2017

Belleville Market Analysis

A community-led research project to support business development

UW Extension
University of Wisconsin-Extension

BELLEVILLE
Small community... big heart!

ACKNOWLEDGEMENTS

STUDY TEAM
This market analysis was completed by a local study group of business leaders, working with the Village of Belleville University of Wisconsin-Extension/Green County, and the University of Wisconsin–Extension Center for Community and Economic Development. The study team provided local insight and was instrumental in developing locally relevant conclusions and recommendations from the data collected. The study team in this project include a broad range of knowledgeable and committed community and business leaders as listed below.

- Brian Wilson – Village Administrator
- Diane O'Connor– Union Bank and Trust Company
- Jean Tretow-Belleville High School
- Lynn Alme – Patches and Petals, retail store
- Mike O'Connor – State Farm Insurance Agent
- Rick Francois – Francois Ford

UW-EXTENSION
The study team was supported by UW-Extension educators.

- Bill Ryan, University of Wisconsin-Extension, Center for Community and Economic Development
- Victoria Solomon, University of Wisconsin – Extension, Green County
- Technical assistance by Emily Lutz, Graduate Student Assistant, University of Wisconsin

BELLEVILLE VILLAGE BOARD
The study team was funded by the Village of Belleville.

- Roger Hillebrand, President
- Deb Kazmar
- Terry Kringle
- Gary Ziegler
- Maxine Ward
- Gary Salmela
- Jacob Myrland

PHOTO CREDITS
The photo in this report was taken by Jean Kringle.

TABLE OF CONTENTS

EXECUTIVE SUMMARY

PURPOSE

This market analysis is designed to be a business development tool for Belleville. This information can be used by the Belleville community in a variety of ways. This study is designed to:

- Support business retention and expansion;
- Attract businesses and entrepreneurship;
- Inform improved customer service;
- Guide improvements to the physical environment; and
- Inform marketing and branding efforts.

The market analysis is the result of a community-led initiative, with local business and community leaders actively involved in the research and analysis. They were supported by specialists and educators with UW-Extension. The project was funded by the Village of Belleville.

PROCESS

The research process involved the following:

1. Identifying the geographic area to be studied;
2. Understanding characteristics of the residents, businesses/workers, and visitors in the area;
3. Conducting a business inventory;
4. Learning from peer communities;
5. Conducting a community survey; and
6. Development of recommendations to increase economic development efforts.

RECOMMENDATIONS IN BRIEF

After analyzing the data collected through the research process, the work group developed the following recommendations. These recommendations are based off the information gathered, and are intended to be implemented through multi-stakeholder efforts.

Business Retention and Expansion

1. Create a business retention and expansion team.
2. Regularly meet with businesses on an individual basis to hear their needs and concerns.
3. Use the market analysis data to identify new businesses that complement existing businesses.
4. Identify the optimal location in town for businesses considering a change in location.
5. Develop a plan for capturing commuter dollars.
6. Help businesses and organizations promote other businesses and the Belleville community.

Business Attraction

1. Create a business recruitment team.
2. Conduct a space inventory to market properties.
3. Develop marketing materials.
4. Identify and recruit businesses that leverage Belleville's assets and existing businesses.
5. Invite area entrepreneurs to Belleville.
6. Create a supportive business environment with seamless assistance for business development.

Resident, Worker, and Visitor Experience

1. Help downtown become a central social district.
2. Increase the variety of options for commuters.
3. Increase the number of people living downtown.
4. Explore ways to better-serve in-commuters and visitors.

Improving the Physical Environment
1. Improve first impressions of the community.
2. Encourage improvements to buildings.
3. Leverage Belleville's natural amenities.

Marketing and Branding Strategies
1. Apply this research to the branding process.
2. Develop and adhere to a branded "theme."

Organizing for Action
1. Agree on a shared oversight plan.
2. Designate roles and responsibilities to each group.
3. Identify what cannot be done through existing resources.
4. Increase communication across groups.

MARKET OPPORTUNITIES
The following opportunities were based on demand and supply calculations, survey results, peer community visits, and consumer characteristics of local residents. These opportunities can be filled through business expansion efforts as well as business attraction efforts.

Restaurants
A variety of family dining places; a casual sit down restaurant with healthy food, a coffee shop and bakery, fast food including pizza, ice cream, drive-thru, etc. Respondents prefer burgers and chicken, traditional American, sandwiches and pizza (with delivery). They also enjoy ethnic food. Many respondents would prefer reasonably priced menus with lake-view and take out.

Retail
Many would like to see specialty retail shops locating downtown (antiques, gifts shops, arts and crafts shops, florist, sporting goods, pet store, among others). They would also like to see a hardware store, or hardware section in another store.

Services
Other business services could be offered in the Study Areas including personal services (such as a hair salon or barbershop), professional services (such as medical or legal), and other services such as a bed-and-breakfast or outdoor rental equipment outfitter.

SECTION 1: INTRODUCTION

This section includes:

- The purpose of the study;
- The process used;
- An overview of relevant prior research in Belleville.

PURPOSE

Belleville is full of opportunity. However, many prospective business operators may not know the potential the community has to support expansion and new business development. This market analysis helps identify some of the opportunity.

The purpose of this community-led market analysis is to compile and interpret information useful in economic development efforts. This study is designed to:

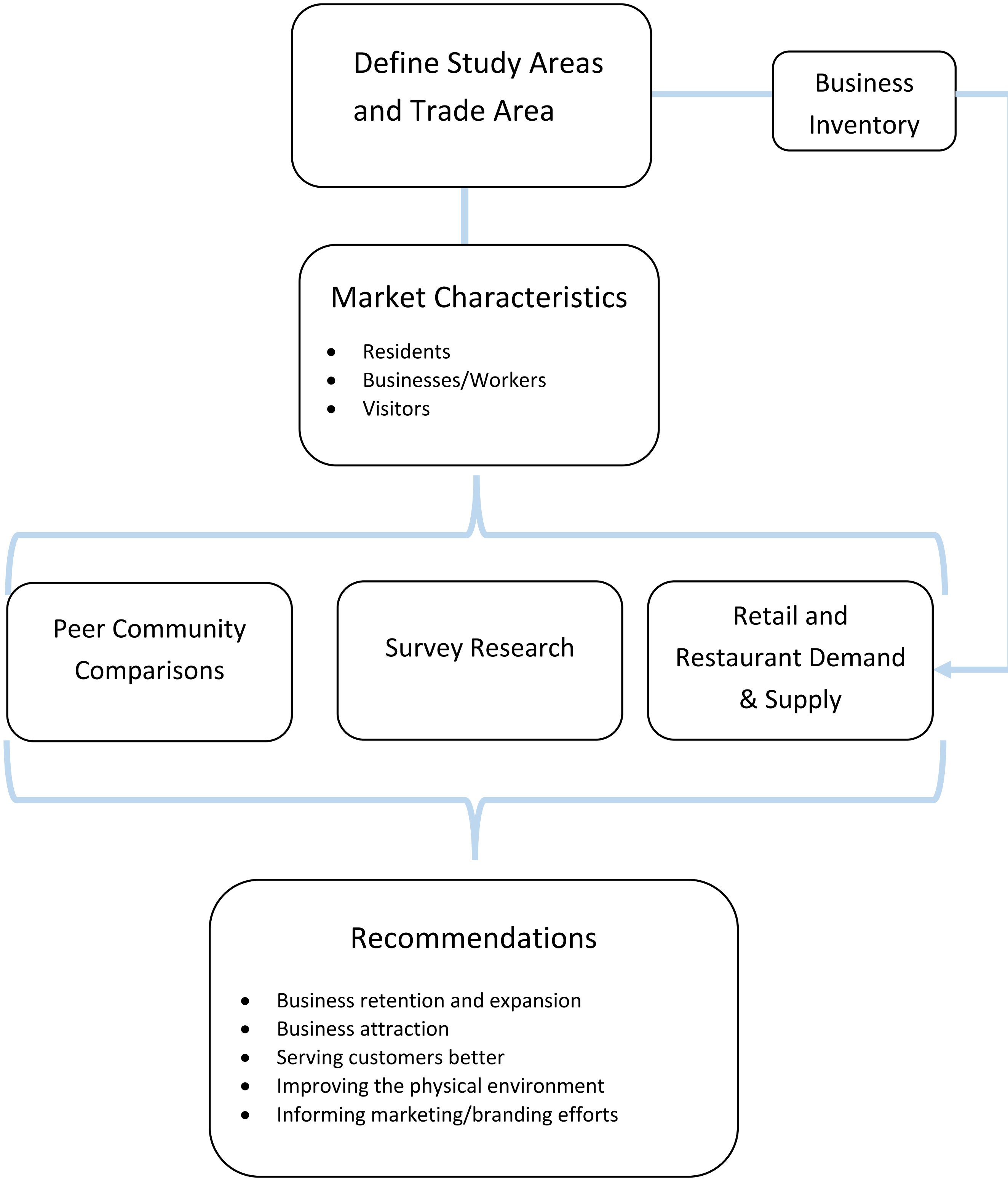
- Support business retention and expansion;
- Attract businesses;
- Inform improved customer service;
- Guide improvements to the physical environment; and
- Inform marketing and branding efforts.

The market analysis for Belleville provides current and objective information on the consumer and competitive environment in order to inform business development initiatives. The analysis focuses on identifying the key market segments to be served, needs and preferences of these segments, and whether the current business mix is fully serving the segments. Recommendations by the study group are made to guide the community's business retention, expansion, and attraction efforts. The data assembled in this analysis support a series of business development priorities. This report and its executive summary are intended to be actively used in economic development educational efforts.

PROCESS

This project represents a community-led initiative in which local business and community leaders were actively involved in the research and analysis. This study group met regularly to review and interpret data gathered from the market analysis. A flowchart illustrating the sequence of events in this project follows.

FIGURE 1: MARKET ANALYSIS PROCESS



PRIOR RESEARCH

Before launching a new research initiative, it was important to understand prior efforts. A quick overview of some of the previous research is below. The full documents can be found online at the Village of Belleville website at www.bellevillewi.org or at the Belleville Public Library.

Belleville Comprehensive Plan, 2004

The 2004 Belleville Comprehensive Plan included recommendations that Belleville should prepare a Main Street area improvement plan, which integrates the Sugar River into the design and identifies specific businesses that will complement downtown. The downtown improvement plan should include the following:

- Identify an historic theme for Belleville in order to develop design guidelines, which could be incorporated into signage, storefronts and other design features.
- Plan for an opening to the Sugar River from Main Street. The opening could be emphasized by treatments such as brick paving, landscaping and lighting.
- Provide for a bicycle-pedestrian circulation network along the Sugar River linking the Main Street area to Belleville Community Park and the proposed Badger State Trail.
- Identify potential redevelopment sites.
- Encourage organization of Main Street area business owners and tenants.
- Develop a database of Village businesses, property information and conduct consumer and business surveys.

First impressions Study, 2009

This is a program of community assessment and improvement, with exchange visits between Belleville and Dodgeville Wisconsin. The First Impressions program helps communities learn about existing strengths and weaknesses through the eyes of the first-time visitor and provides a structured opportunity to learn about strengths and weaknesses of similar communities. The results from a First Impressions visit can serve as the basis for community action and as a way to document changes in the community over time. Example positive impressions from the study include the high school, lake and parks, and quiet town atmosphere.

Economic Development Partners (EDP), 2010

The consulting firm, Economic Develop Partners (EDP) has studied Belleville and its key amenity, the lake in the center of the community. A lack of promotion to appeal to nature lovers means that many outsiders are not familiar with Bellville’s treasures, such as the bike trail, the library, the bridge and the lake. EDP's research, through a branding focus group, found that Belleville's excellence is known to only a part of its residents and business owners. In fact, many of the residents on the north shore of the lake don't come into town, but head to other communities. EDP found Belleville to be a desirable community for families seeking the ideal balance of a solid educational system with the natural amenities of the community.

SECTION 2: UNDERSTANDING THE STUDY AREAS

This section includes:

- Defining the Study Areas;
- A brief analysis of the existing retail and restaurant business mix; and
- Definitions of the three different consumer segments for the study.

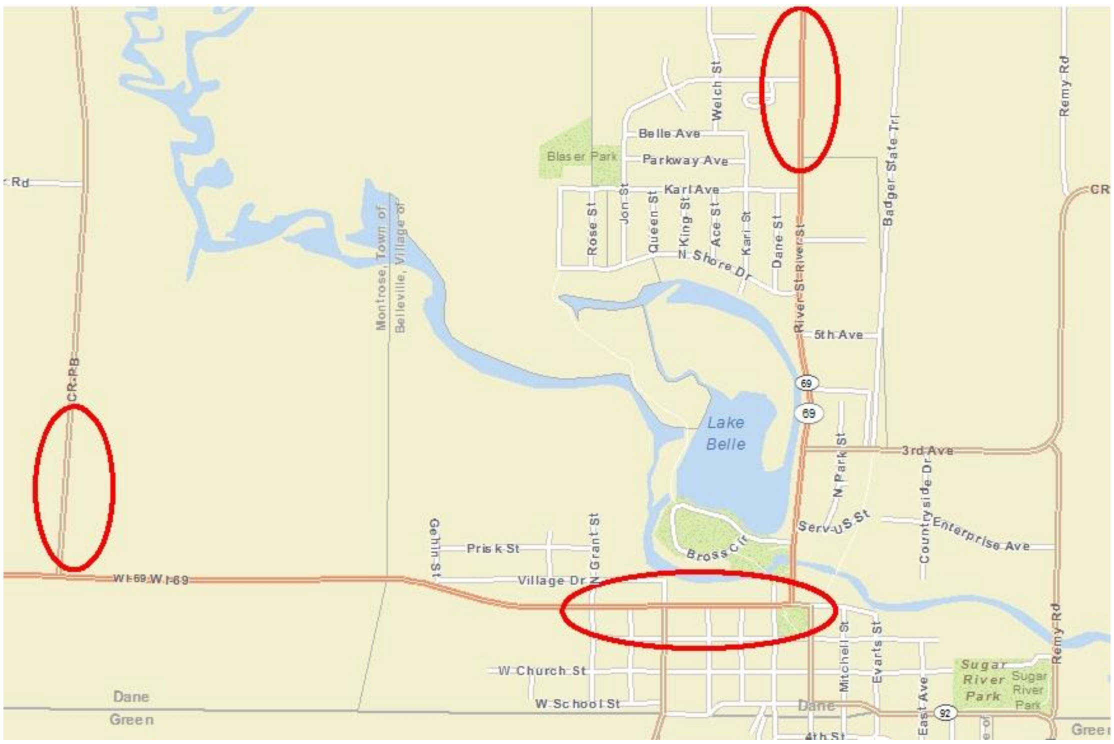
DEFINING THE STUDY AREAS

This market analysis focuses on three Study Areas. These three areas compose the majority of retail, restaurant, and service businesses in Belleville. They include:

- A traditional downtown, located on West Main Street;
- A highway-oriented business area, located along Highway 69 north of the downtown area; and
- A developing area along Highway 92 at Highway 69, west of downtown.

These three areas are presented in Figure 2 and referred here on as the Study Areas.

FIGURE 2: MAP OF THE STUDY AREAS



CURRENT RETAIL & RESTAURANT BUSINESS MIX

The Study Areas include 13 retail and restaurant businesses representing approximately 55,000 square feet of space. This does not include the relocated Francois Ford dealership on the west side of the community. This data, collected through a retail and restaurant inventory, will be used later in the report in the calculations of demand and supply.

FIGURE 3: CURRENT RETAIL & RESTAURANT MIX IN STUDY AREAS

Description	Square Footage in the Study Areas	Businesses in the Study Areas
Furniture and home furnishings stores	-	-
Electronics and appliance stores	-	-
Building material and garden without home center	-	-
Food and beverage stores	25,000	1
Health and personal care stores	2,000	1
Convenience Stores in Gas stations (excluding gas)	3,500	2
Clothing and clothing accessories stores	3,000	1
Sporting goods, hobby, musical, and book stores	4,400	1
General merchandise without warehouse and supercenters	7,000	1
Miscellaneous store retailers	-	-
Drinking places (alcoholic beverages)	7,000	4
Full-service restaurants	2,000	1
Limited-service restaurants	1,000	1
Snack and nonalcoholic beverage bars	-	-
Total Retail	44,900	7
Total Food and Drink	10,000	6

The above business inventory does not include the many service businesses that are located in the Study Areas. Over 60 personal and professional service firms, ranging from banks to auto body shops, are located in the Village. Many of these businesses are aligned with construction.

There are several retail and restaurant operations outside of the Study Areas, but within the Trade Area. When added together, these outlying communities add an additional 25% of retail and restaurant establishments. This statistic will be used in the supply and demand analysis.

While not inside the Study Areas, there are retail and restaurant operations outside of the Study Areas, but within the Trade Area.[1] These outlying communities together add an additional 25% of retail and restaurant to what exists in Belleville's Study Areas. This statistic will be used later in an analysis of demand and supply.

[1] See section 3 for more information about the trade area.

CONSUMER SEGMENTS

Three primary market segments are, or could be, served by businesses in the Study Areas. These segments are explored in more detail later in this report. They include:

Residents of the Trade Area

Residents make up the largest market segment in the community. The availability of, and satisfaction with, retail, restaurants, and services have a direct impact on local quality of life. While there many business choices in Verona and Madison, the availability of goods and services in Belleville is an important convenience factor that most residents value. Though this analysis is focused on the residents of the Village of Belleville, a significant number of Trade Area residents live outside of the Village.

Workers

The inflow and outflow of workers to a community represents an important segment that increases the daytime workforce population. It represents employees that "commute in" and may have time during the day to visit the Study Areas for purposes of eating, shopping, or services.

Visitors

Visitors traveling to or through Belleville, both for leisure and business, are important because they provide additional sales to businesses that provide an authentic and convenient experience. Leisure travelers can include enthusiasts like bicyclists on the Sugar River Trail or outdoor recreationists. In addition, visitors can include friends and relatives of community residents.

TRAFFIC VOLUME

Traffic counts are important because they impact the sales volume of certain businesses. The average daily traffic count is the number of vehicles that pass a given location on an average annual basis. The most traveled segments of the Study Areas are along Highway 69, River Street north of downtown with up to 6,900 vehicles per day. For comparison, Highway 69 in New Glarus has an average daily traffic count of 7,900 while Highway PB in Paoli has an average daily traffic count of 9,300.

FIGURE 4: TRAFFIC COUNTS

Source: Wisconsin Department of Transportation

SECTION 3: IDENTIFYING THE TRADE AREA

This section includes:

- A brief overview of the geographic context for the study; and
- Definitions of the Belleville equal competition Trade Area.

GEOGRAPHIC CONTEXT

Belleville is located in southern Wisconsin, approximately 20 miles south of Madison. It is located in both southern Dane County and northern Green County. A significant number of retail, restaurant, and service businesses are located in Verona and Fitchburg, approximately 11 miles north of Belleville.

DEFINING THE TRADE AREA

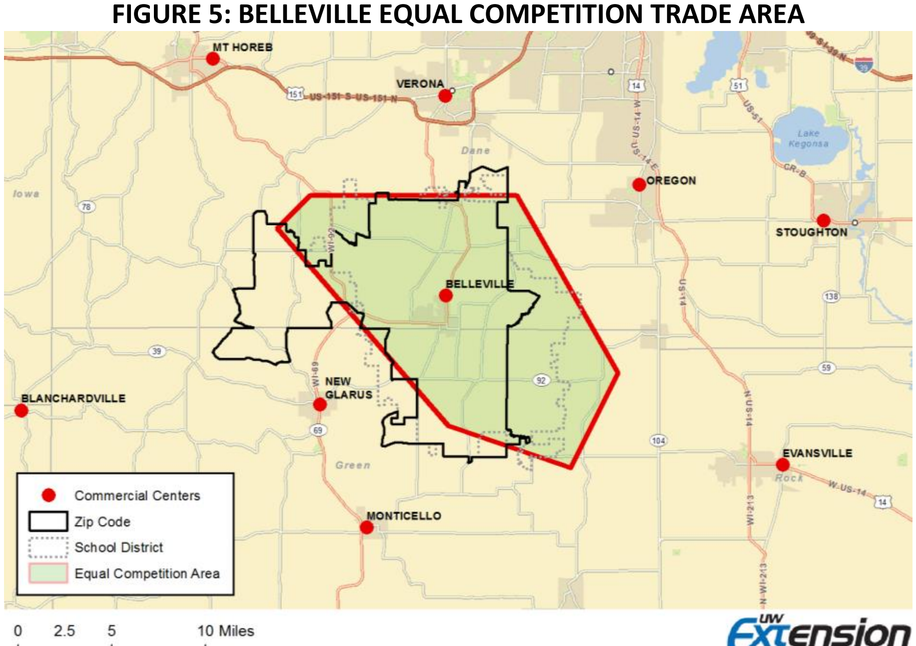
A Trade Area is the geographic area from which a community generates, or could generate, approximately 75% of its customers. Knowing the size and shape of the Trade Area is very important because its boundaries allow for measurement of the number of potential customers, their demographics, and their spending potential.
Each individual business in a community has a unique Trade Area. The distinct Trade Area for an establishment will depend on factors ranging from the type of business to the variety of products and services sold. Certain business types will only attract local customers, while other categories have the potential to draw customers from a broader region. For purposes of this analysis, the focus is on local customers as reflected in a “convenience Trade Area.” In addition to serving local customers, there is some demand from nonresidents including in-commuting workers and visitors.

A convenience Trade Area is typically based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, and hair care. Because these purchases are relatively frequent, consumers usually find it more convenient to buy these products and services from businesses located close to their home or workplace.

EQUAL COMPETITION AREA

To define the Convenience Trade Area, an “equal competition area” was used. This method is simply formed by lines drawn exactly halfway between each of the competing commercial centers. Any point within the equal competition area is closer to the subject commercial center than any of the surrounding commercial centers. The following map presents the Belleville Equal Competition Trade Area, as well as lines illustrating local ZIP Code boundaries for comparison.

FIGURE 5: BELLEVILLE EQUAL COMPETITION TRADE AREA



UW Extension
University of Wisconsin–Extension

SECTION 4: MARKET CHARACTERISTICS

This section includes:

- Trade Area demographics;
- Predominant lifestyle profiles;
- Analysis of worker inflow and outflow; and
- Visitor analysis.

TRADE AREA DEMOGRAPHICS

The demographic and lifestyle characteristics of Trade Area residents provide information on who lives locally that could potentially generate demand for businesses in the Study Areas. In addition, characteristics of in commuters and visitors are also presented to describe their significance within the Trade Area. Comparison data is included for Wisconsin and the U.S. to explore the uniqueness of local consumers.

POPULATION

The population of the Village of Belleville was 2,643 in 2015. It has increased slightly from 2,606 in 2010. The Village represents 44% of the Trade Area residents. Population helps quantify both current market size and future market growth, both of which are used to measure the direction of consumer demand. Population is defined as all persons living in a geographic area. The population of the Trade Area was 6,040 in 2015. This reflects an annual change of .6% since 2010. This rate of change is consistent with both Wisconsin and the US.

FIGURE 6: POPULATION

	Belleville Trade Area	Wisconsin	USA
2010 Population	5,868	5,686,986	308,745,538
2015 Population	6,040	5,742,139	318,536,439
% Annual Change 2010-2015	0.6%	0.2%	0.6%

HOUSEHOLDS

Households consist of one or more persons who live together, regardless of relationship, in the same housing unit. Households are characterized by size, composition, or stage in family life cycle. Typically, individuals or household as a group influence household purchases and generates demand. Projected household population growth may indicate future retail opportunities. Households in the Trade Area are going faster than Wisconsin and the US. Households. Average household size was 2.55 in 2015, above Wisconsin (2.41) and the same as the US (2.57).

FIGURE 7: HOUSEHOLDS

	Belleville Trade Area	Wisconsin	USA
2010 Households	2,270	2,279,768	116,716,292
2015 Households	2,364	2,323,302	120,746,349
% Change 2010-2015	0.8%	0.4%	0.7%
2015 Average Household Size	2.55	2.41	2.57
2010 Percentage of Households with Children	36.8%	30.6%	33.4%

HOUSING OWNERSHIP

Housing ownership is an important factor for retailers to consider as it directly correlates with expenditures for home furnishings and equipment. Furniture, appliances, hardware, paint, floor covering, garden centers and other home improvement products all prosper in active housing markets. The Trade Area had 78% of its housing units recorded as owner-occupied in 2010. This is much greater than Wisconsin and the US which ranged between the 58% and 59%.

FIGURE 8: HOUSING

	Belleville Trade Area	Wisconsin	USA
2010 Owner Occupied	78.1%	59.1%	57.7%
2010 Renter Occupied	18.0%	27.7%	30.8%
2010 Vacant or Seasonal	3.9%	13.1%	11.4%

HOUSEHOLD INCOME & PER-CAPITA INCOME

Income can be an indicator of the spending power of residents. It positively correlates with retail expenditures in many product categories. Some retailers may also target specific income ranges based on their target market segment. Median household income in the Trade Area was $72,000 in 2015, significantly higher than Wisconsin's median household income ($52,000) and the US ($53,000). Per capita Income (PCI) is calculated by dividing the area's total income by its total population. The PCI for the Trade Area was $33,000 in 2015, significantly higher than Wisconsin ($28,000) and the US ($29,000).

FIGURE 9: INCOME

	Belleville Trade Area	Wisconsin	USA
2015 Median Household Income	$72,369	$52,390	$53,217
2015 Per Capita Income	$33,162	$27,779	$28,597

AGE PROFILE

Age often affects a person's tastes and preferences. Understanding the population's age distribution helps businesses effectively address the needs of the market. Accordingly, retail, service, and restaurants often target certain age groups. The Trade Area has a median age of 39.1, higher than Wisconsin (38.4), and the US (37.1). Interestingly, while the median age is high, the Trade Area also leads the comparison areas with the highest percentage of households with children (36.8%).

FIGURE 10: 2010 POPULATION BY AGE

	Belleville Trade Area	Wisconsin	USA
2010 Median Age	39.1	38.4	37.1
Percentage of Population over 18	73.4%	76.4%	76.0%

RACE & ETHNICITY

Spending patterns often differ with ethnicity. Understanding the ethnic distribution of a population is the first step to meeting the needs of different groups. As the Trade Area was 97% white in 2010, it lacks diversity of race and ethnicity.

FIGURE 11: 2010 RACE & ETHNICITY

	Belleville Trade Area	Wisconsin	USA
White	97.0%	86.2%	72.4%
Black	0.4%	6.3%	12.6%
Asian	0.5%	2.3%	4.8%
Other	2.1%	5.2%	10.2%
Total	100%	100%	100%
Hispanic	2.4%	5.9%	16.3%

EDUCATIONAL ATTAINMENT – POPULATION OF 25 & OVER

Education can be an indicator of the socio-economic status of an area. Not only do education levels affect income, they also impact consumer tastes and preferences. The Trade Area had 29% of its population in 2015 having a baccalaureate degree or higher. This compares to Wisconsin (28.3%), and the US (30.0%).

FIGURE 12: 2015 EDUCATION

	Belleville Trade Area	Wisconsin	USA
Population 25 and Over	4,073	3,885,748	214,026,813
Percentage of Bachelor Degrees or Higher	29.2%	28.3%	30.0%

LIFESTYLES

Trade Area residents can also be studied using lifestyle segmentation information. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. One lifestyle segmentation system is Tapestry™, by ESRI Business Information Solutions. Consumers are classified into 67 demographic and behaviorally distinct segments. The segments are based on type of neighborhood (urban, suburban, rural); the residents' socioeconomic status (age, income, occupation, type and value of residence); and their buying behaviors. The top three Tapestry lifestyle segments in the Belleville Trade Area are presented below along with ESRI's descriptions of these segments.[2]

Middleburg Neighborhoods (42% of Households in the Trade Area)

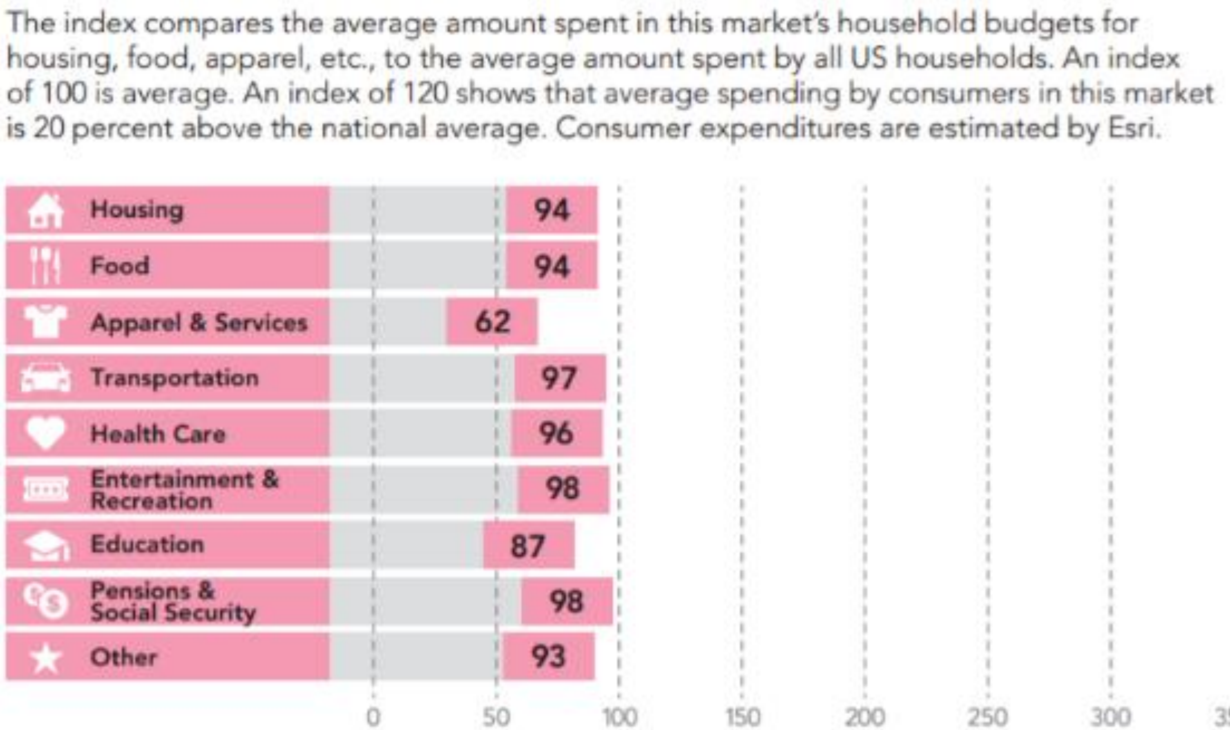
These neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US.

- Residents are partial to trucks, SUVs, and occasionally, convertibles, or motorcycles.
- Entertainment is family-oriented, TV and movie rentals or theme parks and family restaurants.
- Spending priorities also focus on family (children's toys and apparel) or home DIY projects.
- Sports include hunting, target shooting, bowling, and baseball.
- TV and magazines provide entertainment and information.

[2] The source for the following lifestyle information is ESRI Business Information Solutions.

- Media preferences include country and Christian channels.

FIGURE 13: MIDDLEBURG NEIGHBORHOOD AVERAGE HOUSEHOLD BUDGET INDEX



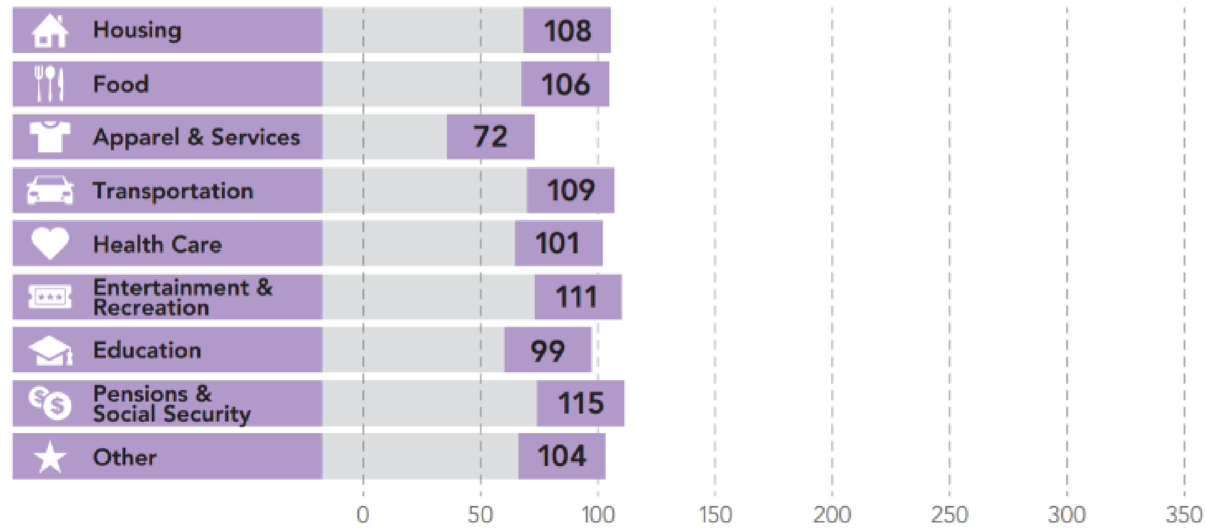
Up and Coming Families (32% of Households in the Trade Area)

A market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. This is one of the fastest-growing markets in the country.

- Rely on the Internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact cars, late models.
- Carry debt from credit card balances to student loans and mortgages, but also maintain retirement plans and make charitable contributions.
- Busy with work and family; use home and landscaping services to save time.
- Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports, from backpacking and baseball to weight lifting and yoga.

FIGURE 14: UP & COMING FAMILY AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



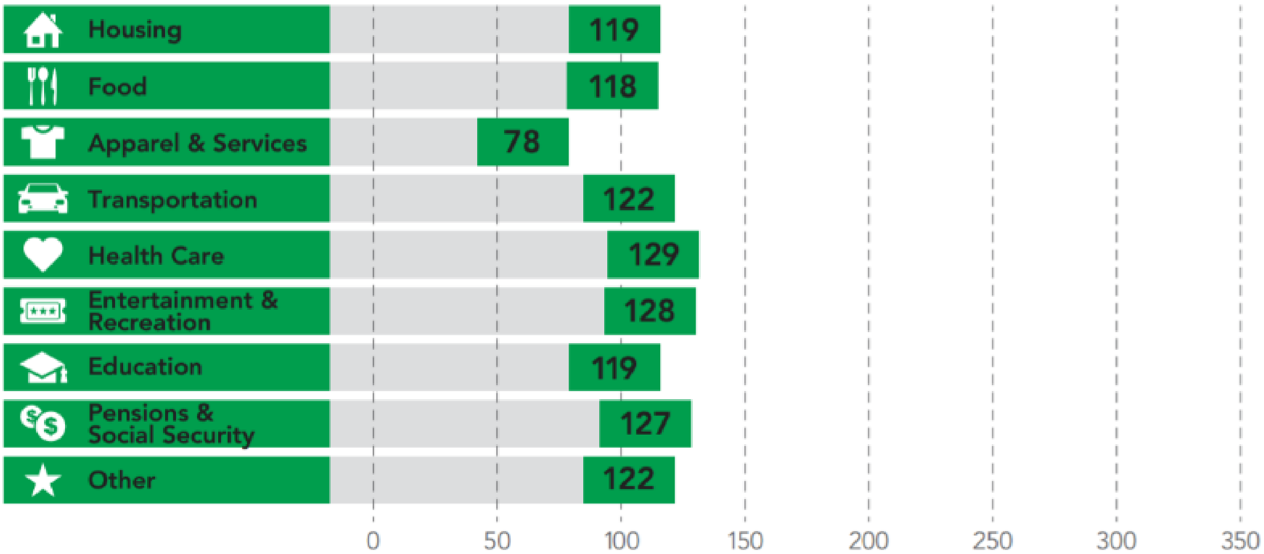
Green Acres (17% of Households in the Trade Area)

Features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

- Purchasing choices reflect Green Acres' residents country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are with an emphasis on country and home and garden.
- Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in a variety of social organizations, from fraternal orders to veterans' clubs

FIGURE 15: GREEN ACRES AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

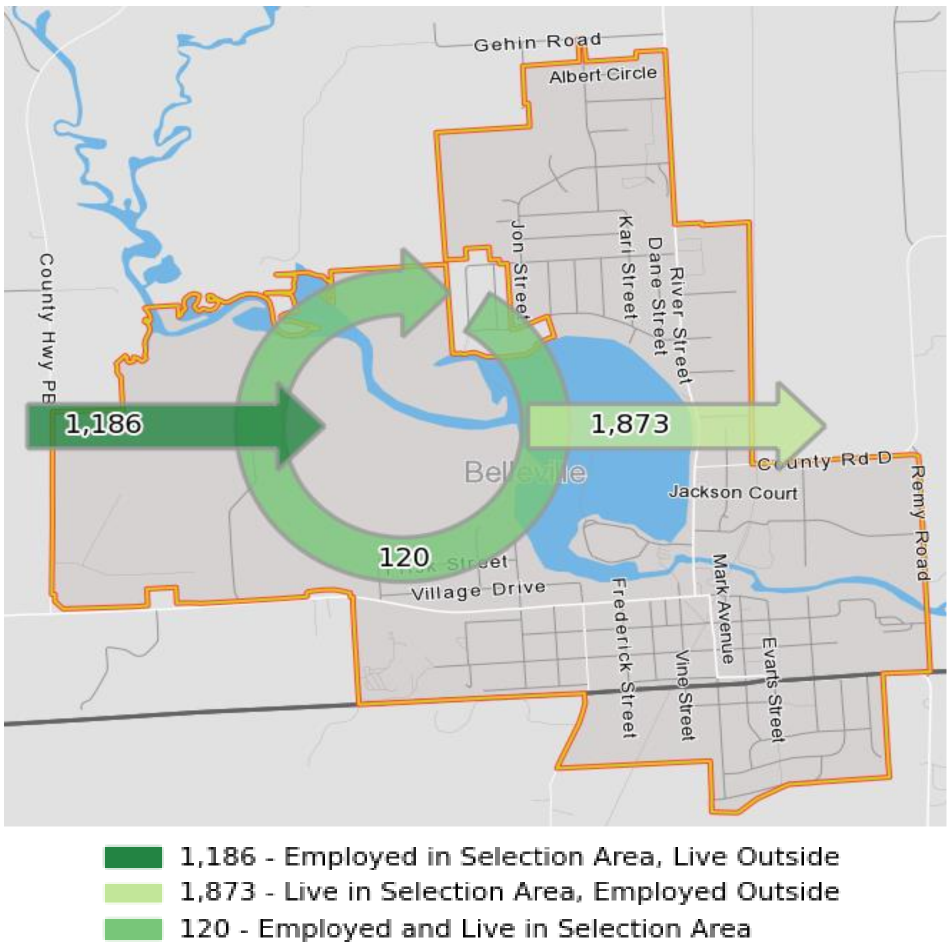


WORKER INFLOW & OUTFLOW

Worker inflow and outflow data, to and from the Village of Belleville, helps measure the significance of commuter potential spending in the community. Some employees may live in other communities with the potential to purchase within the Study Areas during, before or after their work shift. Conversely, some employees may live in Belleville, but work elsewhere. Both group of workers, those traveling to and those traveling from Belleville, offer spending potential to be captured.

The following map shows employees who come to work in Belleville, work outside of the Village boundaries, or who live and work within the Village. The orange polygon represents the boundary of Belleville.

FIGURE 16: WORKER INFLOW & OUTFLOW



There are 1,186 employees that come in to Belleville to work, but who live in a different area. Inversely, 1,873 people reside in the Village, but work in surrounding areas. Lastly, 120 people live and work in Belleville.

FIGURE 17: ORIGIN OF WORKER INFLOW

Place of Origin	Number of Workers	Percentage of Total Number of Workers
City of Madison (WI)	124	9.5%
Village of Belleville (WI)	120	9.2%
City of Monroe (WI)	44	3.4%
Village of New Glarus (WI)	43	3.3%
Village of Monticello (WI)	41	3.1%
City of Verona (WI)	34	2.6%
Village of Oregon (WI)	32	2.5%
Village of Mount Horeb (WI)	31	2.4%
City of Evansville (WI)	30	2.3%
City of Fitchburg (WI)	28	2.1%
All Other Locations (WI)	779	59.6%

Source: U.S. Census Bureau, Center for Economic Studies

The larger employers in the Village of Belleville and their full and part-time employment are listed below.

FIGURE 18: MAJOR EMPLOYERS IN BELLEVILLE

Employer	Number of Employees
Duluth Trading Co.	510
Federal Industries	172
School District of Belleville	133
SmallBiz Resource, LLC	47
Anderson Custom Processing, Inc.	38
Burreson's Foods, LLC	38
Francois Sales & Service	34
SICO America, Inc.	28
Cate Machine & Welding	26
Village of Belleville	24
Argall Dairy Systems, Inc	16
Belleville Early Learning Center	14
Christen Brothers Service, LLP	8
Custom Craft Vinyl Products, Inc.	6

Note that this data was sourced directly by each employer and accurate as of spring 2017.

VISITORS

Visitors are defined as nonresidents who come to a community for business or leisure. They either make day trips, or stay overnight at local lodging or with friends and relatives. Other visitors include leisure-time travelers and those simply passing through the area.

Belleville's events and amenities that bring in visitors include:

School Events
-Ball Games
-Wrestling Tournaments
-Volleyball Tournaments
-Music Events/Concerts
-Forensics Competitions
-Ffa Events
-Graduation
-Fall Fest

Community Events:
-Community Picnic
-Music Crawl
-Lake Fest
-Music in the Park
-UFO Day
-Triathlon
-Public Safety Day
-Bastille Day
-Fire Department Fish Boil
-Community garage sales

Businesses:
-Patches & Petals
-Duluth Trading Company Outlet Store
-Francois Ford
-Sugar River Outfitters-canoe/kayak rentals

Church Festivals/Dinners

Youth Sporting Events:
-Summer Baseball
-Bobcat Football
-Bulldog Soccer
-Raider Wrestling

SECTION 5: SURVEY RESEARCH

This section includes:

- The methodology for the community survey; and
- The findings from the community survey.

METHODOLOGY

In spring 2017, the work group developed a survey to learn about opinions and perceptions regarding Belleville and its downtown area. The survey audience included people who lived and worked in Belleville. In order to make it as accessible as possible, the survey was available online and as hard copies located at various public places in Belleville. The survey was advertised and distributed via email, through a press release, through the school, and as a Facebook advertisement. Altogether, 707 responses were collected. Responses were analyzed through the online survey tool Qualtrics.

FINDINGS

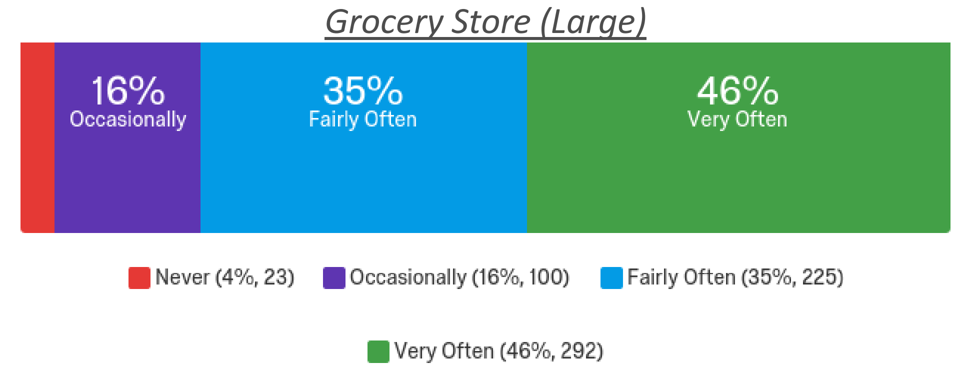
This section provides information on resident opinions and perceptions regarding Belleville and its downtown. A large number of community residents shared their opinions on how to increase commerce while improving the quality of life in this community.

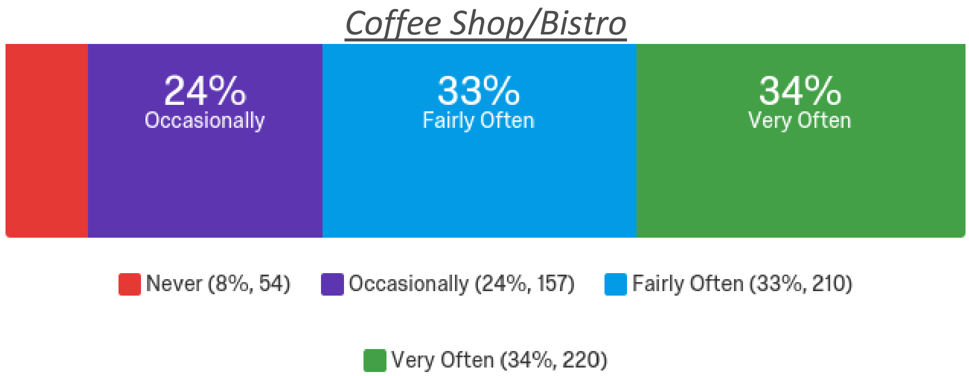
1. **How satisfied are you with Belleville's downtown area?**
   (0 = not at all satisfied, 5 = very satisfied)

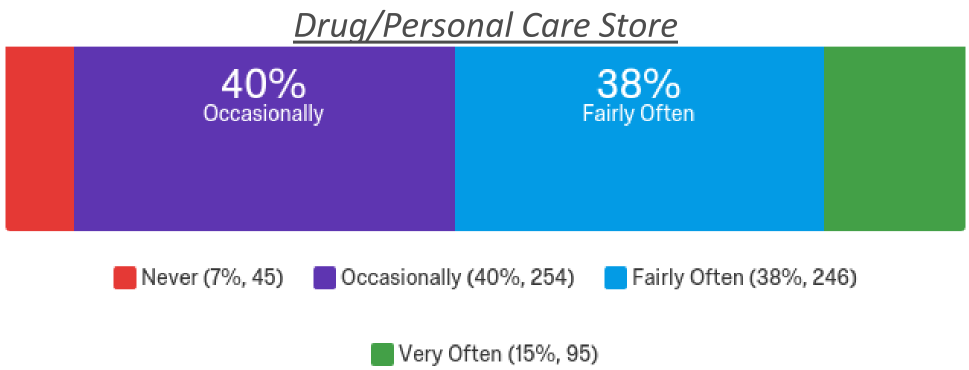
Key Takeaways:

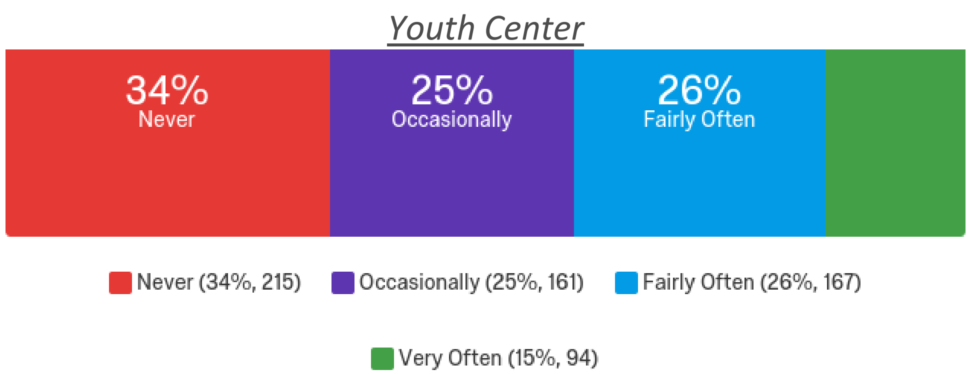
- There's not a lot of money going into the buildings and the businesses downtown when it comes to improvements.
- The attractiveness of some of the buildings downtown is an issue.
- The lack of variety of businesses downtown is a concern. There isn't enough of a business mix to bring people downtown.
- High safety and walkability are some of Belleville's assets.

2. **Would you or someone in your household patronize the following types of businesses if they were located in Belleville?**

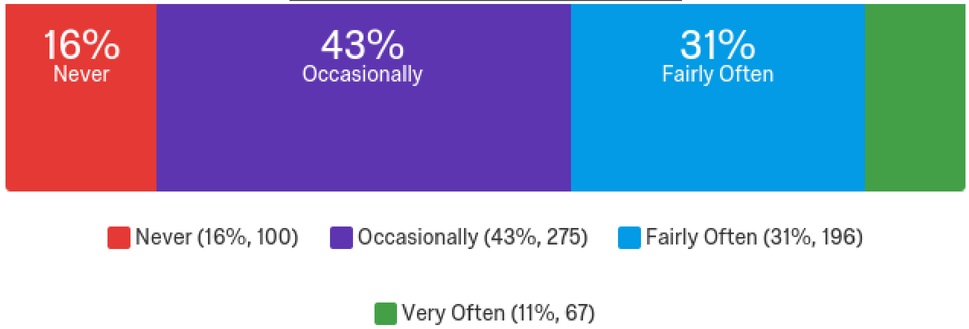




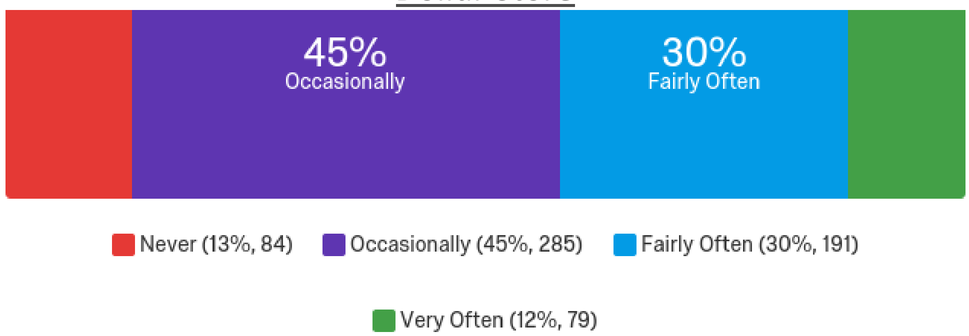




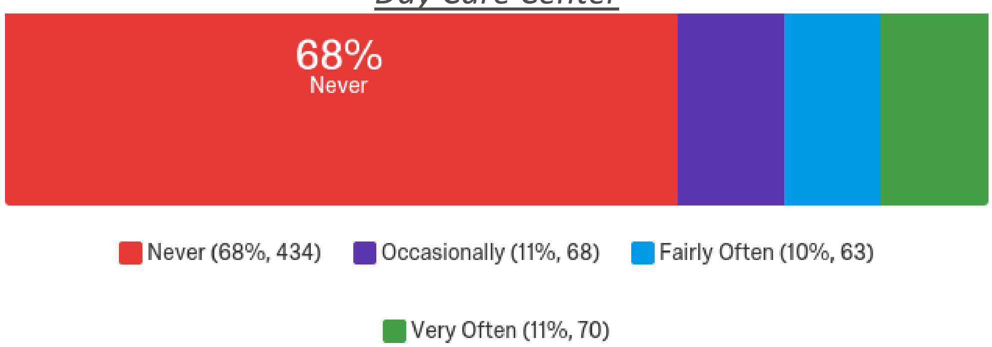
Arts/Entertainment Space



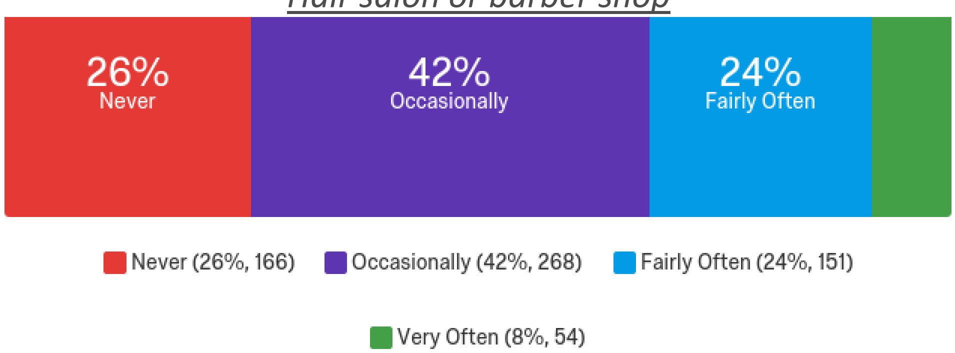
Dollar Store



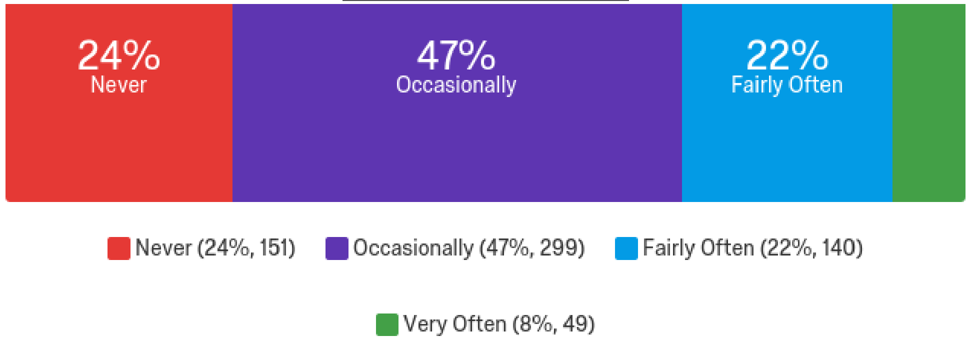
Day Care Center



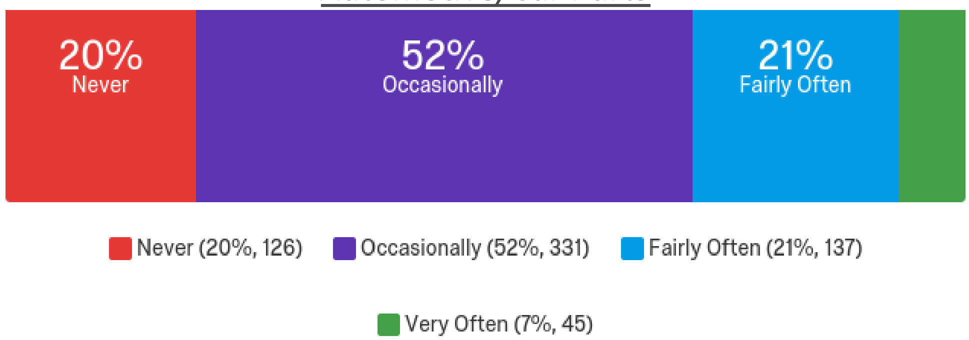
Hair salon or barber shop



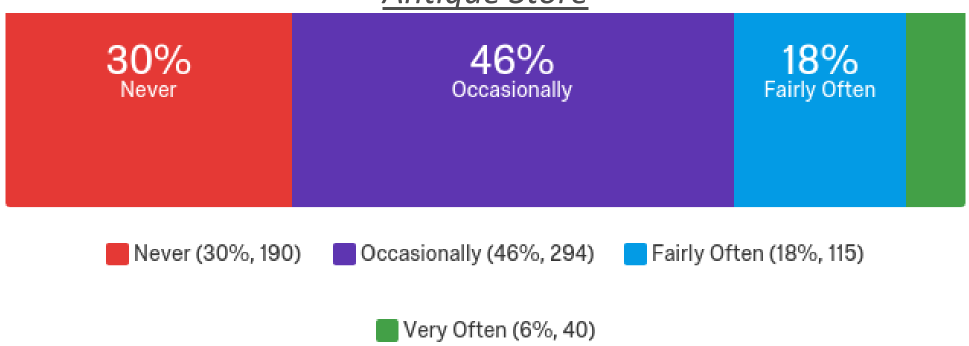
Consignment Store



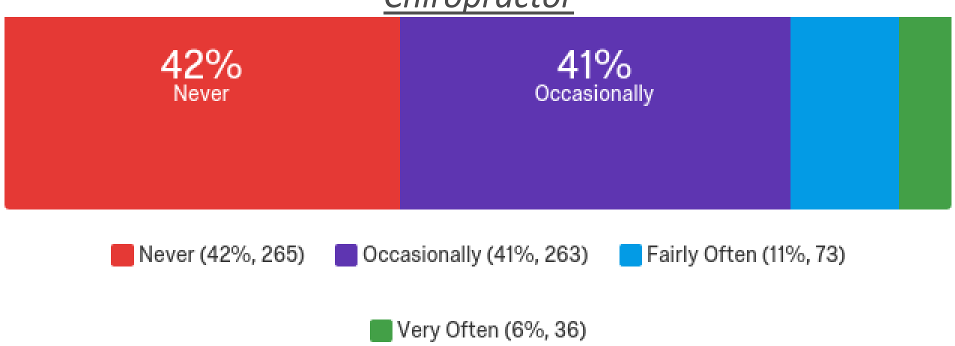
Automotive/Car Parts



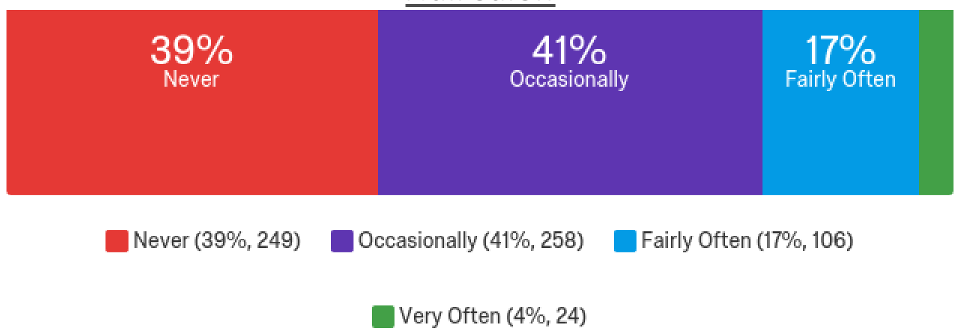
Antique Store



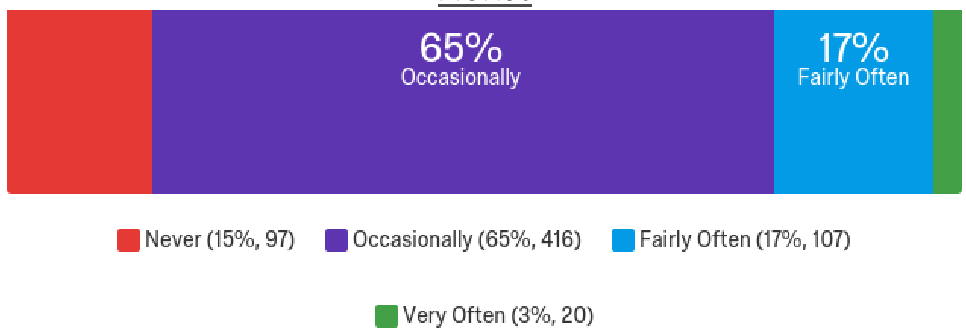
Chiropractor



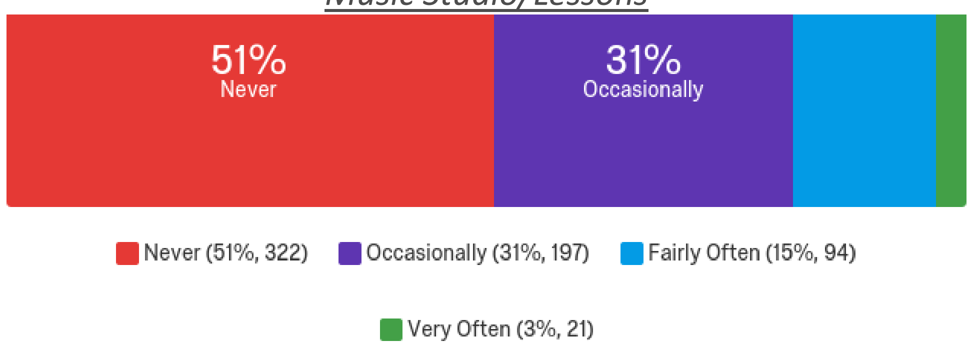
Nail salon



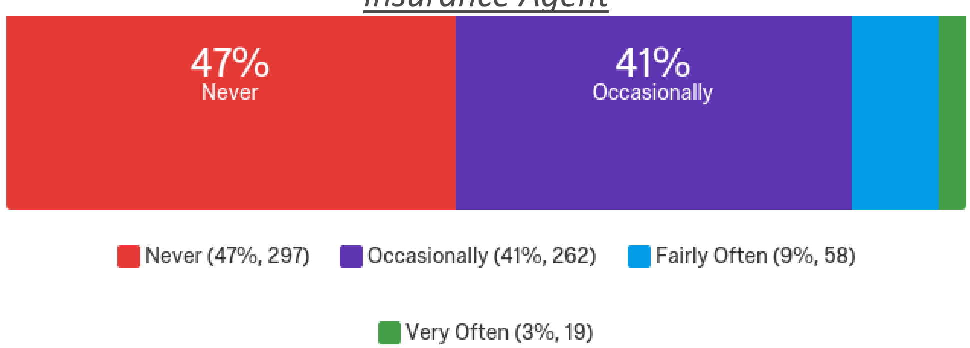
Florist



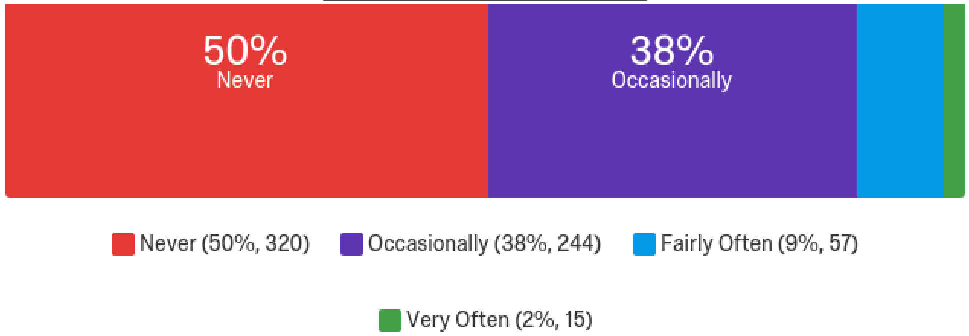
Music Studio/Lessons



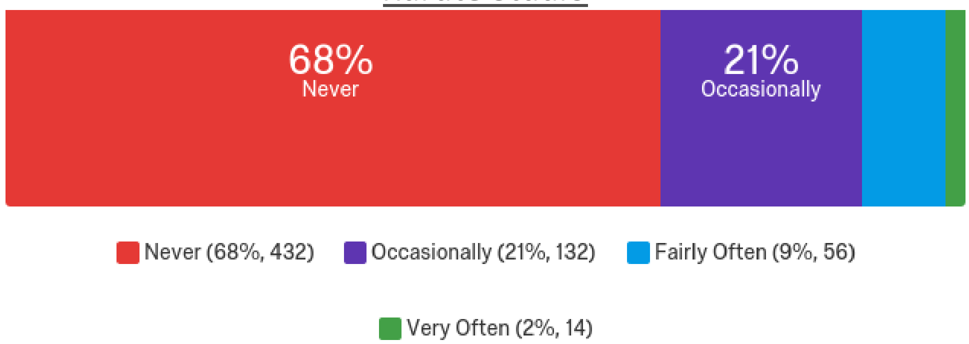
Insurance Agent



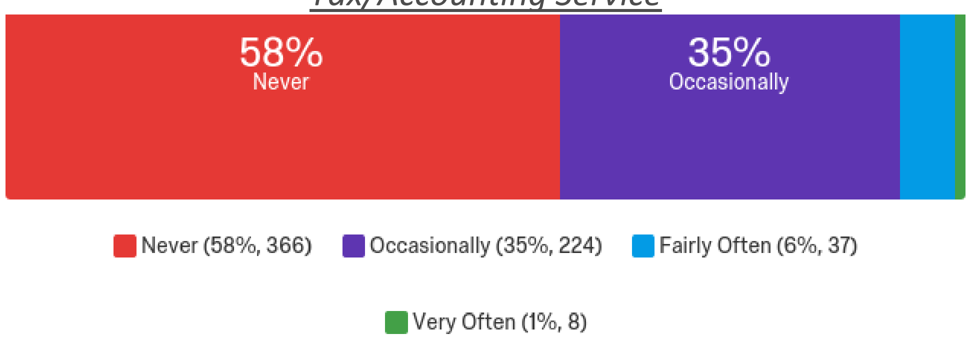
Artist Studio or Space



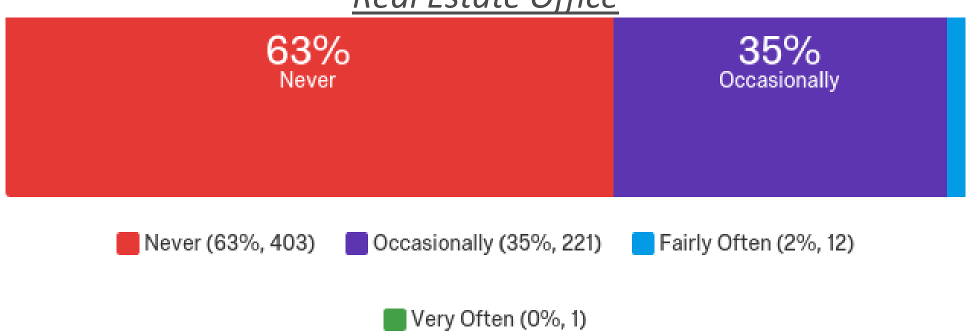
Karate Studio



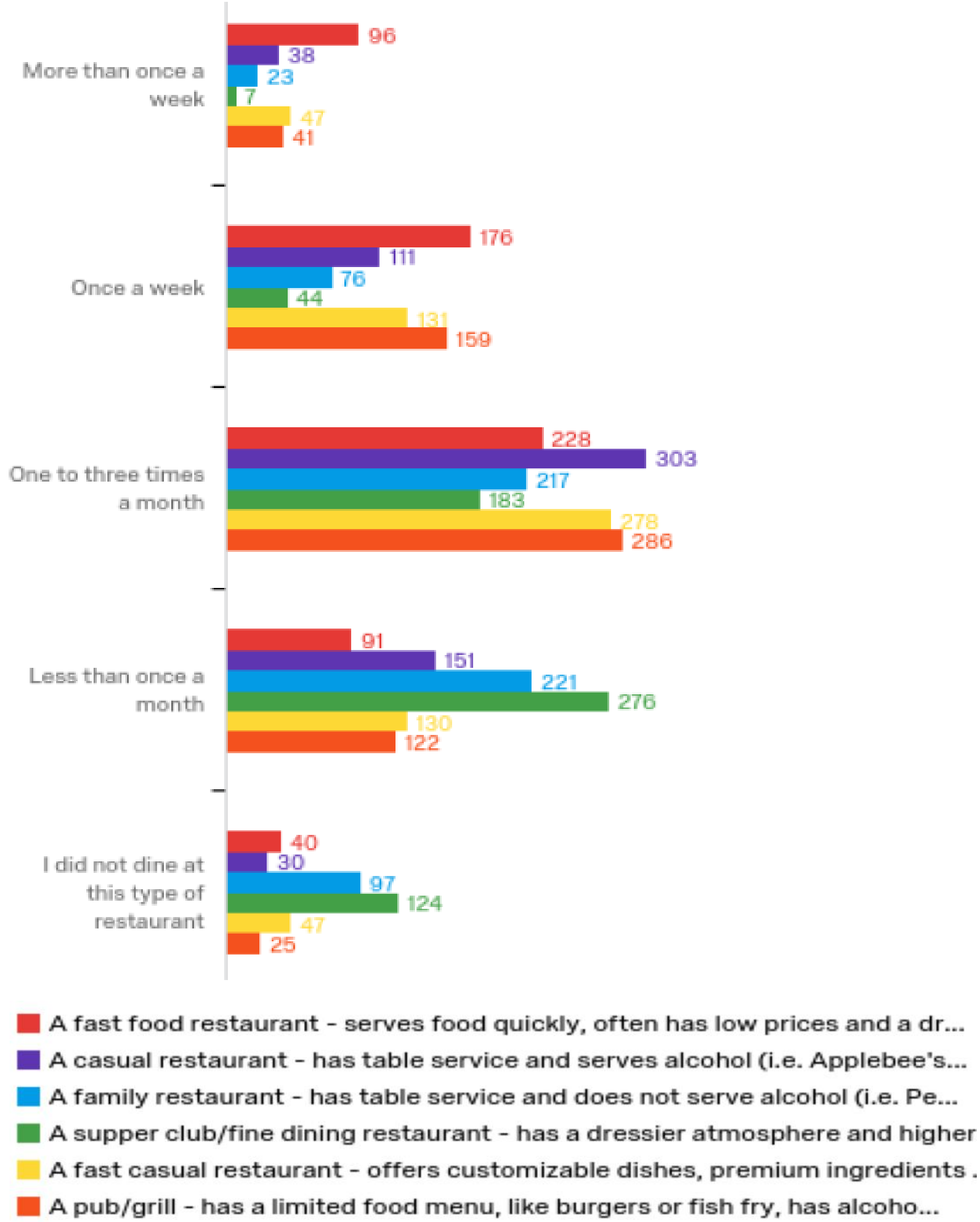
Tax/Accounting Service



Real Estate Office



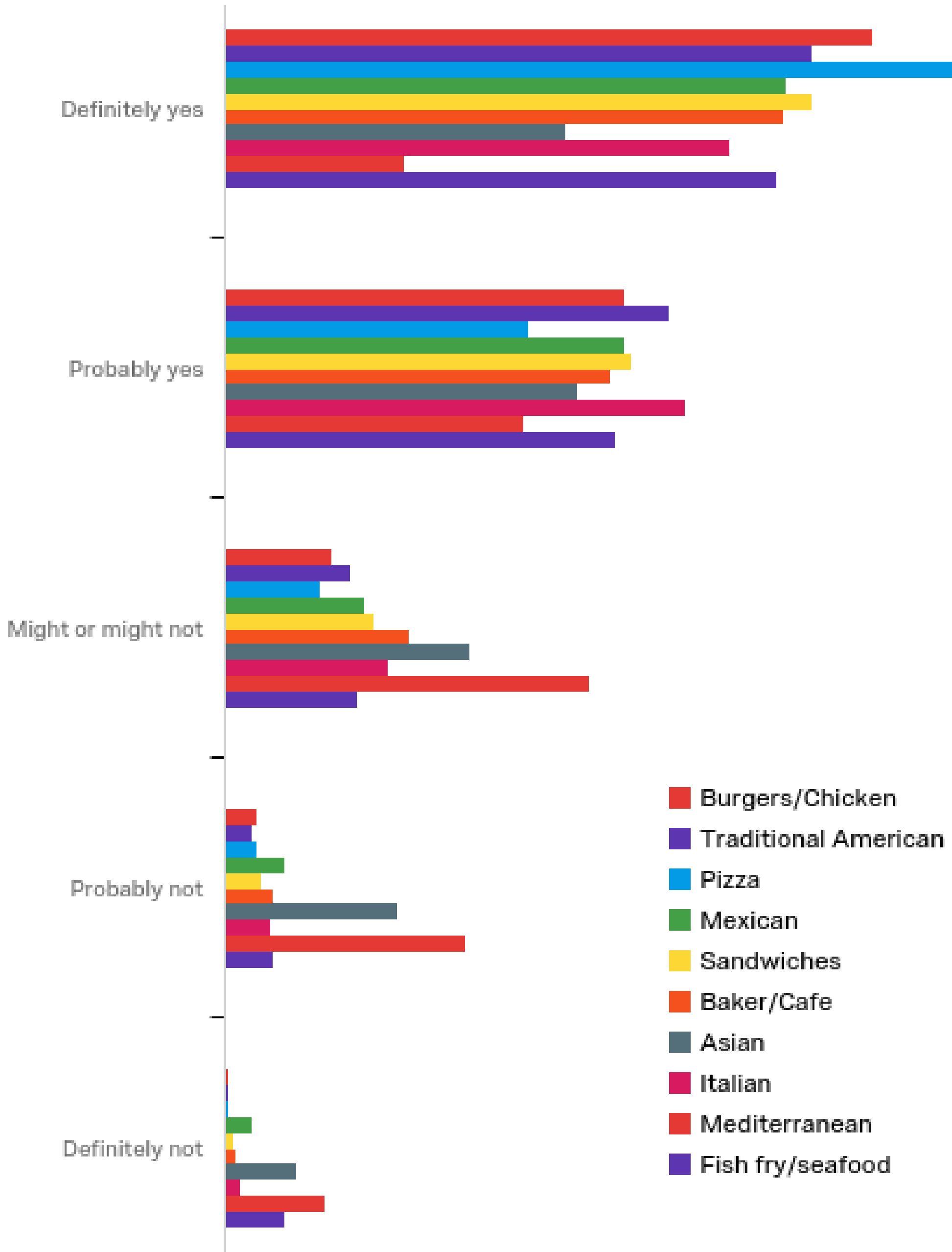
3. In the past three months, how frequently have you visited or ordered food from the following types of restaurants?



Key Takeaways:

- A fast food restaurant might have a better chance than a supper club or family restaurant. People want commuter food.
- People want more "upscale" pub/grill – not a fancy supper club but still a good pub/grill.

4. **How likely, if at all, are you to eat at a restaurant that serves the following types of food?**

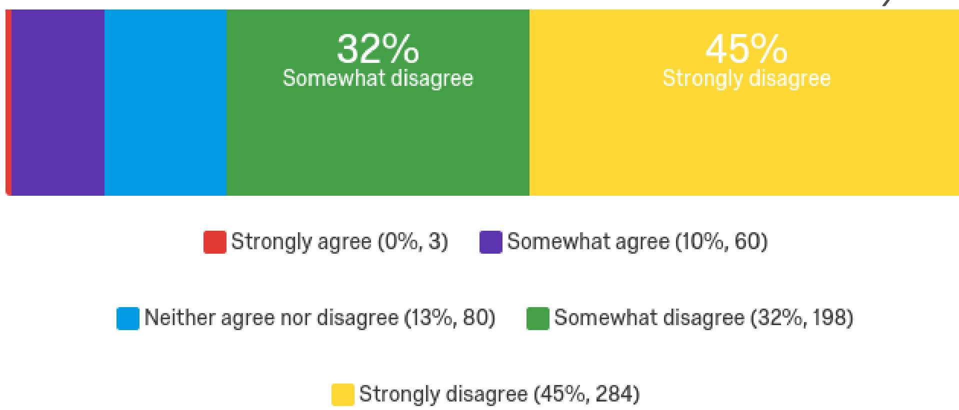


Key Takeaways:

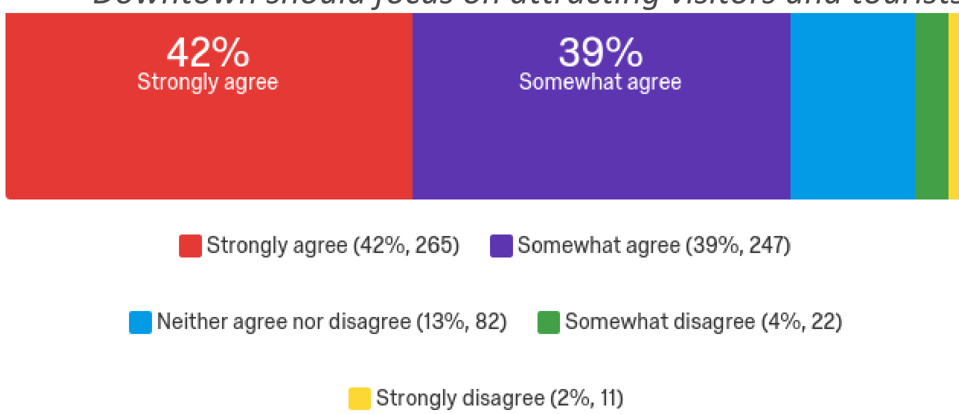
- Respondents want a pizza place, burgers/chicken, traditional American, and sandwiches.
- The food preferences indicated in question 4 match the types of restaurants identified/preferred in question 3.

5. **Imagine Belleville's downtown area in 5 years. Please tell us how much you agree or disagree with the following statements:**

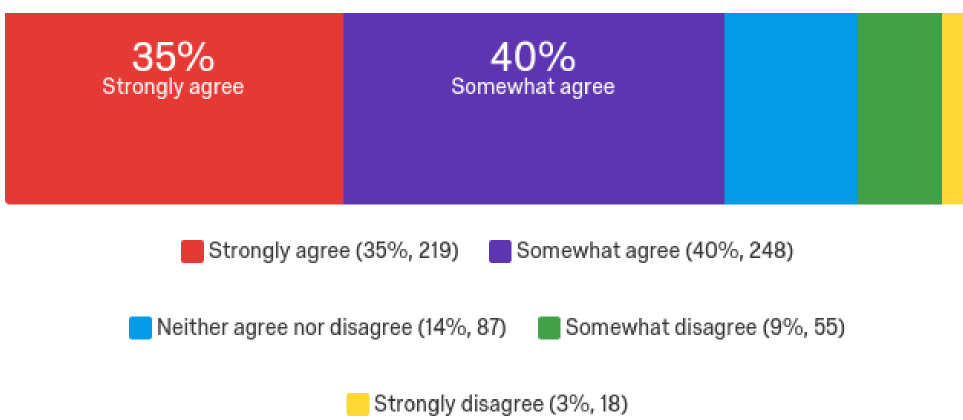
Downtown should look the same as it does today.



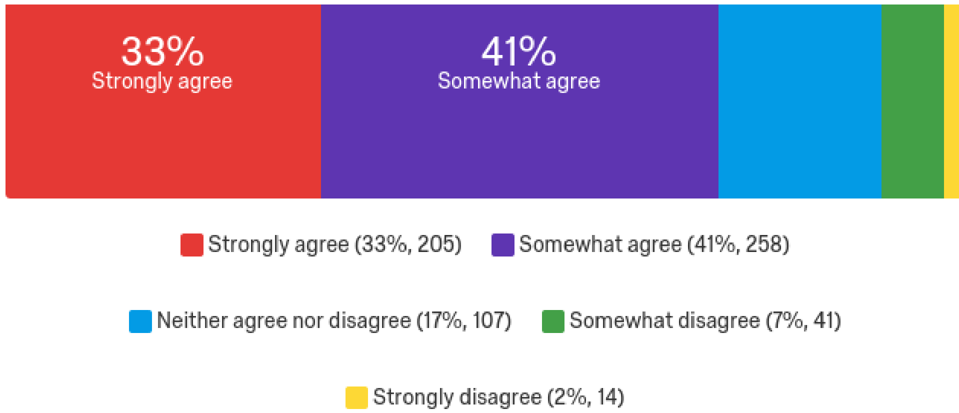
Downtown should focus on attracting visitors and tourists.



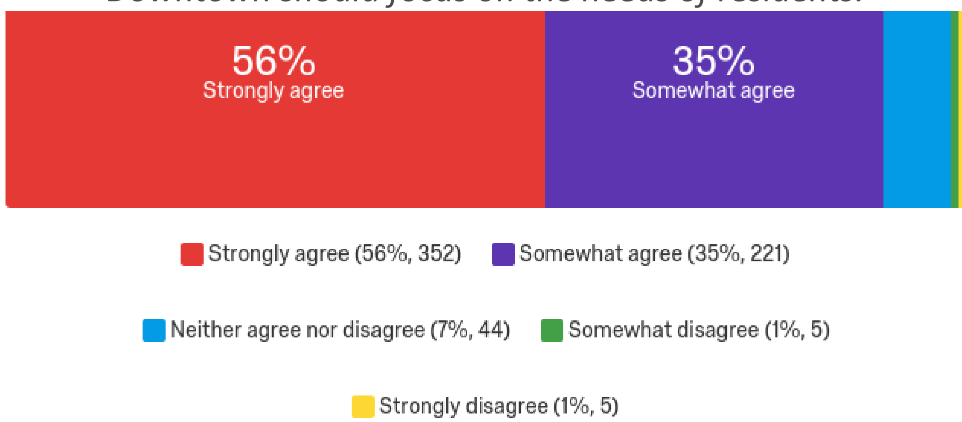
Downtown should dramatically different than it does today.



Downtown should become a center for those using recreational amenities such as the bike trail.



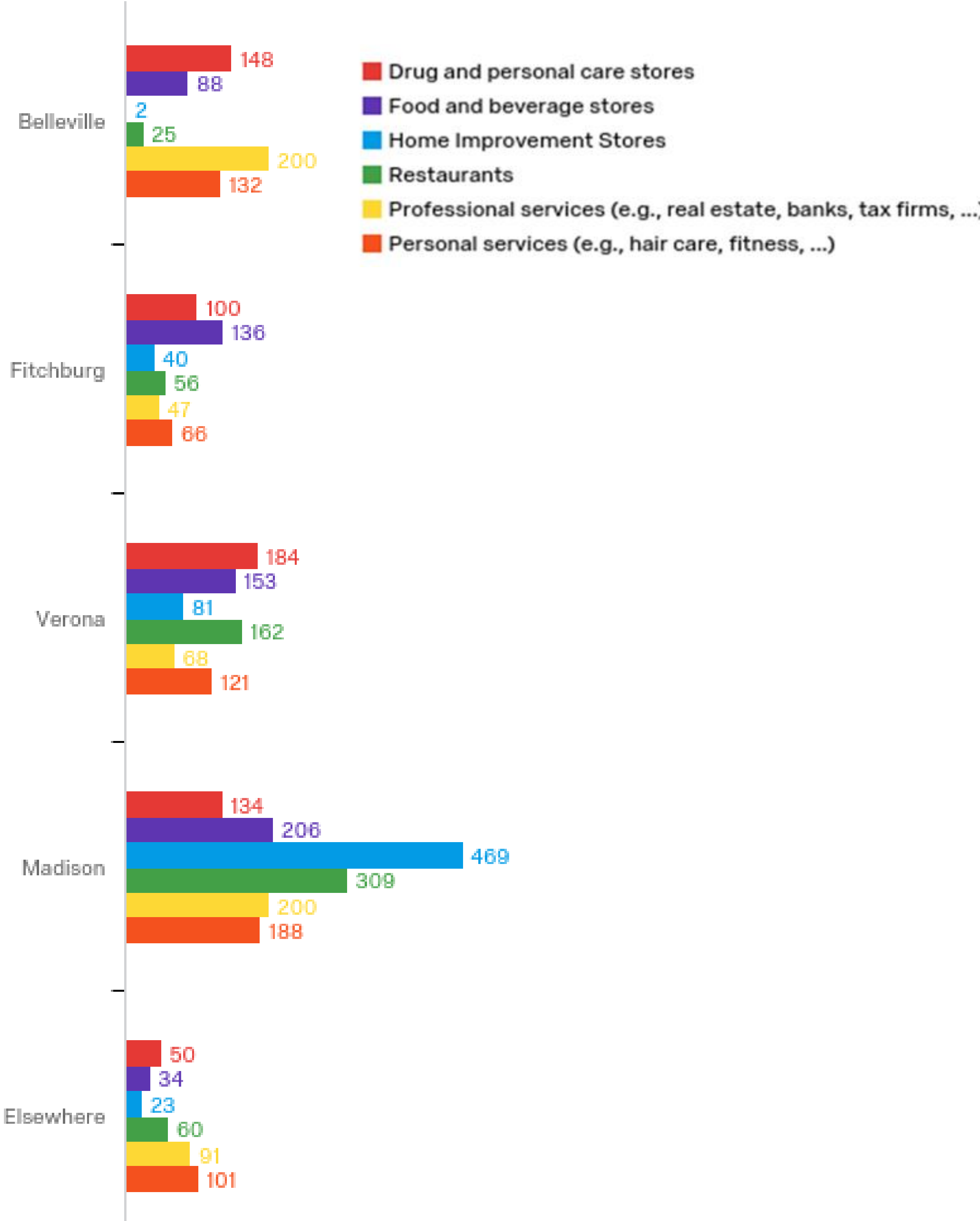
Downtown should focus on the needs of residents.



Key Takeaways:

- Most people agree that Belleville should focus on the needs of the residents.
- People really want the downtown to look different than it does today. This fits with what came out in question 1 – that people don't feel that the downtown is very attractive.
- People highlighted the connections to the bike trail and want the downtown to appeal to visitors. This indicates an opportunity to reach out to businesses that would appeal to both residents and visitors.
- Need to find things that are enough to keep people from the bike trail here, to sop, stay, and come back.

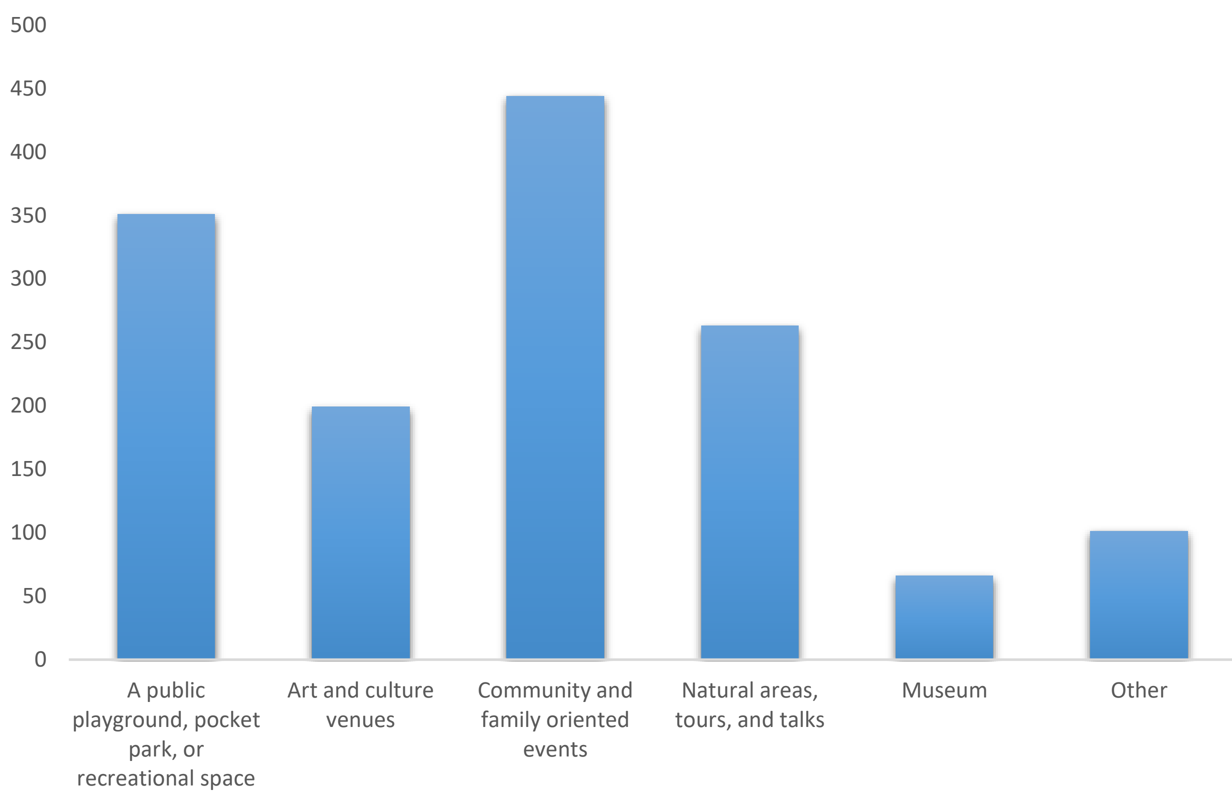
6. **Please indicate where you typically shop.**



Key Takeaways:

- Drug or personal care stores
  - The number of people staying in Belleville could be higher.
- Food and beverage stores
  - This indicates that there's an opportunity here.
- Restaurants
  - People are not staying in Belleville when they are eating out.
- Home improvement.
  - With the larger stores in Madison, it's hard to be competitive with this.
- Professional services.
  - Belleville have a good mix of professional services – it has the same amount as people going to Madison.
- Personal services.
  - People are staying in Belleville for this.

7. What non-business facilities and activities would you like to see downtown? (Choose all that apply). *The word cloud of these responses is below. For the complete responses to this question, please see Appendix A.*



Key Takeaways:

- Many residents would like to see better utilization of the lake. This could include offering kayak or canoe rentals, developing a lakeside trail, and encouraging hospitality businesses to make use of the lake views.
- People really want community events and musical performances, natural areas, tours/trails, and parks. Many would like a splash pad or playground downtown.
- Many mentioned a youth center with an afterschool facility
- Library improvements are also important.

8. How can we encourage people to shop, dine, and spend time in Belleville?

The word cloud of these responses is below. For the complete responses to this question, please see Appendix B.

Key Takeaways:

- Many desire restaurants, coffee shop and a bakery downtown. For restaurants, many respondents cited family-friendly, reasonably priced, Lakeview, sidewalk umbrella tables, and menus that offer takeout. Ice cream shops and pizza with delivery was also mentioned frequently. Many residents expressed concern that downtown's image is built around taverns, with little to offer local families.
- Though preferences between locally operated and nationally affiliated restaurants were mixed, there were many saying that drive-through service is important
- Second behind food service, many would like to see specialty retail shops locating downtown. These could include antiques, gifts shops, arts and crafts shops, sporting goods, among others. A hardware store, or hardware section in another store, was also identified as a retail gap.

- People really wanted a consistency in the downtown area, saying "pick a theme and stick with a theme" to improve the attractiveness.
- Opportunities for canoe rental so people are using the lake more.
- More festivals. Talked a lot about music.
- Some would like to see a bed-and-breakfast in town.

.

9. How can we market Belleville as a destination for retail, recreation, and family-oriented activities? *The word cloud of these responses is below. For the complete responses to this question, please see Appendix C.*

Key Takeaways:

- Need to market better locally – the Village can improve public relations.
- People want a variety of services but didn't specify.
- Having more events was a common response to making it a place where people want to visit. Also, people want events that they can take kids to.
- Promote as a French village, similar to how New Glarus promotes itself as a Swiss Village.
- People didn't like being only identified for UFO Days.
- Promote the recreation, lake, trails, etc.
- Put a restaurant or café in the depot.
- Leverage proximity to Epic and work to attract their employees.

SECTION 6: COMPARISON COMMUNITY ANALYSIS

This section includes:

- Lessons learned from peer community visits; and
- Analysis of retail and restaurant businesses in comparison communities.

COMPARISON COMMUNITY SELECTION

As a community considers business development strategies, it is helpful to examine the downtown Study Areas of comparable communities that have similar characteristics. Comparison communities were chosen based on their population, distance from Madison, and market segments served. Most importantly, the communities chosen had to have an active and well recognized downtown core. For this analysis, the following committees were chosen:

- Evansville, WI
- Edgerton, WI

For each community, an appointment with either the chamber of commerce or city administrator was arranged. In addition, a walking tour and conversations with local business operators were conducted.

LESSONS LEARNED FROM EVANSVILLE

Belleville Visit to Evansville – Monday, April 24, 2017

Interviewees

- Christina Slabeck – Executive Director, Evansville Chamber
- Jason Sergeant – Community Development Director, City of Evansville

Chamber

- Structure
  - Chamber has two part time positions – the executive director is 20 hours and the one staff position is 10 hours per week. They do have a group of volunteers and a very active volunteer board. They have approximately 115 members.
  - The Chamber is separate from the city, although the Chamber is part of the economic development committee and has a non-voting seat; it is a voting member of the tourism committee
- Funding
  - The Chamber gets money from the City on a project by project basis – right now they are working with the City to put together an inventory of businesses and available properties. They are working on coordinating this information behind the scenes so the city and Chamber can keep up to date and make connections. Their goal is to have a solid, up to date database, and they're really focusing on the back end because not everyone wants the info to be public.
  - Chamber funding: 50% is from membership dues, 50% is from fundraising. Their top three are a cash raffle (they have a $10,000 prize and make about $10,000-$15,000). Second, they have a raffle on Memorial Day and raffle off a four wheeler (the Chamber buys and the board sells tickets – one business is really good at selling tickets)
- Activities/Projects
  - Chamber conducts industry specific roundtables – for example, contractors are notified of upcoming projects, which they might be interested to bid on. Will do a roundtable for direct sellers, manufacturers, etc. They do invite anyone from the businesses to attend, not just Chamber members – the agenda is deliberately loose.
  - The Chamber has really been working on promotions, events, educational opportunities; has been working on bringing people downtown with events (such as a pop up market)
  - Chamber takes the lead on promoting the vacancies – they even have a category for "underused" – they use a document shared between the City and Chamber
  - Put out a newsletter

Partnership

- The Chamber and City have been very intentional in working together to develop a unified front.

Community Development Position

- Jason's position is newer – he's an ex officio on the Chamber board. His position is such that it allows businesses to have one contact person at the City to minimize confusion.
- Jason's position was created about 4 years ago. The City did a reorg, merging a financial position with the City admin position and moving from a contract planner to this position. The position description was for a 50/50 split between economic development and community development, but it is frequently more like 80/20

Additional Resources & Partners

- They have an active entrepreneur group as well as a women's entrepreneur group; these are run on volunteer time
- SCORE from Madison has come down several times to do business to business mentoring
- They have been working with MadREP and the Rock County Development Corporation

Recruiting New Businesses

- They have a more streamlined process for messaging regarding Evansville – really focusing on "before we sell what we have we need to make sure we have what we think we have"
    - So what properties are available, what people are available – what are the skills in the workforce and what businesses would match up with those skill sets well. Right now they don't really have enough data.
- A business came to the downtown area after participating in the pop up market.
- They have a waiting list for their storefronts; lots of small scale businesses. They've been getting lots of inquiries for spaces. They appear to be somewhat choosy in who occupies downtown space. They typically wait for people to come to them.
- Their business recruitment efforts are careful and deliberate.
- They don't use LOIS or Locate in Wisconsin.
- They are very careful with business recruitment; they want to make sure the existing businesses are doing well before they recruit new ones.

Drawing People Downtown

- Retail is becoming their niche; they're really working together to fix up downtown.
- They just started using Facebook and social media and the businesses have now all been doing this and promoting each other.
- Still struggling to schedule – for example, having everyone open late. It's been hard to get that to keep going because the customer knowledge and attendance isn't regular.
- There have been a couple core businesses that have always been downtown
- Right now they don't really have any destination food places
- They are getting people to turn in from the interstate but it's hard; Google bypasses their main street. They tried billboards, but they needed to better communicate reasons to stop. They can't promote a single business because they need to be more neutral. For these reasons they have been focusing on the low hanging fruit – people who live in Evansville.
- They have been working on messaging to "shop local"
- Right now their downtown area and the Highway 14 businesses haven't really mixed – in their comp plan rewrite (2015) they City pointed out the benefits of the closeness of the downtown business area (community, walkability, etc) in their economic development section and highlighted wanting to recreate and promote that as they move forward with economic development.

Store Front Improvements

- City offers $1,200 max grant for store front improvement. Really the improvements have been driven by community and civic pride
- The catalyst – the City invested in downtown. Businesses have taken a lead after that, and they keep tabs on themselves and each other. Business peer pressure keeps downtown looking good.
- So far to date the City has not had to put much into the downtown storefronts.

Supporting Businesses

- When businesses do come in the city helps with permitting, etc and actually stat down to help with cutting red tape. Coaches the businesses to get them to think about the long term and flexibility.
- Together Jason and Christina go to each of the businesses once a year; Christina doesn't go with membership forms, Jason doesn't look for code violations – it's just to check in and ask them how things are going, what they're interested in, etc.
- No one has taken them up on using their revolving loan fund.

Marketing

- Working on putting together a marketing video
- When they work in their groups/committees they are being really intentional about content – everything needs to have someone take responsibility for it or it doesn't go up, for fear that it will be outdated.
- Chamber has a Facebook page – the City doesn't have one.

Observations from Walking Around

- Evansville has more multi-story buildings; their stores are more open in the evenings
- Pharmacy sign better in Evansville, even though it's the same pharmacy
- Storefronts looked much more consistent and historical
- Very impressive downtown with historic features such as cobblestone street and original building facades.
- The downtown is lacking a full service restaurant
- Evansville has a full Main Street including services, some retail, and some food and beverage.

LESSONS LEARNED FROM EDGERTON

Belleville Visit to Edgerton – Monday, April 24, 2017

Interviewee

Ramona Flanigan – City Administrator, Edgerton

Chamber

- No staffing for the Chamber. They have someone who works about 10 hours/week, which is enough to do the website and the Facebook page
- It's only supported through memberships
- They promote events – they don't lead any but they do organize the private businesses and do community wide marketing
- They have a citizen committee member that helps facilitate conversations between the City and Chamber

Redevelopment Committee

- Provided funding for some marketing

Downtown Renewal Group

- A group made of retired people – downtown was in bad shape several years back. A group of people sat in on the City council meetings and said, this is what you need to do – they took care of the street trees, benches, etc

Working with Businesses

- Business recruitment has not been a strong role of government
- City tries to stay in touch with the businesses but they struggle to do so; they have a quarterly newsletter for the community but not business specific; they don't have any sort of roundtables
- They do have a façade program (a 60/40 split); they interpret this very loosely to include roof, etc. The limit is $12,500. They're aiming for a 1920s look, if it's a major change the City pays to have an architect work with them. People can make changes in phases to increase the funding assistance
- They also have a code violation program because they were noticing difficulties with people renting out the spaces with violations, etc

Housing

- The City went through a downtown master plan and decided they need to have more people living downtown because there are lots of shopping opportunities in other places. In the last 20 years they have been building lots of housing units; the downtown now is focused more on entertainment and service buildings
- They have a large new development, including underground parking, retail/service, and housing. This allows for modern retail space in their downtown area. They went out and developed a RfP and made a deal with a developer (Vandewalle and Associates helped with the RfP). This has helped attract businesses that otherwise wouldn't be there; the space is popular but the retail is still unfilled.
- Downtown is much busier at night because of the focus on entertainment; everyday shopping is out on highway 51
- They have found that the ability to cash flow for a lot of the businesses downstairs is the ability to rent out apartments above to bring in money.
- The master plan calls for additional housing downtown to support businesses. Not sure if they could create enough downtown residential units to support retail.
- Their TIF district is very successful because of a large apartment project, which was successful early on.
- Condos are selling well at around $125,000.

Resources/Partners

- They are part of the connect communities
- No main street group

Depot

- The CDA/City got a DOT grant about 10 years ago -- $250,000; at that point the City owned the building. City owns the building, leases it to the Chamber as a way to help the Chamber – the idea was that if they had a staff they were going to have space and the location is good for visitors, etc. But they have no staff.
- Coffee shop is a startup, the other half is pretty much empty. One end was a pottery museum, the other was a history museum. The pottery group donated the collection to the library, which has worked well. The historical museum – no one is ever there, it might be moved to the library.

Appealing to Developers

- RfPs out for warehouses; appeal of land control, polished document with all demographic info, etc.
- They were able to redevelop several old tobacco warehouses; the seller sold the buildings, a business person came in, and the city helped out.

Edgerton Community Outreach

- Provides services to residents in need, funded by a donation-based thrift store. They don't take any public money for operating, it's probably one of the most popular places. They make about $125,000/year and that money goes to support services such as the food pantry, etc

Teen Center

- One guy is very motivated, he bought the building, they had a lot of volunteers fix the building up. It's really great for kids; they have tutors, a shop in the back where kids are taught skills related to auto work, and they have open mics, etc

Festivals

- They work with the festival groups when they are thinking about changing the streetscapes to ensure that it will work with the festival needs; festivals are organized individually by individual groups

Observations from Walking Around

- Things really aren't open on Mondays
- Evansville had more of a mix between services and retails
- Really like Edgerton's wayfinding signs
- Good street trees and benches; really makes a difference in the look/feel of the downtown
- Nice street lights
- Clear difference between the aging north side of the street and the new developments on the south side of the street. Interestingly, both sides of the street, while different in appearance, have significant commercial vacancy.
- The older storefronts are typically 25 feet wide with a building depth of 125 feet, equaling 3,000 ft^2.

BUSINESS MIX OF COMPARISON COMMUNITIES

This comparison shows what kinds of retail/restaurant are currently in operation in similar or comparison places. This data, presented in number of businesses and their square feet, can be used to determine if there is an obvious shortage in a business category relative to its peers. It's also useful to compare the mix of businesses, such as food & beverage to retail.

The following exhibit displays the number of businesses, and their square footage in Belleville as well as two comparison communities.

FIGURE 18: BUSINESS MIX OF COMPARISON COMMUNITIES

	Belleville		Evansville		Edgerton	
Retail or Restaurant Category	**Total Number of Businesses**	**Total Square Footage**	**Total Number of Businesses**	**Total Square Footage**	**Total Number of Businesses**	**Total Square Footage**
Furniture & Home Furnishings Store (NAICS 442)	0	0	0	0	0	0
Electronics & Appliance Stores (NAICS 443)	0	0	1	10,000	1	4,000
Building Material & Garden without Home Center (NAICS 444)	0	0	1	20,000	1	25,000
Food & Beverage Stores (NAICS 445)	1	25,000	2	35,00	2	35,000
Health & Personal Care Stores (NAICS 446)	1	2,000	1	5,000	1	10,000
Convenience Stores in Gas Stations Excluding Gas (NAICS 447)	2	3,500	2	7,000	1	3,000
Clothing & Clothing Accessories Stores (NAICS 448)	1	3,000	1	2,000	0	0
Sporting Goods, Hobby, Musical, and Book Stores (NAICS 451)	1	4,400	1	2,000	1	4,000
General Merchandise without Warehouse & Supercenters (NAICS 452)	1	7,000	1	7,000	1	7,500
Miscellaneous Store Retailser (NAICS 453)	0	0	10	23,000	3	13,500
Alcoholic Beverage Drinking Places (NAICS 7224)	4	4,500	3	8,000	3	6,000
Full-Service Restaurants (NAICS 722511)	1	2,000	4	13,000	3	10,000
Limited-Service Restaurants (NAICS 722513)	1	500	4	10,000	1	1,000
Snack & Non-Alcoholic Beverage Bars (NAICS 722515)	0	0	2	3,000	0	0
Total Retail & Restaurants	**13**	**51,900**	**33**	**145,000**	**18**	**119,000**

Note: Reflects inside square footage.
Estimates are only approximations based on passerby estimates and square footage using Google Earth.

The exhibit indicates that Belleville has fewer retail and restaurant businesses than Evansville and Edgerton. Similarly, the amount of retail space in Belleville is significantly less than its comparisons.

SECTION 7: ANALYSIS OF RETAIL & RESTAURANT DEMAND & SUPPPLY

This section includes:

- Measuring retail and restaurant demand in the Study Areas; and
- Calculation of retail and restaurant demand based on Trade Area.

MEASURING RETAIL & RESTAURANT DEMAND IN THE STUDY AREAS

Demand is the amount of a good or service required to fulfill the needs of customers in a Trade Area. It is mainly driven by the number of customers in the Trade Area and their purchasing power. Demand is also a function of the number of in-commuting workers and tourists visiting community. Both demand and supply can be measured in terms of sales, square feet, or store equivalents.

This section calculates projected demand for various retail and restaurant categories. It differs from traditional methods in three ways: First, demand is estimated for only the Study Areas and is based on a "proportionate share" of the entire Trade Area. Secondly, it excludes demand for certain large format stores that typically do not locate downtown. Finally, the following approach looks beyond local resident demand to include other market segments including in-commuters and visitors.

Key Assumptions Used

- The 2012 U.S. Economic Census of businesses with employees reasonably reflects resident behavior in the Trade Area.
- Trade Area resident spending is adjusted through modifications for income and lifestyles relative to U.S. averages.
- The Study Areas' ability to penetrate the Trade Area's overall demand is a function of its commercial activity (and/or commercial space) as a share of the total Trade Area.
- Demand for other market segments (in-commuting workers and visitors) are estimated using state and national data describing their spending behaviors. Adjustments are made to reflect the Study Areas' ability to capture their spending potential.

Market Segments

For this analysis, three market segments that are important to the subject Study Areas are examined to determine their spending potential (demand) and estimated sales (supply). The segments include:

- Residents of the Trade Area
- Workers – in-commuters
- Visitors - leisure and business

NAICS[3] Categories Analyzed

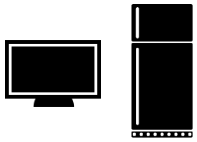
This analysis provides an estimate of demand and supply in the Study Areas for 14 categories of retail and restaurants. Most of these categories are presented at the three-digit NAICS level. The categories used (see following pages) reflect the types of businesses found in many downtowns. Again, various categories are adjusted to exclude large format stores including home centers, warehouse clubs and supercenters.

[3] North American Industry Classification System (NAICS).

FIGURE 19 RETAIL CATEGORIES

Furniture & Home Furnishings Stores — **NAICS 442**

- Furniture stores
- Floor covering stores
- Other home furnishing stores



Electronics & Appliance Stores — **NAICS 443**

Building Material & Garden — **NAICS 444**

Without Home Center

- Paint and wallpaper stores
- Hardware stores
- Other building material dealers

Food & Beverage Stores — **NAICS 445**

- Convenience stores, beer, wine, and liquor stores
- Meat markets, fish and seafood markets
- Fruit and vegetable markets
- Other specialty food stores

Health & Personal Care Stores — **NAICS 446**

- Pharmacies and drug stores
- Cosmetics, beauty supplies, and perfume stores
- Optical goods stores

Gas Stations & Convenience Stores — **NAICS 447**

Clothing & Clothing Accessories Stores — **NAICS 448**

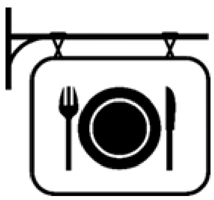
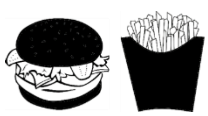
Sporting Goodes, Hobby, Musical, & Book Stores — **451**

- Hobby, toy, sporting goods, and game stores
- Sewing, needlework, and piece goods stores
- Musical instrument and supply stores
- Book stores

General Merchandise — **452**

Without Warehouse and Supercenters

- Department stores
- Dollar stores
- All other general merchandise stores

	**Miscellaneous Store Retailers** • Florists • Office supply and stationary stores • Gift, novelty, and souvenir stores • Used merchandise stores • Pet and pet supply stores	**453**
	**Drinking Places (Alcoholic Beverages)** • Bars, taverns • Cocktail lounges, nightclubs	**NAICS 7224**
	**Full Service Restaurants** • Steak houses • Diners • Fine dining • Restaurants	**NAICS 722511**
	**Limited-Service Restaurants** • Carryout restaurants • Fast food, drive-ins • Pizza delivery • Sandwich shops	**NAICS 722513**
	**Snack & Non-Alcoholic Beverage Bars** • Coffee shops • Ice cream parlors, sweet shops • Snack shops	**NAICS 722515**

CALCULATION OF RETAIL & RESTAURANT DEMAND IN THE TRADE AREA

The demand for businesses in the Study Areas is based on a "proportionate share" of the broader Trade Area as defined earlier. Typically, not all categories are represented by the same Trade Area, as some stores pull from a larger "destination Trade Area" while others pull from a smaller "convenience Trade Area." For purposes of this analysis, a single Belleville Trade Area, as defined in Section 3, was used as a basis for this demand analysis. The Study Areas will compete for a share of this demand.

Trade Area Residents

Resident spending potential indicates the demand for a type of business. Calculating this information involves the variables listed and defined below.

- <u>Population</u>
  The number of residents in the Trade Area.

- <u>Spending per Capita</u>
  The U.S. sales in each retail category divided by the U.S. population. The sales information used is as per the 2012 U.S. Economic Census.

- Per Capita Income Index
  The per capita income in the Trade Area, in relation to the U.S. per capita income as per the 2010 U.S. Census. The U.S. per capita income is 100.

- Behavioral Index
  A local indicator of consumer behavior in relation to the average U.S. consumer. The U.S. consumer behavior is indexed at 100. The behavioral index accounts for regional competition and demographic and lifestyle factors that would increase (>100) or decrease (<100) a person's likelihood to purchase in a particular business category in the Study Areas. (Source: ESRI Spending Potential Index).

- Trade Area Spending Potential
  A way to look at demand in the Trade Area for a particular business category. This is the result of multiplying the above variables (population x spending per capita x per capita income index x behavioral index).

- Study Areas/Trade Area Establishments
  A measure of the current commercial activity based on the number of businesses, or retail square feet, in the Study Areas as a percent of those in the Trade Area. This is also known as a "proportionate share."

- Study Areas' Spending Potential
  This is the multiplication of Trade Area spending potential and the Study Area/Trade Area establishments. This calculation produces the Trade Area resident demand that could be captured. This is the based on its proportionate share.

The actual calculation is presented later in this section (PAGE NUMBERS).

In-Commuters
The Study Areas' worker demand potential is based on the number of employees in the Village, multiplied by worker spending as estimated by the International Council of Shopping Centers (2012). Sales are then allocated among the retail and restaurant categories in proportion to Trade Area resident spending. A local modifier or behavioral index (US=100) is applied to account for the amount of retail and dining offerings in the subject district relative to other office districts in the country.

Spending potential (or demand) for each business category is calculated using the variables listed below.

- Worker Population
  The number of in-commuting employees in the Village. While many of these employees are also Trade Area residents, their presence in the Trade Area may generate more spending potential than residents who commute out of town.

- Spending per Year
  The U.S. annual sales in each store category are based on estimates by the International Council of Shopping Centers (2012). They are distributed among business categories according to the 2012 U.S. Economic Census.

- Behavioral Index
  A local adjustment for consumer behavior, indexed to the US consumer average. This factor accounts for regional competition and demographic and lifestyle factors that would increase (>100) or decrease (<100) a person's likelihood to purchase a particular business category in the Study Areas.

- Study Areas' Spending Potential
  This is the multiplication of the worker population, spending per year, and the behavioral index. It indicates the amount of worker spending potential that could be captured in the Study Areas.

The actual calculation is presented later in this section on page 49.

Visitors
Overnight and day visitor demand is based on total Wisconsin Department of Tourism traveler spending estimates for Dane County. Sales were then allocated among the retail and restaurant categories in proportion to Trade Area resident spending. A percent of these sales was allocated to the Study Areas based on the number of restaurants in the Study Areas as a percent of those in Dane county. A local modifier, the behavioral index is applied to account for attributes of the Study Areas as an inviting place for visitors relative to the county as a whole. The behavioral index for Dane County = 100.

Calculation of the spending potential (or demand) for each business category involves the variables listed below.

- Annual Visitor Spending for Dane County
  The direct annual spending by visitors (source: Wisconsin Department of Tourism) plus the distribution of sales (source: 2012 U.S. Economic Census), divided by the U.S. population.

- Study Areas Divided by County Businesses
  A measure of the current hospitality industry activity, this is the number of restaurants in the Study Areas as a percent of restaurants in Dane County.

- Behavioral Index
  This accounts for attributes of the Study Areas that make it an inviting place for visitors, relative to Dane County as a whole. The behavioral index for the U.S. = 100.

- Study Areas' Spending Potential
  This is the result of multiplying the worker population, the spending per week, and the behavioral index. This calculation produces the amount of worker spending (or demand) that could be captured in the Study Areas based on its current retail and restaurant mix.

The actual calculation is presented later in this section on page 49.

RETAIL & RESTAURANT DEMAND CALCULATION

The first worksheet that follows is titled "Demand by Market Segment" and calculates the total demand in each of the three market segments, for 14 retail and restaurant categories. Demand potential from each segment reflects dollars that could reasonably be captured in the Study Areas. Again, to make the analysis most relevant to downtowns, it excludes spending potential at large format stores including home centers, warehouse clubs, and supercenters.

RETAIL & RESTAURANT SUPPLY CALCULATION

The second worksheet is titled "Demand and Supply Gap Analysis." This worksheet contains the estimated supply of businesses in the Study Areas measured in terms of square feet of space and number of businesses. Estimates were based on a physical inventory of businesses and are subject to error.

Dividing $Demand by the average sales per US establishment (per the 2012 US Economic Census), results in the generation of a rough estimate of the number of stores that can be supported in each business category. While there are significant limitations in using such averages (sales vary widely among businesses in each category), it does provide a starting point for the comparison of demand and actual supply (existing) businesses.

GAP ANALYSIS: COMPARING DEMAND & SUPPLY

The demand and supply gap analysis provides a comparison of demand and supply in terms of number of operations and square feet. This is called a gap analysis.

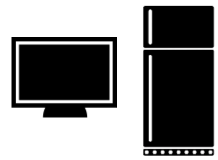
The following summary table presents demand and supply in terms of square feet of space and number of establishments. These data were calculated based on the U.S. Census and other sources obtained by the UW-Extension, Center for Community and Economic Development.

FIGURE 20: SUMMARY OF RETAIL & RESTAURANT GAP ANALYSIS

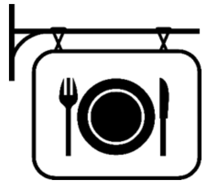
	Retail	Restaurant
Square Feet Demand	52,442	28,958
Square Feet Supply	44,900	10,000
Gap	7,542	18,958
Number of Businesses in Demand	11	11
Number of Existing Businesses	7	6
Gap	4	5

FIGURE 21: RETAIL & RESTAURANT GAP ANALYSIS

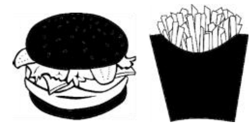
Description (NAICS)	Alcoholic Beverage Drinking Locations (7224)	Building Material & Garden Store without Home Center (444)	Clothing & Clothing Accessories Stores (447)
Summary			
	There is currently more business in this category than the typical US community would support.	There may be opportunity for business expansion or recruitment in this category.	There is currently more business in this category than the typical US community would support.
Dimension 1: Sales Potential			
Total Sales Potential in the Study Areas	$285,336	$2,480,387	None
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	$192/Square Foot	$391/Square Foot	$353/Square Foot
Amount of Retail Space the Study Areas Could Support (Based off U.S. Average)	1,486	6,344	None
Amount of Current Retail Space	7,000	None	3,000
Gap	5,514	-6,344	3,000
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	$472,205	$2,067,780	$1,580,253
Total Number of Businesses the Study Areas Could Support	0.6	1.2	None
Total Number of Existing Businesses	4	None	1
Gap	3.4	-1.2	1



Description (NAICS)	Convenience Stores in Gas Stations Excluding Gas (447)	Electronics & Appliance Stores (443)	Food & Beverage Stores (445)
Summary			
	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.
Dimension 1: Sales Potential			
Total Sales Potential in the Study Areas	$3,058,372	$863,169	$11,335,749
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	$480/Square Foot	$647/Square Foot	$573/Square Foot
Amount of Retail Space the Study Areas Could Support (Based off U.S. Average)	6,372	1,334 Square Feet	19,783 Square Feet
Amount of Current Retail Space	3,500	None	25,000
Gap	2,872	-1,334	5,217
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	$1,200,000	$2,123,245	$4,213,071
Total Number of Businesses the Study Areas Could Support	2.5	0.4 Businesses	2.7
Total Number of Existing Businesses	2	None	1
Gap	0.55	-0.4	1.69

Description (NAICS)	Full-Service Restaurants (722511)	Furniture & Home Furnishings Store (442)	General Merchendise without Warehouse & Supercenter (452)
Summary			
	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.
Dimension 1: Sales Potential			
Total Sales Potential in the Study Areas	$3,675,103	$745,019	$993,207
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	$300/Square Foot	$284/Square Foot	$214/Square Foot
Amount of Retail Space the Study Areas Could Support (Based off U.S. Average)	12,250	2,623 Square Feet	4,641
Amount of Current Retail Space	2,000	None	7,000
Gap	10,250	-2,623	2,359
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	$967,204	$1,726,206	$1,588,244
Total Number of Businesses the Study Areas Could Support	3.8	0.4 Businesses	0.6
Total Number of Existing Businesses	1	None	1
Gap	2.8	-0.4	0.37


Description (NAICS)	Health & Personal Care Stores (446)	Limited-Service Restaurants (722513)	Miscellaneous Store Retailers (453)
Summary			
	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.
Dimension 1: Sales Potential			
Total Sales Potential in the Study Areas	$4,732,000	$4,167,721	$1,288,765
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	$901/Square Foot	$350/Square Foot	$348/Square Foot
Amount of Retail Space the Study Areas Could Support (Based off U.S. Average)	5,252	11,908	3,703
Amount of Current Retail Space	2,000	1,000	None
Gap	-3,252	10,908	3,703
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	$2,943,188	$824,707	$912,393
Total Number of Businesses the Study Areas Could Support	1.6	5.1	1.4
Total Number of Existing Businesses	1	1	None
Gap	0.6	4	1.41

Description (NAICS)	Snack & Non-Alcoholic Beverage Bars (722515)	Sporting Goods, Hobby, Musical, and Book Stores (451)
Summary		
	There may be opportunity for business expansion or recruitment in this category.	There may be opportunity for business expansion or recruitment in this category.
Dimension 1: Sales Potential		
Total Sales Potential in the Study Areas	$636,188	$697,896
Dimension 2: Square Footage		
Sales per Square Foot (U.S. Average)	$192/Square Foot	$292/Square Foot
Amount of Retail Space the Study Areas Could Support (Based off U.S. Average)	3,313	2,390
Amount of Current Retail Space	None	4,400
Gap	3,313	2,010
Dimension 3: Number of Businesses		
Average Amount of Sales Per Business in the U.S.	$564,069	$1,670,268
Total Number of Businesses the Study Areas Could Support	1.1	0.4
Total Number of Existing Businesses	None	1
Gap	1.1	0.58

SECTION 8: RECOMMENDATIONS OF THE STUDY TEAM

This section includes:

- Recommended action plan for business and economic development.

IMPLEMENTING THIS ACTION PLAN

After analyzing the data included in this report, the members of the study group developed the following action plan. Successful implementation of this plan will require actions from multiple stakeholders, according to the specific components to be implemented.

MARKET OPPORTUNITIES

The following business opportunities were assembled based on consumer preferences, peer community business mix, and demand and supply calculations. These opportunities can be filled through business expansion efforts as well as business recruitment efforts, strategies to be discussed in this section.

Restaurants:

- A variety of family dining places; perhaps a casual sit down restaurant with healthy food, a coffee shop and bakery, some fast food options including pizza, etc.
- Fast food restaurants with drive-through. While survey respondents prefer burgers/chicken, traditional American, sandwiches and pizza (with delivery), they also enjoy ethnic food.
- Ice cream shop.
- Many residents expressed concern that downtown’s image is built around taverns, with little to offer local families.
- Many respondents would utilize family-friendly, reasonably priced, lake view, sidewalk umbrella tables, and menus that offer takeout.

Retail:

- Second behind food service, many would like to see specialty retail shops locating downtown.
- These could include antiques, gifts shops, arts and crafts shops, florist, sporting goods, pet store, among others.
- A hardware store, or hardware section in another store would help fill a gap experienced by homeowners.

Services:

- hair salon/barbershop
- bed-and-breakfast
- professional services
- personal services.
- Recreational rentals: bicycle, canoe, and kayak

BUSINESS RETENTION & EXPANSION

Launch business retention and expansion efforts in Belleville's downtown area and the commercial corridors along highways 69 and PB.

1. Create a Business Retention & Expansion Team.

a. Identify people with the appropriate skill sets.
b. Launch the team. Set expectations and review best practices.
c. Find funding and make arrangements for a paid position to be able to help with business retention and expansion efforts.
d. or, discuss with UW – Extension educators other tools that are available to guide business visits.
e. Determine the roles of GCDC and CDA as well as the Chamber of Commerce - who does what

2. Regularly meet with businesses on an individual basis to hear their needs and concerns.

a. Conduct business visits to help identify businesses at risk of closing or relocating.
b. Initiate discussions with businesses that have specific opportunities for their growth.
c. Improve communication between the Village and businesses.
d. Attention should be given to maintain important business anchors including the pharmacy and grocery store which directly impact quality of life.
e. Connect businesses to the appropriate resource/support to assist in addressing their concerns.
f. Consider UW-Extension resources as potential tools to assist with this process.

3. Use the market analysis data to support Belleville's existing businesses.

a. Share the results with existing businesses in a town meeting, so everyone has an opportunity to see what was expressed by those that took the survey at the same time instead on an individual basis.
b. Identify a team of people to go to each business and talk with them about how the information may apply to them, as well as how that information could be used to benefit them. Some examples include.
c. Using the information to help identify ways in which the business could expand, such as adding hardware products to an existing store or making changes to the grocery or drug store.
    i. Communicating with existing restaurants, grocery store, and pharmacy about what the study says about local customers and their preferences.
    i. Continue to explore other uses for underutilized or vacant buildings including co-working spaces. business incubators, residential units, and pop-up shops. g the information to help businesses think about how they can make create space in the rear parts of their buildings to overlook and enjoy the lake.

4. Use the market analysis data to identify new businesses that complement, not compete with, existing businesses.

a. Use this information to help inform the business recruitment work.

5. Identify the optimal location in the community for interested businesses considering relocation. This may include a location in the downtown area.

a. Work with small businesses to identify the optimal location for their business (i.e. downtown or Highway 69 or PB), under the assumption that downtown will become a more active and vibrant center
b. Identify home-based businesses in the community that would benefit from having a bricks and mortar location, particularly in the downtown area.
c. Help expanding businesses follow downtown building usage plan and design standards.

6. Given the large number of commuters traveling from Belleville to Madison, develop a plan for capturing spending in their hometown.

a. Recognize that the busy commuter might be in a rush, and might prefer fast food and quick stops along Highway PD or Route 69.

7. Encourage and empower businesses and organizations in promoting other businesses and the Belleville community in a more effective way.

BUSINESS ATTRACTION

Proactively and strategically attract businesses to Belleville.

1. Create a Business Recruitment Team.

a. Identify people with the appropriate skill sets.
b. Launch the team with a team orientation that focuses on setting expectations and explore best practices. Contact UW – Extension for guidance.
c. Make it part of someone's job responsibility to actively market to and recruit new businesses.

2. Conduct a space inventory in order to market the buildings and land.

a. Conduct a space inventory. Specify optimal uses for each site as they relate to each business district. Make information available to prospective businesses. This should be done first and then start working on marketing plans.
b. Coordinate business attraction with a downtown building usage plan.

3. Develop marketing materials to attract new businesses.

a. Identify specific types of businesses according to the market analysis that will complement existing businesses.
b. Engage local business operators as ambassadors of the community, equipped with marketing materials to share with prospective business operators.
c. Issue a press release to The Wisconsin State Journal and Madison Magazine, introducing Belleville as an up-and-coming community on the edge of Dane County. The press release can highlight data from the market analysis that can help prospective business operators know the market potential of Belleville.
d. Develop attractive marketing materials such as one page flyers/recruitment packets that are targeted to specific types of businesses. Indicate that this research shows that there is a strong desire to have more shopping, dining, and services in the community. Provide data on its growing population, higher household income, and other attributes supporting business development.
e. Establish a market analysis website, coupled with links to resources for people wanting to start or relocate a business to Belleville.
f. Develop an effective, strategic social media marketing campaign.

4. Identify and recruit specialty businesses that leverage Belleville's assets and complement existing businesses.

a. This may be an opportunity to leverage some of the natural assets -- attracting/developing businesses such as a destination outfitter/trail/outdoor place or a bike rental/repair/coffee shop.
b. Consider lifestyle/speciality businesses that would complement existing and emerging businesses.

5. Specifically target area entrepreneurs and work to recruit them to Belleville.

a. Identify ways to target specific types of entrepreneurs. For example, the Madison/Dane County restaurant/cook association.
b. Identify entrepreneurs in other areas that might be looking to expand.
c. Create I & E organization to meet regularly downtown.

6. Create a supportive business environment with seamless and supportive assistance programs for business development.

PHYSICAL ENVIRONMENT

Improve the appearance of Belleville's downtown area.

1. Position Belleville for successful economic development by making sure the first impressions of the community are as positive as possible.

a. This includes providing a clean, safe, lighted, friendly, and well-maintained atmosphere downtown.

b. Explore business improvement districts as a funding mechanism for downtown improvements.

2. Develop and adhere to a branded "theme" for downtown according to the outcomes from the community branding process.

a. Enforce CDA downtown design guidelines and tie to permitting processes.
b. Identify appropriate areas to encourage specialty shops to locate downtown and fast food businesses to locate in peripheral areas of the community.
c. Consider building the community's image upon its lake, parks, and quiet town atmosphere.

3. Encourage improvements to downtown buildings.

a. Incentivize building owners, such as through a façade grant program, to make improvements.
    i. Some possibilities include increasing grant amounts.
b. Develop an inventory of what sites need to be improved.
c. Identify someone to reach out to property owners to encourage them to make improvements.

4. Leverage Belleville's assets, particularly its natural amenities.

a. Help existing businesses create opportunities for customers to enjoy the lake and leverage lake views.
b. Explore ways to create additional recreational opportunities for children, including a Splash Park
c. Continue to look for ways to increase interest of cyclists traveling through the Belleville area.
    i. Create reasons to stop.
    ii. Examine how friendly the downtown area is for bicyclists, for example, having infrastructure such as bike racks and wayfinding signs.
d. Continue to improve the downtown pedestrian environment.

APPEALING TO RESIDENTS, VISITORS, AND COMMUTERS

Increase downtown's ability to provide quality experiences for residents, visitors, and commuters.

1. Guide downtown Belleville to become a central social district.

a. Increase awareness of the businesses and events that are downtown.
    i. Reach out to the entire Trade Area, as it has twice as many people as the Village.
    ii. Create a welcome wagon, leveraging the existing community guide.
    iii. Increase and coordinate use of social media.
b. Increase the number of family friendly festivals and events such as Lake Fest, Blues Fest, and Bastille Days. Hold events related to the lifestyle and interests of local residents and visitors including: natural resources, preferred activities by age cohorts, sports, recreation, and others.
c. Leverage and incorporate music into events, including local musicians (blues in the park.)
d. Explore the possibility to leverage the library to meet community needs for a youth center.

2. Increase the variety of food options, including commuter food options such as drive through.

a. Identify different sites that would be appropriate for different types of food businesses. For example, fast food for the busy commuter might best be available on Routes 69 or PD.
b. Explore opportunities for multiple businesses to share liquor licenses.

3. Increase the number of people living in the downtown area.

a. Improve the upstairs of downtown buildings for residential purposes to encourage more people living above downtown businesses.
b. Bring mixed use/housing to where the school currently is located. This may include modifying the TIF and then putting out a RFP to developers.
c. Partner with businesses to encourage them to promote living in Belleville (consider an incentive).

4. Understand how to better serve in-commuters.

Initiate conversations with Duluth Trading Company, Federal and other employers to determine how local businesses can best serve the worker population. Specifically, what kinds of retail, restaurants, and services could best serve the needs of in-commuters.

5. Understand how to better serve visitors.

- Study best practices, such as from the University of Minnesota, related to accommodating visitors and capturing their spending potential.
- Create cheat sheets for businesses to respond to common visitor questions.
- Encourage all businesses to accept credit cards.
- Explore ways to successfully attract visitors traveling on Highway PB and 69.

ORGANIZING FOR ACTION

Increase community communication and collaboration in order to strengthen Belleville's economic development efforts.

1. Agree on a shared oversight plan.

a. Identify relevant groups. For the purposes of initial efforts to organize for action, the groups are:
    i. Village of Albany
    ii. Economic Development Committee
    iii. Community Development Authority
    iv. Chamber of Commerce
    v. Green County Development Corporation
b. Update groups on the market analysis work.
c. Get someone from each group on the marketing/branding study group.
d. Update groups on the branding work.

2. Designate roles and responsibilities to each group.

a. Identify the roles and responsibilities necessary for moving forward.
b. Identify what each group is best positioned to achieve and designate responsibilities appropriately.

3. Identify what cannot be done through existing resources.

a. Identify parts of the action plan that cannot be done through volunteers or through existing employee positions.
b. Develop an appropriate structure and find funding for a position to address the additional work.

4. Increase communication across groups.

a. Create a super committee, consisting of leadership from each relevant organization, to meet regularly to enable cross-committee organization.