Market Analysis

Prairie du Chien

and nearby communities in

Allamakee, Clayton and Crawford Counties

2018

Community-led research to support business development

UW Extension
University of Wisconsin-Extension

Draft June 29, 2018

DRIFTLESS DEVELOPMENT, INC
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ACKNOWLEDGEMENTS

STUDY TEAM

This market analysis was completed by a local study team of business and community leaders, working with Driftless Development Inc., the University of Wisconsin–Extension Center for Community and Economic Development, and former Crawford County Extension educator serving as consultant, Laura Brown. 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.

- Kristie Austin, McGregor Marquette Chamber of Commerce
- Katie Bahl, IowaWORKS
- Joe Cerven, The Local Oven
- Greg Flogstad, Mississippi River Regional Planning Commission – MRRPC
- Garth Frable, City of Prairie du Chien
- Michael Higgins, Peoples State Bank
- Artie Johnson, Johnson's One Stop
- Chris Mara, TRICOR Insurance
- Cynthia Olmstead, Driftless Brewery
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UW-EXTENSION

The study team was supported by UW-Extension educators.

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DRIFTLESS DEVELOPMENT, INC

The study team was funded and directed by Driftless Development, Inc.

- James (Jim) K. Bowman, Executive Director Driftless Development, Inc.
- Laura Brown, CEcD, Consultant

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EXECUTIVE SUMMARY-PENDING

PURPOSE

This market analysis is designed to be a business development tool for the Prairie du Chien primary trade area. This information can be used by the Prairie du Chien and surrounding smaller communities in a variety of ways including:

- Support business retention and expansion;
- Attract businesses and entrepreneurs;
- Guide improvements to the physical environment; and
- Provide data to 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 and a private consultant. The project was funded by Driftless Development, Inc.

PROCESS

The research process involved the following:

1. Identify the Trade Area to be studied;
2. Understand characteristics of the residents, businesses/in-commuters, visitors; and second homeowners;
3. Conduct a business inventory of retail, restaurants, and service businesses;
4. Conduct a resident survey;
5. Conduct a business operator survey;
6. Develop recommendations to increase economic activity; and
7. Provide data on the smaller communities located throughout the extended trade area.

MARKET OPPORTUNITIES

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

Retail
Restaurants
Services

RECOMMENDATIONS IN BRIEF

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

Business Retention and Expansion
Business Attraction
Improving the Physical Environment
Marketing and Branding Strategies
Organizing for Action

SECTION 1: INTRODUCTION

This section includes:

- The purpose of the study;
- The process used;
- An overview of relevant prior research on Prairie du Chien.
- The state of retail

PURPOSE

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:

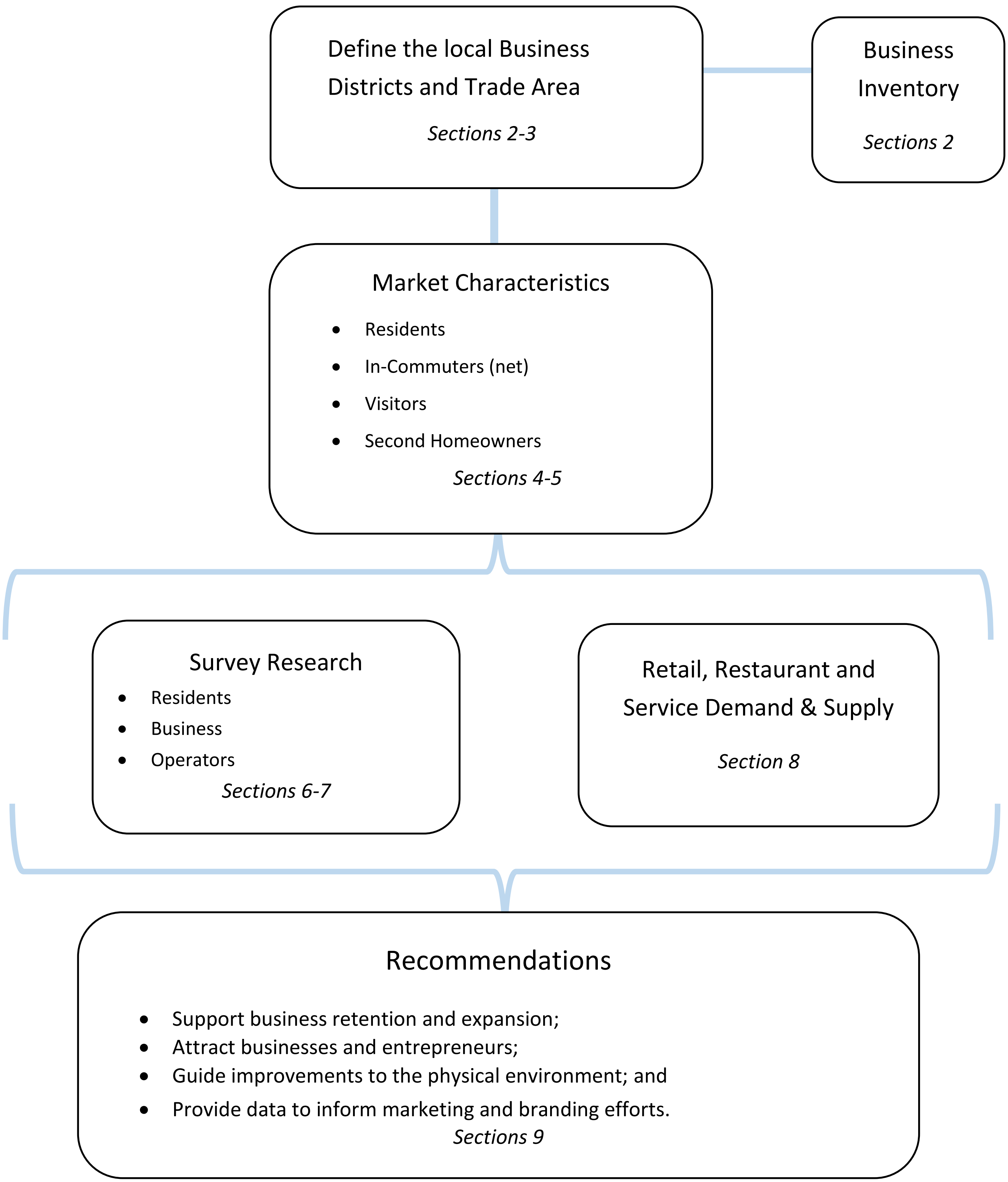
- Support business retention and expansion;
- Attract businesses and entrepreneurs;
- Guide improvements to the physical environment; and
- Provide data to inform marketing and branding efforts.

The market analysis for Prairie du Chien 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.

Prairie du Chien Comprehensive Plan, 2005

The 2005 Prairie du Chien Comprehensive Plan included a goal to create a dynamic and economically viable downtown to serve as the focal point of the community. In order to attain this goal, nine objectives were identified:

1. Decrease the amount of time that downtown buildings are vacant.
2. Increase the number of residential units within and near the downtown.
3. Increase the variety and mix of retail stores in the downtown.
4. Increase the aesthetics of building facades.
5. Increase the number of businesses that are open during evening hours.
6. Create a complete mix of uses, including offices, retail and services, government, arts, entertainment, housing, parks, and visitor attractions.
7. Increase the amount of landscaping in the downtown.
8. Establish trolley service within the City and also between Prairie du Chien and Marquette and McGregor, Iowa.
9. Improve the signage along Marquette Road that points people to the downtown.

Mississippi River Regional Planning Commission (MRRPC) Comprehensive Economic Development Strategy, 2017

The 2017-2022 Mississippi River Regional Planning Commission Comprehensive Economic Development Strategy documents the 9-county region’s history, current conditions, economic challenges, and action that can be taken to improve the region’s environment, economy and quality of life. The document includes a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the region as well overarching strategies to guide the region’s economic development efforts. These strategies include:

- Form public-private partnerships to develop industry cluster networks as a catalyst for building an innovative export economy sustained by a high knowledge and healthy workforce.
- Increase entrepreneurism and business growth through collaborative networks of innovation.
- Improve the region’s transportation, telecommunication, renewable energy and public facility infrastructure.
- Fix the workforce gap between available positions and qualified workers

Crawford County Workforce & Economic Profile, 2015

The Workforce & Economic Profile provide a snapshot of the labor market for Crawford County in 2015. The profile includes analysis of the projected population dynamics, the effect on the labor force, county industries and employers, occupational patterns within industries, and average wages.

A Profile of Socioeconomic Measures, Crawford County, 2014

The Economic Profile System-Human Dimension Toolkit (EPS-HDT) is an application that produces detailed socioeconomic reports of counties, states, and regions. According to the report, from 1970 to 2011, Crawford County’s population increased by 9%, employment increased by 86%, and personal income increased by 109%.

City of Prairie du Chien Downtown Development Master Plan, 2004

This 2004 plan recommended Prairie du Chien broaden the role of its downtown from a community service district to a tourist destination. To accomplish this, the plan calls for the area to capitalize on its best natural assets, especially the close proximity to the Mississippi River. It also calls for an expansion of its identity as a community service district by pushing for additional retail and housing geared towards local residents.

THE STATE OF RETAIL

This section includes a review of the state of retail at the beginning of 2018. The information is drawn from work of David Milder, a nationally respected consultant who studies retail and other topics important to downtowns. The following observations are from his paper: Retail at the End of 2017: Apocalypse or Evolving Paradigm Change.

Consumer Market Segments

Overall, consumer demand and behavior have changed significantly over the past decade. Many of these changes are having a lasting impact on the industry.

Deliberate Consumers. These consumers are cautious about spending. They now expect and search for bargains, an expectation that retailers have unhappily fostered and reinforce. These consumers are not making retail purchases the way they did pre-2008. Their cautious behaviors create problems for brick and mortar "mall-type" retailers.

Affluent Shoppers. They are spending again, though with somewhat more caution about their purchases. Where they are present, retailers are generally doing well, especially those in malls and large successful downtowns that have expensive condos, office workers, and foreign tourists.

Millennials. They are now the largest age group, but they are spending far less than the Boomers at comparable ages. They value experiences more than material things. They are burdened by recession impacted slow career climbs and heavy student loans. They feel very comfortable shopping online, but getting sufficient sales from them is challenging.

Baby Boomers. They are no longer the largest age cohort, but certainly the one with the most money. They are aging, with more of them approaching retirement age. Many are empty nesters. Though they may have more money than other age cohorts, their retail purchasing has shifted as they aged and their needs and wants changed.

Low –Income Households. Walmart and Amazon are now battling the dollar store chains to capture their retail expenditures. For years, the dollar stores have been opening the most stores, while other retailers were closing because they were focused on the low-income market.

Shopping Behaviors and Preferences

Americans are shopping less at malls. According to Cushman and Wakefield, visits to shopping malls in the US declined by 50% between 2010 and 2013. A lot of the consumer demand disgorged by the malls is undoubtedly going to e-retailers. Researchers have found that the proportion of Americans shopping online had increased from 22% in 2000 to 79% in 2015 (Pew Research, December 2016, "Online Shopping and E-Commerce".)

The strongest impact of the Internet may not be through e-commerce purchases, but how it has restructured the way Americans now shop. We now research online before we shop, go directly to the merchandise we had researched online, spend less time in store, do far less browsing and make fewer impulse purchases. This means that making stores and downtowns "stickier" for shoppers is important, as well as the need for stronger Central Social Districts.

What physical stores need to do to compete more successfully with online competitors seems to be 1) offering competitive prices and 2) providing a socially congenial and appealing retail experience. Successful malls are looking more like successful downtowns with major public spaces, restaurants, entertainment, and other uses.

The Rise of E-Commerce

True, more and more retail expenditures are going online. For example, according to the Census Bureau, in the first quarter of 2010, e-commerce accounted for 4.2% of the nation's total retail sales, but by the third quarter of 2017, it had grown to 9.1%. Most retail dollars are still spent in brick and mortar stores, though online sales are growing faster. Online sales have much higher capture rates for many types of retail merchandise and that online now dominates or soon dominate many product categories. Online apparel sales were once thought hard to do because customers would want to touch and try on the merchandise. Both apparel and furniture have seen significant online sales growth. Amazon's Whole Foods and physical bookstore are experiments in how online and physical stores can be integrated.

Retail Space Issues

Retail Closings. In 2017, over 6,800 store closings are estimated based on company announcements. Among those that are hardest hit are the "mall-type" retail chain stores, especially those in apparel and older department stores. Most of the department store closings are in malls in less urban and less affluent locations. Many middle-income areas have lost stores because the retail market has been bifurcating into high and low income tiers.

Retail Store Openings. About 3,300 openings are expected in 2017. Dollar stores account for about half of those openings. Far fewer, but still meaningful numbers of openings are coming from off-pricers, supermarkets, the physical stores of online birthed retailers, and others.

Poor Neighborhoods and Small Towns. These locations have been the least adversely impacted by the travails of retail chain store closings, mostly because they seldom had any “mall-type” chains. With the growth of online shopping, small town residents now have better retail choices.

Online Birthed Retailers. A number of online birthed retailers are opening brick and mortar stores. Some evidence suggests that physical stores may often be more profitable than a pure online retail operation and that conversion rates are higher among visitors to physical stores than among visitors to websites.

Successful Malls. About 20% of the shopping malls are doing very well and they generate nearly three-fourths of mall revenues. They are “…located in affluent, highly populated markets that are tourist or economic hubs; ..”

Smaller Spaces. Retailers are also looking for smaller spaces than they were 10 years ago—about 25% smaller. This reinforces the declining demand for retail space. Online birthed retailers may reinforce this trend if they have no need for large amounts of onsite merchandise storage.

High Retail Vacancy Rates. The number of vacant storefronts has less to do with the impacts of e-commerce or deliberate consumers and more to do with district success, landlord greed and miscalculations, and chain management deficiencies.

Too Much Retail Space. According to data from CoStar, total retail space in the U.S. totals about 13.0 billion square feet. This equals 39.8 SF of retail space per capita. Since about 2010, real estate experts have said that the US has far more per capita retail space than any other nation and far more than consumer sales can support.

The Future

As space uses change, the demand for retail spaces and where retailers want them located will also change. In times past, retail shops were all brick and mortar and operated as places where interaction, information sharing, transactions and delivery would take place. In recent decades, there has been a distinct trend toward depersonalizing the shopper experience. Today, those physical stores are increasingly used as distribution points and showrooms for online purchases, places to provide intense customer service. Retail stores are not going away. The internet will not and cannot capture all retail activity. The retail stores of the future probably will be quite different in their uses and ambiance and probably better than today’s. What they specifically will look like remains to be defined, but retail markets in the future will be defined as much electronically as they are geographically.

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SECTION 2: PRAIRIE DU CHIEN'S BUSINESS DISTRICTS

This section includes:

- Definition of three business areas in Prairie du Chien;
- A brief analysis of the existing retail, restaurant and service business mix; and
- Discussion of four different consumer segments of importance to these areas

DEFINING THE BUSINESS DISTRICTS

This market analysis focuses on three Business areas in the City of Prairie du Chien. These three areas compose the majority of retail, restaurant, and service businesses in Prairie du Chien. They include:

- A traditional downtown, located on West and East Blackhawk Ave.;
- A highway-oriented business area, located along S. Marquette Rd. and anchored by a Walmart Supercenter; and
- A highway-oriented business area, located along N. Marquette Rd. and anchored at the far north and by a large Cabela's destination store.

These three areas are shown in Figure 2 and referred here on as the Prairie du Chien Business Districts.

FIGURE 2: MAP OF THE COMBINED BUSINESS DISTRICTS

CURRENT RETAIL, RESTAURANT AND SERVICE BUSINESS MIX

The Combined Business Districts includes at least 110 retail restaurant and service businesses representing approximately 900,000 square feet of space. This does not include businesses that were located in remote locations of the Combined Business Districts, nor upper floors of buildings. This data, collected through an actual inventory, will be used later in the report in the calculations of demand and supply. Caution should be used with these figures as our estimates of size were based on an exterior view of the buildings.

FIGURE 3: CURRENT RETAIL, RESTAURANT AND SERVICE MIX IN THE BUSINESS DISTRICTS

	Prairie du Chien - Downtown		Prairie du Chien - North Marquette Rd		Prairie du Chien - South Marquette Rd		Prairie du Chien - Total	
Retail, Restaurant, or Service Category	**Total Number of Businesses**	**Total Square Footage**	**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)	1	5,000	1	9,000	2	35,000	4	49,000
Electronics & Appliance Stores (NAICS 443)	2	6,000	0	0	1	5,000	3	11,000
Building Material & Garden without Home Center (NAICS 444)	0	0	3	80,000	3	35,000	6	115,000
Food & Beverage Stores (NAICS 445)	2	10,000	0	0	3	67,500	5	77,500
Health & Personal Care Stores (NAICS 446)	2	17,250	0	0	0	0	2	17,250
Convenience Stores in Gas Stations Excluding Gas (NAICS 447)	0	0	2	7,500	3	15,000	5	22,500
Clothing & Clothing Accessories Stores (NAICS 448)	2	7,500	0	0	3	32,500	5	40,000
Sporting Goods, Hobby, Musical, and Book Stores (NAICS 451)	2	17,500	1	40,000	1	5,000	4	62,500
General Merchandise including Supercenters (NAICS 452)	0	0	0	0	3	210,000	3	210,000
Miscellaneous Store Retailers (NAICS 453)	5	9,000	2	15,500	2	20,000	9	44,500
Alcoholic Beverage Drinking Places (NAICS 7224)	7	7,500	0	0	1	5,000	8	12,500
Full-Service Restaurants (NAICS 722511)	2	3,500	1	5,000	6	19,500	9	28,000
Limited-Service Restaurants (NAICS 722513)	2	2,000	0	0	7	17,500	9	19,500
Snack & Non-Alcoholic Beverage Bars (NAICS 722515)	3	6,250	0	0	0	0	3	6,250
Retail & Restaurants Sub-total	**30**	**91,500**	**10**	**157,000**	**35**	**467,000**	**75**	**715,500**
Services - Professional	18	na	1	na	8	na	27	na
Services - Personal	6	na	0	na	2	na	8	na
Retail, Restaurants and Services TL	**54**	**na**	**11**	**na**	**45**	**na**	**110**	**na**

There are several retail, restaurant and service operations outside of the Combined Business Districts, 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.

CONSUMER SEGMENTS

Four primary market segments are, or could be, served by businesses in the Combined Business Districts. 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 Dubuque and La Crosse the availability of goods and services in Prairie du Chien is an important convenience factor that most residents value. Though this analysis is focused on the residents of the City of Prairie du Chien, a significant number of Trade Area residents live outside of the City.

Mary, Val (Iowa)

In-commuters

The inflow and outflow of in-commuters 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 Combined Business Districts for purposes of eating, shopping, or services.

Mike, Greg

Visitors

Visitors traveling to or through Prairie du Chien, 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

pending

Kristi, Val

Second Homeowners

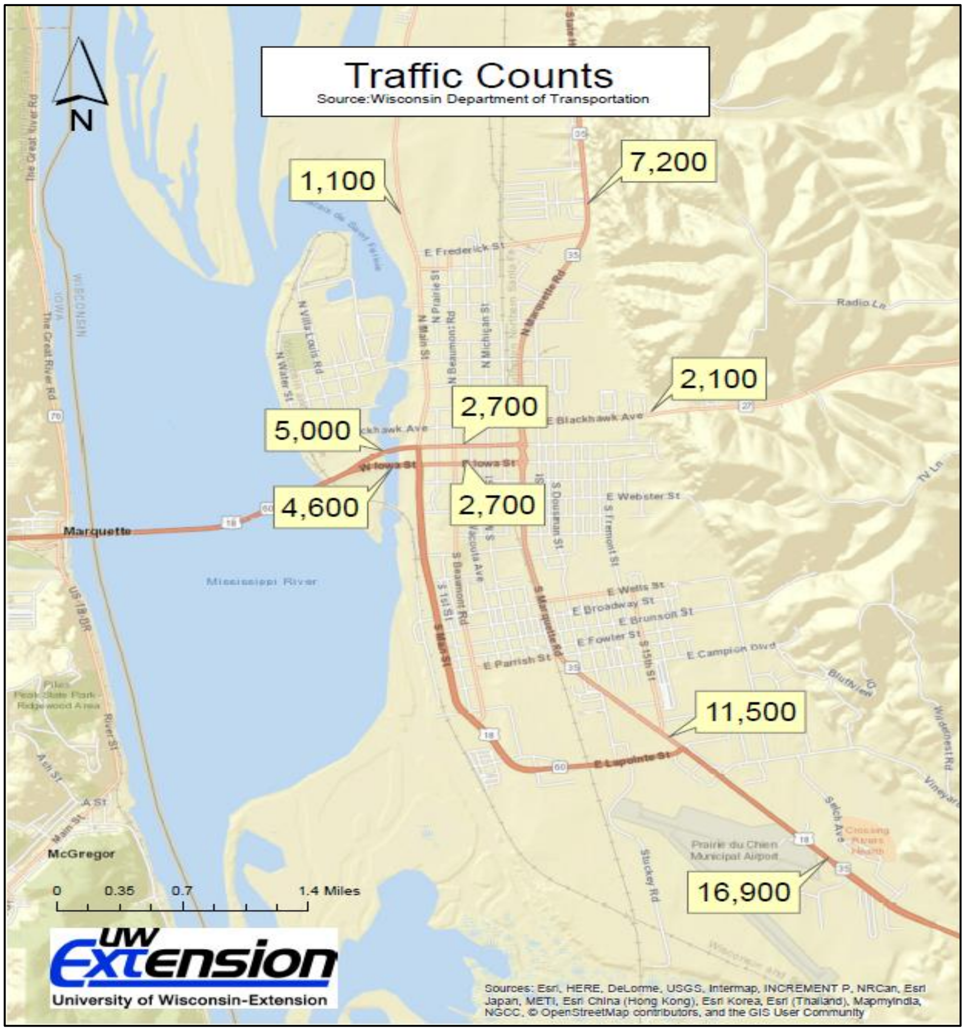
Pending

Jim, Cynthia

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 Combined Business Districts are along South Marquette Road with up to 16,900 vehicles per day. pending.

FIGURE 4: MAP OF LOCAL TRAFFIC COUNTS



SECTION 3: PRAIRIE DU CHIEN'S TRADE AREA

This section includes:

- A brief overview of the geographic context for the study; and
- Definitions of the Prairie du Chien Trade Area and Extended Trade Area.

GEOGRAPHIC CONTEXT

Prairie du Chien is located in southwestern Wisconsin, along the Mississippi River. It is in Crawford County, 60 miles from both La Crosse, WI and Dubuque, IA.

FIGURE 5: TRI-STATE AREA MAP

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.

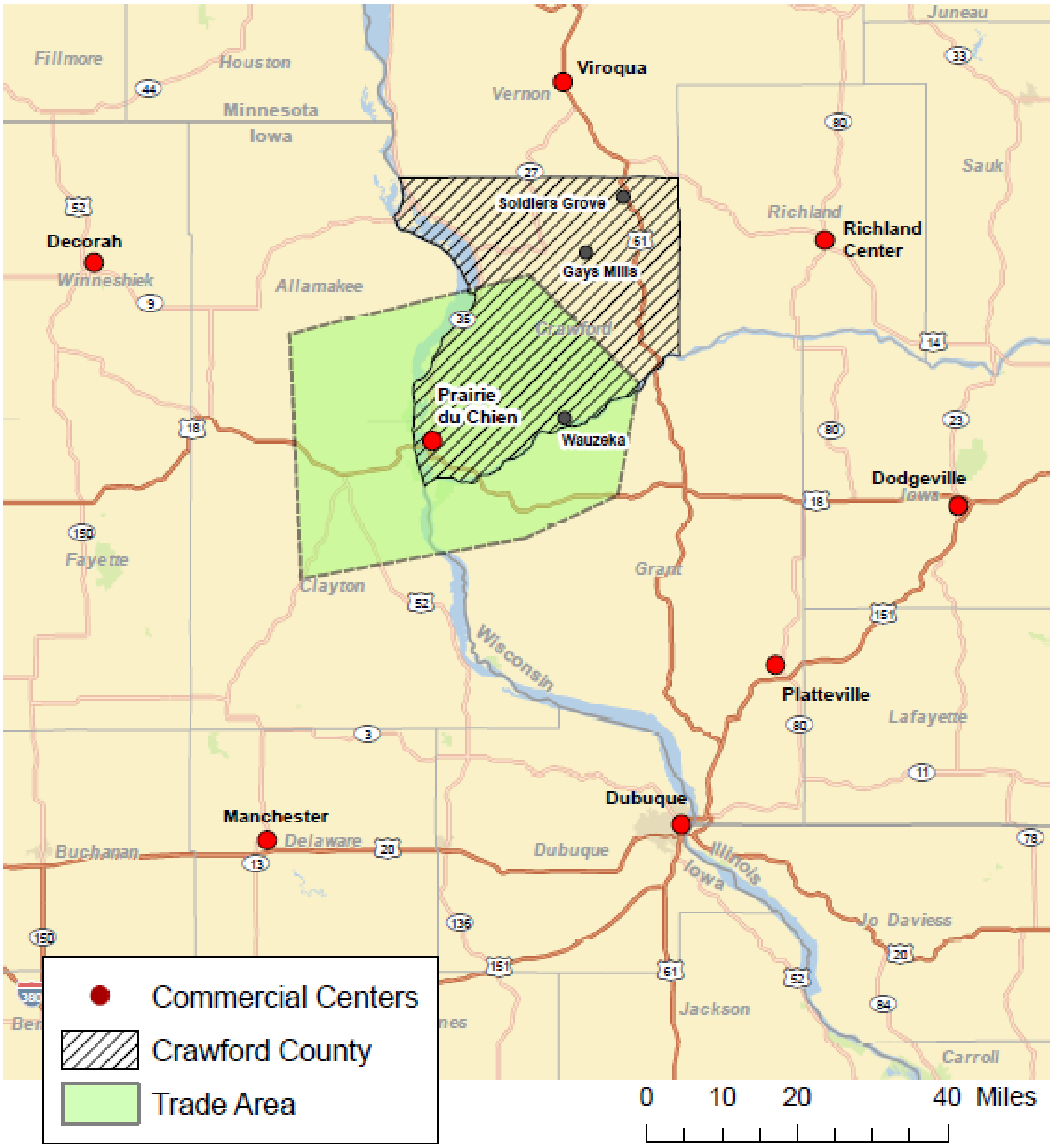
Each individual business in a community has a unique Trade Area. The distinct Trade Area for an establishment will depend on factors ranging from the type of business to the variety of products and services sold. Certain business types will only attract local customers, while other categories have the potential to draw customers from a broader region. For purposes of this analysis, the focus is on local customers as reflected by the Trade Area. In addition to serving local customers, there is some demand from nonresidents including in-commuting workers, visitors, and second homeowners.

To define the Trade Area, a "retail gravitational model" was used. This method is formed by drawing boundaries based on the draw of Prairie du Chien in relation to the draw of surrounding commercial centers. The draw was determined by comparing retail sales in Prairie du Chien relative to those of surrounding commercial centers. The community with higher sales would have a greater pull and thus a larger trade area. The following map presents the Prairie du Chien Trade Area based on this gravity model.

Extended Trade Area Including Northern Crawford County

An Extended Trade Area has been created for this analysis that includes the northern part of Crawford County. As Prairie du Chien is the county seat, an argument can be made that residents of the northern part of the county are periodically and regularly drawn to Prairie du Chien as a service center. However, to reflect a more cautious estimate of market potential, this report focuses on the base trade area (without the extended portion of the trade area).

FIGURE 6: PRAIRIE DU CHIEN TRADE AREA BASED ON GRAVITIONAL MODEL
PRAIRIE DU CHIEN EXTENDED TRADE AREA CAPTURING THE REMAINDER OF CRAWFORD COUNTY



SECTION 4: TRADE AREA MARKET SEGMENTS

This section includes:

- Resident demographics and lifestyles
- In – Commuter analysis;
- Visitor analysis; and
- Second Homeowner analysis.

RESIDENT DEMOGRAPHICS

The demographic characteristics of Trade Area residents provide information on who lives locally that could potentially generate demand for businesses in the Prairie du Chien Combined Business Districts. In addition, characteristics of in-commuters, visitors, and second homeowners are also presented to describe their significance within the Trade Area. Comparison data is included for the IA-MN-WI (Wisconsin/Iowa/Minnesota) and the U.S. to study the local consumers.

Population

The population of the City of Prairie du Chien was approximately 5,700 in 2016. It has decreased slightly from 5,911 in 2010. The City represents 28% 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.

FIGURE 7: POPULATION

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
2010 Population	20,850	14,037,266	308,745,538
2017 Population	20,731	14,628,076	327,514,334
% Annual Change 2010-2017	-0.1	0.8%	1.2%

Source: ESRI

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 stable while the Tri-State and U.S. households are growing at approximately 1% per year. Average household size was 2.31 in 2017, below the IA-MN-WI (2.44) and the U.S. (2.59).

FIGURE 8: HOUSEHOLD

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
2010 Households	8,632	5,588,571	116,716,292
2017 Households	8,615	5,819,011	123,158,887
% Annual Change 2010-2017	-0.1%	0.8%	1.1%
2017 Average Household Size	2.31	2.44	2.59
2010 Households with Children	27.3%	31.0%	33.4%

Source: ESRI

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 57.5% of its housing units recorded as owner-occupied in 2010. This is slightly lower than the IA-MN-WI and the US which ranged between 58% and 62%.

FIGURE 9: HOUSING

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
2010 Owner Occupied	57.5%	62.7%	57.7%
2010 Renter Occupied	18.8%	25.9%	30.9%
2010 Vacant or Seasonal	23.6%	11.4%	11.4%
2010 Seasonal, recreational, occasional	14.0% of 2nd homeowners		

Source: ESRI

Household Income and 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 $50,639 in 2017, 13% lower than the IA-MN-WI and 10% lower than the U.S. Per capita Income (PCI) is calculated by dividing the area's total income by its total population. The PCI for the Trade Area was also lower than the Tri-State and the U.S.

FIGURE 10: INCOME

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
2017 Median Household Income	$50,639	$58,343	$56,125
2017 Per Capita Income	$26,435	$31,449	$30,820

Source: ESRI

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 Crawford County median age exceeded U.S. averages substantially, demonstrating the aging of the population. In recent years, the estimated number of deaths exceeded births. Thus, the County's (and Trade Area's) population is decreasing and getting older. Source- Mississippi River Planning Commissions Comprehensive Report

FIGURE 11: 2010 POPULATION BY AGE

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
2010 Median Age	44.0	37.9	37.1
Population over 18	77.5%	76.1%	76.0%

Source: ESRI

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 12: 2010 RACE & ETHNICITY

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
White	96.7%	87.0%	72.4%
Black	1.5%	5.1%	12.6%
Asian	0.3%	2.8%	4.8%
Other	1.5%	5.1%	10.2%
Total	100%	100%	100%
Hispanic	1.2%	5.3%	16.3%

Source: ESRI

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. In 2017, approximately 15.5% of Trade Area residents had a baccalaureate degree or higher. This compares to the IA-MN-WI of 30.7%, and the US of 31.1%.

FIGURE 13: 2017 EDUCATION

	Prairie du Chien Trade Area	IA-MN-WI	U.S.
Population 25 and Over	14,940	9,944,451	222,465,994
Bachelor Degrees or Higher	15.5%	30.7%	31.1%

Source: ESRI

FIGURE 14: DEMOGRAPHIC COMPARISON

Demographic Comparison

	Prairie du Chien TA	Crawford County	PdC TA + Remaining County	Mississippi River RPC Region	Wisconsin	Tri-State Region (IA, MN, & WI)	U.S.
Population							
2010 Population	20,850	16,644	26,084	317,068	5,686,986	14,037,266	308,745,538
2017 Population	20,731	16,729	26,173	326,160	5,824,481	14,628,076	327,514,334
% Annual Change '10-'17	-0.1%	0.1%	0.1%	0.6%	0.5%	0.8%	1.2%
Households							
2010 Households	8,637	6,812	10,865	125,069	2,279,768	5,588,571	116,716,292
2017 Households	8,615	6,844	10,931	129,023	2,341,973	5,819,011	123,158,887
% Change '10-'17	-0.1%	0.1%	0.1%	0.6%	0.5%	0.8%	1.1%
2017 Avg. HH Size	2.31	2.33	2.31	2.43	2.42	2.44	2.59
Housing							
2010 Owner Occupied	57.5%	58.5%	57.5%	63.9%	59.1%	62.7%	57.7%
2010 Renter Occupied	18.8%	18.9%	17.5%	26.2%	27.7%	25.9%	30.9%
2010 Vacant or Seasonal	23.6%	22.6%	25.0%	9.9%	13.1%	11.4%	11.4%
Median HH Income							
2017 HH Income	$ 50,639	$ 47,207	$ 50,140	$ 53,912	$ 56,369	$ 58,343	$ 56,124
Per Capita Income							
2017 Per Capita Income	$ 26,435	$ 25,037	$ 26,036	$ 27,565	$ 30,120	$ 31,449	$ 30,820
Household Composition							
2010 HH w/ children	27.3%	27.2%	26.9%	29.8%	30.6%	31.0%	33.4%
2010 Population by Age							
Median Age	44.0	44.6	44.9	38.4	38.4	37.9	37.1
18 +	77.5%	77.6%	77.7%	76.9%	76.4%	76.1%	76.0%
2010 Race and Ethnicity							
White	96.7%	96.6%	97.0%	94.1%	86.2%	87.0%	72.4%
Black	1.5%	1.8%	1.2%	1.0%	6.3%	5.1%	12.6%
Asian	0.3%	0.4%	0.3%	1.8%	2.3%	2.8%	4.8%
Other	1.5%	1.2%	1.5%	3.1%	5.2%	5.1%	10.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Hispanic	1.2%	0.9%	1.1%	2.2%	5.9%	5.3%	16.3%
2017 Education							
Population Age 25+	14,940	12,111	18,987	219,032	3,982,997	9,944,451	222,465,994
% Bachelors degree of higher	15.5%	11.1%	15.5%	24.2%	28.7%	30.7%	31.1%

Tapestry Segmentation for Prairie du Chien TA	*Percent of 2017 HH*
Prairie Living (6D)	29.4%
Heartland Communities (6F)	28.2%
Rural Resort Dwellers (6E)	17.3%

Source: ESRI Market Profile, Tapestry Segmentation Area Profile and Business Analyst Online. For educational use.

Source: ESRI

RESIDENTS LIFESTYLES

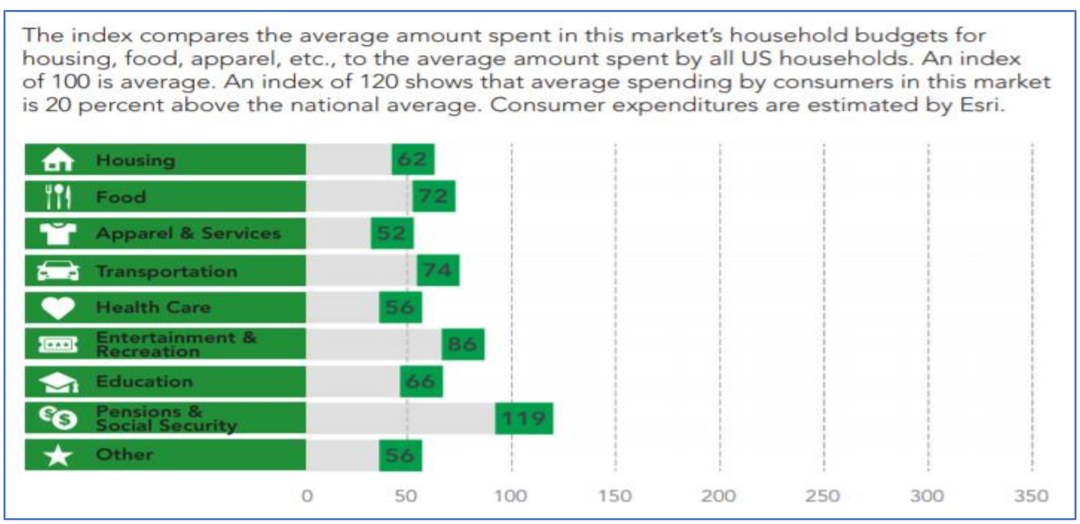
Trade Area residents can also be studied using lifestyle segmentation information. Lifestyle segmentation systems examine the buying habits and preferences of consumers in a geographic area. One lifestyle segmentation system is Tapestry™, by ESRI Business Information Solutions. Consumers are classified 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 Prairie du Chien Trade Area are presented below along with ESRI's descriptions of these segments.[1]

Heartland Communities (28.2% of Households in the Trade Area)

Well settled and close-knit, Heartland Communities are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.
Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.

- Most have high-speed Internet access at home or on their cell phone but aren't paperless.
- Many residents have paid off their home mortgages but still hold auto loans and student loans. Interest checking accounts are common.
- To support their local community, residents participate in public activities.
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.
- They enjoy country music and watch CMT.
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- To get around these semirural communities, residents prefer domestic trucks or SUVs.

FIGURE 15: HEARTLAND COMMUNITIES HOUSEHOLD BUDGET INDEX



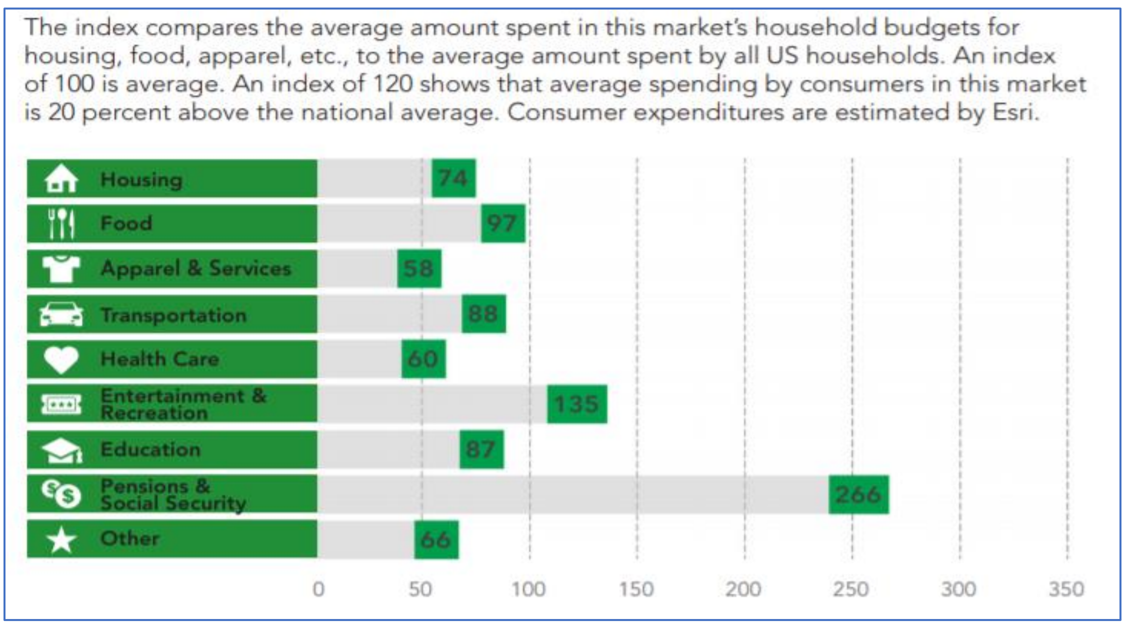
[1] The source for the following lifestyle information is ESRI Business Information Solutions.

Prairie Living (29.4% of Households in the Trade Area)

Prairie Living is Tapestry Segmentation's most rural market, comprising about 1.2 percent of households, located mainly in the Midwest, with a predominance of self-employed farmers. These agricultural communities are not diverse, dominated by married-couple families that own single-family dwellings and many vehicles. Median household income is similar to the US, and labor force participation is slightly higher. Faith is important to this hardworking market. When they find time to relax, they favor outdoor activities.

- Many own a truck, riding lawn mower, and ATV/UTV and have a satellite dish.
- They purchased plants and seeds in the past year for their vegetable garden, where their tiller comes in handy.
- They favor banking in person, have noninterest checking accounts, invest in CDs (more than 6 months), and have term/whole life insurance.
- They are pet owners.
- Leisure activities include fishing, hunting, boating, camping, and attending country music concerts.
- Residents prefer to listen to faith and inspirational, as well as country music on the radio.
- They read the local newspaper as well as home service, and fishing/hunting magazines.
- They contribute to religious organizations and belong to religious clubs.
- Walmart is a favorite shopping stop; Subway is a favorite eating spot.

FIGURE 16: PRAIRIE LIVING HOUSEHOLD BUDGET INDEX

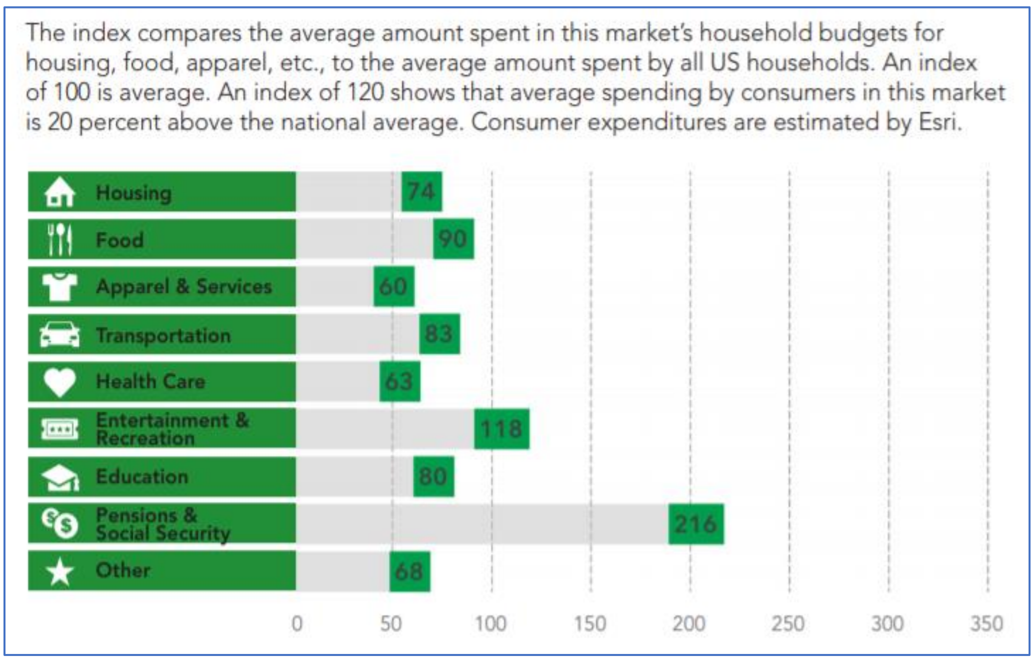


Rural Resort Dwellers (17.3% of Households in the Trade Area)

Although the Great Recession forced many owners of second homes to sell, Rural Resort Dwellers residents remain an active market, just a bit smaller. These communities are centered in resort areas, many in the Midwest, where the change in seasons supports a variety of outdoor activities. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their current lifestyles. Workers are traveling further to maintain employment. They are passionate about their hobbies, like freshwater fishing and hunting, but otherwise have very simple tastes.

- Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling.
- At home, Rural Resort Dwellers residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. These hands-on consumers are also passionate about vegetable gardening.
- Due to their remote locations, these neighborhoods have satellite dishes. A few residents still rely on dial-up modems to stay connected. They don't access the Internet often but will make online purchases for items difficult to find in nearby stores.
- Their taste in TV shows reflects their hobbies—National Geographic, Discovery Channel, and the Weather Channel.

FIGURE 17: RURAL RESORT DWELLER HOUSEHOLD BUDGET INDEX

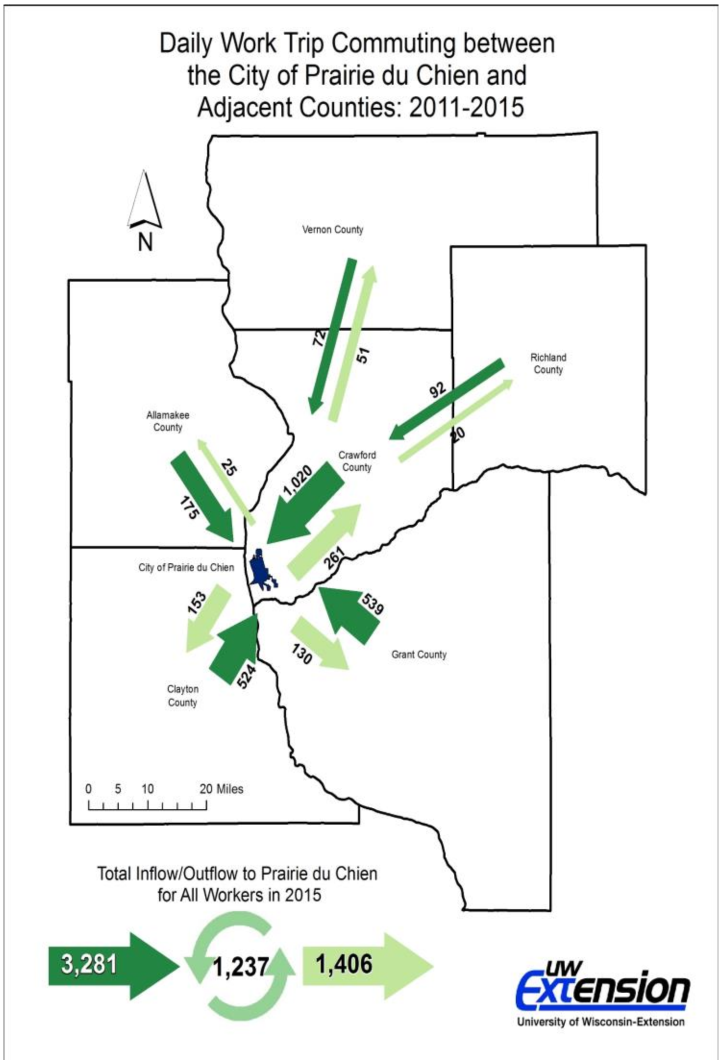


IN-COMMUTERS

Worker inflow and outflow data, to and from the City of Prairie du Chien, 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 Combined Business Districts during, before or after their work shift. Conversely, some employees may live in Prairie du Chien, but work elsewhere. Both group of workers, those traveling to and those traveling from Prairie du Chien, offer spending potential to be captured.

The following map shows employees who come to work in Prairie du Chien, work outside of the City boundaries, or who live and work within the City. The polygon represents the City of Prairie du Chien.

FIGURE 18: COMMUTER INFLOW & OUTFLOW



Source: U.S. Census Bureau-On-The-Map

There are 3,281 employees that come in to Prairie du Chien to work, but who live in a different area. Inversely, 1,406 people reside in the City, but work in surrounding areas. Lastly, 1,237 people live andwork in Prairie du Chien. By subtracting out-commuters from in-commuters, we have a net increase in daytime population of 1,875 workers.

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. The following table and illustration show how $12,700,000 in direct tourism spending in the state is distributed in various spending categories. Crawford County's share of state spending is $43.6 million

FIGURE 19: DIRECT VISITORS' SPENDING ($ MILLIONS)

	2016	2017	Change
Crawford County	$42.9	$43.6	1.78%
Wisconsin	$12,310.7	$12,701.1	3.17%

Source: Wisconsin Department of Tourism and Tourism Economics

FIGURE 20 VISITOR SPENDING IN WISCONSIN

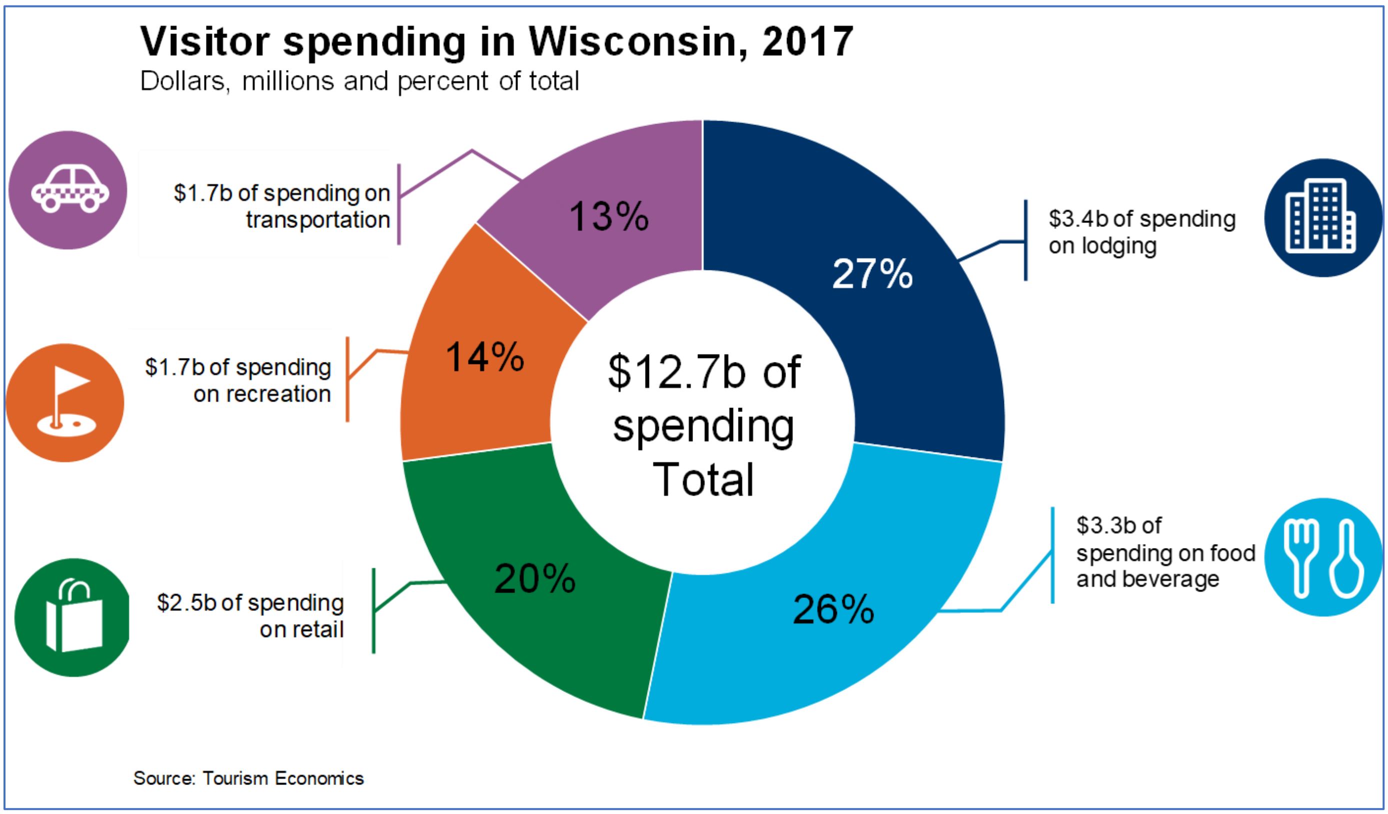


Figure 20 utilizes Crawford County visitor spending estimates, allocated among retail, restaurant, and service categories. It showed that of the 12.7 billion dollars of visitor's spending, most of the spending fall under the lodging, food and beverages and retail categories. This information will be used later in Section 8 to calculate visitor demand for each categories.

SECOND HOMEOWNERS

Second Homeowner Annualized Population Equivalents

Using the 2000 Census, we can estimate the percentage and number of housing units that were used for seasonal, recreational, and occasional use for part of a year. This relies on the assumption that the number of occupied housing units is approximately the same as the number of households.

- According to the US Census in 2000, approximately 14% of all occupied housing units in Crawford County were classified as seasonal, recreational or occasional use.
- Assuming the occurrence of second homeowners in the Trade Area is similar to that of Crawford County, the number of second homeowners would be 14% of 8,615 households or 1,200 second homeowners.
- Assuming a two-person per-unit occupancy level, we arrive at a total of 2,400 additional consumers, in the Prairie du Chien Trade Area for part of the year.
- Assuming they occupy their unit for approximately 3 months per year, this is equivalent to 25% of the year.
- By multiplying 2,400 consumers by 25% of the year, we arrive at 600 year-round resident equivalents.

Calculations of second homeowner demand are presented later in this study. They utilizes Crawford County visitor spending estimates, allocated among retail, restaurant, and service categories, as provided by Tourism Economics and the Wisconsin Department of Tourism.

SECTION 5: OTHER ECONOMIC CHARACTERISTICS

This section includes:

- positive economic development opportunities
- challenges facing local economic development

OPPPORTUNITIES

According to information provided by Driftless Development, Inc.,

Top employers –

Pending

Jim, Fran

CHALLENGES

According to earlier research by Driftless Development, Inc. titled *Crawford County, WI Area - Economic Indicators Report*, the most significant challenges in the county are as follows:

1. Two Decades of **Decline** and **Aging of Our Population** (-5.2%)
2. Population is Aging Faster than State & National Averages = **46** (State = 39 Nation = 37) …we're **LOSING OUR YOUTH!**
3. Low Median Household Income = **$44,895** (-21% State=$56,811 & -24% Nation=$59,039)
4. **Low Labor Force Participation** (59%) YET a Low Unemployment Rate of 3.4% …PLUS, **Labor Force is Shrinking!**
5. **Loss of Small Businesses**
6. **Declining School Enrollments** (Increasing Administration & Operational Costs)
7. Record Levels of **Children Receiving Free & Subsidized Lunch Programs Nearing 60%**
8. **Aging & Inadequate** Housing Stock

FIGURE 21: KEY ECONOMIC INDICATORS

	Crawford County	Wisconsin	United States
Labor Force Participation	**59.1%**	68.82%	62.9%
Unemployment Rate	**3.4%**	3.4%	4.1%

The participation rate of Crawford County's labor force is significantly lower than State and National levels. Crawford County's median household income is 17% lower than that of the State average. The unemployment rate for Crawford County continues to exceed the State's rate. – Source: Bureau of Labor Statistics & St. Louis Federal Reserve

FIGURE 22: CRAWFORD COUNTY SCHOOLS FREE AND REDUCED LUNCH PROGRAM

School	Free and Reduced Lunch Participation 2011	Free and Reduced Lunch Participation 2016	Percent Change
North Crawford School District	56.50%	59.74%	3.24%
Prairie du Chien Area School District	56.40%	58.16%	1.76%
Seneca Area School District	57.40%	59.87%	2.47%
Wauzeka Steuben School District	64.30%	50.35%	-13.95%
Wisconsin State Average	42.5%	36.3%	-6.2%

Crawford County experiences a higher rate of the Free and Reduced Lunch Program than that of the State, except for the Wauzeka-Stueben School District. The trend of participation in this Program is rising, while the State is experiencing a decreasing trend (except the Wauzeka-Steuben School District). This can be viewed as a leading indicator of poverty – Source: Public School Review

*MRRPC – Mississippi River Regional Planning Commission conducts planning for the 7 counties that lie near and on the Mississippi River in western Wisconsin. – Source: Mississippi River Planning Commissions Comprehensive Report
Crawford County's housing stock is largely compromised of owner–occupied units that are aggregately valued at a substantially lower level than State averages. The availability of rental units is significantly lower when compared to State averages. – Source: United States Census Bureau

FIGURE 23: MEDIAN VALUE OF OWNER OCCUPIED UNITS

Area	2000	2016	% Change
Crawford County	$75,100	$123,800	64.84%
MRRPC Region	$84,178	$141,633	68.25%
State	$112,200	$167,000	48.84%
United States	$119,600	$184,700	54.43%

Crawford County's home values are increasing yet still lag in median total value when compared to Regional, State, and National levels. – Source: United States Census Bureau

FIGURE 24: INCOME SPENT ON MORTGAGES

Area	2000	2016
Crawford County	2,533	**38.5%**
Wisconsin	1,026,242	31%
United States	48,786,530	34.2%

While the lower cost of the housing within Crawford County would assume homeowners spend less on mortgages, this is not true. Even though housing costs are lower in Crawford County, home owners spend a greater proportion of their income on mortgages when compared to the State and National levels. This may be due to the overall lower income levels or possibly lower down payments resulting in higher mortgage balances. – Source: Mississippi River Planning Commissions Comprehensive Report

SECTION 6: SURVEY RESEARCH-CONSUMERS

This section includes:

- The methodology used; and
- The findings from the resident survey.

METHODOLOGY

In Spring 2018, Driftless Development Inc., in cooperation with Laura Brown, Certified Economic Developer (CEcD), implemented an online survey to understand consumer preferences in the Prairie du Chien trade area. The survey tool (See Appendix XX) was widely distributed via Driftless Development listserves, partner organization lists, emails, Facebook pages and local media from April 15-29, 2018. In taking a sample of a population a sample should generally be as representative of the total population as possible within the constraints of time and money. The methods used to identify respondents for this survey can be described generally as a convenience sample.[2] A convenience sample is used when time or funding restrictions limit the ability to obtain a fully random sample. The methods used were most appropriate given time and funding constraints and that this data was to be used to corroborate other study findings or bring new issues and opportunities to light.

The survey was disseminated via an online survey link in Qualtrics survey software. A paper version of the survey was made available but there were no responses by this method. Given the likelihood for overlap in residents and business owners, the survey was distributed as a single link that allowed respondents to answer either the resident or business survey or both in one session. Qualtrics was also used to aggregate the data and basic statistical analyses were conducted using Excel and Tableau public.

While the results described below will be used to better understand the general consumer population in the context of the market study, they should be used with care given the likelihood for significant error. Likely sources of error include poor coverage of the overall population due to distribution methods and non-response error (people who choose not to or could not respond because they lack internet access).

RESPONDENTS

There were 297 completed respondents to the resident survey including 71 residents (23.9%) who were also business owners. Since respondents were not required to answer every question, calculations below are based on the response values for that question only and reported as "n" values. Respondents represented 26 cities, towns and villages in Wisconsin and 9 towns and cities in Iowa. Respondents were largely over the age of 45 with 43.4% reporting they were aged 45-64 and 30.2% aged 65 or older. Twenty-two percent (22.5%) of respondents were 25-44 and only 3.8% aged 18-24 suggesting that this sample skewed significantly older and does not include much data about preferences within younger cohorts of residents. The majority were also female with 66.1% (119) compared to 32.2% (58) male and 1.7% (3) choosing to self-describe. Surprisingly, a full 64.6 % of respondents reported incomes of greater than $50,000. According to the U.S. Census Bureau, American Community Survey (ACS) and 5-Year Estimate the Median Household income is $45,780 (2012-2016) suggesting that the respondents sample for this survey might have skewed slightly toward respondents of higher income bracket. Figures XX and XX include survey respondent comparisons to the U.S. Census American Community Survey 5-year estimates (2012-2017) for income and age.

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[2] Taylor-Powell, E. University of Wisconsin Extension, Cooperative Extension. (1998). *Sampling*. Retrieved from website: http://learningstore.uwex.edu/assets/pdfs/G3658-3.pdf

FIGURE 25: RESIDENT RESPONDENT BY AGE COHORT

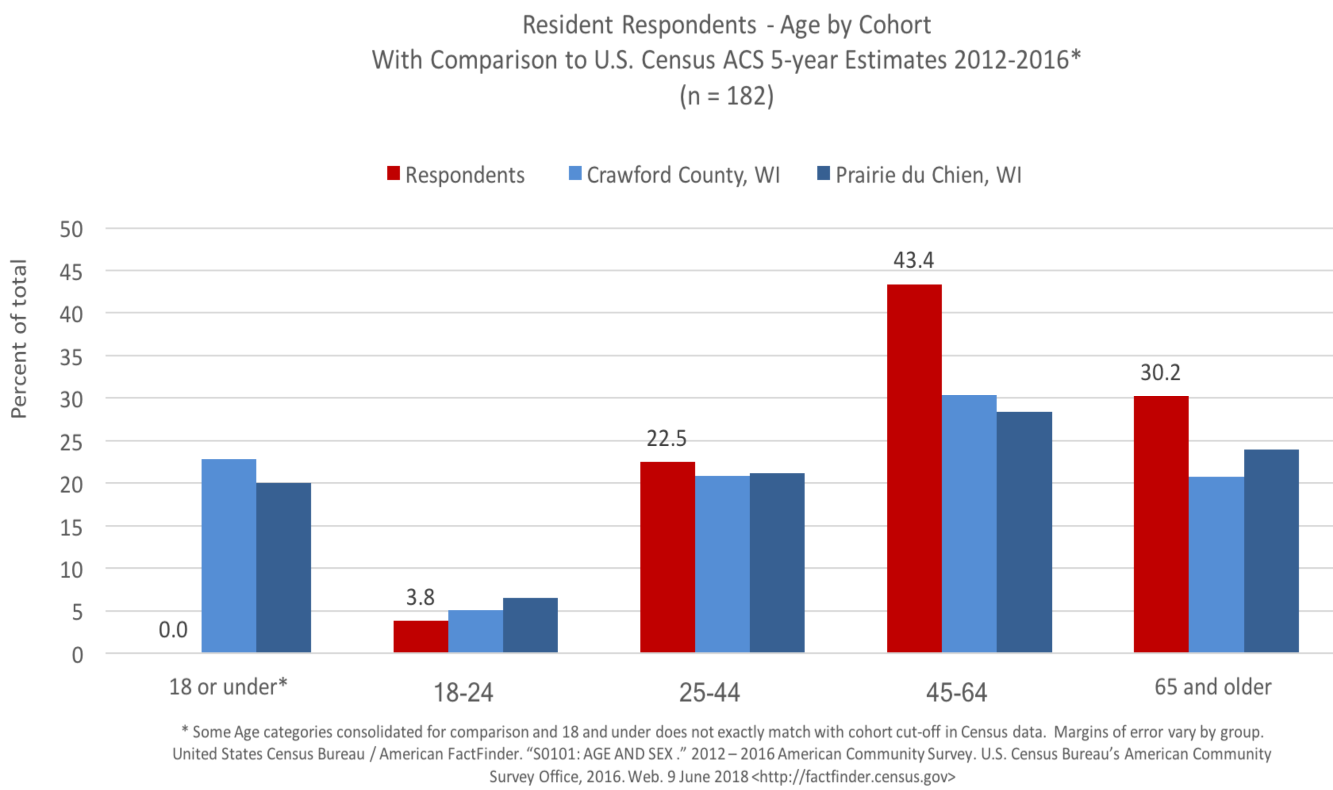
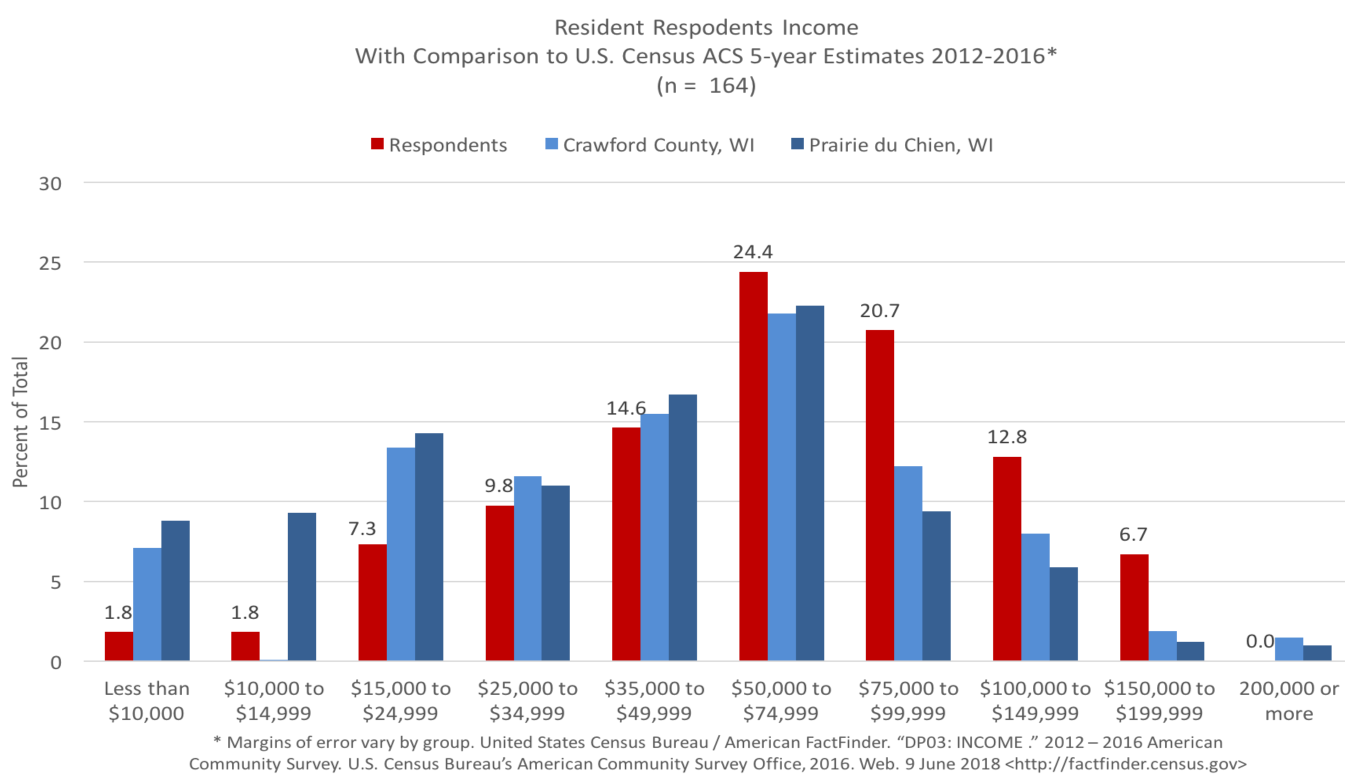


FIGURE 26: RESIDENT RESPONDENT BY INCOME



FINDINGS

Most Frequently Shop:

- **78% of respondents shop primarily in the study area region (22% shop primarily outside the study area region)**
- **Of those who shop primarily outside the region, 62% shop in La Crosse and 62% shop in Viroqua**
- **Of those who shop primarily outside the region, frequent reasons for doing so included work, price, and factors related to availability and selection of goods.**
- **Of all of the communities in the region, Prairie du Chien is where the majority of respondents (60%) shop for goods and services needed on a regular basis.**
- **Seneca may serve an important role in the trade area for outlying rural areas.** A surprising 27.2 % of respondents shop in Seneca for goods and services needed on a regular basis. Less than 50% of those who shop primarily in Seneca are actually from Seneca (24 of 70 responses) indicating that Seneca serves an important role in the trade area as an important shopping center for residents of outlying towns and Villages such as Utica, Mount Sterling, Ferryville, and Freeman.

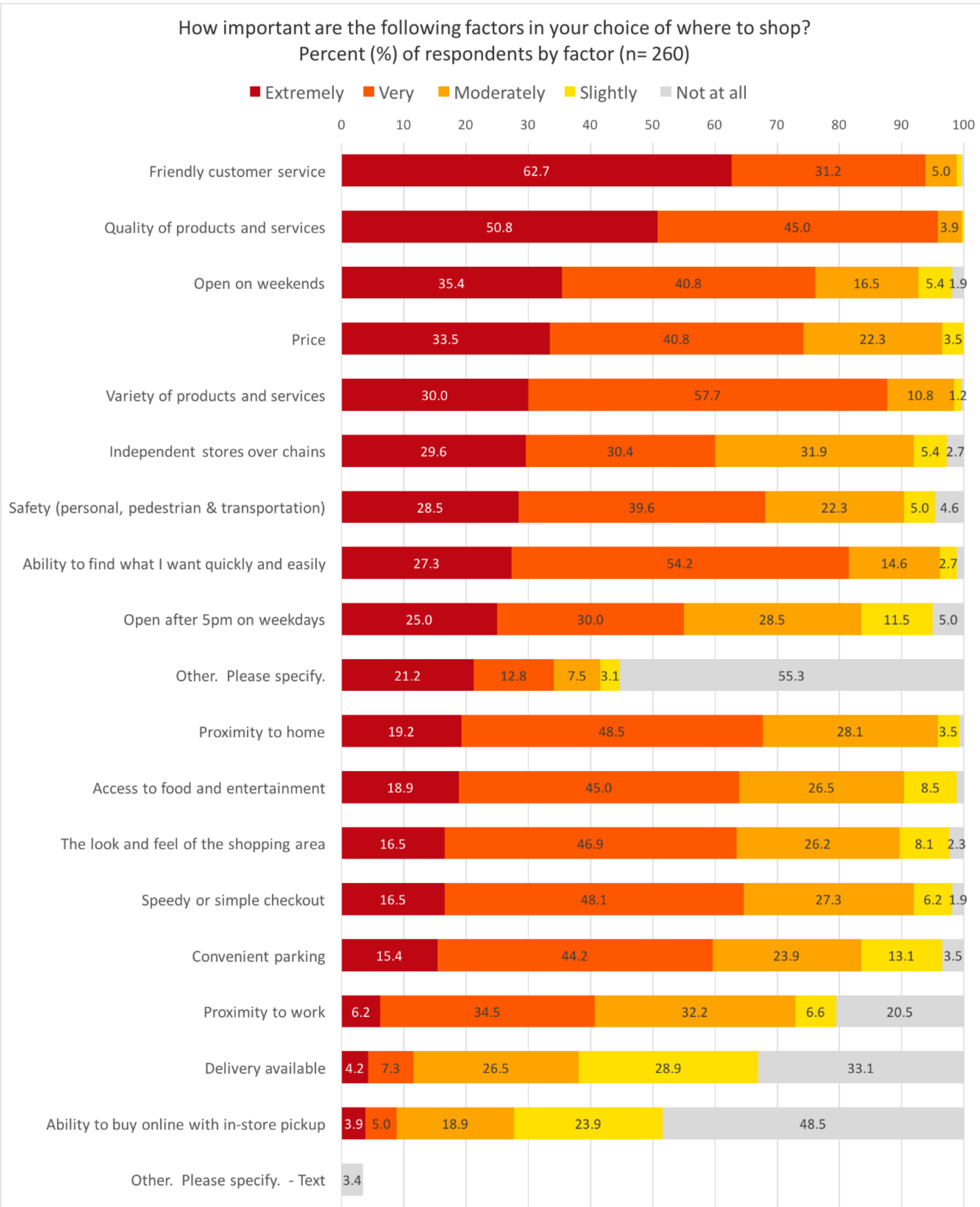
FIGURE 27: COMMUNITY IN THE REGION WHERE RESPONDENTS MOST FREQUENTLY SHOP

Please select the community in the region where you most often shop for products and services needed on a regular basis. (n = 257)	% of total
Gays Mills, Wisconsin	7.0%
Harpers Ferry, Iowa	0.0%
Marquette/McGregor, Iowa	0.4%
Monona, Iowa	0.0%
Prairie du Chien, Wisconsin	59.9%
Seneca, Wisconsin	27.2%
Soldiers Grove, Wisconsin	0.8%
Wauzeka, Wisconsin	0.0%
I do all of my shopping for products and services needed on a regular basis outside the region.	4.7%

Factors in Where to Shop:

- **Friendly customer service is the most important factor in respondents' choice of where to shop, topping both product quality and price.** The top five *Extremely Important* factors were 1). Friendly customer service (62.3%), 2). Quality of products and services (50.1%), 3). Price (33.5%), 4). Variety of products and services (30.0%), and 5). Independent stores over chains. (Chart 1)
- **Ability to buy online with in-store pickup is the least important factor in respondent choice of where to shop**. The least important factors (those with the greatest percentage of respondents who felt they were *Not at all important* were: 1). Other 2). Ability to buy online with in-store pickup 3). Delivery available 4). Proximity to work and 5). Safety (personal, pedestrian & transportation). (Chart 1).

FIGURE 28: IMPORTANCE OF FACTORS IN RESPONDENT CHOICE OF WHERE TO SHOP



Destination Shopping Criteria:

Respondents shop for destinations items most often in La Crosse and Viroqua. The overwhelming majority of those who shop in La Crosse for destination items (85.5%) do so once a month compared to 41.7 % in Viroqua. 25.6 % of respondents shop in Viroqua for destination items once a week.

FIGURE 29: FREQUENCY OF SHOPPING IN THE FOLLOWING AREAS AS A DESTINATION

How often do you shop in each of the following areas as a destination (including large or specialty items)? (n=242-254)

5 or more times a week	Decorah	Dubuque	La Crosse	Manchester	Platteville	Richland Center	Viroqua
2-4 times a week	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%
Once a week	0.0%	0.0%	1.2%	0.0%	0.0%	1.2%	9.8%
Once a month	0.4%	0.0%	11.4%	0.0%	0.0%	4.5%	25.6%
Once every few months	23.0%	35.5%	85.5%	2.1%	24.6%	32.8%	41.7%
Never	20.1%	31.0%	43.1%	1.2%	21.7%	25.9%	26.0%
	76.6%	64.5%	3.1%	97.9%	75.4%	62.8%	32.7%

Prairie du Chien Downtown

This section provides information on resident opinions and perceptions regarding Prairie du Chien and its downtown. The goals of the following information is to provide guidance that will allow the community and local leaders to:

- Identify business opportunities they can be supported through the data in this study;
- Support business retention and expansion;
- Attract businesses and entrepreneurs;
- Guide improvements to the physical environment; and
- Provide data to inform marketing and branding efforts.

All respondents to the survey were asked to comment on their shopping preferences with regard to Prairie du Chien.

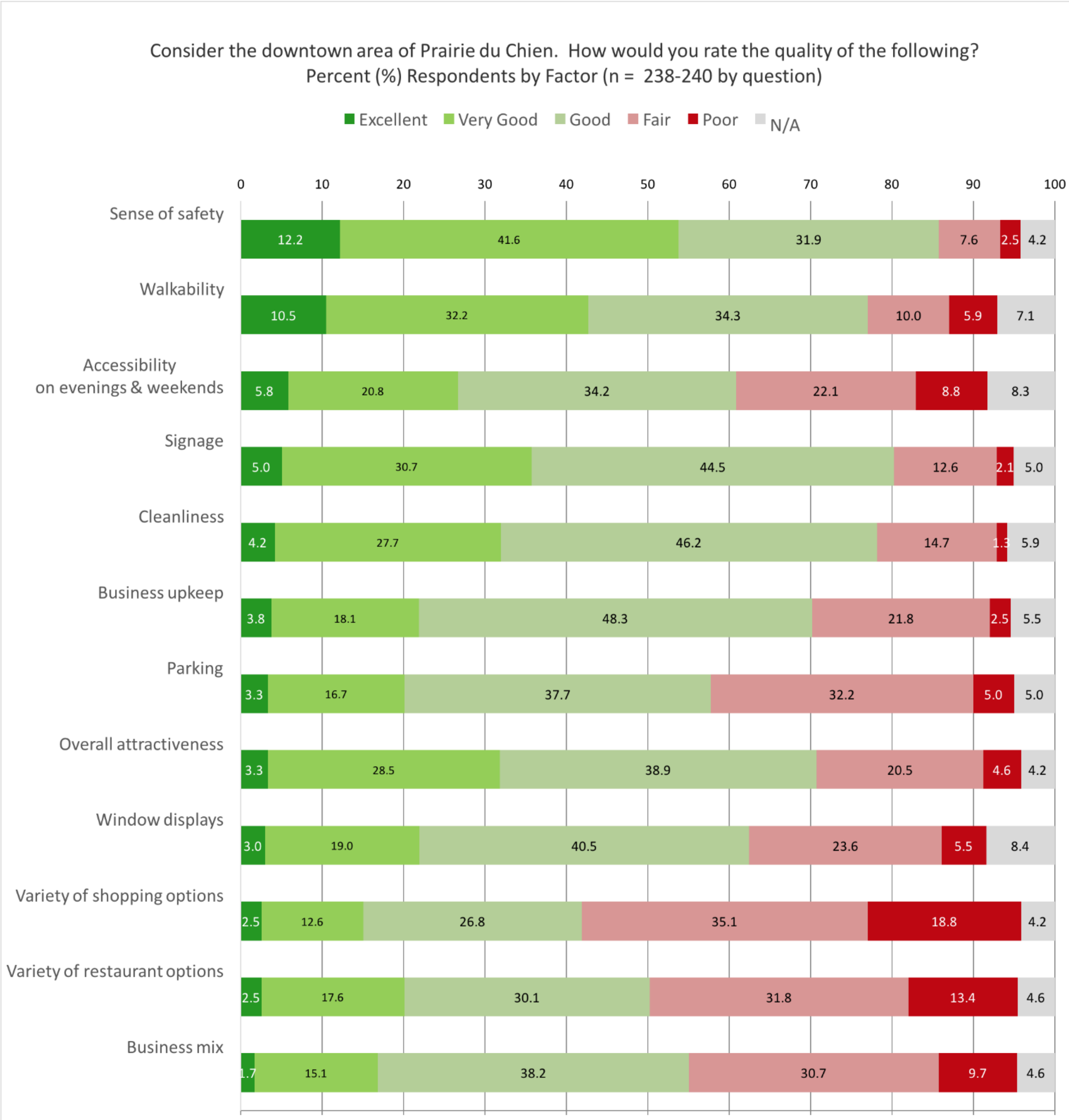
- **33.3% of respondents reported that they travel to Prairie du Chien daily for work** but 55.7% of respondents never pass through for work. (n=244)
- R**espondents go to Prairie du Chien relatively frequently for non-grocery related shopping items or trips and eating out**. Nearly a third of respondents reported going to Prairie du Chien once a week (26.8%) or once a month (30.1 %) for non-grocery related retail shopping. 24.5 % of respondents reported going to Prairie du Chien once each week for eating out and 27.8% reported doing so once a month. 24.1 % reported traveling to eat out once every few months. (n=242-246)
- **Respondents traveled to Prairie du Chien infrequently for personal care items** with 33.3 % reporting they do so once a month, 28.5 % every few months, and 23.6 % never.

FIGURE 30: FREQUENCY OF TRAVEL TO PRAIRIE DU CHIEN

How often do you shop in or go to Prairie du Chien for each of the following? (n = 242-246)					
Frequency	Non-grocery retail shopping	Eating out	Personal care or professional services	Work	Passing through on your way to someplace
5 or more times a week	2.8%	2.0%	0.8%	33.6%	6.6%
2-4 times a week	15.0%	14.3%	4.9%	4.1%	8.3%
Once a week	26.8%	24.5%	8.9%	1.2%	12.0%
Once a month	30.1%	27.8%	33.3%	2.9%	13.2%
Once every few months	18.3%	24.1%	28.5%	2.0%	27.7%
Never	6.9%	7.3%	23.6%	56.1%	32.2%

- **Sense of safety, walkability, and signage were the three factors in Prairie du Chien's downtown that respondents felt were either *Excellent* or *Very good*** (combined percentages of respondents answering Excellent or Very good respectively, Sense of Safety 53.8%, Walkability 42.7%, and Signage, 35.7 %.
- **Factors of Prairie du Chien's downtown with the poorest ratings were Variety of shopping options and Variety of restaurant options** indicating that improvements to the business mix in these areas might allow the downtown to better cater to existing residents.

FIGURE 31: QUALITY OF FACTORS IN PRAIRIE DU CHIEN DOWNTOWN



- **The specific businesses most likely to attract respondents were Simply, Pickett Fence, Wal-Mart, and Aldi's** in that order of mentions by word count. Respondents are most attracted to these businesses by good food, service, and prices, friendly staff, selection and variety.
- **When asked what businesses could do to better serve customers, top comments included improvements to the variety of items and shopping options as well as modifications to business hours to better serve customer schedules.**
- In terms of preferred restaurants in Prairie du Chien respondents would most like to see a ***Family restaurant (44.3%),*** **followed by a** ***Pub or tavern (33.5%)*** **and a** ***Microbrewery or brew pub (30.0%). Café or coffee shop was the least requested restaurant type (10.8%).*** Given that Simply café was reported earlier as the business most likely to attract people to Prairie du Chien, this result may indicate that there are sufficient cafes or coffee shops to meet resident interest.

- **When asked to name up to 3 specific types of service or retail businesses you would most like to see in Prairie du Chien, top responses based on word count included *clothing stores* (52) (men's in particular but also women's), *grocery* (19) and *specialty food* (17) (such as food coops), and *home goods and improvements* stores (13).**
- **When asked to name up the physical community assets you would most like to see developed to see in Prairie du Chien top responses by word count were overwhelmingly focused on improvements in outdoor recreation including *trail (71), park (61), walk (54), dock (27), and bike (27).***

Name up to three physical community assets you would most like to see developed to see in Prairie du Chien. (n = 325)

FIGURE 32: PHYSICAL COMMUNITY ASSETS FOR DEVELOPMENT IN PRAIRIE DU CHIEN

- **While an overwhelming majority of respondents indicated they are not interested in living in downtown Prairie du Chien (89.7%), 7.1 % (16) indicated that they might consider it.** The majority of these specified that they would prefer a separated house, that they would own.

Strategic Doing Questions:

Residents were asked some additional questions as part of a larger community strategic planning effort related to the market study. Visualizations based on these questions are provided below.

Remember a time when your community was at it best or your community's biggest success. In a few words, describe it and what contributed to that success? (n= 72)

FIGURE 33: FACTORS OF COMMUNITY SUCCESS

In one phrase or sentence, what is the best part of the community where you live right now? (n=153)

FIGURE 34: BEST PART OF COMMUNITY WHERE YOU LIVE

What assets exist in the community where you live or the surrounding area that you would like to keep or grow? (n=130)

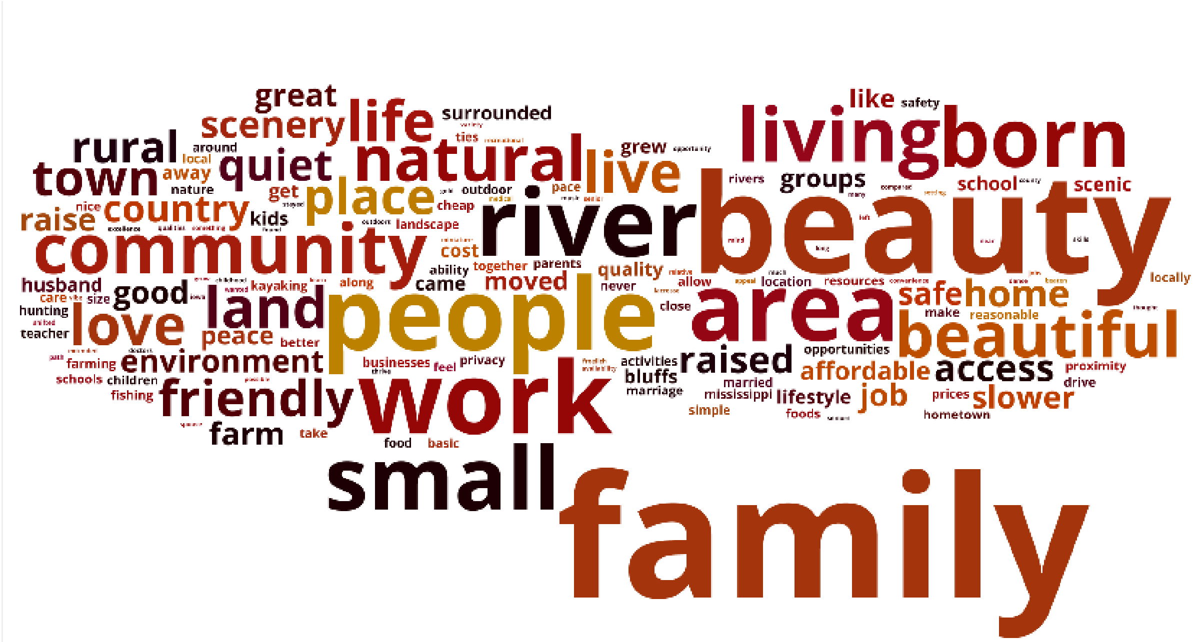
FIGURE 35: ASSETS TO KEEP OR GROW

Imagine a time in the future when the community where you live and the surrounding area is thriving and complete the following sentence. The community has become... (n=115)

FIGURE 36: IMAGINE A TIME

In a few words, why did you choose to live in this region? (n=147)

FIGURE 37: RESIDENTIAL CHOICE



SECTION 7: SURVEY RESEARCH-BUSINESS OPERATOR

This section includes:

- The methodology used; and
- The findings from the business operator survey.

METHODOLOGY

In Spring 2018, Driftless Development Inc., in cooperation with Laura Brown, Certified Economic Developer (CEcD), implemented an online survey to understand consumer preferences in the Prairie du Chien trade area. The survey tool (See Appendix XX) was widely distributed via Driftless Development listserves, partner organization lists, emails, Facebook pages and local media from April 15-29, 2018. In taking a sample of a population a sample should generally be as representative of the total population as possible within the constraints of time and money. The methods used to identify respondents for this survey can be described generally as a convenience sample.[3] A convenience sample is used when time or funding restrictions limit the ability to obtain a fully random sample. The methods used were most appropriate given time and funding constraints and that this data was to be used to corroborate other study findings or bring new issues and opportunities to light.

The survey was disseminated via an online survey link in Qualtrics survey software. A paper version of the survey was made available but there were no responses by this method. Given the likelihood for overlap in residents and business owners, the survey was distributed as a single link that allowed respondents to answer either the resident or business survey or both in one session. Qualtrics was also used to aggregate the data and basic statistical analyses were conducted using Excel and Tableau public.

While the results described below will be used to better understand the general consumer population in the context of the market study, they should be used with care given the likelihood for significant error. Likely sources of error include poor coverage of the overall population due to distribution methods and non-response error (people who choose not to or could not respond because they lack internet or computer access).

Respondents

There were 137 respondents who indicated they were business owners in the region, including 71 (23.9%) who were also residents. However, only 60 of those completed the business portion of the survey. Since respondents were not required to answer every question, calculations below are based on the response values for that question only and reported as "n" values. Respondents reported living in 21 cities, towns and villages, including 2 in Iowa.

[3] Taylor-Powell, E. University of Wisconsin Extension, Cooperative Extension. (1998). *Sampling*. Retrieved from website: http://learningstore.uwex.edu/assets/pdfs/G3658-3.pdf

FINDINGS

<u>**Business Basics**</u>

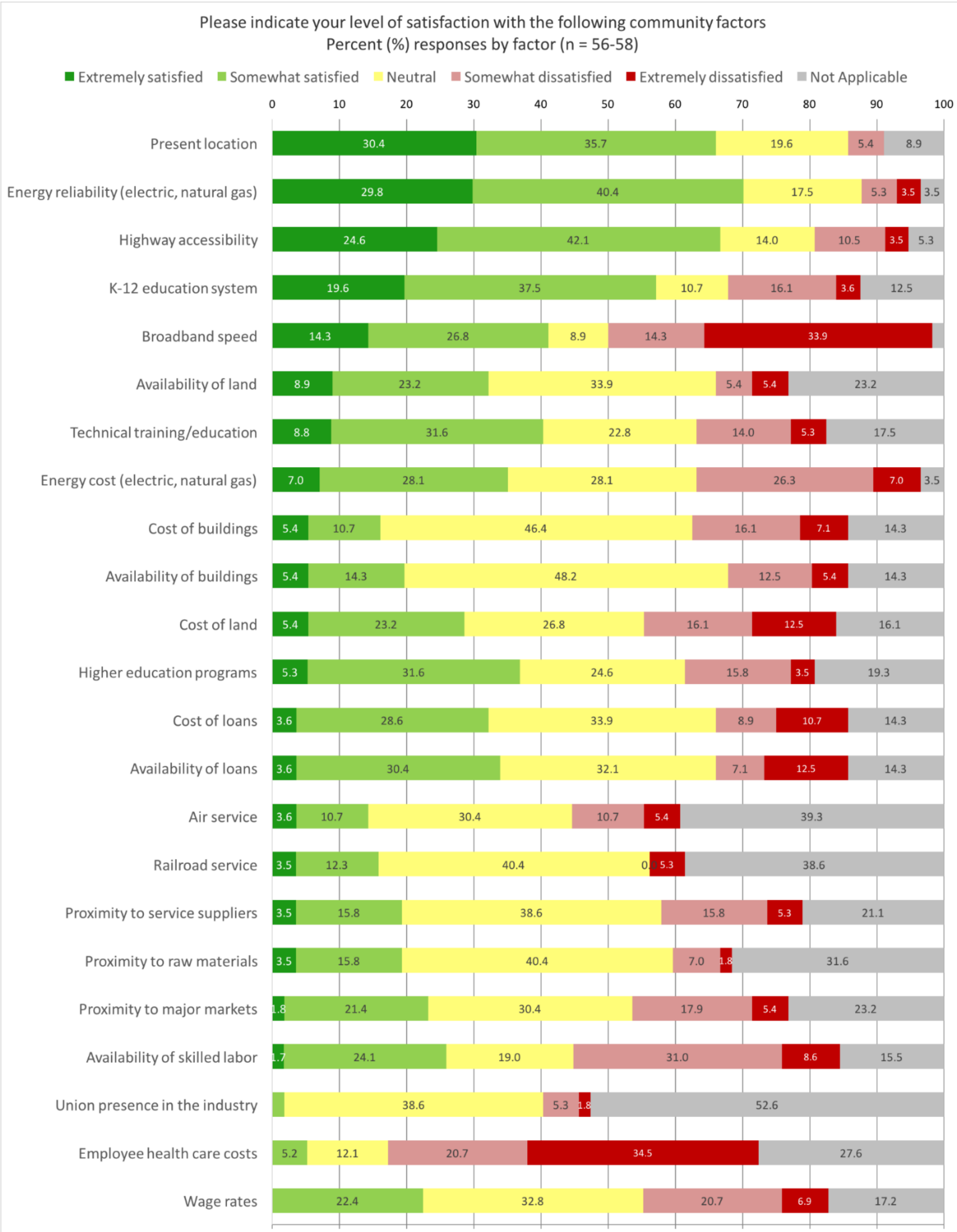
- **Business respondents to the survey represented businesses with longevity - a mean age of 25 years old.** Only 20 of respondents (12) represented businesses under 5 years old. The oldest was 110 years and the youngest, 1 year.
- **The average number of full time people employed by the responding businesses is 5.9 employees** (with a maximum of 150 and a minimum of 1.). The average number of part-time employees is 3, with a maximum of 22. Overall the respondents represented a total employment base of 355 full-time and 178 part-time employees.
- **Respondents overwhelmingly represented businesses in *Agriculture, Forestry, Fishing, and Hunting* (n=12, 20%), with 16.7% in *Retail* and 15% in *Other (including business support services, beverages, fitness, and tourism).***
- **42% (25) of respondents indicated they are home based businesses.**

<u>**Business Preferences & Needs**</u>

Level of satisfaction with business and business climate factors

- **Respondents reported the greatest level of satisfaction with *Energy reliability*** (70.2% reporting either *Extremely satisfied* or S*omewhat satisfied*).
- **While *Present location* was among the factors with the highest levels of satisfaction among the factors (66.1% reporting either Extremely satisfied or somewhat satisfied), the fact that 34% of businesses are less than satisfied with their location indicates this may be an area for improvement.** Other areas in which businesses were generally satisfied were *Highway accessibility* and the *K-12 educational system*.
- **An overwhelming majority of respondents, 55.2% indicated being either *Dissatisfied* or *Extremely dissatisfied* with *Employee health care costs*.**
- **Many respondents (48.2%) indicated being *Dissatisfied or Extremely dissatisfied* with *Broadband speed***, but a relatively large percentage (41.1%) of respondents were also overall *Satisfied* with this area. This may reflect the distinction between businesses for whom high speed interest is essential and those for who basic internet connectivity would suffice. This is not surprising given the diversity of business types in the survey sample.
- **It is notable that *Air service, Rail Service, and Union Presence* are all factors that were relatively *Not Applicable* to a large number of respondents.** These areas tend to be a focus of traditional "brick and mortar" economic development strategies. While these areas may still be assets for Prairie du Chien, this result calls some attention to the possibility that some businesses either are not making use of them or do not need to due to their industry cluster or client base.
- **The *Availability of Skilled Labor* was also an area of general dissatisfaction** with 39.6% indicating being either *Dissatisfied* or *Extremely dissatisfied*.

FIGURE 38: BUSINESS SATISFACTION WITH COMMUNITY FACTORS

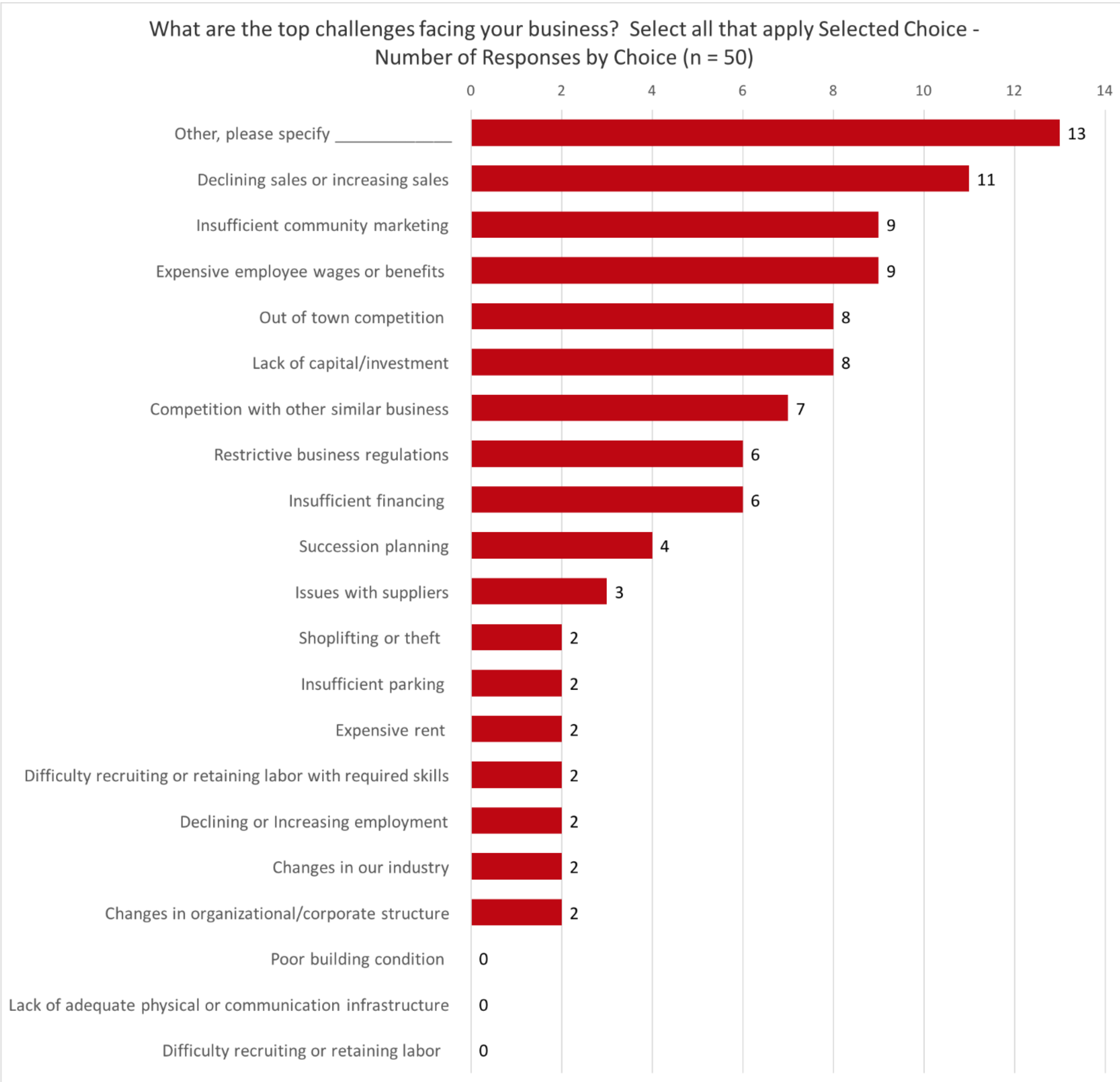


Challenges facing business in the study area

- **Top challenges identified were *Other* (13), *Declining sales or increasing sales,* (11) as well as "*Insufficient community marketing, (9),* and *Expensive employee wages or benefits* (9).**

- **Challenges described as *Other* included variety of economic factors including unstable agricultural prices, taxes, and the impact of internet sales.**

FIGURE 39: CHALLENGES AFFECTING BUSINESSES



<u>Plans in the next 1-3 years</u>

- **Despite the challenges described above, a surprising 43.6% of respondent businesses plan to *Expand the products or services of their business* in the next 1-3 years.**

- **Those selecting *Other* noted slowing down, downsizing, implementing efficiency strategies, challenges meeting the needs of new customers, implementing energy efficiency measures, and inability to hire enough people to expand.**

FIGURE 40: PLAN FOR THE BUSINESS IN THE NEXT 1-3 YEARS

Please describe your plans for the business in the next 1-3 years. (n=55)	Percent
Expand the products/services of my business.	43.6%
Reduce the products/services of my business.	0.0%
Expand the square footage of my business.	18.2%
Reduce the square footage of my business.	1.8%
Expand my workforce.	29.1%
Reduce my workforce.	0.0%
Expand my business outside of Crawford County.	16.4%
I don't have any plans for changes.	0.0%
Other. Please explain.	21.8%

Business complementarity

Businesses were asked to provide up to three types of businesses that best complement their operation. These responses were business specific and reflect the diverse range of business responses in the sample.

- **Most often cited business types for complementarity included tourism (4) focused businesses, feed stores (4), and hardware (4).**
- **When asked what types of business they would most like to see expand into the Prairie du Chien market, highest responses included retail (4), small manufacturing (3), and boutique stores (3).**
- **Types of businesses they would least like to have in Prairie du Chien by word count include mining (4), and big box stores (3).**

Business decision making

Finding out why business owners chose to locate their business in the region can provide important information about business owners perceive local assets.

- **Respondents overwhelmingly noted that their business was located in the region because this is where they live, grew up, or where their parents chose to locate the business** (not surprising given the longevity of business respondents)
- **Very few respondents noted any other factor as the reason for locating the business in the region but the few that did primarily described the area's natural beauty.**

Community support for businesses

- **When asked what could be done to better support businesses in the area, respondents noted a wide variety of business support, business climate, and community development strategies** including community level technical and financial support for businesses, improving and promoting quality of life factors including schools, recreation, broadband and housing to attract and keep young families, and community economic development programming such as buy local campaigns and signage.

SECTION 8: ANALYSIS OF RETAIL, RESTAURANT, AND SERVICES

This section includes:

- Measuring retail, restaurant, and service demand in the Combined Business Districts;
- Calculation of retail and restaurant demand based on Trade Area: and
- Detailed demand and supply calculations for key retail, restaurant, and service business categories.

MEASURING DEMAND IN THE COMBINED BUSINESS DISTRICTS

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, tourists visiting community, and people who own second homes. Both demand and supply can be measured in terms of sales, square feet, or store equivalents.

This section calculates projected demand for various retail, restaurant, and service business categories. It differs from traditional methods in three ways: First, demand is estimated for only the Combined Business Districts and is based on a "proportionate share" of the entire Trade Area. Secondly, it allows for the exclusion of demand for certain large format stores that typically do not locate downtown. However, in this study for Prairie du Chien, we are including large format stores such as the Walmart Supercenter as our analysis strives to identify opportunities for downtown AND peripheral commercial districts. Finally, the following approach looks beyond local resident demand to include other market segments including in-commuters, visitors, and second homeowners. Estimating demand for these categories is difficult and error-prone, and should be calculated with caution using the most reliable data available from state and local sources.

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 Combined Business Districts' 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, visitors and second homeowners) are estimated using state and national data describing their spending behaviors. Adjustments are made to reflect the Combined Business Districts' ability to capture their spending potential.

Market Segments

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

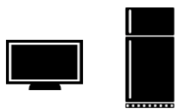
- Residents of the Trade Area
- Workers – in-commuters
- Visitors - leisure and business
- Second homeowners

NAICS[4] Categories Analyzed

This analysis provides an estimate of demand and supply in the Combined Business Districts for 16 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 as well as peripheral Business Districts.

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

FIGURE 41: RETAIL, RESTAURANT, SERVICE CATEGORIES

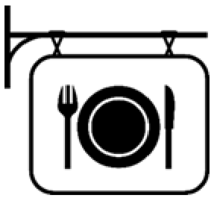
	**Furniture & Home Furnishings Stores** • Furniture stores • Floor covering stores • Other home furnishing stores	**NAICS 442**
	**Electronics & Appliance Stores**	**NAICS 443**
	**Building Material & Garden** • Paint and wallpaper stores • Hardware stores • Other building material dealers	**NAICS 444**
	**Food & Beverage Stores** • Neighborhood stores, beer, wine, and liquor stores • Meat markets, fish and seafood markets • Fruit and vegetable markets • Other specialty food stores	**NAICS 445**
	**Health & Personal Care Stores** • Pharmacies and drug stores • Cosmetics, beauty supplies, and perfume stores • Optical goods stores	**NAICS 446**
	**Gas Stations & Convenience Stores**	**NAICS 447**
	**Clothing & Clothing Accessories Stores**	**NAICS 448**
	**Sporting Goodes, Hobby, Musical, & Book Stores** • Hobby, toy, sporting goods, and game stores • Sewing, needlework, and piece goods stores • Musical instrument and supply stores • Book stores	**451**
	**General Merchandise** • Department stores • Dollar stores • Warehouse Clubs • All other general merchandise stores	**452**

Miscellaneous Store Retailers — **453**

- Florists
- Office supply and stationary stores
- Gift, novelty, and souvenir stores
- Used merchandise stores
- Pet and pet supply stores

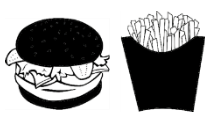
Drinking Places (Alcoholic Beverages) — **NAICS 7224**

- Bars, taverns
- Cocktail lounges, nightclubs



Full Service Restaurants — **NAICS 722511**

- Steak houses
- Diners
- Fine dining
- Restaurants



Limited-Service Restaurants — **NAICS 722513**

- Carryout restaurants
- Fast food, drive-ins
- Pizza delivery
- Sandwich shops

Snack & Non-Alcoholic Beverage Bars — **NAICS 722515**

- Coffee shops
- Ice cream parlors, sweet shops
- Snack shops

Services-Professional — **Numerous**

- accountant
- real estate
- attorney
- numerous others

Services-Personal — **Numerous**

- beauty/Barber
- fitness/exercise
- drycleaner
- numerous others

CALCULATION OF RETAIL, RESTAURANT AND SERVICE DEMAND IN THE TRADE AREA

The demand for businesses in the Combined Business Districts is based on a "fair share" of the broader Trade Area as defined earlier. Typically, not all business 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 Prairie du Chien Trade Area, as defined in Section 3, was used as a basis for this demand analysis. The Combined Business Districts will compete for a share of this demand.

At the end of this section are worksheets for each of the retail and food/drink categories studied. To help to understand these worksheets the following four sub-sections describe the methods used to calculate demand for each of the four market segments.

Resident Demand:

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

- Trade Area Population
  The number of residents in the Trade Area.

- U.S. Spending Per Capita in this category
  The U.S. sales in each retail category divided by the U.S. population. The sales information used is from the 2012 U.S. Economic Census.

- Behavioral Index, US=100
  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 the per capita income in the trade area, in relation to the US. It also recognizes 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 Business Districts. One source useful in estimating the behavioral index is the ESRI Spending Potential Index.

- Trade Area Demand
  This is the result of multiplying the above variables (population x spending per capita x behavioral index).

- Fair Share of Trade Area Demand
  A measure of the current commercial activity based on the number of businesses, or retail square feet, in the Business Districts as a percent of those in the Trade Area. This is also known as a "fair share."

- Annual Resident Demand
  This is the result of multiplying Trade Area Demand by the Fair Share Percentage. This calculation produces the Trade Area resident demand available for capture.

In-Commuter Demand:
The Combined Business Districts' worker demand potential is based on the number of employees in the City, 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 places of employment in the country.

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

- <u>In-Commuter Worker Population</u>
  The number of in-commuting after subtracting out out-commuters from the City. Some of these employees may also be Trade Area residents.

- <u>In-Commuter Spending/week</u>
  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.

- <u>Behavioral Index, US=100</u>
  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 worker's likelihood to purchase from a particular business category in the Combined Business Districts.

- <u>Annual In-Commuter Demand</u>
  This is the result of multiplying the in-commuter worker population, spending per week, 50 weeks/year, and the behavioral index. It indicates the amount of worker spending potential that could be captured in the Combined Business Districts.

Visitor Demand
Overnight and day visitor demand is based on total Wisconsin Department of Tourism traveler spending estimates for Crawford County. Sales to visitors 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 Combined Business Districts based on the number of restaurants in the Combined Business Districts as a percent of those in Crawford County. A local modifier, the behavioral index, is applied to account for attributes of the Combined Business Districts as an inviting place for visitors relative to the county as a whole. The behavioral index for Crawford County = 100.

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

- <u>Visitor Spending in County</u>
  The direct annual spending by visitors (source: Wisconsin Department of Tourism), allocated to retail categories in the same proportion as in resident retail spending.

- <u>County Tourism $ Captured in Business Districts</u>
  A measure of the fair share of hospitality industry activity. This is the number of restaurants in the Combined Business Districts as a percent of restaurants in Crawford County.

- <u>Behavioral Index, US=100</u>
  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 the per capita income in the trade area, in relation to the US. It also recognizes 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 Business Districts. One source useful in estimating the behavioral index is the ESRI Spending Potential Index.

- <u>Visitor Demand</u>
  This is the result of multiplying the above variables. This calculation produces the amount of visitor spending (or demand) that could be captured in the Combined Business Districts based on its current retail and restaurant mix.

Second Homeowner Demand:

add paragraph introducing this market segment- Jim, Cynthia

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

- Second Homeowner Annual Population Equivalent
  This is calculated by determining the number of second homes in the trade area, excluding the vacant units. then, multiply this number by the percentage of months occupied and by the average number of people per unit.

- U.S. Spending Per Capita
  This is the same amount used in the resident demand calculation.

- Behavioral Index, US=100
  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 the per capita income in the trade area, in relation to the US. It also recognizes 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 Business Districts. One source useful in estimating the behavioral index is the ESRI Spending Potential Index.

- Second Homeowner Demand
  This is calculated by multiplying the above (population equivalent, spending per capita, and the behavioral index).

- % of Fair Share of Second Homeowner Demand
  This is a measure of the current commercial activity based on the number of businesses, or retail square feet, in the Combined Business Districts as a percent of those in the Trade Area. This is also known as a "fair share."

- Second Homeowner Demand
  This is calculated by multiplying second homeowner demand by the percent of fair share to be captured.

GAP ANALYSIS: COMPARING DEMAND & SUPPLY

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

Estimates of demand for the four market segments was presented earlier in this section.

Supply in this analysis is measured by the number of businesses and/or total square feet of businesses in each category. Supply and demand is not measured in terms of sales because such data is not released at the detail level required here. While some data is available at the aggregate County level, it is not available at the more important trade area level. Estimates were based on a physical inventory of businesses as presented in section 2 and are subject to error.

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, an inventory of local businesses and their size, and other sources obtained by the UW-Extension.

Specific categories where demand exceeds supply, or people going elsewhere to purchase goods or service, are presented as negative numbers (amounts leaving the community). They are presented as negative numbers reflecting the outflow of dollars because of insufficient supply

Note: U.S. Spending is reported in 2012 value dollars, as are dollars per square foot estimates. Mathematically, dollars cancel out leaving the amount of square feet that the market could absorb.

Demand by Market Segment and Gap Analysis		Furniture and Fmishings	Electronics and Appliances	Building Material & Garden	Food/Grocery & Beverage	Health/Drug & Personal Care	Conv. Store in Gas Station w/o Gas	Clothing and Accessory	Sporting, Hobby, Music and Books	General Merch. inc. SuperCenters & Warehouse	Misc: Flowers, Gifts, Office, Used Merch.	Total Retail
NAICS CODE:		442	443	444	445	446	447	448	451	452	453	
Resident Demand:												
Trade Area Population		20,731	20,731	20,731	20,731	20,731	20,731	20,731	20,731	20,731	20,731	
* U.S. Spending Per Capita $	$	284	329	890	1,979	867	540	742	246	2,042	311	
* Behavioral Index, US=100		100	100	100	100	100	100	100	100	100	100	
= Trade Area Demand $	$	5,887,604	6,820,499	18,450,590	41,026,649	17,973,777	11,194,740	15,382,402	5,099,826	42,332,702	6,447,341	
* Fair Share of Trade Area Demand		90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	
= Annual Resident Demand $	$	5,298,844	6,138,449	16,605,531	36,923,984	16,176,399	10,075,266	13,844,162	4,589,843	38,099,432	5,802,607	153,554,517
In-Commuter Demand:												
In-Commuter Worker Population		1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	
* In-Commuter Spending/week $	$	-	4	-	17	9	5	5	1	23	5	
* Behavioral Index, US=100		100	100	100	100	100	100	100	100	100	100	
= Annual In-Commuter Demand (50 weeks) $	$	-	372,188	-	1,619,717	884,063	441,964	477,188	116,250	2,130,000	441,563	6,482,932
Visitor Demand:												
Visitor Spending in County	$	174,400	261,600	610,400	1,395,200	610,400	348,800	523,200	174,400	1,482,400	261,600	
* County Tourism $ Captured in Bus. Dist.		90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	
* Behavioral Index Co.=100		100	100	100	100	100	100	100	100	100	100	
= Annual Visitor Demand	$	156,960	235,440	549,360	1,255,680	549,360	313,920	470,880	156,960	1,334,160	235,440	5,258,160
Second Homeowner Demand												
2nd Homeowner Annualized Population		600	600	600	600	600	600	600	600	600	600	
* U.S. Spending Per Capita	$	284	329	890	1,979	867	540	742	246	2,042	311	
* Behavioral Index, US=100		100	75	75	150	100	100	100	100	100	100	
= Trade Area Demand	$	170,400	148,050	400,500	1,781,100	520,200	324,000	445,200	147,600	1,225,200	186,600	
* % of Fair Sare of Trade Area Demand		80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	
= Annual 2nd Homeowner Demand	$	136,320	118,440	320,400	1,424,880	416,160	259,200	356,160	118,080	980,160	149,280	4,279,080
Total Demand	$	5,455,804	6,746,077	17,154,892	39,799,382	17,609,823	10,831,151	14,792,230	4,863,054	41,563,593	6,479,610	169,574,689
Square Feet:												
Sales per Square Foot	$	284	647	391	695	901	513	353	292	214	348	
Total Demand Measured in Square Feet		19,211	10,427	43,874	57,265	19,545	21,113	41,904	16,654	194,222	18,620	442,836
Estimated Supply in Square Feet		49,000	11,000	115,000	77,500	17,250	22,500	40,000	62,500	210,000	44,500	649,250
Gap: Surplus (leakage)		29,789	573	71,126	20,235	(2,295)	1,387	(1,904)	45,846	15,778	25,880	206,414
Establishments:												
Average Sales $ per Establishment	$	1,726,206	2,123,245	3,571,473	4,213,071	2,943,188	1,200,000	1,580,253	1,670,268	13,022,934	912,393	
Calculated Demand in Establishments		3	3	5	9	6	9	9	3	3	7	58
Estimated Supply in Establishments		4	3	6	5	2	5	5	4	3	9	46
Gap: Surplus (leakage)		1	(0)	1	(4)	(4)	(4)	(4)	1	(0)	2	(12)

Demand by Market Segment and Gap Analysis	Drinking Places (Alcholic Bev.)	Full Service Restaurants	Limited Service Restaurants	Snack and Coffee	Total Food and Drink
NAICS CODE:	7224	722511	722513	722515	
Resident Demand:					
Trade Area Population	20,731	20,731	20,731	20,731	
* U.S. Spending Per Capita $	63	714	590	98	
* Behavioral Index, US=100	90	90	90	90	
= Trade Area Demand $	1,175,448	13,321,741	11,008,161	1,828,474	
* Fair Share of Trade Area Demand	90%	90%	90%	90%	
= Annual Resident Demand $	1,057,903	11,989,567	9,907,345	1,645,627	24,600,441
In-Commuter Demand:					
In-Commuter Worker Population	1,875	1,875	1,875	1,875	
* In-Commuter Spending/week $	1	9	7	1	
* Behavioral Index, US=100	100	100	100	100	
= Annual In-Commuter Demand (50 weeks) $	72,568	822,440	679,608	112,884	1,687,500
Visitor Demand:					
Visitor Spending in County	487,487	5,524,849	4,565,352	758,313	
* County Tourism $ Captured in Bus. Dist.	90%	90%	90%	90%	
* Behavioral Index Co.=100	75	100	100	100	
= Annual Visitor Demand	329,054	4,972,364	4,108,816	682,481	10,092,715
Second Homeowner Demand					
2nd Homeowner Annualized Population	600	600	600	600	
* U.S. Spending Per Capita	63	714	590	98	
* Behavioral Index, US=100	125	100	150	150	
= Trade Area Demand	47,250	428,400	531,000	88,200	
* % of Fair Sare of Trade Area Demand	80%	80%	80%	80%	
= Annual 2nd Homeowner Demand	37,800	342,720	424,800	70,560	875,880
Total Demand	1,459,526	17,784,372	14,695,770	2,440,993	36,380,660
Square Feet:					
Sales per Square Foot	63	300	350	192	
Total Demand Measured in Square Feet	23,167	59,281	41,988	368	124,804
Estimated Supply in Square Feet	12,500	28,000	19,500	6,250	66,250
Gap: Surplus (leakage)	(10,667)	(31,281)	(22,488)	5,883	(58,554)
Establishments:					
Average Sales $ per Establishment	472,205	967,204	824,707	564,069	
Calculated Demand in Establishments	3	18	18	0	39
Estimated Supply in Establishments	8	9	9	3	29
Gap: Surplus (leakage)	5	(9)	(9)	3	(10)

FIGURE 42: SUMMARY OF RETAIL & RESTAURANT GAP ANALYSIS

	Retail	Restaurant	Services
Square Feet Demand	443,000	125,000	N/A
Square Feet Supply	649,000	66,000	N/A
Gap	206,000	(59,000)	-
Number of Businesses in Demand	58	39	N/A
Number of Existing Businesses	46	29	35
Gap	(13)	(10)	-

Specific business categories that appeared to have a negative gap (number or size of category are insufficient to meet demand) include the following:

-
-
-

SECTION 9: RECOMMENDATIONS OF THE STUDY TEAM

This section includes:

- Specific business development opportunities revealed by the analysis
- will 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 local consumer preferences, current 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.

Retail:

- Pending, completion upon final recommendations meeting

Restaurants:

- Pending, completion upon final recommendations meeting

Services:

- Pending, completion upon final recommendations meeting

BUSINESS RETENTION & EXPANSION

- Launch business retention and expansion efforts…… Pending, completion upon final recommendations meeting

BUSINESS ATTRACTION

- Proactively and strategically attract businesses….. Pending, completion upon final recommendations meeting

PHYSICAL ENVIRONMENT

- ….. Pending, completion upon final recommendations meeting

APPEALING TO RESIDENTS, VISITORS, AND COMMUTERS

- ….. Pending, completion upon final recommendations meeting

ORGANIZING FOR ACTION

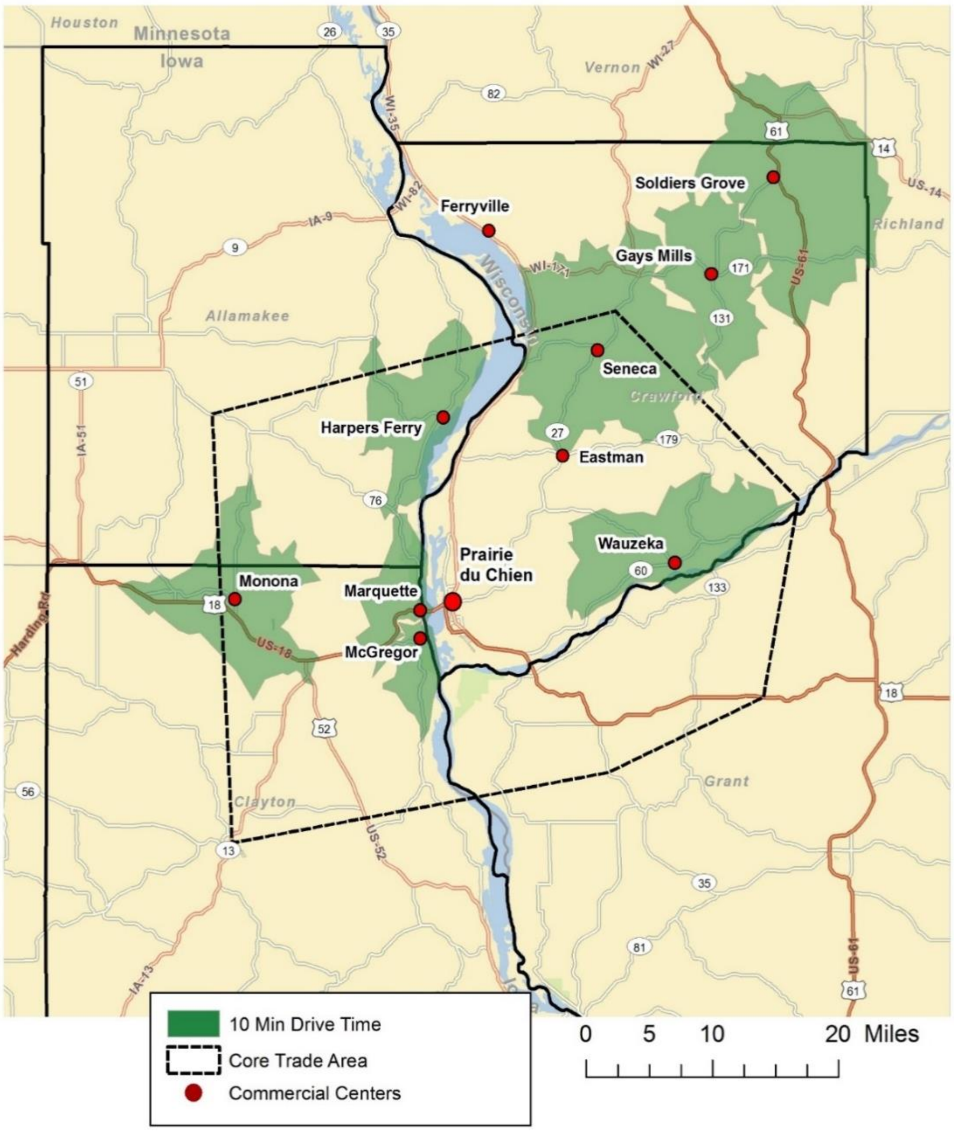
- ….. Pending, completion upon final recommendations meeting

APPENDIX 1: MARKET PROFILES OF SURROUNDING COMMUNITIES

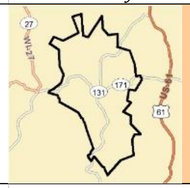
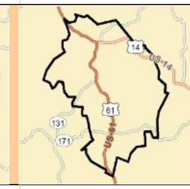
This appendix includes:

- Small community 10 minute drive time Trade Areas
- Demographics
- Retail goods and services expenditures

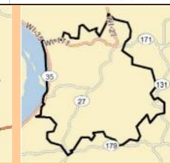
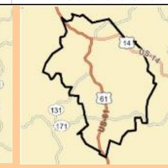
FIGURE 43: SMALL COMMUNITY 10-MINUTE DRIVE TIME TRADE AREAS



Demographic Comparison

	Gays Mills	Harpers Ferry	Marquette	McGregor	Monona	Seneca	Soldiers Grove	Wauzeka
								
Population								
2010 Population	1,003	735	730	1,014	2,353	1,536	2,247	1,170
2017 Population	1,045	698	768	985	2,292	1,600	2,266	1,144
% Annual Change '10-'17	0.8%	-1.0%	1.0%	-0.6%	-0.5%	0.8%	0.2%	-0.4%
Households								
2010 Households	435	336	337	469	999	615	911	459
2017 Households	451	325	358	459	981	641	920	448
% Change '10-'17	0.7%	-0.7%	1.2%	-0.4%	-0.4%	0.8%	0.2%	-0.5%
2017 Avg. HH Size	2.31	2.03	2.08	2.12	2.34	2.49	2.39	2.55
Housing								
2010 Owner Occupied	61.4%	28.1%	58.7%	59.3%	66.6%	59.2%	62.8%	66.4%
2010 Renter Occupied	13.8%	3.6%	23.1%	20.4%	25.9%	11.2%	17.6%	19.9%
2010 Vacant or Seasonal	24.7%	68.3%	18.2%	20.4%	7.5%	29.6%	19.6%	13.7%
Median HH Income								
2017 HH Income	$ 44,651	$ 51,931	$ 54,850	$ 56,334	$ 54,087	$ 48,254	$ 40,082	$ 51,212
Per Capita Income								
2017 Per Capita Income	$ 22,902	$ 27,657	$ 29,120	$ 32,595	$ 27,764	$ 24,215	$ 23,152	$ 23,657
Household Composition								
2010 HH w/ children	25.5%	19.0%	23.7%	21.5%	31.0%	27.3%	27.2%	34.2%
2010 Population by Age								
Median Age	47.5	52.3	46.3	47.6	41.4	46.4	45.3	37.9
18 +	77.6%	84.4%	80.0%	80.2%	75.1%	77.4%	77.0%	72.2%
2010 Race and Ethnicity								
White	97.7%	98.0%	98.4%	97.9%	96.6%	99.0%	97.7%	97.0%
Black	0.5%	1.2%	0.0%	0.1%	0.8%	0.2%	0.5%	0.9%
Asian	0.4%	0.0%	0.4%	0.4%	0.3%	0.3%	0.4%	0.3%
Other	1.4%	0.8%	1.2%	1.6%	2.3%	0.5%	1.4%	1.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Hispanic	1.1%	0.4%	1.1%	1.5%	2.7%	0.5%	1.4%	1.2%
2017 Education								
Population Age 25+	766	564	567	742	1,589	1,171	1,633	769
% Bachelors degree of higher	18.8%	14.9%	20.3%	15.6%	16.7%	15.2%	15.9%	12.6%
Tapestry Segmentation								
	Rooted Rural (49.9%)	Rural Resort Dwellers (99.1%)	Heartland Communities (97.2%)	Prairie Living (61.4%)	Heartland Communities (70.9%)	Rooted Rural (44.3%)	Heartland Communities (78.4%)	Heartland Communities (77.2%)
	Prairie Living (41.7%)	Prairie Living (0.9%)	Rural Resort Dwellers (2.7%)	Heartland Communities (38.6%)	Middleburg (20.3%)	Rural Resort Dwellers (38.8%)	Rooted Rural (13.9%)	Prairie Living (15.4%)
	Salt of the Earth (7.1%)				Prairie Living (8.7%)	Prairie Living (12.6%)	Prairie Living (7.7%)	Salt of the Earth (7.4%)

Retail Goods and Services Expenditures ($)

	Gays Mills	*Harpers Ferry*	*Marquette*	*McGregor*	*Monona*	*Seneca*	*Soldiers Grove*	*Wauzeka*
								
Apparel and Services	589,128	464,261	561,947	772,348	1,622,696	891,346	1,288,715	668,297
Men's	118,288	93,487	112,776	156,565	322,419	178,473	258,493	134,420
Women's	201,153	165,807	191,580	261,769	549,112	310,344	439,087	227,483
Children's	97,710	67,812	91,940	130,521	267,781	139,980	211,931	110,121
Footwear	130,562	100,930	122,158	170,150	353,820	196,174	281,497	145,578
Watches & Jewelry	25,887	23,510	26,804	35,099	78,124	41,249	60,160	31,608
Computer								
Computers and Hardware for Home Use	41,594	34,419	43,165	57,049	124,483	63,677	97,126	50,874
Computer Software	2,288	1,996	2,576	3,151	7,527	3,610	5,706	2,990
Computer Accessories	4,362	3,813	4,552	5,966	13,059	6,833	10,214	5,359
Entertainment & Recreation	1,043,855	854,112	941,011	1,379,138	2,649,707	1,587,909	2,181,294	1,129,384
Fees and Admissions	128,268	112,043	139,499	176,270	412,263	201,163	310,160	164,266
TV/Video/Audio	446,668	362,223	403,366	581,630	1,124,127	681,885	936,688	480,463
Pets	265,963	216,314	213,048	345,925	591,161	401,004	507,177	261,017
Food	2,748,532	2,197,321	2,492,608	3,637,866	7,046,324	4,144,679	5,774,813	2,988,692
Food at Home	1,763,984	1,412,607	1,572,521	2,340,489	4,405,222	2,654,690	3,656,468	1,890,916
Food Away from Home	984,549	784,715	920,087	1,297,377	2,641,102	1,489,989	2,118,345	1,097,776
Alcoholic Beverages	143,779	120,777	144,087	196,055	412,092	220,766	326,048	171,117
Health								
Nonprescription Drugs	52,502	43,387	43,982	69,029	121,396	80,166	103,678	53,241
Prescription Drugs	171,327	143,473	141,050	218,252	387,319	264,225	334,044	170,478
Eyeglasses and Contact Lenses	35,111	29,385	31,250	47,684	86,920	53,185	72,424	37,912
Home								
Maintenance and Remodeling Services	616,526	539,623	563,725	803,166	1,600,912	967,751	1,298,873	676,843
Maintenance and Remodeling Materials	189,613	156,325	151,959	246,015	419,109	287,409	361,249	186,706
Utlities, Fuel, and Public Services	1,854,268	1,492,096	1,641,982	2,400,032	4,561,765	2,821,771	3,829,445	1,963,271
Household Furnishings and Equipment								
Household Textiles	26,263	22,234	25,704	35,713	73,138	40,411	58,465	30,553
Furniture	158,797	129,550	154,856	210,898	445,470	243,001	353,264	183,388
Rugs	5,621	4,935	6,063	8,153	17,018	8,640	13,473	7,205
Major Appliances	128,889	105,721	108,408	168,633	304,890	195,496	255,117	131,670
Housewares	32,713	26,762	28,433	42,917	81,055	49,674	66,413	34,369
Small Appliances	14,499	12,266	14,123	19,658	39,274	22,332	32,180	16,750
Luggage	2,137	1,875	2,462	2,910	7,314	3,395	5,422	2,864
Telephones and Accessories	19,436	14,738	19,309	26,587	55,852	28,649	43,887	22,984
Household Operations								
Child Care	103,922	75,905	111,085	145,061	332,587	151,167	248,872	131,395
Lawn and Garden	174,310	148,132	146,752	228,572	407,020	267,799	344,766	178,387
Moving/Storage/Freight Express	13,275	11,935	13,870	17,971	40,612	21,173	31,185	16,146
Housekeeping Supplies	259,038	208,551	225,203	335,622	632,750	393,047	526,873	271,000
Personal Care Supplies	144,894	117,319	133,874	193,231	380,378	219,238	308,565	160,523
School Books and Supplies	40,974	32,579	40,572	55,714	117,661	61,610	92,207	48,216
Smoking Products	222,759	174,629	183,655	294,709	490,439	330,805	435,581	222,442
Transportation								
Payments on Vehicles Excluding Leases	839,655	642,640	735,897	1,090,042	2,077,905	1,250,338	1,720,923	885,193
Gasoline and Motor Oil	1,060,885	837,397	912,214	1,375,296	2,550,888	1,596,574	2,141,796	1,097,787
Vehicle Maintenance and Repairs	376,715	310,240	336,440	498,188	942,309	573,855	781,446	404,106

APPENDIX 2: SURVEY RESPONSES FROM INDIVIDUAL COMMUNITIES

This section includes:

- data for individual communities included in the study area both with and outside of the anticipated trade area of Prairie du Chien. These communities are Gays Mills, WI, Harpers Ferry, WI Marquette, IA, McGregor, IA, Monona, IA, Seneca, WI, Soldier's Grove, WI, and Wauzeka, WI.

Resident survey response data

This section contains responses for individual communities studied using the Survey research tool described in Section 6. A full description of methods used for the survey is provided in that section. Respondents to this survey answered questions regarding shopping preferences in their primary shopping area as well as a secondary shopping area of their choice.

FIGURE XX. Community in the region where respondents most often shop for good and services on a regular basis.

Please select the community in the region where you most often shop for products and services needed on a regular basis. (n = 257)	% of total
Gays Mills, Wisconsin	7.0%
Harpers Ferry, Iowa	0.0%
Marquette/McGregor, Iowa	0.4%
Monona, Iowa	0.0%
Prairie du Chien, Wisconsin	59.9%
Seneca, Wisconsin	27.2%
Soldiers Grove, Wisconsin	0.8%
Wauzeka, Wisconsin	0.0%
I do all of my shopping for products and services needed on a regular basis outside the region.	4.7%

- **Not surprisingly, Prairie du Chien is where the majority of respondents (60%) shop for goods and services needed on a regular basis.**
- **However, a surprising 27.2 % of respondents shop in Seneca for goods and services needed on a regular basis.** Less than 50% of those who shop primarily in Seneca are actually from Seneca (24 of 70 responses) indicating that Seneca serves an important role in the trade area as an important shopping center for residents of outlying towns and Villages such as Utica, Mount Sterling, Ferryville, and Freeman.

Data regarding primary and secondary shopping areas were combined resulting in the following total number of surveys for each secondary community: Gays Mills (n=24) Harpers Ferry (n=2), Marquette/McGregor(n=4), Monona (n=1), Seneca (n=87), Soldier's Grove (n=3) Wauzeka (n=2). For ease of reporting and given the extremely small response values for most secondary communities, the following summary only includes data for the communities of Gays Mills and Seneca for which there are a substantial number of respondents. Data for all other communities is available for reference in the spreadsheet *"ANALYSISDDIDATA"* available from Driftless Development, Inc. All word count files and images are also available upon request.

Community Resident Survey Data – Seneca, Wisconsin

This section provides information on resident opinions and perceptions regarding Seneca and its downtown. A total of 87 responses were analyzed including 70 (80.5%) who reported Seneca is their primary shopping area.

- **20.5% of respondents reported that they travel to Seneca daily for work**
- R**espondents go to Seneca relatively frequently for non-grocery related shopping items or trips and eating out**. 67.8% of respondents go to Seneca at least once a week for non-grocery related retail shopping.
- **A surprising 67.9% of respondents reported going to Seneca for eating out once a week or 2-4 times per week.**
- **Respondents go to Seneca less frequently for personal care items or professional services with 48.8% indicating they "never" go to Seneca for these items.**

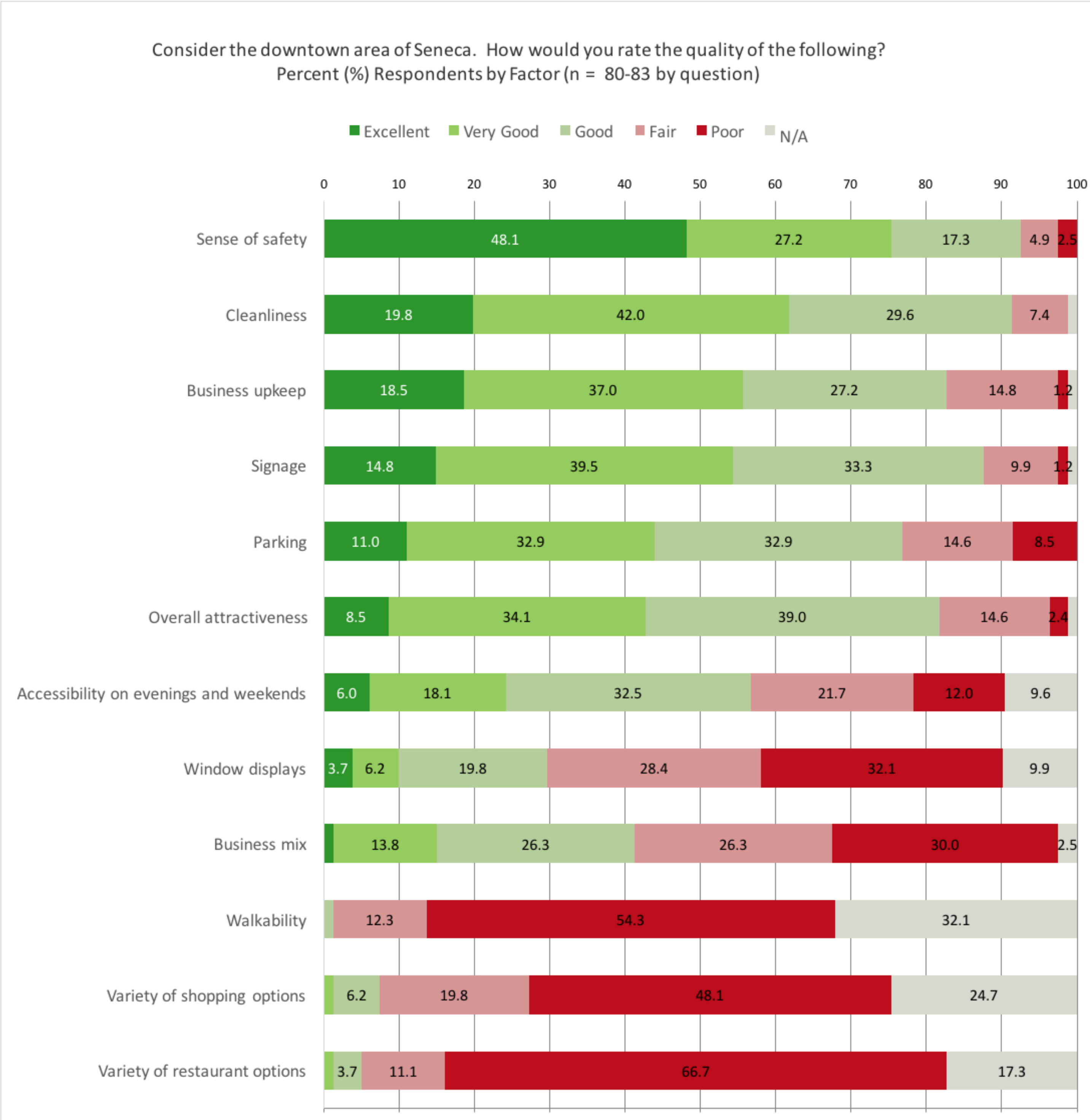
FIGURE X: FREQUENCY OF TRAVEL TO SENECA

How often do you shop in or go to Seneca for each of the following? (n = 81-87)

Frequency	Non-grocery retail shopping	Eating out	Personal care or professional services	Work	Passing through on your way to someplace else
5 or more tin	4.6%	0.0%	0.0%	20.5%	15.7%
2-4 times a w	24.1%	25.9%	2.4%	3.6%	10.8%
Once a week	39.1%	42.0%	9.5%	6.0%	19.3%
Once a mont	24.1%	25.9%	11.9%	4.8%	12.0%
Once every fi	5.7%	6.2%	23.8%	2.4%	10.8%
Never	2.3%	2.5%	48.8%	62.7%	31.3%

- **Sense of safety, Cleanliness, and Business upkeep were the three factors in Seneca's downtown that respondents felt were either *Excellent* or *Very good*** (combined percentages of respondents answering Excellent or Very good respectively, Sense of Safety - 75.3%, Cleanliness - 61.7%, and Business Upkeep -55.6 %.
- **Factors of Seneca's downtown with the poorest ratings were Variety of restaurant options, Variety of shopping options, and Walkability** indicating that improvements to the business mix might allow the downtown to better cater to existing residents. (Combined percentages of respondents answering Fair or Poor respectively, Variety of restaurant options – 77.8%, Variety of shopping options - 67.9%, and Walkability - 66.7%).

FIGURE X: QUALITY OF FACTORS IN SENECA DOWNTOWN



- **The specific businesses most likely to attract respondents was overwhelmingly Johnson's One Stop** (no other businesses were mentioned).
- **When asked what attracts respondents specifically about this business the most common response based on an analysis by word count was "Variety" (14) followed by "Everything" (12), "Service" (11), and "Convenient" (10).** The following are the raw responses:
  - All in one, meat, bakery
  - Buying local & friendly service
  - Can obtain almost anything!!
  - Close proximity
  - Close to home
  - Convenience

- Convenience
- Convenience & friendly staff
- Convenience and Variety
- Employees
- Everything
- Everything I need
- Everything there
- Family business, my family has always gone there for farm needs
- Family owned, very good service, variety, excellent meat quality and good bakery
- Farming needs
- Fresh Meat Department
- Friendly, convenient, unique
- Generally, they have everything you need.
- Good variety and with somewhat fair prices if you consider travel time and costs
- Great meat selections, nice selection of groceries, 99% of the time can find hardware or auto supplies needed as well as home maintenance items/repair, some clothing and nice gift items, prices are good, customer service is fantastic
- Groceries and hardware etc..
- Groceries, quality meat department, great bakery
- Groceries/hardware
- Grocery needs
- Hardware, food.v a variety of products o ducts
- Has everything and they work with u
- Has everything I need
- Has everything or can get everything you want
- Has farm supplies and groceries both
- I manage the grocery
- I work there.
- It has or can get anything
- It is local, convenient and has everything plus excellent customer service.
- It's the only retail business not related to gas pumps
- Johnson's carries a wide variety of products, and have great customer service!
- Local and convenient
- Location
- Lots of things available close to home
- Love the one stop shopping and friendly people
- My favorite store in Crawford County--great selection, prices, customer service.
- One stop shopping
- People staff and products
- Prices, friendly
- Proximity
- Sales
- Selection, convenience, customer service
- Service and dependability
- The people and high quality
- The variety of services and the employees.
- They have everything
- They have everything, know a lot, friendly, helpful
- They have pretty much everything and offer credit.
- They usually have or can get what I need
- Too numerous to list-just outstanding
- Variety
- Variety and employees.
- Variety but a little more expensive
- Variety of goods friendly people
- Variety of items for sale
- Variety of products and good customer service
- Variety of products and groceries and friendly knowledgeable personnel
- Variety, convenience, personnel, helpfulness,
- We love the friendly service and convenience of getting groceries and hardware in one trip.

- **When asked what businesses in Seneca could do to better serve customers, top comments included suggestions to increase the number and variety of businesses, add restaurants, and modifications to pricing and variety.** The following are the raw responses:
  - A bigger variety of businesses.
  - A car wash would be nice.
  - Additional variety of other businesses (personal, professional, restaurant) would make Seneca even more attractive
  - Also appreciate Greeners BP and SW Vet.
  - As I am a senior citizen; delivery of groceries would be nice at some point.
  - Be open 7 days a week
  - Could use more. Not much here at all
  - Food take out

- Greeners, Johnsons the bank and the Vet clinic do a fabulous job!
- I don't know.
- I really would like more restaurants and some bike trails along Hwy 27
- I would like to see a nice place to eat in town that isn't a bar.
- It's great
- Johnson one stop, lower prices on some items. Sometimes it's worth the trip to go elsewhere to save a few dollars.
- Johnson's covers my needs
- Johnsons is the only place in town
- Just more businesses
- Moderate pricing, They do a good job with specials
- More business and a restaurant
- More restaurants
- More variety in businesses and restaurants, etc.
- Need a better mix of business
- Need better restaurants, personal care
- No comment
- Not applicable
- Not available
- Open later some evenings and weekends.
- Opened on Sundays, but employees need a break too, and that is their day off.
- Other than Johnsons and the gas station and the school, there is not much.
- Papa Murphy's!
- Pretty good as-is. It's nice to have a smaller town where I can do a lot of my business (dollar-wise, if not in terms of shopping time) and a slightly larger town where I can do most of the rest. The only thing that I see that Seneca lacks is a well-stocked library.
- Prices more competitive with larger stores. Not open hours I can always shop.
- Restaurant
- Restaurant, coffee shop
- Restaurants
- Safer parking. More flexible hours. (Not more hours just different hours) maybe two days noon to eight.
- There's only 1
- We do not have enough different businesses in Seneca. Johnson's One Stop, Greeners Corners, the No Bull Bar/Grill, Peoples State Bank, the feed store, and Davidson's Carpeting are the only businesses in town - could use a pharmacy and a café for sure.
- We frequently shop at Johnson's because it has such a wide range of products, which we use for both our personal and business consumption.
- We need to increase the types of businesses in Seneca.
- Wish Greeners was more like Kwik trip. More healthy food options n like their gas.

* In terms of preferred restaurants in Seneca respondents would most like to see a ***Family restaurant (60.6%),*** **followed by a *Café or coffee shop (39.4%)* and a *Pub or tavern (23.9%), a Microbrewery or brew pub (12.7%). Ethnic restaurant and Ice cream shop* were the least requested restaurant types (9.9%).**

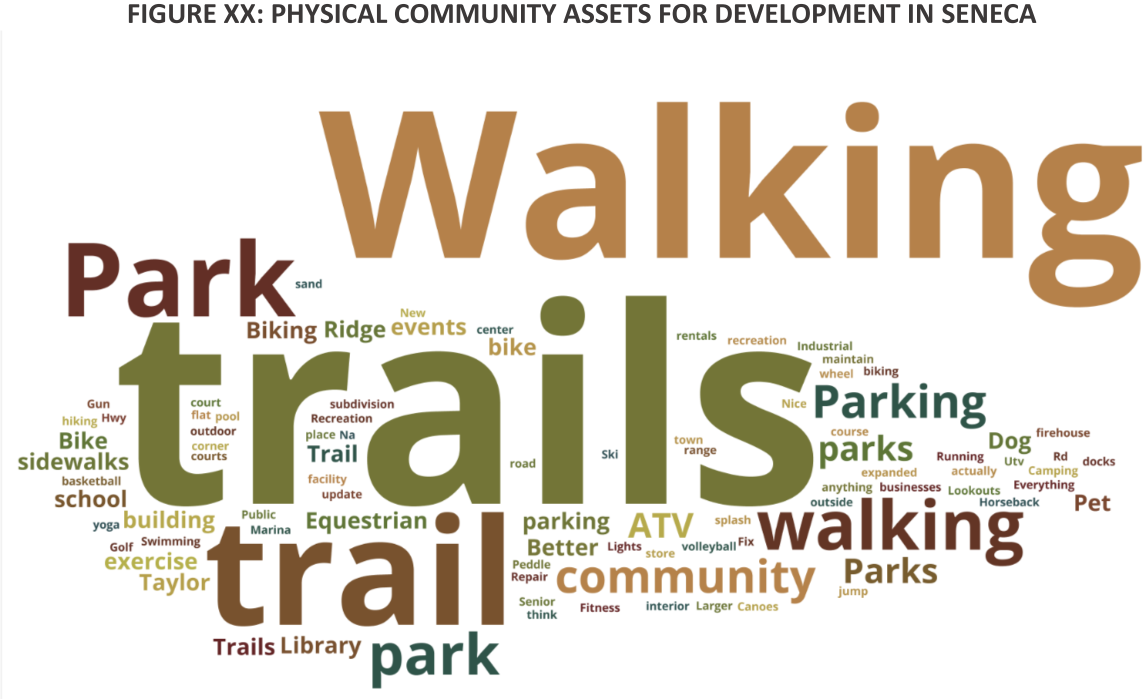
* **When asked to name up to 3 specific types of service or retail businesses you would most like to see in Seneca, top responses based on word count included various types of *car* services (11) including *wash (*9) *and* repair (7) as well as a *salon* (6), *chiropractor* (5) and *clinic* (5).** The following are the raw response

- Artificial nail salon
- Auto mechanic
- Auto parts
- Auto repair
- Automobile repair
- Bed and breakfast
- Better pet food selection
- Better post office hours
- Cafe
- Car repair
- Car repair
- Car wash
- Car wash
- Car wash
- Car wash
- Car wash
- Car wash
- Car wash
- Car wash
- Car wash
- Children's entertainment??
- Chiropractor
- Chiropractor
- Chiropractor
- Clinic
- Clinic
- Clinic or chiropractor
- Clothing retailer
- Clothing shop

- Clothing store
- Coffee shop
- Coffee shop
- Community theater
- Craft-type (sip & paint style)
- Dairy equipment repair/service
- Day care
- Daycare
- Doctor
- Doctor,
- Dog park
- Drug store
- Elderly housing
- Entertainment/recreation
- Everything
- Exercise facility
- Family restaurant
- Fast food
- Fee store
- Fitness
- Fitness
- Gluten free stores
- Greenhouse
- Grocery. Local products
- Gym
- Hair care
- Hair salon/barber
- Hair stylist
- High speed internet
- I don't know
- Implement dealer
- Library
- Local produce
- Local/natural/organic foods
- Manufacturing
- Medical
- Medical clinic
- Menards
- Miss the chiropractor
- Nail salon
- Nails
- Neighborhood clinic
- Office building for rent
- Paramedic ambulance
- Pet supplies
- Pharmacy
- Pharmacy
- Pharmacy
- Pizza
- Place for youth to get together
- Public parks
- Restaurant
- Restaurant
- Retail
- Retail
- Salon
- Salon
- Small engine repair
- Spa/salon
- Sport store
- Sporting goods
- Tack shop
- Theatre
- Thrift shop
- Vehicle repair and service
- Wal-mart
- Wal-mart pharmacy
- Walgreens
- Whole sale
- Work out center
- Zip lube

- **When asked to name up the physical community assets you would most like to see developed to see in Seneca top responses by word count were overwhelmingly focused on improvements in outdoor recreation including *trail (41), park (25), walking (24), and bike (7).***

FIGURE XX: PHYSICAL COMMUNITY ASSETS FOR DEVELOPMENT IN SENECA



Name up to three physical community assets you would most like to see developed to see in Seneca (n = 100)

Raw responses are provided below:

- 4 wheel trails
- ATV trail
- ATV trails
- ATV Trails
- Better parking for businesses
- Better school parking
- Bike trail
- Bike trail
- Bike walking trail
- Biking trail
- Biking trails
- Biking trails
- Camping
- Can't think of anything.
- Canoes rentals
- Community events
- Docks
- Dog Park
- Dog park
- Equestrian trails
- Equestrian trails
- Everything
- Exercise place
- Expanded community building
- Fitness/ yoga and other exercise facility
- Fix sidewalks!
- Golf course
- Gun range
- Hiking trails
- Horseback trails
- Industrial park
- Larger community building... Interior
- Library
- Library
- Lights at the sand volleyball courts
- Lookouts
- Maintain sidewalks
- Marina
- Na
- New firehouse/ community center actually in town
- Nice outside basketball court
- Outdoor recreation
- Park
- Park
- Park
- Park
- Park
- Park
- Park
- Park
- Parking
- Parking
- Parking
- Parking for school events
- Parks
- Parks
- Parks
- Parks
- Parks
- Peddle bike trail
- Pet park
- Pet store
- Public parks
- Recreation trails
- Repair of road on corner of Taylor Ridge and Hwy 27
- Running trail
- Senior subdivision
- Ski jump
- Splash park
- Swimming pool
- Three assets
- Update the park
- Utv trails
- Walking trail
- Walking trail
- Walking trail
- Walking trail
- Walking trail
- Walking Trail
- Walking trail - flat
- Walking Trail (Taylor Ridge Rd?)
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking Trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails
- Walking trails!

Community Resident Survey Data – Gays Mills, Wisconsin

This section provides information on resident opinions and perceptions regarding Gays Mills and its downtown. A total of 24 responses were analyzed including 18 (75%) who reported Gays Mills is their primary shopping area. It is important to note for the purposes if this report that no distinction was made between the historic downtown and the newer rebuilt village center by respondents for the community of Gays Mills. All percentage response data below should be used with care due to the very low total response value. A follow-up survey is recommended specifically focusing on Gays Mills to better understand resident and consumer preferences.

- **20.8% of respondents reported that they travel to Gays Mills daily for work**
- **The majority of respondents do go to Gays Mills for non-grocery related shopping items or trips and eating out but these visits are relatively infrequent with only 8.3 % responding that they shop for these items 2-4 times per week**, 20.8 % go Once a week, 12.5% Once a month and 16.7 % Every few months. 41.7% pf respondents do not shop in Gays Mills for non-grocery related items at all.
- **12.5% of respondents reported going to Gays Mills for eating out once a week or 2-4 times per week.**
- **Respondents go to Gays Mills less frequently for personal care items or professional services with 45.8% indicating they "never" go to Gays Mills for these items.**

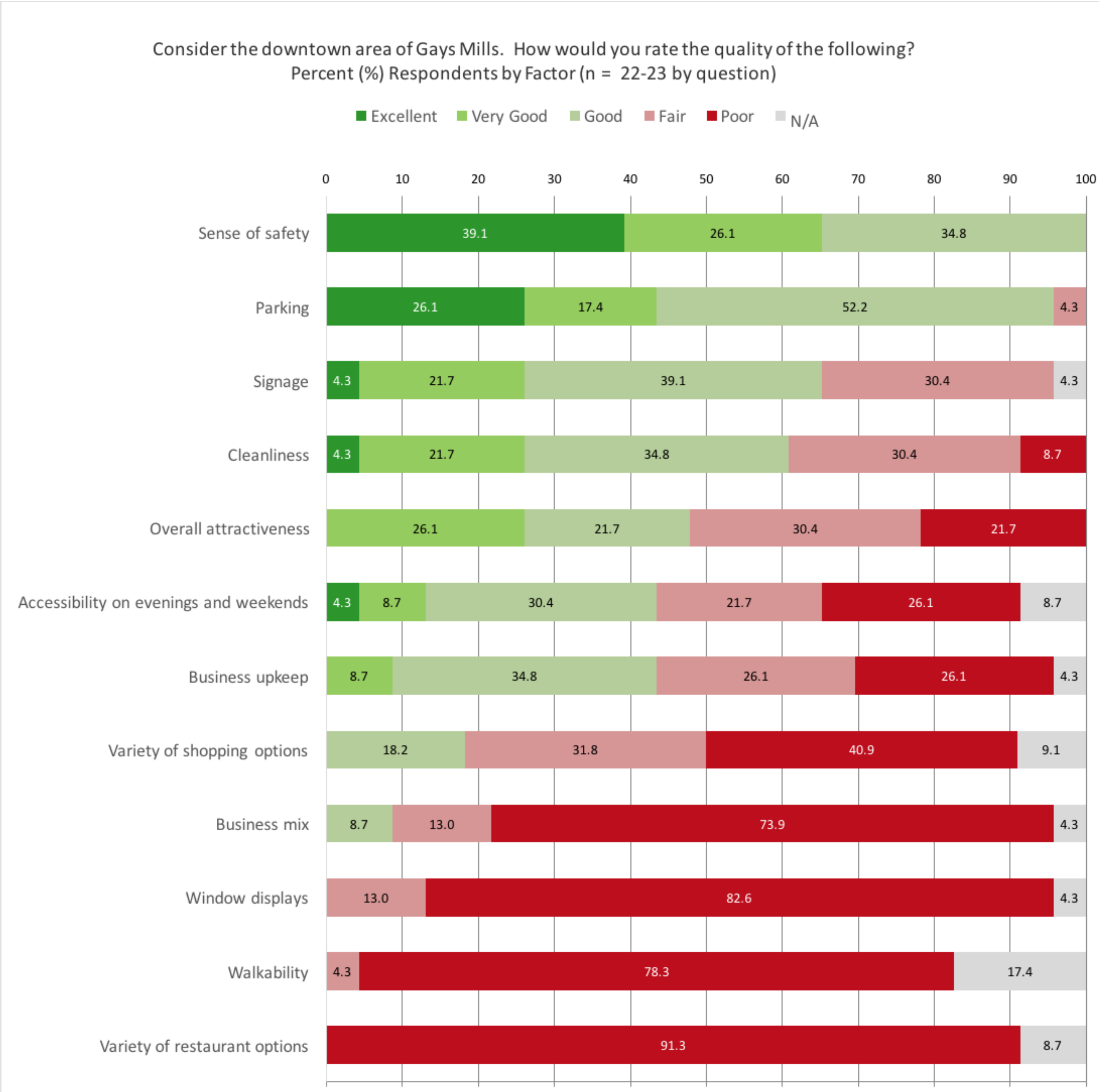
FIGURE X: FREQUENCY OF TRAVEL TO GAYS MILLS

How often do you shop in or go to Gays Mills for each of the following? (n = 23-24)

Frequency	Non-grocery retail shopping	Eating out	Personal care or professional services	Work	Passing through on your way to someplace else
5 or more times a	0.0%	0.0%	0.0%	20.8%	21.7%
2-4 times a week	8.3%	4.2%	0.0%	8.7%	12.5%
Once a week	20.8%	8.3%	4.2%	4.3%	16.7%
Once a month	12.5%	12.5%	29.2%	4.3%	12.5%
Once every few m	16.7%	33.3%	20.8%	0.0%	16.7%
Never	41.7%	41.7%	45.8%	60.9%	20.8%

- **Sense of safety, Parking, and Signage were the three factors in Gays Mills' downtown that respondents felt were either *Excellent, Very good, or Good*** (combined percentages of respondents answering Excellent, Very good, or Good were Sense of Safety - 100%, Parking – 95.7%%, and Signage – 65.2%.
- **Factors of Gays Mills' downtown with the poorest ratings were Variety of restaurant options, Window Displays, Business mix, and Walkability** indicating that improvements to the business mix and accessibility improvements might allow the downtown to better cater to existing residents. (Combined percentages of respondents answering Fair or Poor respectively were, Variety of restaurant options – 91.3%, Window displays – 95.7%, Business mix- 87.0%, and Walkability - 82.6%).

FIGURE X: QUALITY OF FACTORS IN GAYS MILLS DOWNTOWN



- **The specific businesses most likely to attract respondents in Gays Mills were Kickapoo Exchange Co-op and the Marketplace.**
- **When asked what attracts respondents specifically about this business the most common response based on an analysis by word count was "Organic" (5).** The following are the raw responses
  - Closest grocery to where I live
  - Convenience, variety
  - Food and their mission
  - Groceries
  - Groceries and gasoline.
  - Local, organic products
  - Organic food
  - Organic food, and I work there!

- Organic food, friendly service
- Organic food, locally owned
- Quality of product
- Quality products, member owned
- Variety and availability

- **When asked what businesses in Gays Mills could do to better serve customers, top comments included suggestions about business mix, and number of businesses, hours, and variety of products.** Raw responses:
  - I work close to The Marketplace, so much of my shopping is done there. Though Johnson's in Seneca has a much better variety of items to buy. I wish their were more restaurants and activities for kids such as gymnastics and ballet. I hate that I have to shop online or drive to La Crosse for major shopping, but rather shop local.
  - KEX could open earlier
  - More businesses to choose from
  - More choices
  - Need more businesses, miss having Nuzums and resale shop.
  - Not much there to improve
  - Some better retail...either at the existing businesses or at a startup....the only really viable retail businesses in Gays Mills are Marketplace, Village Greenhouse, Kickapoo Exchange Food Co-op, Halver's Town Tap, J&Js on Main, Lana's Beauty Shop and Robert E's Barbershop. We need some hardware and office supplies among a million other things. There is a pharmacy and feed/hardware store in Soldiers Grove. There are also two bar-restaurants and a medical clinic and s a few other retailers including a gas station-convenience store with a car wash and a startup brewery. I use the businesses in both villages often on the same day (7 or 8 miles apart).
  - Taco Bell would be nice.
  - The Mercantile needs to attract businesses for full occupancy, such as attorney, cafe, hardware, ice cream parlor
  - There are very few businesses there, period. We need more. The old Main Street is separate from the newly built village center on higher ground on Hwy 131. I listed this as where I primarily shop only because I buy almost all of my family's food at the Kickapoo Exchange Food Co-op.
  - We need a Laundromat.

- In terms of preferred restaurants in Gays Mills respondents would most like to see a ***Family restaurant (69.6%),* followed by a *Bakery* (39.1%) and a *Café or coffee shop (26.0%). Micro-brewery and Fast food* were the least requested restaurant types (both 4.3%).**
- **When asked to name up to 3 specific types of service or retail businesses you would most like to see in Gays Mills, the top response based on word count was *Hardware* (7).** The following are raw responses:
  - Auto Repair
  - Bakery
  - Ballet/Gymnastics
  - Credit union
  - Entertainment
  - Entertainment
  - Farm supplies
  - Fitness center
  - Grocery
  - Hardware
  - Hardware
  - Hardware
  - Hardware
  - Hardware
  - Clinic
  - Clothing store
  - Clothing store
  - Hardware
  - Hardware
  - Hardware store
  - Home repair
  - Ice cream shop
  - Laundromat
  - Livestock/Pet food
  - Lumber
  - Lumber
  - Lumber
  - Mechanic or tire shop
  - Coffee/cafe
  - Consignment
  - Craft store
  - Novelty tourist store with some clothing available
  - Resale or thrift
  - Restaurant
  - Sandwich shop
  - Small engine shop
  - Sports
  - Surplus/discount store
  - Tax prep
  - Variety store

- **When asked to name up the physical community assets you would most like to see developed to see in Gays Mills top responses by word count were overwhelmingly focused on improvements in outdoor recreation including *Trail (15), Bike (7), Walking (7), and Park (7).***

FIGURE XX: PHYSICAL COMMUNITY ASSETS FOR DEVELOPMENT IN GAYS MILLS

Name up to three physical community assets you would most like to see developed to see in Gays Mills (n = 34).

Raw responses are provided below.

- Bike trail
- Bike trails
- Bike trails
- Bike trails
- Bike/walking trail
- Decent park
- Dock
- Green practices
- Handicap fishing space art dam
- Ice skating area
- Log cabin park
- More walking trail
- Open market spaces through-out village on empty lots and mainstream parking lots and parking lots near marketplace and mercantile center
- Parks
- Parks with benches
- Picnic ability
- Recycling
- Renovate dam museum
- Seating (benches) in shopping areas.
- Sidewalk between old & new towns
- Signage
- Tent camping with no vehicles in the camping space possibly at site of old school. Tents only no campers. Vehicles must be parked outside camping area. Bikes might be allowed in.
- Trail to connect old and new sections of town
- Trail to soldiers grove
- Trails
- Trails
- Trails bike/walking
- Train depot
- Updated camping
- Walking trail
- Walking trails
- Walking trails
- Walking trails

APPENDIX 3: RESIDENT SURVEY INSTRUMENT

Market Analysis for Allamakee, Clayton, and Crawford Counties Survey for Residents

Thank you for taking time to participate in this market analysis survey for Allamakee and Clayton County Iowa and Crawford County, Wisconsin. The survey was developed by Driftless Development, Inc. as part of a study by the University of Wisconsin-Extension to understand residents' preferences for retail and service business development in the region. The study is focused on the region shown in green on the map to the right.

Anyone who resides in or owns or operates a business in this general region is encouraged to participate. Your participation will improve the quality of life in the region by informing a plan to support existing businesses, attract new businesses, and create a vision for revitalizing the regional economy.

The survey will take 5 -10 minutes of your time. All information provided is voluntary and confidential and you may stop at any time. Your responses will be presented in aggregate with no individually identifiable information. Note that if you own a business in the region you will have the opportunity to answer additional questions about your business. Key findings will be reported to the public as soon as they are available via local media and Driftless Development, Inc. Please complete the survey by April 29, 2018. If you do not complete the survey in one session you may return to it using the same browser within one week. You may complete only one survey per person. Paper based surveys will be available around the region in public locations until April 22. If you have additional questions, please contact James Bowman at developerdad51@gmail.com, 608.326.0234. *Thank you!*

Please tell us a bit about yourself. Refer to the region on the map above and select all that apply:

- ☐ I own or operate a business located in this region (including home based businesses or self-employment). *(Please complete our separate survey for business owners)*
- ☐ I live in this region for the majority of the year.

Please list the town, village, or city where you live________________________
State________________

Where do you primarily shop for products or services needed on a regular basis?

- ☐ I shop primarily in the region highlighted on the map above.
- ☐ I primarily shop outside the region highlighted on the map above.

	5 or more times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

How often do you shop in each of the following areas as a destination (for large or specialty items)

How important are the following factors in your choice of where to shop?

	Extremely important	Very important	Moderately important	Slightly important	Not at all important
Ability to buy online with in-store pickup	☐	☐	☐	☐	☐
Ability to find what I want quickly & easily	☐	☐	☐	☐	☐
Access to food and entertainment	☐	☐	☐	☐	☐
Convenient parking	☐	☐	☐	☐	☐
Delivery available	☐	☐	☐	☐	☐
Friendly customer service	☐	☐	☐	☐	☐
Independent stores over chain	☐	☐	☐	☐	☐
Open after 5pm on weekdays	☐	☐	☐	☐	☐
Open on weekend	☐	☐	☐	☐	☐
Price	☐	☐	☐	☐	☐
Proximity to home	☐	☐	☐	☐	☐
Proximity to work	☐	☐	☐	☐	☐
Quality of products and services	☐	☐	☐	☐	☐
Safety (personal, pedestrian & transportation)	☐	☐	☐	☐	☐
Speedy or simple checkout	☐	☐	☐	☐	☐
The look and feel of the shopping area	☐	☐	☐	☐	☐

Variety of products and services	☐	☐	☐	☐	☐
Other. Please specify.	☐	☐	☐	☐	☐

Please select the community in the region where you most often shop for products and services needed on a regular basis. (If you primarily shop outside the region but still do <u>some</u> shopping for products and services needed on a regular basis in the region, select the community where you are most likely to shop.)

- ☐ Gays Mills, Wisconsin
- ☐ Harpers Ferry, Iowa
- ☐ Marquette/McGregor, Iowa
- ☐ Monona, Iowa
- ☐ Prairie du Chien, Wisconsin
- ☐ Seneca, Wisconsin
- ☐ Soldiers Grove, Wisconsin
- ☐ Wauzeka, Wisconsin

The following questions are regarding your "primary shopping area" - the community in the region where you indicated above you most often shop or are most likely to shop.

How often do you shop in your primary shopping area for each of the following?

	5 or more times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
Non-grocery retail shopping	☐	☐	☐	☐	☐	☐
Eating out	☐	☐	☐	☐	☐	☐
Personal care or professional services	☐	☐	☐	☐	☐	☐
Work	☐	☐	☐	☐	☐	☐
Passing through on your way to someplace else	☐	☐	☐	☐	☐	☐

Please consider the main street, downtown or main shopping area of the community where you primarily shop in the region. How would you rate the quality of the following aspects of the downtown?

	Excellent	Very Good	Good	Fair	Poor	N/A
Accessibility on evenings and weekends	☐	☐	☐	☐	☐	☐
Business mix	☐	☐	☐	☐	☐	☐
Business upkeep	☐	☐	☐	☐	☐	☐
Cleanliness	☐	☐	☐	☐	☐	☐
Overall attractiveness	☐	☐	☐	☐	☐	☐
Parking	☐	☐	☐	☐	☐	☐
Sense of safety	☐	☐	☐	☐	☐	☐
Signage	☐	☐	☐	☐	☐	☐
Variety of restaurant options	☐	☐	☐	☐	☐	☐
Variety of personal services (hair, nails, senior services, etc.	☐	☐	☐	☐	☐	☐
Variety of professional services (shipping, tax preparation, attorneys, etc.)	☐	☐	☐	☐	☐	☐
Variety of shopping options	☐	☐	☐	☐	☐	☐
Walkability	☐	☐	☐	☐	☐	☐
Window displays	☐	☐	☐	☐	☐	☐

If there is a specific business that attracts you to the community where you primarily shop please list and describe what about this business attracts you.

Business name ________________What attracts you about this business? ________________________

How could businesses in the community where you primarily shop better serve you? Please describe and provide business names if possible.

____
____

What types of restaurants would you most like to see in the community where you primarily shop?

- ☐ Bakery
- ☐ Cafe or coffee shop
- ☐ Ethnic. Please specify. _________________
- ☐ Family restaurant
- ☐ Fast food. Please specify. __________________
- ☐ Fine dining
- ☐ Ice cream
- ☐ Micro-brewery or brew pub
- ☐ Pub or tavern
- ☐ Other. Please specify. _____________

Name up to three types of service or retail businesses, other than restaurants, you would most like to see in the community where you primarily shop. (Do not indicate the name, just the type of business.)

1 ____

2 ____

3 ____

Name up to three physical community assets you would most like to see developed to see in the community where you primarily shop (such as walking trails, docks, parks, parking etc.).

1 ____

2 ____

3 ____

The following questions are regarding downtown Prairie du Chien.

What is your opinion about living downtown in Prairie du Chien?

- ☐ I am not interested in living downtown.
- ☐ I might consider living downtown given the right circumstances.
- ☐ I am interested in living downtown.
- ☐ I live downtown now.

If you were to live downtown in Prairie du Chien, what type of housing would you prefer?

- ☐ Separate house
- ☐ Townhouse
- ☐ 2-4 unit residential building
- ☐ 5+ unit residential building
- ☐ Flat/loft above commercial
- ☐ Other. Please specify. ______________________

What housing arrangement would you choose?

- ☐ Private
- ☐ Rental
- ☐ Condominium
- ☐ Assisted living
- ☐ Other. Please specify. ____

Please answer the following questions with regard to your residential internet service and housing.

Is your home served by broadband internet?

- ☐ Yes, and I currently subscribe to an internet service.
- ☐ Yes, but I do not subscribe to an internet service.
- ☐ No
- ☐ I don't know.

Are you satisfied with your internet service?

☐ Yes. explain. ☐ Somewhat. Please explain. ☐ No. Please explain.

____

Is the house, apartment, or mobile home you live in

- ☐ Owned by you or someone in your household with a mortgage or loan?
- ☐ Owned by you or someone in your household free and clear without a mortgage or loan?
- ☐ Rented
- ☐ Occupied without payment of rent

If the house, apartment, or mobile home you live in is rented, what is the monthly rent (in whole dollars)? $_____________

Please indicate your level of satisfaction with the following aspects of housing in the community where you live.

	Very satisfied	satisfied	Neutral	Dissatisfied	Very dissatisfied
Overall condition of housing stock	☐	☐	☐	☐	☐
Availability of single family homes	☐	☐	☐	☐	☐
Availability of apartment units	☐	☐	☐	☐	☐
Number of buildable lots	☐	☐	☐	☐	☐
Nursing home units	☐	☐	☐	☐	☐

Assisted living units	☐	☐	☐	☐	☐
Overall affordability of housing	☐	☐	☐	☐	☐

The following questions are related to a Strategic Doing visioning process related to the market study.

Remember a time when your community was at it best or your community's biggest success. In a few words, describe it and what contributed to that success?

____

In one phrase or sentence, what is the best part of the community where you live right now?

____

What assets exist in the community where you live or the surrounding area that you would like to keep or grow?____

Imagine a time in the future when the community where you live and the surrounding area is thriving and complete the following sentence. The community has become...

____

In a few words, why did you choose to live in this region?

____

If you have skills/abilities you would like to contribute to your community or if you would like to receive regular updates about this market study or the Strategic Doing process, please provide your name, a description of what you would like to contribute, email address and contact information and we'll be in touch.

____

The following demographic questions will be used to ensure the accuracy of our sample and will not be used to personally identify *you in any way. You may leave any questions blank if you choose.*

What is your age

- ☐ 18 or under
- ☐ 18-24
- ☐ 25-44
- ☐ 45-64
- ☐ 65 and older

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Prefer to self-describe. _______________

What is your household income?

- ☐ Less than $10,000
- ☐ $10,000 to $14,999
- ☐ $15,000 to $24,999
- ☐ $25,000 to $34,999
- ☐ $35,000 to $49,999
- ☐ $50,000 to $74,999
- ☐ $75,000 to $99,999
- ☐ $100,000 to $149,999
- ☐ $150,000 to $199,999

APPENDIX 4: BUSINESS SURVEY INSTRUMENT

Allamakee, Clayton, and Crawford Counties
Survey of Business Owners

Thank you for taking time to participate in this market analysis survey for Allamakee and Clayton County Iowa and Crawford County, Wisconsin. The survey was developed by Driftless Development, Inc. as part of a study by the University of Wisconsin-Extension to understand residents' preferences for retail and service business development in the region.

The study is focused on the region shown in green on the map to the right (including all of Crawford County, Wisconsin, a portion of Allamakee County west to just past Rossville on 76, a portion of Clayton County south on 13 just before Elkader, and east into Grant county including Patch Grove and Mount Hope)). Anyone who resides in or owns or operates a business in this general region is encouraged to participate.

Your participation will improve the quality of life in the region by informing a plan to support existing businesses, attract new businesses, and create a vision for revitalizing the regional economy.

The survey will take 5 -10 minutes of your time. All information provided is voluntary and confidential and you may stop at any time. Your responses will be presented in aggregate with no individually identifiable information, however the business portion of this survey does ask for personally identifiable information about your business. This information will be used by DDI to follow-up with you about your business needs and will not be made publicly available. Information from the residential questions in this survey will be analyzed separately.

Key findings from the overall study will be reported in aggregate to the public as soon as they are available via local media and Driftless Development, Inc. Please complete the survey by April 22, 2018. If you do not complete the survey in one session you may return to it using the same browser within one week. You may complete only one survey per person. Paper based surveys will be available around the region in public locations until April 22. If you have additional questions, please contact James Bowman at developerdad51@gmail.com, 608-326-0234. Thank you!

Please tell us a bit about yourself. Refer to the region on the map above and select all that apply:

- ☐ I own or operate a business located in this region (including home based businesses or self-employment).
- ☐ I live in this region for the majority of the year. *(Please complete separate survey for residents)*

Please list the town, village, or city where you live________________________
State_______________

Please tell us a little bit about your business.

Business name

____

Physical address of business:

____

Your name

____

Your title

____

How long has this business been in operation? ___________

Number of full-time employees __________

Number of part time employees _________

Please indicate your level of satisfaction with the following community factors:

	Extremely satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Extremely dissatisfied	Not Applicable
Availability of skilled labor	☐	☐	☐	☐	☐	☐
Wage rates	☐	☐	☐	☐	☐	☐
Employee health care costs	☐	☐	☐	☐	☐	☐
Union presence in the industry	☐	☐	☐	☐	☐	☐
K-12 education system	☐	☐	☐	☐	☐	☐
Higher education programs	☐	☐	☐	☐	☐	☐
Technical training/education	☐	☐	☐	☐	☐	☐
Highway accessibility	☐	☐	☐	☐	☐	☐
Air service	☐	☐	☐	☐	☐	☐
Proximity to major markets	☐	☐	☐	☐	☐	☐
Proximity to raw materials	☐	☐	☐	☐	☐	☐
Proximity to service suppliers	☐	☐	☐	☐	☐	☐
Railroad service	☐	☐	☐	☐	☐	☐
Present location	☐	☐	☐	☐	☐	☐
Availability of land	☐	☐	☐	☐	☐	☐
Cost of land	☐	☐	☐	☐	☐	☐
Availability of buildings	☐	☐	☐	☐	☐	☐
Cost of buildings	☐	☐	☐	☐	☐	☐
Availability of loans	☐	☐	☐	☐	☐	☐

Cost of loans	☐	☐	☐	☐	☐	☐
Energy cost (electric, natural gas)	☐	☐	☐	☐	☐	☐
Energy reliability (electric, natural gas)	☐	☐	☐	☐	☐	☐
Telecommunications & broadband reliability	☐	☐	☐	☐	☐	☐
Telecommunications & broadband cost	☐	☐	☐	☐	☐	☐
Broadband speed	☐	☐	☐	☐	☐	☐

If you indicated dissatisfaction with any of the above, please explain.

____

What are the top challenges facing your business? Select all that apply.

Changes in organizational/corporate structure

- ☐ Changes in our industry
- ☐ Competition with other similar business
- ☐ Declining or Increasing employment
- ☐ Declining sales or increasing sales
- ☐ Difficulty recruiting or retaining labor
- ☐ Difficulty recruiting or retaining labor with required skills
- ☐ Expensive employee wages or benefits
- ☐ Expensive rent
- ☐ Insufficient community marketing
- ☐ Insufficient financing
- ☐ Insufficient parking
- ☐ Issues with suppliers
- ☐ Lack of adequate physical or communication infrastructure
- ☐ Lack of capital/investment
- ☐ Out of town competition
- ☐ Poor building condition
- ☐ Restrictive business regulations
- ☐ Shoplifting or theft
- ☐ Succession planning
- ☐ Other, please specify ______________

Please describe your plans for the business in the next 1-3 years. Select all that apply. I plan to ..

- ☐ Expand the products/services of my business.
- ☐ Reduce the products/services of my business.
- ☐ Expand the square footage of my business.
- ☐ Reduce the square footage of my business.
- ☐ Expand my workforce.
- ☐ Reduce my workforce.

- ☐ Expand my business outside of Crawford County.
- ☐ I don't have any plans for changes.
- ☐ Other. Please explain. ____

What three types of businesses in the Allamakee, Clayton, or Crawford County region complement your business the most?

Business Type 1 ____

Business Type 2 ____

Business Type 3 ____

What type of businesses would you MOST like to see expand into the Prairie du Chien market? (Indicate the type of the business only.)___________________________

Why do you see this type of business as a good fit for the Prairie du Chien market?

____

What type of business would you LEAST like to see expand into the Prairie du Chien market? (Indicate the type of the business only.)__________________________________

Why do you see this type of business as a poor fit for the Prairie du Chien market?

____

Why did you locate your business in this region?

____

What could be done to support and foster new and existing business growth in the region?

____

If you are aware of any businesses that might be interested in establishing a location in Allamakee, Clayton, or Crawford County please name, describe the business, and provide contact information if possible.

____

Is your home served by broadband internet?

- ☐ Yes, and I currently subscribe to an internet service.
- ☐ Yes, but I do not subscribe to an internet service.
- ☐ No
- ☐ I don't know.

Are you satisfied with your internet service?

☐ Yes. explain. ☐ Somewhat. Please explain. ☐ No. Please explain.

____

The following questions are with regard to a Strategic Doing visioning process related to the market study.

Remember a time when your community was at it best or your community's biggest success. In a few words, describe it and what contributed to that success?

____

In one phrase or sentence, what is the best part of the community where you live right now?

____

What assets exist in the community where you live or the surrounding area that you would like to keep or grow?____

Imagine a time in the future when the community where you live and the surrounding area is thriving and complete the following sentence. The community has become...

____

In a few words, why did you choose to live in this region?

____

If you have skills/abilities you would like to contribute to your community or if you would like to receive regular updates about this market study or the Strategic Doing process, please provide your name, a description of what you would like to contribute, email address and contact information and we'll be in touch.

____

The following demographic questions will be used to ensure the accuracy of our sample and will not be used to personally identify *you in any way. You may leave any questions blank if you choose.*

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Prefer to self-describe. ____________

What is your household income?

- ☐ Less than $10,000
- ☐ $10,000 to $14,999
- ☐ $15,000 to $24,999
- ☐ $25,000 to $34,999
- ☐ $35,000 to $49,999
- ☐ $50,000 to $74,999
- ☐ $75,000 to $99,999
- ☐ $100,000 to $149,999
- ☐ $150,000 to $199,999

What is your age

- ☐ 18 or under
- ☐ 18-24
- ☐ 25-44
- ☐ 45-64
- ☐ 65 and older

APPENDIX 5: RESIDENT SURVEY OPEN-ENDED RESPONSES

(Note open ended text specific to multiple choice questions – i.e. "Other" responses" are provided in body of this document where applicable or in the Excel data spreadsheet)

If there is a specific business that attracts you to Prairie du Chien please list and describe what about this business attracts you. - Business name (Alphabetical)

3M

Alde's

Alde's

Aldi

Aldi

Aldi

Aldi

Aldi

Aldi

Aldi

Aldi

Aldi

Aldi and Coulee Cap Thrift Store

Aldi's

Aldi's

Aldi's

Aldi's

Aldi's

Anytime Fitness

Bargain boutique

Bargain Boutique

BARGAIN BOUTIQUE

Bargain Boutique, The Barn, Wal-Mart

Black Angus, Blackhawk

Bluff stone Therapeutic Massage

Broken Ladder

Cabela's

Cabela's

Cabela's

Cannery

Cannery

Culver's

Dentist

Dollar tree

Eddies Irish Pub

Farm Service Agency

Fort mulligans

Hardware store

Hartig Drug

Head Rush Salon

Jones black angus

Local oven bakery

Local Oven Bakery

Local Oven, Planted Tree, Tavern, Acapulca

Lorenz chiropractic

Mississippi

Mississippi Meats

Mississippi Meats

Mulligans

Mulligans, The Barn, Simply

Na

Na

Nelson Hardware

Nelson True Value

Nelson True Value

Nelsons

no

None

None

None

Papa Murphy's

Picket fence

Picket Fence

Picket Fence, Front porch quilt

Pickett Fence

Pickett Fence

Pickett Fence

Piggy Wiggly

Piggy Wiggly

Restaurants

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply

Simply Cafe

Simply Coffee House and Eatery

Simply Eatery

Sports world

Sports World

Sports World

star nails and Piggly wiggly

Stark's Sports Shop

starks

Starks

Starks

Starks

Starks

Tavern

The Barn Restaurant

the Cannery

The Local Oven

The Pickett Fence

The Pickett Fence

The Pickett Fence

The Pickett Fence

The Pickett Fence

The Tavern

True Value

True value

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Wal-Mart

Walgreens

Walgreens

Walgreens

Walgreens

Walgreens

Weber Chiropractor and Pickett Fence

If there is a specific business that attracts you to Prairie du Chien please list and describe what about this business attracts you. - What attracts you about this business? (Alphabetical- Data available by business on request)

Affordable groceries with a big selection.

As an outdoorsman, they have a wide variety of products I use on a regular basis.

Atmosphere, friendly staff, quality/type of food

Attractive, Variety, wonderful staff

Availability of a variety of items for a one stop shopping

Candies, cards and framing

Cheap groceries

convenience and price

Customer Service and loyalty to business and ability to purchase greeting cards and $5 coupons

Decor, menu items, & pricing. Wish it was open on Sundays

Delicious food

Delicious food and a beautiful building - exterior and interior - love the new sign

Display

East to get to and not as busy as big box store.

Everything. Good food, service and neat business

excellent produce

Excellent Service, Excellent Food, Great Atmosphere

Fabric

Fabric

finding treasures

friendly owners, unique gift items, local food products

Friendly service and excellent food choices

Friendly staff, good selection

friendly staff, quality merchandise, excellent advertising

Friendly, knowledgeable, selection

Good food

Good food

Good Food

good food and service

good food for less money

Good food, good service, very nice surroundings, friendly atmosphere, fair price

Good food, reasonable price, good service

Good food; cant find anywhere else

Good meat

Good stock, competent staff

Good value and service

Good, trendy food at a good price.

Great atmosphere friendly staff and great food

Great Atmosphere, Great Employees, Eye Catching

Great customer service and product

Great gift shop

Great sandwiches and soup/ Friendly people

Great selection, clean, attractive store, friendly sales people. Enjoy the garden center.

great service at star nails and good sales at Piggly wiggly

greenhouse

groceries

handy location

Has everything

Hobby

Hunting gear

inventory - hours

Inventory/Friendliness of staff

Items and price

Large selections, pharmacy

liquor and boating supplies

Live music

Live music

Local Owners

Local, great service, clean space.

Love "junkin'", love pizza n fish fry, need Wal-Mart

Love to hunt

low cost

meds

Member, it's the closest to me and it's very clean

motorized carts for handicapped shoppers

N/A

Na

NA

Necessity

Need both

need for groceries

Nice supper club good food

Not many options for price/need

Not many other choices

Only one in area

Owner & employees

Price

Price

Price

Price and Service

Price’s

Prices

prices

prices and convenience

Product mic

quality and customer service

Quality Food

Quality of merchandise

Quality of service and price

Quality reliability

Quilting products

School clothing and shoes for larger feet

selection and prices

selection and prices

Selection of organic products

selection--food and staples

service, selection and hours open

Services

Specific foods, affordable clothing

Supports my interests

The artists flair

The atmosphere

the food

The trendy atmosphere, excellent products and customer service

The window display and that they help the community

They have a variety of the things I mostly shop out of town for.

Treasure hunting

Type of store & friendly employees

Unique gifts and locally owned

Uniqueness

variety

Variety

Variety

Variety and price

Variety n price

Where I buy meats and groceries

White girl coffee!

work

Yum

How could businesses in Prairie du Chien better serve you? Please describe and provide business names if possible. (Alphabetical)

A larger variety of clothing stores for people 40 and over.

A music store for musicians needs.

Another Car Wash - Kwik Trip!

As the largest city in our county, it would be nice to see a greater emphasis on progressive features for tourists and residents alike: healthy foods and ethnic restaurants; nice area for farmers market; a greater diversity of stores etc. There are some very nice stores like Nelsons in PdC but the downtown could be more vibrant and I've always thought that PdC does not take advantage of the natural beauty and history of its location. I meet many people who never go there despite having Villa Louis, etc. because it doesn't have the feel of a destination city---which is too bad for a city of 6000 plus on a beautiful stretch of the Mississippi River.

be closer

Be open on weekends and evenings. Would like to bring out of town guests to shops and coffee shops. Historic walking tours would be nice.

Be open Saturday afternoons etc. Better prices

better deli options at the grocery stores

Better selection regarding farm to home and healthy food selection

Better variety of restaurants on the north side of town. It was great having Quiznos years ago. Getting Walker's in Lancaster to expand to PDC would be nice (great variety of men's, junior, women's and now they expanded to plus size. Great shoe assortment also).

Business open at least one night per week. More places to eat different foods

businesses need to have evening and weekend hours.

Consistent hours, including being open past 5pm (I work until then and it's hard to support when they're closed). Friendly and speedy service is important. Keeping space clean and attractive looking also a plus. I'd like to see more variety in restaurants-I like unique menu options. It seems like the food is all the same no matter where you eat.

Costco, bed bath and beyond

Could use more choices to eat and variety stores

Delivery services -- well advertised -- for goods and services.

Diversify. Large amount of hospitality and food options, but lacking downtown shopping feel. Needs more variety.

Downtown family cafe w/good menu.

Fine as it is. I don't get down to Prairie much. It might be nice to have more dairy supply and equipment options closer than Cashton.

Friendlier helpful service at counter and in store

Get rid of the roundabouts. Those are extremely irritating making us try to avoid that area

Get rid of those damn roundabouts--I hate them, and avoid them at all costs!

Green Space, bookstore

Grocery store on north-east side.

Having more access to clothing stores would be wonderful. Driving 1 hour or more to purchase clothing isn't all that efficient.

Hours of operation could be better

I don't know.

I don't know.

I don't make it to PDC often enough to have an opinion.

I don’t like Wal-Mart anywhere. They have destroyed downtowns and are given all kinds of incentives to come into towns and take away from Main Street shopping. Then the downtowns run around trying to get grants and funding to restore them to their success prior to Wal-Mart's.

I feel businesses could do more advertising/promotion on social media. Pictures are worth a thousand words. I'd love to see pictures of clothing and stylish shoes from Sports World and Wall Street and Panka's Shoes, pictures of the food/beverages available at Stark's and Valley Fish, pictures of candies and cute fabrics at Pickett Fence, pictures of the dishes served at the restaurants like Ft. Mulligans/Blackhawk/Cafe Hope etc., along with prices and description of sales. Maybe "mention that you saw this, and receive $5 off!" If I see something online, it will be like an impulse buy at the gas station. It'll make me want to stop at that store and buy it, probably checking out more of their products. It might even warrant a special trip if it's something new labeled "limited supply," "flying off the shelves," "selling like hotcakes," etc.

I know several elderly that miss the Family Dollar on the north side of town.

I think the businesses in PDC are doing a great job.

I would drive there versus La Crosse if there were a Woodman’s or Festival or other similar large grocery store.

I would like a store like the food coop in Viroqua ore the Peoples food coop in La Crosse

I would need to live closer or have public transportation to town to give a useful reply, but Viroqua appeals to me more with its co-op and local businesses.

I would spend 3 days a week downtown doing stuff if Prairie du Chien had its own micro brewery. They are fantastic places that are way more refreshing then just another regular bar.

It would be helpful to have more handicap parking spaces .And why are the cart corrals rarely near the handicap spaces? I notice that many people using them just abandon the carts somewhere nearby.

Kohl's Store, old Navy outlet store,

More and better restaurants.

More business brought in for better paying jobs.

More businesses and clinics open on weekends

More clothes shopping stores, like Kohl’s.

More diversity in options, locally sourced and organic options. The main reason we gravitate more to La Crosse is a mix of services and retail/entertainment options, along with all our health and medical providers.

More great restaurants

more mid-price clothing choices (higher quality than Wal-Mart or Peebles, but less pricey than Wall Street)

More shopping/restaurant options in downtown area. There have been places but appear to be short-lived. It would be nice if downtown PdC could be fashioned somewhat like Viroqua - right now it appears that downtown PdC is dying. A restaurant that features local foods would be nice.

More uniform business hours. Some businesses seem to be hit or miss and do not keep consistent hours. Being open on weekends or a little later in the day would be helpful if you work 5 days a weeks 9-5. More retail shops, less service business offices.

More variety in restaurants.

More variety of restaurant and entertainment options; more options for independent, organic and local groceries; clean up the buildings downtown; affordable rent or sale price for burgeoning new businesses

More variety, Variety In Eating Establishments, Weekend and Night Hours,

More variety.

Need a family restaurant like Perkins

Need for a business to serve a quick, friendly, homemade lunch would be great. There are not many options on the north end of town to go and grab something quick

Needs a dry cleaners, a glass shop where you could buy a good mirror.

needs more options in general

New Costco store.

No a lot of variety on Blackhawk Ave for shopping.

Not applicable

NOT POSSIBLE

Once a week have evening hours, like Wednesday when most kids have religious ed. No sports

open earlier in the morning

open evenings

Open on weekends

Open some evening hours

PdC has a great mix of businesses. Used to work there and shopped at lots of places. Recently bought a retail store in Boscobel, so I cut way back on my trips to PdC. I believe in shopping as local as possible, so Seneca (JOS) gets my business.

Promote thru advertisements. Awareness of weekly special / happens, etc. Mississippi Meats does a good job with weekly specials in local paper.

recreation price should not be so high for out of town IF they want us to attend

senior discounts

Several of the buildings in the downtown are in terrible disrepair. These buildings give a very negative image of downtown.

Supply more agricultural items at reasonable prices.

The city development is verging on ugly urban sprawl..... attention needs to be paid to city planning .... accessibility for foot traffic is awful.

They have a good selection of mom and pop shops which is something I really admire, especially in a large town like prairie.

Very satisfied

We need a wider variety of retail shops in the downtown area and less offices.

We need more of a variety of food places.

We need more variety of shopping especially clothing businesses.

<u>Name up to three types of service or retail businesses, other than restaurants, you would most like to see in Prairie du Chien. (Do not indicate the name of the business, just the type of the business.) (Alphabetical)</u>

24 hr. Taxi or like service
2nd hand shops
Alde's
Alterations or tailor
Amish store
Animal feed
Antique
Antique stores
Any outlet store
Apparel
Art gallery
Art/music/performing arts space
Arts cooperative
Auto parts
Bakery
Bakery
Bath & body
Bead shop
Better department store
Better farmers market
Better restaurants
Bicycle shop
Big and tall clothing shop
Big box club
Big box tool store
Bike shop!!
Biking trails
Book store
Book store
Book store
Book store
Book store
Book store!
Bookstore
Brew/pub/microbrewery
Brewery
Brewery
Building materials
Butcher
Canoe rental
Car dealership
Car dealership
Car wash
Car wash
Car wash
Car wash
Children's clothing/resale
Children's store
Clothes for larger women
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing
Clothing (quality)
Clothing for women
Clothing for young adult
Clothing shopping
Clothing store
Clothing store
Clothing store
Clothing store
Clothing store
Clothing stores
Clothing stores women/men
Clothing women's
Clothing/apparel
Co-ops
Comedy club
Comic/card shop

Consignment shop

Convention center

Country western music venue

Craft store

Craft store

Craft store

Crafts

Crafts

Crafts

Dairy supply and repair

Department store

Department store

Department store

Department store

Department store

Discount quality clothing

Doggy daycare

Don't know

Don't know

Don't know

Don't know

Don't know

Don't know-don't drive there due to roundabouts.

Downtown cinema

Dry cleaner

Dry cleaners

Dry cleaners

Dry cleaners

Dry cleaners

Dry cleaning

Dry cleaning

Dry goods

Electronic supply

Electronics

Entertainment

Entertainment

Entertainment complex - arcade games, whirly ball, sand volleyball

Equestrian center, public horse back riding

Equestrian trails public

Ethnic restaurant

Farm

Farm and home

Farm equipment

Farm to home

Farm to home grocery

Farm to table restaurant

Fashion for men & women

Fleet farm

Fleet farm (or farm and fleet)

Food

Food co op

Food co-op

Food co-op

Food co-op or natural food store

Food coop

Footwear

Formal dress shop

Full line crafts and scrapbooking shop

Full service car wash/detail

Furniture

Gardening

Gift shop (something like rural route 1 in Monfort)

Giftware

Glass shop

Golf shop

Greek food store

Groceries

Groceries

Grocery

Grocery

Grocery

Grocery

Grocery

Grocery

Grocery

Grocery

Grocery north end

Grocery on north end

Grocery stores

Gun range

Hallmark retail type store

Hardware

Hardware

Hardware

Hardware store

Hardware store
Health food
Health food grocery
Health food/food coop
Health foods
Healthy food shop
Healthy foods
High end grocery store
Historic rehabs and tours
Hobby shop
Hobby store
Hobby store
Home center
Home center
Home improvement
Home improvement
Home improvement
Home improvement
Home improvement store
Home improvement store
Home remodeling
Home store
Household design
Housing for elderly; condos, apt
I can't think of any
Independent bookstore
Independent record and book store
Industrial
Jc penny
Jewelry
Kids
Knitting/yarn shop
Kohl's
Kohl's
Landscaping
Large grocery
Large hardware store like Menards
Large hardware/outdoor store
Large women clothing
Leather/stitch repair shop
Leatherwork
Lumber/building supply
Lumberyard
Mall
Marina
Meat locker
Meat locker
Men clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing
Men's clothing store
Men's wear
Men's wear
Menards
Menards
Menards
Micro brewery
Micro brewery/distillery
Micro-brewery
Micro-brewery
Micro-brewery
Microbrewery/distillery
Music store
N/a
N/a
Na
New car dealer not used cars
Non-alcohol lunch
Nursery
Office supplies
Office supply/computer service
Old navy outlet
On site bakery
Organic
Organic grocery
Organic/food co-op
Other crafts
Outdoor clothing (not hunting)
Outdoor theater
Outdoor type eatery
Performing arts

Performing arts/yoga/tai chi studio

Personal shoppers for elderly

Pet store

Pet store

Plus size clothing

Plus sizes

Private river marina- full service

Public arts center

Quality clothing

Quality shoe store

Rail distribution

Recreation outfitter

Reflexology

Resale

Resale-upscale

Restaurant (non family, with a unique menu) (not Midwest)

Retail

Retail

Retail

Retail

Retail store

Salons

Scrapbook shop

Seamstress

Shoe repair

Shoe repair-cobbler

Shoes

Small auto repair place

Something like Hamann was

Spa

Spa

Specialty grocery store

Sporting arena

Sporting goods

Sports shop

Sports shop

Tack shop

Target/kohl's more than Wal-Mart

Taxi

Technology

Thrift

Thrift store

Thrift store like goodwill

Thrift stores

Tool store

Tools

Toy

Toy store

Toy store

Tractor and implement dealer

Unknown

Used bookstore

Variety store

Variety stores

Visual/fine art gallery

Walking trails

Warehouse food

Whole sale

Wholesale

Winery

Winery

Women's /men's clothing

Women's and men's clothing

Women's clothing

Women's kids clothing

Women/queen size clothing

Yarn shop

Yoga studio

Zoo

What three types of businesses in the Alamakee, Clayton, or Crawford County region complement your Business Type

Orchards & wineries	**Tourism**	**Outdoor recreation**
Tourism	Other small businesses	
Wellness		
Homebuilding and finishing/furnishing	Woodworking and carpentry	Home renovations and restorations
Wine	Organic food retail	Farmers markets
The visitor center		
Recreation activities	Hotels	Attractions
Sale barns	Locker plants	
Arts organization		
Building materials suppliers	Banks	Organic valley and its employees
Information technology	Entrepreneurs	All
New businesses that advertise	Existing businesses that advertise	Events planners that advertise
Milk plants	Feed stores	Harvest storage
Antique	Casino	Motel
Grocery	Hardware store	Specialty stores
Schools	Hospitals	Tourists
Clayton		
Party supplies		
Transportation providers	Equipment maintenance/repair, mechanics	The density of other value added producers in the area
Johnson's one Stop		
Hardware stores	Feed. Seed	Implement dealers up
Steel supplier	Foundry	Bearing warehouse

Restaurants	Groceries	Food transport to urban centers
Restaurant, bar, Coops that carry/serve beer	Tourism-related businesses that bring additional customers	Businesses like hardware stores that help supply tools, materials, propane for our business.
Title companies		
Anything wellness related		
Banks	Title Companies	Home Inspectors/Appraisers
Wedding venues	Sportsmen	
Gift and antique stores		
Parks	Camp grounds	Gift shops
Gift shops	Other quilt shops	Quaint boutique type shops that attract women
Farm supply	Feed, seed, fertilizer	Equipment repair
Banks	Local fuel	Local feed services
Meat processing		
Food	Recreation	Hospitality
Lending	Title companies	Relocation through employers
Retail stores	Restaurants and bars	Services
Manufacturing	Hardware store	Tourism, boating, fishing
Retail	Clothing	Groceries
Lodging	Dining	Attractions

What type of businesses would you MOST like to see expand into the Prairie du Chien market?	Why do you see this type of business as a good fit for the Prairie du Chien market?
Tourism, Quality groceries, Department Store/Household goods	Business supplies
Alternative energy coops	We could be known for something if we as a county worked together to form a new Municipal way to generate renewable power collectively.... Parts off the shelf with available Tech.
Organic grocery	I don't know that it exists now
Sam's club	This is a supplier that i use most for my hotel
Locker plant	None nearby
Arts organizations (see Richard Florida, THE RISE OF THE CREATIVE CLASS)	Cultural enhancement; magnet for tourism
Plastic recycling	Tons of ag. Plastic used in the region. Could be recycled and employ low skilled workers.
I would like to see them in Clayton County - Small manufacturing or service	I would like to see them in Clayton County - small manufacturing or service
Farming	Because the stewardship is always trying to stop the farmers
Antique	Need tourism to increase, seems stagnant
Local and homegrown foods, retail specialty boutiques, day spa, nightlife, boutique hotel and or small conference center, a children's museum and party place, upscale dining and entertainment for different age groups	Our scenic and recreational assets can drive tourism traffic which in turn increases sales for local business. Pdc needs to offer those specialty stores and products to keep customers coming and referring others to shop here. We need a solid core of strong retail businesses...not necessarily just service businesses in the downtown.
Retail, overnight camping availability	Bring in tourists
Refrigerated trucking transportation options; ANYTHING tourist related	The transportation is only for us with a limited benefit to others; tourism is full of opportunities
Another store besides Wal-Mart	Competition
Liberal arts university	Increases quality of life for many people in many ways
Businesses that either complement our emphasis on "Buy Local" (independent	We want more residents to shop locally and we need more tourism $ to support all of us.

stores, restaurants, etc.) Or tourism-related businesses.	
Medical or pharmaceutical	Lots of high paying jobs, there are clean and eye appealing
Book store, boutiques, craft type shops, dress shop, specialty shops that offer a unique selection	Need a variety that would appeal to locals but would also be a draw to visitors
Dairy equipment	This area is well-suited to small-scale dairy farming, we're just lacking some of the services conveniently located.
Manufacturing	Noncompetitive good wage jobs
Recreation	Draw tourists to the area
Chain retailer	Provide goods not available
Small to medium manufacturing	We need a younger population with families.. Good paying jobs
Retail	More little shops the better
Restaurant	Bring more visitors to area

What type of business would you LEAST like to see expand in Prairie du Chien market?	**Why do you see this type of business as a poor fit for the Prairie du Chien market?**
Fracking mines, other Mining; Disc. Stores	Destroys the natural beauty; lowers standard of living
More minimum wage jobs	People need better paying jobs to get a head in life
Water Bottling Plants (i.e. Nestle), and Confined Concentrated animal farming	Poor future for residents/ exploitation of recourses at public expense
Big box grocery	Because they already have Wal-Mart
Fracking	Will utterly destroy the natural beauty and tourism market
CAFOS- factory farms	ground water pollution, hires non-locals. Inhumane to animals
The stewardship people.	Harassing people and trying to shut agriculture down
Strip joint and other, sleaze	Family oriented area
Attorneys, insurance, accountants and taverns.	Service businesses only serve their clients, they aren't open on weekends and do not help drive traffic and sales. Big box stores.
Fast food	I believe there is already more than enough QSR establishments
Sand mining or heavy industry	Ugly and detracts from the area as a whole
More pizza places	To many already
Anything non-local	The uniqueness and seclusion of the region-best selling-point
Big chain stores.	They inhibit small businesses and often take profits out.
Another small engine repair shop	They pile junk machines up in the middle of town-clean it up!
Big box chain stores	Under sell independently owned shops, we need shops that will make us unique and interesting
Anything non-agricultural	This is and ought to be an agricultural area.
Big box retail	Increased competition for established business
Sand mines	Sporadic and short-term, in environ.opp to drawing visitors
Fran sand handler	Conflict with other uses
More service businesses like insurance, attorneys at least not in shopping districts.	Don't generate traffic and sales, overnight stays, etc.
Bars	Have enough

Why did you locate your business in this region?

3rd generation

Better serve the customers of the area - we believe connected communities are thriving communities

Born and raised here

Born and raised here. This area is my home and I want to see it thrive and be a part of making PDC the shopping hub of the area.

Born here

Cheap land

Family

Family in PdC. Love the area.

Family ties

Folks did

Grew up here

Have lived here most of my life

Home

I didn’t, it was already there

I enjoy the area where I live

I is where I live

I live here

I live here and there was a need.

I purchased this business from a previous owner

I'm from the area

In the 70's, the founders were moving to this area from various large cities, wanted a place to buy natural foods.

It has been here for 113 years...which your survey did not let me indicate in the other portion

It's a home-based business

It's been her for 110 years.

Live here, love the rivertown

Location

Minimal competition; has been present in this region for many years

My family ran businesses in the area for the last 75 + years. Opened our business located within other family businesses in 1970s.

Natural beauty. Centrally located between several universities (despite 100--150 mile distances

Need if our volunteer service

Reside here, natural beauty, affordability, intent on regrowth

The beauty of the land.

There is a need for this around here. It saves time and money instead of traveling a lot of miles for the same things

This Museum site is located where the Froelich family lived and where the first gasoline propelled tractor was invented in 1892!

Thought that tourism would grow faster than it has.

Ties to the community

Wanted to be off the beaten path, wanted relatively pristine environment, wanted to escape development

We fell In Love

We live here and felt it would be a good fit in PDC

We live here and wanted to support our local community.

From your perspective, what could be done to support and foster new and existing business growth in the region?

Clean, high tech industry; better roads; high speed rail to PdC, lacrosse and Madison

Increased tourism. When an area has multiple small businesses that attract local residents as well as tourists, everyone benefits.

Start up and expansion grants or loans, general marketing and media coverage for the area

Better marketing for farm products

Identify, organize, publicize, and help to market the numerous artists and crafts people

Provide greater training for students to learn the building trades. Provide business planning help for new businesses and access to capital.

Financing, skilled labor force and support of business

Advertise in larger US and FOREIGN markets. Use the Mississippi River more as a draw, especially in Europe and Asia

Marketing potential to outside investors. Seek out the type of businesses we want to locate here.
Communicate with existing property owners and connect them with potential tenants (complementary to existing business). Help support shopping local and promotion to our residents. Have a pro-growth city council and mayor. Engage (help) Chamber of Commerce to work together on Driftless Development mission and projects for benefit of all. Replace negativity.

Incubator/accelerator programs for startups. Physical space sharing and services

Make people who receive food, housing, other government benefits work for them. If they ar3 able bodied to work, they should.

Local promotions

Clean up the entire Kickapoo river; clean up the orchard area around Gays Mills and promote that region better year around as opposed to only harvest time

Community support

Encourage residents to shop/invest locally. Create a guide for tourists to know what is around for them to see & visit.

More community support of economic development at the individual community level (such as the Community Dev. Corp of Soldiers Grove helping local businesses) and help at the macro-level (DD helping businesses find funding).

More and better housing options, access to more diverse services and retail

We need more young people and jobs for them. Start-up programs---small business support/loans/grants?

Increased wages and jobs for young families.

Reduce property tax. Cost of maintaining large old building plus the property tax. Cost and keeping up with technology.

City of PDC has not always been helpful to new business venture ideas. The word "no", rather than, lets see what we can work out was to often the Cities response to something new. Keep an open mind and be helpful. City needs to remove low income tenants from down town Business Districts

Provide a place where new and current small business owners can go to get answers to their business questions. Communication is key. I think knowing there's a place to go for help or direction would be huge. Offer business sessions that would be helpful in marketing and business operation. Cooperative advertising so everyone is working together and working as a team.

Improve agriculture prices and infrastructure.

Planning, creating and marketing area to young families. Promote our great schools, safety, scenery and recreation.

Strategic planning for growth and funding mechanisms

Provide high speed broadband EVERYWHERE and then let that fact be known....if that can't be done at least show the areas that already have affordable high speed broadband and advertise that fact...create micro office space where broadband is available

Attract new manufacturing, have enough skilled workers to fill positions, market the area to outside regions.

Signage and advertisement...

Better post-secondary education in town. More vibrant downtown