,111 | 22,834 | 74,483 | 44,592 | 147,930 | 2,810 | 109,564 |
| Personal and Laundry Services | 44,895 | 17,967 | 490,979 | 59,122 | 34,541 | 45,557 | 55,649 | 149,486 | - | 89,103 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 133,989 | 4,981 | 812,002 | 90,409 | 9,466 | 18,968 | 65,283 | 118,905 | - | 52,126 |
| Total (Working Groups) | 51,687 | 18,806 | 543,155 | 78,557 | 38,081 | 47,906 | 44,325 | 132,440 | 1,718 | 97,769 |

A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2019

| Trade Area Captured: Retail (2019) | | | | | | | | | | | |
|--|--------|--------|--------|------------|--------|--------|---------|-----------|--------|---------|--|
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | |
| Motor Vehicle and Parts Dealers | 8,900 | 53,729 | 40,925 | 26,493 | 27,452 | 4,758 | 20,900 | 84,723 | 40,336 | 150,952 | |
| Furniture and Home Furnishings Stores | 4,747 | 29,372 | 29,003 | 29,372 | 16,790 | - | 11,705 | 75,471 | 12,073 | 175,659 | |
| Electronics and Appliance Stores | - | 18,445 | 39,927 | 10,956 | 32,857 | - | 9,954 | 39,899 | 15,447 | 227,836 | |
| Building Material and Garden Equipment and Supplies Dealers | 11,499 | 67,012 | 25,565 | 16,447 | 17,379 | 3,790 | 10,021 | 88,072 | 18,887 | 137,511 | |
| Food and Beverage Stores | - | 39,829 | 30,543 | - | 14,186 | - | - | 59,089 | 22,051 | 191,063 | |
| Health and Personal Care Stores | - | 32,292 | 27,159 | 3,099 | 16,696 | - | 3,844 | 82,380 | 28,752 | 222,868 | |
| Gasoline Stations | - | 59,801 | 28,022 | - | 33,806 | - | 29,766 | 111,176 | 72,572 | 167,130 | |
| Clothing and Clothing Accessories Stores | 2,008 | 21,932 | 10,118 | 5,561 | 3,753 | 936 | 2,413 | 184,109 | 4,444 | 530,067 | |
| Sporting Goods, Hobby, Book, and Music Stores | - | 24,301 | 17,218 | 7,293 | 11,080 | - | 3,829 | 51,116 | 28,053 | 361,562 | |
| General Merchandise Stores | 1,367 | 47,811 | 36,137 | 19,227 | 26,278 | - | 30,078 | 76,487 | 14,107 | 183,931 | |
| Miscellaneous Store Retailers | 8,051 | 42,024 | 32,702 | 22,991 | 20,098 | 7,069 | 23,562 | 66,334 | 26,044 | 142,294 | |
| Nonstore Retailers | 9,307 | 54,377 | 37,915 | 16,237 | 40,872 | 5,154 | 13,330 | 85,499 | 33,682 | 166,651 | |
| Trade Area Captured: Services (2019) | | | | | | | | | | | |
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | |
| Publishing Industries (except Internet) | - | 27,834 | 33,643 | - | 27,683 | - | 8,698 | 60,198 | 14,519 | 122,863 | |
| Telecommunications | 9,880 | 62,478 | 39,880 | 19,540 | 26,679 | 6,325 | 21,635 | 84,814 | 36,555 | 160,059 | |
| Real Estate, Rental and Leasing Services | 3,193 | 19,032 | 18,758 | 19,103 | 10,810 | 5,247 | 11,589 | 61,084 | 13,487 | 168,526 | |
| Professional, Scientific, and Technical Services | 3,766 | 34,587 | 26,447 | 11,578 | 22,177 | 2,873 | 14,195 | 70,062 | 23,036 | 133,977 | |
| Management of Companies and Enterprises | - | 52,816 | 56,385 | - | - | - | - | 50,178 | - | 111,882 | |
| Administrative and Support Services | 3,725 | 29,460 | 32,342 | 22,965 | 16,537 | 2,420 | 19,206 | 61,079 | 13,438 | 154,600 | |
| Amusement, Gambling, and Recreation Industries | - | 27,524 | 29,698 | 27,948 | 9,700 | - | - | 61,438 | 20,572 | 202,000 | |
| Accommodation | 5,978 | 17,105 | 13,460 | 13,069 | 15,623 | 10,868 | 12,723 | 28,998 | 34,839 | 61,344 | |
| Food Services and Drinking Places | 6,985 | 35,374 | 24,796 | 11,139 | 16,070 | 7,294 | 14,438 | 62,176 | 25,901 | 186,724 | |
| Repair and Maintenance | 5,012 | 68,235 | 44,097 | 13,597 | 26,775 | 4,289 | 15,670 | 95,909 | 33,043 | 171,684 | |
| Personal and Laundry Services | 10,818 | 30,986 | 31,763 | 14,086 | 12,623 | 4,666 | 11,829 | 56,437 | 22,050 | 239,245 | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | - | 46,513 | 54,814 | 12,939 | 12,537 | - | - | 170,860 | 19,423 | 65,973 | |
| Total (Working Groups) | 5,837 | 44,892 | 31,817 | 16,097 | 21,438 | 3,841 | 16,151 | 78,359 | 26,950 | 177,969 | |

| Trade Area Captured: Retail (2019) | | | | | | | | | | | |
|--|----------|-----------|-----------|----------|---------|----------|-----------|-----------|-----------|---------|--|
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marinette | Marquette | Milwaukee | Monroe | |
| Motor Vehicle and Parts Dealers | 26,099 | 122,657 | 14,445 | 32,700 | 42,037 | 163,693 | 54,127 | 18,244 | 775,340 | 51,883 | |
| Furniture and Home Furnishings Stores | 7,838 | 91,807 | 7,188 | 13,659 | 22,503 | 130,331 | 17,874 | 11,093 | 1,114,458 | 21,846 | |
| Electronics and Appliance Stores | 8,819 | 264,469 | 5,283 | - | - | 199,946 | 33,266 | - | 926,588 | 23,549 | |
| Building Material and Garden Equipment and Supplies Dealers | 11,056 | 185,597 | 12,323 | 42,992 | 21,977 | 204,271 | 66,359 | 6,651 | 586,876 | 37,093 | |
| Food and Beverage Stores | - | 102,955 | - | 18,290 | 34,298 | 119,245 | 60,681 | - | 1,273,386 | 22,200 | |
| Health and Personal Care Stores | 7,750 | 124,802 | 3,524 | 23,425 | 19,505 | 123,115 | 30,163 | 3,929 | 1,319,366 | 23,585 | |
| Gasoline Stations | 19,504 | 183,883 | - | 23,936 | 42,744 | 170,881 | 72,814 | - | 561,074 | 93,677 | |
| Clothing and Clothing Accessories Stores | 3,920 | 183,618 | 1,964 | 3,765 | 4,992 | 147,364 | 26,698 | - | 1,331,786 | 13,349 | |
| Sporting Goods, Hobby, Book, and Music Stores | 8,146 | 189,619 | 2,890 | 19,257 | 19,578 | 149,685 | 40,048 | 3,872 | 725,594 | 35,537 | |
| General Merchandise Stores | 2,911 | 200,724 | 2,684 | 42,797 | 23,233 | 148,359 | 48,013 | 4,183 | 687,577 | 75,432 | |
| Miscellaneous Store Retailers | 10,018 | 174,817 | 12,066 | 20,110 | 18,770 | 156,685 | 50,392 | 4,555 | 829,595 | 52,693 | |
| Nonstore Retailers | 17,206 | 111,277 | 17,871 | 26,515 | 37,538 | 126,942 | 45,157 | 20,891 | 791,374 | 44,495 | |
| Trade Area Captured: Services (2019) | | | | | | | | | | | |
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marinette | Marquette | Milwaukee | Monroe | |
| Publishing Industries (except Internet) | - | 101,679 | - | 12,321 | 27,611 | 129,755 | 20,329 | 93,592 | 1,070,118 | 24,940 | |
| Telecommunications | 22,665 | 125,216 | 18,894 | 19,351 | 22,393 | 126,601 | 46,585 | 22,018 | 944,362 | 55,173 | |
| Real Estate, Rental and Leasing Services | 15,772 | 99,071 | 4,474 | 6,954 | 16,384 | 131,637 | 34,400 | 7,646 | 1,211,094 | 36,096 | |
| Professional, Scientific, and Technical Services | 11,493 | 132,462 | 6,314 | 18,442 | 19,191 | 137,892 | 35,110 | 5,891 | 1,106,920 | 24,073 | |
| Management of Companies and Enterprises | - | 194,518 | - | - | - | 164,946 | 34,475 | - | 1,485,729 | 161,035 | |
| Administrative and Support Services | 5,713 | 125,116 | 5,892 | 13,017 | 13,033 | 124,188 | 29,894 | 7,409 | 991,226 | 21,091 | |
| Amusement, Gambling, and Recreation Industries | - | 191,796 | - | 14,448 | 29,144 | 142,141 | 39,644 | - | 662,177 | 37,584 | |
| Accommodation | 9,529 | 131,896 | - | - | 11,737 | 100,863 | 29,141 | 12,801 | 890,295 | 59,101 | |
| Food Services and Drinking Places | 8,877 | 144,817 | 7,150 | 18,804 | 22,556 | 117,902 | 37,310 | 8,791 | 1,188,745 | 43,496 | |
| Repair and Maintenance | 18,504 | 152,316 | 31,559 | 28,847 | 38,808 | 164,352 | 42,300 | 20,133 | 791,827 | 47,907 | |
| Personal and Laundry Services | 14,242 | 98,780 | 14,482 | 21,190 | 28,369 | 105,750 | 48,062 | 9,170 | 1,188,567 | 31,230 | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 8,735 | 67,713 | - | 18,121 | 41,499 | 66,861 | 16,960 | 46,097 | 1,085,540 | 13,241 | |
| Total (Working Groups) | 12,672 | 147,986 | 9,322 | 24,261 | 26,176 | 145,165 | 45,793 | 10,856 | 913,515 | 47,719 | |

| Trade Area Captured: Retail (2019) | | | | | | | | | | | | |
|---|--------|---------|---------|--------|--------|---------|---------|--------|----------|---------|--|--|
| | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock | | |
| Motor Vehicle and Parts Dealers | 45,898 | 48,968 | 64,775 | 6,861 | 29,362 | 44,875 | 87,389 | 14,668 | 21,357 | 196,481 | | |
| Furniture and Home Furnishings Stores | 21,595 | 61,024 | 89,800 | 3,105 | 16,358 | 27,215 | 70,918 | 7,146 | 6,456 | 123,314 | | |
| Electronics and Appliance Stores | 17,383 | 8,038 | 52,367 | - | 15,172 | 26,335 | 121,918 | - | - | 223,473 | | |
| Building Material and Garden Equipment and Supplies Dealers | 18,666 | 105,741 | 49,889 | 10,806 | 26,068 | 91,571 | 109,632 | 18,993 | 8,385 | 207,866 | | |
| Food and Beverage Stores | 22,999 | 73,091 | 76,786 | - | 45,201 | 51,696 | 75,011 | - | - | 246,682 | | |
| Health and Personal Care Stores | 7,753 | 41,652 | 71,392 | - | 10,182 | 14,021 | 59,124 | 3,741 | - | 165,524 | | |
| Gasoline Stations | 50,909 | 38,277 | 40,096 | - | 30,688 | 104,812 | 93,781 | 23,225 | 32,144 | 216,495 | | |
| Clothing and Clothing Accessories Stores | 4,734 | 26,755 | 57,853 | 1,282 | 7,018 | 6,563 | 57,192 | 1,789 | 5,177 | 147,753 | | |
| Sporting Goods, Hobby, Book, and Music Stores | 21,975 | 54,380 | 60,648 | - | 20,077 | 32,434 | 84,203 | 7,809 | 9,316 | 167,121 | | |
| General Merchandise Stores | 6,352 | 70,699 | 61,740 | - | 4,818 | 40,913 | 102,656 | 2,413 | 29,554 | 195,454 | | |
| Miscellaneous Store Retailers | 17,225 | 32,895 | 48,995 | 10,578 | 33,272 | 43,499 | 76,216 | 13,094 | 22,084 | 182,144 | | |
| Nonstore Retailers | 40,664 | 41,559 | 68,666 | 7,884 | 38,897 | 42,980 | 73,549 | 14,849 | 14,233 | 165,934 | | |

| Trade Area Captured: Services (2019) | | | | | | | | | | | | |
|--|--------|---------|---------|--------|--------|--------|---------|--------|----------|---------|--|--|
| | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock | | |
| Publishing Industries (except Internet) | 11,801 | 16,071 | 34,049 | - | 22,512 | 21,376 | 104,216 | - | - | 87,811 | | |
| Telecommunications | 43,548 | 30,316 | 53,321 | 6,092 | 41,831 | 49,946 | 82,371 | 14,186 | 18,165 | 202,397 | | |
| Real Estate, Rental and Leasing Services | 22,789 | 46,761 | 42,859 | 2,739 | 26,067 | 37,060 | 72,632 | 6,449 | 6,455 | 172,575 | | |
| Professional, Scientific, and Technical Services | 10,305 | 32,757 | 54,709 | 8,772 | 32,375 | 26,747 | 93,835 | 7,152 | 16,000 | 129,813 | | |
| Management of Companies and Enterprises | - | 26,196 | 81,540 | - | - | - | 102,417 | - | - | 95,525 | | |
| Administrative and Support Services | 24,614 | 38,261 | 95,858 | 3,005 | 17,965 | 31,571 | 78,823 | 5,245 | 14,266 | 137,470 | | |
| Amusement, Gambling, and Recreation Industries | 29,664 | 98,352 | 64,131 | - | 25,955 | 39,221 | 29,928 | - | 13,666 | 413,481 | | |
| Accommodation | 7,861 | 57,967 | 22,220 | - | - | 11,934 | 60,625 | 10,945 | - | 117,798 | | |
| Food Services and Drinking Places | 22,624 | 40,165 | 52,730 | 5,233 | 24,250 | 29,522 | 76,502 | 7,356 | 9,775 | 176,256 | | |
| Repair and Maintenance | 21,575 | 54,785 | 59,575 | 8,768 | 20,524 | 43,036 | 71,139 | 17,282 | 17,826 | 162,677 | | |
| Personal and Laundry Services | 15,621 | 42,727 | 89,432 | 10,688 | 37,158 | 24,214 | 63,635 | 17,986 | 6,791 | 124,998 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 7,756 | 258,572 | 74,724 | - | 20,980 | 24,324 | 46,574 | 17,141 | 7,826 | 284,232 | | |
| Total (Working Groups) | 24,744 | 53,367 | 58,914 | 4,967 | 24,710 | 42,828 | 83,126 | 10,454 | 14,733 | 184,547 | | |

| Trade Area Captured: Retail (2019) | | | | | | | | | | | | |
|---|--------|---------|--------|---------|-----------|-----------|--------|-------------|--------|--------|--|--|
| | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas | | |
| Motor Vehicle and Parts Dealers | 14,506 | 74,108 | 29,927 | 56,876 | 111,340 | 77,454 | 27,249 | 29,426 | 35,278 | 34,732 | | |
| Furniture and Home Furnishings Stores | - | 68,903 | 23,741 | 16,865 | 110,299 | 56,892 | 7,320 | 73,500 | 17,647 | 33,902 | | |
| Electronics and Appliance Stores | - | 47,189 | 11,925 | - | 114,898 | 34,647 | - | 14,120 | 22,052 | 7,426 | | |
| Building Material and Garden Equipment and Supplies Dealers | 14,524 | 125,445 | 27,825 | 33,873 | 110,013 | 122,548 | 25,204 | 25,375 | 15,021 | 32,810 | | |
| Food and Beverage Stores | - | 61,230 | - | 34,882 | 64,250 | 91,150 | - | 11,984 | 21,724 | 47,408 | | |
| Health and Personal Care Stores | - | 108,595 | 15,845 | 31,468 | 89,760 | 53,018 | 4,103 | 6,764 | 21,715 | 21,519 | | |
| Gasoline Stations | - | 94,783 | - | 40,547 | 271,201 | 103,445 | 25,668 | 51,719 | - | 30,173 | | |
| Clothing and Clothing Accessories Stores | 2,528 | 171,175 | 13,693 | 13,556 | 61,323 | 24,660 | 4,445 | 5,652 | 6,713 | 8,975 | | |
| Sporting Goods, Hobby, Book, and Music Stores | 6,346 | 114,019 | 32,089 | 31,898 | 67,137 | 54,803 | 13,994 | 16,176 | 19,055 | 38,273 | | |
| General Merchandise Stores | 17,019 | 104,459 | 41,228 | 42,743 | 127,356 | 94,175 | 26,857 | 7,352 | 26,442 | 3,374 | | |
| Miscellaneous Store Retailers | 13,530 | 82,038 | 19,967 | 56,931 | 79,411 | 97,595 | 13,878 | 42,547 | 37,759 | 23,749 | | |
| Nonstore Retailers | 12,157 | 74,207 | 18,442 | 33,614 | 107,234 | 90,318 | 18,199 | 34,655 | 41,783 | 24,388 | | |

| Trade Area Captured: Services (2019) | | | | | | | | | | | | |
|--|--------|---------|--------|---------|-----------|-----------|--------|-------------|--------|--------|--|--|
| | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas | | |
| Publishing Industries (except Internet) | - | 59,042 | 11,971 | 17,791 | 91,700 | 35,860 | 12,112 | 88,159 | 18,657 | 10,936 | | |
| Telecommunications | 14,224 | 78,282 | 17,222 | 49,755 | 99,393 | 99,120 | 17,881 | 42,716 | 31,170 | 20,016 | | |
| Real Estate, Rental and Leasing Services | 6,820 | 75,711 | 15,036 | 32,034 | 103,619 | 96,346 | 7,608 | 32,270 | 8,650 | 23,816 | | |
| Professional, Scientific, and Technical Services | 5,103 | 66,650 | 17,245 | 16,304 | 80,436 | 54,645 | 8,944 | 18,780 | 17,851 | 23,278 | | |
| Management of Companies and Enterprises | - | 86,397 | - | - | 113,957 | 71,835 | - | - | - | - | | |
| Administrative and Support Services | 10,053 | 68,623 | 19,998 | 30,770 | 77,025 | 70,942 | 9,597 | 14,985 | 19,010 | 43,101 | | |
| Amusement, Gambling, and Recreation Industries | 5,886 | 245,307 | 17,591 | 38,922 | 159,133 | 103,221 | - | 20,415 | 21,953 | 58,813 | | |
| Accommodation | 11,131 | 724,404 | 55,746 | 19,411 | 121,447 | 33,900 | - | 8,440 | 10,690 | 83,796 | | |
| Food Services and Drinking Places | 7,257 | 140,400 | 21,002 | 40,253 | 90,048 | 80,020 | 11,111 | 20,064 | 17,709 | 27,590 | | |
| Repair and Maintenance | 17,478 | 74,298 | 19,708 | 58,161 | 104,808 | 93,978 | 34,207 | 19,562 | 28,462 | 38,353 | | |
| Personal and Laundry Services | 11,705 | 62,939 | 17,812 | 24,455 | 121,778 | 65,191 | 20,184 | 19,562 | 17,229 | 34,938 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 10,514 | 62,266 | 12,688 | 6,100 | 76,388 | 41,291 | 14,438 | 7,269 | 11,263 | 65,513 | | |
| Total (Working Groups) | 10,383 | 115,123 | 23,047 | 38,735 | 108,469 | 82,691 | 17,171 | 25,737 | 23,019 | 28,417 | | |

| Trade Area Captured: Retail (2019) | | | | | | | |
|--|----------|----------|------------|---------|----------|---------|--|
| | Walworth | Washburn | Washington | Waupaca | Waushara | Wood | |
| Motor Vehicle and Parts Dealers | 112,499 | 24,981 | 135,929 | 65,346 | 26,999 | 85,445 | |
| Furniture and Home Furnishings Stores | 120,093 | 8,596 | 142,916 | 30,179 | 22,388 | 85,005 | |
| Electronics and Appliance Stores | 158,325 | - | 77,187 | 39,831 | 6,902 | 18,916 | |
| Building Material and Garden Equipment and Supplies Dealers | 132,196 | 20,788 | 147,834 | 30,075 | 15,260 | 58,642 | |
| Food and Beverage Stores | 99,033 | - | 119,780 | 79,035 | 24,620 | 55,893 | |
| Health and Personal Care Stores | 112,222 | 7,872 | 119,588 | 64,599 | 4,137 | 60,470 | |
| Gasoline Stations | 119,102 | 40,753 | 125,071 | 72,257 | 34,329 | 94,416 | |
| Clothing and Clothing Accessories Stores | 75,855 | 6,786 | 63,533 | 11,739 | 4,420 | 22,342 | |
| Sporting Goods, Hobby, Book, and Music Stores | 64,844 | 21,517 | 60,603 | 25,107 | 17,670 | 61,912 | |
| General Merchandise Stores | 124,089 | 2,326 | 127,516 | 47,386 | 3,173 | 126,451 | |
| Miscellaneous Store Retailers | 102,877 | 19,544 | 108,482 | 51,376 | 24,909 | 76,366 | |
| Nonstore Retailers | 103,839 | 16,297 | 174,623 | 49,044 | 23,757 | 81,281 | |
| Trade Area Captured: Services (2019) | | | | | | | |
| | Walworth | Washburn | Washington | Waupaca | Waushara | Wood | |
| Publishing Industries (except Internet) | 55,937 | 17,510 | 173,921 | 24,570 | 9,631 | 60,979 | |
| Telecommunications | 87,693 | 19,242 | 115,348 | 52,797 | 33,152 | 89,789 | |
| Real Estate, Rental and Leasing Services | 107,159 | 6,390 | 114,389 | 33,108 | 18,703 | 52,160 | |
| Professional, Scientific, and Technical Services | 71,078 | 15,183 | 107,379 | 25,895 | 10,105 | 49,269 | |
| Management of Companies and Enterprises | 25,499 | - | 124,112 | 56,365 | - | 172,492 | |
| Administrative and Support Services | 139,196 | 12,024 | 139,799 | 28,858 | 11,420 | 62,483 | |
| Amusement, Gambling, and Recreation Industries | 158,296 | 14,857 | 132,565 | 67,875 | 38,855 | 39,025 | |
| Accommodation | 305,946 | 9,260 | 30,847 | 43,325 | 21,879 | 43,449 | |
| Food Services and Drinking Places | 134,592 | 12,782 | 99,378 | 41,952 | 17,610 | 57,593 | |
| Repair and Maintenance | 100,722 | 18,194 | 174,725 | 49,960 | 32,244 | 111,296 | |
| Personal and Laundry Services | 125,451 | 11,895 | 143,520 | 38,661 | 16,164 | 43,544 | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 259,808 | 9,783 | 115,074 | 13,634 | 7,747 | 20,557 | |
| Total (Working Groups) | 119,299 | 15,042 | 122,547 | 47,127 | 19,405 | 74,924 | |

| Pull Factor: Retail (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|---|-------|---------|--------|----------|-------|---------|---------|---------|----------|-------|
| Motor Vehicle and Parts Dealers | 1.06 | 1.14 | 1.25 | 0.81 | 1.10 | 0.89 | 1.02 | 0.95 | 1.52 | 1.05 |
| Furniture and Home Furnishings Stores | 0.54 | 0.64 | 0.78 | 0.39 | 1.00 | 0.30 | 0.30 | 0.79 | 0.70 | 0.44 |
| Electronics and Appliance Stores | - | - | 0.76 | - | 1.33 | 0.39 | - | 2.25 | 0.64 | 2.50 |
| Building Material and Garden Equipment and Supplies Dealers | 0.76 | 1.07 | 1.95 | 1.46 | 1.20 | 0.93 | 1.24 | 1.30 | 0.64 | 0.84 |
| Food and Beverage Stores | - | - | 1.00 | 1.26 | 0.79 | - | - | 0.48 | 0.60 | 0.59 |
| Health and Personal Care Stores | 0.16 | 1.28 | 0.76 | 0.19 | 1.01 | - | 0.26 | 0.47 | 0.64 | 0.19 |
| Gasoline Stations | - | 1.28 | 1.27 | - | 0.76 | - | - | 0.82 | 1.28 | 1.09 |
| Clothing and Clothing Accessories Stores | 0.14 | 0.45 | 0.58 | 0.25 | 1.29 | 0.14 | 0.18 | 0.84 | 0.28 | 0.16 |
| Sporting Goods, Hobby, Book, and Music Stores | 0.32 | 0.76 | 1.52 | 2.09 | 1.03 | 0.49 | 0.84 | 0.67 | 2.01 | 0.33 |
| General Merchandise Stores | 0.29 | 2.48 | 1.63 | 0.19 | 1.41 | 0.07 | 0.41 | 1.31 | 1.23 | 0.14 |
| Miscellaneous Store Retailers | 0.76 | 0.96 | 1.58 | 0.58 | 1.13 | 1.27 | 1.27 | 1.09 | 1.09 | 1.17 |
| Nonstore Retailers | 1.74 | 0.97 | 0.94 | 1.08 | 1.00 | 0.97 | 1.14 | 0.97 | 1.20 | 0.89 |

| Pull Factor: Services (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|--|-------|---------|--------|----------|-------|---------|---------|---------|----------|-------|
| Publishing Industries (except Internet) | 0.50 | 0.75 | 0.50 | 0.39 | 1.13 | - | - | 0.95 | 0.73 | 0.55 |
| Telecommunications | 1.79 | 1.01 | 1.15 | 1.39 | 0.89 | 0.99 | 1.49 | 0.70 | 0.81 | 0.96 |
| Real Estate, Rental and Leasing Services | 0.71 | 0.61 | 0.83 | 0.60 | 1.48 | 0.41 | 0.54 | 0.89 | 0.92 | 0.37 |
| Professional, Scientific, and Technical Services | 0.57 | 0.81 | 1.19 | 0.58 | 1.11 | 0.91 | 0.67 | 0.64 | 1.14 | 0.56 |
| Management of Companies and Enterprises | 1.74 | - | 2.18 | - | 1.24 | - | - | 0.98 | 1.20 | - |
| Administrative and Support Services | 0.83 | 1.00 | 0.72 | 0.64 | 1.00 | 0.40 | 0.73 | 0.65 | 1.59 | 0.63 |
| Amusement, Gambling, and Recreation Industries | 7.54 | - | 0.82 | 3.08 | 0.72 | - | 1.12 | 1.43 | 0.67 | 0.32 |
| Accommodation | 6.07 | 1.42 | 0.72 | 2.46 | 0.86 | 0.33 | 0.81 | - | 0.53 | - |
| Food Services and Drinking Places | 0.63 | 1.17 | 0.84 | 0.91 | 1.05 | 0.67 | 1.02 | 0.65 | 0.84 | 0.46 |
| Repair and Maintenance | 1.09 | 1.06 | 0.96 | 0.86 | 0.90 | 0.77 | 1.34 | 0.74 | 1.48 | 1.40 |
| Personal and Laundry Services | 1.02 | 1.17 | 1.13 | 0.84 | 1.07 | 1.17 | 0.44 | 0.54 | 1.96 | 0.54 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 1.37 | - | 0.55 | - | 0.18 | - | - | 0.13 | 0.76 | 0.43 |
| Total (Working Groups) | 1.04 | 1.10 | 1.18 | 1.03 | 1.09 | 0.61 | 0.81 | 0.89 | 1.07 | 0.69 |

| Pull Factor: Retail (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|---|----------|----------|------|-------|------|---------|------|------------|----------|-------------|
| Motor Vehicle and Parts Dealers | 1.13 | 1.05 | 0.82 | 1.19 | 1.25 | 0.90 | 1.18 | 1.05 | 0.76 | 0.86 |
| Furniture and Home Furnishings Stores | 0.98 | 0.33 | 1.40 | 0.69 | 1.29 | 0.44 | 0.67 | 0.89 | - | 1.08 |
| Electronics and Appliance Stores | 0.62 | - | 1.29 | 0.49 | 0.71 | 0.87 | 0.58 | 2.98 | - | 0.39 |
| Building Material and Garden Equipment and Supplies Dealers | 0.59 | 0.46 | 0.83 | 0.78 | 1.08 | 1.80 | 0.56 | 2.01 | - | 1.01 |
| Food and Beverage Stores | 0.66 | 0.99 | 1.24 | 0.90 | 1.21 | 0.99 | 0.91 | 0.80 | - | 0.74 |
| Health and Personal Care Stores | 0.84 | 1.12 | 1.28 | 0.71 | 0.79 | 0.81 | 0.73 | 1.02 | - | 1.06 |
| Gasoline Stations | 1.55 | - | 0.69 | 1.37 | 1.24 | 1.68 | 1.46 | 1.29 | - | 1.24 |
| Clothing and Clothing Accessories Stores | 0.31 | 0.39 | 1.15 | 0.25 | 1.54 | 0.28 | 0.36 | 1.81 | - | 0.56 |
| Sporting Goods, Hobby, Book, and Music Stores | 0.71 | 1.82 | 1.26 | 0.88 | 1.29 | 0.80 | 0.82 | 3.47 | - | 0.61 |
| General Merchandise Stores | 0.71 | 2.38 | 0.85 | 0.97 | 0.93 | 1.07 | 1.45 | 1.60 | - | 1.06 |
| Miscellaneous Store Retailers | 1.14 | 1.31 | 1.07 | 0.90 | 1.91 | 0.90 | 1.42 | 1.19 | 0.54 | 0.94 |
| Nonstore Retailers | 1.01 | 3.93 | 1.06 | 1.03 | 1.14 | 1.02 | 1.07 | 0.93 | 1.00 | 0.93 |

| Pull Factor: Services (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|--|----------|----------|------|-------|------|---------|------|------------|----------|-------------|
| Publishing Industries (except Internet) | 0.64 | - | 2.00 | 0.76 | 0.38 | 0.51 | 0.53 | 0.84 | - | 0.78 |
| Telecommunications | 1.21 | 1.32 | 1.00 | 1.17 | 1.10 | 1.21 | 0.85 | 0.66 | 0.76 | 0.94 |
| Real Estate, Rental and Leasing Services | 0.71 | 0.25 | 0.94 | 1.27 | 1.20 | 1.29 | 1.65 | 0.73 | 0.36 | 2.50 |
| Professional, Scientific, and Technical Services | 0.61 | 0.85 | 1.61 | 1.03 | 0.78 | 0.96 | 1.25 | 1.22 | 0.38 | 0.63 |
| Management of Companies and Enterprises | 0.54 | - | 0.99 | 0.87 | - | - | 1.77 | 1.12 | - | 0.49 |
| Administrative and Support Services | 0.64 | 0.40 | 1.54 | 0.64 | 1.87 | 1.10 | 0.54 | 0.86 | - | 0.74 |
| Amusement, Gambling, and Recreation Industries | 1.63 | - | 0.62 | 0.65 | 1.96 | 2.53 | 0.51 | 1.04 | - | 1.44 |
| Accommodation | 0.94 | 1.41 | 1.00 | 0.19 | 6.01 | 0.79 | 0.47 | 0.90 | - | 0.49 |
| Food Services and Drinking Places | 0.75 | 1.03 | 1.06 | 0.56 | 1.77 | 1.19 | 0.79 | 1.15 | 0.95 | 0.88 |
| Repair and Maintenance | 1.12 | 1.10 | 0.79 | 1.07 | 0.83 | 1.72 | 0.99 | 1.42 | 0.65 | 1.06 |
| Personal and Laundry Services | 0.78 | 1.10 | 0.91 | 0.67 | 1.25 | 1.05 | 1.23 | 1.43 | - | 0.86 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 2.34 | 0.31 | 1.50 | 1.03 | 0.34 | 0.44 | 1.45 | 1.14 | - | 0.51 |
| Total (Working Groups) | 0.90 | 1.15 | 1.00 | 0.89 | 1.38 | 1.11 | 0.98 | 1.27 | 0.40 | 0.95 |

| Pull Factor: Retail (2019) | | | | | | | | | | | | |
|--|----------|-----------|-----------|------------|---------|----------|-----------|-----------|--------|---------|--|--|
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | | |
| Motor Vehicle and Parts Dealers | 0.99 | 1.04 | 1.11 | 1.40 | 1.15 | 0.84 | 1.02 | 1.00 | 1.52 | 0.89 | | |
| Furniture and Home Furnishings Stores | 0.53 | 0.79 | 1.55 | 0.71 | 0.71 | - | 0.57 | 0.89 | 0.45 | 1.04 | | |
| Electronics and Appliance Stores | - | 0.36 | 1.08 | 0.58 | 1.38 | - | 0.49 | 0.47 | 0.58 | 1.35 | | |
| Building Material and Garden Equipment and Supplies Dealers | 1.28 | 1.30 | 0.69 | 0.87 | 0.73 | 0.67 | 0.49 | 1.03 | 0.71 | 0.81 | | |
| Food and Beverage Stores | - | 0.77 | 0.83 | - | 0.60 | - | - | 0.69 | 0.83 | 1.13 | | |
| Health and Personal Care Stores | - | 0.63 | 0.74 | 0.16 | 0.70 | - | 0.19 | 0.97 | 1.08 | 1.32 | | |
| Gasoline Stations | - | 1.16 | 0.76 | - | 1.42 | - | 1.45 | 1.31 | 2.73 | 0.99 | | |
| Clothing and Clothing Accessories Stores | 0.22 | 0.43 | 0.27 | 0.29 | 0.16 | 0.16 | 0.12 | 2.16 | 0.17 | 3.13 | | |
| Sporting Goods, Hobby, Book, and Music Stores | - | 0.47 | 0.47 | 0.39 | 0.47 | - | 0.19 | 0.60 | 1.05 | 2.14 | | |
| General Merchandise Stores | 0.15 | 0.93 | 0.98 | 1.02 | 1.11 | - | 1.47 | 0.90 | 0.53 | 1.09 | | |
| Miscellaneous Store Retailers | 0.90 | 0.82 | 0.89 | 1.22 | 0.85 | 1.25 | 1.15 | 0.78 | 0.98 | 0.84 | | |
| Nonstore Retailers | 1.04 | 1.05 | 1.03 | 0.86 | 1.72 | 0.91 | 0.65 | 1.00 | 1.27 | 0.98 | | |
| | | | | | | | | | | | | |
| Pull Factor: Services (2019) | | | | | | | | | | | | |
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | | |
| Publishing Industries (except Internet) | - | 0.54 | 0.91 | - | 1.16 | - | 0.42 | 0.71 | 0.55 | 0.73 | | |
| Telecommunications | 1.10 | 1.21 | 1.08 | 1.03 | 1.12 | 1.11 | 1.06 | 1.00 | 1.37 | 0.95 | | |
| Real Estate, Rental and Leasing Services | 0.36 | 0.37 | 0.51 | 1.01 | 0.45 | 0.92 | 0.57 | 0.72 | 0.51 | 1.00 | | |
| Professional, Scientific, and Technical Services | 0.42 | 0.67 | 0.72 | 0.61 | 0.93 | 0.51 | 0.69 | 0.82 | 0.87 | 0.79 | | |
| Management of Companies and Enterprises | - | 1.02 | 1.53 | - | - | - | - | 0.59 | - | 0.66 | | |
| Administrative and Support Services | 0.41 | 0.57 | 0.88 | 1.21 | 0.70 | 0.43 | 0.94 | 0.72 | 0.50 | 0.91 | | |
| Amusement, Gambling, and Recreation Industries | - | 0.53 | 0.80 | 1.48 | 0.41 | - | - | 0.72 | 0.77 | 1.19 | | |
| Accommodation | 0.66 | 0.33 | 0.36 | 0.69 | 0.66 | 1.91 | 0.62 | 0.34 | 1.31 | 0.36 | | |
| Food Services and Drinking Places | 0.78 | 0.69 | 0.67 | 0.59 | 0.68 | 1.29 | 0.71 | 0.73 | 0.97 | 1.10 | | |
| Repair and Maintenance | 0.56 | 1.32 | 1.19 | 0.72 | 1.13 | 0.76 | 0.77 | 1.13 | 1.24 | 1.01 | | |
| Personal and Laundry Services | 1.20 | 0.60 | 0.86 | 0.74 | 0.53 | 0.82 | 0.58 | 0.66 | 0.83 | 1.41 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | - | 0.90 | 1.48 | 0.68 | 0.53 | - | - | 2.01 | 0.73 | 0.39 | | |
| Total (Working Groups) | 0.65 | 0.87 | 0.86 | 0.85 | 0.90 | 0.68 | 0.79 | 0.92 | 1.01 | 1.05 | | |
| | | | | | | | | | | | | |
| Pull Factor: Retail (2019) | | | | | | | | | | | | |
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marquette | Milwaukee | Monroe | | | |
| Motor Vehicle and Parts Dealers | 1.28 | 1.04 | 0.87 | 1.70 | 1.52 | 1.21 | 1.34 | 1.18 | 0.82 | 1.13 | | |
| Furniture and Home Furnishings Stores | 0.38 | 0.78 | 0.43 | 0.71 | 0.81 | 0.96 | 0.44 | 0.72 | 1.18 | 0.47 | | |
| Electronics and Appliance Stores | 0.43 | 2.24 | 0.32 | - | - | 1.48 | 0.82 | - | 0.98 | 0.51 | | |
| Building Material and Garden Equipment and Supplies Dealers | 0.54 | 1.57 | 0.74 | 2.23 | 0.79 | 1.51 | 1.64 | 0.43 | 0.62 | 0.81 | | |
| Food and Beverage Stores | - | 0.87 | - | 0.95 | 1.24 | 0.88 | 1.50 | - | 1.34 | 0.48 | | |
| Health and Personal Care Stores | 0.38 | 1.06 | 0.21 | 1.22 | 0.70 | 0.91 | 0.75 | 0.25 | 1.39 | 0.51 | | |
| Gasoline Stations | 0.96 | 1.56 | - | 1.24 | 1.54 | 1.26 | 1.80 | - | 0.59 | 2.03 | | |
| Clothing and Clothing Accessories Stores | 0.19 | 1.55 | 0.12 | 0.20 | 0.18 | 1.09 | 0.66 | - | 1.40 | 0.29 | | |
| Sporting Goods, Hobby, Book, and Music Stores | 0.40 | 1.60 | 0.17 | 1.00 | 0.71 | 1.11 | 0.99 | 0.25 | 0.77 | 0.77 | | |
| General Merchandise Stores | 0.14 | 1.70 | 0.16 | 2.22 | 0.84 | 1.10 | 1.19 | 0.27 | 0.73 | 1.64 | | |
| Miscellaneous Store Retailers | 0.49 | 1.48 | 0.72 | 1.04 | 0.68 | 1.16 | 1.25 | 0.30 | 0.87 | 1.14 | | |
| Nonstore Retailers | 0.84 | 0.94 | 1.07 | 1.38 | 1.36 | 0.94 | 1.12 | 1.35 | 0.83 | 0.97 | | |
| | | | | | | | | | | | | |
| Pull Factor: Services (2019) | | | | | | | | | | | | |
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marquette | Milwaukee | Monroe | | | |
| Publishing Industries (except Internet) | - | 0.86 | - | 0.64 | 1.00 | 0.96 | 0.50 | 6.06 | 1.13 | 0.54 | | |
| Telecommunications | 1.11 | 1.06 | 1.13 | 1.00 | 0.81 | 0.93 | 1.15 | 1.43 | 1.00 | 1.20 | | |
| Real Estate, Rental and Leasing Services | 0.77 | 0.84 | 0.27 | 0.36 | 0.59 | 0.97 | 0.85 | 0.50 | 1.28 | 0.78 | | |
| Professional, Scientific, and Technical Services | 0.56 | 1.12 | 0.38 | 0.96 | 0.69 | 1.02 | 0.87 | 0.38 | 1.17 | 0.52 | | |
| Management of Companies and Enterprises | - | 1.65 | - | - | - | 1.22 | 0.85 | - | 1.57 | 3.50 | | |
| Administrative and Support Services | 0.28 | 1.06 | 0.35 | 0.68 | 0.47 | 0.92 | 0.74 | 0.48 | 1.05 | 0.46 | | |
| Amusement, Gambling, and Recreation Industries | - | 1.62 | - | 0.75 | 1.05 | 1.05 | 0.98 | - | 0.70 | 0.82 | | |
| Accommodation | 0.47 | 1.12 | - | - | 0.42 | 0.74 | 0.72 | 0.83 | 0.94 | 1.28 | | |
| Food Services and Drinking Places | 0.44 | 1.22 | 0.43 | 0.98 | 0.81 | 0.87 | 0.92 | 0.57 | 1.25 | 0.94 | | |
| Repair and Maintenance | 0.91 | 1.29 | 1.89 | 1.50 | 1.40 | 1.21 | 1.05 | 1.30 | 1.30 | 1.04 | | |
| Personal and Laundry Services | 0.70 | 0.84 | 0.87 | 1.10 | 1.02 | 0.78 | 1.19 | 0.59 | 1.25 | 0.68 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 0.43 | 0.57 | - | 0.94 | 1.50 | 0.49 | 0.42 | 2.99 | 1.14 | 0.29 | | |
| Total (Working Groups) | 0.62 | 1.25 | 0.56 | 1.26 | 0.95 | 1.07 | 1.13 | 0.70 | 0.96 | 1.04 | | |

| Pull Factor: Retail (2019) | | | | | | | | | | | | |
|---|--------|--------|---------|-------|--------|------|---------|-------|----------|------|--|--|
| | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock | | |
| Motor Vehicle and Parts Dealers | 1.21 | 1.38 | 0.73 | 0.94 | 0.69 | 1.03 | 1.23 | 1.09 | 1.23 | 1.20 | | |
| Furniture and Home Furnishings Stores | 0.57 | 1.72 | 1.01 | 0.43 | 0.38 | 0.62 | 1.00 | 0.53 | 0.37 | 0.76 | | |
| Electronics and Appliance Stores | 0.46 | 0.23 | 0.59 | - | 0.36 | 0.60 | 1.72 | - | - | 1.37 | | |
| Building Material and Garden Equipment and Supplies Dealers | 0.49 | 2.98 | 0.56 | 1.48 | 0.61 | 2.10 | 1.55 | 1.42 | 0.48 | 1.27 | | |
| Food and Beverage Stores | 0.61 | 2.06 | 0.86 | - | 1.06 | 1.19 | 1.06 | - | - | 1.51 | | |
| Health and Personal Care Stores | 0.20 | 1.17 | 0.80 | - | 0.24 | 0.32 | 0.83 | 0.28 | - | 1.01 | | |
| Gasoline Stations | 1.35 | 1.08 | 0.45 | - | 0.72 | 2.40 | 1.32 | 1.73 | 1.85 | 1.33 | | |
| Clothing and Clothing Accessories Stores | 0.13 | 0.75 | 0.65 | 0.18 | 0.16 | 0.15 | 0.81 | 0.13 | 0.30 | 0.91 | | |
| Sporting Goods, Hobby, Book, and Music Stores | 0.58 | 1.53 | 0.68 | - | 0.47 | 0.74 | 1.19 | 0.58 | 0.54 | 1.02 | | |
| General Merchandise Stores | 0.17 | 1.99 | 0.69 | - | 0.11 | 0.94 | 1.45 | 0.18 | 1.70 | 1.20 | | |
| Miscellaneous Store Retailers | 0.46 | 0.93 | 0.55 | 1.45 | 0.78 | 1.00 | 1.07 | 0.98 | 1.27 | 1.12 | | |
| Nonstore Retailers | 1.07 | 1.17 | 0.77 | 1.08 | 0.91 | 0.99 | 1.04 | 1.11 | 0.82 | 1.02 | | |

| Pull Factor: Services (2019) | | | | | | | | | | | | |
|--|--------|--------|---------|-------|--------|------|---------|-------|----------|------|--|--|
| | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock | | |
| Publishing Industries (except Internet) | 0.31 | 0.45 | 0.38 | - | 0.53 | 0.49 | 1.47 | - | - | 0.54 | | |
| Telecommunications | 1.15 | 0.85 | 0.60 | 0.84 | 0.98 | 1.15 | 1.16 | 1.06 | 1.05 | 1.24 | | |
| Real Estate, Rental and Leasing Services | 0.60 | 1.32 | 0.48 | 0.38 | 0.61 | 0.85 | 1.02 | 0.48 | 0.37 | 1.06 | | |
| Professional, Scientific, and Technical Services | 0.27 | 0.92 | 0.61 | 1.20 | 0.76 | 0.61 | 1.32 | 0.53 | 0.92 | 0.80 | | |
| Management of Companies and Enterprises | - | 0.74 | 0.91 | - | - | - | 1.44 | - | - | 0.59 | | |
| Administrative and Support Services | 0.65 | 1.08 | 1.08 | 0.41 | 0.42 | 0.72 | 1.11 | 0.39 | 0.82 | 0.84 | | |
| Amusement, Gambling, and Recreation Industries | 0.78 | 2.77 | 0.72 | - | 0.61 | 0.90 | 0.42 | - | 0.79 | 2.53 | | |
| Accommodation | 0.21 | 1.63 | 0.25 | - | - | 0.27 | 0.85 | 0.82 | - | 0.72 | | |
| Food Services and Drinking Places | 0.60 | 1.13 | 0.59 | 0.72 | 0.57 | 0.68 | 1.08 | 0.55 | 0.56 | 1.08 | | |
| Repair and Maintenance | 0.57 | 1.54 | 0.67 | 1.20 | 0.48 | 0.99 | 1.00 | 1.29 | 1.03 | 1.00 | | |
| Personal and Laundry Services | 0.41 | 1.20 | 1.00 | 1.47 | 0.87 | 0.56 | 0.90 | 1.34 | 0.39 | 0.77 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 0.21 | 7.29 | 0.84 | - | 0.49 | 0.56 | 0.66 | 1.28 | 0.45 | 1.74 | | |
| Total (Working Groups) | 0.65 | 1.50 | 0.66 | 0.68 | 0.58 | 0.98 | 1.17 | 0.78 | 0.85 | 1.13 | | |

| Pull Factor: Retail (2019) | | | | | | | | | | | | |
|---|------|------|--------|---------|-----------|-----------|--------|-------------|--------|-------|--|--|
| | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas | | |
| Motor Vehicle and Parts Dealers | 1.03 | 1.15 | 1.81 | 1.39 | 0.96 | 0.86 | 1.33 | 1.00 | 1.15 | 1.58 | | |
| Furniture and Home Furnishings Stores | - | 1.07 | 1.44 | 0.41 | 0.96 | 0.63 | 0.36 | 2.50 | 0.57 | 1.55 | | |
| Electronics and Appliance Stores | - | 0.73 | 0.72 | - | 1.00 | 0.39 | - | 0.48 | 0.72 | 0.34 | | |
| Building Material and Garden Equipment and Supplies Dealers | 1.03 | 1.95 | 1.69 | 0.83 | 0.95 | 1.37 | 1.23 | 0.86 | 0.49 | 1.50 | | |
| Food and Beverage Stores | - | 0.95 | - | 0.86 | 0.56 | 1.02 | - | 0.41 | 0.71 | 2.16 | | |
| Health and Personal Care Stores | - | 1.69 | 0.96 | 0.77 | 0.78 | 0.59 | 0.20 | 0.23 | 0.71 | 0.98 | | |
| Gasoline Stations | - | 1.48 | - | 0.99 | 2.35 | 1.15 | 1.26 | 1.76 | - | 1.38 | | |
| Clothing and Clothing Accessories Stores | 0.18 | 2.66 | 0.83 | 0.33 | 0.53 | 0.27 | 0.22 | 0.19 | 0.22 | 0.41 | | |
| Sporting Goods, Hobby, Book, and Music Stores | 0.45 | 1.77 | 1.95 | 0.78 | 0.58 | 0.61 | 0.69 | 0.55 | 0.62 | 1.74 | | |
| General Merchandise Stores | 1.20 | 1.63 | 2.50 | 1.05 | 1.10 | 1.05 | 1.32 | 0.25 | 0.86 | 0.15 | | |
| Miscellaneous Store Retailers | 0.96 | 1.28 | 1.21 | 1.40 | 0.69 | 1.09 | 0.68 | 1.45 | 1.23 | 1.08 | | |
| Nonstore Retailers | 0.86 | 1.15 | 1.12 | 0.82 | 0.93 | 1.01 | 0.89 | 1.18 | 1.36 | 1.11 | | |

| Pull Factor: Services (2019) | | | | | | | | | | | | |
|--|------|-------|--------|---------|-----------|-----------|--------|-------------|--------|-------|--|--|
| | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas | | |
| Publishing Industries (except Internet) | - | 0.92 | 0.73 | 0.44 | 0.79 | 0.40 | 0.59 | 2.99 | 0.61 | 0.50 | | |
| Telecommunications | 1.01 | 1.22 | 1.04 | 1.22 | 0.86 | 1.11 | 0.88 | 1.45 | 1.01 | 0.91 | | |
| Real Estate, Rental and Leasing Services | 0.48 | 1.18 | 0.91 | 0.79 | 0.90 | 1.07 | 0.37 | 1.10 | 0.28 | 1.09 | | |
| Professional, Scientific, and Technical Services | 0.36 | 1.04 | 1.05 | 0.40 | 0.70 | 0.61 | 0.44 | 0.64 | 0.58 | 1.06 | | |
| Management of Companies and Enterprises | - | 1.34 | - | - | 0.99 | 0.80 | - | - | - | - | | |
| Administrative and Support Services | 0.71 | 1.07 | 1.21 | 0.75 | 0.75 | 0.79 | 0.47 | 0.51 | 0.62 | 1.96 | | |
| Amusement, Gambling, and Recreation Industries | 0.42 | 3.82 | 1.07 | 0.95 | 1.38 | 1.15 | - | 0.69 | 0.71 | 2.68 | | |
| Accommodation | 0.79 | 11.27 | 3.38 | 0.48 | 1.05 | 0.38 | - | 0.29 | 0.35 | 3.82 | | |
| Food Services and Drinking Places | 0.51 | 2.19 | 1.27 | 0.99 | 0.78 | 0.89 | 0.54 | 0.68 | 0.58 | 1.26 | | |
| Repair and Maintenance | 1.24 | 1.16 | 1.20 | 1.43 | 0.91 | 1.05 | 1.68 | 1.29 | 0.92 | 1.75 | | |
| Personal and Laundry Services | 0.83 | 0.98 | 1.08 | 0.60 | 1.05 | 0.73 | 0.99 | 0.66 | 0.56 | 1.59 | | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 0.74 | 0.97 | 0.77 | 0.15 | 0.66 | 0.46 | 0.71 | 0.25 | 0.37 | 2.99 | | |
| Total (Working Groups) | 0.73 | 1.79 | 1.40 | 0.95 | 0.94 | 0.92 | 0.84 | 0.87 | 0.75 | 1.30 | | |

| Pull Factor: Retail (2019) | | | | | | | |
|--|----------|----------|------------|---------|----------|------|--|
| | Walworth | Washburn | Washington | Waupaca | Waushara | Wood | |
| Motor Vehicle and Parts Dealers | 1.08 | 1.57 | 1.00 | 1.28 | 1.11 | 1.17 | |
| Furniture and Home Furnishings Stores | 1.16 | 0.54 | 1.05 | 0.59 | 0.92 | 1.16 | |
| Electronics and Appliance Stores | 1.53 | - | 0.57 | 0.78 | 0.28 | 0.26 | |
| Building Material and Garden Equipment and Supplies Dealers | 1.27 | 1.31 | 1.09 | 0.59 | 0.63 | 0.80 | |
| Food and Beverage Stores | 0.95 | - | 0.88 | 1.55 | 1.01 | 0.77 | |
| Health and Personal Care Stores | 1.08 | 0.50 | 0.88 | 1.26 | 0.17 | 0.83 | |
| Gasoline Stations | 1.15 | 2.57 | 0.92 | 1.41 | 1.41 | 1.29 | |
| Clothing and Clothing Accessories Stores | 0.73 | 0.43 | 0.47 | 0.23 | 0.18 | 0.31 | |
| Sporting Goods, Hobby, Book, and Music Stores | 0.63 | 1.36 | 0.45 | 0.49 | 0.73 | 0.85 | |
| General Merchandise Stores | 1.20 | 0.15 | 0.94 | 0.93 | 0.13 | 1.73 | |
| Miscellaneous Store Retailers | 0.99 | 1.23 | 0.80 | 1.00 | 1.03 | 1.05 | |
| Nonstore Retailers | 1.00 | 1.03 | 1.29 | 0.96 | 0.98 | 1.11 | |
| Pull Factor: Services (2019) | | | | | | | |
| | Walworth | Washburn | Washington | Waupaca | Waushara | Wood | |
| Publishing Industries (except Internet) | 0.54 | 1.10 | 1.28 | 0.48 | 0.40 | 0.83 | |
| Telecommunications | 0.85 | 1.21 | 0.85 | 1.03 | 1.37 | 1.23 | |
| Real Estate, Rental and Leasing Services | 1.03 | 0.40 | 0.84 | 0.65 | 0.77 | 0.71 | |
| Professional, Scientific, and Technical Services | 0.69 | 0.96 | 0.79 | 0.51 | 0.42 | 0.67 | |
| Management of Companies and Enterprises | 0.25 | - | 0.91 | 1.10 | - | 2.36 | |
| Administrative and Support Services | 1.34 | 0.76 | 1.03 | 0.56 | 0.47 | 0.86 | |
| Amusement, Gambling, and Recreation Industries | 1.53 | 0.94 | 0.98 | 1.33 | 1.60 | 0.53 | |
| Accommodation | 2.95 | 0.58 | 0.23 | 0.85 | 0.90 | 0.59 | |
| Food Services and Drinking Places | 1.30 | 0.80 | 0.73 | 0.82 | 0.73 | 0.79 | |
| Repair and Maintenance | 0.97 | 1.15 | 1.29 | 0.98 | 1.33 | 1.52 | |
| Personal and Laundry Services | 1.21 | 0.75 | 1.06 | 0.76 | 0.67 | 0.60 | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | 2.50 | 0.62 | 0.85 | 0.27 | 0.32 | 0.28 | |
| Total (Working Groups) | 1.15 | 0.95 | 0.90 | 0.92 | 0.80 | 1.03 | |

A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2019

| Surplus/Leakage: Retail (MMS) (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|---|-----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Motor Vehicle and Parts Dealers | \$1.90 | \$3.82 | \$23.77 | (\$5.92) | \$62.55 | (\$2.69) | \$0.58 | (\$5.81) | \$66.53 | \$3.02 |
| Furniture and Home Furnishings Stores | (\$1.99) | (\$1.27) | (\$2.69) | (\$2.47) | \$0.30 | (\$2.28) | (\$2.54) | (\$4.32) | (\$4.96) | (\$4.32) |
| Electronics and Appliance Stores | (\$3.10) | (\$2.52) | (\$2.08) | (\$2.87) | \$18.04 | (\$1.41) | (\$2.58) | \$12.53 | (\$4.21) | \$8.21 |
| Building Material and Garden Equipment and Supplies Dealers | (\$4.41) | \$1.11 | \$49.67 | \$7.87 | \$65.45 | \$0.91 | \$3.73 | \$17.71 | (\$24.66) | (\$5.20) |
| Food and Beverage Stores | (\$7.71) | (\$6.27) | \$0.07 | \$1.87 | (\$28.57) | (\$5.75) | (\$6.43) | (\$13.08) | (\$11.65) | (\$5.63) |
| Health and Personal Care Stores | (\$2.57) | \$0.71 | (\$2.11) | (\$2.29) | \$0.56 | (\$2.28) | (\$1.77) | (\$5.18) | (\$4.18) | (\$4.40) |
| Gasoline Stations | (\$7.99) | \$1.79 | \$6.14 | (\$7.40) | (\$33.74) | (\$5.95) | (\$6.66) | (\$4.55) | \$8.30 | \$1.32 |
| Clothing and Clothing Accessories Stores | (\$6.03) | (\$3.11) | (\$8.31) | (\$4.86) | \$35.69 | (\$4.49) | (\$4.81) | (\$3.59) | (\$18.99) | (\$10.46) |
| Sporting Goods, Hobby, Book, and Music Stores | (\$2.21) | (\$0.63) | \$4.81 | \$3.28 | \$1.61 | (\$1.23) | (\$0.44) | (\$3.51) | \$12.25 | (\$3.85) |
| General Merchandise Stores | (\$16.95) | \$28.81 | \$42.72 | (\$17.97) | \$171.12 | (\$16.63) | (\$11.83) | \$23.60 | \$20.86 | (\$36.26) |
| Miscellaneous Store Retailers | (\$2.62) | (\$0.38) | \$18.20 | (\$4.28) | \$25.90 | \$2.24 | \$2.45 | \$3.17 | \$3.80 | \$3.29 |
| Nonstore Retailers | \$7.89 | (\$0.24) | (\$1.92) | \$0.78 | \$0.12 | (\$0.22) | \$1.20 | (\$0.91) | \$8.02 | (\$2.06) |

| Surplus/Leakage: Retail (MMS) (2019) | Adams | Ashland | Barron | Bayfield | Brown | Buffalo | Burnett | Calumet | Chippewa | Clark |
|--|-----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Publishing Industries (except Internet) | (\$0.99) | (\$0.40) | (\$2.80) | (\$1.13) | \$4.50 | (\$1.48) | (\$1.66) | (\$0.29) | (\$1.99) | (\$1.57) |
| Telecommunications | \$11.52 | \$0.16 | \$6.21 | \$5.27 | (\$28.78) | (\$0.08) | \$5.91 | (\$14.29) | (\$10.26) | (\$1.03) |
| Real Estate, Rental and Leasing Services | (\$2.27) | (\$2.46) | (\$3.64) | (\$2.88) | \$65.05 | (\$3.41) | (\$2.94) | (\$2.68) | (\$2.24) | (\$8.56) |
| Professional, Scientific, and Technical Services | (\$3.12) | (\$1.12) | \$3.96 | (\$2.86) | \$13.83 | (\$0.50) | (\$2.00) | (\$8.36) | \$3.84 | (\$5.74) |
| Management of Companies and Enterprises | \$1.93 | (\$2.12) | \$8.71 | (\$2.41) | \$11.02 | (\$1.94) | (\$2.17) | (\$0.13) | \$1.99 | (\$4.61) |
| Administrative and Support Services | (\$0.68) | (\$0.00) | (\$3.10) | (\$1.31) | \$0.15 | (\$1.76) | (\$0.90) | (\$4.42) | \$8.66 | (\$2.54) |
| Amusement, Gambling, and Recreation Industries | \$23.44 | (\$2.92) | (\$1.78) | \$6.89 | (\$17.78) | (\$2.67) | \$0.36 | \$5.00 | (\$4.38) | (\$4.29) |
| Accommodation | \$33.91 | \$2.31 | (\$5.28) | \$9.03 | (\$16.78) | (\$3.31) | (\$1.07) | (\$21.61) | (\$11.70) | (\$11.85) |
| Food Services and Drinking Places | (\$10.05) | \$3.70 | (\$12.57) | (\$2.29) | \$23.77 | (\$6.63) | \$0.48 | (\$30.25) | (\$16.03) | (\$25.85) |
| Repair and Maintenance | \$0.75 | \$0.38 | (\$0.98) | (\$1.03) | (\$14.42) | (\$1.38) | \$2.27 | (\$6.77) | \$14.51 | \$5.70 |
| Personal and Laundry Services | \$0.13 | \$0.93 | \$2.54 | (\$1.03) | \$8.53 | \$0.89 | (\$3.21) | (\$10.05) | \$24.53 | (\$5.58) |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | \$0.71 | (\$1.53) | (\$2.40) | (\$1.75) | (\$27.28) | (\$1.41) | (\$1.57) | (\$5.28) | (\$1.70) | (\$1.92) |
| Total (Working Groups) | \$9.49 | \$18.74 | \$117.12 | (\$29.74) | \$340.82 | (\$65.28) | (\$35.70) | (\$81.76) | \$56.34 | (\$124.18) |

| Surplus/Leakage: Retail (MMS) (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|---|-----------|----------|------------|-----------|----------|-----------|-----------|------------|----------|-------------|
| Motor Vehicle and Parts Dealers | \$16.56 | \$1.38 | (\$261.58) | \$31.62 | \$18.92 | (\$7.89) | \$13.96 | \$11.78 | (\$2.46) | (\$29.35) |
| Furniture and Home Furnishings Stores | (\$0.25) | (\$2.52) | \$73.04 | (\$6.79) | \$2.84 | (\$5.78) | (\$3.26) | (\$3.06) | (\$1.30) | \$2.32 |
| Electronics and Appliance Stores | (\$4.44) | (\$2.66) | \$37.94 | (\$7.96) | (\$1.99) | (\$0.92) | (\$2.94) | \$39.19 | (\$0.92) | (\$11.96) |
| Building Material and Garden Equipment and Supplies Dealers | (\$27.95) | (\$8.57) | (\$128.62) | (\$20.48) | \$3.39 | \$34.53 | (\$18.59) | \$118.45 | (\$5.47) | \$1.05 |
| Food and Beverage Stores | (\$9.86) | (\$0.04) | \$79.49 | (\$3.68) | \$3.64 | (\$0.09) | (\$1.63) | (\$9.81) | (\$2.30) | (\$12.81) |
| Health and Personal Care Stores | (\$1.87) | \$0.31 | \$35.90 | (\$4.38) | (\$1.41) | (\$1.37) | (\$1.89) | \$0.48 | (\$0.91) | \$1.20 |
| Gasoline Stations | \$16.30 | (\$6.85) | (\$105.85) | \$14.93 | \$4.25 | \$12.90 | \$8.33 | \$14.79 | (\$2.38) | \$12.00 |
| Clothing and Clothing Accessories Stores | (\$17.96) | (\$3.67) | \$45.65 | (\$26.19) | \$8.33 | (\$11.93) | (\$10.23) | \$36.54 | (\$2.09) | (\$19.51) |
| Sporting Goods, Hobby, Book, and Music Stores | (\$3.47) | \$2.27 | \$35.81 | (\$1.99) | \$2.11 | (\$1.55) | (\$1.33) | \$51.30 | (\$0.97) | (\$7.97) |
| General Merchandise Stores | (\$26.15) | \$28.36 | (\$148.16) | (\$3.60) | (\$3.59) | \$4.05 | \$24.45 | \$91.89 | (\$7.13) | \$8.42 |
| Miscellaneous Store Retailers | \$5.87 | \$2.90 | \$32.46 | (\$5.79) | \$22.34 | (\$2.56) | \$10.65 | \$13.59 | (\$1.51) | (\$4.44) |
| Nonstore Retailers | \$0.44 | \$26.68 | \$25.69 | \$1.85 | \$3.21 | \$0.48 | \$1.82 | (\$4.53) | \$0.01 | (\$4.77) |

| Surplus/Leakage: Retail (MMS) (2019) | Columbia | Crawford | Dane | Dodge | Door | Douglas | Dunn | Eau Claire | Florence | Fond du Lac |
|--|-----------|----------|-----------|------------|----------|----------|-----------|------------|-----------|-------------|
| Publishing Industries (except Internet) | (\$2.66) | (\$1.70) | \$83.83 | (\$2.40) | (\$2.71) | (\$2.31) | (\$2.16) | (\$1.99) | (\$0.59) | (\$2.75) |
| Telecommunications | \$11.33 | \$4.06 | \$2.52 | \$12.48 | \$3.13 | \$7.13 | (\$5.17) | (\$31.94) | (\$1.03) | (\$5.68) |
| Real Estate, Rental and Leasing Services | (\$8.21) | (\$4.95) | (\$18.97) | \$10.47 | \$3.46 | \$5.26 | (\$6.18) | (\$13.22) | (\$1.46) | \$72.61 |
| Professional, Scientific, and Technical Services | (\$10.62) | (\$0.96) | \$187.86 | \$1.09 | (\$3.60) | (\$0.68) | \$4.08 | \$10.43 | (\$1.35) | (\$16.79) |
| Management of Companies and Enterprises | (\$4.42) | (\$2.23) | (\$0.58) | (\$1.63) | (\$5.76) | (\$6.14) | \$4.58 | \$2.00 | (\$0.78) | (\$8.32) |
| Administrative and Support Services | (\$5.27) | (\$2.02) | \$90.04 | (\$7.09) | \$7.60 | \$0.96 | (\$4.00) | (\$3.63) | (\$1.17) | (\$6.45) |
| Amusement, Gambling, and Recreation Industries | \$8.40 | (\$3.07) | (\$56.98) | (\$6.32) | \$7.65 | \$12.91 | (\$4.00) | \$0.95 | (\$1.07) | \$10.02 |
| Accommodation | (\$1.58) | \$2.34 | \$0.69 | (\$26.92) | \$74.07 | (\$3.38) | (\$8.17) | (\$4.45) | (\$1.99) | (\$21.44) |
| Food Services and Drinking Places | (\$25.12) | \$0.78 | \$64.28 | (\$58.95) | \$46.45 | \$12.29 | (\$12.82) | \$26.46 | (\$0.38) | (\$20.20) |
| Repair and Maintenance | \$3.62 | \$0.69 | (\$72.83) | \$2.88 | (\$3.10) | \$13.82 | (\$0.22) | \$21.51 | (\$0.84) | \$3.21 |
| Personal and Laundry Services | (\$5.51) | \$0.60 | (\$27.22) | (\$11.12) | \$3.78 | \$0.87 | \$3.63 | \$18.74 | (\$2.03) | (\$5.81) |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | \$9.38 | (\$1.12) | \$39.55 | \$0.27 | (\$2.74) | (\$2.49) | \$1.93 | \$1.66 | (\$0.56) | (\$5.87) |
| Total (Working Groups) | (\$83.42) | \$30.00 | \$13.95 | (\$119.69) | \$190.25 | \$58.10 | (\$9.26) | \$387.15 | (\$40.68) | (\$73.31) |

| Surplus/Leakage: Retail (MMS) (2019) | | | | | | | | | | | |
|--|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|------------|-----------|--|
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | |
| Motor Vehicle and Parts Dealers | (\$0.16) | \$4.05 | \$8.77 | \$15.03 | \$7.61 | (\$2.03) | \$0.84 | (\$0.81) | \$22.35 | (\$36.95) | |
| Furniture and Home Furnishings Stores | (\$0.98) | (\$5.79) | \$2.24 | \$2.67 | (\$1.86) | (\$1.62) | (\$2.26) | (\$2.47) | (\$3.05) | \$1.65 | |
| Electronics and Appliance Stores | (\$1.47) | (\$5.63) | \$0.60 | (\$1.44) | \$1.72 | (\$1.15) | (\$1.92) | (\$8.22) | (\$1.66) | \$10.78 | |
| Building Material and Garden Equipment and Supplies Dealers | \$2.43 | \$15.61 | (\$13.52) | (\$2.66) | (\$7.16) | (\$2.26) | (\$11.34) | \$3.17 | (\$6.83) | (\$34.73) | |
| Food and Beverage Stores | (\$3.65) | (\$4.97) | (\$3.19) | (\$8.54) | (\$4.51) | (\$2.86) | (\$9.32) | (\$11.78) | (\$1.69) | \$9.99 | |
| Health and Personal Care Stores | (\$1.45) | (\$3.23) | (\$1.93) | (\$2.83) | (\$1.32) | (\$1.13) | (\$3.00) | (\$0.49) | \$0.31 | \$9.73 | |
| Gasoline Stations | (\$3.78) | \$3.62 | (\$4.61) | (\$8.85) | \$4.89 | (\$2.96) | \$4.38 | \$12.21 | \$17.65 | (\$1.03) | |
| Clothing and Clothing Accessories Stores | (\$2.58) | (\$11.41) | (\$12.17) | (\$5.48) | (\$8.56) | (\$2.17) | (\$7.48) | \$40.71 | (\$7.47) | \$150.42 | |
| Sporting Goods, Hobby, Book, and Music Stores | (\$1.54) | (\$4.86) | (\$4.14) | (\$2.51) | (\$2.51) | (\$1.20) | (\$3.19) | (\$6.47) | \$0.22 | \$37.10 | |
| General Merchandise Stores | (\$9.61) | (\$4.92) | (\$1.23) | \$0.43 | \$3.66 | (\$8.87) | \$13.57 | (\$12.14) | (\$14.40) | \$20.84 | |
| Miscellaneous Store Retailers | (\$0.55) | (\$5.80) | (\$3.03) | \$2.64 | (\$2.48) | \$1.01 | \$2.02 | (\$12.21) | (\$0.30) | (\$17.77) | |
| Nonstore Retailers | \$0.18 | \$1.65 | \$0.68 | (\$1.67) | \$11.09 | (\$0.36) | (\$4.49) | \$0.23 | \$3.61 | (\$1.67) | |
| Surplus/Leakage: Retail (MMS) (2019) | | | | | | | | | | | |
| | Forest | Grant | Green | Green Lake | Iowa | Iron | Jackson | Jefferson | Juneau | Kenosha | |
| Publishing Industries (except Internet) | (\$0.94) | (\$2.59) | (\$0.42) | (\$2.20) | \$0.47 | (\$0.74) | (\$1.38) | (\$2.91) | (\$1.16) | (\$5.48) | |
| Telecommunications | \$0.68 | \$8.76 | \$2.79 | \$0.53 | \$2.59 | \$0.62 | \$1.00 | (\$0.27) | \$6.97 | (\$8.01) | |
| Real Estate, Rental and Leasing Services | (\$2.35) | (\$13.77) | (\$9.07) | \$0.08 | (\$6.09) | (\$0.22) | (\$4.04) | (\$10.87) | (\$4.87) | (\$0.35) | |
| Professional, Scientific, and Technical Services | (\$2.00) | (\$6.79) | (\$4.94) | (\$3.13) | (\$0.71) | (\$1.33) | (\$2.70) | (\$6.43) | (\$1.25) | (\$15.29) | |
| Management of Companies and Enterprises | (\$1.23) | \$0.18 | \$3.28 | (\$2.88) | (\$3.77) | (\$0.96) | (\$3.15) | (\$5.34) | (\$3.33) | (\$8.89) | |
| Administrative and Support Services | (\$1.09) | (\$4.77) | (\$1.17) | \$0.93 | (\$1.73) | (\$0.84) | (\$0.29) | (\$5.54) | (\$2.49) | (\$3.43) | |
| Amusement, Gambling, and Recreation Industries | (\$1.70) | (\$4.73) | (\$1.68) | \$1.90 | (\$3.08) | (\$1.33) | (\$4.33) | (\$4.98) | (\$1.04) | \$6.97 | |
| Accommodation | (\$1.06) | (\$12.66) | (\$10.16) | (\$2.29) | (\$3.32) | \$2.27 | (\$3.06) | (\$22.02) | \$2.64 | (\$42.93) | |
| Food Services and Drinking Places | (\$2.87) | (\$24.12) | (\$21.31) | (\$12.36) | (\$12.74) | \$2.87 | (\$9.67) | (\$36.53) | (\$0.93) | \$28.13 | |
| Repair and Maintenance | (\$1.70) | \$7.42 | \$3.76 | (\$2.52) | \$1.48 | (\$0.73) | (\$2.30) | \$5.12 | \$2.50 | \$1.15 | |
| Personal and Laundry Services | \$0.66 | (\$7.70) | (\$2.28) | (\$1.93) | (\$4.63) | (\$0.45) | (\$3.48) | (\$11.46) | (\$1.50) | \$28.34 | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | (\$0.89) | (\$0.52) | \$2.18 | (\$0.66) | (\$1.29) | (\$0.70) | (\$2.28) | \$9.48 | (\$0.65) | (\$11.59) | |
| Total (Working Groups) | (\$37.66) | (\$82.98) | (\$75.02) | (\$37.44) | (\$32.26) | (\$27.16) | (\$27.89) | (\$90.03) | \$3.63 | \$116.99 | |
| Surplus/Leakage: Retail (MMS) (2019) | | | | | | | | | | | |
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marinette | Marquette | Milwaukee | Monroe | |
| Motor Vehicle and Parts Dealers | \$11.35 | \$9.54 | (\$4.11) | \$24.96 | \$28.23 | \$60.89 | \$25.91 | \$4.97 | (\$353.64) | \$10.47 | |
| Furniture and Home Furnishings Stores | (\$3.21) | (\$7.33) | (\$2.26) | (\$1.34) | (\$1.31) | (\$1.42) | (\$0.99) | \$43.83 | (\$5.60) | (\$3.69) | |
| Electronics and Appliance Stores | (\$2.10) | \$28.79 | (\$1.92) | (\$3.27) | (\$4.98) | \$12.70 | (\$1.24) | (\$2.50) | (\$4.04) | (\$8.72) | |
| Building Material and Garden Equipment and Supplies Dealers | (\$10.05) | \$78.69 | (\$4.36) | \$23.90 | (\$6.09) | \$80.42 | \$26.60 | (\$8.43) | (\$400.86) | (\$8.72) | |
| Food and Beverage Stores | (\$9.21) | (\$7.49) | (\$7.02) | (\$0.41) | \$2.96 | (\$7.94) | \$8.72 | (\$6.22) | \$151.43 | (\$9.75) | |
| Health and Personal Care Stores | (\$2.26) | \$1.28 | (\$2.19) | \$0.70 | (\$1.45) | (\$2.39) | (\$1.75) | (\$1.84) | \$68.42 | (\$3.64) | |
| Gasoline Stations | (\$0.41) | \$33.34 | (\$7.27) | \$2.04 | \$6.98 | \$18.01 | \$14.44 | (\$6.44) | (\$186.71) | \$20.17 | |
| Clothing and Clothing Accessories Stores | (\$6.76) | \$29.14 | (\$5.63) | (\$5.96) | (\$9.24) | \$5.32 | (\$5.38) | (\$5.65) | \$162.37 | (\$12.15) | |
| Sporting Goods, Hobby, Book, and Music Stores | (\$2.33) | \$14.72 | (\$2.44) | (\$0.00) | (\$1.53) | \$2.94 | (\$0.07) | (\$1.96) | (\$43.61) | (\$1.81) | |
| General Merchandise Stores | (\$24.51) | \$125.54 | (\$18.28) | \$30.89 | (\$6.19) | \$19.68 | \$10.13 | (\$14.07) | (\$376.69) | \$37.28 | |
| Miscellaneous Store Retailers | (\$6.72) | \$39.82 | (\$2.78) | \$0.51 | (\$5.73) | \$14.96 | \$6.16 | (\$6.29) | (\$79.27) | \$3.90 | |
| Nonstore Retailers | (\$1.98) | (\$4.70) | \$0.70 | \$4.23 | \$6.08 | (\$5.74) | \$2.81 | \$3.03 | (\$100.72) | (\$0.88) | |
| Surplus/Leakage: Retail (MMS) (2019) | | | | | | | | | | | |
| | Kewaunee | La Crosse | Lafayette | Langlade | Lincoln | Marathon | Marinette | Marquette | Milwaukee | Monroe | |
| Publishing Industries (except Internet) | (\$2.37) | (\$2.09) | (\$1.81) | (\$0.76) | (\$0.01) | (\$0.72) | (\$2.23) | \$8.11 | \$14.62 | (\$2.22) | |
| Telecommunications | \$1.95 | \$6.48 | \$1.78 | \$0.07 | (\$4.49) | (\$8.19) | \$5.01 | \$5.02 | \$3.38 | \$7.05 | |
| Real Estate, Rental and Leasing Services | (\$2.08) | (\$9.39) | (\$5.13) | (\$5.21) | (\$5.06) | (\$1.86) | (\$2.60) | (\$3.14) | \$122.35 | (\$4.07) | |
| Professional, Scientific, and Technical Services | (\$3.79) | \$6.59 | (\$4.11) | (\$0.33) | (\$3.59) | \$1.14 | (\$2.16) | (\$3.63) | \$69.76 | (\$8.48) | |
| Management of Companies and Enterprises | (\$3.11) | \$12.63 | (\$2.37) | (\$2.75) | (\$4.19) | \$4.89 | (\$0.87) | (\$2.10) | \$84.49 | \$15.87 | |
| Administrative and Support Services | (\$3.38) | \$1.72 | (\$2.31) | (\$1.35) | (\$3.34) | (\$2.81) | (\$2.31) | (\$1.65) | \$10.20 | (\$5.20) | |
| Amusement, Gambling, and Recreation Industries | (\$4.28) | \$16.77 | (\$3.26) | (\$0.95) | \$0.30 | \$1.53 | (\$0.16) | (\$2.89) | (\$61.92) | (\$1.61) | |
| Accommodation | (\$4.25) | \$5.81 | (\$6.09) | (\$7.07) | (\$6.19) | (\$14.69) | (\$4.22) | (\$0.92) | (\$23.38) | \$4.63 | |
| Food Services and Drinking Places | (\$18.30) | \$45.86 | (\$14.10) | (\$0.69) | (\$8.09) | (\$30.23) | (\$4.73) | (\$9.42) | \$394.03 | (\$3.67) | |
| Repair and Maintenance | (\$0.89) | \$17.55 | \$6.59 | \$4.26 | \$5.23 | \$14.90 | \$0.84 | \$1.99 | (\$76.48) | \$0.80 | |
| Personal and Laundry Services | (\$2.45) | (\$8.42) | (\$0.81) | \$0.72 | \$0.27 | (\$12.85) | \$2.90 | (\$2.23) | \$98.85 | (\$5.35) | |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | (\$1.29) | (\$6.06) | (\$1.72) | (\$0.12) | \$1.51 | (\$8.22) | (\$2.47) | \$3.02 | \$15.64 | (\$3.28) | |
| Total (Working Groups) | (\$102.45) | \$428.78 | (\$90.90) | \$62.07 | (\$19.92) | \$140.33 | \$67.83 | (\$54.21) | (\$474.70) | \$20.04 | |

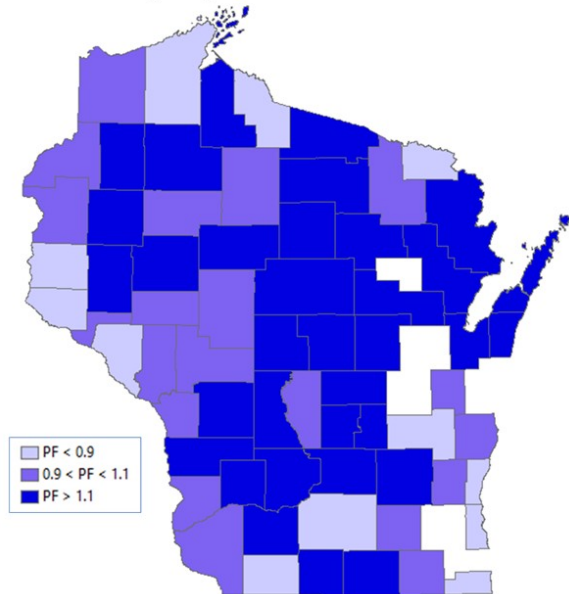
A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2019

| Surplus/Leakage: Retail (MM\$) (2019) | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock |
|--|------------|----------|------------|-----------|------------|------------|-----------|-------------|-----------|-----------|
| Motor Vehicle and Parts Dealers | \$15.82 | \$30.01 | (\$88.00) | (\$0.88) | (\$26.05) | \$2.55 | \$32.44 | \$2.48 | \$7.40 | \$63.38 |
| Furniture and Home Furnishings Stores | (\$4.10) | \$7.32 | \$0.30 | (\$1.11) | (\$6.67) | (\$4.22) | (\$0.01) | (\$1.57) | (\$2.62) | (\$9.75) |
| Electronics and Appliance Stores | (\$3.66) | (\$5.57) | (\$12.14) | (\$1.37) | (\$4.94) | (\$3.16) | \$9.19 | (\$2.39) | (\$2.95) | \$10.48 |
| Building Material and Garden Equipment and Supplies Dealers | (\$20.35) | \$84.72 | (\$76.87) | \$3.93 | (\$17.66) | \$52.02 | \$41.39 | \$5.91 | (\$9.06) | \$46.10 |
| Food and Beverage Stores | (\$6.62) | \$19.04 | (\$10.16) | (\$3.42) | \$1.19 | \$3.69 | \$1.83 | (\$5.94) | (\$7.35) | \$36.14 |
| Health and Personal Care Stores | (\$5.31) | \$1.24 | (\$5.78) | (\$1.35) | (\$5.76) | (\$5.33) | (\$2.10) | (\$1.70) | (\$2.91) | \$0.41 |
| Gasoline Stations | \$6.05 | \$1.47 | (\$41.75) | (\$3.54) | (\$5.52) | \$28.86 | \$10.62 | \$4.51 | \$6.47 | \$23.91 |
| Clothing and Clothing Accessories Stores | (\$13.43) | (\$4.01) | (\$23.38) | (\$2.56) | (\$14.52) | (\$15.32) | (\$5.61) | (\$4.68) | (\$4.69) | (\$6.05) |
| Sporting Goods, Hobby, Book, and Music Stores | (\$2.98) | \$4.03 | (\$9.85) | (\$1.44) | (\$4.25) | (\$2.14) | \$2.50 | (\$1.04) | (\$1.43) | \$0.73 |
| General Merchandise Stores | (\$43.60) | \$55.33 | (\$69.91) | (\$10.62) | (\$52.65) | (\$3.79) | \$44.20 | (\$15.12) | \$15.99 | \$43.40 |
| Miscellaneous Store Retailers | (\$13.20) | (\$1.87) | (\$47.36) | \$2.22 | (\$5.99) | (\$0.06) | \$3.40 | (\$0.19) | \$2.86 | \$11.80 |
| Nonstore Retailers | \$1.74 | \$4.25 | (\$23.22) | \$0.38 | (\$2.27) | (\$0.39) | \$1.61 | \$0.89 | (\$1.83) | \$1.67 |
| Surplus/Leakage: Retail (MM\$) (2019) | Oconto | Oneida | Ozaukee | Pepin | Pierce | Polk | Portage | Price | Richland | Rock |
| Publishing Industries (except Internet) | (\$2.99) | (\$2.53) | (\$11.66) | (\$0.88) | (\$2.32) | (\$2.61) | \$3.85 | (\$1.53) | (\$1.89) | (\$8.39) |
| Telecommunications | \$4.83 | (\$4.93) | (\$55.71) | (\$1.06) | (\$0.62) | \$5.47 | \$9.71 | \$0.66 | \$0.63 | \$32.13 |
| Real Estate, Rental and Leasing Services | (\$6.71) | \$5.71 | (\$38.02) | (\$2.13) | (\$7.41) | (\$2.97) | \$0.76 | (\$3.08) | (\$4.62) | \$4.08 |
| Professional, Scientific, and Technical Services | (\$11.59) | (\$1.30) | (\$26.71) | \$0.66 | (\$4.32) | (\$7.24) | \$9.70 | (\$2.61) | (\$0.55) | (\$13.60) |
| Management of Companies and Enterprises | (\$5.70) | (\$1.58) | (\$2.11) | (\$1.15) | (\$6.46) | (\$6.70) | \$4.77 | (\$2.01) | (\$2.48) | (\$9.87) |
| Administrative and Support Services | (\$3.00) | \$0.72 | \$2.81 | (\$1.02) | (\$5.63) | (\$2.79) | \$1.80 | (\$1.84) | (\$0.67) | (\$5.65) |
| Amusement, Gambling, and Recreation Industries | (\$1.69) | \$14.79 | (\$9.56) | (\$1.59) | (\$3.47) | (\$0.93) | (\$8.56) | (\$2.76) | (\$0.73) | \$50.34 |
| Accommodation | (\$11.60) | \$9.87 | (\$47.69) | (\$2.97) | (\$16.58) | (\$12.49) | (\$4.02) | (\$0.94) | (\$6.37) | (\$17.00) |
| Food Services and Drinking Places | (\$23.87) | \$8.36 | (\$105.29) | (\$3.39) | (\$28.94) | (\$22.54) | \$8.78 | (\$9.42) | (\$11.31) | \$19.97 |
| Repair and Maintenance | (\$7.62) | \$10.27 | (\$25.53) | \$0.73 | (\$10.40) | (\$2.27) | \$0.09 | \$1.81 | \$0.20 | (\$0.21) |
| Personal and Laundry Services | (\$8.75) | \$3.24 | \$0.21 | \$1.41 | (\$2.14) | (\$7.79) | (\$2.90) | \$1.80 | (\$3.95) | (\$14.57) |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | (\$3.28) | \$27.60 | (\$2.90) | (\$0.84) | (\$2.37) | (\$2.14) | (\$2.68) | \$0.41 | (\$0.99) | \$12.81 |
| Total (Working Groups) | (\$171.64) | \$266.17 | (\$730.27) | (\$32.02) | (\$235.74) | (\$10.30) | \$160.78 | (\$38.36) | (\$32.88) | \$272.28 |
| Surplus/Leakage: Retail (MM\$) (2019) | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas |
| Motor Vehicle and Parts Dealers | \$0.68 | \$20.50 | \$26.53 | \$29.23 | (\$9.35) | (\$29.23) | \$11.48 | (\$0.03) | \$7.80 | \$29.69 |
| Furniture and Home Furnishings Stores | (\$3.46) | \$1.25 | \$1.84 | (\$5.61) | (\$1.51) | (\$10.09) | (\$2.83) | \$10.91 | (\$2.94) | \$3.58 |
| Electronics and Appliance Stores | (\$2.46) | (\$3.24) | (\$0.82) | (\$6.78) | (\$0.12) | (\$12.01) | (\$3.13) | (\$1.38) | (\$3.08) | (\$3.08) |
| Building Material and Garden Equipment and Supplies Dealers | \$0.39 | \$69.00 | \$12.13 | (\$6.83) | (\$6.71) | \$42.54 | \$4.36 | (\$4.24) | (\$14.83) | \$13.68 |
| Food and Beverage Stores | (\$6.12) | (\$1.43) | (\$7.41) | (\$2.45) | (\$26.48) | \$0.79 | (\$7.80) | (\$7.64) | (\$3.58) | \$13.45 |
| Health and Personal Care Stores | (\$2.42) | \$8.31 | (\$0.11) | (\$1.53) | (\$5.26) | (\$7.89) | (\$2.47) | (\$3.93) | (\$1.42) | (\$0.09) |
| Gasoline Stations | (\$6.34) | \$14.97 | (\$7.67) | (\$0.11) | \$83.42 | \$7.74 | \$2.08 | \$10.09 | (\$12.59) | \$4.51 |
| Clothing and Clothing Accessories Stores | (\$4.57) | \$46.00 | (\$1.14) | (\$10.25) | (\$25.45) | (\$32.13) | (\$5.55) | (\$9.46) | (\$8.64) | (\$6.22) |
| Sporting Goods, Hobby, Book, and Music Stores | (\$1.42) | \$9.91 | \$2.95 | (\$1.55) | (\$10.51) | (\$7.98) | (\$1.03) | (\$2.44) | (\$1.95) | \$3.63 |
| General Merchandise Stores | \$3.85 | \$59.06 | \$34.50 | \$2.50 | \$19.10 | \$7.56 | \$7.64 | (\$29.99) | (\$5.32) | (\$30.44) |
| Miscellaneous Store Retailers | (\$0.38) | \$12.08 | \$2.24 | \$9.58 | (\$26.75) | \$6.16 | (\$3.58) | \$8.23 | \$3.95 | \$1.37 |
| Nonstore Retailers | (\$1.19) | \$6.50 | \$1.21 | (\$4.10) | (\$5.86) | \$0.47 | (\$1.17) | \$3.14 | \$5.99 | \$1.79 |
| Surplus/Leakage: Retail (MM\$) (2019) | Rusk | Sauk | Sawyer | Shawano | Sheboygan | St. Croix | Taylor | Trempealeau | Vernon | Vilas |
| Publishing Industries (except Internet) | (\$1.58) | (\$0.63) | (\$0.52) | (\$2.45) | (\$3.16) | (\$7.54) | (\$0.82) | \$6.61 | (\$1.23) | (\$1.50) |
| Telecommunications | \$0.06 | \$12.56 | \$0.62 | \$7.01 | (\$15.72) | \$9.69 | (\$1.83) | \$10.98 | \$0.29 | (\$1.92) |
| Real Estate, Rental and Leasing Services | (\$3.17) | \$5.42 | (\$0.65) | (\$3.62) | (\$6.12) | \$3.61 | \$1.24 | (\$8.74) | \$0.99 | \$0.99 |
| Professional, Scientific, and Technical Services | (\$3.69) | \$1.07 | \$0.32 | (\$9.57) | (\$17.09) | (\$17.98) | (\$4.14) | (\$4.40) | (\$4.82) | \$0.67 |
| Management of Companies and Enterprises | (\$2.07) | \$3.54 | (\$2.50) | (\$5.70) | (\$0.26) | (\$2.38) | (\$2.63) | (\$4.35) | (\$4.10) | (\$3.91) |
| Administrative and Support Services | (\$0.90) | \$1.05 | \$0.80 | (\$2.11) | (\$7.49) | (\$5.19) | (\$2.10) | (\$3.22) | (\$2.37) | \$5.69 |
| Amusement, Gambling, and Recreation Industries | (\$1.66) | \$39.83 | \$0.23 | (\$0.36) | \$10.50 | \$3.42 | (\$3.63) | (\$1.84) | (\$1.62) | \$9.05 |
| Accommodation | (\$1.13) | \$270.87 | \$15.29 | (\$7.67) | \$2.69 | (\$26.29) | (\$6.76) | (\$7.96) | (\$6.88) | \$28.33 |
| Food Services and Drinking Places | (\$10.48) | \$126.77 | \$7.13 | (\$0.79) | (\$46.22) | (\$18.49) | (\$12.50) | (\$14.43) | (\$18.16) | \$10.50 |
| Repair and Maintenance | \$1.51 | \$4.99 | \$1.52 | \$7.55 | (\$5.78) | \$2.45 | \$5.54 | \$3.96 | (\$0.96) | \$9.11 |
| Personal and Laundry Services | (\$0.93) | (\$0.55) | \$0.53 | (\$5.97) | \$2.89 | (\$11.76) | (\$0.08) | (\$4.73) | (\$4.73) | \$6.06 |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | (\$0.38) | (\$0.23) | (\$0.42) | (\$3.51) | (\$4.94) | (\$6.43) | (\$0.56) | (\$2.37) | (\$1.88) | \$5.63 |
| Total (Working Groups) | (\$47.85) | \$707.61 | \$86.59 | (\$25.07) | (\$106.19) | (\$111.86) | (\$36.39) | (\$47.63) | (\$90.13) | \$100.58 |

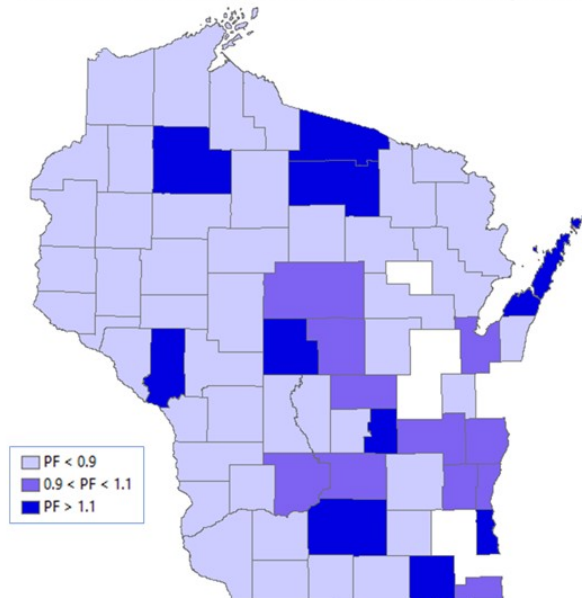
| Surplus/Leakage: Retail (MM\$) (2019) | Walworth | Washburn | Washington | Waupaca | Waushara | Wood |
|---|-----------|-----------|------------|-----------|-----------|-----------|
| Motor Vehicle and Parts Dealers | \$18.88 | \$18.48 | \$0.59 | \$27.89 | \$4.85 | \$24.90 |
| Furniture and Home Furnishings Stores | \$4.54 | (\$1.90) | \$2.34 | (\$5.30) | (\$0.43) | \$3.09 |
| Electronics and Appliance Stores | \$10.73 | (\$2.95) | (\$13.47) | (\$2.03) | (\$2.81) | (\$9.94) |
| Building Material and Garden Equipment and Supplies Dealers | \$33.21 | \$5.41 | \$16.59 | (\$22.39) | (\$8.65) | (\$15.71) |
| Food and Beverage Stores | (\$2.29) | (\$7.34) | (\$9.12) | \$12.46 | \$0.14 | (\$7.85) |
| Health and Personal Care Stores | \$1.65 | (\$1.46) | (\$3.66) | \$2.38 | (\$3.21) | (\$2.28) |
| Gasoline Stations | \$7.80 | \$11.90 | (\$6.31) | \$9.77 | \$4.20 | \$10.12 |
| Clothing and Clothing Accessories Stores | (\$12.40) | (\$3.82) | (\$37.61) | (\$15.99) | (\$7.27) | (\$21.08) |
| Sporting Goods, Hobby, Book, and Music Stores | (\$8.00) | \$1.10 | (\$18.11) | (\$4.89) | (\$1.12) | (\$2.14) |
| General Merchandise Stores | \$30.95 | (\$19.43) | (\$14.55) | (\$5.19) | (\$26.39) | \$75.80 |
| Miscellaneous Store Retailers | (\$0.59) | \$2.43 | (\$22.39) | \$0.16 | \$0.37 | \$2.17 |
| Nonstore Retailers | \$0.08 | \$0.27 | \$30.79 | (\$1.28) | (\$0.28) | \$5.19 |

| Surplus/Leakage: Retail (MM\$) (2019) | Walworth | Washburn | Washington | Waupaca | Waushara | Wood |
|--|-----------|-----------|------------|-----------|-----------|-----------|
| Publishing Industries (except Internet) | (\$6.02) | \$0.19 | \$5.65 | (\$3.05) | (\$1.52) | (\$1.42) |
| Telecommunications | (\$14.84) | \$2.94 | (\$22.07) | \$1.41 | \$6.78 | \$14.48 |
| Real Estate, Rental and Leasing Services | \$1.68 | (\$4.38) | (\$12.21) | (\$8.04) | (\$2.24) | (\$9.55) |
| Professional, Scientific, and Technical Services | (\$15.08) | (\$0.30) | (\$15.32) | (\$10.63) | (\$5.39) | (\$10.27) |
| Management of Companies and Enterprises | (\$12.92) | (\$2.48) | (\$2.24) | \$0.79 | (\$3.30) | \$15.35 |
| Administrative and Support Services | \$8.84 | (\$0.91) | \$1.20 | (\$5.06) | (\$2.64) | (\$2.46) |
| Amusement, Gambling, and Recreation Industries | \$12.42 | (\$0.22) | (\$0.83) | \$3.48 | \$2.73 | (\$7.24) |
| Accommodation | \$85.82 | (\$2.65) | (\$52.12) | (\$3.02) | (\$0.83) | (\$11.74) |
| Food Services and Drinking Places | \$53.16 | (\$5.03) | (\$73.25) | (\$14.41) | (\$9.44) | (\$24.88) |
| Repair and Maintenance | (\$1.54) | \$1.12 | \$23.51 | (\$0.55) | \$3.38 | \$18.37 |
| Personal and Laundry Services | \$9.39 | (\$1.63) | \$3.96 | (\$4.92) | (\$2.88) | (\$11.92) |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations | \$18.68 | (\$0.69) | (\$2.89) | (\$4.09) | (\$1.63) | (\$5.87) |
| Total (Working Groups) | \$224.15 | (\$11.35) | (\$221.55) | (\$52.50) | (\$57.57) | \$25.12 |

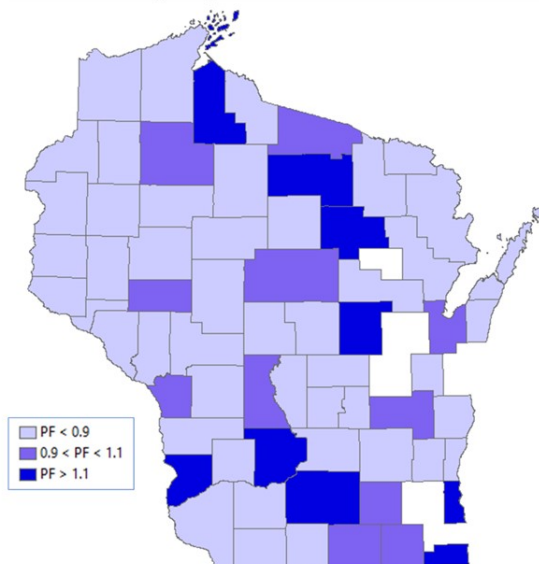
Pull Factor (2019): Motor Vehicle and Parts Dealers



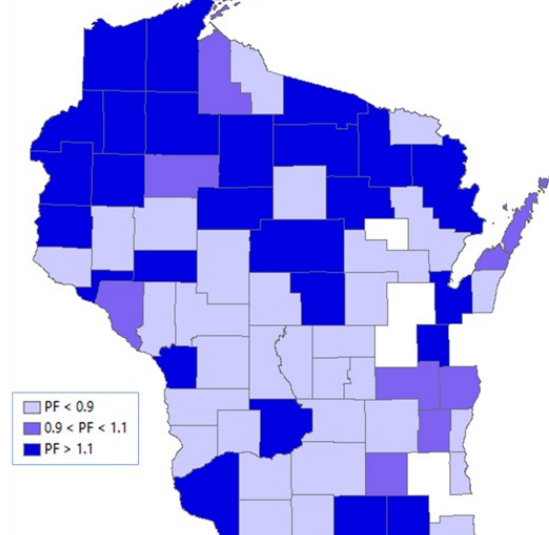
Pull Factor (2019): Furniture and Home Furnishings Stores



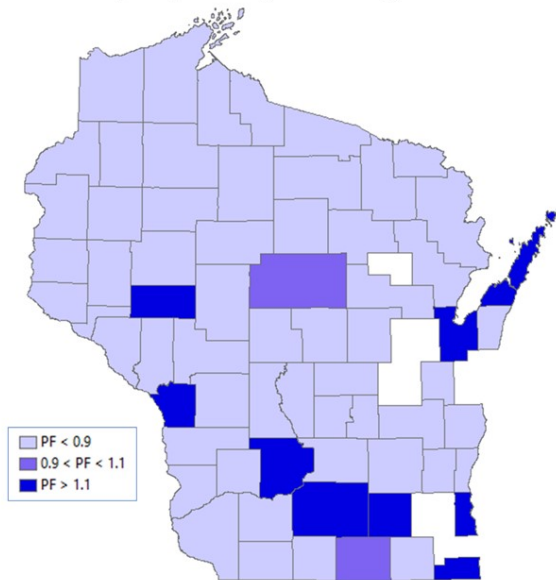
Pull Factor (2019): Health and Personal Care Stores



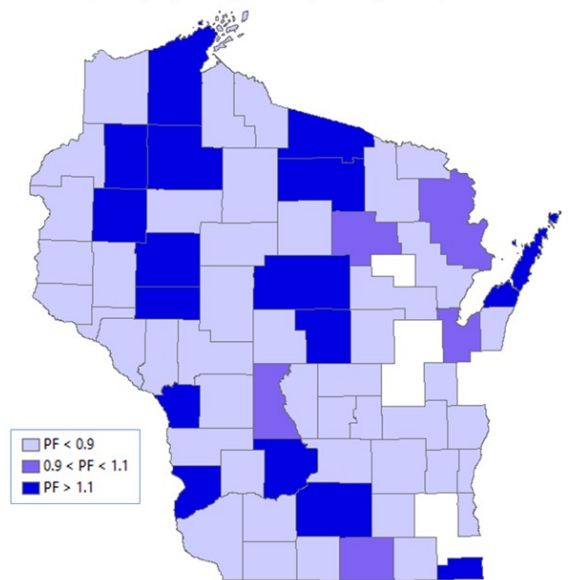
Pull Factor (2019): Building Material, Garden Equipment and Supplies Dealers



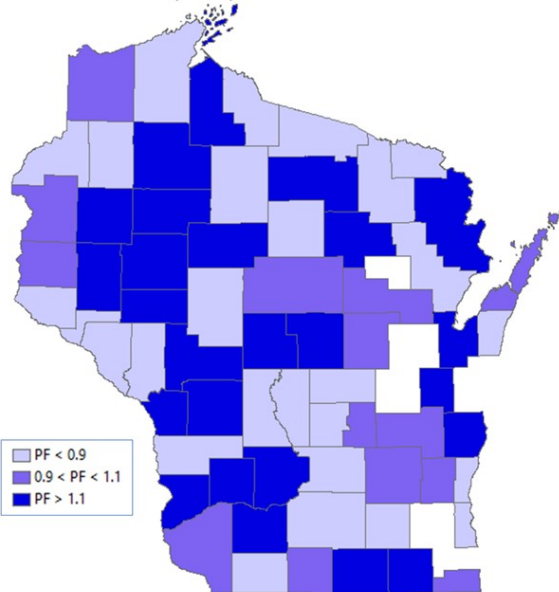
Pull Factor (2019): Clothing and Clothing Accessories Stores



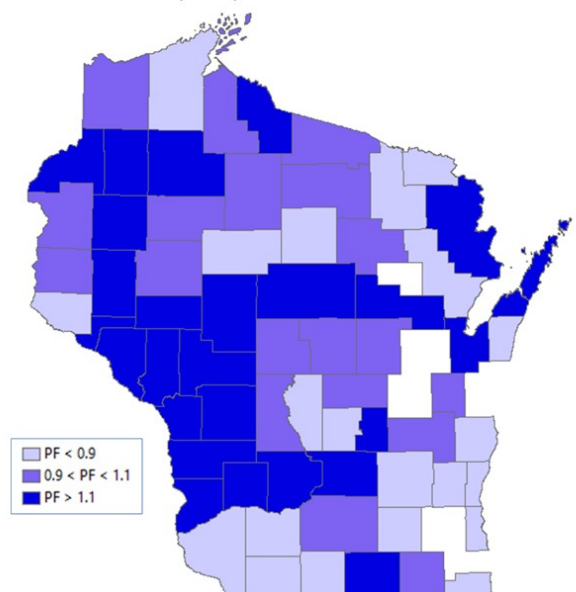
Pull Factor (2019): Sporting Goods, Hobby, Book, and Music Stores



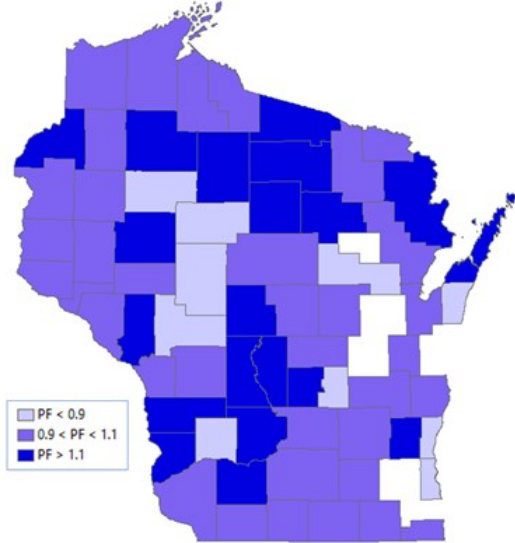
Pull Factor (2019): General Merchandise Stores



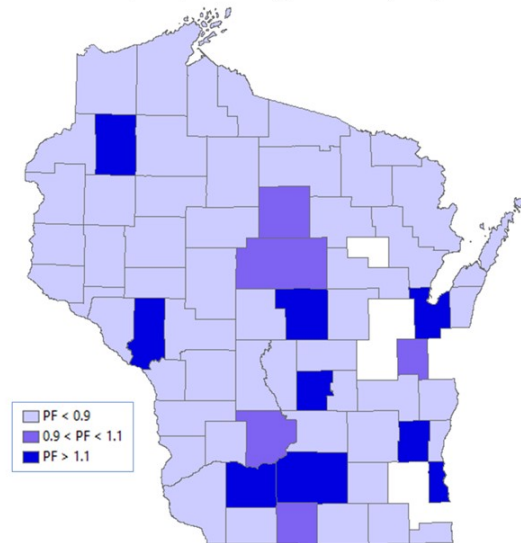
Pull Factor (2019): Miscellaneous Store Retailers



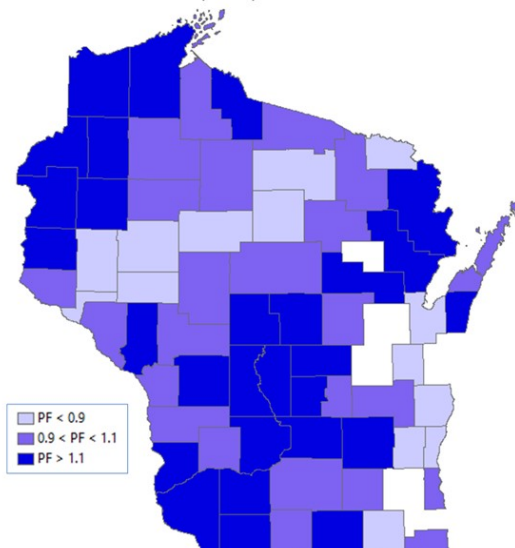
Pull Factor (2019): Nonstore Retailers



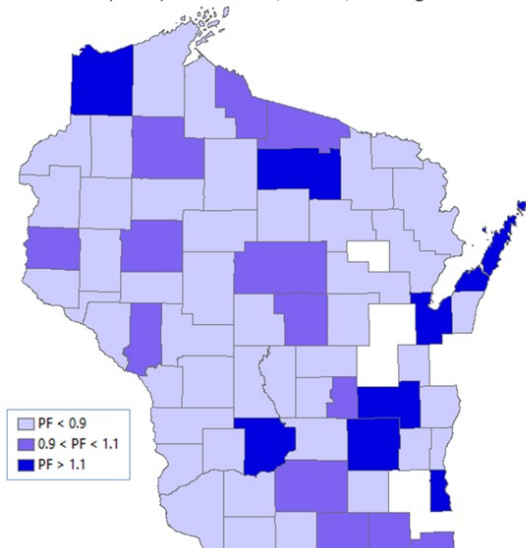
Pull Factor (2019): Publishing Industries (except Internet)



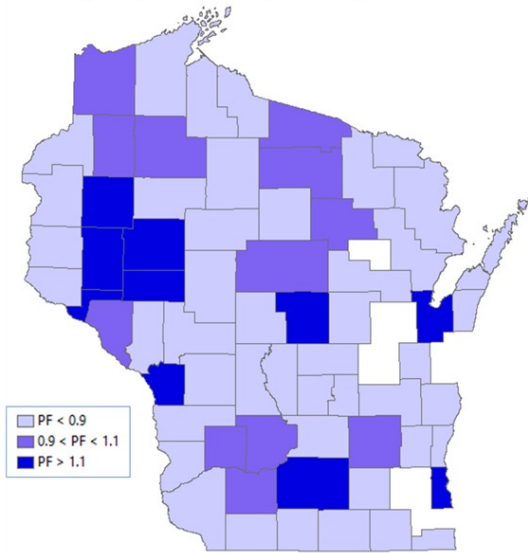
Pull Factor (2019): Telecommunications



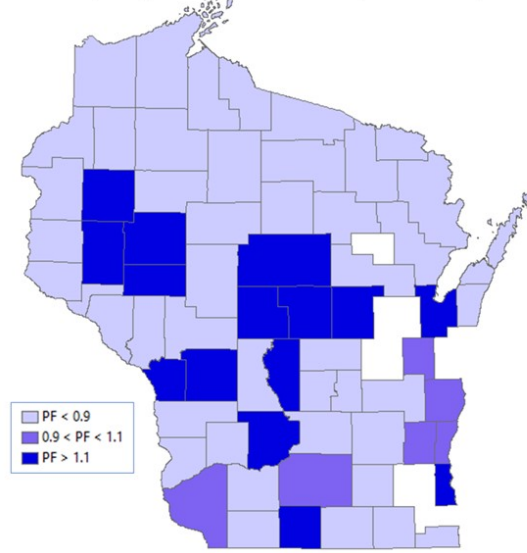
Pull Factor (2019): Real Estate, Rental, Leasing Services



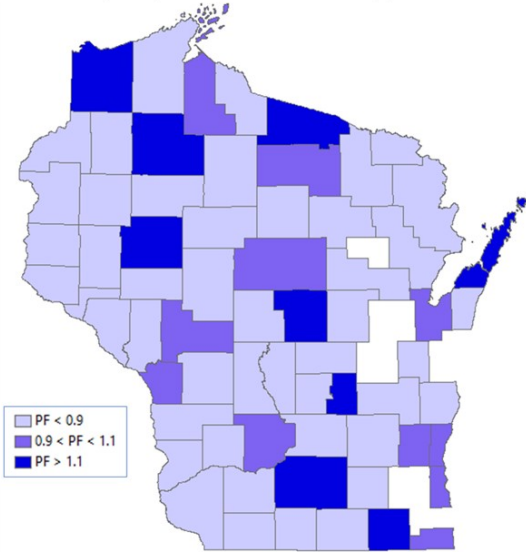
Pull Factor (2019): Professional, Scientific, Technical Services



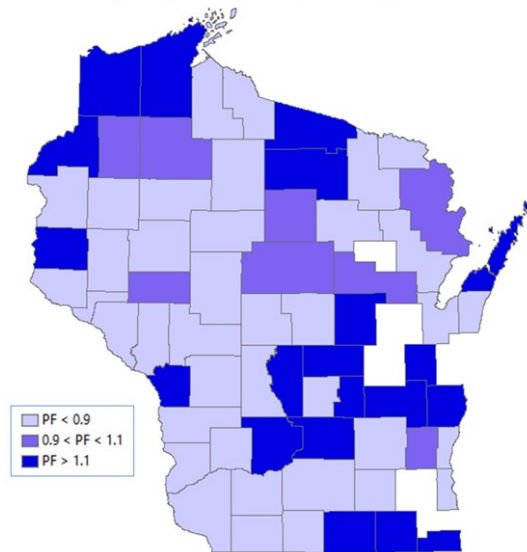
Pull Factor (2019): Management of Companies, Enterprises



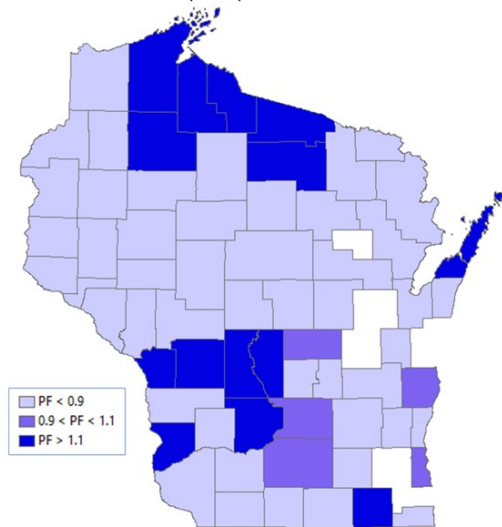
Pull Factor (2019): Administrative and Support Services



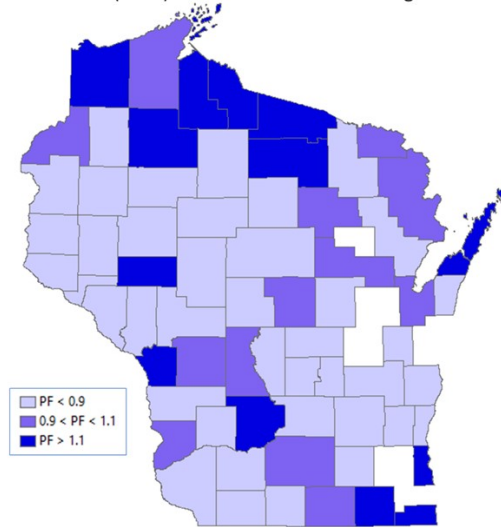
Pull Factor (2019): Amusement, Gambling, Recreation



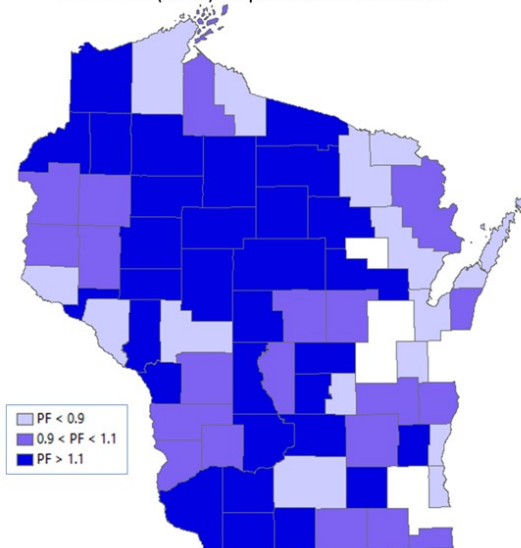
Pull Factor (2019): Accommodation



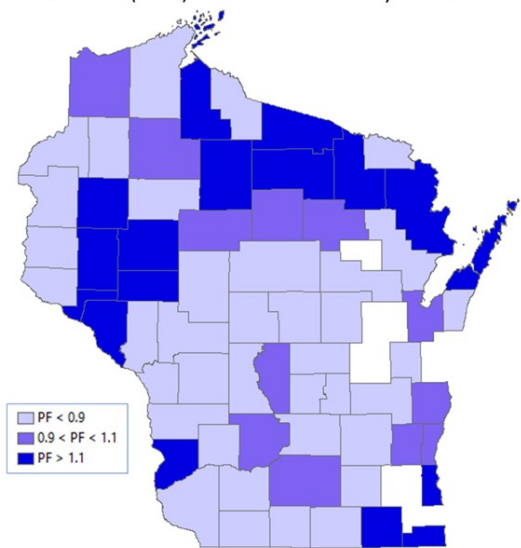
Pull Factor (2019): Food Services and Drinking Places



Pull Factor (2019): Repair and Maintenance



Pull Factor (2019): Personal and Laundry Services



Pull Factor (2019): Religious, Grantmaking, Civic, Professional, and Similar Organizations

