

Whitewater Business Park Report

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Fun Fact

What is:

NAICS 332813

NAICS 333511

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Roadmap

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Introduction

The Whitewater Business Park represents a significant industrial expansion opportunity in Southeastern Wisconsin. Its existing concentration of advanced manufacturing, polymer science, and logistics firms provides a strong foundation for sustained economic growth.

Editor and Graphic Designer

Shannon M. The paper evaluates the Whitewater Business Park as a regional economic development asset. It studies the current tenant mix, workforce conditions, and how businesses in the park connect to one another.

The broader goal is to determine how Whitewater can expand in a strategic, evidence-based way.

Purpose

This paper was written to:

- Identify the current role of the business park in Whitewater's economy.
- Measure whether the labor shed can support further growth.
- Help local leaders recruit the right firms instead of simply filling space.
- Show how internal business-to-business linkages can create a stronger local supply chain.

Data Collection

The report uses tenant inventories, SIC codes, NAICS codes, and IMPLAN economic analysis.

It also uses labor market and workforce data across Whitewater and nearby geographies.

A dual-classification method was used: SIC for legacy industry relationships and NAICS for modern process-based interactions.

Important Methodological Point: SIC and NAICS are both used because each reveals different kinds of business relationships.

Data Summary

The park contains several strong clusters rather than a random mix of firms.

The most visible clusters are advanced manufacturing, advanced polymers and sealing, agricultural and food logistics, and innovation/professional services.

The report argues that proximity lowers transaction costs and creates a localized "micro-supply chain."

Industry Identification and Tenant Inventory (I of 2)

Business Name	SIC	NAICS	Primary Industry
Simes Construction Inc	1794	238910	Construction Services
HEXPOL	3053	339991	Rubber Compounding & Sealing Devices
Fab Pro	3441	332312	Fabricated Structural Metal
Husco Automotive LLC	3694	336320	Motor Vehicle Electrical Equipment
The Coburn Company, Inc.	5031	423310	Agricultural Equipment Wholesaling
Riemer Systems	5047	423450	Medical Equipment Wholesaling
MacLean-Fogg Component Solutions	5085	423840	Industrial Supply Wholesaling
Fastenal	5085	423840	Industrial Supply Wholesaling
Martin Brower	5142, 7359	424420, 532411	Frozen Food Distribution & Equipment Rental
Basin Holdings	6719	551112	Holding Company / Mgmt
Blackthorne Capital Management	6799	523910	Investment Advice
Nitardy Funeral Homes	7261	812210	Personal Services
Pauquette Center <i>Recreated from the report table. This is the first half of the tenant inventory.</i>	8049	621330	Psychological Services

Industry Identification and Tenant Inventory (2 of 2)

Business Name	SIC	NAICS	Primary Industry
Jedi Virtual K-12	8211	611110	Educational Services
East West Wisconsin, LLC	8748	541618	Management Consulting
CESA 2	9411	923110	Educational Administration
Wisconsin Army National Guard	9711	928110	National Security
Simonswerk North America Inc	34342	333320	Specialized Hardware/Hinges
Summerset Marine Construction	1629	236210	Marine Construction
Lavelle Industries, Inc.	3069, 3061	326299, 326291	Molded Mechanical Rubber Goods
Husco International	3492, 3494, 3491	332912, 332919, 332911	Fluid Power Valves and Fittings
NPI-Plus (East West)	3679, 3669, 3671	335, 334419	Electronics Manufacturing Services
iButtonLink	3823, 7371	334513, 541511	Industrial Sensors & Software
PropertyX LLC	6513, 6512, 6531	531110, 531311	Real Estate Management
Kreative Solutions LLC	73, 7311	54541	Advertising & Business Services
Straight Forward / S & H Truck Services <i>Recreated from the report table. This is the second half of the tenant inventory.</i>	7338, 4813 / 7538, 7539	56142, 561421 / 811111	Call Center / Truck Repair & Maintenance

Tenant Inventory Table

The table shows:

- That the park is diverse, but not random.
- The listed firms group naturally into clusters: manufacturing, polymers/seals, logistics, wholesale support, software/tech, and institutional services.
- The inventory matters because it provides the raw evidence for the later synergy analysis.
- The report is not just counting tenants; it is showing how the mix of tenants creates economic value through interaction.

These slides support the paper's claim that the park already contains the building blocks of a local production network.

Potential Upstream, Downstream, and Lateral Interaction Matrix (SIC)

Industry	Rubber Comp. (3053)	Mech. Rubber (3061)	Struct. Metal (3441)	Ind. Valves (3491)	Motors/Gen. (3621)	Auto Elec. (3694)	Ind. Supply (5085)	Custom SW (7371)	Truck Repair (7538)	Mgmt Cons. (8748)
Rubber Comp. (3053)		I		I		I				
Mech. Rubber (3061)			I	I/O		I				
Struct. Metal (3441)				I		I/O	I			
Ind. Valves (3491)	I/O	I/O	I/O		O	I/O	O	I	I/O	I/O
Motors/Gen. (3621)		I/O	I	I		I/O	O	I/O		O
Auto Elec. (3694)		I	I	I				I		
Ind. Supply (5085)	I	I	I	I	I	I				
Custom SW (7371)				I		I				
Truck Repair (7538)							I			
I = upstream/input relationship; O = downstream/output relationship. Matrix recreated in simplified form from the report text and visible table content.										

Example Relationship Hub: Industrial Valves (SIC 3491)

Industrial Valves is one of the most connected SIC categories in the matrix because it both uses inputs from other industries and supports downstream production.

Each cell compares the industry in the row with the industry in the column.

An “I” means the row industry provides an input to the column industry.

An “O” means the column industry provides an input or downstream value to the row industry.

An “I/O” means the relationship can run in both directions.

Upstream Inputs

Rubber Compounding (3053): supplies rubber materials for seals and gaskets.

Mechanical Rubber (3061): provides molded seals and O-rings for hydraulic integrity.

Structural Metal (3441): supplies housings, brackets, and metal components.

Industrial Supply Wholesale (5085): provides fasteners, MRO supplies, tools, and replacement parts.

Why SIC 3491 Is Central

Industrial valves combine rubber, metal, precision parts, and control systems.

That complexity makes valve production dependent on several nearby suppliers.

The I/O pattern shows this industry is both a buyer of inputs and a contributor to downstream value.

Downstream & Lateral Links

Auto Electrical Equipment (3694): valve and control systems can complement automotive components.

Custom Software (7371): supports digital control, monitoring, testing, and integration.

Truck Repair (7538): supports logistics and movement of industrial products.

Management Consulting (8748): supports process improvement and supply-chain strategy.

Takeaway: SIC 3491 shows how the park can function as a micro-supply chain, reducing transaction costs and strengthening local competitiveness.

Meaning of the SIC Interaction Matrix

The SIC matrix shows where firms are connected through traditional supply-chain relationships.

An 'I' means one industry provides inputs to another. An 'O' means one industry receives outputs or downstream value from another.

This table helps prove that firms in the park can buy from, support, or build on one another instead of operating in isolation.

The biggest idea: the business park behaves like a small industrial ecosystem rather than a set of unrelated buildings.

Examples from the report: HEXPOL feeds Lavelle; Lavelle supports Husco; Fastenal and MacLean-Fogg support manufacturers through MRO and supply distribution.

Potential Upstream, Downstream, and Lateral Interaction Matrix (NAICS)

Industry	Rubber Comp. 339991	Molded Rubber 326291	Struct. Metal 332312	Valves/Fittings 332911	Auto Equip. 336320	Ind. Supply 423840	Software 541511	Truck Repair 811111
Rubber Comp. 339991	I							
Molded Rubber 326291	I/O							
Struct. Metal 332312	I/O							
Valves/Fittings 332911	I/O	I/O	I/O	O				
Auto Equip. 336320	I							
Ind. Supply 423840	I	I	I	I	I	I		
Software 541511	I							
Simplified reconstructed matrix using the report's NAICS interaction logic. This version emphasizes process-based relationships rather than older SIC categories.								

Meaning of the NAICS Interaction Matrix

The report says NAICS better reflects information technology, specialized professional services, and high-tech manufacturing.

The NAICS matrix updates the analysis for modern production processes.

It is especially useful for understanding newer relationships involving software, sensors, electronics integration, and advanced manufacturing.

Compared with SIC, NAICS gives a more contemporary view of how firms create value together.

This supports the paper's argument that Whitewater is not just industrial land; it is a developing advanced-manufacturing network.

The Relevance of these Tables to the Whole Paper

The tenant inventory identifies who is in the park.

The SIC matrix shows traditional supplier-buyer and support relationships.

The NAICS matrix shows modern process-based and technology-driven relationships.

Together, the tables are the evidence behind the paper's central claim: Whitewater can strengthen a resilient, localized micro-supply chain.

Strategic Recruitment Recommendations and Target Codes

The table shows:

- To maximize the **Synergy** Coefficient, recruitment should prioritize firms that close identified gaps.
- The targets should also support the technological evolution of **anchor tenants**.
- The recommended industries are grouped into three priorities: infrastructure support, logistics resilience, and Industry 4.0 integration.

Strategic Recruitment Recommendations and Target Codes

Priority 1: High-Precision Infrastructure Support

These firms may offer lower production costs for existing manufacturers and reduce the environmental impact of long-distance shipping for finishing services.

Target Industry	Recommended SIC	Recommended NAICS	Strategic Rationale
Metal Finishing & Plating	3471	332813	Provides essential downstream finishing for Fab Pro, Husco, and Simonswerk.
Tool and Die Shop	3544	333511	Supports custom molding needs for Lavelle and MacLean-Fogg.
Electronic Component Whsl	5065	423690	Supplies specific micro-components needed by iButtonLink and NPI-Plus.

Logic of “Priority I: High-Precision Infrastructure Support”

Priority I: High-Precision Infrastructure Support

Just as a note: **NAICS 332813** is specifically: electroplating, plating, polishing, anodizing and coloring (powder-coating is 332812)

It is possible that **a current company (given their NAICS codes) may manufacture or use precision metal valve/fitting components that require finishing. If those finishing services are not available locally, the parts would be shipped out to a metal-finishing firm and then returned for final assembly, testing, or shipment.**

NAICS 333511 is specifically: injection molds, die casting molds, compression molds, blow molds, stamping dies, precision tooling, and fixtures (possibly **Lavelle--** Makes molded mechanical rubber goods — needs precision molds to shape rubber components **and MacLean-Fogg--** Industrial supply and component manufacturing — needs custom tooling for fasteners and fittings)

It is possible that current companies (given their industry profiles) rely on specialized molds and tooling to produce molded rubber, plastic, and close-tolerance industrial components. If those tool-and-die or mold-making services are not available locally, firms may need to source molds, dies, or custom fixtures from outside the area, which can increase lead times, slow prototyping, and reduce flexibility for custom production runs. A local NAICS 333511 firm would help support faster product development, more efficient production changes, and stronger supply-chain coordination within the business park.

1. The park already has manufacturing and technical firms.
2. Those firms need specialized support services.
3. Some of those services may currently be sourced from outside the area.
4. Recruiting those support firms would reduce shipping time, logistics costs, delays, and coordination problems.
5. It would also make the existing anchor tenants more productive and more likely to grow locally.

Strategic Recruitment Recommendations and Target Codes

Priority 2: Logistics and Supply Chain Resilience

These targets focus on efficient movement and protection of goods, supporting the distribution-heavy sectors of the park.

Target Industry	Recommended SIC	Recommended NAICS	Strategic Rationale
Industrial Packaging	2653	322211	Manufactures protective housing for shipping finished industrial goods.
Specialized Freight Forwarding	4731	488510	Coordinates international air/sea freight for firms with global reach like Simonswerk.
Testing & Calibration Labs	8734	541380	Provides ISO 17025 validation required by iButtonLink and HEXPOL.

Strategic Recruitment Recommendations and Target Codes

Priority 3: Industry 4.0 Integration

These industries support the smart-manufacturing transition and help the park remain competitive in the high-tech global market.

Target Industry	Recommended SIC	Recommended NAICS	Strategic Rationale
Robotics System Integration	3569	333999	Implements automated assembly lines for Husco and Lavelle.
Additive Manufacturing (3D)	3999	333249	Enables rapid prototyping for NPI-Plus and custom software development.
Industrial Data Analytics	7373	541511	Works with Iron Forge to turn sensor data into predictive maintenance models.

Strategic Alignment and Future Outlook

Long-term goal: shift Whitewater from a labor-exporting area to a self-sustaining and eventually labor-importing hub.

Developing the remaining land can support **workforce retention** by creating more advanced jobs for skilled workers.

Right now, the concern is that local talent may leave the area for better jobs elsewhere. The business park can help reverse that by creating stronger local opportunities.

The park currently has many service-oriented positions and **lacks enough professional firms**. Addressing this skill gap can help attract and retain skilled workers within the community.

Strategic Alignment and Future Outlook

Future recruitment should align with the education and skill levels of the local workforce.

Tech-driven businesses and advanced manufacturing firms are well-positioned to leverage the area's skilled workers.

The document emphasizes that future recruitment should focus on **tech-driven businesses and advanced manufacturing firms** that fit the area's education and skill base.

Strategic development can diversify the tax base from a student-centric focus to high-yield industrial assets.

Bridging the skill-opportunity gap allows local talent to live, work, and spend in the community.

The point is **not just “bring in any firms,”** but bring in firms that let local people live, work, and spend in the community, which strengthens the local economy

Recommendations

Recruit firms that close visible supply-chain gaps, such as **metal finishing, tool and die, electronics component wholesale, packaging, and testing labs.**

Use the existing cluster strengths as a marketing tool when recruiting new tenants.

Coordinate workforce development so **training** aligns with the actual needs of advanced manufacturers in the park.

Keep emphasizing **proximity, faster feedback loops, and lower logistics** costs as Whitewater's strategic advantage.

Conclusion

The tenant inventory shows who is **already** in the park.

The interaction analysis shows how those firms can **support one another**.

The recommendation tables identify which industries should be **recruited next**.

With the right approach, Whitewater can become a competitive, **ready-to-build industrial hub** in Southeastern Wisconsin.

Conclusion

The expanded tables display that Whitewater's business park already contains the foundations of a local industrial ecosystem. **The goal is to turn those partial linkages into a denser, higher-value, more resilient supply chain.** That is why the paper focuses not just on current occupancy, but on strategic alignment and future recruitment.

Moving forward, strategic planning must focus on high-value industries that align with the education and skill levels of the local workforce. Tech-driven businesses and advanced manufacturing firms are well-positioned to leverage the area's skilled workers. By fostering these industries, development can better align with regional economic goals that aim to diversify the tax base from a student-centric focus to high-yield industrial assets.

Finally

Raise median income

Expand labor force participation

Diversify the tax base away from a student-centered economy

Improve overall quality of life

Position Whitewater as a competitive industrial hub in Southeastern Wisconsin