

Business Mix Comparison

This section analyzes the mix of retail and service businesses in Brillion and provides a comparison with fourteen other similar communities in Wisconsin, Indiana, Virginia, and Iowa. The analysis will be used later in this study in the analysis of business expansion and recruitment opportunities.

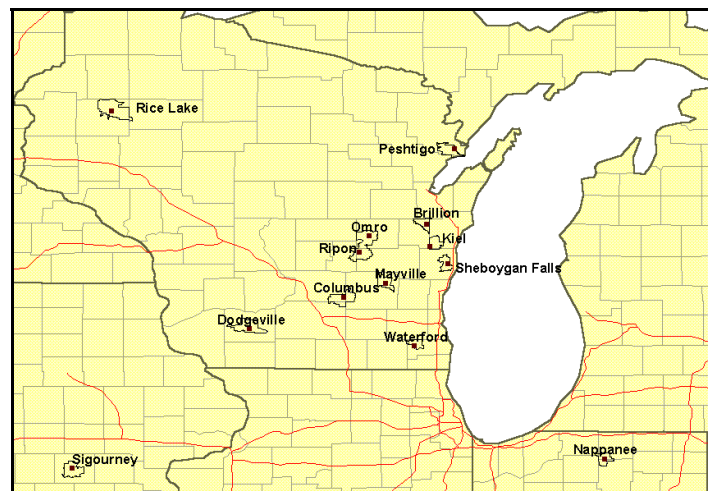
Examining the business mix of a downtown or business district provides a useful snapshot of the types and amounts of establishments located in the area. While the mix is useful on its own, comparing it to the business mix in other comparable communities provides a means of determining possible retail and service opportunities and answer questions such as:

- Does our downtown have fewer or more retail businesses than other similar communities?
- Is our community under-served or over-served in specific business categories?
- How does our retail/service mix compare to similar communities?

Answers to these types of questions are useful in identifying opportunities for future business expansion or recruitment.

Comparable Communities

For purposes of this analysis, Brillion, population 2,900, was compared with fourteen other communities that have a similar population (city/village of 3,000 to 8,000 people), similar distance from a metropolitan area (15 to 30 miles), and a manufacturing base. In each case but one, all the comparison communities are larger than Brillion. Communities selected in Wisconsin include Columbus, Dodgeville, Kiel, Mayville, Omro, Peshtigo, Rice Lake, Ripon, Sheboygan Falls, and Waterford. Franklin, VA; Nappanee, IN; and Sigourney, IA were also chosen for comparison. The following map illustrates the locations of these communities relative to Brillion (Franklin not shown).

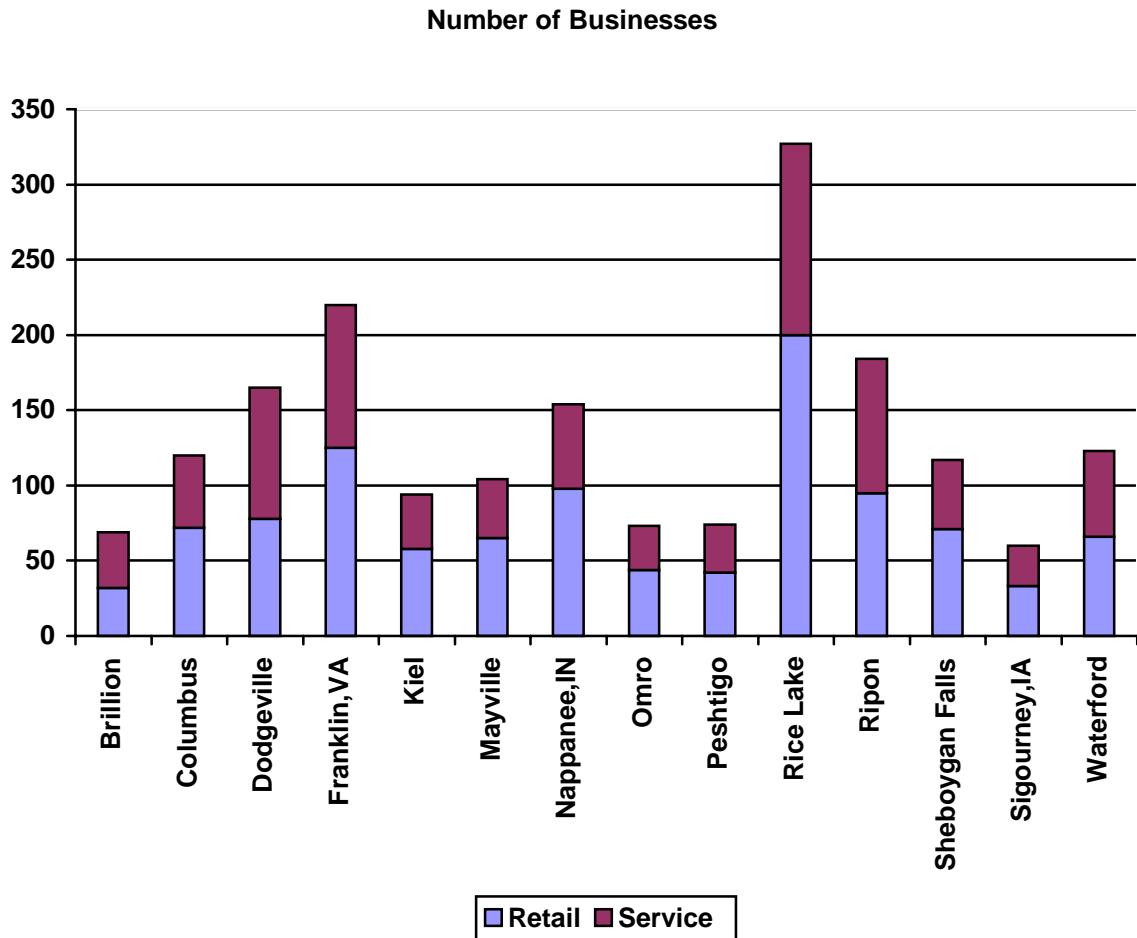


Data Collection

Data was collected on the types of businesses in each community through an American Business Information® database, according to the respective communities' zip codes. It is important to note that each business was placed into only one category. The category used was based on the primary type of goods or services provided by the business (SIC codes). For instance, a hardware store may sell some auto parts, but should be categorized as a hardware store if that is its primary line of business.

Data was collected for selected retail and service businesses that exist within the local zip code areas. Only those businesses selected from the American Business Information® database were included. Certain businesses, including home-based businesses, may not be included in the tallies. Businesses were selected to allow broad comparisons among Brillion and its comparison communities.

A total of 70 businesses were tallied in Brillion (33 retail/37 service) compared to an average of 146 in the comparison communities (80 retail/66 service). The comparison communities had significantly more businesses, as illustrated by the graphs below. Detailed data describing the mix of businesses in the comparison communities is presented in the table on page 2-3. A detailed listing of Brillion businesses follows on page 2-4.



Number of Businesses by Zip Code Area in Brillion and Comparison Communities	Brillion (Pop. 2,900)	Columbus (Pop. 4,500)	Dodgeville (Pop. 4,200)	Franklin, VA (Pop. 8,300)	Kiel (Pop. 3,500)	Mayville (Pop. 4,900)	Nappanee, IN (Pop. 6,700)	Omro (Pop. 3,200)	Peshigo (Pop. 3,400)	Rice Lake (Pop. 8,300)	Ripon (Pop. 6,800)	Sheboygan Falls (Pop. 6,800)	Sigourney, IA (Pop. 2,200)	Waterford (Pop. 4,000)
Retail Store Type														
Antiques/ Used Merchandise	-	7	2	7	2	4	10	1	1	9	3	-	-	5
Apparel	-	1	3	10	-	2	1	-	-	10	2	3	-	-
Auto Supply	1	3	2	7	1	5	3	2	-	8	4	2	3	1
Auto/ Truck	2	3	3	5	2	3	8	4	5	12	5	5	3	1
Boat/ RV/ Snowmobile	-	-	-	-	-	-	-	2	1	5	1	-	1	3
Book Stores	-	-	1	1	-	-	2	1	-	3	1	-	-	1
Building Materials	1	2	6	6	1	2	3	1	2	10	3	6	2	1
Department/ General Merchandise	-	-	2	3	1	1	3	-	1	9	2	1	1	-
Drinking Places	4	7	3	-	7	10	-	4	7	15	6	8	1	6
Drug	1	2	3	3	2	1	2	1	2	4	2	-	2	2
Eating Places	6	13	14	25	11	10	21	10	8	28	26	15	7	17
Flower	1	1	4	3	1	1	4	1	1	3	2	1	2	2
Food-Convenience	1	4	3	14	1	2	2	4	1	4	5	2	3	3
Food-Grocery	2	1	2	3	2	1	1	1	1	4	2	1	1	2
Food-Specialty	2	1	5	3	2	2	5	3	1	10	3	8	-	1
Furniture	1	2	1	2	2	3	6	-	2	8	1	4	-	2
Gas Stations	3	2	2	4	3	3	4	-	2	7	1	1	-	3
Gift	-	4	3	2	1	3	2	1	1	6	7	4	-	3
Hardware	2	1	1	2	1	1	2	-	-	1	1	1	2	1
Hobby/ Toy/ Game	1	2	-	-	-	1	-	-	-	2	-	-	-	3
Home Furnishings	1	3	2	-	3	3	2	-	2	5	3	1	1	1
Household Appliances	-	2	1	1	-	1	2	-	-	2	1	1	2	1
Jewelry	-	1	1	5	1	1	1	-	-	1	2	1	-	-
Lawn/ Garden	1	2	2	2	4	-	2	1	-	2	3	-	1	2
Liquor	1	1	1	1	1	2	2	-	-	4	1	2	-	2
Misc. Retail	1	3	4	5	4	2	2	4	-	10	3	3	1	2
Office Supply	-	1	-	1	-	-	1	-	-	1	-	-	-	-
Radio/ TV/ Computer/ Music	1	1	3	6	2	-	3	1	-	8	4	-	-	-
Sewing	-	-	-	-	1	-	1	1	-	2	-	-	-	1
Shoes	-	-	-	2	-	-	1	-	-	3	1	1	-	-
Sporting Goods/ Bicycles	-	2	4	2	2	1	2	1	4	4	-	-	-	-
Total Retail	33	72	78	125	58	65	98	44	42	200	95	71	33	66
Service Business Type														
Auto Repair	5	12	12	18	12	7	7	10	8	27	14	8	6	8
Banks/ Credit Unions	3	4	6	8	3	4	5	1	3	7	6	4	2	4
Beauty/ Barber Shops	5	8	13	21	4	8	11	6	7	22	11	11	6	10
Bowling Centers	1	1	1	1	1	2	1	1	1	1	1	1	1	1
Dance Studios/ Schools/ Halls	-	1	-	1	-	-	1	-	-	-	2	-	-	-
Health Clubs/ Fitness Centers	2	-	-	-	-	-	-	-	-	1	1	-	-	-
Insurance Agents/ Brokers	8	5	20	17	5	6	8	2	5	25	29	5	7	11
Laundry/ Dry Cleaners	2	-	1	3	2	1	2	1	1	3	3	2	1	1
Lodging Accommodations	1	4	7	4	-	3	8	2	1	11	4	1	2	2
Misc. Personal Services	-	2	-	2	1	2	1	1	1	2	3	2	-	2
Motion Picture Theatres	-	-	1	1	-	-	3	-	-	1	1	-	-	-
Museums/ Art Galleries	-	-	2	-	-	-	-	2	1	-	-	-	-	-
Photo Studios	1	2	3	1	2	-	1	-	-	3	2	1	-	1
Radio/ TV Repair	-	-	1	1	1	-	-	-	1	4	1	2	-	-
Real Estate Agents	3	3	14	6	5	2	3	1	2	7	6	4	1	8
Security/ Commodity Brokers	1	1	3	3	-	1	2	-	-	3	2	2	-	2
Shoe Repair	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Tax Return	3	3	2	5	-	1	3	-	1	6	2	-	1	2
Travel Agencies	1	-	1	3	-	1	-	1	-	3	1	2	-	3
Video Tape Rental	1	2	-	-	-	1	-	1	-	-	-	1	-	2
Total Service	37	48	87	95	36	39	56	29	32	127	89	46	27	57

Listing of Brillion Businesses	# bus.	
Retail Store Type		Stores Located in Brillion
Antiques/ Used Merchandise	-	
Apparel	-	
Auto Supply	1	Automotive Supply
Auto/ Truck	2	Horn Ford, Mobile Equipment Sales
Boat/ RV/ Snowmobile	-	
Book Stores	-	
Building Materials	1	DJ Custom Windows
Department/ General Merchandise	-	
Drinking Places	4	Bullwinkles, Giese's, Shakers, KJ Inn
Drug	1	O'Connor's
Eating Places	6	Mom's, Randy's, Michiels, Dairy Queen, Rudy's, Subway
Flower	1	Schroth's Floral and Gifts
Food-Convenience	1	Kwik Trip
Food-Grocery	2	Sentry, T&C
Food-Specialty	2	Roehrborn's Meat Market, Brillion Bakery
Furniture	1	Mike's Custom Cabinetry
Gas Stations	3	Brillion Mobile Mart, Kwik Trip, Weber's Amoco
Gift	-	
Hardware	2	Brillion True Value, Henry Carsten's Ace
Hobby/ Toy/ Game	1	Sparkin' Chip Chop Shop
Home Furnishings	1	Furniture Plus
Household Appliances	-	
Jewelry	-	
Lawn/ Garden	1	Schroth's Garden Center Nursery
Liquor	1	Brillion Mobile Mart
Misc. Retail	1	Bullseye Screen Printing
Office Supply	-	
Radio/ TV/ Computer/ Music	1	NSC Inc.
Sewing	-	
Shoes	-	
Sporting Goods/ Bicycles	-	
Service Business Type		
Accountants	2	DiRenzo, Simonis & Miller; Endries, Otto and Calmes LLC
Attorneys	4	DiRenzo & Bomier; Keith Ondrasek, S.C.; Twohig Law Offices; William Hertel Law Office
Auto Repair		Enneper's, Day Auto Care, Progressive, Best Car Wash
Banks/ Credit Unions	3	First Northern, BACU, Calumet County Bank
Beauty/ Barber Shops	5	Richards, Main Street Styles, Shear Design, Pete's, Hot Heads
Bowling Centers	1	Juice's Bar and Bowl
Childcare	1	Circle of Friends Learning Center
Dance Studios/ Schools/ Halls	-	
Health Clubs/ Fitness Centers	2	Curves for Women, Self Image
Insurance Agents/ Brokers	8	Lutheran Brotherhood, State Farm, American Family, Hometown, Don Wittman, Allen Wittman, Key, Dietrich
Laundry/ Dry Cleaners	2	Corner Laundromat, Wascomat
Lodging Accommodations	1	Sandman
Misc. Personal Services	-	
Motion Picture Theatres	-	
Museums/ Art Galleries	-	
Photo Studios	1	Studio 205
Printing	1	Zander Press
Radio/ TV Repair	-	
Real Estate Agents	3	Jeanquart, Garrow, Levash
Security/ Commodity Brokers	1	Navigator Planning Group
Shoe Repair	-	
Tax Return	3	H&R Block; Endries, Otto & Calmes; Dizenzo, Simonis & Miller
Title Services	1	Bay Title and Abstract
Travel Agencies	1	Total Travel
Video Tape Rental	1	Express Video

Case Studies Summary Report

The Brillion Market Analysis Committee researched and prepared case study summaries of a number of comparison communities. This was done to provide a sense of success in other communities.

- Conrad, Iowa:

Importance in revitalization efforts, new businesses opened, tax base increased 30%
Initiated a volunteer retention program, which includes both educating, and rewarding volunteers.
Downtown stakeholders are residents of the community
Main Street projects specifically aimed at families and children
"Whole Town" image emphasized in the business district

- Peabody, Kansas: Private investors spearheaded efforts

Strong emphasis on city's historical buildings and preservation of them: Fix-up program for upstairs windows
Planted trees
Transformed former maternity hospital into apartments, which now has a waiting list of renters
Active Chamber, get other community organizations involved in the process.
Professional market study done
Marketing town through press releases, TV, and flyers placed in tourist centers
Upper floors converted into apartments

- Corning, Iowa

Drive times to larger shopping centers similar to that in Brillion
Worked on industrial park first, efforts spread to retail establishments/downtown
Business visitation program to head off possible vacancies, business recruitment and retention program
Collaborative loan pool from local banks for improvements

- Sigourney, Iowa

Volunteer recruitment campaign
County cooperation, especially in the development of several local celebrations
Mixed-use zoning (apartments on upper floor)
Downtown group sponsored a scholarship program for high school volunteers
Provides business resources to the business district. Business committee conducts surveys, training seminars, and building inventories, and compiles a variety of resource materials

- Dodgeville, Wisconsin

Business development program
Business visitation program
Low interest loan program
Constant volunteer recruitment campaign to avoid burn-out
Historic walk guide

- Nappanee, Indiana

Low interest loan program
City purchased buildings, fixed up, and sold for a profit
Student and special needs student volunteers

- Sheboygan Falls, Wisconsin

Relied heavily on private investment to restore old buildings.
Restorations showed economic benefits through increased sales and exposure.
Low interest loan program
Business development, training and seminars
Promotional efforts, and niche marketing

Partnership with community organizations

- Lexington, Virginia

Business education seminars for merchants

Welcoming services to new visitors

24 festivals or promotions per year!

- Quincy, Florida

Merchants showed commitment to downtown effort by renovating their buildings

Student Advisory Committee from local high school conducted surveys and other projects

Self-promotion through festivals

Be sure you have willing participants before promoting their services

Understand the needs of the community

Mixed-use strategy and downtown sign ordinance.

Yearly planning strategy

- Rice Lake, Wisconsin

Devised an image building campaign that included advertisements in newspapers and on radio.
Low interest loan program for façade rehabilitations and matching sign grants sponsored by the Main Street organization.

Developed marketing niche for underserved segment of local market – home furnishings.

Events to promote the niche – annual spring home improvement event.

Challenges: funding, business recruitment, and maintenance of buildings

- Franklin, Virginia

Created special tax district for funding

Received financial support from the city – it is a city-sponsored organization

Provides special services to businesses:

Assists new businesses with grand openings and ribbon cuttings

Provides publicity for newsworthy business changes

Coordinates cooperative advertising campaigns

Low-interest loan programs and grant programs for interior and exterior improvements

Information and resources

Focuses on retention and expansion of existing businesses

- Beaufort, South Carolina

Provides services to businesses for an annual stipend

Design committee established

Downtown walking tour to help spur interest

- Pontiac, Illinois

Funding sources: City allotment, TIF, membership dues

City-funded 50% façade improvement grant

Volunteer recruitment efforts

Longevity of the program communicated to community

Incubator building: space for up to 27 new specialty shops be nurtured into full business-hood.

(Getting cottage/basement industry more visibility to increase their volume and profits, and fill up commercial district as well.)

Uptown business directory

Seasonal celebrations

- South Side, Pittsburgh, Pennsylvania

Providing technical assistance, funding, and access to foundations

Signage ordinance

City-funded façade improvement grant program

Low interest loan programs

Business plan review services

Main Street Group and Chamber joined to form a new organization called the South Side Business Alliance. No duplication and competition of efforts. One organization instead of two.
Notes: without a strong residential neighborhood, the business district could only achieve limited success.

Common Themes:

- Volunteer Retention and Recruitment Program
- Preservation of historic buildings and streetscaping
- Low-interest loan program
- Mixed-use zoning – upper floor apartments
- Design committees
- Signage ordinances
- Improvement grants City-funded all or in part
- Promotions through events, historic walks, and business directories
- Niche marketing
- Business development/recruitment/retention/resource efforts
- Involve citizens, schools, and other organizations

Common Challenges:

- Recruiting and retaining volunteers
- Business recruitment
- Funding
- Establishing the need for long-term commitment
- Willing participants for promotions and merchant buy-in

Unique Perspectives and Initiatives:

- Incubator building for new businesses
- Welcoming services to new visitors
- Special tax district for funding
- Student advisory committee to conduct surveys and assist in other projects
- Providing business support services with membership dues
- Combining organizations to eliminate duplicated efforts
- Main Street group is a city/government run organization, not grass roots

Food for Thought:

- Avoid volunteer burnout
- Understand the needs of the community
- Yearly planning strategy
- You don't have to give up just because Wal-Mart's coming.

Conclusion

As previously mentioned, the business mix comparison allows retail and service businesses to be compared among communities. The following conclusions can be drawn from this analysis:

- Brillion has fewer retail businesses than all of the fourteen comparison communities.
- Brillion also has fewer service businesses than most of the fourteen comparable communities, exceeding only Kiel, Omro, Peshtigo, and Sigourney, IA.
- The retail-to-service ratio for Brillion's business community (33:37 or .89) is relatively lower than the average of the fourteen communities' retail-to-service ratio (80:66 or 1.22).
- Retail categories under-served in Brillion that exist (or are more abundant) in the comparison communities include:
 - Antique stores
 - Specialty Foods (bakery, meat market, cheese shop, etc.)

Gift Shops

Eating Places (including fast food or family restaurants)

Auto/Truck Lots

Building Materials Stores (electric, lumber, glass, etc.)

Convenience Stores

Sporting Goods (wide range of small businesses from bike shops to fishing tackle)

Service categories under-served in Brillion that exist (or more abundant) in the comparison communities include:

Auto Repair

Beauty and Barber shops

Lodging Accommodations

These and other categories will be evaluated in more detail later in the report. Certain categories including physicians were not evaluated due to the complexity of their market analysis.