

→ Economic Impact Report

Rock River District Economic Impact Analysis

Watertown, Wisconsin

April 2025

Prepared by ICF via
EPA Brownfields
Technical Assistance

Land Revitalization Technical Assistance

This project was performed through land revitalization technical assistance provided by ICF and U.S. Environmental Protection Agency (EPA) Region 5 through the EPA Office of Brownfields and Land Revitalization (OBLR) Program.

The project was supported by the dedicated staff of the Development Authority of the City of Watertown. Successful brownfields reuse and redevelopment often depends on early consideration of the range of potential future uses and existing constraints for each brownfield site. Local community priorities, market conditions, infrastructure availability, environmental contamination, public health issues, and local ordinances shape brownfield site reuse opportunities. Having this site reuse plan grounded in these local conditions will directly influence how that site is characterized, assessed, and cleaned up.

TA Recipient

Redevelopment Authority of the City of Watertown



Site Address(es):

Watertown, Wisconsin, USA

Previous EPA Grants:

FY10 Brownfields Clean Up Grant

DISCLAIMER

This report reflects ICF's analysis of data obtained from external data sources. The report was developed for Watertown, WI under contract 68HERH20D0001 with the U.S. Environmental Protection Agency's Office of Brownfields and Land Revitalization. This is a contractor-prepared report and does not represent EPA's position. Any publication, distribution, or use of this report beyond the stated purpose is outside of ICF's control.

Introduction and Scope

The U.S. Environmental Protection Agency's (EPA) Office of Brownfield and Land Revitalization (OBLR) and EPA Region 5 provided technical assistance to the Redevelopment Authority of the City of Watertown to support the site reuse and revitalization planning for eight brownfield sites along the Rock River in Watertown, Wisconsin. Watertown has previously commissioned several studies of key infrastructure along the Rock River, and most recently contracted RINKA to produce a redevelopment project plan.

The site consists of eight proposed catalytic sites in the downtown Rock River District of Watertown, WI. The economic analysis evaluates the economic impact of proposed site reuse concepts that were developed under a previous redevelopment project (produced by RINKA) and refined by community feedback collected during this project. The economic impact analysis includes a brief overview of the reuse sites and discussion of impacts by project phase.

Executive Summary

The revitalization of eight proposed catalytic sites in the downtown Rock River District of Watertown, WI, spearheaded by Watertown's Redevelopment Authority (RDA), can become a powerful driver of economic growth within the Watertown-Fort Atkinson metropolitan statistical area ("Region"). Strategically positioned along the Rock River, these eight brownfield sites are near the main downtown corridor and commercial activity. ICF, Inc. ("ICF") has estimated potential economic impacts of the site development activity in the region in terms short-term construction activity impacts, and long-term impacts driven by new resident household spending and redeveloped retail space.

Based on the analysis, short-term construction activity has the most significant impact over the sites' construction duration. While construction activity will be staggered across three phases, in the aggregate construction activity is anticipated to support \$25.6M in labor earnings, 466 additional jobs, and \$63.9M in industry activity in the region. In the long-term, household expenditures from new residents will drive economic activity, on the order of an additional \$6.3M per year in labor earnings, 152 additional jobs, and \$17.3M in industry activity per year. Long-term retail activity will also drive an additional \$1.1M per year in labor earnings, 38 additional jobs, and \$3.5M in industry activity per year.

Table of Contents

Land Revitalization Technical Assistance	2
Introduction and Scope	3
Executive Summary	3
Table of Contents	4
1 Project Background	5
1.1 Site Context	6
1.2 Environmental Conditions	7
1.3 Community Engagement	8
1.4 Study Methodology: Economic Impact Modeling	8
2 Findings	9
2.1 Summary of Phase 1 Impacts	11
2.2 Summary of Phase 2 Impacts	13
2.3 Summary of Phase 3 Impacts	15
3 Conclusion	17
Appendix A	19
Appendix B	21

1 Project Background

1 Project Background

The Redevelopment Authority of the City of Watertown (RDA) requested technical assistance from the US EPA through the Land Revitalization Program to conduct an economic impact analysis of brownfields redevelopment activity (e.g. construction) as well as the long-term reuse of catalyst sites as presented in the Rock River District Vision redevelopment plan and refined based on outreach conducted as part of this project. The proposed sites are along the Rock River in the heart of Watertown, WI and represent a mix of proposed residential and commercial spaces (**Figure 1**).

This report uses economic impact analysis to estimate the potential impact of site redevelopment to understand possible impacts, by site and activity type, over time. This analysis can be used to explore options and articulate to stakeholders the potential benefits of brownfield redevelopment. Specifically, ICF, Inc. ("ICF") estimated the economy-wide impacts of Watertown's proposed redevelopment, in terms of both of short-term construction spending as well as long-term impacts from local household spending of residents attracted to the newly developed housing, as well as expected retail activity.

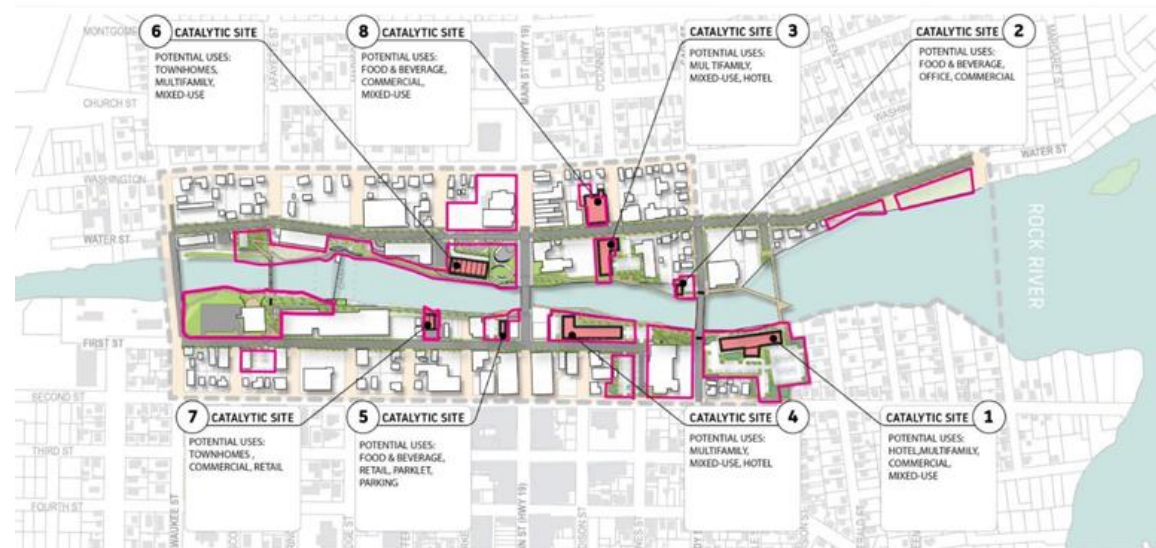


Figure 1: Catalytic sites located along the Rock River; photo credit: RINKA.

1.1 Site Context

The City of Watertown, located in Dodge and Jefferson counties halfway between Madison and Milwaukee, WI has a population of 22,926 (Census 2020). The Rock River flows through downtown providing plenty of riverfront access. Its role as a cultural, recreational, and environmental asset has gained recognition, sparking interest in riverfront development in the surrounding community.

In 2024, Watertown's Redevelopment Authority ("RDA") completed the Downtown River Corridor Opportunity Analysis and Strategic Development Plan, later renamed the "Rock River District Vision." This plan outlines priorities for a riverwalk and identifies eight key brownfield sites for redevelopment. The project focuses on multi-family housing, townhomes, and retail spaces like restaurants and event venues (**See Table 1**) to promote economic growth in the city and improve community access to the Rock River waterfront.

Table 1: Overview of Rock River Project and Catalytic Sites

Phase	Catalytic Site	Square Feet	Unit Mix (#)
1	Site 1a: Multi-family	29,000 residential	1bd (35); 2bd (18); 3bd (5); 3bd townhome attached (6); 3bd townhome detached (5)
	Site 4: Townhomes	22,000 residential	Townhome (10)
	Site 6: Multi-family @ Town Square	11,300 residential	Studio (10); 1bed (28); 2bed (17)
2	Site 1b: Multi-family	29,000 residential	1bd (35); 2bd (18); 3bd (5)
	Site 3: Multi-family/Mix use	9,300 residential 5,000 restaurant/retail)	1bd (17); 2bd (8); 3bd (2)
	Site 8: Adaptive reuse food & beverage)	13,000 – 6000 food and beverage 2500 event 1000 retail and office 2500 residential	1bd (1); 2bd (1)
3	Site 2: Cafe (food & beverage)	2,000 – 4,000 restaurant	
	Site 5: Restaurant (food & beverage)	2,600 restaurant	
	Site 7: Townhomes	4,500 residential	Townhomes (3)

1.2 Environmental Conditions

Each site presents an opportunity for redevelopment that will lead to new activity. Since these sites are considered brownfields, their environmental conditions must be taken into account as part of the redevelopment process. Below is a summary of each site's history.

Site 1 is largely comprised of an unused parking lot and an inactive grocery store building. The site is bordered by North 2nd Street to the east, with several Two-Family Residential parcels situated in the southeast corner. To the south, it is bounded by Cady Street, while the Rock River forms the western boundary. Along the northern edge, the site is adjacent to a mix of Two-Family Residential and Neighborhood Business parcels.

Site 2 sits adjacent to Cady Street bridge, just set back from the Rock River. To the south, it is bounded by a Two Family Residential parcel, while a Central Business District parcel forms the western boundary. There are currently two structures including a metal building abutting the Rock River and a brick two-story structure adjacent to Cady street.

Site 3 is bordered by the Rock River to the east. To the south, it is bounded by Bank First Watertown, while N Water Street forms the western

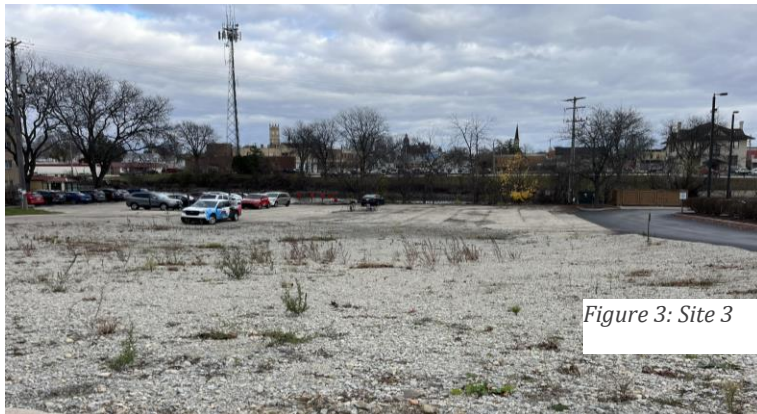


Figure 3: Site 3

boundary. Along the northern edge, the site is adjacent to Johnson Arms Apartments. Previous structures have been removed at 125 N Water Street and it currently sits vacant.

Site 4 sits on the eastern bank of Rock River. To the south, it is bounded by the Masonic Building, while N 1st Street forms the eastern boundary. Along the northern edge, the site is adjacent to City Hall. It is currently used as a public parking lot.



Figure 2: Bentzin Town Square

Site 5 sits on the eastern bank of Rock River. To the south, it is bounded by several small businesses, while S 1st Street forms the eastern boundary. Along the northern edge, the site is adjacent to small businesses along the Main Street corridor. It is currently used as a public parking lot and vacant parcel.

Site 6 sits on the western bank of Rock River. To the south, it is bounded by Globe Apartments, while S Water Street forms the western boundary. Along the northern edge, the site is adjacent to Bentzin Family Town Square along the Main Street corridor. The site is currently under construction and there are no active uses.

Site 7 sits on the eastern bank of Rock River. It is bordered from the north and south by privately owned businesses. S 1st Street forms the western boundary. It is currently used for parking.

Site 8 houses a recently constructed structure sitting on 5 parcels located between O'Connell Street to the north, an alleyway to the south, N Water Street to the east, and N Washington Street to the west.

1.3 Community Engagement

On November 20-21 2024, the ICF project team visited Watertown to tour the catalytic sites, meet with stakeholders at the RDA, Wisconsin DNR, and EPA Region 5, and discuss project goals.

Prior to this technical assistance, the RDA and RINKA, a design consultant working on the River Rock District, actively collaborated with a diverse array of community stakeholders—including residents, business owners, civic leaders, and representatives from local organizations—alongside a steering committee appointed by members of the RDA. The stakeholder-informed site concepts that were developed were used as input to ICF’s analysis.

1.4 Study Methodology: Economic Impact Modeling

Economic impact analysis is a methodology that can be used to understand region-wide economic ripple effects of redevelopment projects. The analysis paints a picture of the new jobs that will be created, the local supply chains impacts, and consequently, the type and magnitude of economic impact felt within the region based on this redevelopment. Regional economic modeling is founded on the principle that industry sectors are interdependent: one industry purchases inputs from other industries and households (e.g., labor) and then sells outputs to other industries, households, and government entities. Therefore, economic activity in one sector causes an increased flow of money throughout the economy.

Spending by the brownfield redevelopment initiates economic activity throughout the region not only through the purchase of goods and services directly associated with the redevelopment, but also through spending and employment in local supply chain industries necessary for construction and long-term activity. Specifying inputs to capture different project activities throughout the phases (i.e. construction, household expenditure, retail) provides an even more specific look at what industries are affected most in

the short-term (construction) and long-term (household expenditure and retail) and helps project the impacts beyond the direct activity.

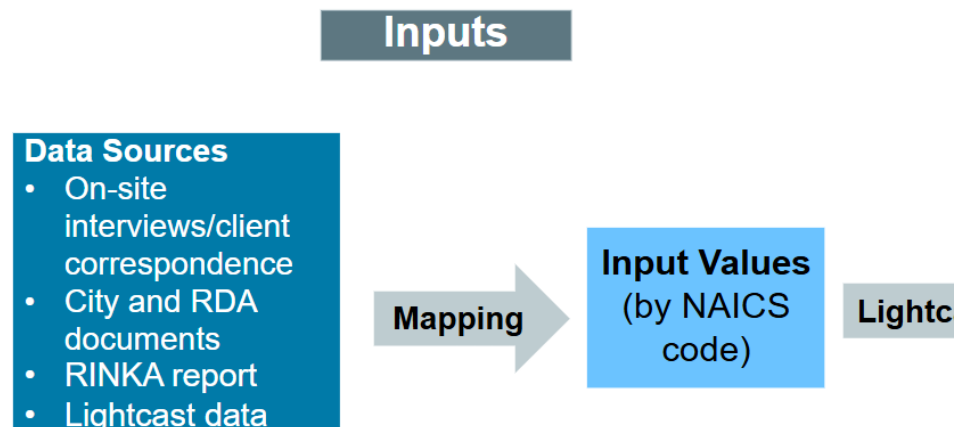
The Lightcast model was used to conduct the economic impact analysis. Lightcast is a tool that is widely used by federal agencies and state and local organizations for industry and labor market analyses. The Lightcast model operates as an Input-Output model and uses North American Industry Classification System (NAICS) codes, the standard used by Federal statistical agencies in classifying business establishments, to categorize inputs.

ICF relied on multiple data sources to determine the model inputs, including outreach performed during the site visit in November of 2024, documents provide by the City and the RDA, publicly available data, and additional data from Lightcast. Inputs were mapped to the NAICS code most closely associated with the project’s activity. More details regarding input mapping can be found in **Appendix A**.

Figure 4 below provides a visual model of the Lightcast model methodology. Values are input into Lightcast to the mapped NAICS codes and the Lightcast model produces a series of intermediate calculations to determine initial, direct, indirect, and final impacts to account for industry-to-industry transactions, household spending, and additional amortized investments and government spending. The results described in this report are the final outputs determined by Lightcast. They consist of three commonly used metrics, consistent with best practices across economic impact analysis:

- **Labor Earnings:** Income associated with jobs created
- **Jobs:** New jobs created economy-wide
- **Output:** Total output of the economy

The number



2 Findings

Overall, Watertown's redevelopment of catalytic brownfield sites is a major economic opportunity, driving growth and revitalization. Across the three phases, site redevelopment activity injects \$25.6M in labor earnings, 466 additional jobs, and \$63.9M in industry activity in the region during site construction. In the long-term, household expenditures from new residents will generate an additional \$6.3M per year in labor earnings, 152 additional jobs, and \$17.3M in industry activity each year. Long-term retail activity will also drive an additional \$1.1M per year in labor earnings, 38 additional jobs, and \$3.5M in industry activity per year. The project supports families, businesses, and the RDA's vision of a thriving community engaged with the Rock River District. A break down of impacts are presented in **Table 2**, below.

Table 2: Total Economic Growth Projected from the Rock River Project

Phase		Labor Earnings	Jobs	Industry Activity
1	Construction	\$14,437,851.00	265	\$36,125,906.64
	Household Expenditure	\$4,013,825.00	98	\$11,082,557.89
	PHASE 1 TOTAL	\$18,451,676.00	363	\$47,208,464.53
2	Construction	\$10,048,581.00	183	\$25,140,257.55
	Household Expenditure	\$2,175,784.00	52	\$6,006,487.59
	Retail	\$633,553.00	18	\$2,342,240.74
	PHASE 2 TOTAL	\$12,857,918.00	243	\$33,488,985.88
3	Construction	\$1,089,301.00	18	\$2,692,597.08
	Household Expenditure	\$91,729.00	2	\$252,883.03
	Retail	\$469,676.00	20	\$1,154,289.40
	PHASE 3 TOTAL	\$1,650,706.00	40	\$4,099,769.51



Figure 5: Site 1



Figure 6: Site 4 (left) and Site 6 (right).

2.1 Summary of Phase 1 Impacts

Phase 1 of the proposed brownfield redevelopment along the Rock River Corridor entails the construction of three residential sites with a mix of residential types and unit size. Site 1 and Site 4 neighbor each other along the eastern bank of the Rock River, and Site 6 is on the western bank, next to the Bentzin Family Town Square. At Site 1, the majority of units will consist of one-bedroom apartments, along with two- bedroom, three- bedroom units, and a small number of attached three- bedroom townhomes. Site 4 will feature 22,000 square feet of development that will include 10 townhome units. Site 6 will include another multi-family building with 10 studios, 28 one-bedroom units, and 17 two-bedroom units. **See Table 3**, below for the unit mix by site.

Table 3: Phase I Catalytic Sites

Catalytic Site	Square Feet	Unit Mix (#)
Site 1: Multi-family	29,000	1bd (35); 2bd (18); 3bd (5); 3bd townhome attached (6); 3bd townhome detached (5)
Site 4: Townhomes	22,000	Townhome (10)
Site 6: Multi-family	11,300	Studio (10); 1bed (28); 2bed (17)

Short-term Construction Impacts

Total Phase 1 construction activity will support 265 jobs and roughly \$14.4M in labor income (**See Table 4**), especially in construction-related sectors such as Construction and Extraction; Management; Installation, Maintenance, and Repair Occupations; and Transportation and Material Moving. Additionally, through the purchase and sale of materials and services, construction of Phase 1 sites would drive \$36.1M in regional industry activity in the Watertown MSA.

Household Expenditure Impacts

Phase 1 consists solely of residential construction and development and consequently is expected to attract new residents to Watertown, who would in turn spend their household income in the local economy. Total annual impact of household expenditures resulting from the new residents inhabiting 134 units would inject an additional \$11.0M of industry activity into the economy across a diversity of industries including real estate, hospitals, restaurants and entertainment. Additionally, Phase 1 site development would add 98 jobs annually, supporting \$4.0M in new labor income, across occupations such as: Food Preparation and Serving; Sales; Healthcare Practitioners; and Arts, Design, Entertainment, Sports, and Media. Unlike the construction impact that would boost industry spending and employment for the duration of the redevelopment project,

these household expenditure impacts would be realized on an annual-basis, contributing to long-term economic development.

Retail Impacts

In Phase 1, there is no plan to develop retail space; however, as discussed, there will still be new economic activity across retail industries as a result of the household expenditures described above.

Table 4: Output Breakdown of Phase I

Site	Construction Period			Annual Household Expenditure		
	Labor Earnings	Jobs	Industry Activity	Labor Earnings	Jobs	Industry Activity
1	\$7.1M	132	\$17.8M	\$1.9M	47	\$5.4M
4	\$1.6M	28	\$4.1M	\$0.5M	12	\$1.3M
6	\$5.7M	105	\$14.2M	\$1.6M	39	\$4.3M
TOTAL	\$14.4M	265	\$36.1M	\$4.0M	98	\$11.0M

2.2 Summary of Phase 2 Impacts

Phase 2 of the proposed brownfield site redevelopment consists of a mix of residential and retail development (**See Table 5**). During this phase, 35 one-bedroom units, 18 two- bedroom units, and 5 three- bedroom units would be added to Site 1 beyond what would be completed during Phase 1. Site 3 redevelopment plans include the development of 17 one-bedroom units, 8 two- bedroom units, and 2 three- bedroom units. And Site 8 consists of improvements to existing commercial space. The only anticipated construction costs for Site 8 are finishing costs, so the majority of construction activity for Phase 2 is attributable to Site 1 and 3.

Table 5: Phase 2 Catalytic Sites

Catalytic Site	Square Feet	Unit Mix (#)
Site 1: Multi-family	29,000 residential	1bd (35); 2bd (18); 3bd (5)
Site 3: Multi-family/Mix use	14,300 (5k restaurant & retail)	1bd (17); 2bd (8); 3bd (2)
Site 8: Adaptive reuse food & beverage)	13,000 – 6000 food and beverage 2500 event 1000 retail and office 2500 residential	1bd (1); 2bd (1)

Short-term Construction Impacts

Phase 2 construction activity will support 183 jobs and \$10M of labor income (**See Table 6**) with growth especially in construction-related occupations such as Management; Construction and Extraction; and Installation, Maintenance, and Repair. Industry activity would grow by \$25.1M in the Watertown MSA.

Household Expenditure Impacts

New residents attracted to Watertown to reside in the new 87 housing units constructed during Phase 2 would spend their household income in the local economy across different industries producing an additional \$6.0M in industry activity with impacts affecting industries including landscaping, restaurants, plumbing and HVAC contractors, and commercial banking. Total annual impact of household expenditures resulting from new residents would also add 52 additional jobs and \$2.2M in labor

income to the Watertown MSA especially in occupations such as: Food Preparation and Serving; Sales; Educational Instruction, and Building and Grounds Cleaning and Maintenance. Similarly to Phase 1, these household expenditure impacts would be realized on an annual-basis, contributing to long-term economic development.

Retail Impacts

In addition to introducing a good mix of construction activity and household expenditure in the regional economy, Phase 2 establishes two retail spaces that would generate industry activity and offer employment opportunities to local residents on an on-going basis. For the purpose of the model, it was assumed that the retail space planned for Site 3 would be utilized similarly to a restaurant space and Site 8 would similarly be used as a restaurant / event space. Based on these assumptions, retail activity in Phase 2 would produce an additional \$2.3M in industry activity

in the Watertown MSA. While initial impacts would primarily be concentrated to the restaurant and food service industry, impacts would affect industries related to real estate, commercial banking, general warehousing and storage, and fitness and recreational centers. Along with

industry activity, the new retail spaces would add 18 additional jobs and \$0.6M in labor income, primarily relating to Food Preparation and Serving, but also impacting occupations such as Sales and Business and Financial Operations.

Table 6: Output Breakdown of Phase 2

	Construction Period			Annual Household Expenditure			Retail Activity		
Site	Labor Earnings	Jobs	Industry Activity	Labor Earnings	Jobs	Industry Activity	Labor Earnings	Jobs	Industry Activity
1	\$6.0M	111	\$15.0M	\$1.4M	34	\$4.0M	---	---	---
3	\$3.4M	63	\$8.6M	\$0.7M	17	\$1.9M	\$0.3M	12	\$0.8M
8	\$0.6M	9	\$1.6M	\$0.05M	1	\$0.1M	\$0.3M	6	\$1.5M
TOTAL	\$10M	183	\$25.1M	\$2.2M	52	\$6.0M	\$0.6M	18	\$2.3M

2.3 Summary of Phase 3 Impacts

Phase 3 of the proposed brownfield redevelopment along the Rock River Corridor consists primarily of retail development with some residential development (**See Table 7**). Site 2 and Site 5 will be used as a cafe and restaurant space, respectively, offering opportunities for more retail activity in addition to the activities from Phase 2. Site 7 will include a few townhomes, providing additional opportunities to welcome new residents who would engage with the local economy.

Table 7: Phase 3 Catalytic Sites

Catalytic Site	Square Feet	Unit Mix (#)
Site 2: Cafe (food & beverage)	2,000 – 4,000	
Site 5: Restaurant (food & beverage)	2,600	
Site 7: Townhomes	4,500	Townhomes (3)

Short-term Construction Impacts

In Phase 3, close to 50% of construction activity would be generated by the development of three townhome units at Site 7 and the other 50% would be attributable to construction of the café and restaurant spaces. In total, construction activities would inject \$2.7M of industry spending into the local economy, impacting industries similar to those impacted by the Phase 1 and Phase 2 construction spending (**See Table 8**). The construction of in Phase 3 supports an additional 18 jobs in the Watertown MSA and \$1.1M in labor income.

Household Expenditure Impacts

The three townhomes constructed during Phase 3 would attract three new households who would inject an additional \$0.3M of industry activity into

the local economy as a result of their spending. The Watertown MSA would also gain an additional 2 jobs and \$0.09M in labor income.

Retail Impacts

The majority of regional retail impacts from Phase 3 is from the development of a cafe at Site 2 and a restaurant at Site 5. These sites would offer opportunities for current and new residents to spend locally, injecting \$1.2M of industry spending into the Watertown MSA economy. Initial impacts would affect industries related to Full-Service Restaurants, with ripple-effects in landscaping, temporary help services, engineering services, and local schools. The cafe and restaurant will also add an additional 20 jobs primarily supporting the retail operations, and \$0.5M in labor income.

Table 8: Output Breakdown of Phase 3

	Construction Period	Annual Household Expenditure	Annual Retail Activity
--	---------------------	------------------------------	------------------------

Site	Labor Earnings	Jobs	Industry Activity	Labor Earnings	Jobs	Industry Activity	Labor Earnings	Jobs	Industry Activity
2	\$0.3M	4	\$0.6M	---	---	---	\$0.15M	8	\$0.3M
5	\$0.3M	5	\$0.8M	---	---	---	\$0.3M	12	\$0.9M
7	\$0.5M	9	\$1.2	\$0.09M	2	\$0.3	---	---	---
TOTAL	\$1.1M	18	\$2.7M	\$0.09M	2	\$0.3M	\$0.5M	20	\$1.2M

3 Conclusion

The redevelopment of eight brownfield sites along the Rock River is an opportunity for Watertown to drive broader economic growth and revitalization. While the scale of impact varies across the sites, the overall results are positive and significant.

Across the three phases, site redevelopment activity injects \$25.6M in labor earnings, 466 additional jobs, and \$63.9M in industry activity in the region during site construction. In the long-term, household expenditures from new residents will generate an additional \$6.3M per year in labor earnings, 152 additional jobs, and \$17.3M in industry activity each year. Long-term retail activity will also drive an additional \$1.1M per year in labor earnings, 38 additional jobs, and \$3.5M in industry activity per year. The project supports families, businesses, and the RDA's vision of a thriving community engaged with the Rock River District.



Appendix

Appendix A:
Detailed Discussion of Study Methodology

Appendix B:
Detailed Results by Activity

Appendix A

Detailed Discussion of Study Methodology

The total economic impact of the project is driven by spending across three primary categories:

- Construction Activity
- Household Expenditure
- Retail Activity

Input Methodology and Sources

Model inputs for each phase of the project were derived from multiple data sources and therefore required different approaches for transitioning the direct activity into Lightcast ready inputs. This section describes the data source(s) for each input category and any relevant assumptions and calculations made to prepare inputs for the model.

Construction Costs

Construction costs were determined based on information provided by the RDA and industry benchmarks. ICF received two documents detailing construction costs and percentage breakdowns by cost type for a current townhome development and a current multi-family development. Construction costs primarily were categorized into three categories: Architecture & Engineering (A&E); Soft Costs/Financing; and Hard Costs. This information and additional details provided in the RINKA report and by the RDA regarding unit type and unit mixes for the project informed the assumptions made about each Site's construction costs. Once the costs were determined, they were input into the Lightcast Input-Output (I-O) model based on its mapped NAICS code. The specific I-O model used was the Type II model as it best reflects the short-term impacts of construction activity for the project.

Household Expenditures

The Bureau of Labor Statistics (BLS) estimates that 30% of household income is used towards rent. Using the same two sources provided by the RDA for construction costs, rent assumptions were determined for each unit type (townhome or multi-family) and each unit size (studio, 1 bd, 2bd, or 3bd). Maintaining the assumption that these rents represent 30% of the household expenditure of a new household in the constructed unit, total household income was calculated for each unit at each site. As mentioned in the Study Methodology section, the BLS also indicates the percentage of household income used towards certain goods in the Midwest region:

- Food (8.1% at home; 4.8% away from home)
- Utilities (6.4%)

- Apparel and services (2.6%)
- Transportation (17.1%)
- Healthcare (9.3%)
- Entertainment (5.3%)
- Education (2.1%)
- Rent (30%)

This maps approximately 86% of a new resident's household expenditure. The remaining 14% of expenditures categorized by the BLS relate to Miscellaneous spending (1.4%), which cannot be accurately mapped to a single NAICS industry, and Personal Insurance and Pensions (12.7%), which are not regionally impactful expenditures. Retail inputs were mapped to NAICS codes based on the use type of retail space (i.e. cafe, restaurant). For each input, values were determined based on the data collected by ICF and estimated based on the project details and industry standards. These percentages were applied to the calculated household income to project household expenditure in certain industries of the regional economy.

These expenditure values were input into I-O model based on their respectively mapped NAICS code. The specific I-O model used was the Type Lightcast model as it best reflects the long-term impacts of household expenditures in the Region.

Retail Activity

The input value for retail activity was based on retail sale assumptions for similar industries in the region. These estimated sales values were input into the I-O model according to their mapped NAICS codes. The specific I-O model used was Type Lightcast as it best reflects the long-term impacts of retail activity in the Region.

Appendix B

Detailed Results by Activity

Table B-1. Economic Impact from Rock River Project Construction Activity

Phase	Catalytic Site	Labor Earnings	Jobs	Industry Activity
1	Site 1	\$7,118,991.00	132	\$17,838,489.31
	Site 4	\$1,644,302.00	28	\$4,068,331.63
	Site 6	\$5,674,558.00	105	\$14,219,085.70
	PHASE 1 TOTAL	\$14,437,851.00	265	\$36,125,906.64
2	Site 1	\$5,984,080.00	111	\$14,994,672.19
	Site 3	\$3,431,741.00	63	\$8,584,072.99
	Site 8	\$632,760.00	9	\$1,561,512.37
	PHASE 2 TOTAL	\$10,048,581.00	183	\$25,140,257.55
3	Site 2	\$251,997.00	4	\$622,584.99
	Site 5	\$327,596.00	5	\$809,360.47
	Site 7	\$509,708.00	9	\$1,260,651.62
	PHASE 3 TOTAL	\$1,089,301.00	18	\$2,692,597.08

Table B-2. Economic Impact from Household Expenditure

Phase	Catalytic Site	Labor Earnings	Jobs	Industry Activity
1	Site 1	\$1,958,362.00	47	\$5,413,326.07
	Site 4	\$485,965.00	12	\$1,343,310.38
	Site 6	\$1,569,498.00	39	\$4,325,921.44
	PHASE 1 TOTAL	\$4,013,825.00	98	\$11,082,557.89
2	Site 1	\$1,433,727.00	34	\$3,963,123.49
	Site 8	\$49,632.00	1	\$137,194.21
	Site 3	\$692,425.00	17	\$1,906,169.89
	PHASE 2 TOTAL	\$2,175,784.00	52	\$6,006,487.59

3	Site 2	---	---	---
	Site 5	---	---	---
	Site 7	\$91,729.00	2	\$252,883.03
	PHASE 3 TOTAL	\$91,729.00	2	\$252,883.03

Table B-3. Economic Impact from Retail Activity

Phase	Catalytic Site	Labor Earnings	Jobs	Industry Activity
1	Site 1	---	---	---
	Site 4	---	---	---
	Site 6	---	---	---
	PHASE 1 TOTAL	---	---	---
2	Site 3	\$319,725.00	12	\$854,895.19
	Site 8	\$313,828.00	6	\$1,487,345.55
	Site 1	---	---	---
	PHASE 2 TOTAL	\$633,553.00	18	\$2,342,240.74
3	Site 2	\$149,951.00	8	\$299,394.21
	Site 5	\$319,725.00	12	\$854,895.19
	Site 7	---	---	---
	PHASE 3 TOTAL	\$469,676.00	20	\$1,154,289.40