



2019

Brodhead Market Analysis

Retail, Restaurant, and Service Businesses

*Community-led research to support
community and economic development*



ACKNOWLEDGEMENTS

STUDY TEAM

This market analysis was completed by a local study team of business and community leaders, working with the City of Brodhead, the Brodhead Business Improvement District, the University of Wisconsin–Madison/Extension Center for Community and Economic Development, and Extension Green County. 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 includes a broad range of knowledgeable and committed community and business leaders as listed below:

- Glenn Condon, Downtown Building Owner
- Amber Foster, Owner, Foster’s Gaming and Collectibles, member of Brodhead Chamber.
- Casey Jones, Owner, Pearl Island Bed and Breakfast, member of Brodhead Economic Development and Business Improvement District Committees.
- Scott Larson, Realtor
- Lenny Lueck, Superintendent, School District of Brodhead.
- Keri Miller, Deputy Clerk/Treasurer, City of Brodhead.
- Mike Olson, President & CEO, Bank of Brodhead, chair of the Brodhead Business Improvement District.
- Adam Scheidegger, Media Strategist, Big Radio, member of Brodhead Economic Development Committee and the Brodhead Chamber of Commerce.

UW-MADISON/EXTENSION

The study team was supported by UW-Madison/Extension educators:

- Bill Ryan, Community Business Development Specialist, University of Wisconsin Madison/Extension; and
- Victoria Solomon, University of Wisconsin Madison/Extension Green County.

Chuck Law, UW-Extension Local Government Center Director and Community Planning and Design Specialist, provided historical perspective based off of prior research in Brodhead. Technical assistance was provided by Tabitha Miller and Jonathan Wolfrath, Graduate Student Assistants, University of Wisconsin-Madison. Cory Leemon and Marcus Pearson, both graduate students with the University of Wisconsin-Madison, provided research assistance.

CITY OF BRODHEAD

The study was funded by the City of Brodhead.

SURVEY RESPONDENTS

The study team and UW-Madison/Extension educators are deeply appreciative to everyone who completed the community survey.

DISCLAIMER

These findings must be used with caution, as they are sensitive to many assumptions. This document by itself should not be used to determine the feasibility of a business investment or venture.

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SECTION 1: INTRODUCTION

This section includes:

- The purpose of the study.
 - The process used.
 - An overview of relevant prior research on Brodhead.
 - The state of retail.
-

PURPOSE

Many existing and 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 these opportunities.

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

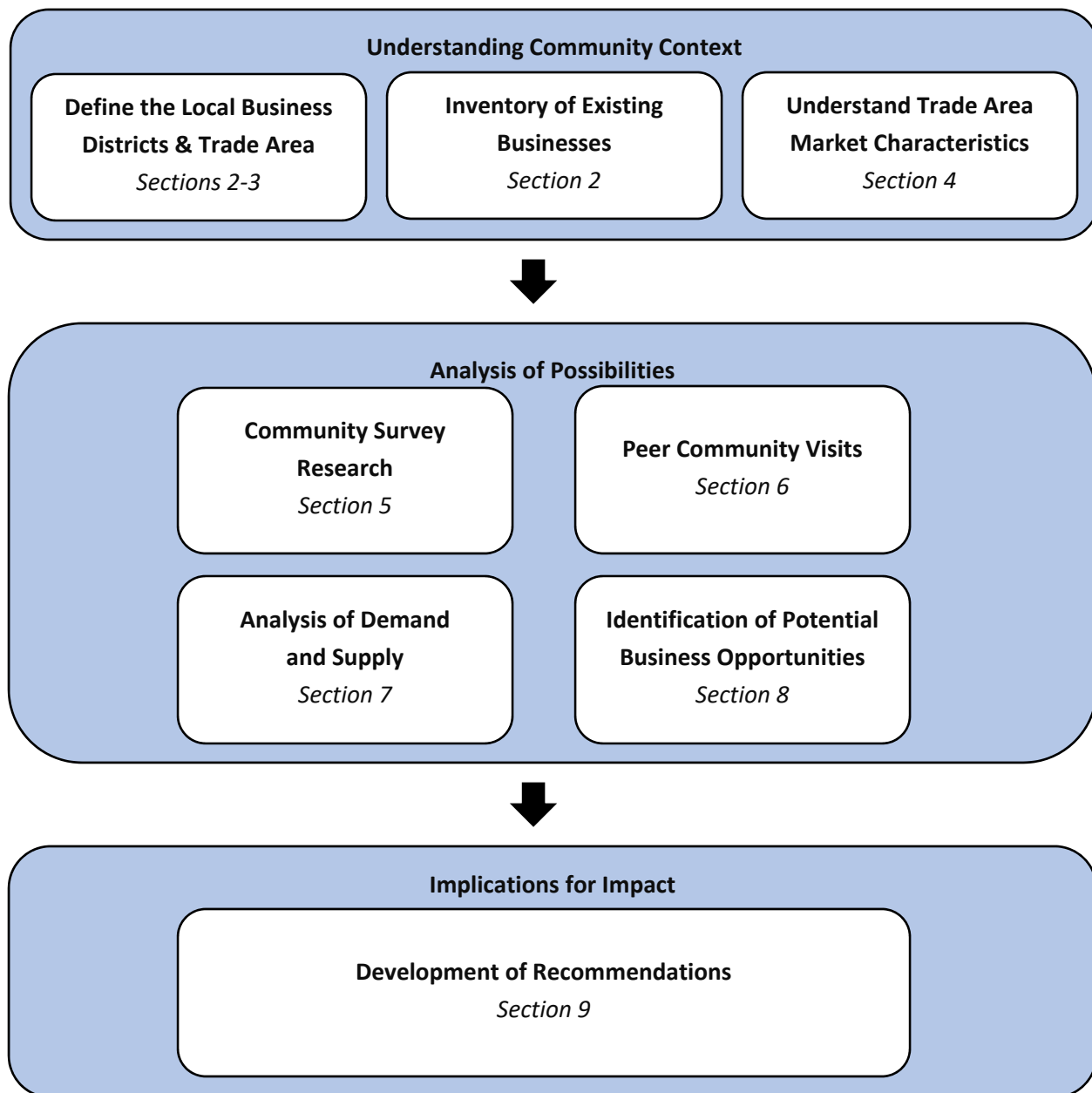
- Support business retention and expansion;
- Attract businesses and entrepreneurs;
- Guide improvements to the physical environment; and
- Provide data to inform marketing and branding efforts.

The market analysis for Brodhead provides current and objective information on business development opportunities (retail, restaurants, and services) that could enhance the quality of life in the community. Accordingly, 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 adequately serving the segments. Recommendations are made to guide the community's business retention, expansion, and attraction efforts. The data assembled in this analysis will support implementation of business development priorities.

PROCESS

This project represents a community-led initiative in which local businesses 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



BACKGROUND

Before launching a new research initiative, it was important to understand prior efforts. A quick overview of some of the previous research is below.

City of Brodhead Comprehensive Plan 2017-2037

The City of Brodhead Comprehensive Plan 2017-2037 included a land use vision statement stating “community investments, economic development initiatives and land use related decisions place an emphasis on growing local business and industries, maintaining a safe and vibrant downtown, developing safe and attractive neighborhoods, and enhancing tourism. Brodhead will thrive by focusing planning and community investment efforts on improving those fundamental aspects of the community which already make it a great place to live, work, shop, and play.” It also included a goal to “retain, expand, create and attract businesses that strengthen and diversify the local economy, grow the tax base and enhance employee wages and benefits.” In order to attain this goal, six objectives were identified:

1. New land available for business growth in Brodhead.
2. Retain and expand employment in existing businesses.
3. Continue to expand and diversify the retail sector, thus, reducing consumer leakage, increasing consumer choices, and enhancing community quality of life.
4. Continue to increase tourism.
5. Maintain and restore Downtown properties to their historic condition; decrease the amount of time that buildings are vacant.
6. Increase average income for Brodhead residents and decrease percentage of families living below the poverty line.

A 25-Year Examination of Wisconsin Business Improvement District (BID) and the BID

“The City of Brodhead, with a population of 3,276, represents one of the smallest Wisconsin municipalities to have a BID. Operating since 1987, BID support grows stronger every year. Unlike their larger counterparts, the Brodhead BID has never had a paid employee. All of their activities are supported by a volunteer corps that most communities would envy. Centrally located in idyllic Green County, Amish buggies are a common sight riding into the community.

Mayor Doug Pinnow, a long-standing BID Board member for 30 years, and for a majority of those years the BID Board Chairperson, noted that establishing the BID wasn’t easy. “About half dozen property owners didn’t want it and people in general didn’t care about it, so we were creative in determining what properties to include.”

The BID levy per property was originally \$2.50/\$1,000 of assessed value. This generated about \$4,000 which was matched dollar-for-dollar by the city to apply toward a number of purposes. Its initial focus was working with property owners to spruce up their buildings. The BID paid for half the cost of window replacement (up to \$250 per window) and the chemical cleaning of brickwork and window trim.

The BID also improved the streetscape. Street trees, flower barrels and hanging pots were paid for through BID assessments. The BID built a gazebo, a new wall and added plantings in the District’s park square. Donations of labor and money pay for maintenance.

People began to notice these improvements and recognized the commitment the BID was making to preserve historic downtown buildings and enhance the look of the downtown area. Property owners responded in kind

with individuals paying for approximately 30 new light posts of historic design (each costing approximately \$1,000).

The BID also supports general improvements to areas outside the District as a way of attracting visitors and contributing to the quality of life for all residents in the community. This included new community entryway signs and partial funding for three murals. The BID has helped fund a number of marketing strategies to attract newcomers to the community including magazine advertising, billboards, and radio ads. They are currently supporting the development of a new website and associated social media campaigns.

Throughout the year, The BID supports a number of promotional events and, most recently, helped start summer Sunday night concerts in a park a block away from the District.

City officials have never questioned the annual BID operating plans and, like many other BIDs, the assessment has varied little over time. After the City went through a reassessment process about 20 years ago, they decreased the assessment to \$1.80/\$1,000 and it has stayed that way ever since.¹

Brodhead's efforts represent as harmonious an example as you will ever find in downtown development. They work hard to create opportunities for residents to be involved, keep them engaged, and keep things positive. The BID provides the foundational funding necessary to accomplish this."

Source: Charles Law. Full article can be found in the July 2018 edition of "The Municipality" published by the League of Wisconsin Municipalities.

Market Analysis Report by UniverCity Students

Parallel and complimentary market analysis work was completed by Cory Leemon and Marcus Pearson in fall 2018 through UW-Madison's UniverCity program. Their report is available in Appendix A: UniverCity Program Market Analysis Report.

¹ In 2019 the assessment will be changing to \$2.00/\$1,000.

SECTION 2: BRODHEAD'S BUSINESS DISTRICTS

This section includes:

- Definition of three business areas in Brodhead.
- A brief analysis of the existing retail, restaurant, and service business mix.
- Discussion of three different consumer segments of importance to these areas.

DEFINING THE BUSINESS DISTRICTS

This market analysis focuses on three business areas in the City of Brodhead. All three run along 1st Center Avenue. Combined, these three areas compose the majority of retail, restaurant, and service businesses in Brodhead. They include:

- A small highway-oriented business area, located at 2nd Street, north of downtown;
- A traditional and historic downtown, located on West and East Exchange Streets; and
- A growing highway-oriented business area, located south of downtown between 16th Street and 25th Street and anchored by a grocery store.

These three areas are shown in Figure 2 and referred to as the Brodhead Business Districts

Figure 2: Map of the Business Districts



CURRENT RETAIL, RESTAURANT AND SERVICE BUSINESS MIX

The combined business districts includes approximately 85 street level retail, restaurant and service businesses. Retail and restaurants alone represent approximately 178,000 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 for retail and restaurant categories. Caution should be used with these figures as our estimates of size were based on an exterior view or Google Earth view of the buildings.

Figure 3: Current Retail and Restaurant Mix in the Brodhead Business Districts

Retail & Service Category	Brodhead North		Brodhead Downtown		Brodhead South		Brodhead Total	
	Businesses	Total Square Footage	Businesses	Total Square Footage	Businesses	Total Square Footage	Businesses	Total Square Footage
Furniture & Home Furnishings Store	0	0	1	4,000	2	16,000	3	20,000
Electronics & Appliance Store	0	0	1	1,000	1	2,000	2	3,000
Building Material & Garden without Home Center	0	0	0	0	4	40,000	4	40,000
Food & Beverage Stores	2	4,000	0	0	1	20,000	3	24,000
Health & Personal Care Stores	0	0	1	4,000	0	0	1	4,000
Convenience Stores in Gas Stations Excluding Gas	0	0	2	12,000	2	10,000	4	22,000
Clothing & Clothing Accessories Stores	0	0	0	0	0	0	0	0
Sporting Goods, Hobby, Musical, and Book Stores	1	3,000	0	0	2	11,000	3	14,000
General Merchandise including Supercenters	0	0	0	0	1	9,000	1	9,000
Miscellaneous Retail	0	0	3	6,000	0	0	3	6,000
Alcoholic Beverage Drinking Places	0	0	4	8,000	0	0	4	8,000
Full-Service Restaurants	0	0	3	4,500	3	12,000	6	16,500
Limited-Service Restaurants	0	0	2	3,000	2	5,000	4	8,000
Snack & Non-Alcoholic Beverage	2	1,500	2	1,500	0	0	4	3,000
Retail & Restaurants Total	5	8,500	19	44,000	18	125,000	42	177,500

SECTION 3: BRODHEAD'S TRADE AREA

This section includes:

- Definition of the Brodhead Trade Area.
- An overview of the geographic context.
- An overview of the economic context.

GEOGRAPHIC CONTEXT

Brodhead is located in southern Wisconsin near the Illinois border. It is in both Green and Rock counties, only 40 minutes outside of Madison, 90 minutes from Milwaukee, and within 2 hours of Chicago.

Figure 4: Brodhead's Geographic Context



Defining the Trade Area

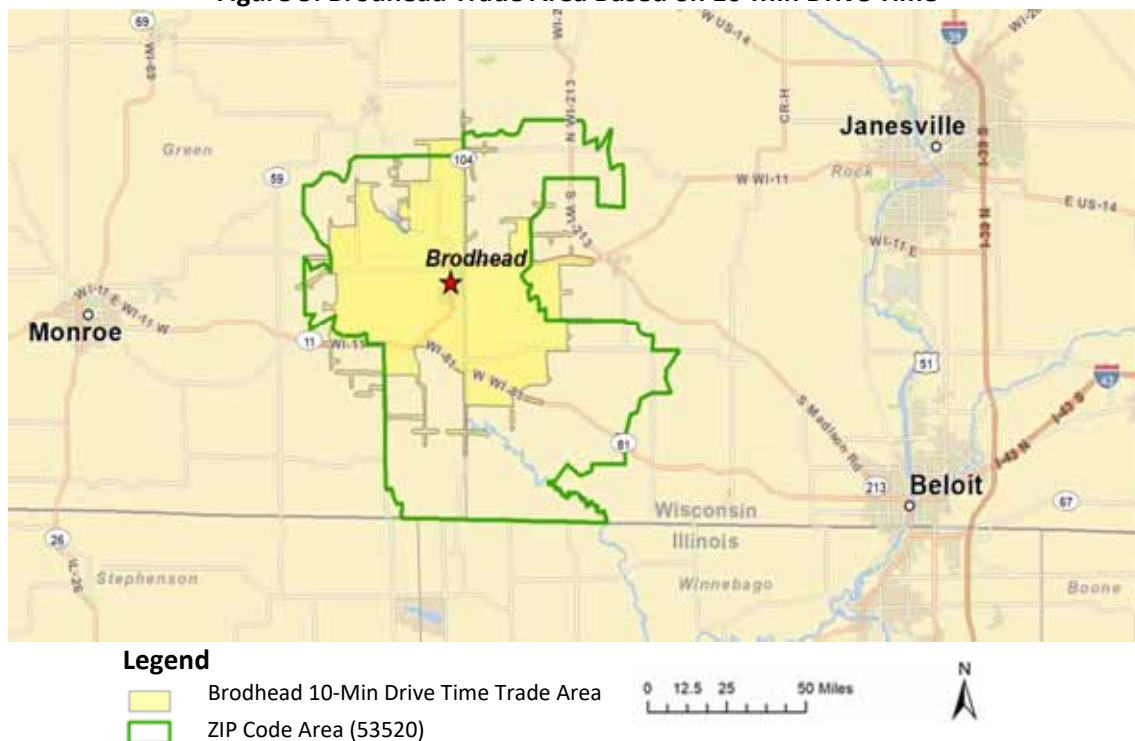
A trade area is the geographic area from which a community generates, or could generate, approximately 75% of its trade area residents. Knowing the size and shape of the trade area is very important because its boundaries allow for measurement of the number of potential resident customers, their demographics, 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 and visitors.

To define the trade area, the study group discussed the origin of current customers. Using their knowledge of the community and where customers live, they established a convenience trade area representing a ten-minute

drive to downtown Brodhead. The following map presents the Brodhead trade area based on the knowledge of the study group.

Figure 5: Brodhead Trade Area Based on 10-Min Drive Time



ECONOMIC CONTEXT

Brodhead is a city of approximately 3,200 people, less than 20 miles from three larger Wisconsin cities: Janesville, Beloit, and Monroe. The total Brodhead trade area extends 10 miles beyond the city boundaries and includes 5,600 people, including the city population. According to the City, there are over 200 businesses in Brodhead.

Employment and Unemployment

Data for Green County, including Brodhead, indicates a low unemployment rate relative to the state and the US.

Figure 6: Employment and Unemployment

Area	Year	Period	Labor Force	Employment	Unemployment Rate
Green County	2017	Annual	21,571	20,984	2.7
Wisconsin	2017	Annual	3,151,909	3,048,242	3.3
United States	2017	Annual	160,320,000	153,337,000	4.4

Source: State of Wisconsin Department of Workforce Development, Wisconsin LMI Data Access

Larger Employers in Brodhead

Top private-sector employers in Green County include Colony Brands, Inc., Kuhn North America, Inc., Grande Cheese Co., and Jack Links Beef Jerky. (Source: Madison Region Economic Partnership, 2019). Largest private sector employers in Brodhead are listed below.

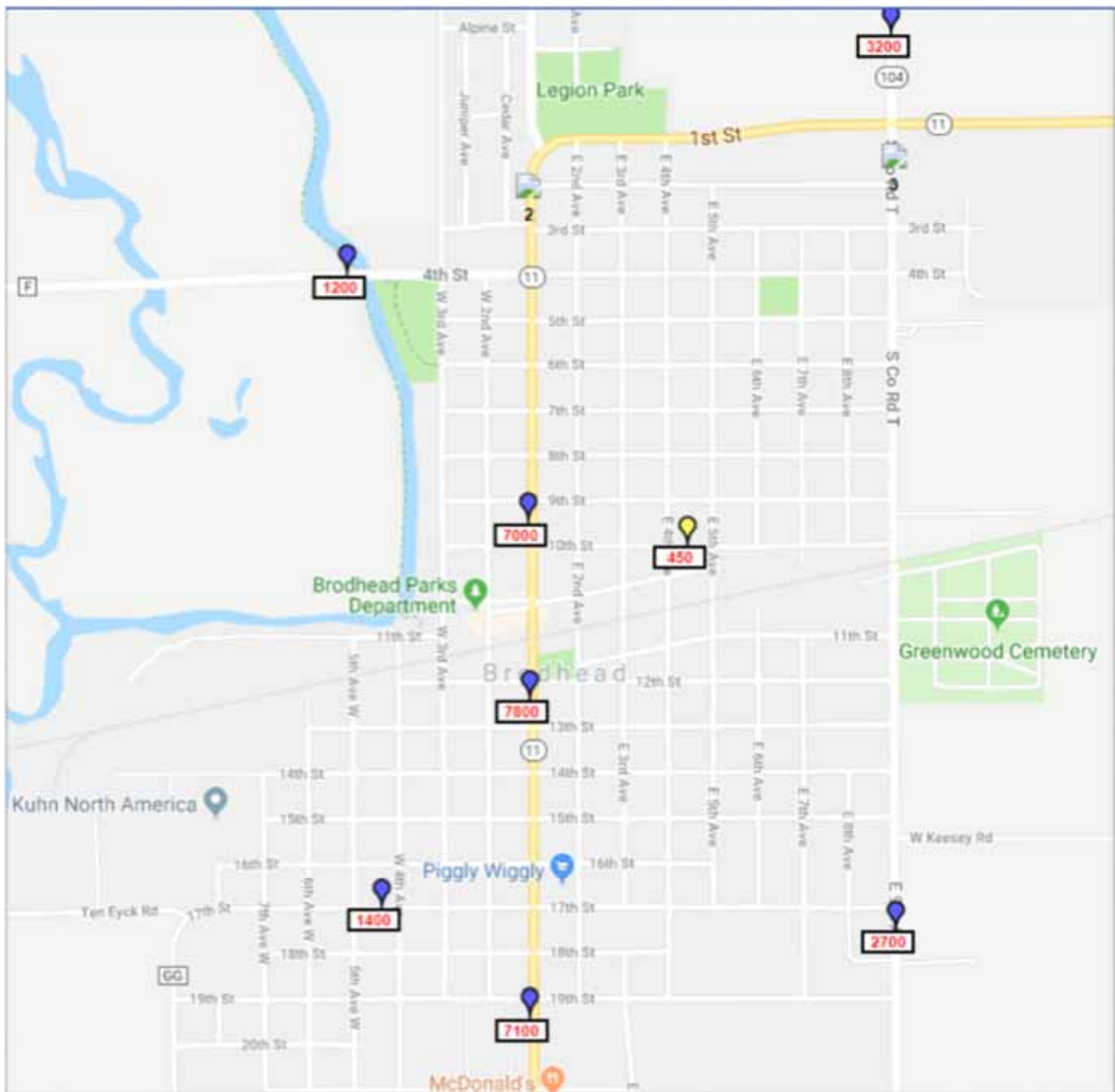
Figure 7: Larger Employers in Brodhead

Firm	Type of Business/Product	Estimated Number of Employees
Kuhn North American Inc.	Manufacturer	300
Stoughton Trailers Inc.	Trailers	135
School District of Brodhead	Elementary and Secondary Education	127
Applied Ecological Services	Environmental and Ecological Services	110
Wood's Crossing – Wood's Point	Nursing and Convalescent Homes	70
City of Brodhead	Municipal Government	66
Olin Oil Co., Inc.	Oil and Gas Producers	60
Piggly Wiggly	Grocers – Retail	40
McDonald's	Restaurant	38
Bank of Brodhead	Bank	35
<i>Source: City of Brodhead's 2016 bond issue; ReferenceUSA, written and telephone survey (July 2016), Wisconsin Manufacturers Register, and the Wisconsin Department of Workforce Development.</i>		

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 1st Center Avenue (State Highway 11) with up to 7,800 vehicles per day.

Figure 8: Map of Local Traffic Counts



Source: Wisconsin Department of Transportation, 2018

SECTION 4: TRADE AREA MARKET SEGMENTS

This section includes:

- Resident demographics.
- Resident lifestyles.
- In-Commuter analysis.
- Visitor analysis.

RESIDENT DEMOGRAPHICS

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

Population

The population of the City of Brodhead was 3,147 in 2018. It has decreased slightly from 3,273 in 2010. The City represents 56% of the Trade Area residents. Population helps quantify both current market size and market growth, both of which are used to measure consumer demand. Population is defined as all persons living in a geographic area.

Figure 9: Population

	Brodhead Trade Area	WI	U.S.
2010 Population	5,751	5,686,986	308,745,538
2018 Population	5,587	5,847,633	330,088,686
% Annual Change '18-'23	-0.1%	0.4%	0.8%

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. Households in the trade area were relatively stable from 2010 to 2018, decreasing by about 2%, while Wisconsin and U.S. households grew by approximately 3% and 6% respectively. We expect to see no significant change in the trade area and 0.4% and 0.8% in Wisconsin and the U.S. respectively through 2023. Average household size was 2.53 in 2018, between Wisconsin (2.42) and the U.S. (2.59).

Figure 10: Household

	Brodhead Trade Area	WI	U.S.
2010 Households	2,256	2,279,768	116,716,292
2018 Households	2,206	2,354,192	124,110,001
% Annual Change '18-'23	-0.1%	0.4%	0.8%
2018 Average Household Size	2.53	2.42	2.59
2010 Households with Children	33.0%	30.6%	33.4%

Source: ESRI

Housing Operatorship

Housing operatorship 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 67.2% of its housing units recorded as owner-occupied in 2018. This is about 10% higher than both Wisconsin and the U.S.

Figure 11: Housing

	Brodhead Trade Area	WI	U.S.
2018 Owner Occupied	67.2%	56.9%	56.0%
2018 Renter Occupied	21.8%	29.5%	32.8%
2018 Vacant or Seasonal	11.0%	13.5%	11.2%

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 \$54,527 in 2018, 5% lower than the Wisconsin and 6% lower than the U.S. median household incomes. 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 Wisconsin and the U.S.

Figure 12: Income

	Brodhead Trade Area	WI	U.S.
2018 Median Household Income	\$54,527	\$57,408	\$58,100
2018 Per Capita Income	\$25,948	\$31,173	\$31,950

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 trade area median age was not substantially larger than U.S. averages substantially, however the slightly older median age may demonstrate an aging population in this area.

Figure 13: 2018 Population by Age

	Brodhead Trade Area	WI	U.S.
2018 Median Age	41.5	39.7	38.3
Population over 18	77.7%	78.4%	77.8%

Source: ESRI

Race & Ethnicity

Spending patterns often differ with ethnicity. Understanding the ethnic distribution of a population is often the first step to meeting the needs of different groups.

Figure 14: 2018 Race & Ethnicity

	Brodhead Trade Area	WI	U.S.
White	95.8%	84.4%	69.9%
Black	0.4%	6.5%	12.9%
Asian	0.6%	2.9%	5.7%
Other	3.2%	5.2%	10.2%
Total	100%	100%	100%
Hispanic	3.5%	7.0%	18.3%

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 2018, approximately 17.2% of trade area residents had a bachelor's degree or higher. This is a little more than half as much as the total percentage of residents with a bachelor's degree or higher in Wisconsin (30.1%), and the U.S. (31.8%).

Figure 15: 2018 Education

	Brodhead Trade Area	WI	U.S.
Population 25 and Over	3,872	4,012,579	225,051,476
Bachelor Degrees or Higher	17.2%	30.1%	31.8%

Source: ESRI

Figure 16: Demographic Comparison

	City of Brodhead	Brodhead Trade Area	Brodhead Zip Code	Wisconsin	U.S.
Population					
2010 Population	3,273	5,751	6,816	5,686,986	308,745,538
2018 Population	3,147	5,587	6,631	5,847,633	330,088,686
% Annual Change 2018-2023	-0.20%	-0.10%	0.10%	0.40%	0.80%
Households					
2010 Households	1,348	2,256	2,655	2,279,768	116,716,292
2018 Households	1,303	2,206	2,602	2,354,192	124,110,001
% Annual Change 2018-2023	-0.20%	-0.10%	-0.10%	0.40%	0.80%
2018 Average Household Size	2.41	2.53	2.54	2.42	2.59
Housing					
2018 Owner Occupied	63.20%	67.20%	68.60%	56.90%	56.00%
2018 Renter Occupied	25.60%	21.80%	20.90%	29.50%	32.80%
2018 Vacant or Seasonal	11.00%	11.00%	10.50%	13.50%	11.20%
Median Household Income					
Median 2018 Household Income	\$50,270	\$54,527	\$55,809	\$57,408	\$58,100
Per Capita Income					
2018 Per Capita Income	\$23,585	\$25,948	\$26,790	\$31,173	\$31,950
Household Composition					
2010 Household with Children	32.0%	33.0%	32.7%	30.6%	33.4%
2018 Population by Age					
Median Age	39.2	41.5	42.3	39.7	38.3
18+	77.3%	77.7%	78.1%	78.4%	77.8%
2018 Race and Ethnicity					
White	95.5%	95.8%	95.9%	84.4%	69.9%
Black	0.3%	0.4%	0.4%	6.5%	12.9%
Asian	0.7%	0.6%	0.6%	2.9%	5.7%
Other	3.5%	3.2%	3.1%	5.2%	10.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Hispanic	4.0%	3.5%	3.3%	7.0%	18.3%
2018 Education					
Population Age 25+	2,141	3,872	4,633	4,012,579	225,051,476
% Bachelors Degree or Higher	15.0%	17.2%	17.2%	30.1%	31.8%

Source: ESRI Market Profile, Tapestry Segmentation Profile, and Business Analyst Online.

RESIDENT 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 Brodhead trade area are presented below along with ESRI’s descriptions of these segments.²

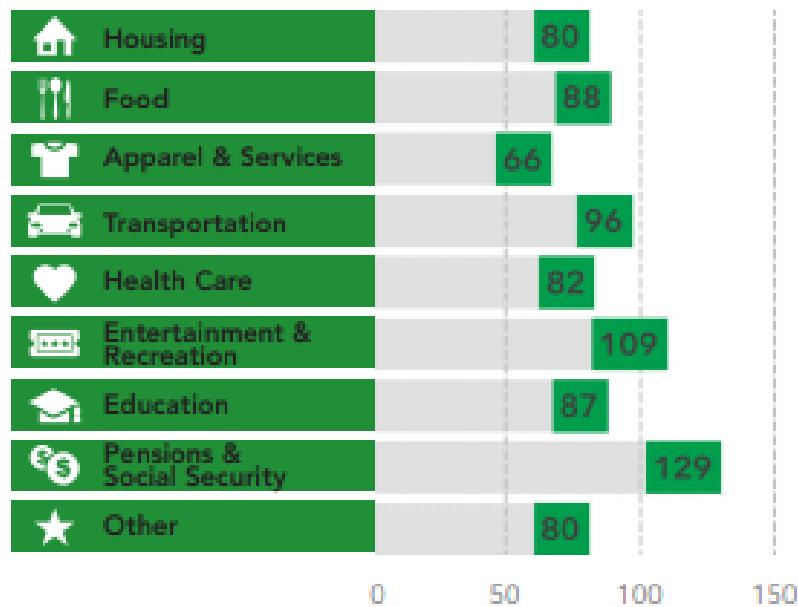
Salt of the Earth (26.6% of Households in the Trade Area)

Salt of the Earth residents enjoy their traditional, rural lifestyles. People here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

Additional characteristics include:

- Outdoors sports and activities, such as fishing boating, hunting and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and have access to high-speed internet like DSL.
- These conservative consumers prefer to do business in person rather than online.

Figure 17: Salt of the Earth Household Budget Index



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

Note: This index compares the average amount spend in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures source is ESRI.

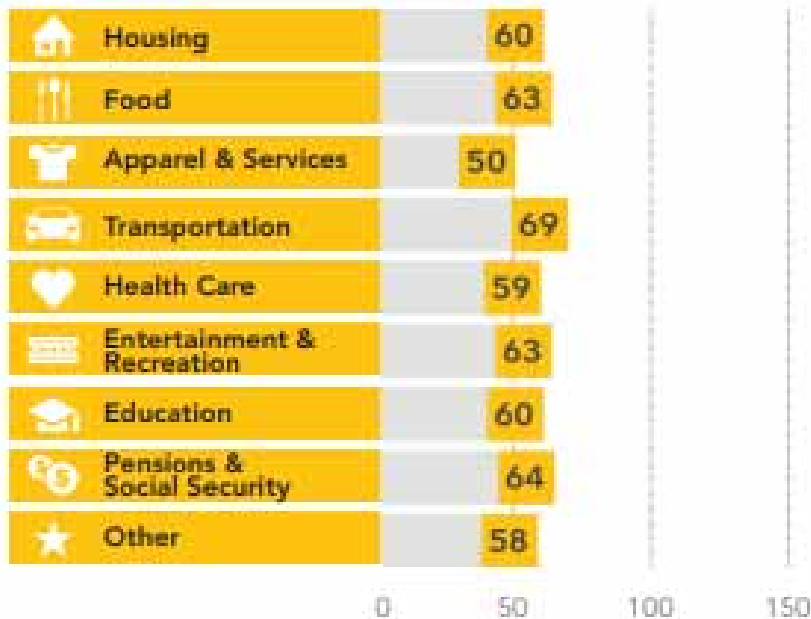
Traditional Living (20.3% of Households in the Trade Area)

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market – beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

Additional characteristics include:

- They shop for groceries at discount stores such as Walmart supercenters; Kmart is also a favorite for apparel and sundry household and personal care products.
- Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.
- They tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- They watch their favorite channels including ABC family, CMT, and Game Show Network.
- They're fast food devotees.
- They enjoy outdoor activities such as fishing.

Figure 18: Traditional Living Household Budget Index



Note: This index compares the average amount spend in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures source is ESRI.

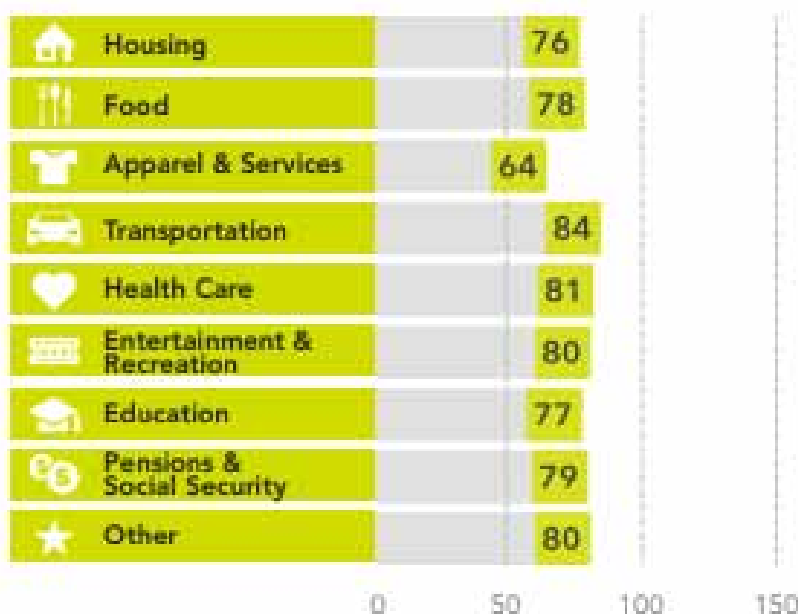
Rustbelt Traditions (24.4% of Households in the Trade Area)

The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled works in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but an average net worth of nearly \$400,000. Family oriented, they value time spent a home. Most have lived, worked, and played in the same area for years.

Additional characteristics include:

- Residents take advantage of convenience stores for fueling up and picking up incidentals.
- Watching television is a common pastime; many households have more than four TVs.
- Favorite programming ranges from ABC Family Channel, A&E, and TNT to children's shows on Nickelodeon and the Disney Channel.
- Residents are connected; entertainment activities like online gaming dominate their Internet usage.
- Favorite family restaurants include Applebee's, Arby's, and Texas Roadhouse.
- Radio dials are typically tuned to classic rock stations.

Figure 19: Rustbelt Traditions Household Budget Index



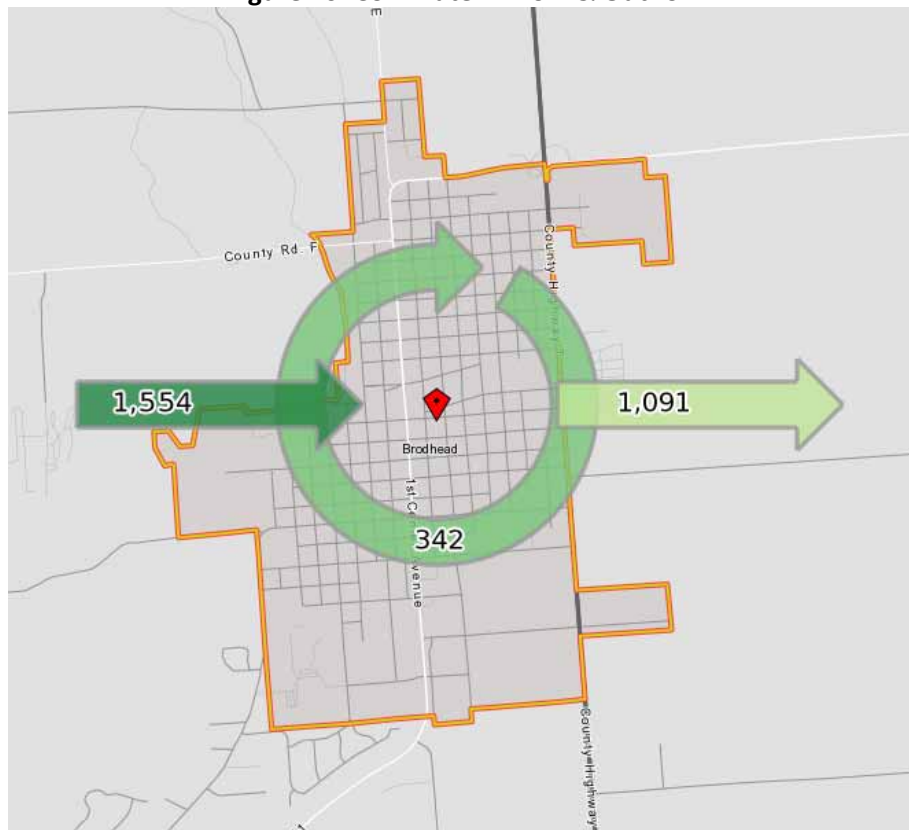
Note: This index compares the average amount spend in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all U.S. households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national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

IN-COMMUTERS

Worker inflow and outflow data, to and from the City of Brodhead, helps measure the significance of commuter potential spending in the community. Some employees may live in other communities and may do some of their household spending within the combined business districts during, before or after their work shift. Conversely, some employees may live in Brodhead, but work elsewhere. Both groups of workers, those traveling to and those traveling from Brodhead, offer spending potential that could be captured.

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

Figure 20: Commuter Inflow & Outflow



Source: U.S. Census Bureau-On-The-Map, 2018

There are 1,554 employees that come in to Brodhead to work, but who live in a different area. Inversely, 1,091 people reside in the City, but work in surrounding areas. Lastly, 342 people live and work in Brodhead. By subtracting out-commuters from in-commuters, we have a net increase in daytime population of 463 workers.

This market analysis did not include surveys, focus groups, interviews or other primary research on local in-commuters. This could be a useful addition for a future date.

VISITORS

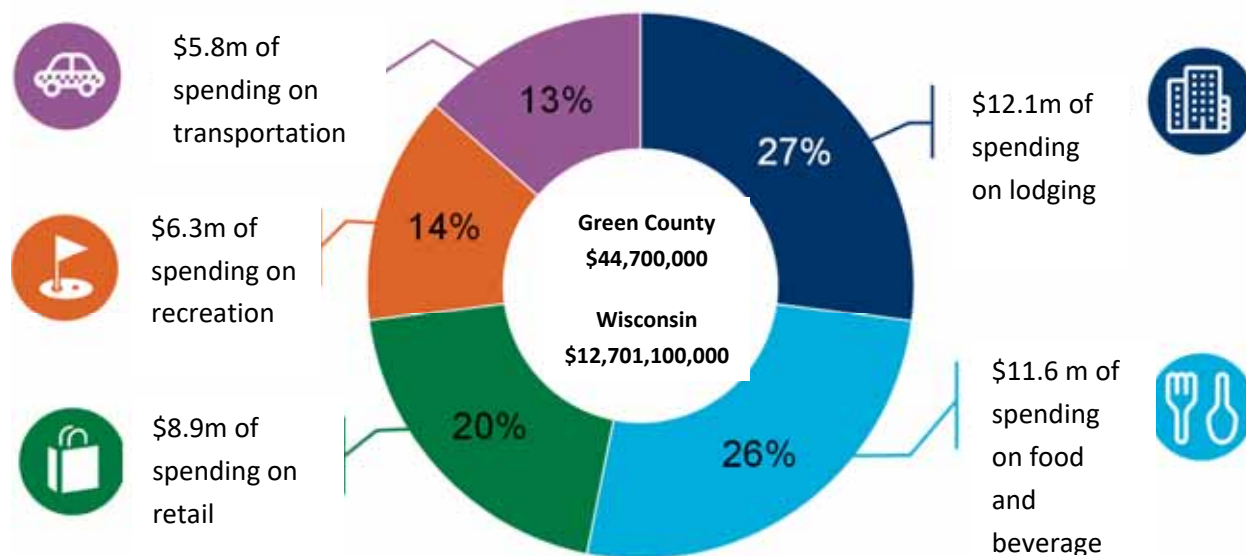
Visitors are defined as nonresidents who come to a community for business or leisure. They either make day trips, or stay overnight at local lodging or with friends and relatives. Other visitors include leisure-time travelers and those simply passing through the area. The following table and illustration show how \$12.7 billion in direct tourism spending in the state is distributed in various spending categories. Green County's estimated share of state spending is \$44.7 million.

Figure 21: Direct Visitor Spending

	2016	2017	Change
Green County (\$ Millions)	\$41.4	\$44.7	7.97%
Wisconsin (\$ Millions)	\$12,310.7	\$12,701.1	3.17%
Spending Per Person -- Green	\$1,969.47	\$2,084.07	5.82%
Spending Per Person -- WI	\$3,458.81	\$3,556.07	2.81%

Source: Wisconsin Department of Tourism, 2018

Figure 22: Visitor Spending In Wisconsin and Green County (2017)



Source: Tourism Economics

Figure 22 uses Wisconsin visitor spending estimates, allocated among retail, restaurant, and service categories. It shows that of the \$12.7 billion of visitor spending, most of the spending fall under the lodging, food and beverages and retail categories. This information will be used later, in Section 7, to calculate visitor demand for each category. This market analysis did not include surveys, focus groups, interviews or other primary research on the local visitors. This could be a useful addition for a future date.

SECTION 5: RESIDENT SURVEY RESEARCH

This section includes:

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

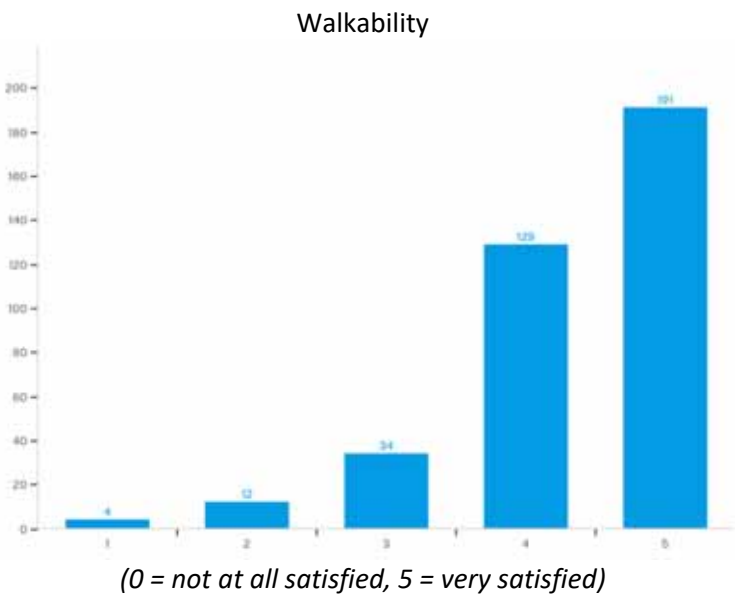
METHODOLOGY

In fall 2018, the study group developed a survey to learn about opinions and perceptions regarding Brodhead and its downtown area. The survey audience included people who lived and worked in Brodhead. In order to make it as accessible as possible, the survey was available online and as hard copies located at various public places in Brodhead. Altogether, 432 responses were collected. Responses were analyzed through the online survey tool Qualtrics. The survey respondent demographic data is available in Appendix B: Demographics of Survey Respondents.

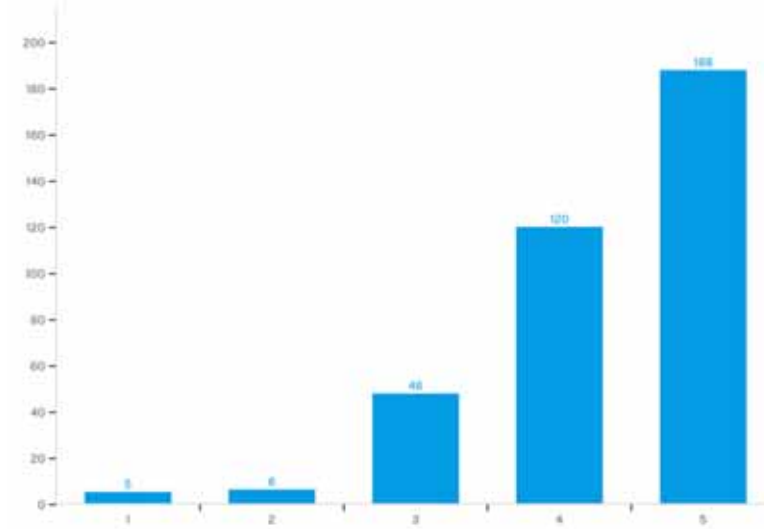
FINDINGS

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

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

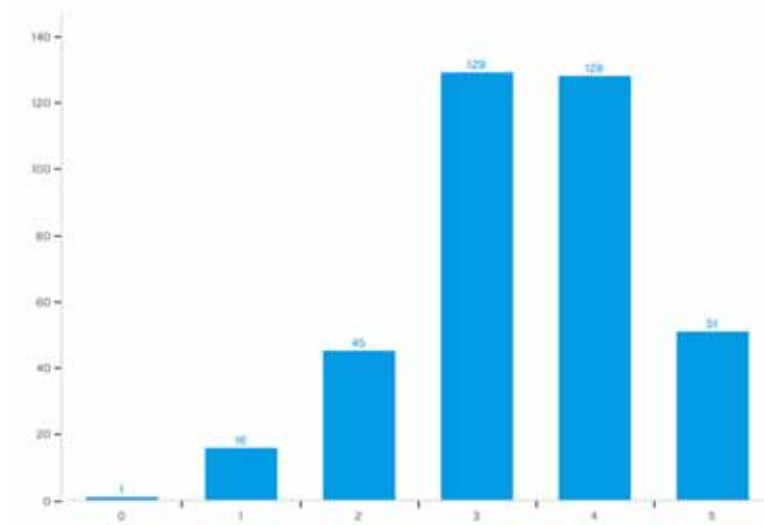


Safety



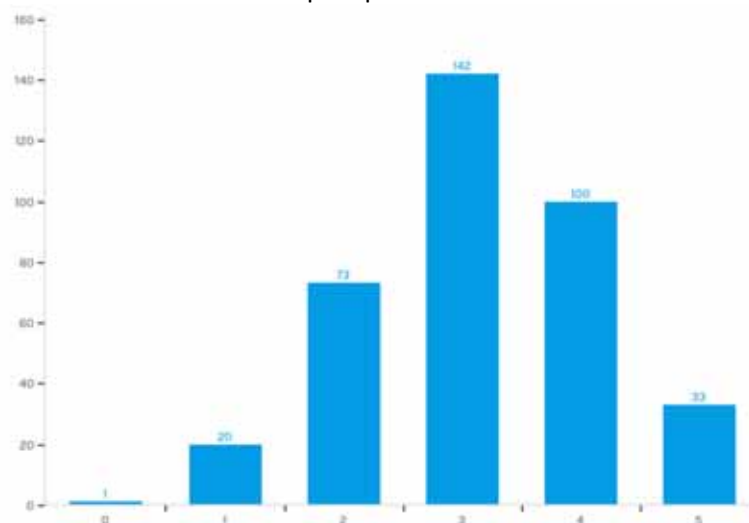
(0 = not at all satisfied, 5 = very satisfied)

Attractiveness



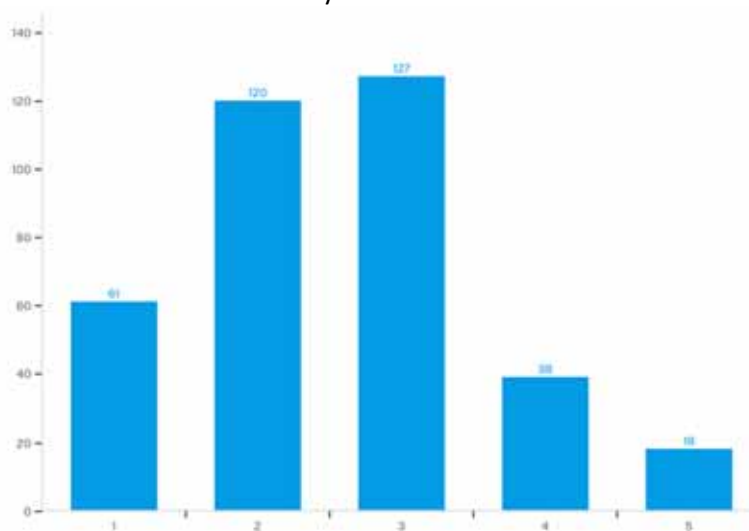
(0 = not at all satisfied, 5 = very satisfied)

Business Upkeep and Investment



(0 = not at all satisfied, 5 = very satisfied)

Variety of Businesses



(0 = not at all satisfied, 5 = very satisfied)

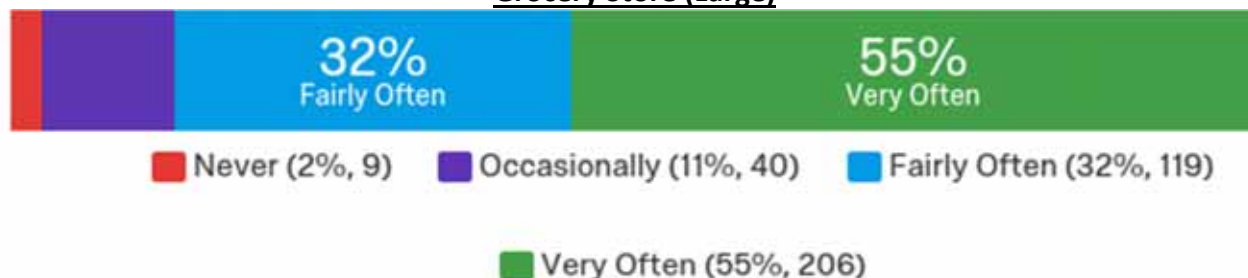
Key Takeaways:

- Walkability and safety are rated very highly.
- The lack of variety of businesses is a challenge.
- Perhaps the attractiveness, walkability, and safety are connected to Brodhead's unique downtown layout.

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

Note: The label along the bottom of each bar indicates the response category, percentage of respondents who chose that category, and the response count for that category.

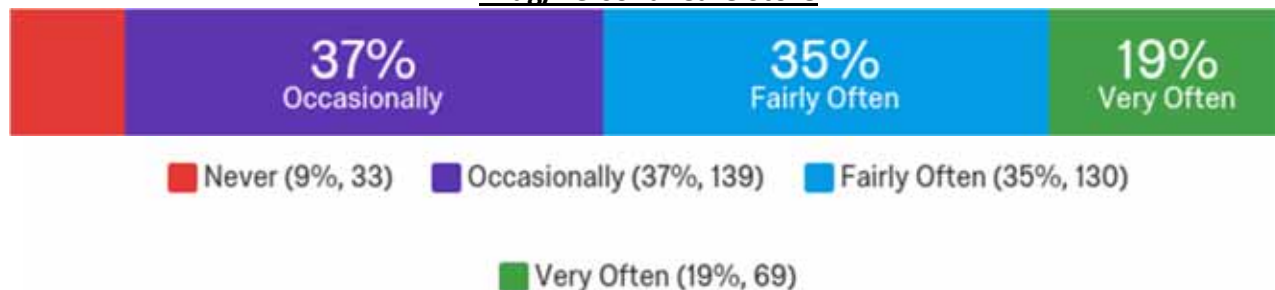
Grocery Store (Large)



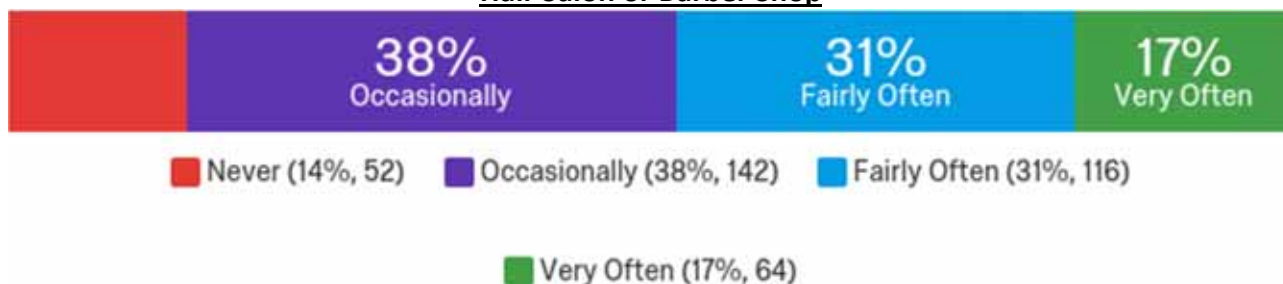
Dollar Store



Drug/Personal Care Store



Hair Salon or Barber Shop



Coffee Shop Bistro



■ Never (17%, 65) ■ Occasionally (39%, 146) ■ Fairly Often (26%, 99)

■ Very Often (17%, 64)

Arts/Entertainment Space



■ Never (23%, 87) ■ Occasionally (41%, 154) ■ Fairly Often (25%, 92)

■ Very Often (10%, 39)

Youth Center



■ Never (58%, 217) ■ Occasionally (20%, 74) ■ Fairly Often (12%, 44)

■ Very Often (10%, 37)

Consignment Store



■ Never (26%, 96) ■ Occasionally (47%, 178) ■ Fairly Often (19%, 71)

■ Very Often (8%, 30)

Automotive/Car Parts



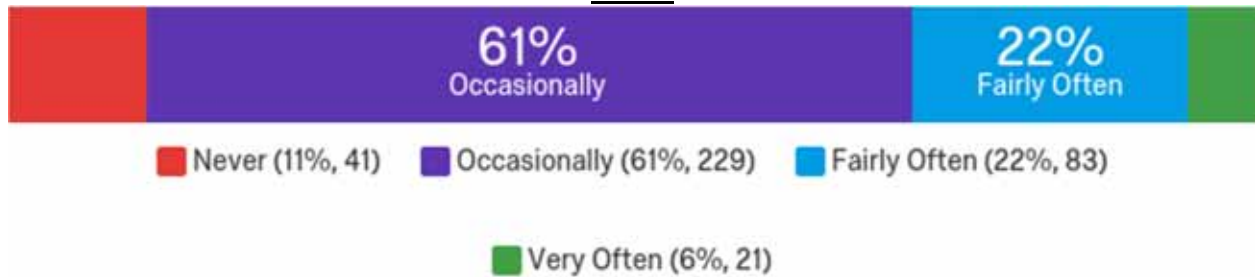
■ Never (16%, 58) ■ Occasionally (52%, 193) ■ Fairly Often (26%, 95)

■ Very Often (7%, 25)

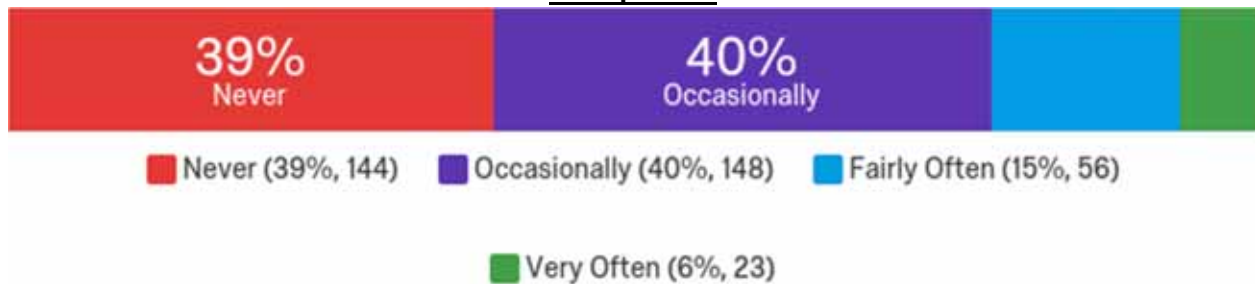
Nail Salon



Florist



Chiropractor



Antique Store



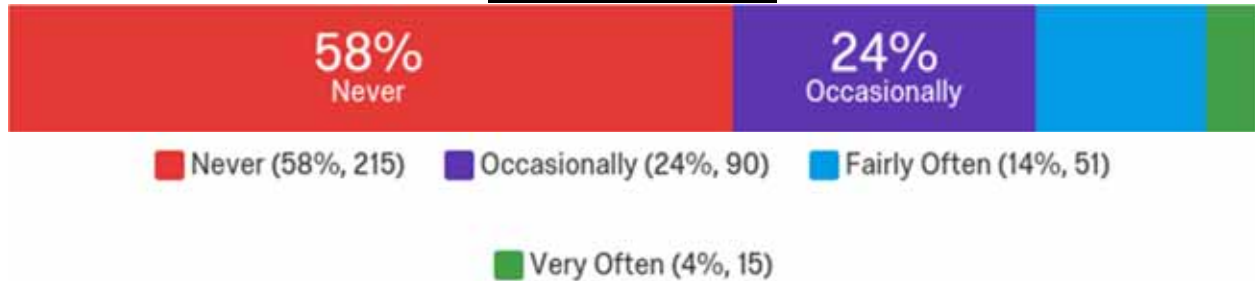
Day Care Center



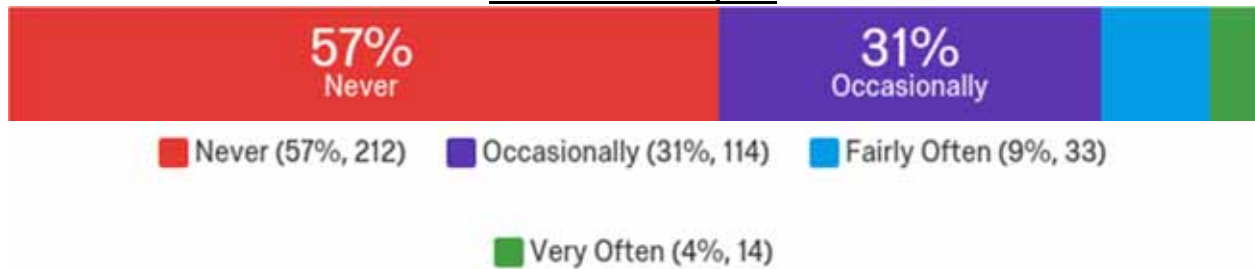
Insurance Agent



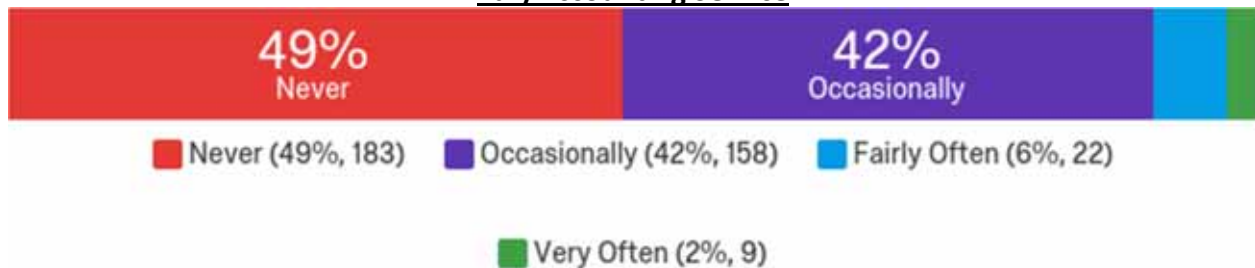
Music Studio/Lessons



Artist Studio or Space



Tax/Accounting Service



Karate Studio



Key Takeaways:

- This information may provide information regarding opportunities for business expansion and/or business attraction.
- Responses to this question may be impacted by respondent demographics (such as age), impacting in particular demand for sectors like childcare.

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

A fast food restaurant.

Serves food quickly, often has low prices and a drive through (i.e. Culver's McDonald's).

A casual restaurant.

Has table service and serves alcohol (i.e. Applebee's, Olive Garden).

A family restaurant.

Has table service and does not serve alcohol (i.e. Perkin's, iHop).

A supper club/fine dining restaurant.

Has a dressier atmosphere and higher prices.

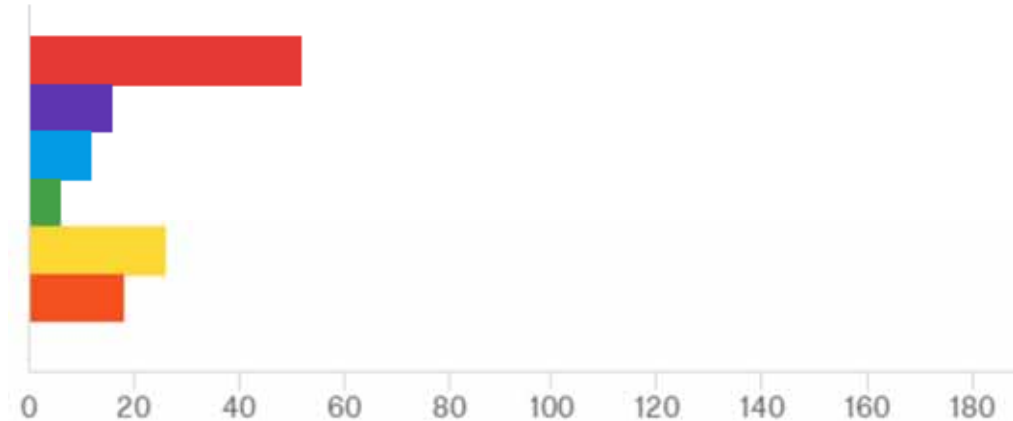
A fast casual restaurant.

Offers customizable dishes, premium ingredients and more upscale décor (i.e. Chipotle, Panera).

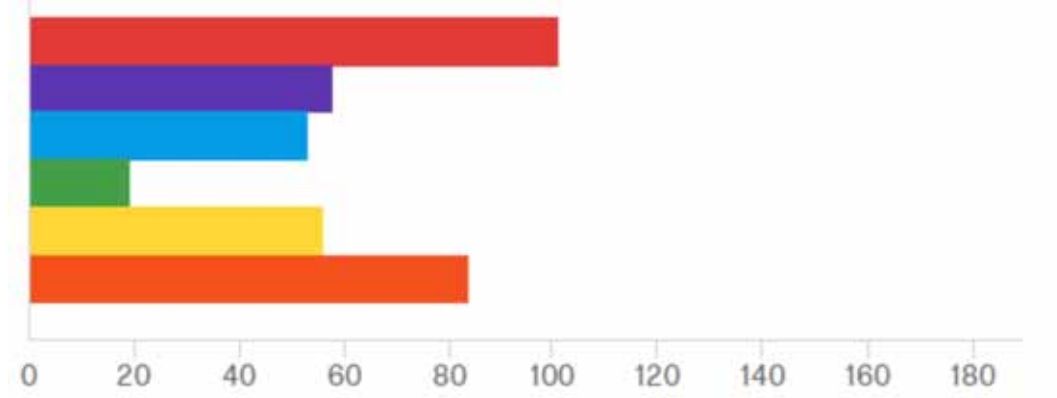
A pub/grill.

Has a limited food menu, like burgers or fish fry, has alcohol, and is an adult gathering space.

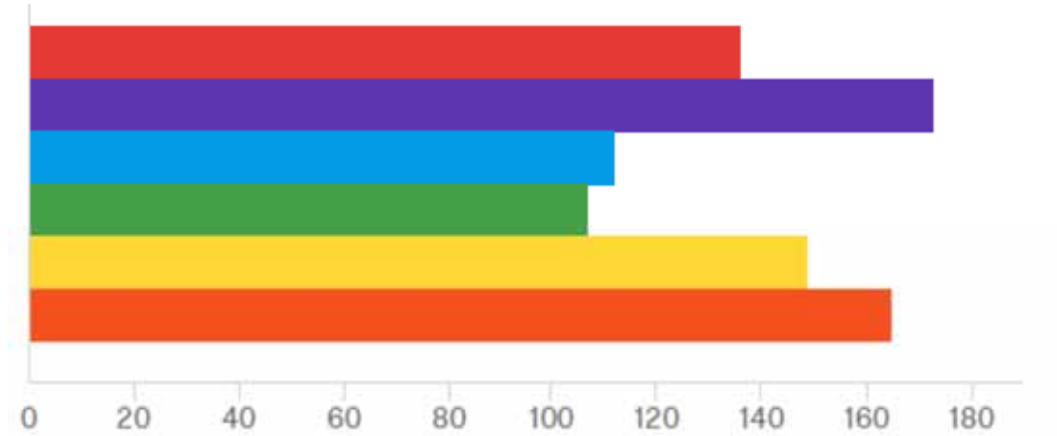
More than once a week...



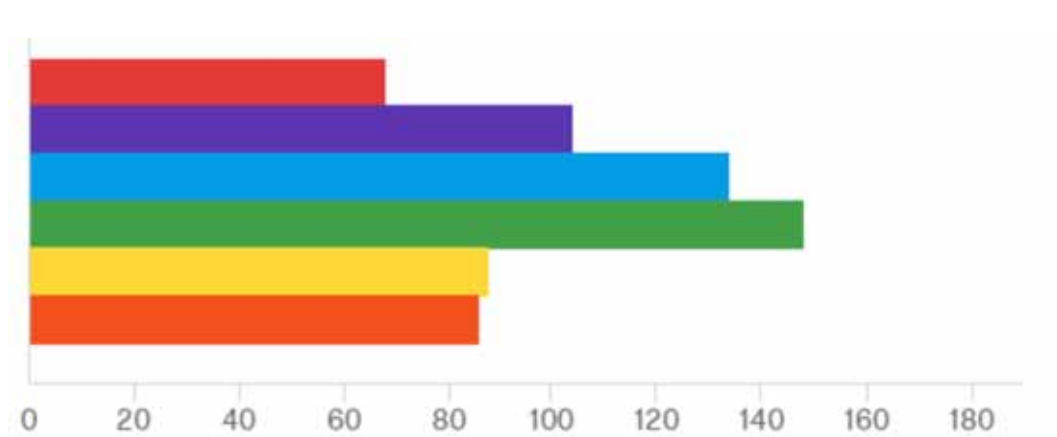
Once a week...



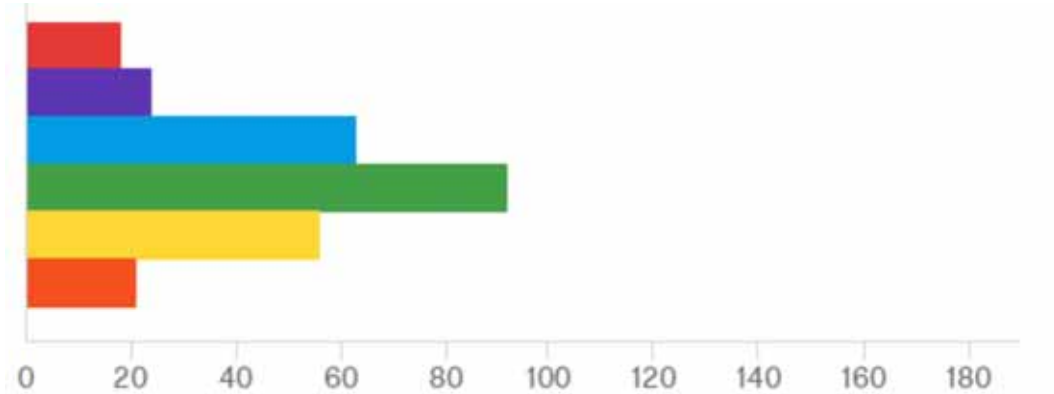
One to three times a month...



Less than once a month...



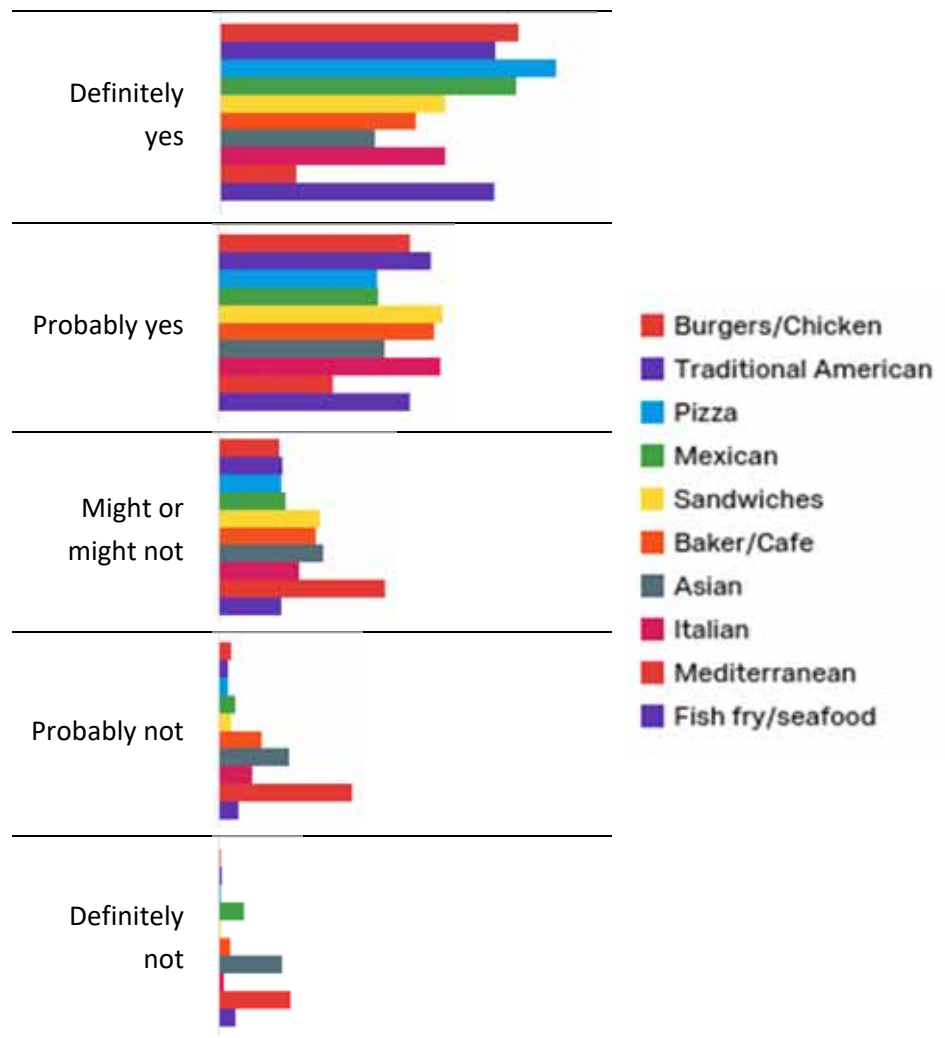
I did not dine at this type of restaurant.



Key Takeaways:

- This information may provide information regarding opportunities for business expansion and/or business attraction.
- There are particularly identified opportunities in fast food and casual restaurants.

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

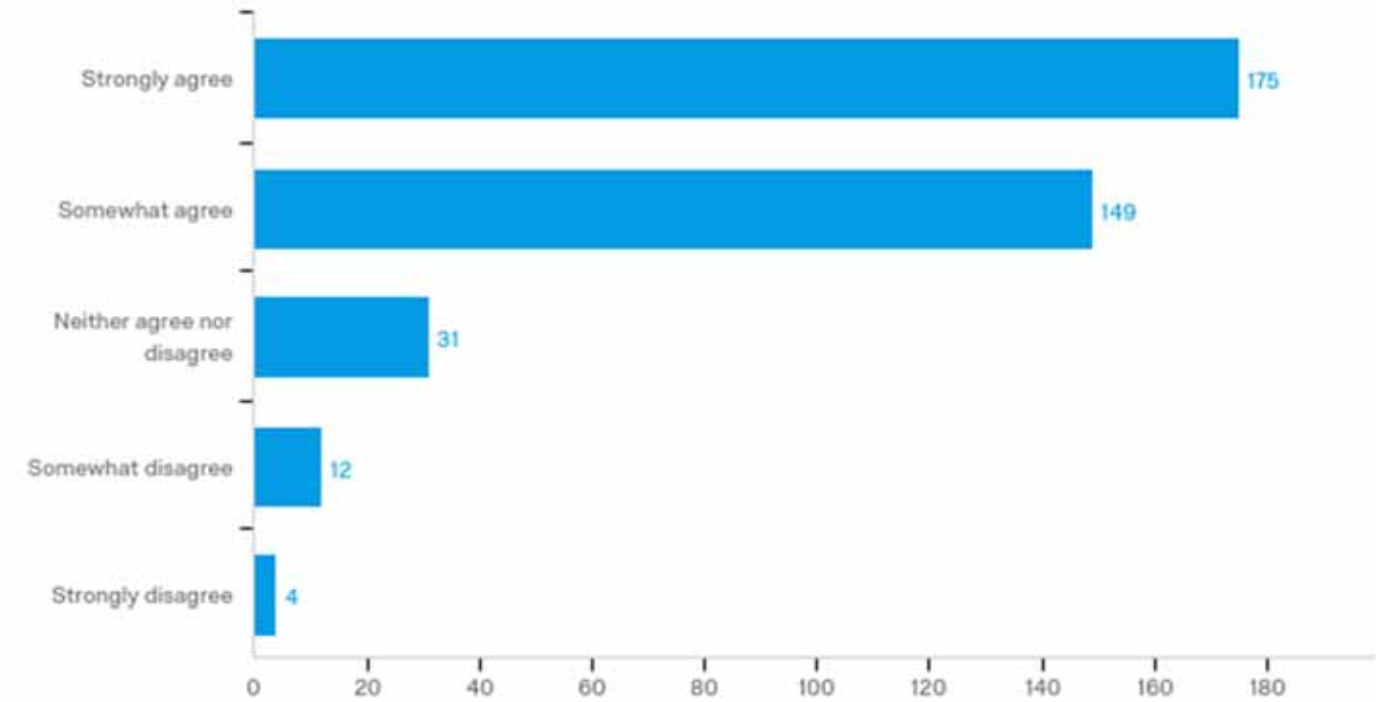


Key Takeaways:

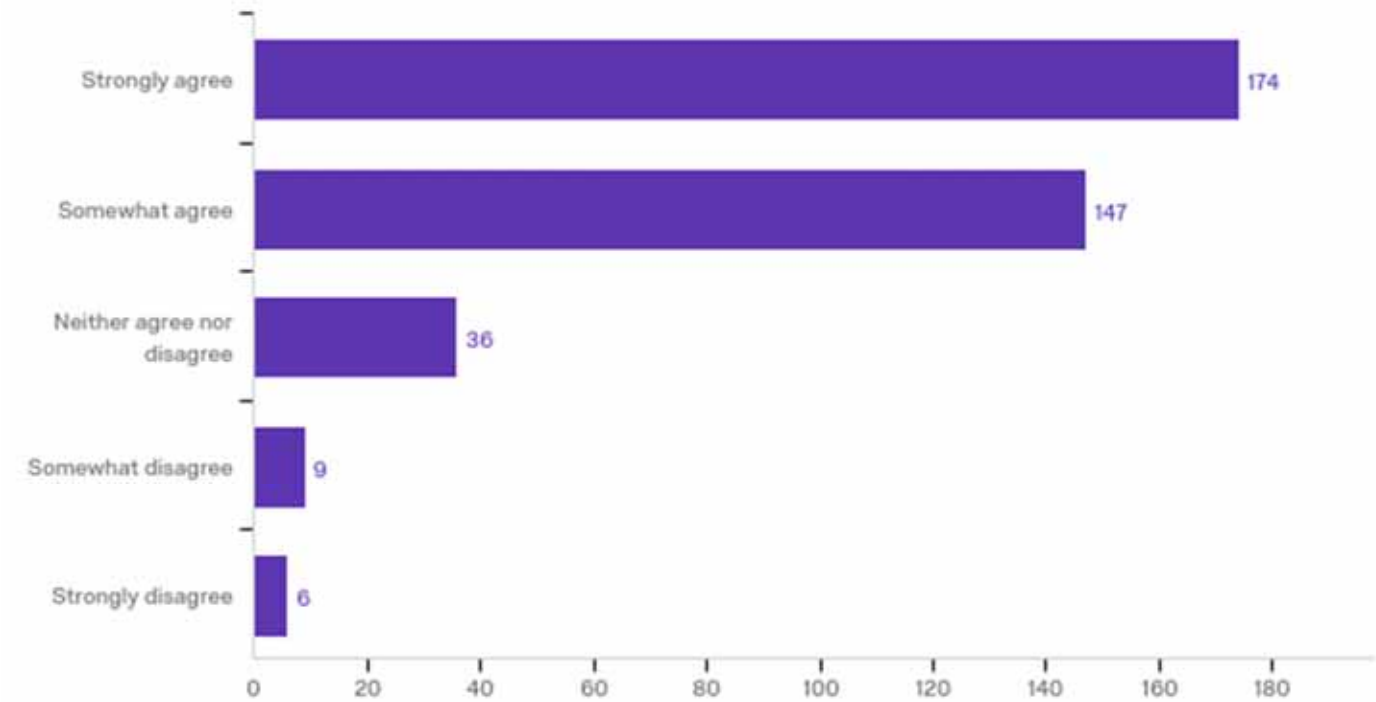
- Respondents want places that serve pizza, burgers/chicken, and Mexican food. There are also opportunities for sandwich places.
- The food preferences in question 4 align with the types of restaurants preferred in question 3.
- Responses may indicate an opportunity to have more cooking/food prep skills and opportunities for new/expansion of current restaurants.

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

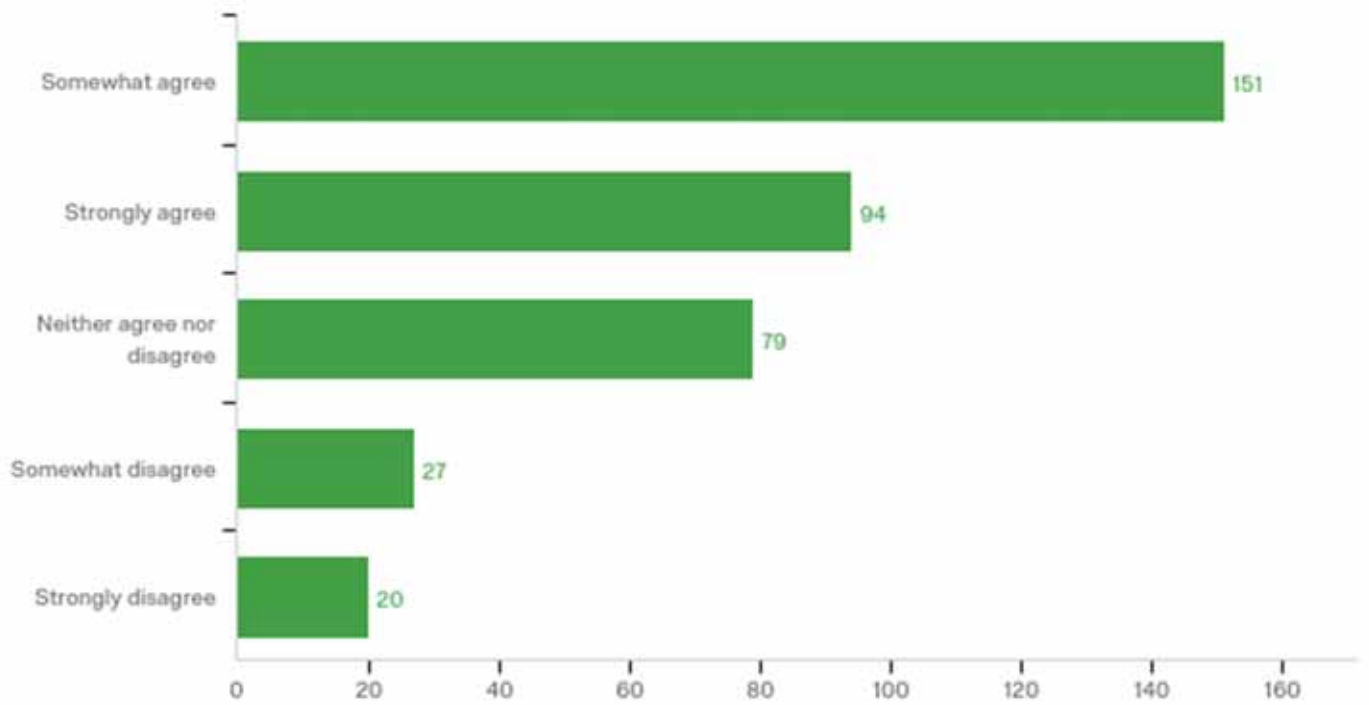
Downtown should focus on the needs of residents.



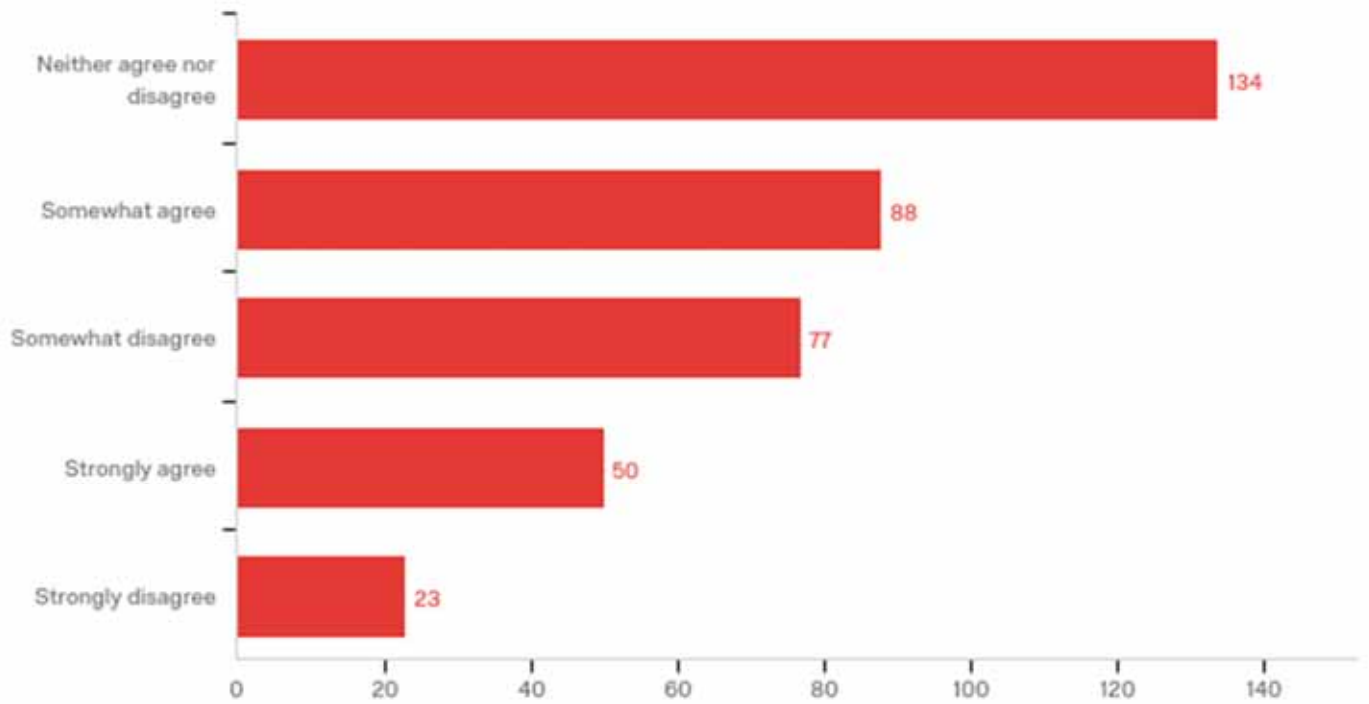
Downtown should focus on attracting visitors and tourists.



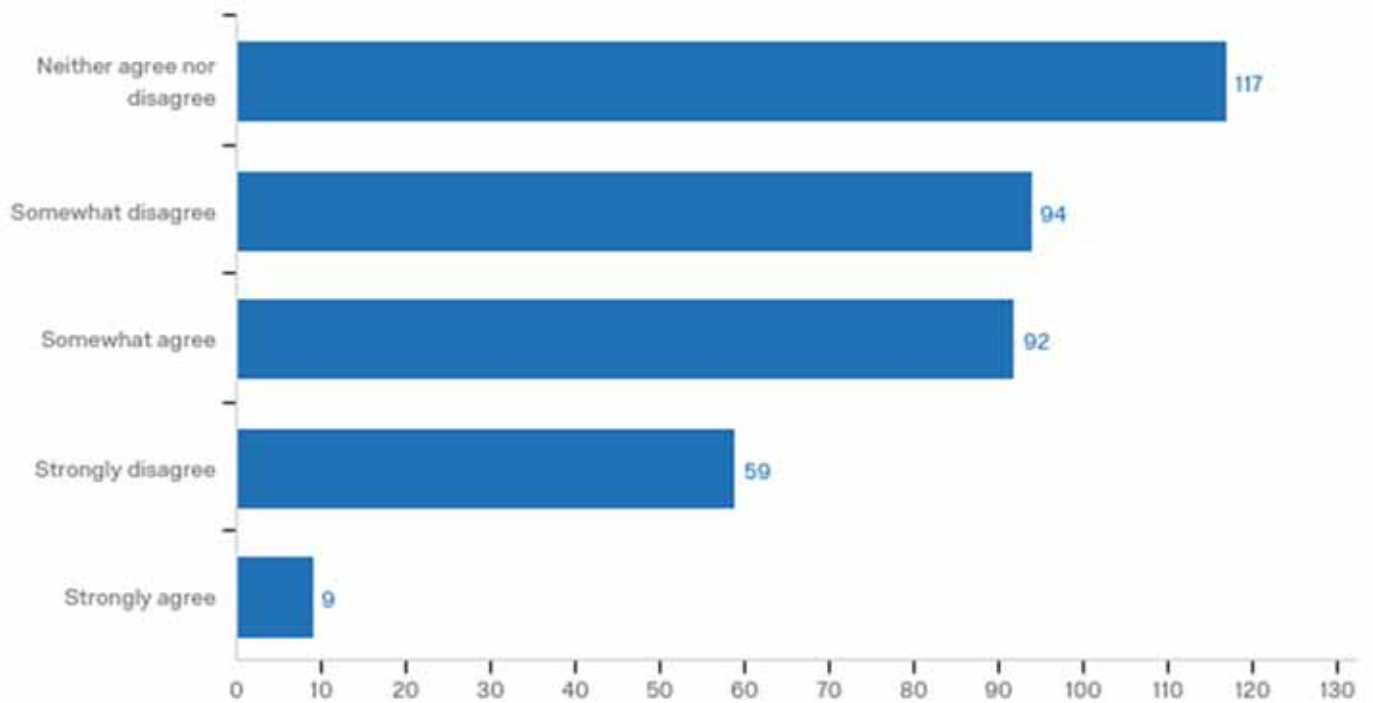
Downtown should become a center for those using recreational amenities.



Downtown should look dramatically different than it does today.



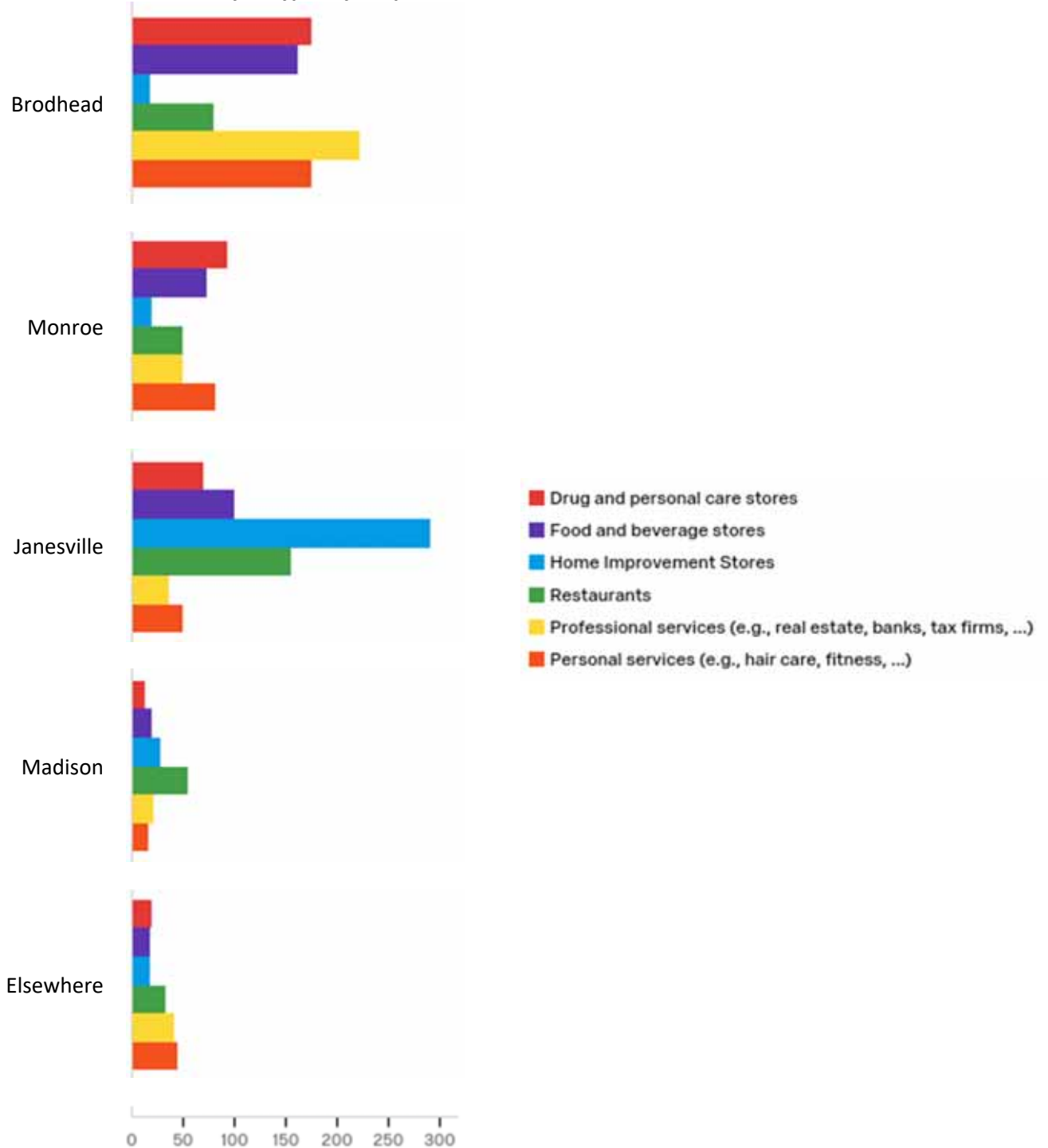
Downtown should look the same as it does today.



Key Takeaways:

- Both focusing on the needs of residents as well as focusing on the needs of visitors/tourists are identified as important.
- Responses to this question fit with the responses in question 1, where the attractiveness of downtown was decently well rated. It may also mean that the focus is on functionality and increasing variety of things to do.
- Responses to this question indicate that people want to see more connection between the recreational opportunities and the downtown area.

6. Please indicate where you typically shop.



Key Takeaways:

Drug or personal care stores

- People stay in town for these stores.

Food and beverage stores

- People stay in town for these stores.

Restaurants

- Brodhead currently doesn't have what people want.

Home improvement

- People frequently go to Janesville for home improvement.

Professional services

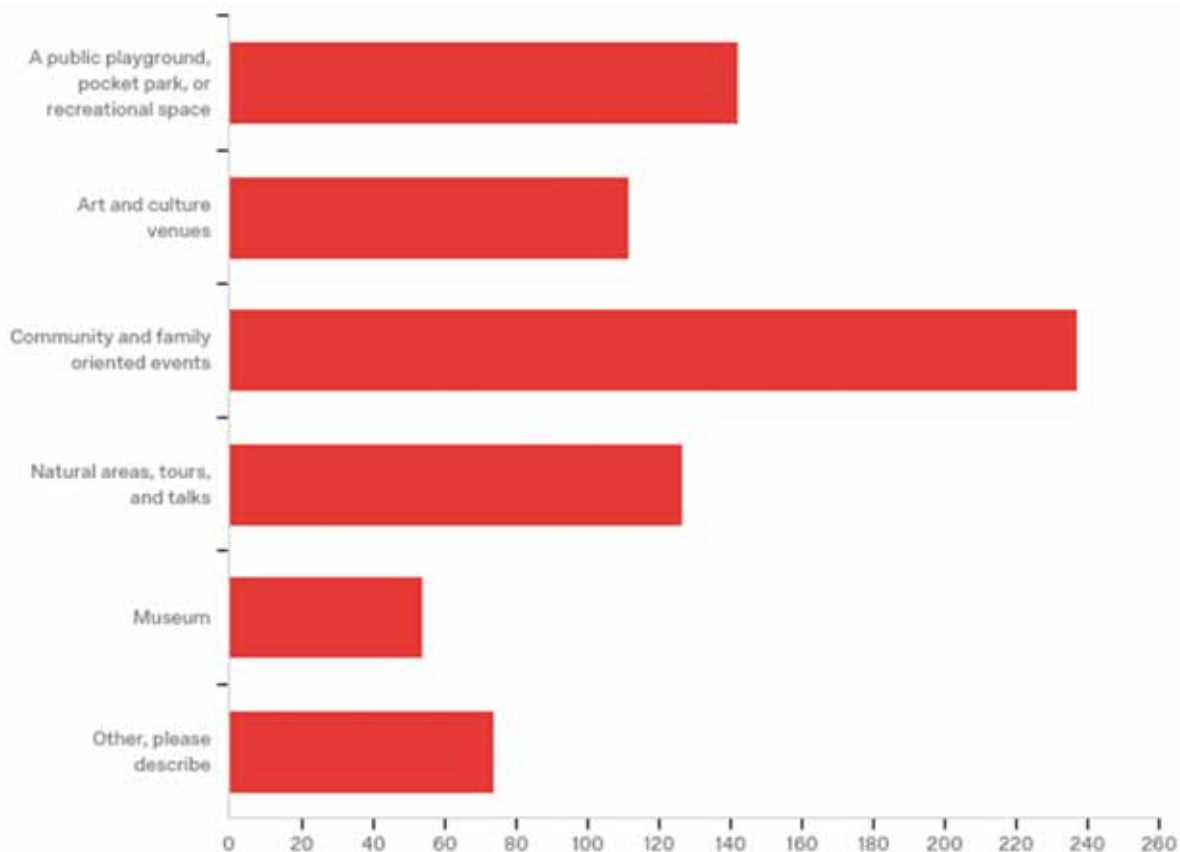
- People stay in town for these services. Brodhead has a good mix of services. It seems like if Brodhead has the service, people stay in town. If not, people leave town.

Personal services

- People stay in town for these services. It seems like if Brodhead has the service, people stay in town. If not, people leave town.

7. What non-business facilities and activities would you like to see downtown?

Note: Respondents were asked to choose all of the following categories that they would like to see downtown. The comments entered as part of the "other" category are available in Appendix C: Survey Responses: Non-Business Facilities and Activities.



Key Takeaways:

- Community and family oriented events rated highly.
- The community values recreational facilities.
- Music downtown came up several times; perhaps that is something to explore.

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

For the complete responses to this question, please see Appendix D: Survey Responses: Encouraging People to Spend Time in Brodhead.

Key Takeaways:

- Brodhead needs to be more visible and better market the opportunities in the community.
- Importance of being friendly.
- Opportunity for greater variety of businesses (restaurants and retail).
- Opportunities specifically identified frequently include a splash pad, a dog park, a hotel with a pool and banquet facility, and fixing up Sugar River Trail.

9. How can we market Brodhead as a destination for retail, recreation, and family-oriented activities?

For the complete responses to this question, please see Appendix E: Survey Responses: Marketing Brodhead as a Destination.

Key Takeaways:

- Importance of family-friendliness, family-oriented, and small-town vibe.
- Pearl Island and recreational opportunities for tourism.

There were several questions included in the community survey that provide information that may be useful to Brodhead stakeholders when implementing recommendations made in this study. The responses to these questions are included in Appendix F: Additional Community Survey Data.

SECTION 6: LESSONS FROM PEER COMMUNITY VISITS

This section includes:

- Lessons from community visits to Evansville and Fort Atkinson.
-

COMPARISON COMMUNITY SELECTION

Both Evansville and Fort Atkinson are situated similar to Brodhead between Madison and Milwaukee, as Brodhead is to Madison, Janesville, and Rockford. Both communities were chosen to visit due to potential lessons for Brodhead regarding building economic development and strengthening downtown.

LESSONS LEARNED FROM EVANSVILLE

Met with Christina Slabeck, Executive Director of the Evansville Chamber, and Jason Sergeant, Community Development Director with the City of Evansville in December 2018.

Partnership between City & Chamber

- Both the Community Development Director and the Chamber of Commerce partner closely to promote economic development. They are both ex-officio on each other's boards.
- They recently partnered to develop an available properties database; the City now contracts with the Chamber for administration.
- Evansville has made a conscious effort to hire people with people skills.
- Once a year the Chamber and City do face to face meet and greets, and over time this has built up trust. When going for the meet and greet visits, it is solely about how are you, how can we get out of your way, how can we support you, etc.

Community Development Director Position

- The Community Development Director position at the City level is an effective way for the City to achieve some of its goals and increase capacity. This position in Evansville is split between Planning and Zoning and Economic Development.
- One of the challenges is coordinating so many volunteer committees. The Community Development Director is the commonality between the committees. This can help things be more efficient.
- They are very intentional with their process for enforcement of permitting and the permit process is very intentional. The building inspector and code enforcement positions are viewed as part of economic development efforts, as it shapes how people view the city.
- Every agenda item that the Community Development Director has is tied to a comprehensive plan goal, objective, or strategy. The committees each have a work plan/goals with specific projects which include who is doing it and when, even identifying when another committee is leading an effort, does this committee have a recommendation to share. For example, Evansville's economic development committee makes recommendations to their plan commission regarding community projects.

Chamber of Commerce

- Part-time chamber director in Evansville with \$70,000 budget. The Chamber director is 20 hours/week and there is a Chamber assistant 10 hours/week.
- Approximately 50% of their budget is memberships, the rest is from fundraisers. They have approximately 120 members, which is approximately a 50-60% saturation.

- Membership cost is by the number of employees a business/organization has. They have added a chairman's club to the Chamber, which allows them access to additional materials. This is approximately 20% increase on their base membership.
- They have a volunteer board with 12 members and an ex-officio officer.
- The Chamber has a physical location on Main Street. In some ways the space is underused; sometimes it can provoke "where is the Chamber" if the lights aren't always on.
- Significant work on business retention efforts such as meet and greets, building trust, offering business resources, business grant programs, and ways to encourage dialogue.
- Evansville has a Tourism committee, which is run by volunteers.

Downtown

- Has a growing niche of clothing businesses.
- A diverse retail mix downtown, including a large drugstore.
- They do not have an anchor business but approximately 5-6 unique businesses such as vintage furniture.
- The downtown buildings in Evansville are very well maintained.

Marketing & Branding

- Has embraced the importance of history in their downtown and leveraged that as a theme; there is now a growing number of vintage shops.
- Developed an attractive marketing profile, describing very well their position in the market – a central point between Madison and Janesville in south central Wisconsin. Residents love the convenience to regional, as well as local, employment options and affordable, high quality of life. Main Street is idyllic and authentic. The city is big enough to support real industry while still being small enough to be on the first name basis with its business owners.

LESSONS LEARNED FROM FORT ATKINSON

Met with Carrie Chisholm, Director of the Fort Atkinson Chamber of Commerce and Matt Trebatoski, City Manager for Fort Atkinson.

City Manager Position

- A city manager position can cost approximately \$60,000-\$70,000 annually (plus benefits).
- Because of the city manager position and a strong Chamber of Commerce, there is no single point person for economic development.

Chamber of Commerce

- The Fort Atkinson Area Chamber has an annual budget of approximately \$250,000. They have three full time and three part time staff. Two of the part-time people are coordinators for the farmers' market. One full time person is a tourism person paid solely off the room tax.
- With its room tax, the chamber is very strong with large staff. The focus is on the entire community, not just the downtown area.
- The City supports the Chamber with approximately \$8,000 each year, with the expectation that the Chamber will promote the City overall.
- The large employers in Fort Atkinson give year-end bonuses in Chamber dollars.
- To recruit new businesses, they have gone to existing businesses and asked, "Who do you do business with?" Then, they go and target those businesses that do not currently have a location in Fort Atkinson and work to recruit them.

- They work to leverage existing infrastructure when recruiting new businesses, emphasizing, “We’re set up to support you.”
- Makes arrangements for secret shoppers from other chambers to get feedback on their community, see things from another perspective, and make improvements in the downtown area.

Community Niche, Marketing, and Branding

- Fort is taking a similar marketing direction as Brodhead where they label themselves as being in the middle of everywhere. Fort Atkinson enjoys a strategic location halfway between Milwaukee and Madison.
- The community clearly celebrates artists and encourages creativity.
- The hotel room tax is significant, representing sales at soon to be four properties.
- They have been very intentional with their place-making efforts – art related to their community, and even signage using the metals used in the industries in Fort Atkinson.

Amenities

- The city is well connected to the recreational amenities such as the bike trail to downtown.
- Fort Atkinson is best known for its Fireside Theater, but it is not an easy walk from downtown.
- Given their natural amenities – the bike trail and the river downtown, there is an emergence of recreational-based businesses, where people can rent fishing poles, canoe/kayak rental and drop-offs, and they are working to become the “silent sports capitol.”
- Their bike trail is close to the downtown area and has a nice gateway that celebrates their downtown.

Downtown

- Most of the chain retail is located to the west of downtown. Downtown has limited retail, but many service businesses ranging from real estate to law offices.
- The Riverfront, with its commercial and residential units, is the area of greatest pride.
- Traffic calming attempts in downtown Fort Atkinson have been made, yet the noise, speed, and volume of vehicles makes it difficult to have a peaceful walk along the main street.
- To address vacant storefronts, held an “empty to open” initiative, inviting people to write on the windows of vacant storefronts what people wanted to see in that building. Then they captured the ideas from that initiative, getting ideas on what could go in those locations.

Business Development

- Business succession planning is becoming more important.
- Pop-up restaurants are being tried in Fort Atkinson, where a banquet operator can open up a restaurant to service a specific group or function on an as needed/reservation basis.
- Fort Atkinson is benefiting from Whitewater’s lack of a stand-alone grocery store. Residents and students are only served by Walmart, or they have to travel to Fort Atkinson.

FINDINGS - COMMUNITY VISITS

- Paid staff members at both civic and organizational levels in both cities.
- Both Evansville and Fort Atkinson have room taxes, which has been valuable in both communities.
- The Chambers in Evansville and Fort Atkinson each have a physical, very visible office location.
- Brodhead’s Chamber of Commerce has low annual dues.
- Both communities have administrators/managers.
- One observation presented is that Brodhead needs more of an identity to make it stick out.

SECTION 7: ANALYSIS OF DEMAND AND SUPPLY

This section includes:

- Calculation of retail and restaurant spending potential.
 - Supply of retail and restaurant establishments.
 - Gap analysis of potential economic development opportunities.
-

INTRODUCTION TO RETAIL AND RESTAURANT GAP ANALYSIS

Understanding demand and supply is another way to understand strengths and opportunities for Brodhead businesses and community economic development. This section first looks at spending demand in three market segments: resident, in-commuter, and visitor. Next, the estimated supply of establishments is examined. In this analysis, opportunities are identified for Brodhead to promote economic development.

SPENDING POTENTIAL (DEMAND)

Spending potential indicates the demand for a certain type of business. Calculating this information involves variables such as market segment population, U.S. spending per capita, and behavioral index. Figure 23, below, shows the calculated spending demand for three market segments that are important to Brodhead's business districts. For in-depth information regarding the calculations for this spending demand, please see Appendix G: Gap Analysis Calculations.

Figure 23: Retail & Restaurant Spending Potential

Market Segment	Retail Spending Potential	Restaurant Spending Potential
Resident	\$29,427,846	\$5,238,371
In-Commuter	\$1,600,852	\$416,700
Visitor	\$898,470	\$1,743,300
Total Spending Potential	\$31,927,168	\$7,398,371

CURRENT SQUARE FOOTAGE AND ESTABLISHMENT (SUPPLY)

The existing supply is measured through square footage and counts of existing establishments. It is not measured in terms of sales because such data is not released at such localized levels. Estimates were based on a physical inventory of businesses as presented in section 2 and are subject to error. For in-depth information regarding the calculations for the square footage and establishment supply, please see Appendix G: Gap Analysis Calculations.

Figure 24: Square Footage Supply

	Retail Supply	Restaurant Supply
Sales per Square Foot	\$373	\$263
Total Demand	85,553 Square Feet	28,160 Square Feet
Estimated Supply	142,000 Square Feet	35,500 Square Feet
Estimated Surplus Gap	56,447 Square Feet	7,340 Square Feet

Another way to analyze supply is through the current number of retail and restaurant establishments. Although business counts do not reflect the size of individual establishments, they provide another way to look at demand and supply.

Figure 25: Current Establishments

	Retail Establishments	Restaurant Establishments
Average Sales per Establishment	\$2,842,453	\$832,022
Calculated Demand in Establishments	11	9
Estimated Supply in Establishments	24	18
Estimated Surplus Gap	13	9

GAP ANALYSIS: POTENTIAL OPPORTUNITIES

These demand and supply calculations reveal some potential opportunities for economic development in Brodhead:

- **There is opportunity to increase tourism spending.** Increasing tourism in Brodhead could increase the dollars coming into the community. Leveraging and marketing Brodhead's strengths, such as its natural resources and recreational amenities, could serve to increase tourism activity while also benefiting residents. To meaningfully boost tourism spending, an effort must be made to recruit hospitality-related businesses such as lodging and visitor amenities.
- **While there is currently some in-commuter spending, this can be increased.** Appealing to commuters could include assessing their unique commuting needs. This could be done by working with businesses to conduct employee surveys.
- **Brodhead has more retail activity than would be anticipated.** This shows a strength in Brodhead establishments in selling products outside the trade area, such as in furniture/furnishings and building materials and gardening.
- **Brodhead has more restaurant supply than would be anticipated.** This information, in combination with the information from the survey respondents sharing a desire for increased diversity of food options, indicates that there may be opportunity for businesses to expand their menus and hours.

SECTION 8: POSSIBLE BUSINESS OPPORTUNITIES

This section includes:

- Possible business opportunities as identified from the gap analysis and the community survey.
-

BUSINESS OPPORTUNITIES

The following business opportunities were identified as ideas to help spark the discussion of adding more variety and depth to the mix of retail, restaurants, and service businesses in the community. These ideas reflect Brodhead's spending potential that could be captured from trade area residents, in-commuters, and visitors. These opportunities can be filled through business expansion and recruitment efforts to be discussed later in this section.

Based on the results of the resident survey, improvements could be made to Brodhead's downtown with regard to the variety of shopping and restaurant options. Improvements to the business mix would allow Brodhead's downtown to better cater to existing residents. Creation of a niche would help downtown become more resilient as the south end of town grows with chain-affiliated and auto dependent businesses.

When considering specific business opportunities, one should remember the lower median household income in the trade area. This will have a direct impact on the types of businesses that local residents will use. Also, given the relatively small size of the Brodhead trade area, the population of potential resident consumers is 5,587. This is a limitation due to Brodhead's relative proximity to larger commercial centers such as Janesville and Beloit.

The market analysis study group suggests that the market analysis data in this report be carefully used to identify new businesses that complement, not compete with, existing businesses. Local research supports the need for a wider variety of businesses. The following are specific business opportunities that will require further analysis.

Possible Retail Opportunities

The following are not listed in any particular order:

- Amish Bakery
- Specialty Food Stores
- Home Décor
- ATV and Outdoor Recreation Supplies
- Local Crafts and Gifts
- Antiques
- Pop-Up Shops Showcasing Home-Based Businesses
- Farmers Market

Possible Restaurant Opportunities

The following are not listed in any particular order:

- Destination Restaurant/Supper Club
- Fast Food: Pizza, Burgers, Chicken, Sandwiches, etc
- Mexican and Asian Food
- Outdoor Dining
- Winery or Brewery

Possible Service Business Opportunities

The following are not listed in any particular order:

- Professional services including legal or financial that offer customized, knowledge-based services
- Daycare
- Youth Center
- Community Center
- Lessons such as art and music
- Fitness and recreation
- Hotel with a pool and banquet facility
- New generation bowling alley with family entertainment
- Small family theater with older movies

Rationale for Identified Business Opportunities:

The above possibilities were based on current business trends, survey responds, a review of the business mix in other cities, the emergence of new services ranging from cell phone stores to shared incubators, as well as current and increasing dining out patterns. The emergence of central social districts, vibrant central meeting places that bring residents together and facilitate their interaction. For workspace and retail and restaurant opportunities, a supply/demand model was used to calculate the number of square feet by category that could be supported by the community and its three market segments. Limitations to this exercise are presented below.

Business Opportunities Gap Analysis

The business opportunities gap analysis is done to quantify the supply and demand for various retail and restaurant categories. This model uses secondary data from various sources to calculate demand.

Supply: Collected on a square foot basis, based on a walk-through of the business districts and use of Google Earth to measure square footage of the rooftops of large retail stores.

Demand: Estimated based on spending potential from three (sometimes four) market segments. .The largest is typically the resident population in the trade area.

Gap: The difference when subtracting Demand from Supply. A positive gap may indicate that there isn't enough resident demand to fully use the existing supply of stores. In other words, additional retail and services may not be needed.

Based on the above definition of gap, there appears to be limited unmet demand for most retail and food and beverage services. The difficulty facing Brodhead is that despite its trade area population of 5,600 people it has a relatively small and rural trade area defined by surrounding and larger cities. Further, it does not have a Walmart or equivalent store. The only categories that appear to have a measurable shortage of businesses include clothing and accessory and general merchandise. Food and beverage categories are also well served in number, but there appears to be a dissatisfaction in the community based on its mix of restaurants.

Challenges and Assumptions of Gap Analysis

Appendix G: Gap Analysis Calculations provides detail on the assumptions used in calculating retail demand, supply, and gap. The approach used in this analysis overcomes many of the weaknesses of other models that attempt to calculate leakage in dollars. Specifically, this approach accounts for non-local market segments such as visitors, and measures supply in terms of actual square feet in the downtown business district by business type. Accordingly the calculations used here are transparent and available for further critique. However, with any model, there are inherent weaknesses in the required data. The most challenges assumptions are those that are subjective. They include:

1. Controlling for inflation, the 2012 U.S. economic census is still applicable in 2019.
2. Measures of the number of visitors, second homeowners, and in-commuters, in terms of spending, are difficult to estimate.
3. The dollars per square foot used in the calculations of revenue are based on various sources that are not consistent nor have been tested.
4. The behavioral index is an adjustment for local consumer behavior relative to national consumer behavior. While this is based on measurable household income, lifestyles and other factors are difficult to estimate.
5. Average store size may not reflect the more limited amount of space offered in downtown buildings.
6. The traditional NAICS business codes may not adequately describe the kinds of businesses found in downtown districts. Downtown businesses are usually smaller with more diverse product lines.

SECTION 9: MARKET ANALYSIS RECOMMENDATIONS

This section includes:

- Recommended action plan for business and economic development.
-

ACTION PLAN

After analyzing the data collected through the research process, the following conclusions and recommendations were developed. While not exhaustive, they provide ideas to bolster the economic development efforts supporting retail, food and drink, and service businesses. Successful implementation of this action plan will require actions from multiple stakeholders, according to the specific components to be implemented.

The categories in this action plan are as follows; they are not listed in any particular order:

- Business retention and expansion;
- Business attraction;
- Physical environment;
- Marketing and branding; and
- Capacity for action.

The recommended actions listed are not listed in any particular order.

BUSINESS RETENTION & EXPANSION

1. Assemble a business retention and expansion workgroup that can regularly meet with businesses on an individual basis to hear and quickly respond to their needs and concerns.
2. Explore possibilities to provide co-working or shared services at reduced costs and increase exposure for home-based businesses.
3. Help businesses considering relocation to identify their optimal location within the business districts.
4. Encourage and empower businesses and organizations in promoting each other.

BUSINESS ATTRACTION & ENTREPRENEURSHIP

1. Create a business recruitment team made up of local leaders with enthusiasm for the community.
2. Develop an inventory of open spaces and buildings that are available for occupancy and/or development.
3. Encourage business entrepreneurship through programs such as downtown pop-up shops and entrepreneur groups.
4. Increase the advertising and marketing of opportunities and resources available in Brodhead.
5. Leverage and advertise the market analysis information for business attraction.
6. Work more closely with county and state resources and partners.
7. Better access, leverage, and use training programs to promote entrepreneurship and business development.

PHYSICAL ENVIRONMENT

1. Develop and implement a plan to improve the downtown business district to improve downtown attractiveness.
2. Develop and implement a plan to improve the connectivity and signage for Brodhead's current and proposed community assets.
3. Emphasize and educate property owners about programs and incentives already available that would assist property owners in developing and maintaining attractive storefronts.
4. Work with property owners to restore and leverage the use of upper floors downtown, possibly for housing.
5. Identify ways to encourage people travelling through Brodhead to stop.
6. Transform the downtown area into a central social district where people can gather.

COMMUNITY MARKETING & BRANDING

1. Articulate a clear community brand for Brodhead, leveraging community strengths and assets.
2. Increase Brodhead's budget for advertising and create a strategic advertising plan.
3. Create unique, place-based beautification initiatives according to the community brand.
4. Develop a community ambassador group that visits current businesses to support and promote business and community.

CAPACITY FOR ACTION

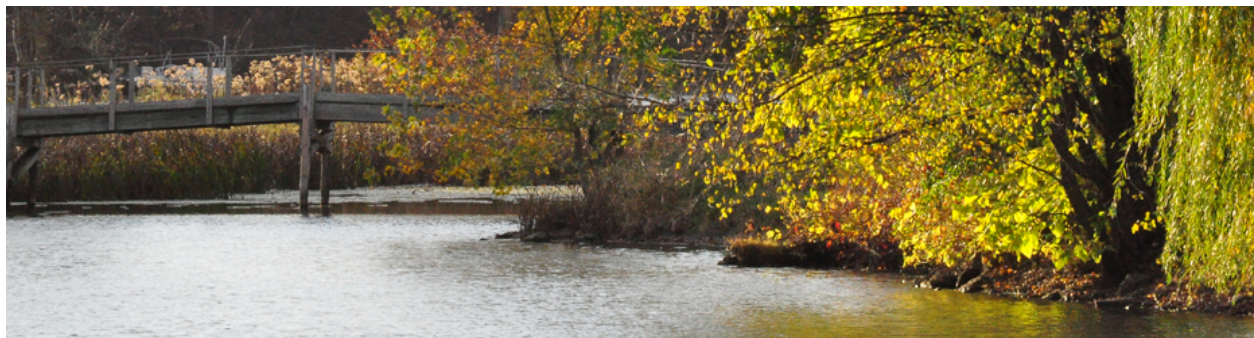
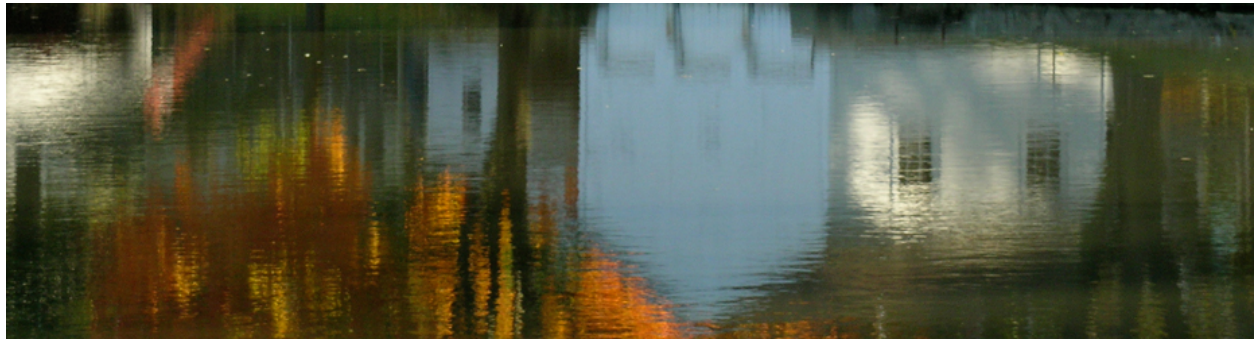
1. Hire a paid City administrator position.
2. Hire a paid position to promote economic development in Brodhead.
3. Create a regular, collaborative practice for the organizations and committees involved in economic development work to have annual action plans, update each other, and annually identify successes.

MOVING FORWARD

Cultivating downtown and community vibrancy is a long-term effort that requires coordinated, collaborative work. This report is a recognition that there is no quick fix to the challenges currently facing small towns across the U.S. However, Brodhead has many natural and cultural assets it can leverage, and it has infrastructure already in place that promotes essential characteristics such as walkability and safety. The historic buildings and unique square offer opportunities to make downtown a central social district. These assets, and others as explored in this report, are valuable as Brodhead works to promote economic development that supports a strong quality of life in the community.

APPENDIX A:
UniverCity Program Market Analysis Report

Brodhead Market Analysis



BY CORY LEMON & MARCUS PEARSON

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Brodhead Market Analysis

Overview

The City of Brodhead set out to begin a study of its local market.

Some reasons for the analysis include:

- Several vacancies in downtown.
- A more measured growth rate.
- Understanding of how Brodhead is doing overall.

Brodhead is pursuing a market analysis to better understand the retail, service, and business needs of the community, as well as its needs for residents and visitors. The entirety of Green County will be taken into consideration in other parts of the UniverCity Program. However, the focus of this study will be on the retail and service business sectors of Brodhead and its surrounding trade area. The market analysis will be used to assess potential business development opportunities, effective promotional branding of the community, and to generally understand the types of business development that will contribute to the quality of life in this community.

Our role

We served more of an auxiliary capacity during the market analysis. The pieces that we focused on were only a small piece in a much larger project. Certain tasks were delegated to us from the beginning of the project. We would then individually tackle each of these tasks for the benefit of the market analysis at large.

As a result of this our work is much more heavily focused on elements that had not yet been obtained for the market analysis, and therefore looks quite different from what many of the other groups put forward. We had a more linear prompt, with a clear set of expectations and guidelines.

Our findings

The aspects of the market analysis we focused on were:

- Background Review
- Business Inventory
- Business Interviews

We used this information, as requested, to assist with the context surrounding the market analysis.

Background

Background Review

The city of Brodhead, with a population of 3,293, is located in idyllic Green County, Wisconsin. The city's natural aesthetics, historic downtown, and well-acquainted community members, which includes a substantial Amish population, is what makes it such a special place. The city encompasses two medical clinics, beautiful churches, proud businesses, numerous civic organizations, beautiful parks, and productive industry – including the world headquarters of Kuhn North America.

History of Brodhead

The city of Brodhead has always been an important location, perhaps even prior to European settlement. For instance, on the southside of town there is a historic marker for the Half-Way Tree, a bur oak supposedly identified by Native Americans as the halfway point between Lake Michigan and the Mississippi River. The railroad tracks, one of the most heavily used in the country at one point, cut east to west directly through the city and features a small historic museum. According to locals, the railroad was being wooed by two different towns and decided to split the difference, creating Brodhead. A nearby branch of the Sugar River was also diverted along a canal to a small hydroelectric generator supplied by a holding pond. Evidently this gave Brodhead the distinction of having electrical service before other larger cities in the region such as Chicago, and perhaps the first electrical service in Wisconsin. Although miniscule in size, the city of Brodhead has a very robust history.

Long-standing small regional chains or unique independent businesses

Brodhead is home to some unique longstanding businesses. One of these businesses is the Depot Museum; the Depot Museum is housed in a restored Milwaukee Railroad depot, built in 1881. The depot is on the former Mineral Point branch of the Chicago, Milwaukee, St. Paul & Pacific Railroad. This historic museum offers exhibits showing the many artifacts, photographs and documents from Brodhead's rich past. Historic artifacts includes its such as vintage cheese making equipment, broom-making equipment, and displays from early Brodhead businesses.

Brodhead Amenities

Brodhead holds a large number of parks & trails. The Sugar River State Trail runs directly through Brodhead, and is a huge natural boon for the community due to its natural beauty and utility for exercise. Parks in the city itself, including Legion Park, Putnam Park, and Veteran's Park, all provide excellent locations for community cohesion.

Many opportunities arise in the form of transportation Infrastructure. Brodhead's direct access to Hwys 11 and 81 create no small opportunity for establishing themselves as more than just a pass-through city. These highways create many opportunities for marketing, community engagement, or expansion. The Brodhead Airport is another major benefit, giving Brodhead the ability to quite literally draw in people from across the country.

There are many historic buildings and businesses located in Brodhead, including the Brodhead Historical Society. Such an asset is quite valuable when pulling in outside businesses. These buildings also create high potential for infill and redevelopment.



Sign & plane at the entrance of the Brodhead Airport



Bridge over the Sugar River State Trail

Economic Context

Although most of Brodhead is rural, the city is conveniently located within less than an hour or two of several major markets, including Madison, Milwaukee, Rockford, and Chicago. Although within close proximity of several markets, citizens of the community embrace Brodhead for its traditional identity, as they should. This identity unfortunately accompanies challenges concerning the economic viability of the city. These challenges are tantamount to those affecting many small communities across the country, which ultimately boils down to cultivating an economically viable downtown. The City of Brodhead is unique in that, unlike similarly-sized communities, Brodhead's commercial vacancy rate is currently lower than 4%. A sub-4% commercial vacancy rate, especially for a city with over 200 businesses, is remarkable. While this is the case, after conducting extensive research to ascertain the underlying factors that created this phenomenon, all evidence points toward the need for an influx of commercial development. As many are aware, the words "commercial development" are often times attached to a negative connotation, especially for a smaller, tight-knit community.

Economic development in Brodhead is a cooperative effort between several partners, including the Brodhead Planning Commission, Brodhead Chamber of Commerce, Brodhead BID, and Brodhead Economic Development Committee (EDC). In addition, the Brodhead City Council provides the services and policies that ensure a business' long-term success."

Tax Increment Financing (TIF) in Business District

As mentioned, Brodhead has faced challenges fostering economic development in the business district for many years, especially on the southside. To help battle such issues the city does not hesitate to use the tools and powers authorized by State statutes to promote the redevelopment of this area and prevent further deterioration. One of these tools is Tax Increment Financing (TIF), where the city defines an economic development focus area and gives subsidies to developers that build there. The expectation is that future property tax revenue increases from the defined area will result in a higher net revenue in the future.

TIF is a commonly used public financing method that often times bodes well for municipalities due to its tangible ability to promote economic development and redevelopment, making Brodhead a perfect case. Brodhead currently has two Tax Incremental Districts (TID) located within the southern portion of their business district – investment has been rare in this section of downtown. TID #4, for instance, is an area characterized by underutilized, deteriorated, and vacant parcels. Within the boundary there is also an abandoned and likely contaminated factory, an abandoned warehouse building, and a vacant former school building. TID #5 is quite similar, as it is saturated with underutilized, deteriorated, and undervalued parcels. The city hopes to attract redevelopment to this area, a crucial step in revitalizing the downtown.

Brodhead Business Improvement District (BID)



City of Brodhead BID boundary

Brodhead has faced challenges sustaining economic viability for several years. While this is the case, the city continues to make positive efforts to improve the local economy. These efforts were first made formal with the creation of a “business improvement district” (BID) back in 1987, through Wisconsin Act 184. This statutory act allows municipalities to create and operate funding mechanisms or “business improvement districts”. Owners of commercial properties within a specific geographic area are assessed each year to generate funds used for promoting, managing, maintaining, and developing the district. Certain properties are excluded from the BID, such as tax-exempt properties like religious, public utility, or governmental properties, as well as properties exclusively used for residences. In the case of Brodhead, 50% of the body is funded by businesses in the BID (\$1.80

per \$1,000.00 of assessed value) while an astounding 50% is also matched by the city. The BID levy, matched dollar-per-dollar by the city, can apply toward a number of enhancement expenditures in the district. Per Mike Olson, President of BID board and CEO of Bank of Brodhead, the idea behind the city’s funding agreement is because, “the downtown belongs to, and should be enjoyed by everybody”.

The City of Brodhead is one of the smallest Wisconsin municipalities to have a BID and it has grown stronger every year since its creation. The BID has also only had 4 BID directors in its history, plus there has never been a paid employee. This really helps illustrate how committed Brodhead businesses and citizens are to their community.

Mayor Pinnow (a long-standing BID board member for 30 years) stated in a 2018 Interview with the *Independent-Register* that the downtown of his youth is not coming back. He recalled a grocery store, three pharmacies and two shoe stores doing business in downtown Brodhead. “It’s just not the same anymore”, noting declining “allegiances” to local businesses. This is likely a result of the insurmountable competition from online vendors, such as Amazon that make business in downtown Brodhead difficult to sustain. He also indicated that people are indeed concerned about the downtown, but still shop online due to the overwhelming convenience.

While it is no secret people are shifting towards online shopping, Mayor Pinnow, Mike Olson, and the Brodhead Business Improvement District Board show no signs of giving up. The BID board continue to explore methods that have the ability to effectively invigorate the downtown. For example, the BID is currently implementing initiatives like replacing second-story windows, chemically cleaning brickwork, and improving façades to make the downtown

more attractive to promote new business. The BID board has also recently planted street trees and added flower barrels along the commercial corridor, as well as built a gazebo, a new wall, and added plantings in the district's park square. While these improvements will not single-handedly foster a sizeable economic advancement, community members have noticed the improvements and recognize the commitment of the BID to preserve the historic downtown buildings, while also improving the look of the downtown.

Regardless of the rapidness in which downtown Brodhead is economically strengthened, the BID never fails to bring people together. For example, the BID contributes to more than 50 days of events downtown such as a summer lunchtime concert series, an "ArtWalk" featuring local artists, and a Saturday farmer's market. These events account for more than 90 vendors and 9,200 people weekly in Brodhead's downtown.

As previously mentioned, Main Street-type retail shops are a dying breed and the BID board is well aware. With this in mind, they are wisely shifting away from aspirations of a traditional retail-driven downtown toward the cultivation of hospitality and entertainment businesses. For instance, the city is in talks with a developer who wants to open a small hotel downtown. This method meshes perfectly with Brodhead's already event-centric downtown.

Past Research and Work Done

In addition to the boundless work and research various bodies such as the Brodhead Planning Commission, Brodhead Chamber of Commerce, Brodhead BID, and Brodhead Economic Development Committee have done for years, there have been other useful studies done to address economic development challenges in Brodhead, Wisconsin.

Hotel feasibility study

The City of Brodhead recently conducted a hotel feasibility study, in which they received favorable results. The hotel feasibility study played a role in attracting an entrepreneur who is remodeling a church to be a 10-12 room bed and breakfast. The City will also be doing a feasibility study for a new hotel in downtown Brodhead. This is a step in the right direction, as Brodhead currently does not have a hotel, but many in the community have said they want one.

UW Extension examination of Business Improvement District

The University of Wisconsin-Extension has made great efforts in past and continue to explore methods that will help foster economic revitalization, especially in the downtown area. These efforts include research and analysis of Brodhead's downtown business district, as well as working closely with the community. For instance, UW Extension's [First Impressions Program](#) is a joint effort that helps Brodhead learn about existing strengths and weaknesses of their community through the eyes of members of similar communities.

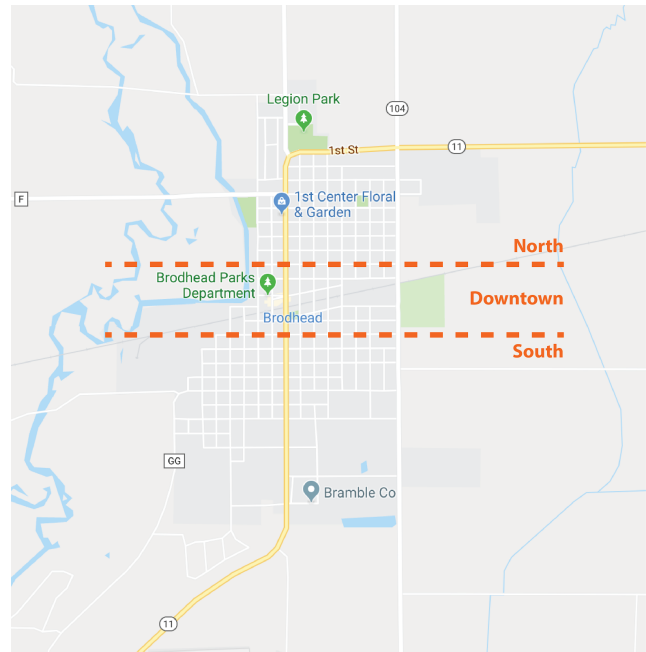
A volunteer from a similar community agrees to do an unannounced visit to Brodhead as a "secret shopper" for the day and then report their "first impressions". These results can reveal the need for certain community action initiatives and act as a way to document changes in the community over time.

Business Inventory

As a major component of this project, a Brodhead business inventory was produced. The business inventory can be tangibly used to gauge the current supply and demand for businesses in Brodhead. The business inventory lists each business in Brodhead, its basic functions, and its size in square feet. This inventory will more effectively illustrate the current market needs for the area and help Brodhead to understand what it may need market-wise.

The study area of Brodhead included the entirety of Brodhead, not just it's downtown area. Since each section of Brodhead operates differently in terms of layout, the businesses also function quite differently. Therefore a horizontal slice of Brodhead was enacted to account for these differences.

The business inventory was used to gauge the current supply and demand for businesses in Brodhead. It lists each business in Brodhead, its NAICS code, and its size in square feet. The inventory visualizes what businesses currently exist and which ones are missing. Overall this identifies areas that Brodhead can try to improve upon with the rest of their market analysis.



Map indicating the rough cut of the community

Throughout the process we noticed seven vacancies in the downtown area. This presents a noticeable monetary loss of potential revenue, as these storefronts are currently empty. The issue is also much more problematic, as these vacancies are very hard to refill once opened.

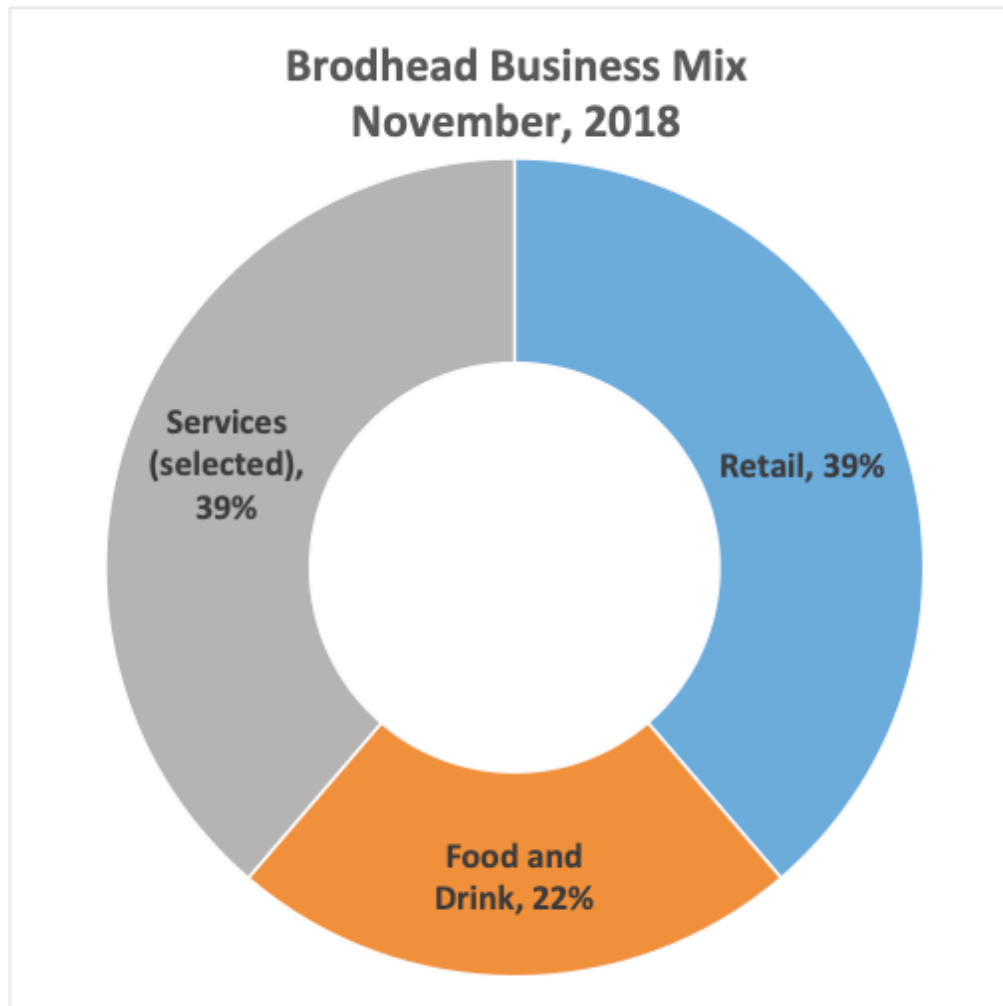
The data was split into three categories with their own subcategories:

- Retail – stores that sell a number of products
 - Clothing
 - Food (grocery stores)
 - Beverages (liquor stores)
 - Building Materials
 - Etc.
- Food and Drink – restaurants
 - Full-service – waiter service
 - Limited-service – no waiter service

- Services
 - Professional – banks, consulting
 - Personal – dance studios, salons
 - Auto service – car repair

	Brodhead - North		Brodhead - Downtown		Brodhead - South		Brodhead - Total	
Retail and 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)	0	0	1	4,000	2	16,000	3	20,000
Electronics & Appliance Stores (NAICS 443)	0	0	1	1,000	1	2,000	2	3,000
Building Material & Garden without Home Center (NAICS 444)	0	0	0	0	4	40,000	4	40,000
Food & Beverage Stores (NAICS 445)	2	4,000	0	0	1	20,000	3	24,000
Health & Personal Care Stores (NAICS 446)	0	0	1	4,000	0	0	1	4,000
Convenience Stores in Gas Stations Excluding Gas (NAICS 447)	0	0	2	12,000	2	10,000	4	22,000
Clothing & Clothing Accessories Stores (NAICS 448)	0	0	0	0	0	0	0	0
Sporting Goods, Hobby, Musical, and Book Stores (NAICS 451)	1	3,000	0	0	2	11,000	3	14,000
General Merchandise including Supercenters (NAICS 452)	0	0	0	0	1	9,000	1	9,000
Miscellaneous Store Retailers (NAICS 453) inc used merchandise	0	0	3	6,000	0	0	3	6,000
Total Retail (except auto)	3	7,000	8	27,000	13	108,000	24	142,000
Full-Service Restaurants (NAICS 722511)	0	0	3	4,500	3	12,000	6	16,500
Limited-Service Restaurants (NAICS 722513)	0	0	2	3,000	2	5,000	4	8,000
Snack & Non-Alcoholic Beverage	2	1,500	2	1,500	0	0	4	3,000
Total Food and Drink	2	1,500	7	9,000	5	17,000	14	27,500
Services - Professional w/out medical	0	na	8	na	5	na	13	na
Services - Personal	0	na	8	na	5	na	13	na
Services - Auto repair and maint.	2	na	3	na	6	na	11	na
Total Services Selected Categories	2	na	11	na	11	na	24	na
Total Selected Categories	7	na	26	na	29	na	62	na

The chart above is all of our findings from the business inventory. In its raw data form it doesn't show too much, but displays a number of interesting traits. Brodhead is entirely missing any form of a clothing store.



This chart paints a better picture for our findings in the business inventory. The Business Inventory break down was as follows:

- **14** Food and Drink Places - **22%** total.
- **24** Retail Stores - **39%** total.
- **24** Services - **39%** total.

A very small portion of the market consists of food and drink establishments, with the majority being made up of either retail or services. Services themselves do not provide much to the markets they are a part of. This creates a significant problem, as essentially 39% of Brodhead's market can effectively be counted out of being significant market contributors.

Business Interviews

Another major component of this project included business interviews. These business interviews entailed interviewing business owners to capture their opinions in order to inform our analysis of the city's economic strengths and weaknesses.

Several businesses that are particularly involved in Brodhead were contacted during the interview process. These businesses include:

- Harvest Moon
- Olin Oil Company/Trackside Mobil
- Furniture & Mattress Outlet
- Bullwinkle's/Main Street Station
- Expressions Salon
- Register Print Center Bridge's
- Foster's Gaming and Collectibles
- Tastee Crème
- Olin Heating & Cooling
- Huntington Plumbing & Well Pumps
- McClaren Machine & Tool

The business owners all had similar comments about doing business in Brodhead:

- Most of the businesses can easily work off of each other – Many of the owners indicated that businesses often share customers. For example Tastee Crème can easily attract customers from the next-door car dealership, and vice versa.
- The parks of Brodhead are well kept and serve as great community gathering places – Because of the prevalence and quality of Brodhead's parks, many businesses feel they can succeed because of how well the City keeps up its parks.
- Having a close-knit community means that everyone can help out where needed – If any business falls on hard times, the community will often rally to help them out.

The owners also felt there were three major drawbacks in Brodhead:

- A small local population – Brodhead's population is what it is: quite small. Businesses can count on a few tourist dollars, but 365 days a year they need to make money from who's there, and unfortunately that isn't a huge amount of people.
- Vacancies in the downtown area – This really acts as a bit of an eyesore for everyone in the community. It generally detracts from Brodhead's appeal.
- A lack of specialty stores – Without specialty stores, many people simply do not come to Brodhead or, worse yet, must leave to do all of their shopping.

Recommendations

Recommendations

A major focus should be placed upon the expansion of community events and programming:

- Use well-attended community events to capture the spending of visitors.
- Effectively utilize established parks and open spaces.
- Emphasize the presence of the local grass landing strip and make it a cultural focal point.

The adaptive reuse of historic structures should continue to be encouraged. Brodhead's unique selling point is its history, and every opportunity should be taken to capitalize on that history.

Other opportunities for market expansion should also be pursued:

- Locating the headquarters for a major corporation in Brodhead.
- Attracting small-scale specialty businesses.
- Establishing more hospitality, entertainment, and third place locations.

Closing Statements

Brodhead is a City with a proud identity. The area shows a great deal of potential that, if harnessed correctly, could bring people back to the area. The City also shows great commitment to the improvement of its economic viability. We hope that the information we have prepared can help Brodhead to grow and thrive.

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APPENDIX B:

Demographics of Survey Respondents

This appendix contains the demographic data of the people who completed the community survey. Altogether, 432 people responded to the community survey. Responding to the demographic data was not a requirement for completing the survey.

GENDER

Approximately 30% of survey respondents were male; 70% of survey respondents were female.

GENERATIONAL DATA

Figure 1 shows the age generation data of the survey respondents. Figure 2 provides more information about the generations.

Figure 1: Age Generation of Survey Respondents

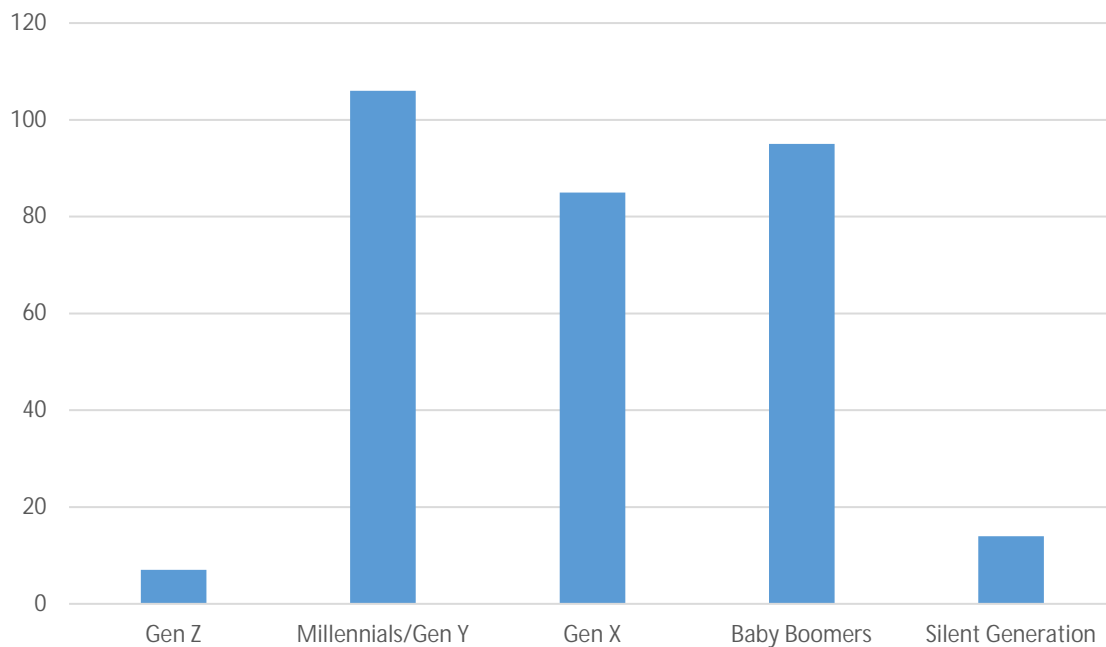


Figure 2: Generations

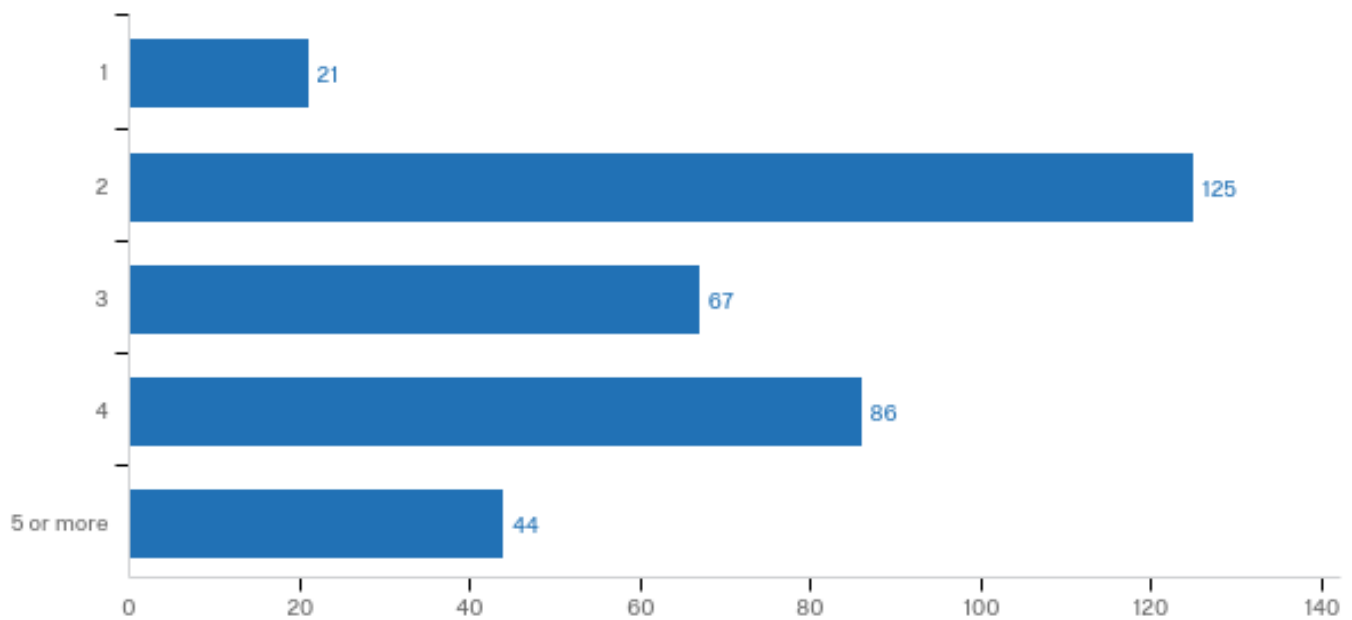
Generation	Birth Years	Age Range in 2018
Gen Z	1996 – To Be Determined	22 and Younger
Millennial/Gen Y	1977 – 1995	23-41
Gen X	1965-1976	42-53
Baby Boomers	1946-1964	54-72
Silent Generation	1945 and Before	73 and Older

Note: Age range is based off of 2018 because that is the year of the community survey.

HOUSEHOLD SIZE

Figure 3 shows the number of people in the households of the survey respondents.

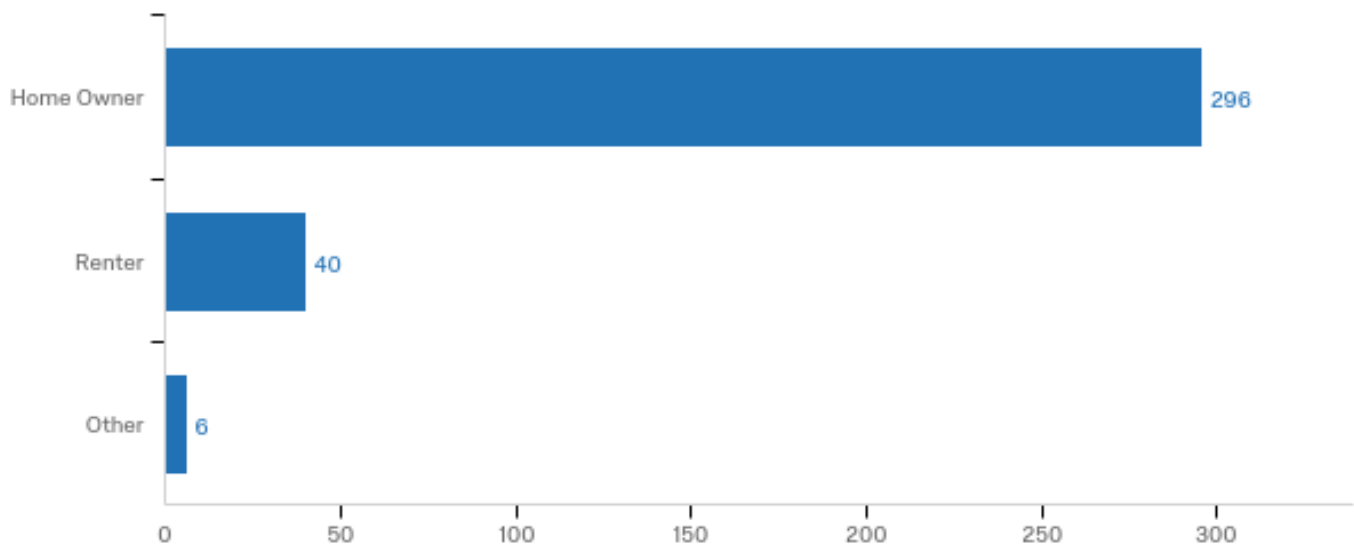
Figure 3: Household Size



RENTAL & HOME OWNERSHIP

Figure 4 shows the rental and home ownership status of respondents. Responses to the “other” category included leasing and living with parents.

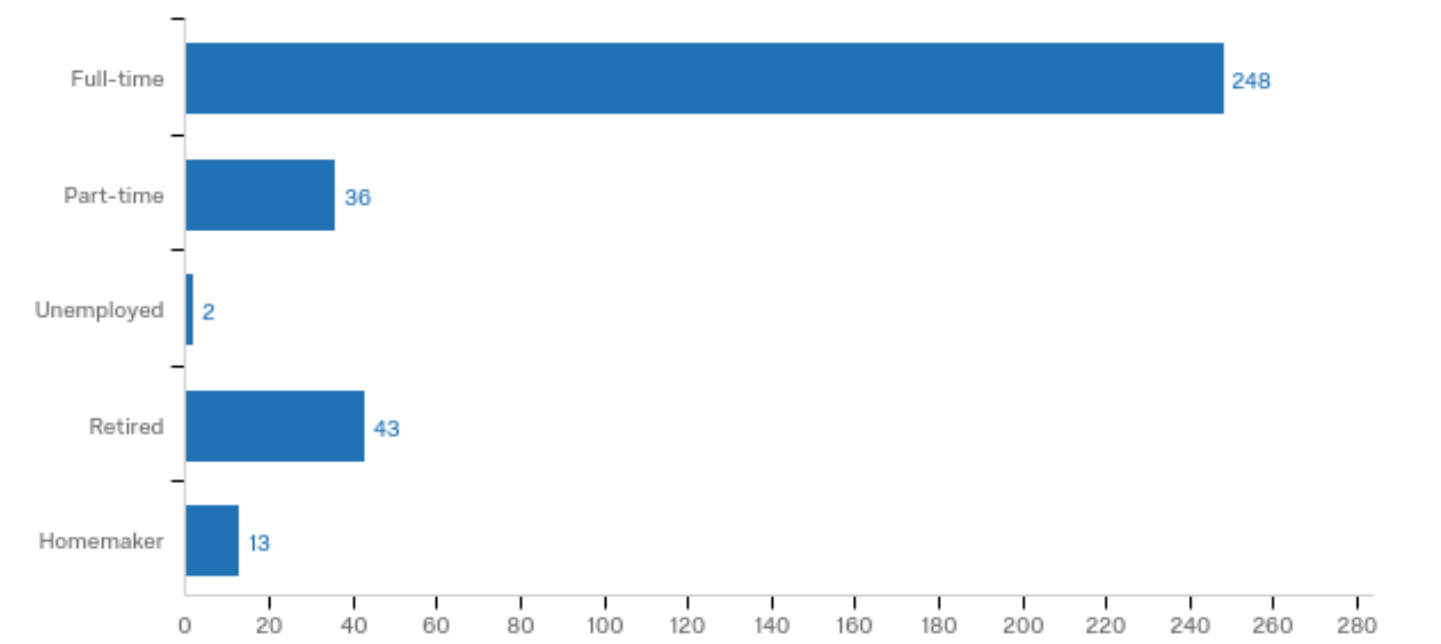
Figure 4: Rental & Home Ownership



EMPLOYMENT STATUS

Figure 5 shows the employment status of respondents.

Figure 5: Employment Status



APPENDIX C:

Survey Responses: Non-Business Facilities and Activities

Below please find the complete responses to the community survey question “What non-business facilities and activities would you like to see downtown?”

Splash pad.
Dog park – people do not pick up after their dogs.
We have most of these items.
Clothing store, book store.
Something that is handicap accessible.
Silk Exotic Gentleman’s Club.
A bypass instead of having the semis go through the middle of Brodhead it’s really unsafe.
Something needed for teenagers!!!
Downtown might draw more families if the play equipment at Veteran’s park was updated. The green space downtown is good, keep it at that level. Potentially a few more (or better promoted) outdoor/family/festival events during the year.
I think the downtown is great and has an amazing variety in establishments already.
Community senior center to use for larger family gatherings.
Music venue, dancing club for adults; gaming room since bowling not here anymore. Fosters could expand as a feature in restaurant/bar.
Specialty shops. Candles. Brodhead collectibles. Bakery.
Family participation.
Again different ones so we have a choice.
Activity center for Brodhead youth.
Zoo.
I think maybe a space for young children to play when they are not able to be outside! Such as indoor park or for children to be creative and just have fun!
There is nothing to in this town why would people want to come.
So much more for families with children.
Children’s museum.
Museum is downtown, better promotion would bring more visitors.
Theatre, roller rink.
More antique/craft shops.
ATV recreation with an in-town campground. More community festivals with outside music or just music on the square. This takes a lot of volunteers.
Seriously? These are the best ideas you can come up with? You need businesses that attract families and other businesses into the town. A museum/art center/natural area won’t BRING IN ANYONE.
Dance hall for old-style dancing and/or barn dances ☺
Banquet space and catering abilities.
Community center.
Community center.
Outdoor dining.
Dancing venue/live bands.
Dog park!
ATV trail.
Brodhead desperately needs a community/youth center that could double as a rentable banquet space.
Shooting range.
A place for youth’s bowling alley. Roller rink. Movie theater.

Maker space where you can rent time on tools too expensive to have at home.

Splash pad near existing pool and eliminate baby pool.

Music.

Youth center, community center, family movies, inspirational events.

An area for younger children, splash pad, movie theatre, indoor gym.

Dog park.

Large banquet space like for weddings and family events.

Put a ban on any more UGLY storage sheds, and maybe get rid of the sheds you see as you come into town. How many does one small town need?????!!!!!!

I would like to see the senior/community center stay downtown. Knock down all the buildings north of City Hall and put up a new senior/community on the site. Make the building match the architecture of City Hall. I think this would look and function great on the west end of Tinkers Garden.

Bowling, movies, stake park, geek store.

Live music.

Our museum is in proximity of downtown. We should expand on it and access to it from the downtown.

I feel a splash pad would be GREAT for an attraction for out of towners, as well as somewhere for our kids to go, along with the pool.

A movie theater or other kind of recreation that can be used year round.

None of the above. The downtown should be retail and should complement the other amenities we have – Pearl Island/Bike Trail/ATV trail.

Dog park.

A weekly farmer’s market.

Something for teenagers to do for fun. Ex. Laser tag, trampoline, swimming.

Family entertainment, like bowling or movie theater.

Splash pad working swimming pool doesn’t have to be downtown but feeds the downtown.

We have nice parks, need to get some specialty store in to attract some people to town.

Competitive priced restaurants, fast food, and sit-down.

More things for families to do and more things for our teenagers to do other than sports.

We need to attract families to come here and stay here...what is drawing people to Brodhead...PROBABLY NOT A SENIOR CENTER...if we don’t focus on attracting families to this town and bring in businesses that keep families here...there will not be a Brodhead in the future...our local government has a poor vision right now.

Splash pads.

Entertainment!!

A splash pad for children, movie theatre.

Because of the lack of parking it is hard to have much.

Dog park.

Splash pad.

Youth center.

Youth center.

Dog park.

Dog park, better restaurants, hotel with a pool.

The public playgrounds desperately need updating.

APPENDIX D:

Survey Responses: Encouraging People to Spend Time in Brodhead

Below please find the complete responses to the community survey question “How can we encourage people to shop, dine, and spend time in Brodhead?”

They need to live here. But now it seems we are giving up things that would encourage families to live here, ie no more golf course, no more bowling alley, less restaurants, empty stores.

More in store or business promotions.

Get the bowling alley back.

Being friendly. Advertise. Have quality products.

Make it affordable.

Bring in more stores worth shopping in have Sunday hours.

Have choices, and times that allow for all groups.

Lower prices. Friendlier service.

Advertise more sales specials uniqueness.

I think people do dine in Brodhead, although missing the Mexican restaurant, but the shopping.

Have a bypass so it would force people to get off the bypass to come to Brodhead.

Encourage a greater variety of complementary businesses.

Keep the downtown history of the buildings, but they have to be maintained.

Advertise what we have to offer, competitive pricing and quality products.

Good question. People don't understand the importance of shopping local and keeping the money in town.

We do need more retail stores.

Create opportunities for new businesses to start up downtown with financial incentives, as well as low/no interest loans/grants to improve the historical facades. People come to towns that “look cool.”

If you want to encourage people to shop, dine, and spend time in Brodhead, you need to offer people more of what they want. Work with landlords in the BID to ensure that building rent is affordable so that new businesses can fill vacant space. Also make sure that landowners understand that building maintenance and upkeep is important and beneficial. Potentially host a pop-up shop featuring various home-based businesses (not direct sales like Avon, Pampered Chef, but truly home-based, unique things) in a vacant building every now and then. Consider adding a weekday-afternoon farmer's market on the square or somewhere with easy parking and convenient bathrooms like the library.

I think people tend to shop where they work (that is true for myself) so, what businesses can Brodhead attract that pay a livable wage?

Need another grocery store...competition is good. Need activity based places for families. Everything seems to be higher priced here.

Advertising more.

The businesses should continue to work together to make the community more viable. Work to keep rent affordable so small businesses can afford to succeed.

Get businesses that actually attracts people.

Entertainment. .

We need more to do. The town is boring.

Better hours. Think of all the people who travel to other cities to work. Drug store not open Saturday afternoons...nothing open Friday night other than the Dollar General.

Organic food options.

More businesses.

Community center with bands? ATV trail.

Perhaps encourage an actual restaurant to cook food and not serve reheated Sysco products.

Become a little more comparative with other cities...variety, cost, accessibility, parking.

Improve the taste of the food in restaurants, have a grocery store that carries more types of food, fresher quality, and less expensive.

Have restaurants that have some class. Bar food is fine once in awhile.

Offer more options, Brodhead has a lot of traffic with Janesville and Madison close by. Offer lodging/hotel, fast food restaurants, and family fun activity centers.

Have some decent restaurants and don't turn the local golf course into a damn flower garden.

Restaurants need some outdoor dining, figure out how to widen sidewalks to provide more of this. Another issue is how to get our own residents to support our local stores. It is so hard for small businesses to survive so how can the city and community support this. I certainly don't have an answer for this but we do all we can to do our business in town. I love the festival weekend that the Chamber puts on. I think the Covered Bridge days was very well attended this year. The music was great and seemed to be a draw.

ATV, horse, snow trails, promote more events downtown on the square, the three events we have now are not enough. We need to offer dances, movies in the park, open microphone night for youth and adults that want to sign, dance, and entertain for no fee.

More variety. Piggly Wiggly is in dire need of more space and updating.

Put something worth shopping or dining in town for.

Better variety of places to eat, downtown needs to be centered as a "destination" with stores like Galena to draw people here.

Have stores worth shopping at. Clothing, home décor, craft, gift shop. Look at Monroe's successful square.

Keep updating the ads on radio, etc. Telling what is offered.

N/A

Just new things. I mean, update, let residents decide and not certain people that have had a say and a big say in lots. Get some fresh outlook not the people who seem to always decide. Not ones who live in the past.

Have a nice place to eat, shop.

Bike trails, kayak and canoe; antique stores.

People are intimidated by the Brodhead Police Department. Ask other towns why they do not visit Brodhead and the police will come up in conversation.

Only have two gas stations and focus more on family-based restaurants and family-based events.

Offer more variety.

Model the downtown after a town that's thriving, such as Mt. Horeb or Stoughton. Historical buildings need to be well maintained and updated, and give people a reason to come.

Something no one else has.

Events...parking is a problem.

Make them more wheelchair friendly.

Continue hosting special events downtown. Encourage local businesses to collaborate (i.e. Spend \$50 at x shop, receive 10% off next meal at z bar and grill). Seek out unique enterprises (bakery, bike shop, creative center, etc).

Renew

Improved atmosphere, improved service, product quality.

More attractions and advertisements.

Offer something to shop for.

Get places for them to shop. Better restaurants.

More variety.

Have variety. Have restaurants that sell real food and not food off a Sysco truck, have something like a Walmart to bring people in to shop for stuff they need.

Need to have a lot more for families! The seniors stated at one of the city meetings that they do not CARE about the younger generation just them! So, so unfair and I'm a senior!

We need more stores to stay and thrive. Many public areas need wheelchair accessibility added, and helping business owners do that is a must. Also, it would be nice if the vintage façade were preserved a bit better. Empty stores are a turnoff. We need more variety such as book stores, souvenir shops, etc.

Brodhead has little to offer and there is little that can be done to change this. First and foremost people need well-paying employment to hold them in any area. Without some type of industry or other employment source, an exceptional school system is only other option to entice people with means to stay in Brodhead. Recreational or community centers will do little without an influx of new families who are able support those services.

Stop the over-staffed over-priced police department speed traps by Highway 11 and County T. Less police pressure.

More businesses and tourist attractions like museums, bed and breakfast, tours, etc.

We need a hotel with a banquet hall and a pool that can be used for parties, gatherings, and other events! Choices, hours open.

Better service and quality of food at our restaurants, more variety in shops.

Welcome new business inquiries with open arms, some people are too biased, used to things the same old way. Time for new blood & ideas.

Low prices and quality products.

Have a motel, supper club, movie theater, put more awnings on buildings, keep street lights on during the day in downtown and on Exchange Street.

Marketing like television and radio to visit Brodhead.

Make the airport and Headgates Park more of a draw by having 5K race and specialty fly in. Farmers market at square. Craft Beer festival at square.

We need to get outsiders in town to support us. The community residents are not loyal to Brodhead business on an average. They will drive out of town to save \$2. Unfortunately it is true and that is frustrating as a 25 year business owner myself. We have to show business VARIETY and VALUE to get people here/ keep people here spending money.

Get more stores ... get people who want to work ... keep the big trucks out of downtown Brodhead ... make crossing streets safer ... cars do not pay attention to walkers.

Start looking to the future! Leadership in Brodhead is outdated and a change is needed. Why do you think enrollment is down? You have nothing attracting families to stay and raise families in Brodhead. Coming from someone who grew up in Brodhead, I have absolutely no desire to live there. It was a great place to grow up but the honest truth is it is a dying town that is absolutely offering nothing future generations. Leadership is only concerned about the older generation in Brodhead and that's sad. It is time for a clean sweep in leadership to bring in more progressive leadership. From the outside looking in Brodhead is slowly turning into a town the size of Juda. That is incredibly sad because Brodhead is a great place to live. It was safe and friendly. But, younger generations need work and besides Kuhn Knight the area doesn't offer anything of value. Also, I would like to take time to talk about the Pearl Island Project. Literally, NO ONE CARES ABOUT IT. If that was your great plan to "attract tourist" you failed miserably. Besides people who run on it there is no value to tourist there. You spent so much money on it but that money could have been used for a greater financial gain. Like I said, I love the town of Brodhead but sadly it is dying and something needs to be done to save the town. Otherwise, you will continue to see population decline and people leaving. Stop focusing on the senior citizen population and start being more progressive and growing the town.

Advertise all places of biz.

I wish I knew.

Business owners and their employees and the mayor should be friendlier to people.

More festivals but that are fun not boring.

More options. Reasonable prices. Specialty stores. POSITIVE social media. Promote historic downtown, Pearl Island, murals.

1. Need a really good restaurant that people will want to come to before others. Ex. Monroe - has Poncho and Leftys and Baumgartners - two very well-known establishments when it comes to food and drink that keep people coming back for more.

2. Some kind of landmark that makes people want to come - could be something goofy like a Giant Cow statue, or a huge flag to something like a Museum on lots of different farm equipment (something that could be perhaps worked out with Kuhn)

3. Other ideas include bringing in a big business, or a major health care center.

4. Possibly a winery or brewery.

Offer more of a variety. We could use a retail store, such as Shopko, NOT A WALMART!!!!

Provide more options. Another grocery store so there is competition and the prices are not so high at the local grocery store. More restaurant availability. All that seems available in Brodhead is gas stations, bars, and two restaurants.

More choices for places to eat and shop.

Advertise and be able to deliver. If we want to encourage people to use our trails, then we need to offer eating and hotel rooms. We need to support our local youth with activities that happen during the winter months, and we need to have large spaces that could be used for reunions, parties, and banquets. Then advertise.

We need to capitalize on the small hometown, historic feel and bring in more little gift shops and better sit down restaurants that are open during the weekend days. We have too many vacant storefronts and no casual restaurants downtown that are open during the daytime and weekends.

Hotel, Theatre.

Have more variety that's reasonable.

Has something unique or a little different while encompassing the basic preferences of the locals.

We need more to do here. Especially for kids!!!

You need some stores ie: bakery, clothing, crafts.

Invite friends to come here. Promote activities online and in media.

Increase diversity in businesses.

Get wider less expensive selections.

Make the downtown like Stoughton's downtown.

Family friendly activities. Special offers/discounts on services! Advertise.

Get more businesses to come to town, like Shopko, Taco Bell.

We need more retail goods and services, clothing, shoes, appliances, and a tax on inbound Amazon purchases. That tax to be spent on developing local business since they are sucking the dollars out of our local economy. Amazon pays no property taxes to the school system like local real estate does.

Get the word out! Small businesses need you too.

Coupons, specials.

I feel like Brodhead already does a good job at this by hosting the many festival/community events.

Note the fact that there are walkable, unique shops and places to dine as well as nature trail near city center.

I love communities that have little gatherings and festivals. More activities to do on weekend for families and visitors. More things like covered bridge days to show a nice small community has family activities.

Fix up the buildings along the main road. They look sad, outdated, and run down. Update the lights and get some Brodhead banners celebrating our town and schools.

Offer things that residents actually want. What are the demographics? Lots of families? You had to add 4K classes. It would be amazing if there was something for kids. I think a good steak and seafood restaurant and a Mexican place would be good. Shopko hometown store.

Need high end dining.

Cut back on Hwy 11 speed traps and round the clock police enforcement to fund/support already oversized dept.

Attract business that people actually care about or need!

Be more friendly and inviting.

Better parking downtown.

It is local and we are treated fairly.

Have more to offer than 3 coffee shops and one old junk store. The sandwich shop that used to be on the corner of Harvest Moon was really good, but now the food is boring and expensive for what it is (\$8 salad because it is 'local' - give me a break).

Welcome them with friendliness.

Put in a mural, shopping center, pharmacy like Walgreens, auto parts stores.

Hotel and more youth related places.

We can start hosting 5k marathons, have festive decoration contests among residents, open a brewery and start a coalition of southern Wisconsin brewery tours that include Monroe, Brodhead, New Glarus, and Janesville.

Have a better restaurant have something for people to do.

Advertising. Also hire from outside of Brodhead, this would spread the word and bring others' friends and family to town. Improve pool so it is a destination people want to travel for.

Attract tourism.

Have hours that appeal to customers and tourists. People visiting the town are going to be here on the weekends or during evening hours during the week. Closing the shops at noon on Saturday and no hours on Sunday is not appealing to those visiting the town. This drives people to Janesville, Madison and Beloit. A small hotel that is accessible and visible to tourists and visiting family members would be helpful.

Organize events, provide quality businesses.

Fix up businesses and clean them up to make them more inviting to prospective customers. Clean and paint inside and out.

More events and festivals. Meetups for people with similar interests...knitting, book club, music, D&D.

Keep pricing cheap, add restaurants and more shopping businesses.

Need hotel or motel, water park.

Remind business owners (funeral home) and community government committee members that bashing our town and decision makers on Facebook is childish, in bad taste and embarrassing to the people who currently live here and turns future business owners or citizens off.

Expand choices, provide something other than another bar with bar food.

Motel.

Need businesses that draw people in. Example would be a brewery or fine dining restaurant. Also, the esthetics of current businesses could improve. Run down bar/grills do not entice people to come visit the town.

Have more variety. More place to eat and shop at. There were too many antique shops in town and now there is basically only one. There are also too many bars in downtown Brodhead. Needs more variety.

Better selection of food places.

Open quality businesses and restaurants that don't all serve the same food.

Offer better selections...right now the best place to eat in Brodhead looks like it will be the new Kwik Trip...there is no place to shop Dollar General is a joke. The community festival are boring and lame. I live within walking distance to the square and would waste my time.

I think our local businesses need to really watch and what kind of price tag they're putting on their services and goods seems a little high every once in awhile.

More restaurants would bring people in on weekends, we really only have 1 nice place to eat if you want something besides a sandwich. I like bar food, but what other choices.

Have a variety.

In order for people to come here to shop and dine we need to have more retail space in the downtown so people can walk from store to store and stop for a cup of coffee or a wine tasting and a healthy lunch or breakfast. Too many insurance and financial offices in downtown.

Provide more selection.

Reasonably priced hotel, reasonably priced gift shop, museum, fun recreational center.

Have a place to stay and have a place to have things like wedding receptions.

By offering more activities for everyone (including toddlers and young children). Farmer's markets.

Brodhead needs more well-known businesses like Culver's, Pizza Hut, we also need a Shopko or Walmart, we have Dollar General which is great but they don't have everything like Shopko or Walmart so that means people still have to go out of town to shop. We need another grocery store for more of a variety of items and price competition.

More restaurants than just bars, cheaper prices that convince people to go for the convenience and cost instead of just convenience.

Clean up the town.

Have more choices, hotel.

Build a winery or a brewery.

Have a better variety with good service and food. Build a hotel for gatherings to be an option in the town.

Advertising - WJVL, Madison Stations, we have a lot to offer...

By adding more places to dine and expanding businesses and attractions.

Variety and cost.

More options.

More small shops and publicity.

Make more welcome - marketing - and more variety. When driving into town one day, on Center Ave. I assumed I was a person passing through and NOTHING was an incentive for me to return, like thinking, "Hm, this is an interesting town I would like to come back to. On Center Ave only investors, bank, insurance and pub type were visible to entice someone to return.

More variety.

I think Brodhead does a good job promoting.

Maybe if the rents on all the empty stores were lower it would encourage more small, niche businesses to try to make a go of it. Would store owners rather have an empty building or charge a modest rent. More variety and competition between businesses is a win-win for residents and would bring more people in to shop, and/or keep residents in town to shop.

Advertising.

Never allow a bypass to be constructed. You can play on the bike trail and now somewhat on pearl island what? (hiking down the trail ?). Other than that, a hundred murals and a bridge over the race are not going to cut it. It's nice to see if you're here, but not going to make a special trip to see them.

More options for decent cost.

Have more businesses, to bring people in.

There needs to be more business like hardware or clothing stores.

Encourage businesses to locate here which are artisan or craft in nature which produce small amounts product and are generally characterized by their emphasis on quality, flavor and technique.

Did more variety. Newer updated restaurants. Bring in a few chain restaurants.

I think up the quality of food, get shops people want to shop in besides kick nack stores. Maybe tell the cops to take a pill and relax a bit...no reason for so many cops intimidating everyone that comes here.

Offer more than antique stores.

Parking, parking, parking. Off street parking ramp would not only encourage shoppers but prospective shop owners too. 2 1/2 to 3 parking spaces per 1000 square feet of retail space is necessary to promote a good customer base...in my opinion.

Advertising, good service to get word of mouth out there.

Have more music festivals, particularly during the summer months.

Have more of a variety of businesses and recreational things to do.

Offer a variety of items/dining options that are high quality. I personally am willing to pay more for the convenience of location if the offerings are quality.

By advertising - better signage (bike trail), promoting (contacting kayak/canoe sales places) to promote Pearl Island. Make the downtown more attractive - have a strict color theme and stick to it. No facades on the buildings or canopies of the owner's choosing.

We need to fill our empty downtown. There are so many buildings empty. We need to keep unique places like Main Street Station open. We need more decent options for dining. We should bring back a Mexican Restaurant. A nicer supper club would be nice. A winery or brewery would be a great addition. A coffee shop that had later hours would be nice. Stores that stay open past 5pm during the week would be ideal. When you work out of town there isn't the opportunity to visit downtown because everything is closed. Unique stores downtown like a pet store/bakery, knitting store that would offer lessons. Update our swimming pool. Include a splash pad.

Support local restaurants. When marketing events, give plenty of lead time and market on several platforms. Make sure information about an event is easily available for reference.

Our square is charming, but could definitely use some sprucing up (the buildings). Attracting more businesses is a must. I would love to see the Decatur dairy have an outlet shop that sells cheese, jams, syrups, breads, gift items etc. on the square (think Maple Leaf in New Glarus). People want to visit a town that has several unique shops and restaurants.

We need some bigger retail stores. ex. Shopko, Target, Menards.

Advertising & bringing in business that supports tourists.

Make the restaurants more spacious and welcoming; many are crowded and/or atmosphere just isn't that inviting. Offer a better variety of restaurants. The Piggly Wiggly just can't compete with big stores with great selection, such as Woodman's.

Offer either something that other places don't have or bring in places that will be cheaper. Only have a Piggly Wiggly for groceries means they will price gouge because there is no competition, making the drive to somewhere else worth it.

I think a boutique/gift shop would be nice. Someplace that sells local product. A place for our local artists and crafters to sell their product.

Brodhead has become a pass through community. We have MANY gas station/convenience stores but no reason for people to make us a destination. We used to have 3 venues for receptions (Chalet, Bluff View & Bowling Alley) we now have none. What is there for families or young people to do? No longer a bowling alley, no youth center, not much for them.

More signs to direct people.

Offer them services that keep them here. Look at New Glarus--it's busy every day.

Have more variety.

I wish we could attract some more artists/artisans for a tourist market. That's a draw for places like Mineral Point, New Glarus, etc. We have a beautiful setting here and there's no reason Brodhead can't become a destination like some of the other small towns in Southern Wisconsin.

VARIETY.

Better options.

Choices and the right retail mix to attract people.

Market Pearl Island corridor, bike path, etc. to larger, state-wide audience; return to quaint, downtown color, signage; ultimately invite business/industry here to focus on living/working in Brodhead -- so many work elsewhere and take their business/money with them.

Have more variety in food and attractions. Need a sit down chain restaurant.

Make an eclectic downtown-attractive to local residents as well as others. We could mimic those little towns that are booming, such as New Glarus and Galena with several shops and entertainment drawing people in with activities.

VARIETY NEEDED!

I never stay in Brodhead for anything because I am a single person over 40, and there is nothing for me to do here except dive bars and restaurants that have poor service and frozen food that they just warm up for you. I think Brodhead is a great place for people with kids. There are nice parks, schools, school events, etc... But if you don't have kids, you're an outcast. I'd love some things for grownups to do -a NICE gym (not one that smells like dirty socks and underwear), with good work out equipment, a wine bar, a paint studio, trivia night, etc... Honestly, I think Brodhead would do well to study downtown Beloit, and all it has to offer to the adult crowd, and try to implement some of those ideas here.

Our bars have great food. Prices aren't bad. We need another nice restaurant or two. Especially since Billy's closed at the golf course. People like a good fish fry and a place that serves good steaks, prime rib, Right now, there aren't many places to shop. Need a couple of specialty stores, selling odds and ends that amazon doesn't sell. One type of place will help out the other. Even another place for breakfast, as the one uptown is always packed and sometimes hard to get into.

Have something other than taverns and offices downtown. We need small shops.

I think Brodhead need more of a variety of shops. Downtown seems to consist of bars, a pharmacy and gift shops. Maybe market more of the other offerings around Brodhead other than just Main Street.

Provide attractive options for coming to Brodhead or a reason to stop of if they are passing through. Ugly murals and a bridge to nowhere aren't going to bring people in. If I lived outside of town, I would come to Ten Eyck for apples, maybe eat at Half Way Cafe.

To encourage people to shop, dine, and spend time in Brodhead you have to give them a reason to come. For example Cover Bridge used to really big and it has died done because Stoughton Trailers took a lot of our space away. People want Entertainment. If it's boring there not going to be interested.

Bring in businesses that attract families to want to shop, dine, and LIVE HERE.

Variety, publicity.

Price is a huge thing.

Make it more family and dog friendly!

Higher quality restaurants and shops. We live in Brodhead and choose to travel elsewhere to go out to eat. Why would anyone come here for our restaurants? There is nothing here that you couldn't find in any other small town. Same goes with the stores.

Appeal and variety.

Offer more things that can involve children.

Increase places to shop. Where is there to shop besides the Dollar Store? Better selection of restaurants. I have Celiacs and there is hardly any place in Brodhead that serves gluten free food so I go to Madison or Janesville to eat out.

Bring in something unique. Bring in something that is affordable. Brodhead is very cheap, so bringing in something good and affordable is the key.

More variety. Welcoming community members.

Make sure we have the choices we need and keep the prices in line with other area providers.

Advertisements/Offer affordable prices.

Better quality restaurants with good service and decent food. Lower prices at the grocery store.

Organize more events to pull in people who live outside the community (ie a wine walk, special events).

Have something to draw them here.

Hotel accommodations.

Keep up the bike trails, the Sugar River trail is in terrible condition, lots of snakes, potholes. It's hard to attract tourists when a primary attraction is poorly cared for.

By making the downtown more appealing. Business would come if more care was taken to the buildings.

Don't know.

Advertisement.

Have to create a tourist destination.

Let Brodhead grow so there is more for people to choose to do.

We need stuff to do there no stores to attract people no activities for kids all the stores are closed up.

Update. Out with the old and in with the new.

Stop residents from fighting on social media. Open old school family run supper club offer quality food, train staff in customer service and be available. Don't try nickel and dime their customers charging 15 cents for olives on tacos.

Advertise the businesses more and have them offer more specials.

Relax the police.

Credit union. Clothing stores. Another pharmacy. Hardware store. Fitness center.

Continue to improve the look of the town- upkeep, cleanliness, landscaping... Businesses must offer quality at a good price!

Have some stores for them to shop at, instead of empty buildings.

Offer it!

Have more places for them to spend the night.

People do not realize that without these stores in our town we have to go out of town for everything. I feel many times families take Sundays or Saturdays as their errand day and go out of town and shop and eat and so on.

Promote tourism better.

Market Brodhead as a nice place to visit.

Get hotel and community center.

Better deals, better advertising of the business, not so close minded ideas, better facilities for handicapped.

Bring in better food options and shops the buildings need some updating.

More advertising of specials to draw people to our dining places.

Need a nice supper club restaurant, with good food, and service. Fib's building, and bowling alley should have been very profitable businesses, but both suffered from poor management, and poor food quality/service. A Culver's instead of McDonalds. Needed improvements/maintenance to the Sugar River Trail-it is in poor condition, and doesn't encourage people to come into Brodhead.

Our culture is to drive away from where we live. I don't know how to change that.

More shops and different restaurants.

More deals.

Offering options, good food for pricing, curb appeal!

Hotel with pool, better restaurants.

Because Brodhead is small, it needs to be promoted as a small town experience. Friendly people, easy to get around, with a concentration on small businesses that meet the needs of tourists or day trippers.

Need something unique that no other town nearby has.

Hotel.

Have a hotel. Have another restaurant or two. More special events.

I'm not really sure. Have more events in community. Ball tournaments. Maybe have everyone working together instead of people going against everything that the city council does. It's on Facebook and a certain few people make Brodhead a not so great place by how they talk about people in the community and calling people names.

Actually have places for people to go other than McDonalds and Dollar General.

Take time to decorate cute down town area. Take advantage of Hwy 11 have street vendors and mobile food trucks with food varieties. BBQ etc. More signs for recreation (DNR) signs

Advertising. Everything from radio, to billboards to Facebook ads.

For one, stop charging people to get into the food vendor area on the South Side of town during Covered Bridge Days. Some people just want to buy food, and not pay the \$5 admission fee to watch the horse show.

APPENDIX E:

Survey Responses: Marketing Brodhead as a Destination

Below please find the complete responses to the community survey question “How can we market Brodhead as a destination for retail, recreation, and family-oriented activities?”

How can we market Brodhead as a destination for retail, recreation, and family-oriented activities?

Those things would need to be improved quite a bit if they're going to make Brodhead "marketable."

Bike and Pearl Island trail.

Social media.

Small town atmosphere.

An actual shopping area, outlet type, clothing, book store, cooking utensils/classes store.

Don't know.

Advertising the recreational options. There's not much for retail. Taking out the bowling alley and golf course I believe is a big mistake for our little town.

We need to have a focus, whether it be antiques, specialty shops etc. Make us a destination.

You can't it's just too small. It's a little city trying to be a big city like Janesville.

You have to convince people why it's better in Brodhead than anywhere else.

Ball tournaments, bike trail -paved, places to spend the night, market the river somehow, have a place for wedding receptions.

Other than hardware and car care, no real retail to market. Bike trail and parks, boating/canoeing/tubing-let people know it's here!

Website, billboards, county tourism publications, Facebook, word of mouth. Emphasize Pearl Island Corridor and the new opportunities there will be at the former golf course. Promote all of our festivals, our amazing and internationally-known airport and the Kelch Aviation Museum.

Well-run businesses and high quality events sell themselves. Focus on QUALITY that attracts upper income buyers and you will have them coming and spending more time and money in town.

Without improvements to what we currently have, I don't see much success in marketing for these areas. Our retail offerings are lacking compared to what is offered in a 25-mile radius. Pearl Island, the ATV trails, and other recreational activities could be better marketed, but we also have to position Brodhead to accommodate for those who would come to town for those activities. I feel that a lot of the infrastructure needed to actively attract people to Brodhead is lacking when compared to Janesville, Evansville, Monroe, New Glarus, and Belleville.

Brodhead has potential to become a destination with Sugar River trail, Pearl Island but what is there to do in inclement weather? Maybe combo family/kid friendly place that serves simple foods and has games that won't cost a family extreme dollars. (le Chuckie Cheese type??) I am not sure as I don't have young people current in my life (but I will soon! Also, get away for adults /families looking to rent a place for weekend or week (where they have access to cooking, watching movies/gaming, scrapbooking or crafting....

Get more of them!!

More. Advertising.

Work with the county agencies that already exist.

Let private businesses come in without the interfering city government.

Entertainment.

Have something besides gas stations or bars. Even the pool is boring. We drive to Janesville to go to the splash pad

Need to make the river more accessible, better signage from main roads. Kayak rentals, canoe rentals, bike rentals etc. A visitor to town has no idea what they can do and nothing to do it with. Some locals don't have boats to access river. The Pearl Island park is awesome but no signage from roadways. No ads in town to get people there. Even locals don't know it's there sometimes. I think some fun floatables on the Race - like big swans etc. would be great with new covered bridge. Need a SPLASH PARK and a Dog Park. When the Airplane Museum comes in we need a way to get people to downtown, maybe an airplane themed restaurant? A fun way to commute from airport to downtown, (think like an airplane type of trolley or bike) Also, with the new Haunted House at the old middle school, the local businesses need to do more with Halloween. Store specials, décor, need to make Brodhead a Halloween Town if we have a business bringing in hundreds of visitors need to get them downtown. Offer rides from Middle school to downtown etc. to make it an event. Maybe rethink Autumn Fest for Halloween Town event since we have a business investing in Brodhead. I'm worried what Kwik trip is going to do to local businesses. Maybe something with Train rides - like the Christmas pajama train in Middleton.

Pearl Island

More events

There has to be more choices

ATV Trail. Get retail shops.

Right now we have limited retail, recreation, and family-oriented. We have to obtain them before we can do ANY marketing on Brodhead

Unsure

Really can't. Malls and chain stores have everything. Prices better than small shops. Could have an indoor pool for year around activities. Nice for the younger generation and classes for exercise. Something like the YMCA.

Internet/social media

Stop letting the old guard in Brodhead call the shots. It's 50 years behind the times. How about community WiFi? How about a nice lounge with live music on the weekends? The square is nothing but dive bars and a low buck restaurant.

I wish I had some great profound ideas

See what New Glarus does, they have events almost every weekend. Market what we have, Sugar River! Create events that tailor to that and our existing trail, open the trail to horses and ATVs. It may be a bike trail however I see a lot of bikes on the roads, so we can optimize the trails and charge fees for clean ups, etc.

Flyers, radio ads, Facebook

Expand on the Pearl Island Recreation Area, Bike Trail and that we are ATV friendly. Promote our yearly "festivals"

Theme nights in the downtown area, better shops, more events in the spring, summer early fall. More popular music (70's/80's/90's) bands in the summer park series that would bring the younger generations out that enjoy these not just elderly. Maybe not having more police force out than necessary at events, Brodhead has a bad rap for police. Out of towners do not want to come to our town for events based on the police. Maybe use an idea like Monroe and temporarily rent empty downtown spaces to see if businesses can be successful here.

Same as above.

N/A

Get some places like you mention and others will come.

Quit false advertising on radio ex boutiques, shopping restaurants

Biking and kayak; recreational options

Events, and social media.

social media, word of mouth

A hotel

Support the local businesses and help them build up their business so they can thrive. The people will come if the food is good, the atmosphere is nice and it's fun to browse in the shops. Today downtown Brodhead looks old and tired and there's no reason to stop, and especially not to drive here on purpose. Set local politics aside and work on building business.

Facebook and web advertising...the haunted house is "popping up" everywhere on social media and websites.

Facebook, posters.

Utilizing multimedia that is current and updated on a regular basis. Examples include city website, Facebook, YouTube, Instagram, billboards, Twitter, etc.

Marketing

Build more stores

Never happen as long as he runs this town. If it make him rock it's not gonna happen

Not sure

WE CANT. THERE IS NOTHING HERE.

Get a lot more for the young folks.

Hype the bike trail, Pearl Island Recreation, have more variety in general. Fix the pool. Carry more locally produced goods, maybe a farmer's market.

Retail would be very difficult and there is little that could change that in today's economy. Retail operations will only prosper if enough people are drawn to the area that price and selection are no longer an issue. The airport is by far the best resource available, the camber and the city should work with any and all "airport" groups to enable their success.

Less police pressure

See above...

Small town, vintage appeal, personal, friendly, economical

Highlight things like the Museum, Airport, Orchard & Produce businesses, Cheese, recreation on 5,000 acres of DNR land within 7 minutes of Brodhead (hiking, bird-watching, kayaking, fishing, hunting, etc.)

Get a motel and more family events

More advertising

Television and radio! Also an ATV trail of more recreational options to bring people to Brodhead

Discover Wisconsin

Work with the Wisconsin DNR and the Green County Officials to get ATV routes open all over our county and on the Sugar River Trail. This will explode our tourism and then new businesses can develop because they know they will have a great chance of survival with the added tourists. Open an ATV campground in town at that point and keep the people staying here local along with it supporting our bed and breakfast locations, possible hotel also. With the local

chambers new website and the use of Facebook, the word of change and promoting new things can spread very fast. We can turn this town into Galena.

Work together as a "unit" and try not to be so divided .. we've got good people here ..

New leadership. The people held in office just do not have the right mindset. They are more concerned with trying to preserve the past instead of growing the future. There is nothing wrong with respecting the past, but to it is time to look to how Brodhead can grow and be bring in jobs to support families.

Population doesn't support it businesses now

I don't know.

Make it more family oriented.

I think we need more facilities and activities that attract young families. An upgraded swimming pool (preferably indoor) or splash pad would be a fantastic way! I also think that more sports offerings would help. Soccer, tennis and swim team are things we could bring to this community that are hugely popular in neighboring areas. We need to make people want to raise their children here!

Get an actual multistory motel built

Small town atmosphere. In the middle of everywhere. Pearl island. Applied Ecological. Decatur Lake Mill Race Association.

Retail - need something unique to the area - High end restaurant you don't find everywhere. or unique business that you wouldn't find somewhere else recreation - Create a Rec Center - where people can play sports from pickleball to volleyball and basketball to maybe even hockey. Family oriented - put in a movie theatre, encourage involvement with school activities.

Just continue to offer more choices, which is what many people want

See above. There need to be more choices about where to shop. Prices need to be competitive with other neighboring towns. If I can save money I will always choose Monroe or Janesville.

TV spots, radio, magazines, newspaper fliers, social media, etc.... BUT, we have to be able to deliver on what we promise.

Advertise the concert in the park better, or bring in a theme like Monroe does on their square every year to bring in visitors and the community for different activities. Monroe does a theme on the square with wood carvings outside many of the businesses that attract families to walk the square, take pictures and stay to shop. They have a wine walk, Harry Potter day, car shows, farmer's market, pub crawl, etc.... But the different weekend activities draw in families and people who then stay to shop and eat in the community. They are also very pet-friendly, with water bowls and benches to sit on around the downtown square and shopping area.

Home town feel

We need to find things to draw people here!!!

Having a Mayor that will listen to the citizens of Brodhead and a committee that will listen to them as well.

Exert a positive attitude. Be friendly and enthusiastic. Use media and online promotions

Advertise in other areas. Hold more events such as Covered Bridge Days, Autumn Fest. New Glarus has something almost every weekend. Year round. We don't need that many but some more.

Market the primitive and antique stores. Make the downtown stores more uniform in looks.

Social media, radio, and easy and accessible website of all Brodhead's amenities and beauty.

You need a place to stay for a weekend with an indoor water feature and a reason to be here. A conference center/community center to host weddings, trade shows and other functions. The Bike trail has been neglected way too long and needs repair. Events need to last the weekend and not pack up at 3pm. Businesses need to be open when the events are scheduled. Everyone needs to pull together instead of going it alone and then being frustrated.

Brodhead does a good job with their variety of seasonal festivals. continue that

Keep focusing on all the specialty stores (Willow Tree & Antique Stores). Many people today really like to shop for antiques.

not sure.....

Festivals and gatherings that are family oriented

Internet ads, TV or billboards. Play up the repurposing of the golf course and bike trails. Show Brodhead to be a relaxing escape from big cities. Promote the yoga classes at the dance studio.

Brewery, rec center (like YMCA), music, small theater (movies and/or live), winery, garden spot (less expensive with decor like blumemladen's (spelling?) in New Glarus. Golf course road-you have a prairie on one side already, do a botanical type garden on the other (like rotary in Janesville). Convert that building into a shop and restaurant. Do a small petting zoo out there too, it would be perfect. By the head gates, trail, etc. I think it would be a huge attraction. I know all of this stuff requires time, money, investors and volunteers. And I'm not trying to make Brodhead into Janesville. These suggestions are not meant to make everything as big as Janesville or Madison or Beloit, but you could scale it appropriately to our population. Do a mini golf, splash pad, arcade. So many possibilities! Community greenhouse, dog park, shopko hometown store. Again...\$\$\$\$ and people... But look at New Glarus! They're doing something right. Expand the farmers market, small specialty candy shop. Dredge Decatur lake to attract more water enthusiasts. Add a boat landing upstream.

Don't know

Support local groups and events

Get up with the times on some things. Be willing and helpful with business that want to come to our town and stop with all of the hoops you have to go through to get ANYTHING done in Brodhead.

ATV trail

More options to appeal to more tastes and preferences.

I guess advertising

Make pedestrian safety a priority.

Having places people can stay that aren't a bed and breakfast. A hotel and indoor swimming area would make a great asset to Brodhead.

Don't feature the same exact things every year. I don't want to go to the exact same events to see the exact same thing every year

To market for retail we would have to assist and encourage businesses to sell more diverse products to appeal to potential tourists. A hotel would be beneficial to tourists as well as having events that would bring people here. Building a small concert venue would definitely help with attracting people. Having 5ks or hosting a tough mudder or spartan race would help in the summer.

Put in a pool hall movie theater so people don't have to leave town

Wedding venue, hotel or motel

Recreational rentals, open air restaurants, high quality restaurants, boutique shopping, extended hours

Put a retailer in.

Promote Pearl Island biking, hiking, fishing, and boating.

Retail - you can't unless it's specialized, if specialized no one from brodhead will use and it will be pricey, only retail that will work in a small town needs to be cheap, like Dollar General. rec/family - embrace the environmental stuff already going on and build on it aggressively. No other town has that going on.

Need hotel or motel, water park.

Pictures, invite Wisconsin outdoors, tourism directors

Marketing period. I see no marketing effort beyond word of mouth

City provides grant money to people who want to buy downtown buildings and fix them up. Old buildings can give a really cool vibe, but can be very expensive to maintain. Lower property taxes for the first few years of ownership in a downtown building if the person who owns the building has a business in the building.

Placing a Woodman's in Brodhead would attract many visitors. Monroe has expensive grocery stores so people from Monroe could shop in Brodhead. Evansville residents are close as well to visit Brodhead if there was a Woodman's.

No a department store

Bring in something like Woodmans. People would shop at it from other areas and other businesses could cash in on that.

1st you have to have something to market. There is NOTHING in this town!

I think we're doing a pretty good job right now maybe a little bit more advertisement for the bike trail and bed and breakfast and keeping the old fashioned look of town

Work together and shut some of the nay sayers up. They have been terrible on FB running everything and every idea down. Most people are not that negative, but right now the negative ones are the loudest.

Facebook and other social media

Hiking on our Pearl Island corridor trail to the dam. Great improvements have already been made to this area. Grooming the bike trail at its entrance on Decatur road to make it more inviting. Maybe some nicer landscaping. The parking lot and bathroom building more attractive at beginning of our bike trail including nicer landscaping and weed removal. Possibly a vending machine to buy water.

Recreational Center with Euchre nights, Bingo nights, theatre guild, free counseling center, free movie nights

Need a place to stay. New Glarus is at the other end of the trail and is always busy.

Develop family-oriented activities that neighboring towns do not have so they would want to come to Brodhead because it's closer than bigger towns. Examples: splash pad for kids, indoor gym, activity center for youth, movie theatre, Farmers Markets, non-traditional restaurant (more Mexican, Mongolian, Asian, ect), sensory activities for toddlers, more affordable & 24/7 gym memberships. Stores that you have to drive to bigger cities for such as clothing stores, convenience stores (like Shopko and Walmart), sports/outdoors stores, shoe store. People drive from Orfordville, Juda, and Albany to Brodhead just to get McDonalds because their towns don't have one. If Brodhead had more activities that you can only go to Madison or Janesville for, people from those small neighboring towns would rather go somewhere closer, such as Brodhead.

Pearl Island is a great idea. A hotel would be nice for people out of town. More well known restaurants and Shopko or Walmart is definitely needed!

Billboards, email listings

Update parks, and business store fronts, new pool/splash pad

Actually have those options

Brodhead needs a small hotel with a pool, banquet hall and a nice restaurant/sports bar attached to it so it can host wedding receptions, reunions, birthday parties, and other social gatherings. Now that the country club and the bowling alley are no longer, we don't have a place for gatherings such as this and people in our community are forced to take their business to other communities.

Hotel, More willing to help keep businesses here, incentivize businesses to stay. Apartment complex

First we need to have these items to market.

Advertising, Discover Wisconsin, WJVL, Madison Stations.

Adding more businesses and restaurants to Brodhead.

variety, advertisement, allow cheese trail to extend into town from Monroe

more options, more restaurants

Brodhead is ideal for all forms of transportation - airport, bikes, nature trail/hiking, race for water activity, railroad with highway going right through town. Famous cheese factory just outside of town, halfway tree (historic marker) and now beautiful museum. Do not forget, go-kart track where Danica Patrick started racing. Tubing should also be developed more as in Albany there was more than an hour wait in line to tube! One or 2 years there were passenger train rides to Monroe and back and you could also dine on the car for one weekend. Why is New Glarus the start of the bike trail and most only go to Albany and return. Should build more on that - perhaps market more south of Brodhead into Illinois. Better signage on end of bike trail, if coming from the north, on where things are in Brodhead an possible route, to see, map and hours, where restrooms are, GoKart track, halfway tree, airport, tank, museum, healthy food service provided during weekend esp for bikers, tastee crème before going back on the trail. Bikers don't usually do much shopping if trying to attract them, but they may return if something of interest is here. Now old middle school is trying to develop interesting things so that could also be a stop only a few blocks from downtown.

more options

Update the pool, splash pad for younger children, I think it is a great place to raise a family.

see above. Don't focus so strongly on the "covered bridge" or murals. They're nice, but NOT nearly enough to bring people out of their way to see them. Brodhead needs to be pitched as a quieter, safer place w/in a close drive to Janesville, without the heavy Janesville traffic. There's just nothing here right now to bring people here to shop, eat or play. When I or any of my friends want to stock up on groceries, we go to Janesville, Monroe or Beloit, but before spending hundreds on groceries, we usually go out to eat there. Same goes for shopping at home improvement stores in those other locations.

Advertising

you've got the bike trail. Other than that there is not much to offer. Why can't we just be happy to have a nice little town that the residents enjoy. When are people going to realize, a population of 3500 people can not support most businesses.

Options with competitive costs

Social media

Good question. I think they need to fix streets in town so it looks like the residents care about their community.

Get a new branding then slap it on billboards ... in radio spots and increase internet presence

Local prices are to high and people are willing to drive for items to find cheaper and bigger variety of stores and prices.

Camp Ground, Go karts, bike trails is all you have. Nothing more. Take your pic on the marketing. "Come to Brodhead, leave with a moving violation".

retail: a duluth trading type brand outlet store, recreation... atv and snowmobile trails

Encourage city government and the Chamber of Commerce to jointly create and fund ads and radio commercials touting Brodhead. I envision weekly, short, PSAs with city government news sponsored by local businesses and cost shared with the city.

Create eye catching ads, have something that sets our town apart from others.

Unsure really. Letting the town expand and bringing different businesses in will help. Larger employers will bring in more out of town people to work and spend money. We need a hotel badly along the highway.

The bike trail and river are very attractive to people who live in more urban areas and don't have everyday access.

If we promote the recreational amenities, the E.A.A., the ATV trail, and our location - Close to Madison, Milwaukee, Chicago...but small town living - enthusiasts are likely to visit - thus creating a need for businesses - lodging, eateries, retail, etc....

Take advantage of the race going through town. Make it a destination for people to enjoy outdoor activities like kayaking. Bring in a hotel so when people are visiting they don't have to drive from Janesville, Beloit, or Monroe.

Reference local producers. Continue having events with fun things for kids.

I think that Autumn Fest and Covered bridge are great events.

Not sure on this.

As a small town with diverse cultures, that is in a good location between Madison, Janesville, Beloit and Monroe.

other towns do the wine-walks, perhaps Brodhead could do something like that?

First we would actually have to have some of these things to make us a destination.

I think Brodhead is marketed really well

set up a tourist office and department that has a director with a background in tourism. Put out the message--right now we have aldermen on committees that don't even understand the programs they are suppose to be developing. For example: the economic development board. Thank goodness for Green County Economic Development Board and the Brodhead Area Foundation or nothing would have started regarding a hotel. Though now that the foundation paid the money for the study nothing has been done. Good job Brodhead--so we need a tourism director.

More variety

Perhaps with the new space at the old golf course (focusing on environmental education, sustainable agriculture, "farm to table" food sourcing, etc.) and all that we can offer with paddle sports, biking, hiking, etc. there can be more of an effort to brand our community as an outdoor destination, a place to experience the best of nature and of people, with family-oriented options for shopping and dining.

ATTRACT MORE UNIQUE BUSINESSES

Safe and healthy environment for exploring Educational hikes and environmental areas with walking paths and signage. Water recreational activities besides tubing

Invest in infrastructure to start -- lodging and reasonable community gathering space. Without a place to stay, visitors will take dining and lodging elsewhere. Consolidate festivals to eliminate one and then make them big. Focus on pearl island, bike path, museum in state-wide publications and signage. Improve and showcase parks.

Radio, Facebook

We already market Brodhead with the Bike Trail/Covered Bridge/Pearl Island Trail - now we just need to care for those places with upkeep and give people a reason when they get here to shop and eat and stay at night for the family fun events and bands....stay the night at the new B&B!

Change things up- events etc need to be spiced up

There are TONS of family oriented activities.... There's nothing to do if you DON'T have a family... Honestly, I think Brodhead would do well to study downtown Beloit, and all it has to offer to the adult crowd, and try to implement some of those ideas here.

I think Pearl Island will really help. Start marketing it for the hikers, bikers, kayakers, one hand will help out the other. Think the bed and breakfast is a great start. Need some people that will work together to revise the downtown, not sit and fight like everyone is now.

First step is getting businesses and activities in town. Could use something like an arcade, bike shop, book store, good antique store, clothing and shoe store, craft store, etc... Get it so people want to come spend money here.

The community has to back the city first then move beyond that.

Bring in more retail offerings to Brodhead. Brodhead seems to focus more on the 21-50 year old demographic, mainly recreation surrounding Food and Alcoholic beverages. maybe consider family oriented activities that can include the same demographic, but also children so that more families come to town.

You are going to have to build up those attractions first and then we use google, trip advisor, yelp and city websites to find attractions if we are travelling somewhere.

Advertisement (TV, Newspaper, Internet, etc.....) or put yourself out there to let people know what's happening in Brodhead.

Focus less on a senior center and ALL OF THE ATTENTION TO ATTRACTING BUSINESSES

Get message out to bigger areas around us

Offer activities! We currently don't have any entertainment options. Our festivals are nice, but there is nothing unique or new about them year after year. We need options for younger families and younger adults.

I like the theme ideas we do already such as wildflowers, murals, covered bridge, etc. I love the idea of a theme-based destination like New Glarus (Swiss), Mount Horeb (Trolls), and things like that.

Talk about the various events that occur.

I think it is very difficult because Brodhead does not offer anything unique that is not already offered by nearby cities. If you drive down almost any street in Brodhead, there is AT LEAST one dumpy house on each block. Brodhead is quite simply a low-income town. Public spaces in Brodhead are small and bland.

Bike trail. Specialty shops. Events such as paint/wine, fishing derby, etc that bring people in for special events and make them want to come back.

More variety of stores in the historic downtown and guided tours for family outdoor activities. Have regular tours. Do a ghost walk around the Halloween season. Historic tours on a monthly basis talking about the history of Brodhead. A splash pad would be a big draw for families.

Paved bike trail. Our bike trail is not well maintained. We use the Madison bike trails and road bike a lot, but no longer use the covered bridge trail due to poor maintenance. Biking has become a huge recreation activity and attraction that we should be promoting.

Increase events that appeal to tourists

We can market our beautiful scenery, have more family oriented activities. At this time, the only family centered place is the dance studio and the schools, both of which are wonderful. However, for swimming, gymnastics, and music lessons, it's necessary to travel out of town.

We have nice recreational areas. The problem is there is nothing else to do other than that. Something along the lines of a splash pad or small water park would appeal to families in the summer.

more website and Facebook action

Radio. Tv. Advertisement

Radio ads, billboards, word of mouth

Have no idea

Make it more like Cedarburg, WI

Need good stores and activities first. Then motel for people to stay then simple advertising and word of mouth will make people come.

Think outside the box stop residents from fighting/bashing city people on social media

More events in Bridhead especially the downtown area.

Word of mouth

Build a motel. Require building owners to make building look better. Especially in the back !

Create an atmosphere that people will want to visit

Get more businesses downtown.

Offer more reasons for people to visit. Examples would be a winery, on farm restaurant, or brewery, also mini golf, bowling alley and a place to hold events with live music

I think just by supporting our local events and businesses and many times word of mouth is the best advertising and we have to use social media as that is the current trend.

advertise in the large markets nearby to help bring more dollars into the community.

Better involvements with our seniors, handicapped and especially our Veterans instead of worrying about money or what everyone else will think

We need more for kids and families to do in town (bowling movie theater arcade/food place)

Improvements and maintenance to the Sugar River Trail. Is in poor shape. We do enjoy the Pearl Island trail! Could encourage people to use both. Offer classes for individuals in kayaking, paddle boarding, or other activities. Group bike rides for families, and the average bike riders, like Janesville's Velo club puts on.

I would like to see more advertising to northern Illinois.

Concerts on the square, farmers market, movies on the square for kids

Not sure

We need to have a variety of options- more than we have right now.

Advertising on Facebook, radio, flyers

This is tough because so many people are using the internet to shop for their needs. Specialty shops that are actively promoted statewide and are willing to use the internet and social media. Festivals such as Covered bridge days, etc are a good start but need to be expanded to make them attractive to outsiders and not just residents.

Please upgrade the playgrounds and the pool.

Brodhead is definitely not a retail place. Involved the kids in our community. Maybe they should have a say since they are our future.

More signs

Same as above. Advertising

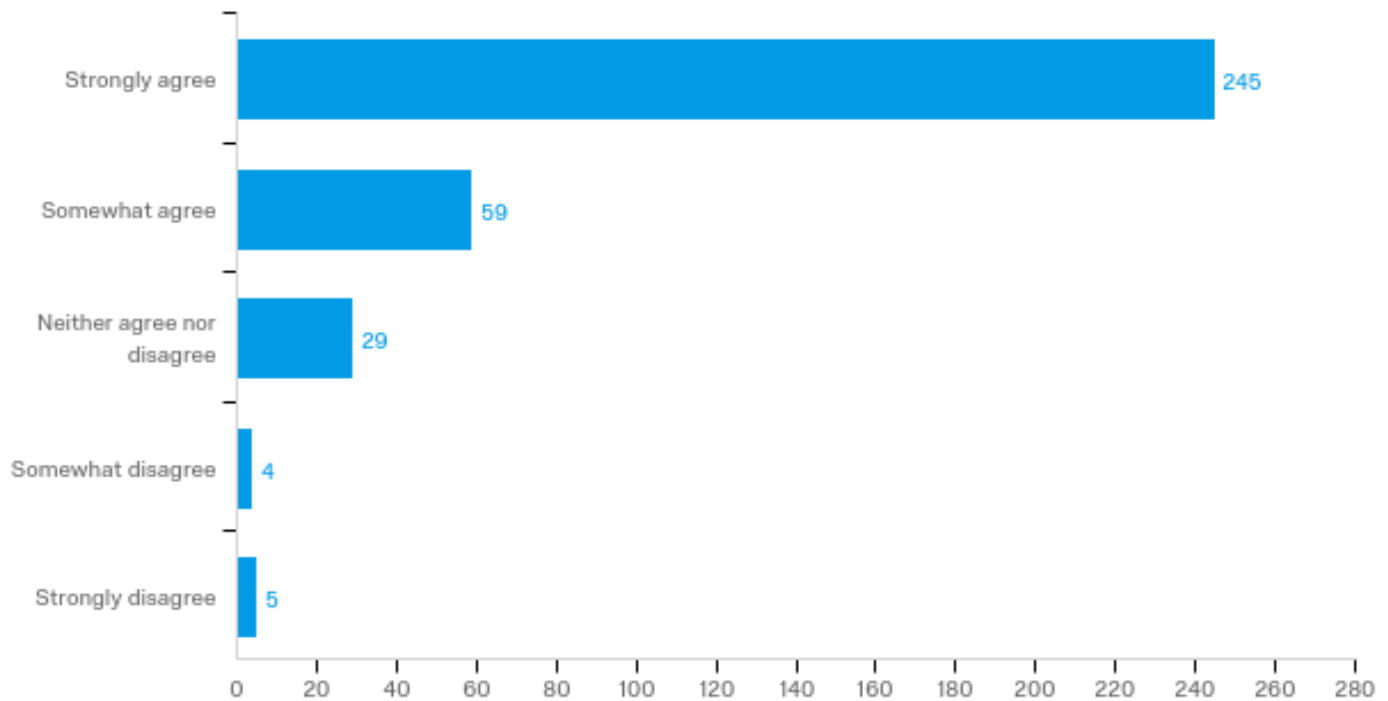
Offer more of these things.

APPENDIX F: Additional Community Survey Data

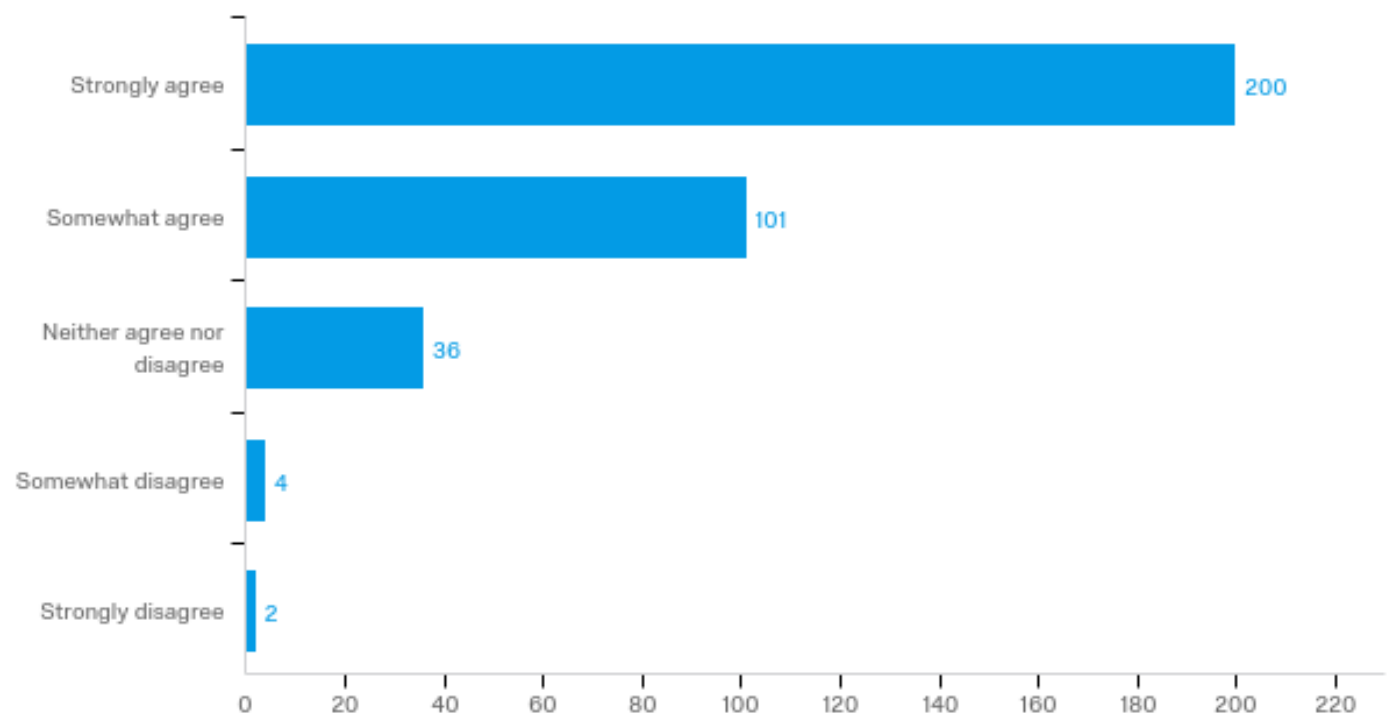
There were several questions included in the community survey that may be useful to Brodhead stakeholders when implementing recommendations made in this market analysis. The responses to these questions are below.

1. We would like to ask you a few questions about your experience living in Brodhead. When deciding where to live, how important are the following? *Note: Responses are listed in order of highest “strongly agree” response.*

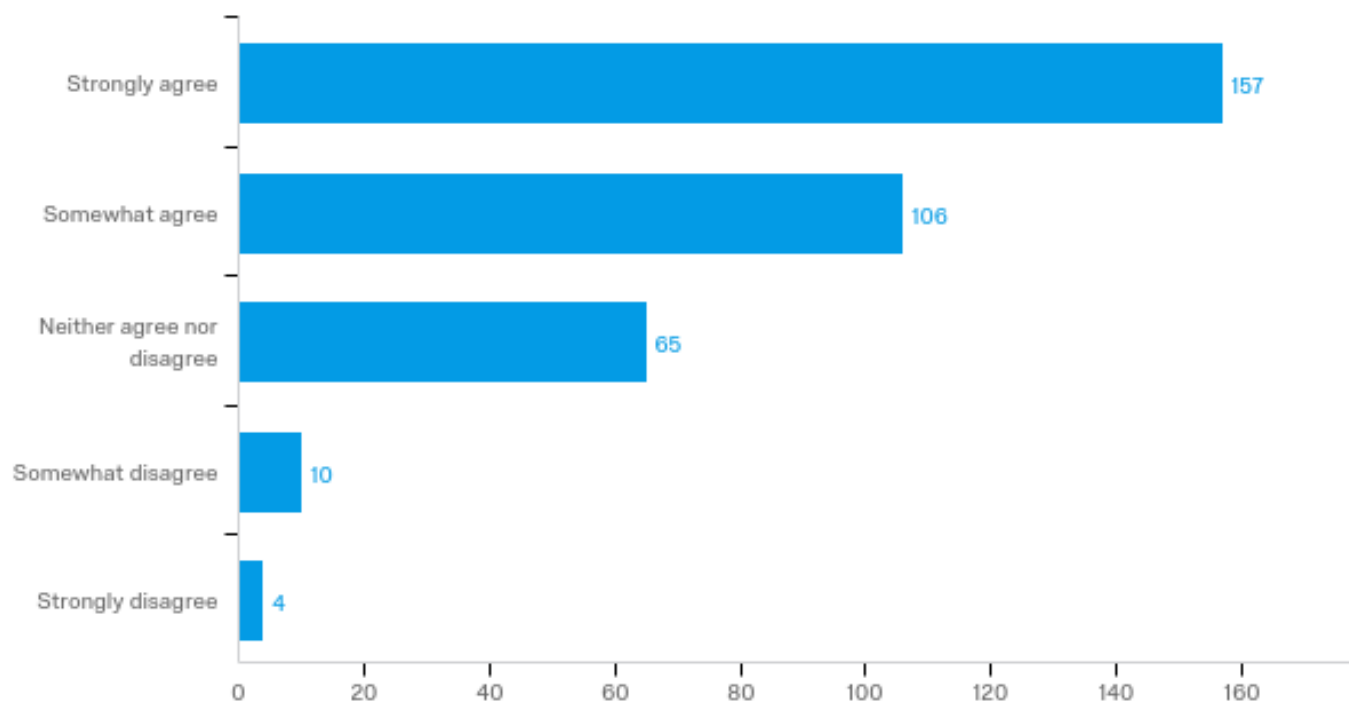
Quality of Local Schools



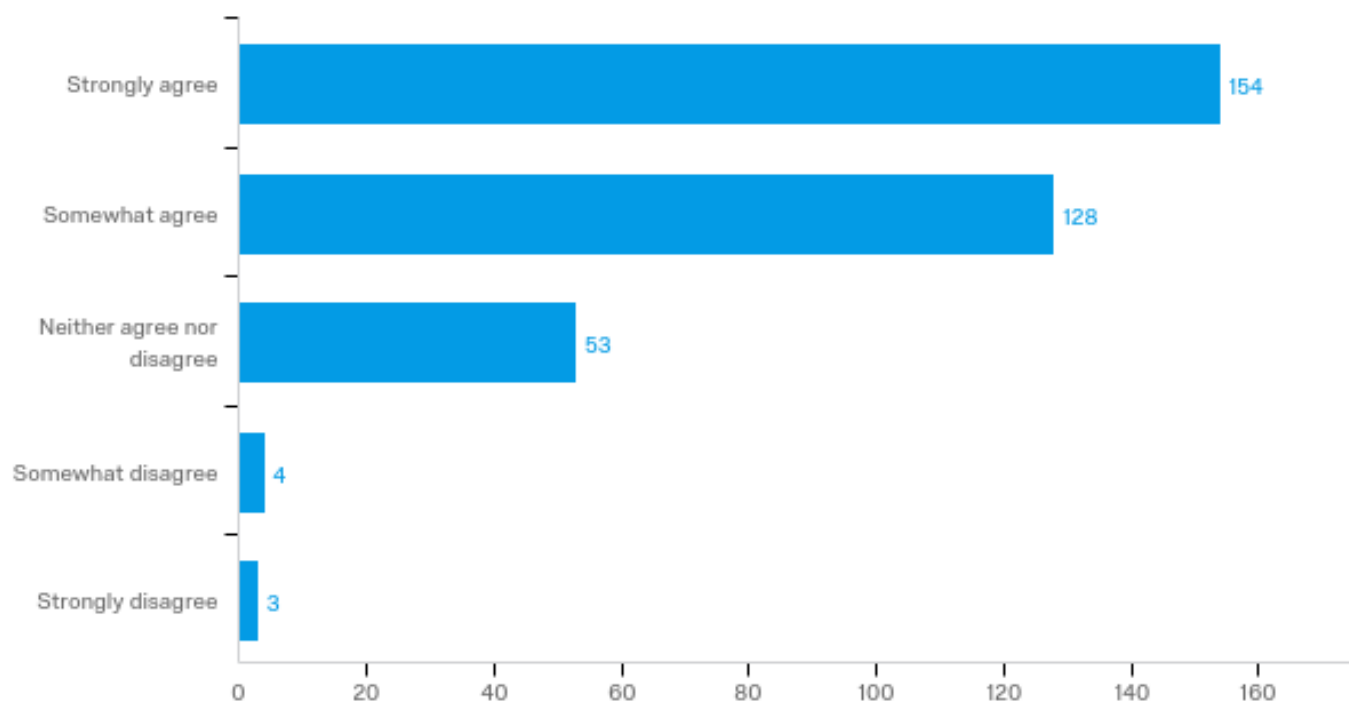
Price of House or Monthly Rent



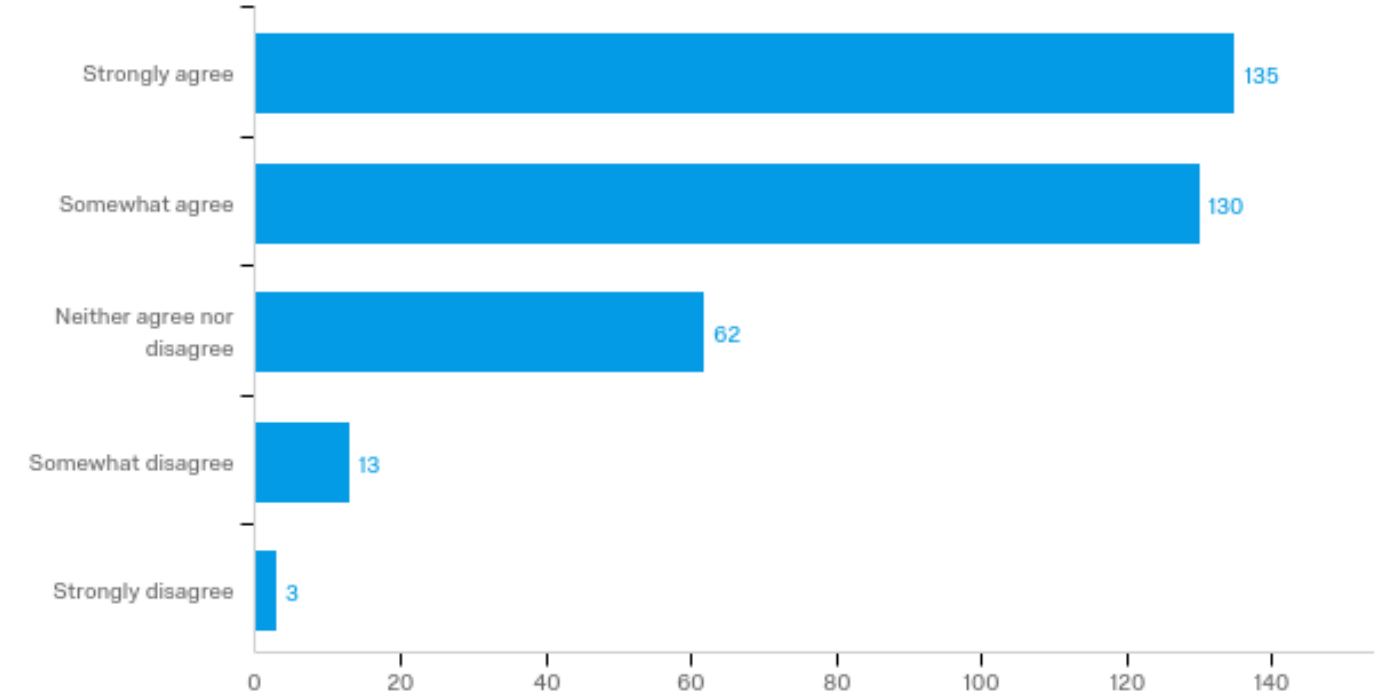
Amount of Annual Property Tax



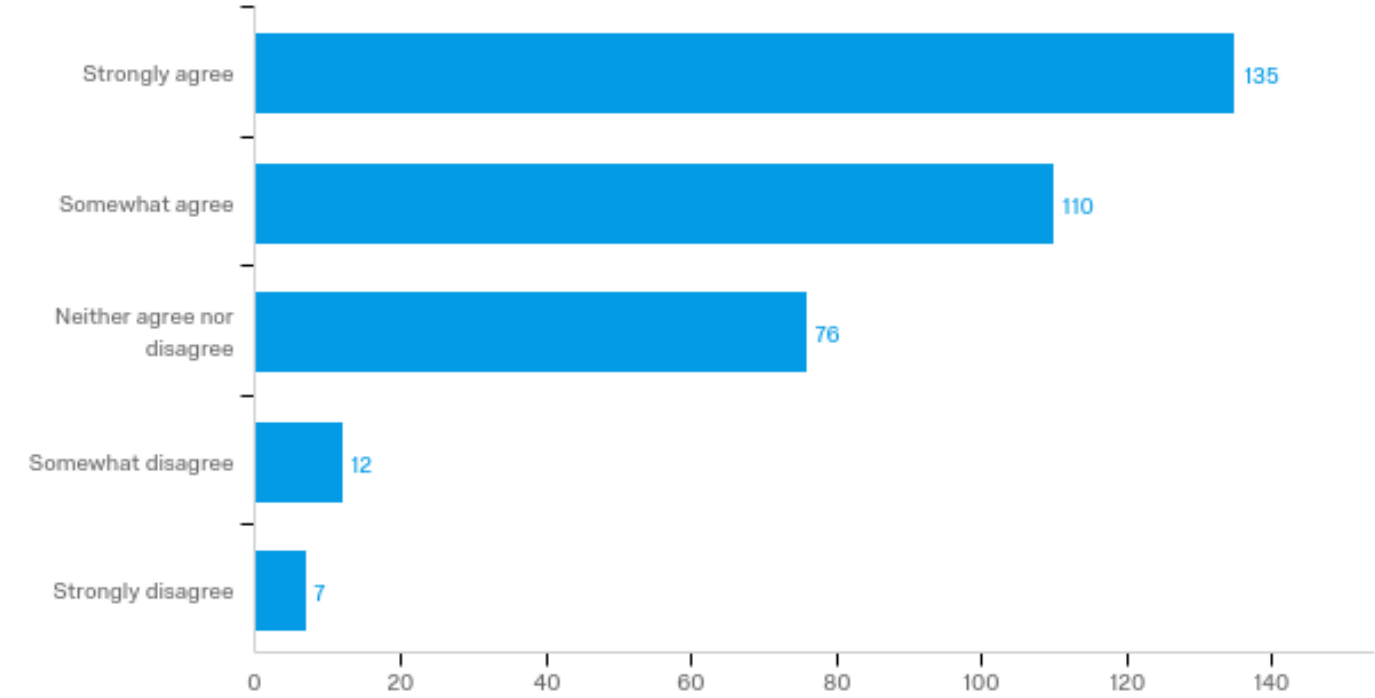
Grocery Store, Pharmacy Nearby



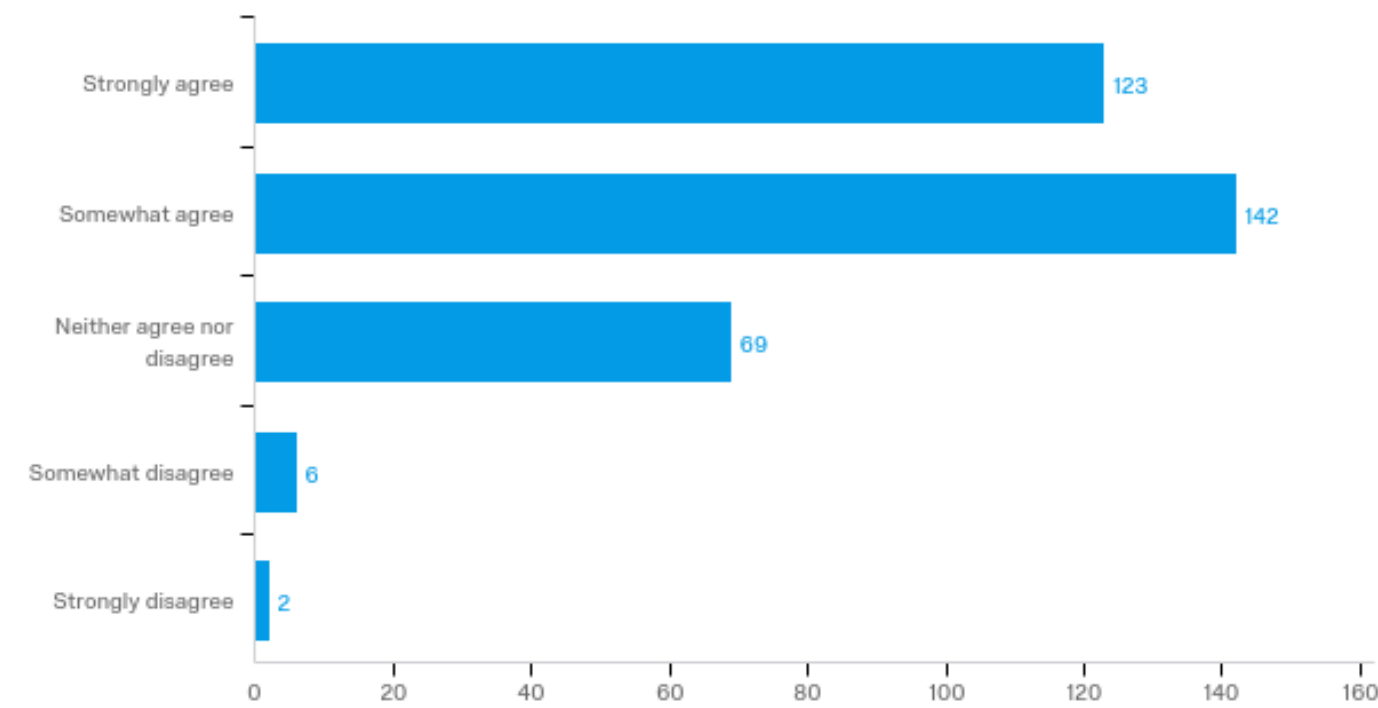
Large Lot or Yard



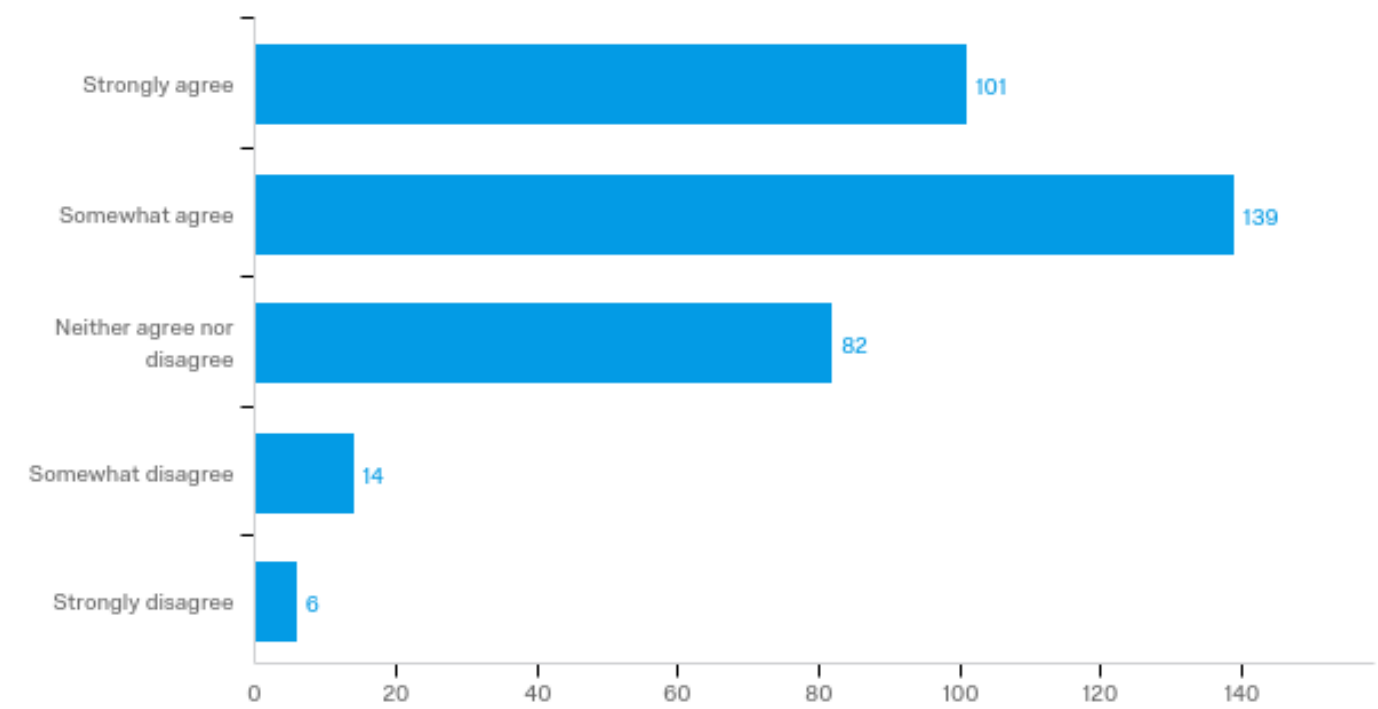
Family Nearby



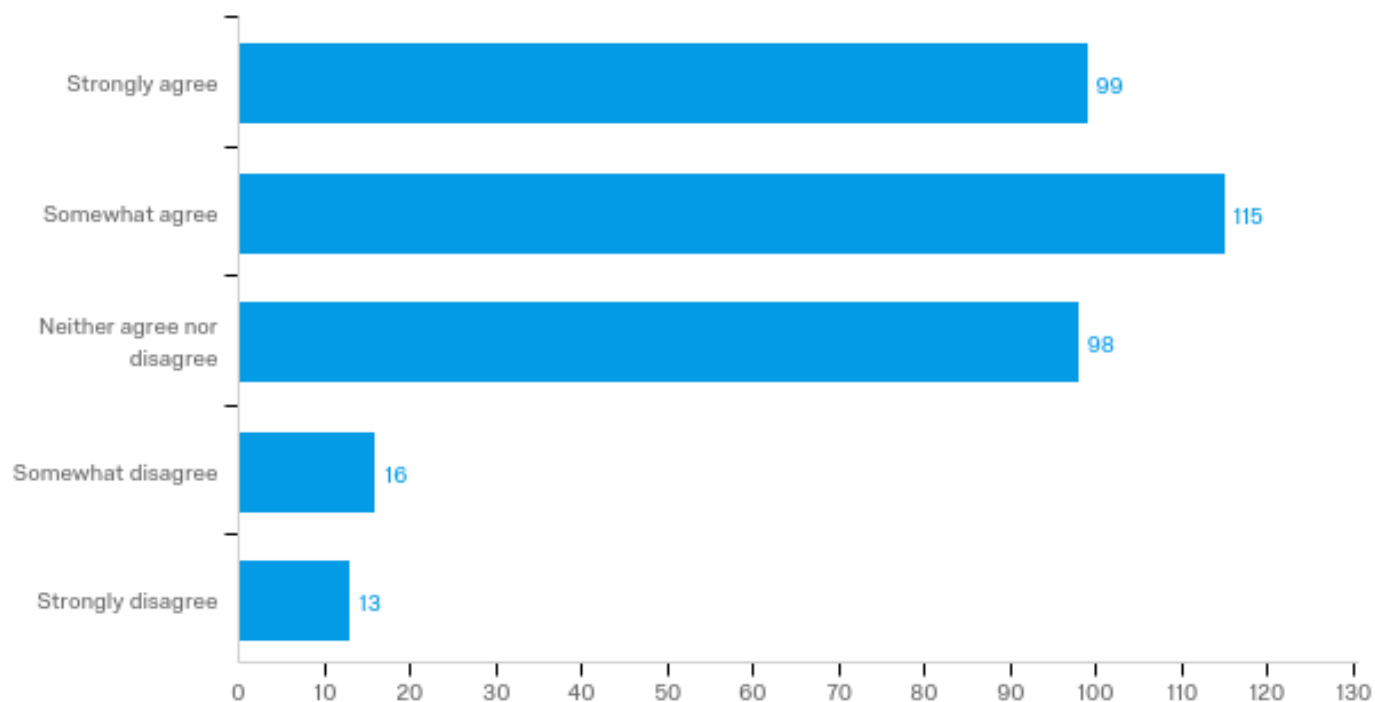
Recreation Nearby



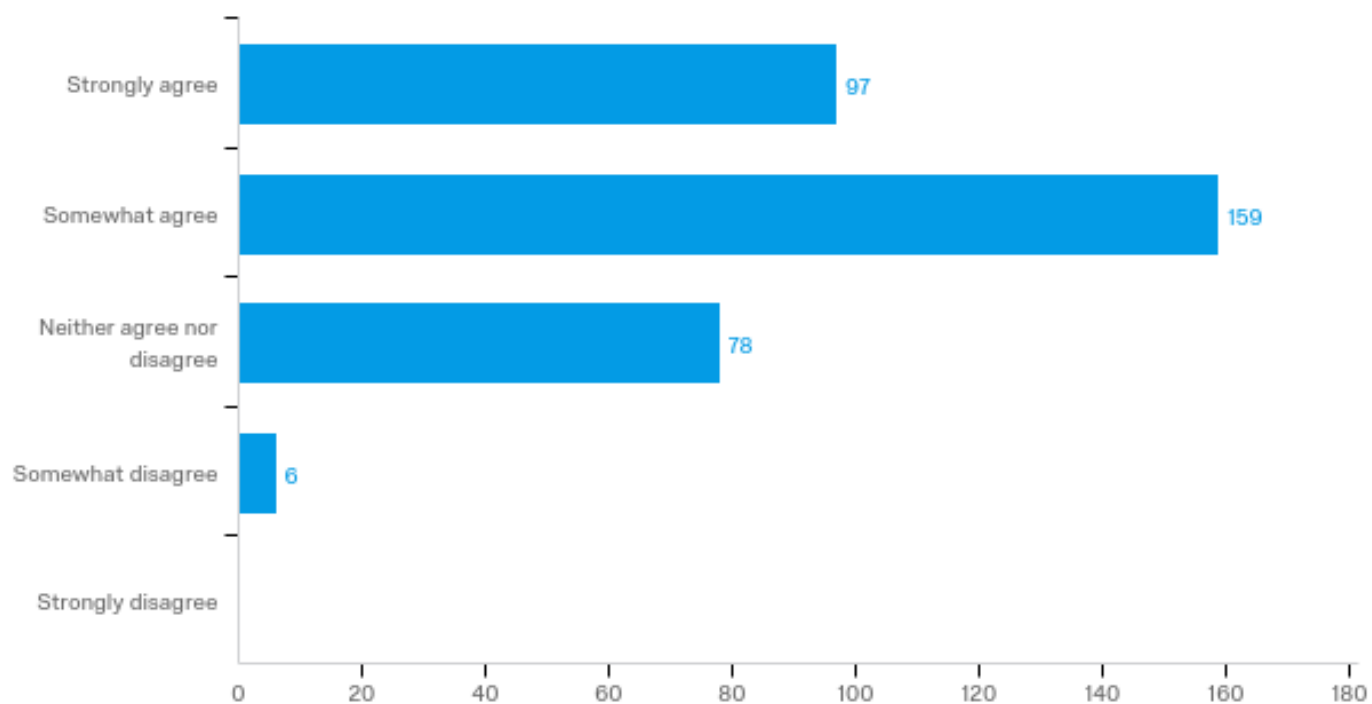
Restaurants Nearby



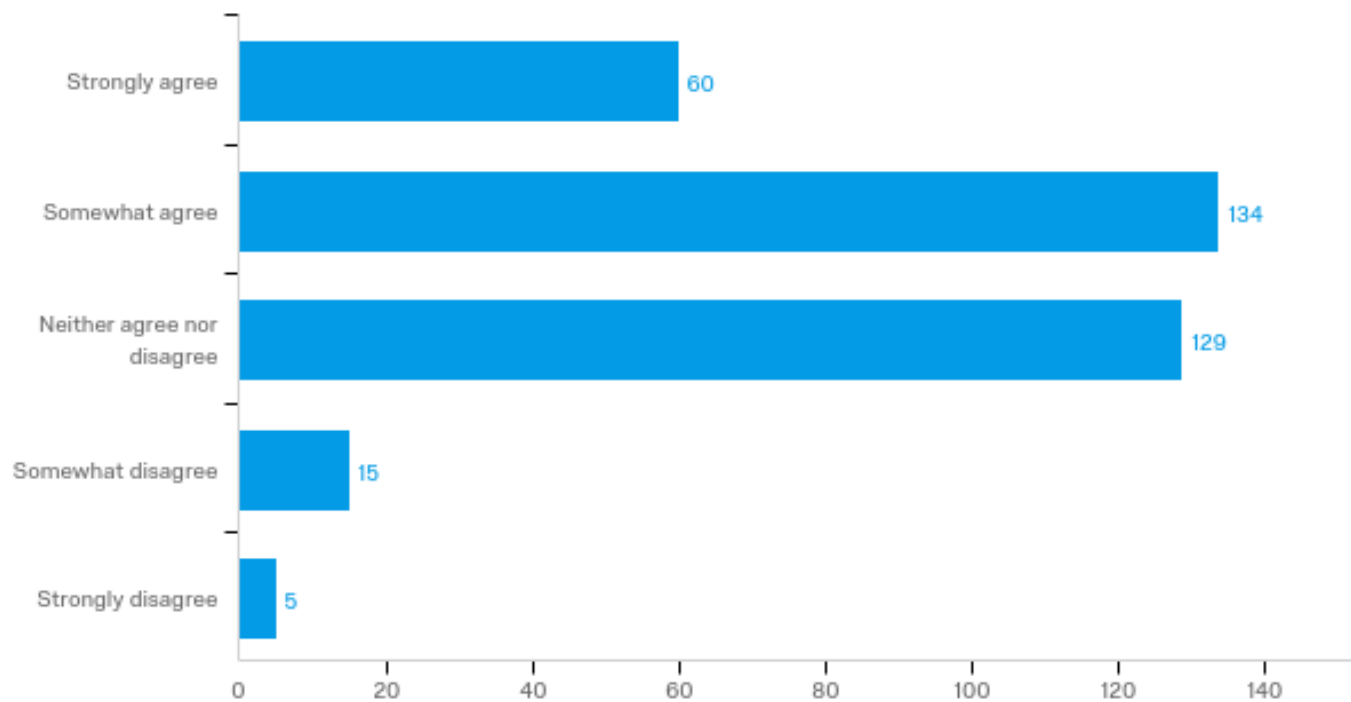
Ability to Walk to School, Parks, Stores, Etc.



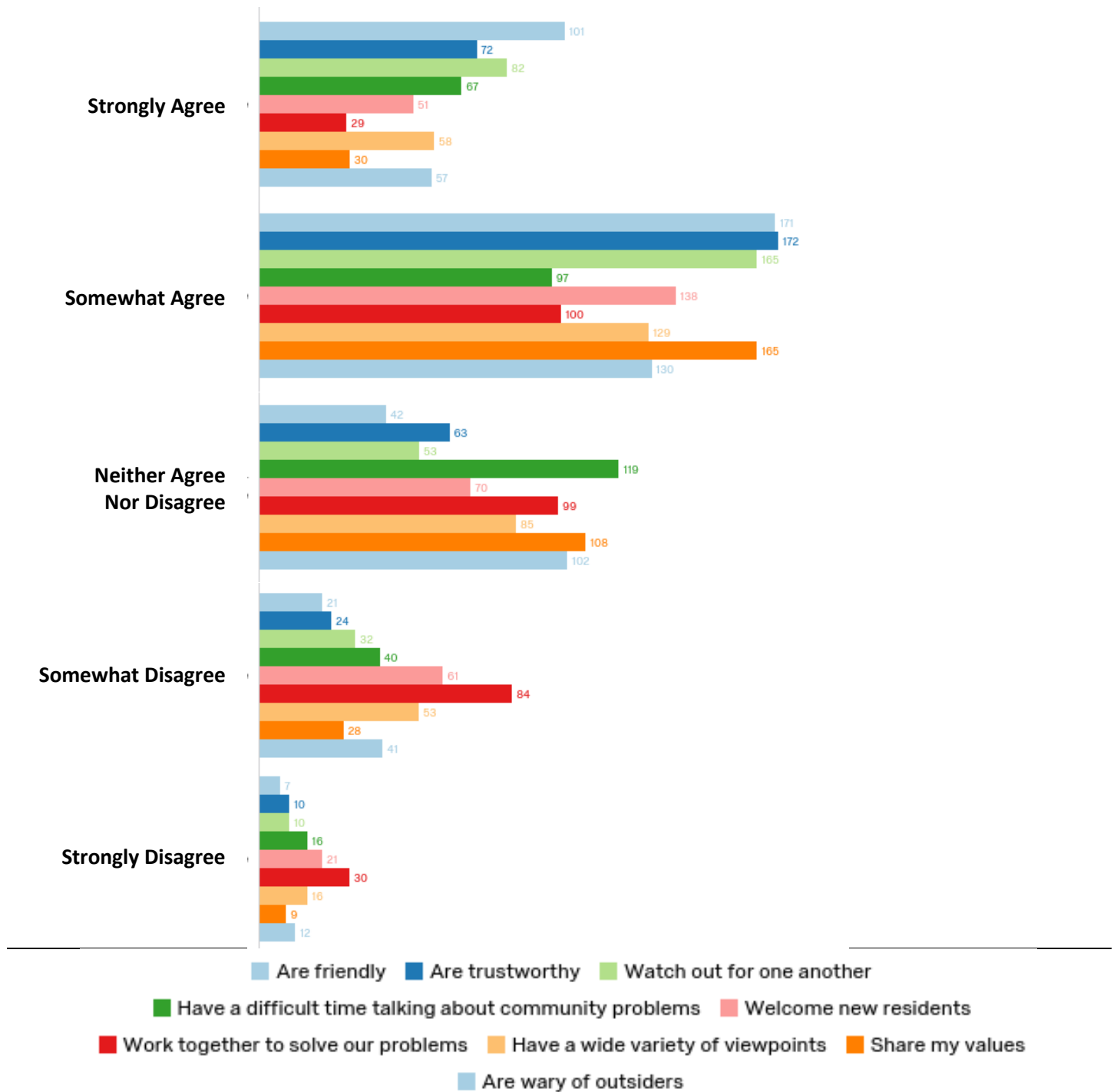
Size of Dwelling



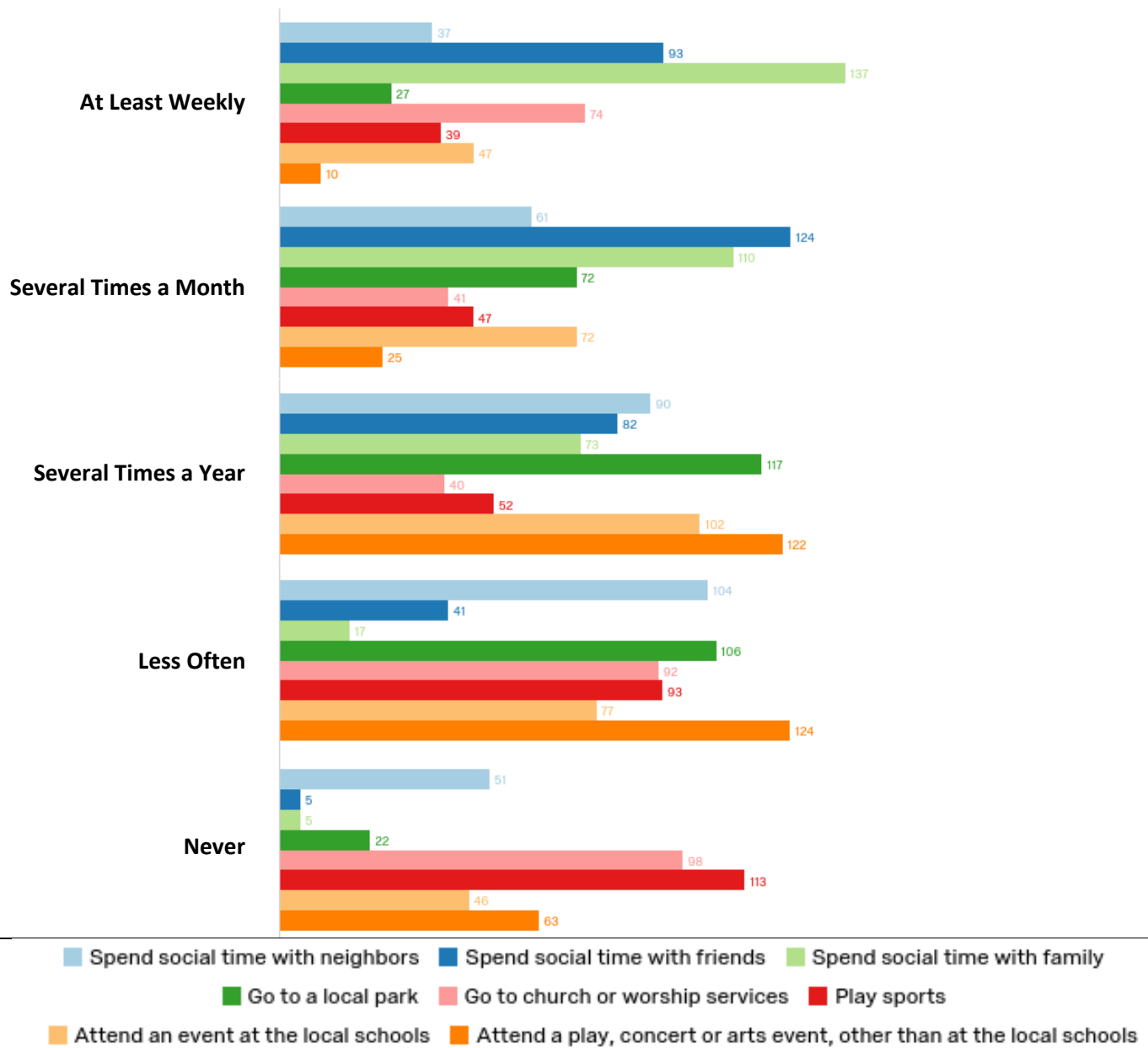
Age of Dwelling



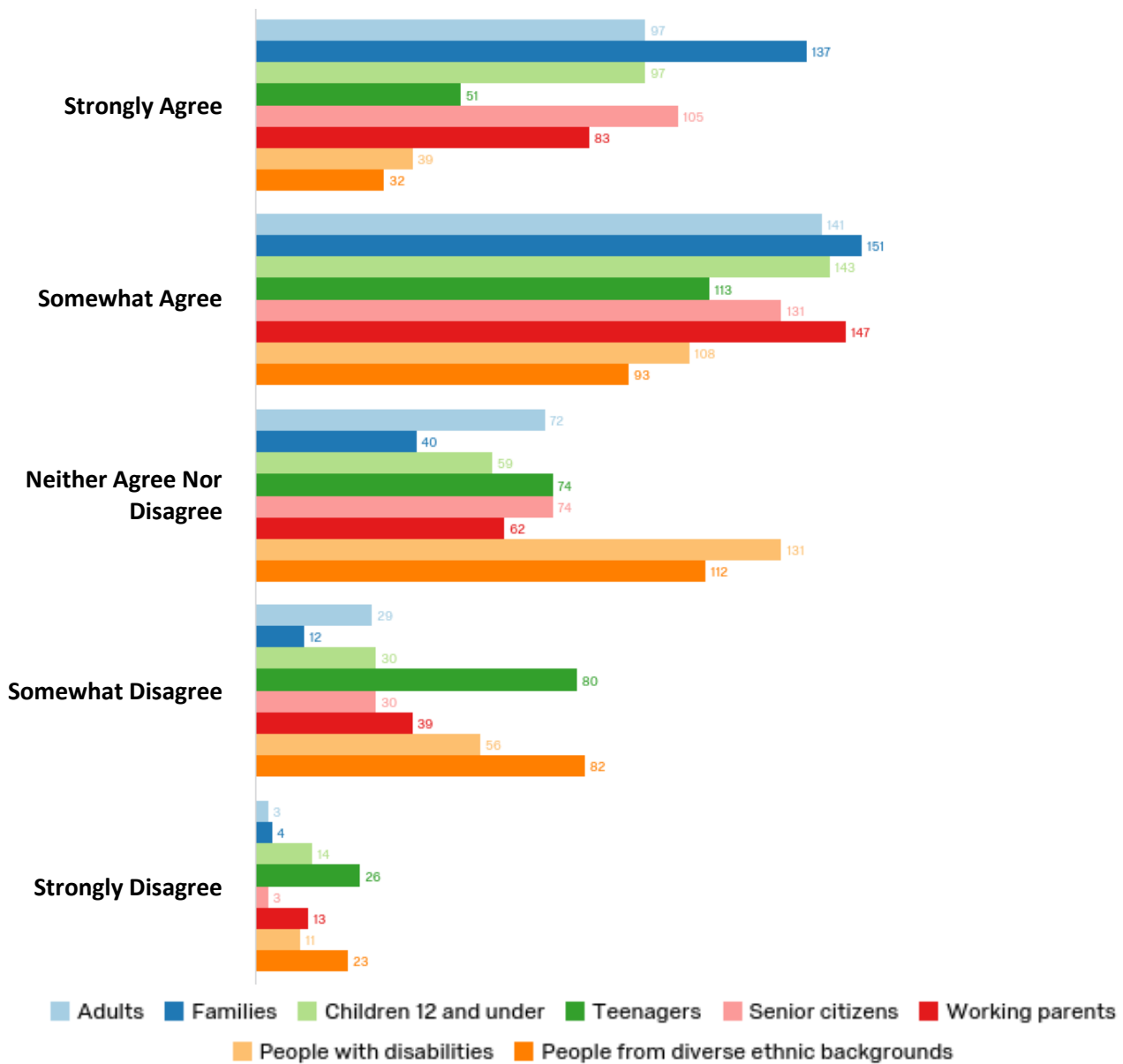
2. Each person's experience of living in a community is unique. Please tell us about your experience living in Brodhead. How much do you agree or disagree that people in this community:



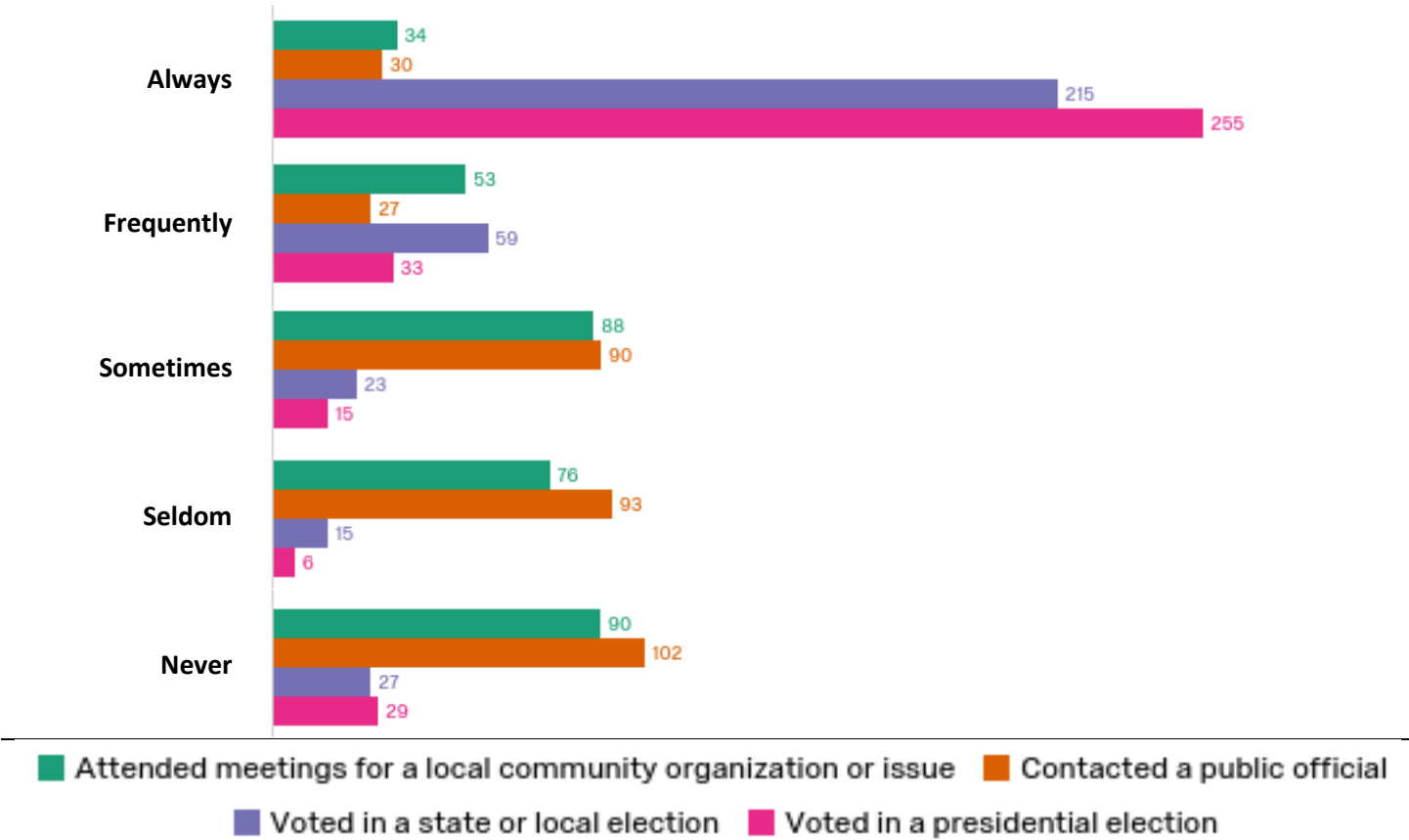
3. Thinking of a typical year, how often do you do the following?



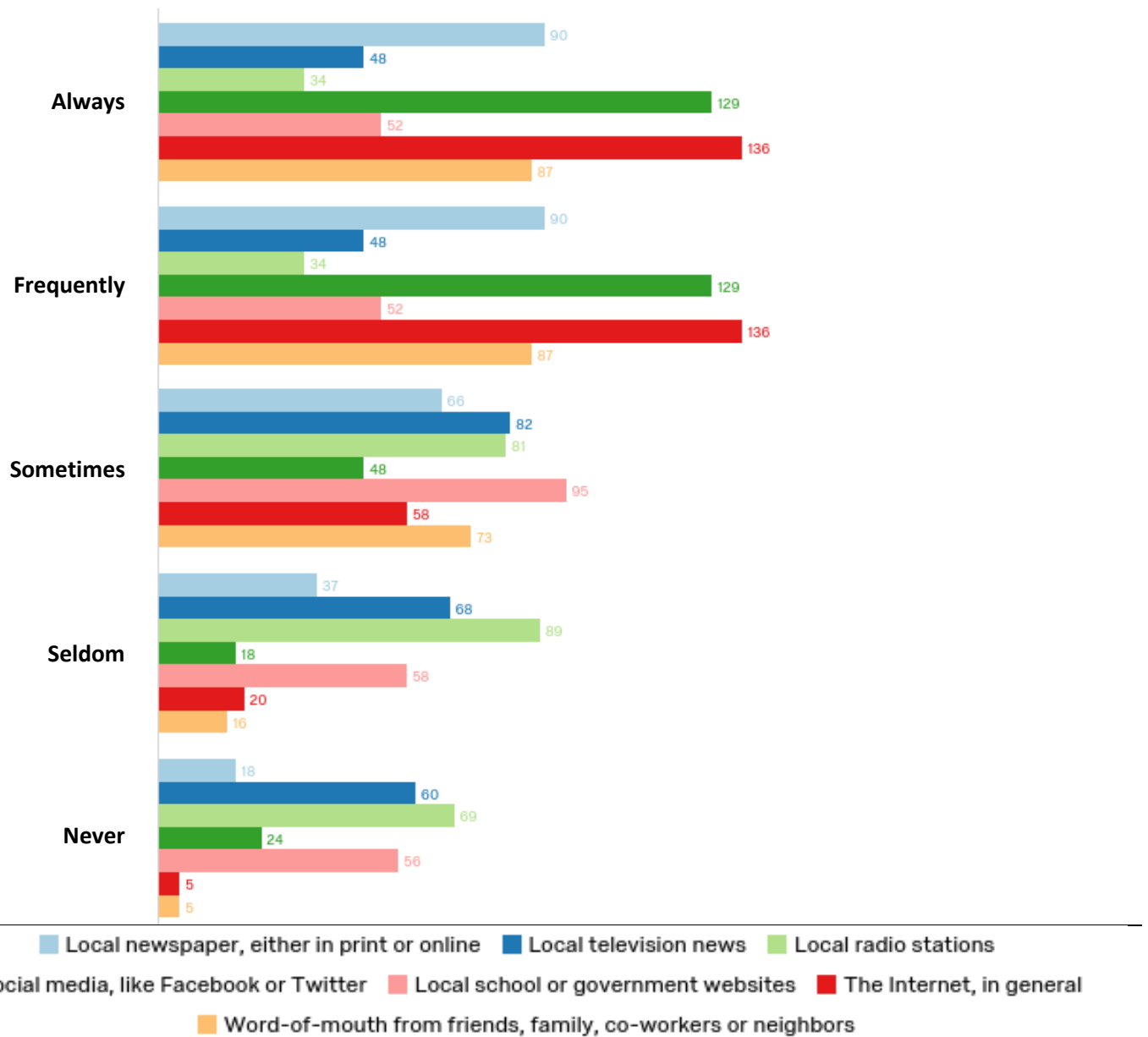
4. How much do you agree or disagree that Brodhead is a good place for:



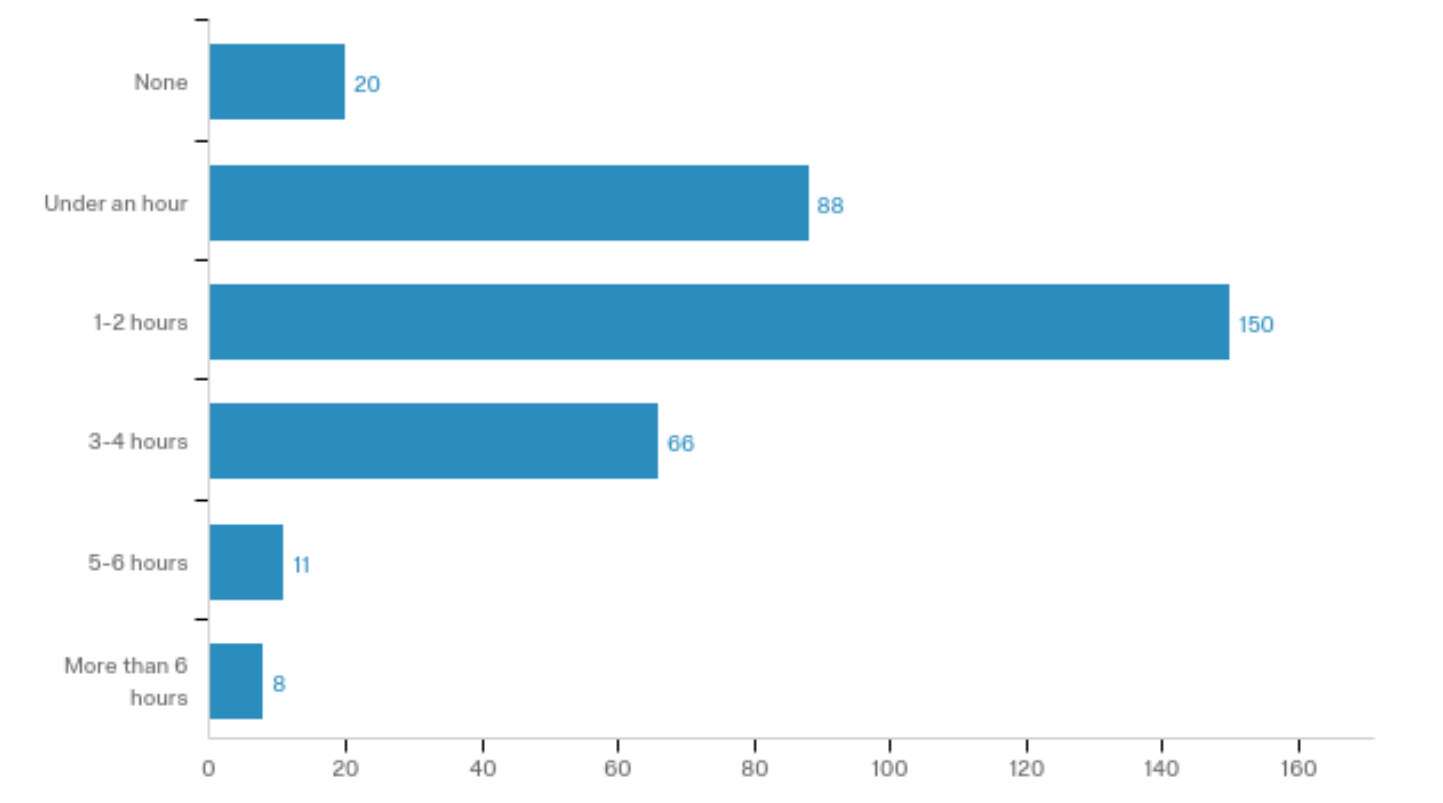
5. People participate in the civic life of their community in different ways. Thinking about the last five years, how often have you done the following, if at all?



6. When searching for information about local events or issues, how often do you use the following news sources, if at all?



7. In an average day, how much time do you spend on social media platforms like Facebook, Twitter, Instagram, Pinterest, etc?



APPENDIX G:

Gap Analysis Calculations

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 and tourists visiting the community. Both demand and supply can be measured in terms of sales, square feet, or store equivalents.

This section calculates projected demand for various retail, restaurant, and service business categories. Demand is estimated for only the three combined business districts. The following approach looks beyond local resident demand to include other market segments, including net in-commuters and visitors. 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.

These findings must be used with caution, as they are sensitive to many assumptions.

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 and visitors) 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 combined business districts are examined to determine their spending potential (demand) and estimated sales (supply). The segments include residents of the trade area, workers (net in-commuters), and leisure and business visitors.

North American Industry Classification System (NAICS) 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.

Figure 1: Retail, Restaurant, and Service Categories

	Furniture & Home Furnishings Stores <ul style="list-style-type: none"> • Furniture stores • Floor covering stores • Other home furnishing stores 	NAICS 442
	Electronics & Appliance Stores	NAICS 443
	Building Material & Garden <ul style="list-style-type: none"> • Paint and wallpaper stores • Hardware stores • Other building material dealers 	NAICS 444
	Food & Beverage Stores <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 Goods, Hobby, Musical, & Book Stores <ul style="list-style-type: none"> • Hobby, toy, sporting goods, and game stores • Sewing, needlework, and piece goods stores • Musical instrument and supply stores • Book stores 	451
	General Merchandise <ul style="list-style-type: none"> • Department stores • Dollar stores • Warehouse Clubs • All other general merchandise stores 	452



Miscellaneous Store Retailers

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

453



Drinking Places (Alcoholic Beverages)

- Bars, taverns
- Cocktail lounges, nightclubs

NAICS
7224



Full Service Restaurants

- Steak houses
- Diners
- Fine dining
- Restaurants

NAICS
722511



Limited-Service Restaurants

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

NAICS
722513



Snack & Non-Alcoholic Beverage Bars

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

NAICS
722515



Services-Professional

- accountant
- real estate
- attorney
- numerous others

Numerous



Services-Personal

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

Numerous

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

This section includes calculations of each of the retail, food/drink, and service categories studied. To help understand those calculations, the following sub-sections describe the methods used to calculate the demand for each of the 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, U.S. = 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 U.S. 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. Once 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 retail employers in the business districts as a percent of those in the trade area.
- 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 (U.S. = 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.

- In-Commuter Worker Population (Net). The number of in-commuters to the City after subtracting out-commuters. Some of these employees may also be trade area residents.
- In-Commuter Spending/Week. The U.S. annual sales in each store category are based on estimates by the International Council of Shopping Centers (2012). They are distributed among business categories according to the 2012 U.S. Economic Census.
- Behavioral Index, U.S. = 100. A local adjustment for consumer behavior, indexed to the U.S. 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.
- Annual In-Commuter Demand. 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 Green 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 restaurant employees in the combined business districts as a percent of those in Green County. The behavioral index is applied to account for attributes of the combined business districts that make it a more or less inviting place for visitors relative to the county as a whole. The behavioral index for Green County is equal to 100. Calculation of the spending potential (or demand) for each business category involves the variables listed below.






- Visitor Spending in County. The direct annual spending by visitors, according to the Wisconsin Department of Tourism, allocated to retail (20%) and food/accommodations (26%).
- County Tourism Dollars Captured in Business Districts. A measure of the fair share of hospitality industry activity. This is the number of restaurant employees in the combined business districts as a percent of restaurant employees in Green County.
- Behavioral Index, Typical County Visitor = 100. A local indicator of consumer behavior in relation to the average county visitor. 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 U.S. 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.
- Visitor Demand. 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 business districts based on its current retail and restaurant mix.

SALES POTENTIAL

Below please find a breakdown of sales potential between resident, in-commuter, and visitor demand.





Figure 2: Sales Potential by Market Segment

Description NAICS Code	 Furniture & Furnishings NAICS Code: 442	 Electronics & Appliances NAICS Code: 443	 Building Material/Garden NAICS Code: 444	 Food/Grocery & Beverage NAICS Code: 445	 Health/Drug & Personal Care NAICS Code: 446
Resident Demand					
Trade Area Population	5,587	5,587	5,587	5,587	5,587
*U.S. Spending Per Capita \$	\$284	\$329	\$890	\$1,979	\$867
*Behavioral Index, U.S. = 100	80	80	80	80	80
= Trade Area Demand \$	\$1,269,366	\$1,470,498	\$3,977,944	\$8,845,338	\$3,875,143
*Fair Share of Trade Area Demand	80%	80%	80%	80%	80%
= Annual Resident Demand \$	\$1,015,493	\$1,176,399	\$3,182,355	\$7,076,271	\$3,100,115
In-Commuter Demand					
In-Commuter Worker Population	463	463	463	463	463
*In-Commuter Spending/Week \$	-	\$4	-	\$17	\$9
*Behavioral Index, U.S. = 100	100	100	100	100	100
=Annual In-Commuter Demand \$	-	\$91,906	-	\$399,962	\$218,305
Visitor Demand					
Visitor Spending in County	\$178,800	\$268,200	\$625,800	\$1,430,400	\$625,800
* County Tourism \$ Captured in Bus. Dist.	15%	15%	15%	15%	15%
*Behavioral Index County = 100	100	100	100	100	100
= Annual Visitor Demand	\$26,820	\$40,230	\$93,870	\$214,560	\$93,870
Total Demand	\$1,042,313	\$1,308,534	\$3,276,225	\$7,690,793	\$3,412,289

Description NAICS Code	 Conv. Store in Gas Station w/o Gas NAICS Code: 447	 Clothing & Accessory NAICS Code: 448	 Sporting, Hobby, Music, & Books NAICS Code: 451	 General Merchandise Supercenters & Warehouse NAICS Code: 452	 Misc: Flowers, Gifts, Office, Used Merchandise NAICS Code: 453
Resident Demand					
Trade Area Population	5,587	5,587	5,587	5,587	5,587
*U.S. Spending Per Capita \$	\$540	\$742	\$246	\$2,042	\$311
*Behavioral Index, U.S. = 100	80	80	80	80	80
= Trade Area Demand \$	\$2,413,584	\$3,316,443	\$1,099,522	\$9,126,923	\$1,390,046
*Fair Share of Trade Area Demand	80%	80%	80%	80%	80%
= Annual Resident Demand \$	\$1,930,867	\$2,653,155	\$879,617	\$7,301,539	\$1,112,036
In-Commuter Demand					
In-Commuter Worker Population	463	463	463	463	463
*In-Commuter Spending/Week \$	\$5	\$5	\$1	\$23	\$5
*Behavioral Index, U.S. = 100	100	100	100	100	100
=Annual In-Commuter Demand \$	\$109,136	\$117,834	\$28,706	\$525,968	\$109,037
Visitor Demand					
Visitor Spending in County	\$357,600	\$536,400	\$178,800	\$1,519,800	\$268,200
* County Tourism \$ Captured in Bus. Dist.	15%	15%	15%	15%	15%
*Behavioral Index County = 100	100	100	100	100	100
= Annual Visitor Demand	\$53,640	\$80,460	\$26,820	\$227,970	\$40,230
Total Demand	\$2,093,643	\$2,851,448	\$935,143	\$8,055,477	\$1,261,303

Total Retail

Resident Demand	\$29,427,846
In-Commuter Demand	\$1,600,852
Visitor Demand	\$898,470
Total Demand	\$31,927,168

Description NAICS Code	 Alcoholic Beverage Drinking Places NAICS: 7224	 Full Service Restaurants NAICS: 722511	 Limited Service Restaurants NAICS: 422513	 Snack & Coffee NAICS: 422515
Resident Demand				
Trade Area Population	5,587	5,587	5,587	5,587
*U.S. Spending Per Capita \$	\$63	\$714	\$590	\$98
*Behavioral Index, U.S. = 100	80	80	80	80
= Trade Area Demand \$	\$281,585	\$3,191,294	\$2,637,064	\$438,021
*Fair Share of Trade Area Demand	80%	80%	80%	80%
= Annual Resident Demand \$	\$225,268	\$2,553,036	\$2,109,651	\$350,417
In-Commuter Demand				
In-Commuter Worker Population	463	463	463	463
*In-Commuter Spending/Week \$	\$1	\$9	\$7	\$1
*Behavioral Index, U.S. = 100	100	100	100	100
=Annual In-Commuter Demand \$	\$17,920	\$203,088	\$167,818	\$27,875
Visitor Demand				
Visitor Spending in County	\$499,786	\$5,664,238	\$4,680,532	\$777,444
* County Tourism \$ Captured in Bus. Dist.	15%	15%	15%	15%
*Behavioral Index County = 100	100	100	100	100
= Annual Visitor Demand	\$74,968	\$849,636	\$702,080	\$116,617
Total Demand	\$318,155	\$3,605,759	\$2,979,549	\$494,908

Total Food & Drink

Resident Demand	\$5,238,371
In-Commuter Demand	\$416,700
Visitor Demand	\$1,743,300
Total Demand	\$7,398,371




GAP ANALYSIS: COMPARING DEMAND AND SUPPLY




The following tables present demand and supply in terms of square feet of space. These data were calculated based on the U.S. Census, an inventory of local businesses to estimate their approximate size, and other sources obtained by UW-Extension.

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

Figure 3: Retail and Restaurant Gap Analysis

			
Description (NAICS Code)	Furniture & Furnishings (442)	Electronics & Appliances (443)	Building Material & Garden (444)
Dimension 1: Sales Potential			
Total Sales Potential in the Study Area	\$1,042,313	\$1,308,534	\$3,276,225
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	\$284/Square Foot	\$647/Square Foot	\$391/Square Foot
Total Demand (Measured in Square Feet)	3,670	2,022	8,379
Estimated Supply (Measured in Square Feet)	20,000	3,000	40,000
Gap Between Demand and Supply (Measured in Square Feet)	16,330	978	31,621
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	\$1,726,206	\$2,123,245	\$3,571,473
Calculated Demand (In Number of Businesses)	1	1	1
Estimated Supply (In Number of Businesses)	3	2	4
Gap (In Number of Businesses)	2	1	3

			
Description (NAICS Code)	Food/Grocery & Beverage (445)	Health/Drug & Personal Care (446)	Convenience Stores in Gas Stations Excluding Gas (447)
Dimension 1: Sales Potential			
Total Sales Potential in the Study Area	\$7,690,793	\$3,412,289	\$2,093,643
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	\$695/Square Foot	\$901/Square Foot	\$513/Square Foot
Total Demand (Measured in Square Feet)	11,066	3,787	4,081
Estimated Supply (Measured in Square Feet)	24,000	4,000	22,000
Gap Between Demand and Supply (Measured in Square Feet)	12,934	213	17,919
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	\$4,213,071	\$2,943,188	\$1,200,000
Calculated Demand (In Number of Businesses)	2	1	2
Estimated Supply (In Number of Businesses)	3	1	4
Gap (In Number of Businesses)	1	(0)	2



Clothing & Accessory
(448)



Sporting, Hobby,
Music, & Books (451)



General Merchandise
without Warehouse
& Supercenter (452)

Description (NAICS Code)

Dimension 1: Sales Potential

Total Sales Potential in the Study Area	\$2,851,448	\$935,143	\$8,055,477
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Dimension 2: Square Footage

Sales per Square Foot (U.S. Average)	\$353/Square Foot	\$292/Square Foot	\$214/Square Foot
Total Demand (Measured in Square Feet)	8,078	3,203	37,642
Estimated Supply (Measured in Square Feet)	-	14,000	9,000
Gap Between Demand and Supply (Measured in Square Feet)	(8,078)	10,797	(28,642)

Dimension 3: Number of Businesses

Average Amount of Sales Per Business in the U.S.	\$1,580,253	\$1,670,268	\$13,022,934
Calculated Demand (In Number of Businesses)	2	1	1
Estimated Supply (In Number of Businesses)	-	3	1
Gap (In Number of Businesses)	(2)	2	0







Misc: Flowers, Gifts,
Office, Used
Merchandise (453)

Description (NAICS Code)	
Dimension 1: Sales Potential	
Total Sales Potential in the Study Area	\$1,261,303
Dimension 2: Square Footage	
Sales per Square Foot (U.S. Average)	\$348/Square Foot
Total Demand (Measured in Square Feet)	3,624
Estimated Supply (Measured in Square Feet)	6,000
Gap Between Demand and Supply (Measured in Square Feet)	2,376
Dimension 3: Number of Businesses	
Average Amount of Sales Per Business in the U.S.	\$912,393
Calculated Demand (In Number of Businesses)	1
Estimated Supply (In Number of Businesses)	3
Gap (In Number of Businesses)	2

Total Retail

Dimension 1: Sales Potential	
Total Sales Potential in the Study Area	\$31,927,168
Dimension 2: Square Footage	
Total Demand (Measured in Square Feet)	85,553
Estimated Supply (Measured in Square Feet)	142,000
Gap Between Demand and Supply (Measured in Square Feet)	56,447
Dimension 3: Number of Businesses	
Calculated Demand (In Number of Businesses)	11
Estimated Supply (In Number of Businesses)	24
Gap (In Number of Businesses)	13

			
Description (NAICS Code)	Alcoholic Beverage Drinking Locations (7224)	Full Service Restaurants (722511)	Limited Service Restaurants (722513)
Dimension 1: Sales Potential			
Total Sales Potential in the Study Area	\$318,155	\$3,605,759	\$2,979,549
Dimension 2: Square Footage			
Sales per Square Foot (U.S. Average)	\$63/Square Foot	\$300/Square Foot	\$350/Square Foot
Total Demand (Measured in Square Feet)	5,050	12,019	8,513
Estimated Supply (Measured in Square Feet)	8,000	16,500	8,000
Gap Between Demand and Supply (Measured in Square Feet)	2,950	4,481	(513)
Dimension 3: Number of Businesses			
Average Amount of Sales Per Business in the U.S.	\$472,205	\$967,204	\$824,707
Calculated Demand (In Number of Businesses)	1	4	4
Estimated Supply (In Number of Businesses)	4	6	4
Gap (In Number of Businesses)	3	2	0

	
Description (NAICS Code)	Snack & Coffee (722515)
Dimension 1: Sales Potential	
Total Sales Potential in the Study Area	\$494,908
Dimension 2: Square Footage	
Sales per Square Foot (U.S. Average)	\$192/Square Foot
Total Demand (Measured in Square Feet)	2,578
Estimated Supply (Measured in Square Feet)	3,000
Gap Between Demand and Supply (Measured in Square Feet)	422
Dimension 3: Number of Businesses	
Average Amount of Sales Per Business in the U.S.	\$564,069
Calculated Demand (In Number of Businesses)	1
Estimated Supply (In Number of Businesses)	4
Gap (In Number of Businesses)	3

Total Food & Drink

Dimension 1: Sales Potential	
Total Sales Potential in the Study Area	\$7,398,371
Dimension 2: Square Footage	
Total Demand (Measured in Square Feet)	28,160
Estimated Supply (Measured in Square Feet)	35,500
Gap Between Demand and Supply (Measured in Square Feet)	7,340
Dimension 3: Number of Businesses	
Calculated Demand (In Number of Businesses)	9
Estimated Supply (In Number of Businesses)	18
Gap (In Number of Businesses)	9