ECONOMIC DEVELOPMENT STRATEGY

Prepared for:
Belleville CDA
Village of Belleville, WI

Prepared by:
MSA Professional Services, Inc.
Project: 3720706A

OPPORTUNITY • VISION • ORGANIZATION • REVITALIZATION

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This Project was Sponsored in Part through the Dane County Better Urban Infill Development (BUILD) Program.

INTRODUCTION

The Village of Belleville received funding through the Dane County Better Urban Infill Development (BUILD) program for downtown redevelopment efforts. Specifically, the BUILD grant program will assist the Village of Belleville with the:

- Creation of a Community Development Authority.
- Architectural feasibility review of the historic railroad depot.
- A community "walkabout" project in association with the Dane County Neighborhood Design Center.

As part of the BUILD grant, the Village of Belleville retained MSA Professional Services, Inc., a certified Dane County provider of planning services under the BUILD program grant to:

- Guide the Village through the creation of a Community Development Authority consistent with Wisconsin State Statutes.
- Assist the Belleville Community Development Authority with an initial economic development strategy.

This document is intended to help the Belleville CDA express its initial perceived opportunity and vision for community revitalization. The CDA will learn about the opportunities and challenges that it faces and begin to tackle specific issues.

WHAT IS THE CDA?

The Belleville Community Development Authority, or CDA, is a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects and housing projects. The CDA may act as the agent of the Village in planning and carrying out community development programs and activities approved by the Village President and Village Board under the federal housing and community development act of 1974 except for the development of the general plan (Master Plan/Comprehensive Plan).

The CDA combines the powers of a Redevelopment Authority and a Housing Authority. Overall, the Village of Belleville formed a CDA to encourage downtown revitalization, encourage the appropriate use of land throughout the Village, and overall promotion of the public health, safety, economy and general welfare of the community. The desire to create a Belleville CDA evolved from various planning meetings with David Boyd, FAICP of MSA Professional Services, Inc.

Organizational Structure

Membership to the CDA includes 7 residents that have sufficient ability in the field of urban renewal programs and community development. Two of the CDA members are required to be Village Board members and serve on the CDA during their term of office. Five members are to be non-Village Board members. Of the non-Village Board members, two are to serve for 1-year terms and one each are to serve for 2, 3, and 4-year terms.

The acting Village Administrator or his or her designee serves as the Executive Director and Treasurer of the CDA. The Co-Treasurer of the CDA is the Village Clerk/Treasurer. The CDA on an annual basis will select a chairperson, vice-chairperson, and secretary from within the CDA membership. The chairperson will preside over the CDA meetings and in his or her absence the vice-chairperson will preside. (Please view final by-laws to verify the above information).

Purpose/Role and Power/Function of the Belleville CDA

The Belleville CDA will have substantial authority to plan and implement development programs and will serve as a compliment to implementing Tax Incremental Finance District project plans. A summary of the primary purpose and power of the Belleville CDA follows below.

The primary purpose and role of the Belleville CDA will be to:

- Eliminate and prevent property value loss and stagnation through redevelopment.
- Encourage well-planned, integrated, safe, stable, and healthful neighborhoods.
- Provide for healthful homes, decent living environment and adequate places for employment.
- Carry out redevelopment and urban renewal programs.
- Stimulate private development and investment activity as it relates to job creation, tax base, and economic diversification.
- A method to issue double tax-exempt debt, which does not count toward the 5% G.O. debt limit.
- CDA, by State Statute, may not usurp powers/authority of Planning Commission.

The powers and function of the Belleville CDA include:

- Ability to enter into contracts.
- Acquire, by negotiated purchase, lease or other means, real or personal property.

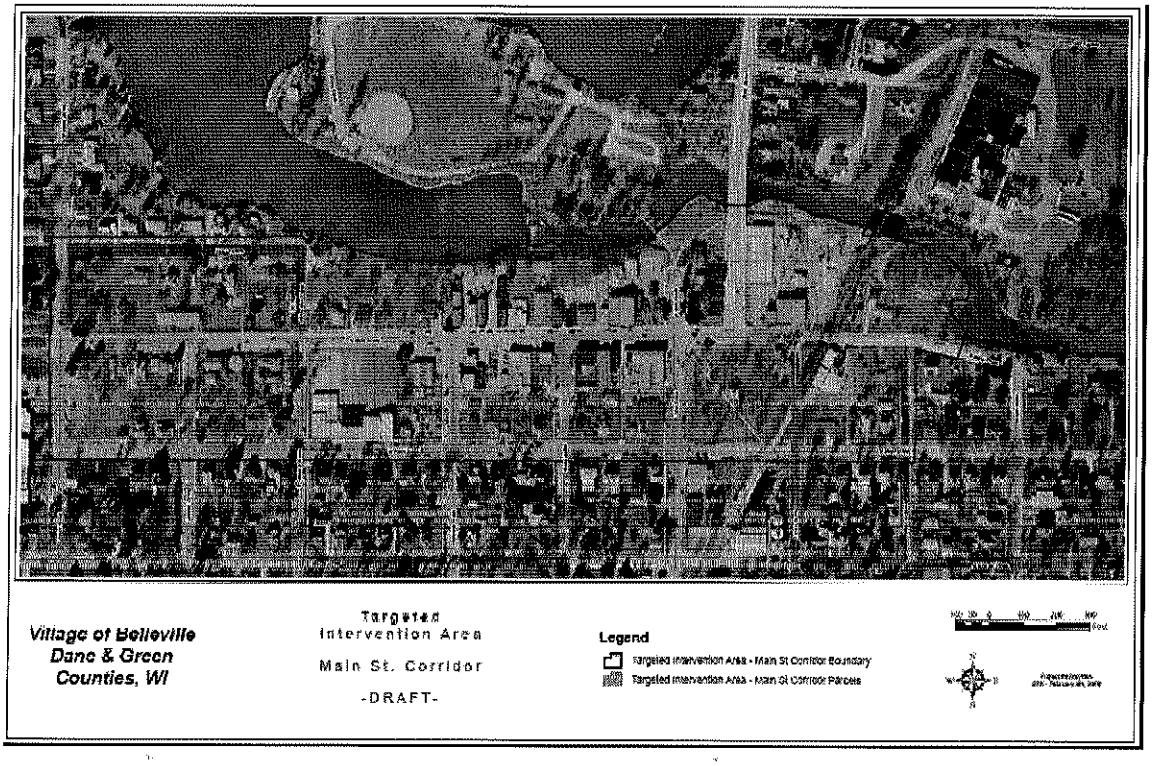
- Sell, lease, subdivide, retain or mortgage property.
- Borrow money and issue bonds, notes, or other indebtedness.
- Apply for, receive, and administer grants from Federal/State funding sources.
- Loan or grant funds to projects deemed to aid in blight elimination or rehabilitation.
- Develop Housing or Commercial/Industrial property.
- Develop and implement revitalization and redevelopment programs and initiatives.

WHAT DO WE WANT TO ACHIEVE?

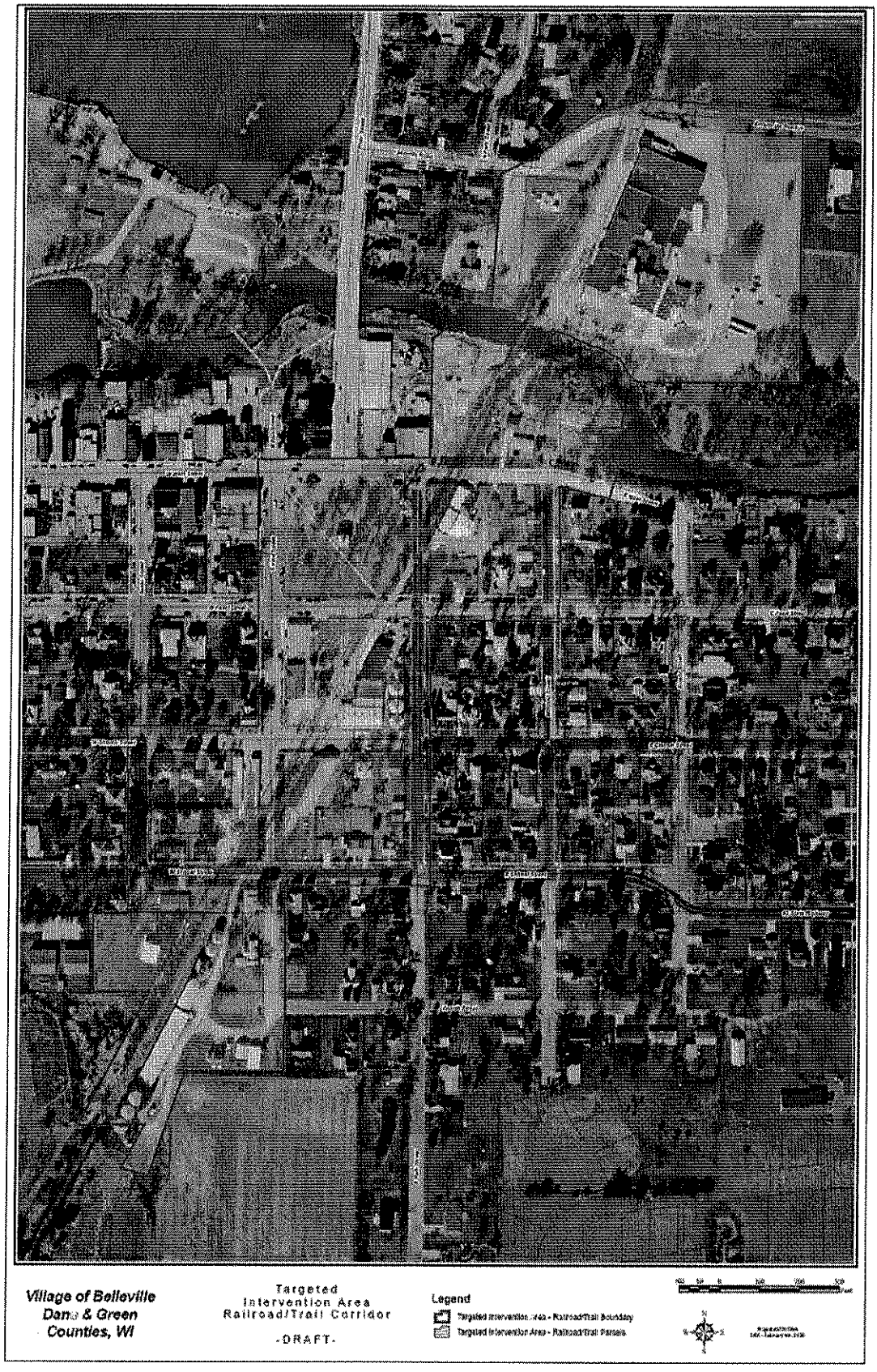
Targeted Intervention Area(s)

The Belleville CDA intends to focus or concentrate on two specific areas – downtown Belleville and the railroad/trial corridor. Each of the areas is highlighted as a "targeted intervention area" and will be targeted for public and private investment. A larger map of each area is found in Appendix A and Appendix B.

Downtown Corridor – Targeted Intervention Area



Railroad/Trail Corridor – Targeted Intervention Area



Issues & Opportunities List for CDA

This section presents the issues and opportunities list as identified by the Belleville CDA. The issues and opportunities contained in this section present those opportunities for community improvement and identification of challenges, as identified through the *"CDA Orientation Meeting."* The section first highlights the comments made during the *"CDA Orientation"* and then organizes the comments into several main issues/opportunities or categories. These issues will be analyzed along with the SWOT (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) analysis and business survey and will result in recommendations and a plan of action for the Belleville CDA.

Comments from the December 10, 2007 "CDA Orientation Meeting":

- Railroad corridor and downtown revitalization is our number one concern.
- The Railroad depot is a historic place and should be preserved.
- The old drugstore building should be improved and is underutilized.
- Community entrances are not attractive. Streetscape/façade improvements are needed.
- Design guidelines may be a good thing. Zoning may be an issue.
- Attract a bakery.
- Park hotel should be restored.
- Some properties need housing rehabilitation.
- Should consider annexing land to the west.
- Old lumber shed and grain bins may need environmental cleanup as well as some other properties.
- Funding for redevelopment efforts is limited.
- Tie entrances and improvements to the lake.
- Some downtown buildings could be updated/renovated.
- We need a community center and library.
- We don't have enough public parking.
- The pedestrian bridge needs to be replaced.
- The health clinic wants to build a new clinic. We need to work on getting appropriate re-use of the old building once new clinic is built.

- Property along the railroad corridor may be brownfields.
- Landmark should have a higher use.
- Incubator may help grow some local businesses. Marketing may be needed.
- People have purchased property along the railroad corridor.
- Riverwalk improvements could be made.

Matrix Summary of the "CDA Orientation Meeting":

ISSUES & OPPORTUNITIES LIST - CDA ORIENTATION MEETING					
Category	Issue	Issue	Issue	Issue	Issue
Community Design	Village entrances & Lake improvements	Downtown signage	General downtown streetscape	Building facade improvements	Currently no uniform design guidelines
Public Facilities & Buildings	Senior Citizens want Community Center	Need for Library	Replacement of pedestrian bridge	Riverwalk Improvements	Public Parking
Railroad/Trail Corridor Redevelopment	Lack of Parking	Historic Railroad Depot Restoration	Environmental remediation issues - Old lumber year, grain bins etc.	Adaptive reuse of buildings/property	Landmark Redevelopment
Downtown Revitalization	Vacant buildings - Empty Bakery	Restoration of Park Hotel & Other Downtown Buildings	Lack of Parking	Space for Business Incubator	General building rehab.
Community-Wide Planning Issues	Annexation of 400 acres - interceptor	Various housing rehab. needed throughout community	Possible zoning changes	Funding of revitalization & redevelopment efforts	Marketing - Attraction, Retention, & Community

Issue & Opportunity Summary:

Based upon the issue identification exercise at the *"CDA Orientation Meeting"*, the Belleville CDA has identified a number of issues and opportunities that they see as important to the future of the Village of Belleville. These issues or opportunities can be summarized by five categories:

1) **Community Design**

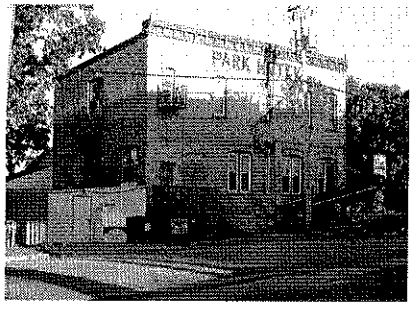
2) **Public Facilities & Buildings**

3) **Railroad/Trail Corridor Redevelopment**

4) **Downtown Revitalization**

5) **Community-Wide Planning Issues**

Although the exercise identified five overall categories, it is important to identify Downtown Revitalization and Railroad/Trail Corridor Redevelopment as being the highest importance to the Belleville CDA. The Belleville CDA believes their primary focus should be in assisting the Village of Belleville Board of Trustees, Plan Commission, other committees and public and private agencies with revitalizing these areas.



The subsequent sections will provide a summary of the SWOT Analysis (Strength, Weaknesses, Opportunities, & Threats), a summary of the Business Survey (actual survey report is provided in Appendix C), and provide an overall economic development strategy that will address the five areas of concern.

SWOT Analysis

SWOT, is a planning tool to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats of a project. In urban planning, SWOT may be used for evaluation of site plans, general land use review, redevelopment projects, comprehensive planning, and in organizational capacity building and agenda setting (this list is not exhaustive). SWOT analysis involves identifying internal and external factors that both encourage and prohibit the achievement of specific goals or objectives.

A SWOT discussion occurred at the January 14, 2008 CDA meeting. A separate SWOT discussion was conducted for each of the four main issues/opportunities (Community Design, Public Facilities & Buildings, Railroad/Trail Corridor Redevelopment, and Downtown Revitalization). Below is an abbreviated summary of the comments made during the CDA meeting. The SWOT comments were used to assist in the formation of the economic development strategy.

Community Design

Strengths	Weaknesses
Lake – waterfront is a community benefit and a potential economic benefit (tourism attraction). **Historic Library** **Park Hotel & Railroad Depot are historically significant.**	**No available financial resources for rehabilitation.** **No Revolving Loan Fund for Façade improvements or property improvements.**
Opportunities	**Threats**
Lake Restoration	**Cost of improvements.** **"Time" it will take to implement throughout community.** **Regulations & Permitting (view of business/developers) – Design Guidelines etc.**

Public Facilities & Buildings

Strengths	Weaknesses
New Clinic **Lake Fund Cleanup & Existing Plans**	**Funding** **Clinic is Exempt – No tax base** **Pedestrian bridge needs to be replaced.** **Current "space needs" of DPW & Fire/Police Department are not being met.** **Library could use additional "space" as a result of functional changes – (technology).**

Opportunities	Threats
More Senior Housing. Riverwalk/Bridge Improvements. Consultant reports identify public facility concept plans/locations.	Riverwalk – Private property rights. "Renovate vs. Build" dilemma for facilities.

Railroad/Trail Corridor Redevelopment

Strengths	Weaknesses
Incubator Bike Association/Friends of Badger Trail BUILD Grant work/CDA Committee Private Developer has land located within the TIF District.	Available (re)development funding. No bicycle facilities. No local Trail map or marketing efforts
Opportunities	**Threats**
1st development – Let's get it right! Sign space along trail to market Belleville. Land available for commercial development.	Unknown environmental issues and contamination.

Downtown Revitalization

Strengths	Weaknesses
Historic buildings and properties represent community identity. River on backside of park. Active Chamber of Commerce.	No parking/easement access. Age and deterioration of buildings. River Bank Poor signage
Opportunities	**Threats**
Reuse of the drugstore and bakery. Design standards for downtown. Village or CDA partnership with Chamber of Commerce.	Public "buy-in" of revitalization efforts. Cost to private property owners.

Business Survey

During February 2008, the Belleville CDA distributed a business survey targeted toward downtown businesses as a method to gain input from the business community. The purpose of the survey was to solicit thoughts from businesses related to economic development in the Village, to gauge the amount of contact between local government and business, to identify concerns or issues of local business, and to get feedback on whether downtown revitalization and railroad corridor redevelopment should be a focus of economic development efforts. The results of the survey are presented in two ways: a summary found below and a full report in Appendix C.

Summary of Survey

- Local businesses responding to the 2008 Village Business Survey are generally optimistic about their business outlook in 2008, and seem to be satisfied with the Village of Belleville as a place in which to do business.

- All of the respondents plan on remaining in the Village of Belleville in 2008, indicating a general short-term stability in the local business community. In addition, 50% of respondents indicated that they own their building representing a signification financial stake in the community.

- While some local businesses had no contact with Village Hall over the past year, survey respondents that have contacted Village Hall or Individual Village Departments indicate a generally high level of satisfaction and positive attitude towards local government and local economic development efforts.

- 80% of respondents (16 of 20) supported downtown and railroad corridor revitalization and redevelopment efforts. Only two respondents (10%) indicated that they were opposed to these efforts.

- The majority (65%) identified "location" as the primary factor for doing business in Belleville.

- 55% of businesses had between 1 and 4 employees. 95% had less than twenty employees.

- 45% (9 respondents) requested information regarding economic development programs and 40% (8 respondents) requested information regarding other available business programs. This suggests that the local business community is generally interested in economic development initiatives and programs.

- In general, the survey comments align with issues and opportunities that the CDA has identified including downtown signage, cleanup of the lake, encouragement of downtown activities, more retail business, and general opportunity for tourism related to the trail.

WHAT DO WE DO NEXT?

ECONOMIC DEVELOPMENT STRATEGY

Previously we listed five economic development issues and opportunities. In this section we suggest goals, strategies, and action steps that will aid in the success of redevelopment and revitalization. We first review the issues and opportunities and then lay out specific goals, strategies, and action steps that provide a framework for initiating economic change and revitalization.

Issues & Opportunities Menu

The issues and opportunities that the CDA identified in the **"CDA Orientation Meeting"** include:

1. Community Design (Goal 4)
2. Public Facilities & Buildings (Goal 5)
3. Railroad/Trail Corridor Redevelopment (Goal 2)
4. Downtown Revitalization (Goal 3)
5. Community-Wide Planning Issues (Goal 6)

In terms of future efforts by the CDA, we would assign the following priorities to the issues and opportunities:

- Priority 1 – (High Priority)

    3. Railroad/Trail Corridor Redevelopment (Goal 2)
    4. Downtown Revitalization (Goal 3)

- Priority 2 – (Medium Priority)

    1. Community Design (Goal 4)
    2. Public Facilities & Buildings (Goal 5)

- Priority 3 – (Low Priority)

    5. Community-Wide Planning Issues (Goal 6)

Given the Belleville CDA was just created and given that there is limited economic development resources currently available, it is important to focus on a few initiatives in order to accomplish something in the first 1-2 years of implementing the Belleville CDA and the initial Economic Development Strategy. We have made suggestions as to the goals and strategies that the CDA should consider. In addition, we have made suggestions as to *"priority"* in order to address the issues and opportunities that face the Village of Belleville and the Belleville CDA. It is important that the Belleville CDA review these recommendations and decide the appropriate order in which they should be implemented.

Implementation Plan - Goals, Strategies, and Action Steps

A key part of this report is the development of an action plan to implement the goals and strategies of this report. Decisions will have to be made on which strategies will be implemented, the timing and priorities for implementation, and the funding of the implementation plan.

➢ Goal 1: Continue to build organizational capacity.

It is our experience that revitalization and redevelopment programs and community initiated economic development requires an organization devoted to implementing strategies and recommendations. It is important to recognize that some projects may take ten years or more to implement while others may take a few weeks. Therefore, the first set of "Action Steps" is related to continuing the process of building organizational capacity through the Belleville CDA. In addition, a partnership must be built between Village Hall, the CDA, Chamber of Commerce, and various boards and committees.

Action Steps:

1. *"Grow"* the CDA through the *"Forming, Storming, Norming, Performing, and Transforming"* team development process. This development process is ongoing and the CDA should realize that only the most successful teams enter the *"Transforming"* phase where re-norming and revision of agenda occurs.

Forming – Learn about opportunities and challenges. Agree on goals and begin to tackle specific tasks and issues.

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Storming – Consider different ideas and alternatives. Openly discuss opinions on matters. Seek to understand first and to be understood second. Active listening is critical.

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Norming – Develop work habits and a concrete work plan. Come to agreement on values, roles of CDA membership, build trust, take on responsibility, and act in a participative framework.

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Performing – General knowledge of issues increases and the team is motivated to accomplish specific objectives and tasks. The team holds a level of competency and is able to handle the decision-making process without external leadership or direct guidance.

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Transforming – Goals have been accomplished and meaningful change has occurred. Re-storming, re-norming, and a new agenda is set. In some instances the group will adjourn.

2. Within the CDA, form task groups to work on specific issues or concerns. Provide information to the CDA as a whole and discuss options and alternatives.

3. Consider working with local colleges to hire an intern (paid or unpaid) to assist the CDA in various activities. Many interns will consider an unpaid internship for class credit or stipend internship.

4. Utilize the Village Administrator as the "Executive Director" of the CDA and actively seek leadership assistance from this established professional position.

➢ **Goal 2: Place major emphasis on trail/railroad corridor redevelopment.**

Strategy 1: Determine the potential future use (reuse) of the railroad corridor.

Currently, there is no corridor redevelopment plan. In addition, the *"highest and best use"* of the railroad corridor has not been determined. Without a clear vision and plan for the area, the *"quality"* of potential redevelopment could suffer. Property owners and developers may have competing interests and visions and without the tools to guide development, the corridor may not reach its full potential.

Action Steps:

5. Perform a housing needs assessment. Assess the current housing stock/inventory in the Village of Belleville. Use demographic information from the Wisconsin Department of Administration to project housing demand over the next 15-20 years.

6. Complete a commercial property needs assessment and market study.

7. Prepare a building and property inventory of properties within the railroad corridor including an identification of the current use of those properties.

8. Undertake an opportunities and reuse study for targeted redevelopment sites.

Strategy 2: Eliminate perceptions of environmental issues or negative feelings toward the railroad corridor.

Brownfields and environmental contaminated land costs much more to develop than "green field" development projects. This is a result of the costs associated to environmental studies and remediation. There is a potential that there are environmental issues within the corridor. Developers and investors need to be assured that the environmental issues and risks associated to the corridor are not too heavy of a burden. Even the perception of environmental contamination could prevent or delay redevelopment.

Action Steps:

9. Identify properties that need an environmental assessment. Work with property owners to assess property conditions and address environmental concerns.

10. Determine the need for creating an environmental Tax Incremental Finance (TIF) District.

11. Create an incentive policy for the railroad corridor area in conjunction with financial resources (TIF, grants etc.).

12. Develop a streetscape plan for the railroad corridor and begin to improve the image of the area.

Strategy 3: Facilitate redevelopment of blighted or underutilized properties in the railroad corridor.

The railroad corridor has a number of blighted and underutilized properties including the old railroad depot/Landmark Services building. Some buildings have been underutilized for quite some time. It is clear that the railroad corridor is significant in terms of the trail and in terms of historic Belleville. The trail provides an economic opportunity for Belleville. Improving the corridor while harnessing the pedestrian traffic associated to the trail could have lasting economic implications for the Village.

Action Steps:

13. Review existing TIF District Project Plans and maps. Review TIF law in order to gain a firm understanding of the applicable state statutes.

14. Utilize the CDA to oversee redevelopment activities in association with Village staff.

15. With the assistance from the Village Board and Plan Commission, amend Tax Incremental District (TID) No. 2 to transfer remaining fund balance to CDA for statutory purposes. Close TID No. 2.

16. Create TID No. 3 (west side development). Set up TID No. 3 as a "Donor District" to future TID No. 4.

17. Create TID No. 4 for the purpose of redeveloping the railroad corridor. Establish a finding of blight and a plan for blight elimination, the finding of a rehabilitation and conservation district, or the finding of a mixed-use area and plan for mixed-use development. Document any blight findings per statute.

18. Create and implement a redevelopment plan per statute for sites specific to the railroad corridor.

19. Provide incentives to existing property owners to improve the existing conditions of properties. Encourage "high-quality" commercial and/or housing projects.

20. If appropriate, complete an analysis of TIF increment to be generated from various development scenarios. Create or amend TIF districts as necessary.

21. Determine the need for Community Initiated Development (CID) and a plan of action for purchase, development, and sale of specific property.

22. If applicable, assist with the negotiation of development agreements as required (PAY-AS-YOU-DO developer led vs. Village financed TID).

➢ **Goal 3: Preserve, Improve, Revitalize, and Market Downtown Belleville.**

Strategy 4: Identify and find funding for revitalization efforts.

It is unlikely that the general tax levy with the current imposed levy limits will provide enough financial resources to enable long-term revitalization efforts. It is anticipated that the Village will have to seek and secure alternative funding including resources from grants, donations, and Tax Increment Financing (TIF).

Action Steps:

23. Consider seeking historical designation or landmark designation for historic buildings and properties. Use this as a means to attract additional investment to the area and/or planning efforts. Use existing designations to promote community.

24. Consider the creation of a non-profit 501 (c) (3) charitable organization for the purpose of raising funds for projects that improve the downtown.

25. Identify specialized housing tax credits for historic preservation and restoration efforts. Review requirements of historic tax credits and inform potential developers or property owners on eligibility.

26. Use a revolving loan fund or grant system for façade improvements. Establish program criteria and terms of funding. Funding sources for the revolving loan fund or grant system could stem from Community Development Block Grant (CDBG) sources, Tax Incremental Finance (TIF), Business Improvement District (BID), non-profit, local bank, or community donations.

27. Implement a Main Streets Program and/or BID District to build community capacity in order to promote the downtown, create an attractive downtown, aid in the retention of existing businesses, and attract new business.

Strategy 5: Promote infill redevelopment

Properties downtown Belleville that are underutilized, need rehabilitation, or no longer provide adequate facilities should be targeted for infill redevelopment. Infill redevelopment will improve specific properties and assist with revitalizing all of downtown.

Action Steps:

28. Create an inventory of sites that could benefit from infill redevelopment/adaptive reuse. Review the 2007 Landmark Services study.

29. Interview local property owners and developers regarding possible alternative uses and determine feasibility of those concepts.

30. Provide marketing assistance to those individuals or businesses that engage in infill redevelopment in an attempt to promote long-term success of infill projects.

31. Consider the use of GIS to create an economic development tool to highlight/market potential infill/redevelopment opportunities.

Strategy 6: Build an attractive environment and create downtown character.

Building an attractive environment and creating downtown character assists with establishing a sense of place. Creating an appealing and attractive environment is the first step in drawing people to the area or neighborhood.

Action Steps:

32. Establish a downtown cleanup and beautification program/group.

33. Establish a downtown program aimed to rehabilitate or update existing buildings (e.g. RLF, Façade Improvement Program).

34. Establish downtown design guidelines or standards to guide private property improvements. Review and incorporate as appropriate the "Downtown Design Walkabout" study completed by the Neighborhood Design Center, Inc.

35. Commission local artists to design unique signs and/or streetscape elements.

Strategy 7: Focus on business attraction and retention – needs and wants.

Focusing on business attraction and retention is a two-pronged approach that helps determine the current "needs and wants" of local business while determining prospective business "needs or wants." The overall purpose is to develop a roadmap that allows the retention or expansion of existing businesses while attracting new or emerging businesses. The roadmap provides an avenue to promote and accomplish goals such as

stimulating commercial activity, support downtown initiatives, develop new business opportunities, capitalize on expertise within the community, and to increase local employment and local economic activity.

Action Steps:

36. Create a business recruitment package including a local business resource guide and community profile. Utilize LocationOne Information System through the State of Wisconsin.

37. Develop a business recruitment campaign. Consider creating a business recruitment webpage and advertise in regional media outlets (newspapers, publications, radio). The recruitment webpage could be combined with a downtown webpage that lists activities, events, and businesses.

38. Identify the "type" of businesses the Village would like to recruit to its downtown. This could be accomplished through citizen listening sessions, focus groups, community-wide survey, or other strategic planning process.

Strategy 8: Expand on downtown activities.

If creating an attractive environment is the first step in developing a sense of place, then the second step is to create activity that translates into commerce. Expanding on downtown activities provides people with *"things to do."* These "things to do" turns into commerce which aids in the survival and success of downtown business. In addition, downtown activities help develop the market for specific goods or services.

Action Steps:

39. Market the bike trail as an important link to the downtown. Create a downtown map/bike trail map.

40. Promote community events in the downtown area to include things such as art fairs, sidewalk sales, seasonal events, or other cultural affairs (live music, farmers market etc.). Make downtown a "lifestyle center" for Village residents and the Belleville area.

41. Consider holding a Community picnic sponsored by the Village Board of Trustees or Community Development Authority.

➢ **Goal 4: Improve the appearance of the Village through Community Design aspects.**

Strategy 9: Improve Village entrances and streetscape amenities.

The CDA felt that the community needs some sprucing up to make the community more inviting and give it a Village character. Enhancing Village character can be partially done through the improvement of Village entrances and streetscape.

Action Steps:

42. Document existing conditions of Village entrances and streetscape amenities by digital photography.
43. Hold joint "discussion" meetings with the Public Works Committee and Plan Commission to discuss Village entrances and general streetscape amenities.
44. Work with the Village Board, Public Works Committee, or Plan Commission to establish specific design improvements/standards for lighting, public entrances, and street signs.
45. Work with Administrative staff to incorporate necessary design improvements into the Village's Capital Improvement Plan (CIP) and outline funding sources.

Strategy 10: Create a distinct "theme" for the downtown and/or railroad corridors.

Improving the appearance and image of the railroad corridor and downtown Belleville is a primary goal. Design elements of these two areas should be responsive to local values and concerns. The design elements should encourage corridor consistency (both downtown and railroad corridor) while enhancing community identity. This can be accomplished through a well-thought-out theme and design guidelines that integrate and balance community, aesthetic, historic, and environmental values within each corridor and each corridors overarching goals.

Action Steps:

46. Document existing conditions by digital photography.
47. Hold a joint meeting with the Belleville Chamber of Commerce to discuss "community character." The purpose of this meeting would be to solicit input from the business community on the need for community branding and/or design guidelines.
48. Work with the Plan Commission to develop streetscape plans that establish some consistency throughout the Village while allowing for unique theming within specific areas.

49. Work with the Plan Commission to create design guidelines for private property within key districts. This may include the creation of a design overlay district or historic district.

50. Apply for a BUILD grant to fund design guidelines or standards.

➢ **Goal 5: Provide appropriate levels of public facilities and recreation opportunities for residents.**

Strategy 11: Assist with determining "space needs" and "function needs" of a library and/or community center.

A library and/or community center are viewed as a community amenity and could offer services to a wide range of demographics. The CDA could serve as a financing mechanism for a library or community center through CDA bonds. In addition, the CDA could offer an independent review or perspective on the need for such facilities.

Action Steps:

51. Review existing reports and department requests for new facilities/space concerns.

52. Assist the Village Board in determining the population a library and community center would serve.

Strategy 12: Work with Village Administration and the Village Board to determine alternative funding sources for public facilities.

Since the CDA can borrow funds on a tax-exempt basis and CDA debt does not count against the 5% equalized value test for general obligation (G.O.) debt, the CDA may serve as an alternative funding source for public facilities. In addition, the CDA can apply and receive grants and utilize TIF resources.

Action Steps:

53. Consider the benefits of utilizing the CDA as the primary financing mechanism for public facilities.

54. Utilize the CDA in association with Tax Incremental Finance to fund specific improvements.

Strategy 13: Identify locations for possible land acquisition for public parking purposes.

Currently there is a lack of public parking available in the downtown area. Sufficient public parking will assist Belleville in achieving the Village's economic and revitalization goals.

Action Steps:

55. Conduct a parking study to determine the current need (supply and demand) for parking and future needs for parking in downtown Belleville.

56. Complete an initial concept plan for public parking alternatives.

57. Identify funding sources for acquisition of property and construction of public parking areas.

Strategy 14: Create a plan to highlight desired riverwalk improvements.

The CDA has indicated that a unique and improved riverwalk would be a vital community asset. In order to make desired improvements, the CDA may wish to assist with creating an overall site plan, overlay district, or capital improvement program for the riverwalk.

Action Steps:

58. Review existing studies related to the riverwalk and lake.

59. Work with the Village Board and Plan Commission to develop a riverwalk improvement plan to coincide with community design standards and a Capital Improvement Plan (CIP).

60. Review Wisconsin DNR River Protection Planning Grant guidelines to determine funding eligibility for a riverwalk plan.

61. Apply for DNR Stewardship funding to implement phased improvements as identified through a riverwalk plan.

➢ **Goal 6: Assist with Community-Wide Planning Issues.**

Strategy 15: Encourage property maintenance and upkeep.

Property appearance and upkeep is a general concern of the CDA. Well-maintained properties assist with ensuring a stable tax base and an appealing community. Well-maintained properties also provide the necessary housing stock that the educated and creative base desires.

Action Steps:

62. Create an inventory of housing and/or commercial properties that need rehabilitation.

63. Attempt to acquire monies to promote home improvement programs.

64. Consider creating a volunteer beautification committee with the aim of recognizing well-groomed properties and to promote attractive landscaping. This committee could be coordinated with a downtown beautification committee (see action step 28).

65. Review municipal ordinances related to property maintenance and review enforcement of those ordinances. Outline the current process of enforcement of property maintenance ordinances. Recommend changes (to Village Board) to ordinances to promote property maintenance and upkeep.

Strategy 16: Unify the Village vision.

It is essential that the Village Board, Plan Commission, and Community Development Authority have a unified vision and a general understanding of development goals and development roles. It is also important to communicate goals, successes and opportunities to the Belleville Area and to the broader regional audience (Madison area).

Action Steps:

66. Review the current Belleville Comprehensive Plan.

67. Organize and hold a local "Economic Development Summit." The purpose would be to promote economic revitalization and redevelopment in the community, to begin to pool resources together, and provide outreach to the business community.

68. Unify the planning vision of the Village by building community consensus.

69. Work with the Village Board, Plan Commission, and other committees (and groups/organizations) to begin to tackle specific issues.

70. Consider the use of a community-wide survey to gain input on overall development in the Village.

Final Comment:

Implementing the Economic Development Strategy and building organizational capacity will require a combination of time, talent, and funding. The CDA must continue its dedication to community revitalization and redevelopment and exhibit a willingness to learn new things and take on new challenges. The action steps described above need to be carefully reviewed and discussed within the CDA and task groups need to be established. This document should be viewed as an initial work plan and framework for the CDA.

MSA Professional Services, Inc. appreciates the opportunity to work on this project and look forward to seeing the implementation of the goals, strategies, and action steps.

Appendix A

DOWNTOWN TARGETED INTERVENTION AREA (TIA) MAP

Village of Belleville
Dane & Green
Counties, WI

Targeted
Intervention Area

Main St. Corridor

-FINAL-

Legend

- Targeted Intervention Area - Main St Corridor Boundary
- Targeted Intervention Area - Main St Corridor Parcels

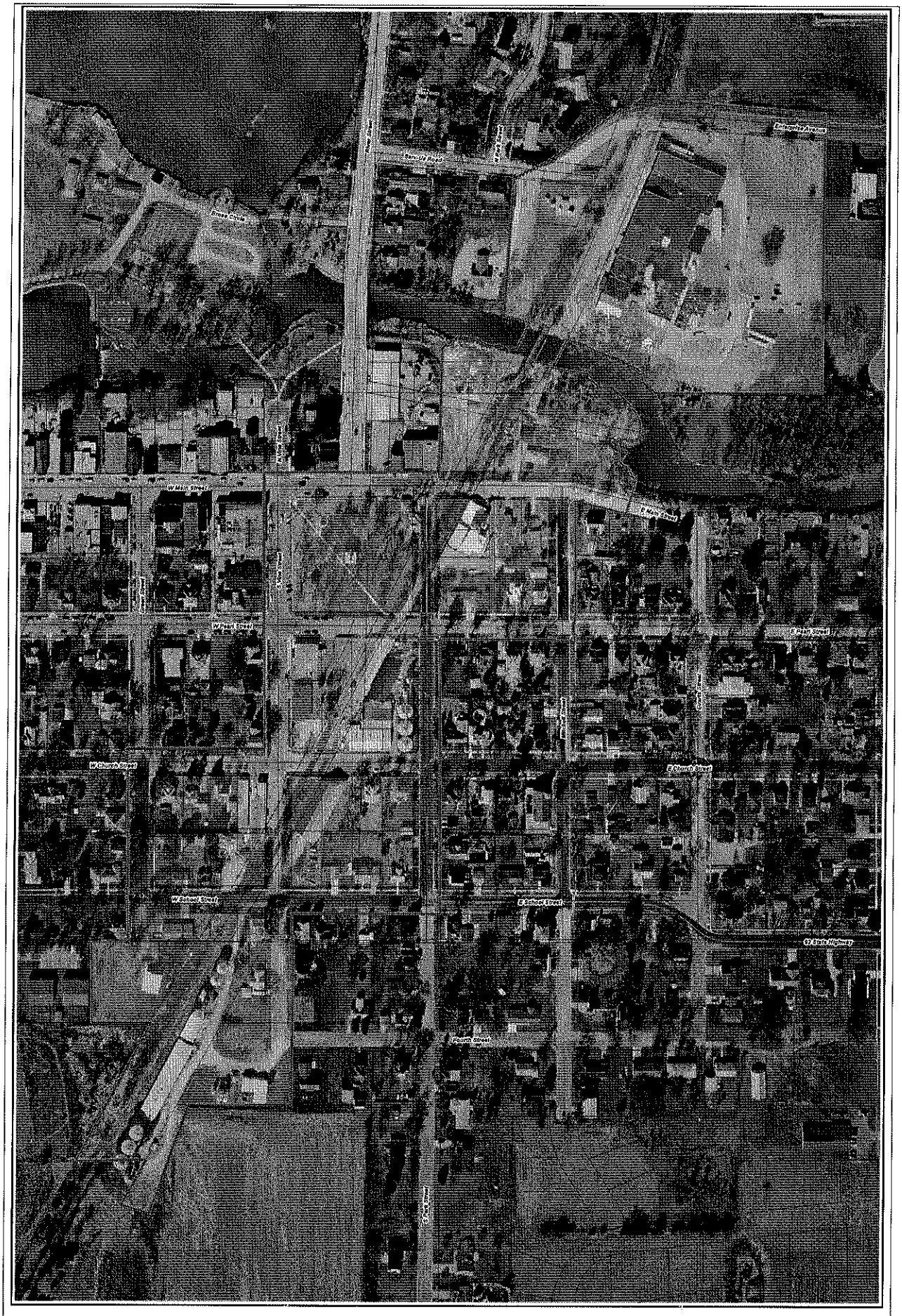
100 50 0 100 200 300
Feet

N
W E
S

Project #37220706A
SRK - April 15th, 2008

Appendix B

RAILROAD/TRAIL CORRIDOR TARGETED INTERVENTION AREA (TIA) MAP



Village of Belleville
Dane & Green
Counties, WI

Targeted
Intervention Area
Railroad/Trail Corridor

-FINAL-

Legend

Targeted Intervention Area - Railroad/Trail Boundary

Targeted Intervention Area - Railroad/Trail Parcels

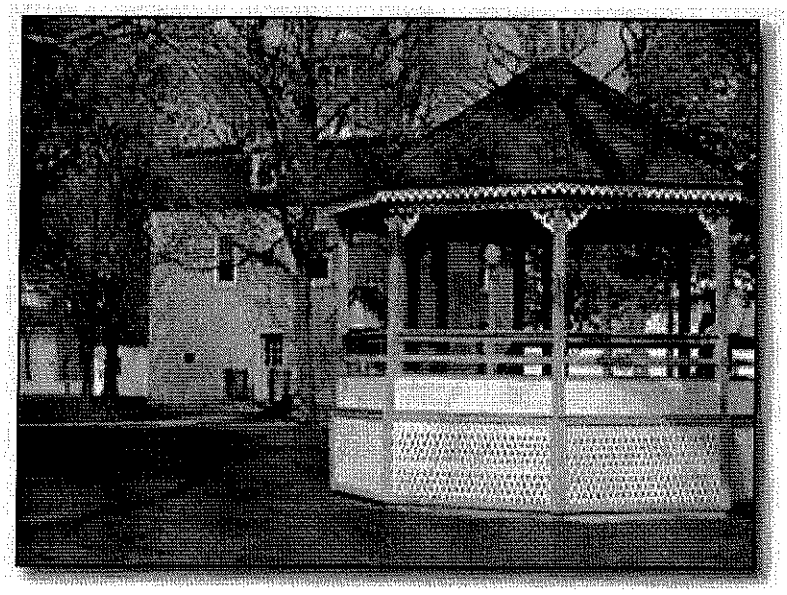
100 50 0 100 200 300 Feet

N W E S

Project #37207084
SRK - April 15th, 2008

Appendix C

BUSINESS SURVEY REPORT



2008
BUSINESS SURVEY REPORT

COMMUNITY DEVELOPMENT AUTHORITY

Village of Belleville, Wisconsin

March 10, 2008

Prepared by:
MSA Professional Services, Inc.
Baraboo, WI

VILLAGE OF BELLEVILLE
BUSINESS SURVEY
2008 REPORT

Prepared for:

2008 Community Development Authority

Joe Donlin
Darlene Hendrickson
Terry Kringle
Brad Walters
Eric Warmuth
Lance Williston
Paul Ziehli

2008 VILLAGE BUSINESS SURVEY REPORT

In February 2008, the Village of Belleville and Community Development Authority (CDA) distributed business surveys to approximately 26 businesses within the Village of Belleville, in an effort to determine issues facing the business community, identify business community needs, and provide the business community with a means of communicating with the CDA, Village officials, and Village staff. Copies of the original survey instrument and frequency tables reporting survey responses are listed in Appendix A and Appendix B.

A total of twenty (20) businesses returned completed surveys to the Community Development Authority (CDA) in 2008 for the purposes of this analysis, representing a 76.9% response rate (20 of 26 surveys).

COMPANY EMPLOYMENT SIZE?

In general, survey respondents consisted of small employers, as the highest concentration of respondents reported having less than five employees (55%). 95% of the survey respondents reported employing less than twenty employees, while only five percent (5%) reported having 50+ employees. These responses emphasize the importance of providing economic development services and information, which supports small employers and entrepreneurs in Belleville.

WHY LOCATE IN BELLEVILLE?

The top four reasons reported by businesses for locating their business in the Village of Belleville were: location (65% of responses), available building/property (55%), and proximity to customers and close to personal residences (35%). Only property taxes and proximity to employees received zero responses. One respondent indicated that their business was an *"existing business"* and four respondents indicated that their business was a *"long time family business."*

OWN OR LEASE?

Exactly fifty-percent (50% - 10 responses) of survey respondents indicated they lease the building they currently occupy. As a result, 50% reported owning the property they occupy. Status of property ownership is a significant contributing factor to the long-term health of the local real estate market, and in particular the office and commercial market, as businesses that lease property are generally more mobile than businesses with significant investments in property and equipment. Owners of commercial rental properties must continue to provide superior lease space, in order to compete with other product in the marketplace, and to continue to attract tenants to Belleville.

PLANNING AN EXPANSION?

When asked whether the business is planning an expansion project within the next year, 4 respondents (20%) indicated they had expansion plans. The overwhelming majority of respondents indicated no plans for significant investments in their property or equipment (75%).

Two respondents indicated plans for an expansion that would cost $50,000 and $200,000. This represents the potential for significant investment in Belleville properties. The other two

respondents did not indicate the level of planned financial investment in expansions or equipment purchases.

STAYING IN BELLEVILLE?

When asked whether the business has immediate or future plans to move all or part of the firm's operations from its present location, zero (0%) indicated they had plans to move to a new location outside of Belleville. Three (15.0%) of the respondents indicated they planned a move, but would move to another location within the Village of Belleville. Only one (5%) business indicated they were considering a move, but had no specific plans at the time they completed the survey. Finally, over three-quarters (80%) of survey respondents indicated they had no plans to move in the near future. These responses indicate companies' general satisfaction with their Belleville location and business facilities, and indicate near-term stability in the local real estate market.

WHY CONTEMPLATE LEAVING BELLEVILLE?

In the 2008 survey, no respondents indicated they were contemplating leaving Belleville.

LOCAL LABOR FORCE CONCERNS?

Seven (35%) respondents did not answer this question at all. This may suggest that the question is not applicable or that they have no significant concern regarding the local labor force. Of those that responded, over 35% felt that the quality of employees, skill level of employees, job readiness of new employees, and availability of employees improved over the past year. The minor area of concern reported by four local businesses was that retention of employees declined. One written response highlighted the need for "parking" for employees.

CONTACT WITH AND LEVEL OF SATISFACTION WITH LOCAL GOVERNMENT AND OTHER ORGANIZATIONS?

Of the responses, 20% reported that they had no contact with Village Hall and 30% reported no contact with Individual Village Departments. Approximately 40% reported no contact with the Community and Economic Development Committee and 25% reported no contact with the Belleville Chamber of Commerce. Respondents may have misconstrued the word "contact" to represent only personal interaction. Regardless, future communications should emphasize the source and intent of the message, and additional time and focus should be spent on outreach efforts to the business community.

Of those companies that did have contact with one or more of the organizations, most reported that they were either 'very satisfied' or 'somewhat satisfied' with the organizations. For example, 70% of respondents reported satisfaction with Village Hall, while 5% of respondents reported dissatisfaction with Village Hall (one response). The responses were somewhat similar for Individual Village Departments, as 45% of respondents reported satisfaction with Individual Village Departments, while 10% of respondents reported dissatisfaction (2 of 20 responses). In addition, the Community and Economic Development Committee received a satisfactory ranking from 50% of respondents, only one responded negatively (5%). Finally, the Belleville Chamber of Commerce received satisfactory rankings from 60% of respondents.

LEVEL OF SATISFACTION WITH GOVERNMENT AND BUSINESS CONDITIONS?

Local businesses were asked to rank their level of satisfaction with the following items: their business' outlook, local economic development efforts, local government in the community, and the Village as a place to do business. The responses were positive, as 65% of survey respondents reported satisfaction with their business' outlook in 2008-2009. 65% of business respondents reported satisfaction with local economic development efforts, while 10% reported having no opinion (two responses). Similarly, 65% of the respondents reported satisfaction with local government in the Village of Belleville, with 20% indicating no opinion. Finally, 70% of survey respondents reported they were either 'very satisfied' (35%) or 'somewhat satisfied' (35%) with the Village of Belleville as a place to do business. Survey results indicate that local businesses are generally satisfied with the Village of Belleville as a place to do business and with local government in the community.

REQUEST INFORMATION REGARDING VILLAGE ECONOMIC DEVELOPMENT PROGRAMS?

Forty-five percent (45%) of survey respondents (9 businesses) requested information regarding Belleville's economic development programs, and 40% (8 respondents) requested information regarding other available business programs. Only one respondent requested scheduling an appointment with the Village to discuss economic development. We hope the business will be contacted by Village staff to discuss specific business issues and concerns. Fifty percent (50%) asked not be contacted.

DOWNTOWN BELLEVILLE & RAILROAD/TRAIL CORRIDOR REDEVELOPMENT?

Of those that responded, 88.9% (16 of 18) believed that downtown Belleville and the railroad corridor/trail should be a focus of revitalization and redevelopment efforts. Only two respondents indicated that the downtown and railroad corridor should not be a focus. One respondent indicated *"no interest"* in redevelopment and revitalization efforts while one stated they would *"need more information."* Other comments include the following:

- More so on the west side – work on what you currently have before you work on expanding.
- Brings a lot of tourists.
- Downtown first, railroad second.
- Yes downtown. No railroad.

WHAT ECONOMIC DEVELOPMENT INITIATIVE WOULD YOU LIKE TO SEE?

See individual comments in appendix – question 11.

DO YOU HAVE ANY SUGGESTIONS TO MAINTAIN AND IMPROVE ECONOMIC CONDITIONS OR IMPROVE RELATIONS BETWEEN BUSINESS AND VILLAGE HALL?

See individual comments in appendix – question 12.

CONCLUSIONS:

- Local businesses responding to the 2008 Village Business Survey are generally optimistic about their business outlook in 2008, and seem to be satisfied with the Village of Belleville as a place in which to do business.

- All of the respondents plan on remaining in the Village of Belleville in 2008, indicating a general short-term stability in the local business community. In addition, 50% of respondents indicated that they own their building representing a signification financial stake in the community.

- While some local businesses had no contact with Village Hall over the past year, survey respondents that have contacted Village Hall or Individual Village Departments indicate a generally high level of satisfaction and positive attitude towards local government and local economic development efforts.

- 80% of respondents (16 of 20) supported downtown and railroad corridor revitalization and redevelopment efforts. Only two respondents (10%) indicated that they were opposed to these efforts.

Survey results demonstrate a need to maintain open communications with the business community. Face-to-face business visitation and periodic focus group meetings in selected areas in the community may be appropriate as the CDA implements their goals and strategies to improve the economic condition of the Village. In addition, the CDA should consider supporting future business surveys in an effort to continually solicit feedback from the business community. In the future, the CDA may also wish to coordinate with Village staff on completing a Village-wide survey to solicit feedback on local government services and economic development issues from residents and businesses.

HOW WILL THIS INFORMATION BE USED?

The Belleville Community Development Authority (CDA) is committed to continuing efforts in identifying the challenges and opportunities facing the success of Belleville's business community. Issues identified within these survey responses will be discussed by the CDA, solutions will be identified, and specific business concerns regarding specific issues will be addressed by the CDA in 2008 and beyond. Survey results will also be shared with the Village President, members of the Village Board, other Village Departments, and the public in order to highlight business owners' opinions and attitudes regarding the Village of Belleville.

It is the CDA's belief that Village Hall must remain approachable, open, and responsive to the concerns of local businesses. Meeting the needs of existing and new employers in all business sectors will help create a vibrant and productive local economy, and will support the continued economic development, economic growth, and financial stability of the community.

APPENDIX A: FREQUENCY TABLES & COMMENTS

FREQUENCY TABLES – 2008 EDC SURVEY

Current Number of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	1-4	11	55.0	55.0	60.0
	5-9	4	20.0	20.0	80.0
	10-19	3	15.0	15.0	95.0
	20-49	0	0.0	0.0	0.0
	50-99	1	5.0	5.0	100.0
	100+	0	0.0	0.0	100.0
	Total	20	100.0	100.0	

1. Why did you choose to locate your business in the Village of Belleville (check all that apply)?

a) Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	7	35.0	35.0	35.0
	Yes	13	65.0	65.0	100.0
	Total	20	100.0	100.0	

b) Proximity to Clients/Suppliers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	18	90.0	90.0	90.0
	Yes	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

c) Proximity to Customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	13	65.0	65.0	65.0
	Yes	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

d) Proximity to Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	20	100.0	100.0	100.0
	Yes	0	00.0	00.0	100.0
	Total	20	100.0	100.0	

e) Community Image

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	18	90.0	90.0	90.0
	Yes	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

f) Available Building/Property

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	9	45.0	45.0	45.0
	Yes	11	55.0	55.0	100.0
	Total	20	100.0	100.0	

g) Community Demographics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	19	95.0	95.0	95.0
	Yes	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

h) Property Taxes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	20	100.0	100.0	100.0
	Yes	0	0.0	0.0	100.0
	Total	20	100.0	100.0	

i) Close to Personal Residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	13	65.0	65.0	65.0
	Yes	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

j) Long Time Family Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	16	80.0	80.0	80.0
	Yes	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

k) Other Comments

		Frequency	Percent	Valid Percent	Cumulative Percent
1	Existing Business	1	100.00	100.00	100.00

2. Do you currently own or lease the building(s) you occupy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	0	0.0	0.0	0.0
	Own	10	50.0	50.0	50.0
	Lease	10	50.0	50.0	100.0
	Own/Leaseback	0	0.0	0.0	100.0
	Both Own and Lease	0	0.0	0.0	100.0
	Total	20	100.0	100.0	

3. Are you planning an expansion project within the next year that would include a building purchase and/or expansion; building renovation; the purchase of machinery and equipment; or any other type of project with which you might need technical or financial assistance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Yes	4	20.0	20.0	25.0
	No	15	75.0	75.0	100.0
	Total	20	100.0	100.0	

If yes, what is the approximate project cost?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	16	80.0	80.0	80.0
	Unknown	0	0.0	0.0	80.0
	Unsure	2	10.0	10.0	90.0
	$5-10,000	0	0.0	0.0	90.0
	$25,000	0	0.0	0.0	90.0
	$50,000	1	5.0	5.0	95.0
	$60,000	0	0.0	0.0	95.0
	$50- 100,000	0	0.0	0.0	95.0
	$100,000+	0	0.0	0.0	95.0
	$120,000	0	0.0	0.0	95.0
	$125,000	0	0.0	0.0	95.0
	$100-200,000	0	0.0	0.0	95.0
	$200,000	1	5.0	5.0	100.0
	$250,000	0	0.0	0.0	100.0
	$500,000	0	0.0	0.0	100.0
	Over $500,000	0	0.0	0.0	100.0
	Total	20	100.0	100.0	

4. Do you have immediate or future plans to move all or part of your firm's operations from you present location?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	0	0.0	0.0	0.0
	Yes, Within Belleville	3	15.0	15.0	15.0
	Yes, Outside of Belleville	0	0.0	0.0	15.0
	Considering Move	1	5.0	5.0	20.0
	No Plans to Move	16	80.0	80.0	100.0
	Total	20	100.0	100.0	

5. If moving or expanding outside of the Village of Belleville, why are you contemplating leaving (check all that apply)?

No businesses indicated plans to move or expand outside of the Village of Belleville.

6. Over the past year, what issues related to your company's labor force are of concern (please check only one response in each row)?

a) Quality of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	7	35.0	35.0	35.0
	Improved	4	20.0	20.0	55.0
	Stayed the Same	5	25.0	25.0	80.0
	Declined	2	10.0	10.0	90.0
	Not Applicable	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

b) Availability of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	7	35.0	35.0	35.0
	Improved	5	25.0	25.0	60.0
	Stayed the Same	4	20.0	20.0	80.0
	Declined	2	10.0	10.0	90.0
	Not Applicable	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

c) Skill Level of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	9	45.0	45.0	45.0
	Improved	4	20.0	20.0	65.0
	Stayed the Same	3	15.0	15.0	80.0
	Declined	2	10.0	10.0	90.0
	Not Applicable	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

d) Job Readiness of New Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	9	45.0	45.0	45.0
	Improved	4	20.0	20.0	65.0
	Stayed the Same	3	15.0	15.0	80.0
	Declined	2	10.0	10.0	90.0
	Not Applicable	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

e) Rate of Employee Turnover/Retention of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	8	40.0	40.0	40.0
	Improved	3	15.0	15.0	55.0
	Stayed the Same	3	15.0	15.0	70.0
	Declined	4	20.0	20.0	90.0
	Not Applicable	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

f) Other Labor Force Factors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO ANSWER.	19	95.0	95.0	95.0
	NEED FOR EMPLOYEE PARKING	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

7. Please note if you had contact with any of the following organizations over the past year, and your level of satisfaction with those organizations (please check only one response in each row):
(Note: (*) Website Survey Included No Opinion as a possible answer, different from the paper-based survey.)

a) Village Hall

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Very Satisfied	11	55.0	55.0	60.0
	Somewhat Satisfied	3	15.0	15.0	75.0
	Somewhat Dissatisfied	1	5.0	5.0	80.0
	Very Dissatisfied	0	0.0	0.0	80.0
	No Contact	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

b) Individual Village Departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	3	15.0	15.0	15.0
	Very Satisfied	5	25.0	25.0	40.0
	Somewhat Satisfied	4	20.0	20.0	60.0
	Somewhat Dissatisfied	2	10.0	10.0	70.0
	Very Dissatisfied	0	0.0	0.0	70.0
	No Contact	6	30.0	30.0	100.0
	Total	20	100.0	100.0	

c) Community & Economic Development Committee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Very Satisfied	5	25.0	25.0	30.0
	Somewhat Satisfied	5	25.0	25.0	55.0
	Somewhat Dissatisfied	0	0.0	0.0	55.0
	Very Dissatisfied	1	5.0	5.0	60.0
	No Contact	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

d) Belleville Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Very Satisfied	7	35.0	35.0	40.0
	Somewhat Satisfied	5	25.0	25.0	65.0
	Somewhat Dissatisfied	1	5.0	5.0	70.0
	Very Dissatisfied	1	5.0	5.0	75.0
	No Contact	5	25.0	25.0	100.0
	Total	20	100.0	100.0	

8. Overall, what is your level of satisfaction with the following items (please check only one response in each row):

a) Your business' outlook for next year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	0	0.0	0.0	0.0
	Very Satisfied	7	35.0	35.0	35.0
	Somewhat Satisfied	6	30.0	30.0	65.0
	Somewhat Dissatisfied	2	10.0	10.0	75.0
	Very Dissatisfied	1	5.0	5.0	80.0
	No Opinion	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

b) Local economic development efforts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Very Satisfied	3	15.0	15.0	20.0
	Somewhat Satisfied	10	50.0	50.0	70.0
	Somewhat Dissatisfied	3	15.0	15.0	85.0
	Very Dissatisfied	1	5.0	5.0	90.0
	No Opinion	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

c) Local government in this community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	1	5.0	5.0	5.0
	Very Satisfied	5	25.0	25.0	30.0
	Somewhat Satisfied	8	40.0	40.0	70.0
	Somewhat Dissatisfied	2	10.0	10.0	80.0
	Very Dissatisfied	0	0.0	0.0	80.0
	No Opinion	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

d) Village of Belleville as a place to do business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	0	0.0	0.0	0.0
	Very Satisfied	7	35.0	35.0	35.0
	Somewhat Satisfied	7	35.0	35.0	70.0
	Somewhat Dissatisfied	3	15.0	15.0	85.0
	Very Dissatisfied	0	0.0	0.0	0.0
	No Opinion	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

9. Would you like to receive information about programs offered by the Village or the Economic Development Committee, or a personal visit from our Economic Development Coordinator (check all that apply)?

a) Yes, please send information on Belleville economic development programs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	11	55.0	55.0	55.0
	Yes	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

b) Yes, please send information on other available business programs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	12	60.0	60.0	60.0
	Yes	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

c) Yes, please call me for an appointment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	19	95.0	95.0	95.0
	Yes	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

d) No, not interested in being contacted.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	10	50.0	50.0	50.0
	No	10	50.0	50.0	100.0
	Total	20	100.0	100.0	

10. Do you believe downtown Belleville and the railroad corridor/trail should be a focus of revitalization and redevelopment efforts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Answer	2	10.0	10.0	10.0
	Yes	16	80.0	80.0	90.0
	No	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

c) Other Comment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO COMMENT	17	85.0	85.0	85.0
	MORE SO ON THE WEST SIDE – WORK ON WHAT YOU CURRENTLY HAVE BEFORE YOU WORK ON EXPANDING.	1	5.0	5.0	90.0
	NO INTEREST	1	5.0	5.0	95.0
	BRINGS A LOT OF TOURISTS	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

11. What economic development initiative or improvement would you like to see happen in Belleville?

COMMENTS:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO ANSWER.	7	35.0	35.0	35.0
	LIGHT RAIL	1	5.0	5.0	40.0
	MONEY TO IMPROVE AND RESTORE OLD BUILDINGS. RESTORE LAKE. COMPACT CAR PARKING ON CORNERS. WORK ON RAILROAD CORRIDOR. MORE HIGH END HOMES. MOVE FRESH PACK TO INDUSTRIAL PARK. FREE UP MAIN STREET BUILDINGS. LOW INTEREST LOANS TO BUSINESS.	1	5.0	5.0	45.0
	SIGNS OUTSIDE OF TOWN LETTING PEOPLE KNOW DOWNTOWN EXISTS.	1	5.0	5.0	50.0
	MORE CHOICES FOR FOOD AND KIDS PLACES.	1	5.0	5.0	55.0
	THE LAKE.	1	5.0	5.0	60.0
	HIGHER END RETAIL MARKET.	1	5.0	5.0	65.0
	DO EVERYTHING IN ITS POWER TO ENCOURAGE GROWTH.	1	5.0	5.0	70.0
	I WOULD LIKE TO SEE MORE RETAIL AND OTHER RESTAURANT CHOICES.	1	5.0	5.0	75.0
	I THINK ITS GOING FINE. ALTHOUGH I HAVEN'T PERSONALLY BEEN IN THE	1	5.0	5.0	80.0

	HAVEN'T PERSONALLY BEEN IN THE VILLAGE VER LONG (9 MONTHS).				
	GRANTS FOR FAÇADE IMPROVEMENTS ON MAIN STREET. LOW INTEREST LOAN FOR MAIN STREET.	1	5.0	5.0	85.0
	WOULD LIKE TO SEE THE RELEVANT VILLAGE COMMITTEES WORK TOGETHER WITH THE CHAMBER, AS WELL AS, OTHER ORGANIZATIONS TO ATTRACT AND PROMOTE AREA BUSINESSES.	1	5.0	5.0	90.0
	FIX MAIN STREET FROM POTHOLES.	1	5.0	5.0	95.0
	TEAM WITH NEW GLARUS FOR TOURISM ADVERTISING.	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

12. Do you have any ideas or suggestions to maintain and improve economic conditions in the Village of Belleville, or improve relations between business and Village Hall?

COMMENTS:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO ANSWER	12	60.0	60.0	60.0
	VILLAGE BOARD INVOLVEMENT WITH CHAMBER. CDA SHOULD HAVE A MAIN STREET OR ANY BUSINESS OWNER ON THEIR COMMITTEE – PROMOTE SUPPORTING LOCAL BUSINESSES. A FEW YEARS AGO, SOME CHAMBER MEMBERS MET WITH A REPRESENTATIVE FROM THE STATE TOURISM BUREAU. THE THREE ELEMENTS I TOOK AWAY FROM THE MEETING ARE: 1) YOU NEED A REASON FOR PEOPLE TO COME TO BELLEVILLE (I.E. THE LAKE, BRANDING COMMUNITY, MUSIC FEST, UFO DAYS); 2) YOU NEED A PLACE FOR THEM TO STAY (I.E. HOTEL OR BED AND BREAKFAST); 3) YOU NEED THINGS/ACTIVITIES FOR THEM TO DO (I.E. SHOPPING, BIKE TRAIL, RESTAURANTS, SNOWMOBILING/ATV). GIVE INCENTIVES FOR BUSINESS TO COME TO BELLEVILLE AND STAY IN BELLEVILLE (TAX BREAKS). ADVERTISE IN MINNESOTA, CHICAGO ETC. FOR BUSINESS TO CHECK OUT BELLEVILLE AS A POSSIBLE BUSINESS SITE.	1	5.0	5.0	65.0
	PROMOTE THE BUSINESSES WE HAVE – SIGNS AND ADVERTISING.	1	5.0	5.0	70.0
	UTILIZE THE LAKE FOR CRAFT FAIRS AND DIFFERENT THINGS TO BRING UP REVENUE.	1	5.0	5.0	75.0

LET ME KNOW WHEN THE NEXT CDA MEETING IS AND I WILL ANSWER THAT QUESTION AT THAT TIME.	1	5.0	5.0	80.0
SOME INITIATIVES TO GET PEOPLE TO SPEND AND SHOP LOCALLY – ESPECIALLY FOR OUTLYING CONNECTED DEVELOPMENTS.	1	5.0	5.0	85.0
BOARD MEMBERS SHOULD GET OUT AND MEET THE OWNERS SO THEY KNOW WHO WE ARE, WHAT WE NEED, AND WHAT WE DO.	1	5.0	5.0	90.0
THE VILLAGE BOARD IS NOT "BUSINESS FRIENDLY." ATTRACTING BUSINESS TO OUR COMMUNITY REDUCES THE BURDEN OF TAX ON OUR RESIDENTS AS WELL AS BRINGING REVENUE TO OUR COMMUNITY.	1	5.0	5.0	95.0
I GO TO THE VILLAGE BOARD MEETINGS AND MANY OF THE DECISIONS ARE MADE WITH VERY LITTLE DISCUSSIONS REGARDING THE PROS AND CONS OF THE SUBJECT BEING DISCUSSED. WE ARE NOT ALLOWED TO ASK QUESTIONS IF WE HAVE NOT STATED IN THE BEGINNING OF THE MEETING THAT WE WOULD LIKE TO ASK QUESTIONS OR HAVE INPUT. HOW DO WE KNOW IF WE HAVE QUESTIONS UNTIL THE SUBJECT IS BEING DISCUSSED?	1	5.0	5.0	100.0
Total	20	100.0	100.0	

APPENDIX B: ORIGINAL SURVEY INSTRUMENT

VILLAGE OF BELLEVILLE
COMMUNITY DEVELOPMENT AUTHORITY

BUSINESS SURVEY

The Village of Belleville Community Development Authority is distributing a survey to businesses and commercial property owners within the Village of Belleville. Please take a few minutes to help us identify and meet the needs of Village of Belleville businesses. Please check the appropriate response for each question. All individual responses will be held in strict confidence. Please complete and return the survey by February 25, 2007.

Please complete the following, for inclusion in a Belleville Business Database. While completing the following information is optional, it is necessary in order for us to provide you with information you may have requested, and useful for the Village in our efforts to maintain open lines of communication between Village Hall and the local business community.

Company Name: _____

Contact Name and Title: _____

Property Address: _____

Mailing Address and Zip Code: _____

Telephone: _____

E-Mail Address: _____

Company Web-Site Address: _____

Current Number of Employees: 1-4 ☐ 5-9 ☐ 10-19 ☐ 20-49 ☐ 50-99 ☐ 100+ ☐

QUESTIONS

1. Why did you choose to locate your business in the Village of Belleville (check all that apply)?

a) Location ☐
b) Proximity to Clients/Suppliers ☐
c) Proximity to Customers ☐
d) Proximity to Employees ☐
e) Community Image ☐
f) Available Building/Property ☐
g) Community Demographics ☐
h) Property Taxes ☐
i) Close to Personal Residence ☐
j) Long Time Family Business ☐
k) Other: _____

_____

2. Do you currently own or lease the building(s) you occupy?

a) Own ☐ b) Lease ☐ c) Own/Leaseback ☐ d) Both Own/Lease ☐

3. Are you planning an expansion project within the next two years that would include a building purchase and/or expansion; building renovation; the purchase of machinery and equipment; or any other type of project with which you might need technical or financial assistance?

a) Yes ☐ b) No ☐ **If yes**, what is the approximate project cost? $_____

4. Do you have immediate or future plans to move all or part of your firm's operations from your present location?

a) Yes, plan to move to a new location within the Village of Belleville. ☐
b) Yes, plan to move to a new location outside of the Village of Belleville. ☐
c) Considering move, but no specific plans at this time. ☐
d) No plans to move to a new location *(if you select this answer, please skip to Question 6).* ☐

Please go to page 2

5. If moving or expanding outside of the Village of Belleville, why are you contemplating leaving (check all that apply)?

a) Shortage of Skilled Workers ☐
b) Access to Markets ☐
c) No Space for Expansion ☐
d) Labor Costs/Low Productivity ☐
e) Competitive Business Pressures ☐
f) Security/Crime ☐
g) Outdated Facilities ☐
h) Lack of Necessary Infrastructure ☐
i) High Property Taxes ☐
j) Restrictive Government Codes/Policies ☐

k) Other: _____

_____

6. Over the past year, what issues related to your company's labor force are of concern (please check the appropriate response)?

	Improved	*Stayed the Same*	*Declined*	*Not Applicable*
a) Quality of Employees	☐	☐	☐	☐
b) Availability of Employees	☐	☐	☐	☐
c) Skill Level of Employees	☐	☐	☐	☐
d) Job Readiness of New Employees	☐	☐	☐	☐
e) Retention of Employees	☐	☐	☐	☐

f) Other Labor Force Factors: _____

7. Please note if you had contact with any of the following organizations over the past year, and your level of satisfaction with those organizations (please check the appropriate response):

	Very Satisfied	*Somewhat Satisfied*	*Somewhat Dissatisfied*	*Very Dissatisfied*	*No Contact*
a) Village Hall	☐	☐	☐	☐	☐
b) Individual Village Departments	☐	☐	☐	☐	☐
c) Community & Economic Development Committee	☐	☐	☐	☐	☐
d) Belleville Chamber of Commerce	☐	☐	☐	☐	☐

8. Overall, what is your level of satisfaction with the following issues (please check the appropriate response):

	Very Satisfied	*Somewhat Satisfied*	*Somewhat Dissatisfied*	*Very Dissatisfied*	*No Opinion*
a) Your business' outlook for next year	☐	☐	☐	☐	☐
b) Local economic development efforts	☐	☐	☐	☐	☐
c) Local government in this community	☐	☐	☐	☐	☐
d) Village of Belleville as a place to do business	☐	☐	☐	☐	☐

9. Would you like to receive additional information about programs offered by the Village or the Community Development Authority, or a personal visit from Village staff (check all that apply)?

a) Yes, please send information on Belleville economic development initiatives. ☐
b) Yes, please send information on other available business programs. ☐
c) Yes, please call me for an appointment. ☐
d) No, not interested in being contacted. ☐

10. Do you believe downtown Belleville and the railroad corridor/trail should be a focus of revitalization and redevelopment efforts?

a) Yes ☐ b) No ☐ c) Other Comment _____

11. What economic development initiative or improvement would you like to see happen in Belleville, if any?

Please Comment _____

12. Do you have any ideas or suggestions to maintain and improve economic conditions in the Village of Belleville, or improve relations between business and Village Hall?

_____

_____

THANK YOU FOR YOUR TIME AND VALUABLE INPUT! THE VILLAGE APPRECIATES ADDITIONAL COMMENTS/ QUESTIONS.

Please return survey to: Village of Belleville, P.O. Box 79, Belleville, Wisconsin 53508
Phone: (608) 424-3341 Fax: (608) 424-3423 Email: villageofbelleville@charterinternet.com

Please return in the enclosed self-addressed, stamped envelope or fax to (608) 424-3423