

Cuba City Economic Development Strategic Plan 2014



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Executive Summary

Although the City of Cuba City is located on the border of Grant and Lafayette Counties, the labor shed and retail trade areas are most closely associated with areas to the southwest, with 83 percent of the City's workforce commuting from this direction, and 90 percent of residents traveling south and west for work.

Cuba City performs well on nearly all economic indicators when compared to Grant County as a whole. Table 0.1 illustrates the City's share of activity within a number of demographic and economic segments. As shown in the table, Cuba City has a larger share of older residents and relatively fewer youth as a percentage of the local population. This is related to the sluggish home building activity, which produced only 19 new homes from 2004 through 2012 – not enough to attract substantial numbers of new residents while allowing existing residents to stay in their homes. Unlike the County, where multifamily construction has comprised more than forty percent of residential construction, Cuba City has not added any new multifamily units from 2004-2012.

The City's population declined by 70 residents between 2000 and 2010, according to the Census. Although 2013 estimates show about the same population as 2010, State population projections anticipate a slight decline from 2010-2040. For the City to maintain or grow its population it will be important to provide space for older residents to relocate to senior apartments or assisted living arrangements in the City to open up housing for younger families. This will, in turn, support the local school district and retain the City's reputation as a family-friendly community.

Table 0.1: Cuba City Market Share

Economic Segment	Cuba City Measure	Grant County Measure	Cuba City Market Share
Total Population*	2,086	51,208	4.1%
Population Under Age 18*	482	10,886	4.4%
Population 65+*	457	7,974	5.7%
2010-2020 Population Growth Projection^	4	1,212	<1%
Daytime Workforce***	502	16,086	3.1%
Number of Companies***	121	2,288	5.3%
2012 Retail Sales ⁵	\$30.8 million	\$569.9 million	5.4%
Total Property Value~	\$102.6 million	\$2.8 billion	3.7%
Single Family Home Building 2004-2012	19	846	2.2%
Median Household Income*	\$46,853	\$46,138	-
Average Single Family Home Value**	\$120,700	\$128,400	-

*Census 2010

**American Community Survey 2012

^WI DOA

*** Economic Census 2011

⁵ ESRI 2013

~WI DOR

Chapter 1: Project History and Overview

The Cuba City Economic Development Strategic Plan is the result of a four month initiative completed during the winter of 2013-2014. The Plan was developed through a three-step process as illustrated in the graphic below. The process incorporated both quantitative and qualitative elements to create a comprehensive picture of Cuba City's local economy, position, and reputation within the region. Each stage of the process incorporated public engagement in order to verify findings, test assumptions and uncover additional opportunities or challenges to be addressed in the final Plan.

The City hired Vierbicher to create the plan following a number of previous initiatives which created the foundation for expanded economic development activity. These initiatives include:

- 2009 Comprehensive Plan Completion
- 2012 Tax Increment District Creation & Amendments
- 2013 Hiring of Economic Development Director
- 2013 Business Retention Survey

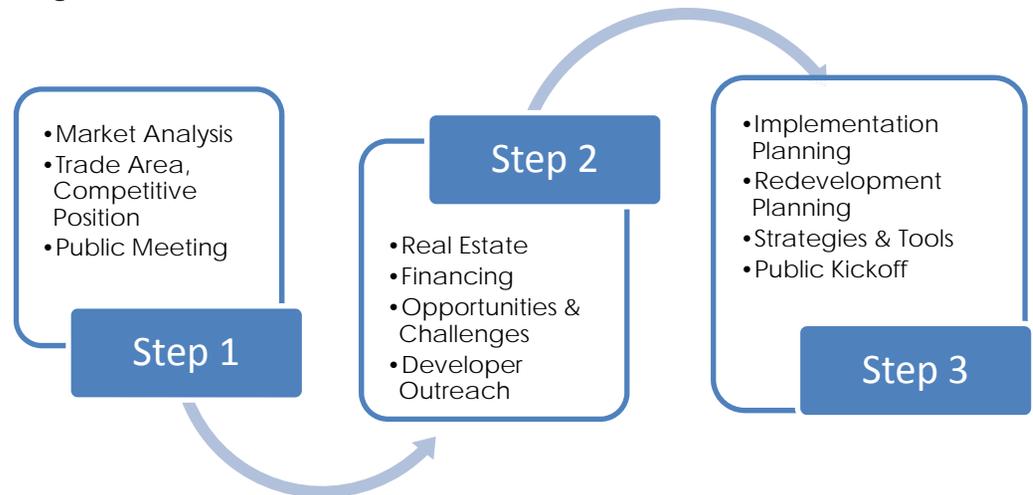
In addition to representing a significant amount of activity within a relatively short time period, these initiatives also resulted in a number of achievements, including the expansion of Gro Alliance Seeds and the attraction of EMS-USA to the business park.

The City has responded by proactively acquiring and marketing additional land to provide for a range of available lots within the community.

The four-month planning process incorporated a number of opportunities for public input, including the following:

- *Public Survey:* A survey was developed to solicit feedback from Cuba City residents and stakeholders on the future vision for the community and to help identify community development priorities. 41 individuals responded to this survey.
- *Stakeholder Outreach:* More than 10 individuals were contacted as part of the project, either through one on one interviews or small group discussions. These interviews were used to solicit additional qualitative input, test and confirm market findings and identify additional opportunities or challenges.
- *Public Open House:* Two public meetings were held as part of this process. The first meeting, held on January 8, 2014, presented information on the local market and incorporated a number of focused stations to solicit input on areas of preservation and opportunity, economic opportunities and challenges, and major destinations and missing links. A final public meeting was held on March 24, 2014, to present the

Planning Process



final plan recommendations and kick off implementation of the plan.

Oversight of the planning process and additional marketing and outreach were provided by City staff and members of the Community Development Corporation, which served as the steering committee for the planning project.

Chapter 2: Economic and Market Analysis

A market analysis was conducted to explore current market conditions and trends associated with demographic and economic variables influencing residential, retail and employment market conditions for Cuba City. The size, composition and relationship between local residential markets, retail trade areas and labor shed dynamics create a picture of the Cuba City economy.

Location & Access

The location of a community relative to larger population centers and major transportation hubs in part determines the type of businesses that will locate and thrive there. Although Grant County is officially considered to be part of the Platteville Micropolitan Area by the US Census, the County is also included as part of the Dubuque Regional Area by regional economic development groups. In practice, Cuba City is economically connected with Dubuque to a much greater degree than Platteville. Fully 23.3 percent of employed persons in Cuba City commute to Dubuque daily, versus only 12.1 percent traveling to Platteville. The map on the following page shows Cuba City within its regional context.

Cuba City's businesses rely on Highways 80 and 11 for transportation and distribution needs. Although both are two-lane roads, connections to four-lane and divided highways are available 12 miles south in Galena (US Highway 20), and nine miles north in Platteville (US Highway 151). Cuba City is equidistant between general aviation airports, with Platteville Municipal Airport to the north, Schullsburg Airport to the east and Ringdon Private Airport to the west. Aside from Dubuque, which has limited regional connections, the nearest passenger airports are in Rockford, IL, and Madison, WI.

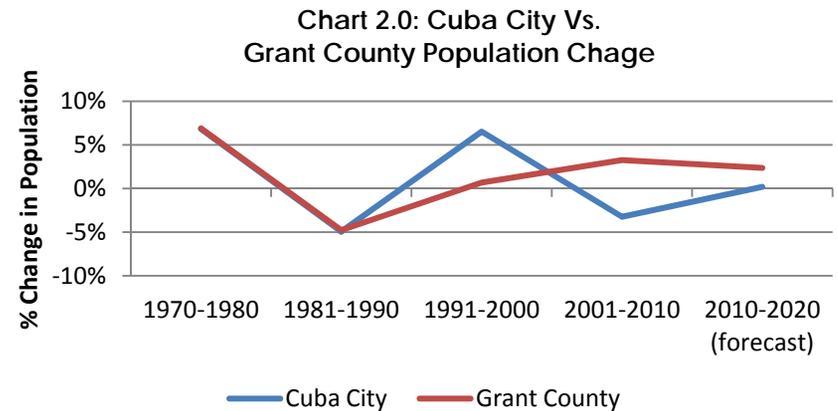
Cuba City's downtown is located along both sides of Highway 80 in the center of the community, while the bulk of industrial and

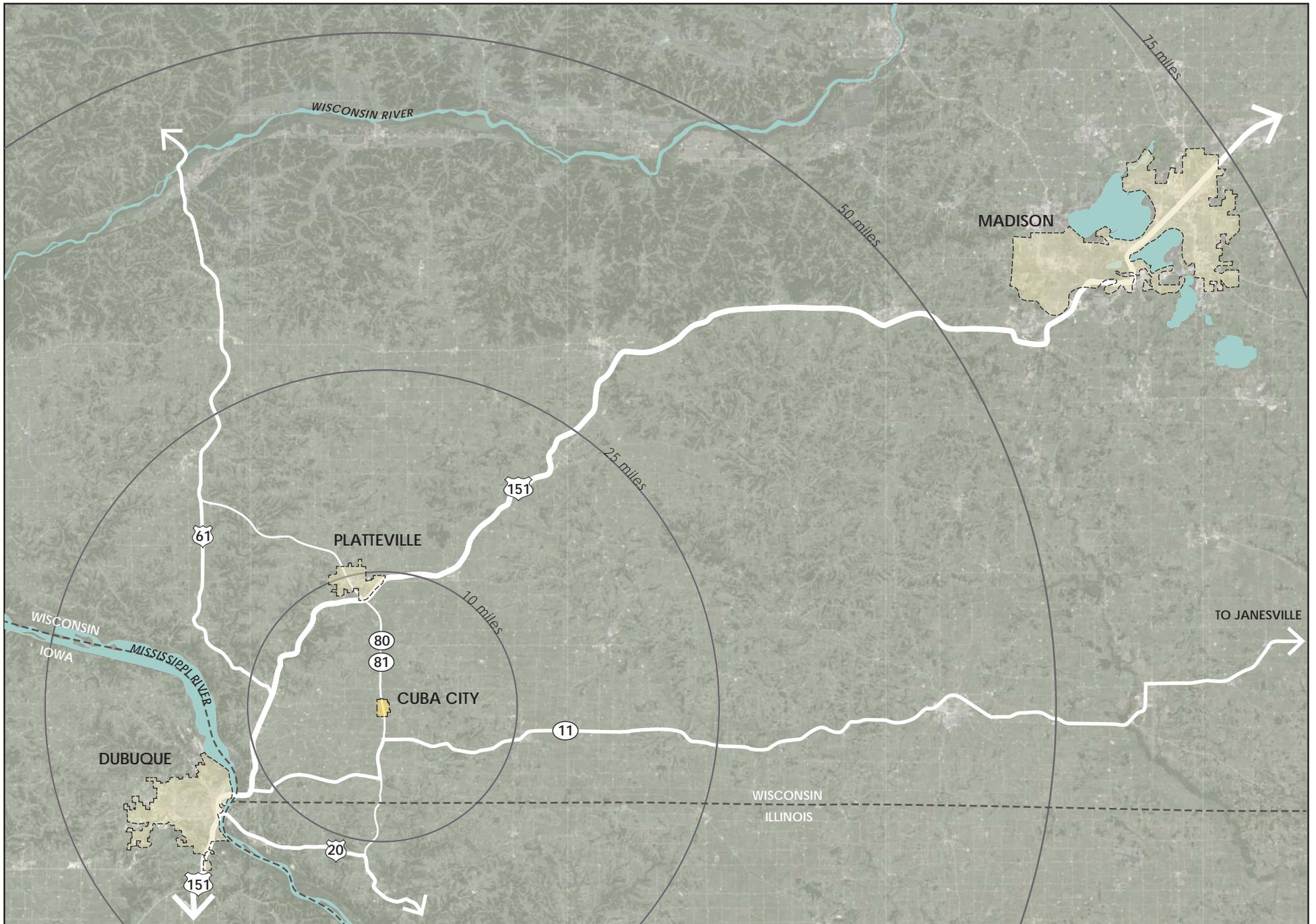
manufacturing activity occurs in the business park on the southern edge of the City. Residential neighborhoods are fairly evenly distributed among the four quadrants of the community, although newer development has largely occurred on the western side of the City, as a result of lower mill rates in Grant County as well as the primary commuting patterns of most working residents. A map of Cuba City and its immediate surroundings is on page 6.

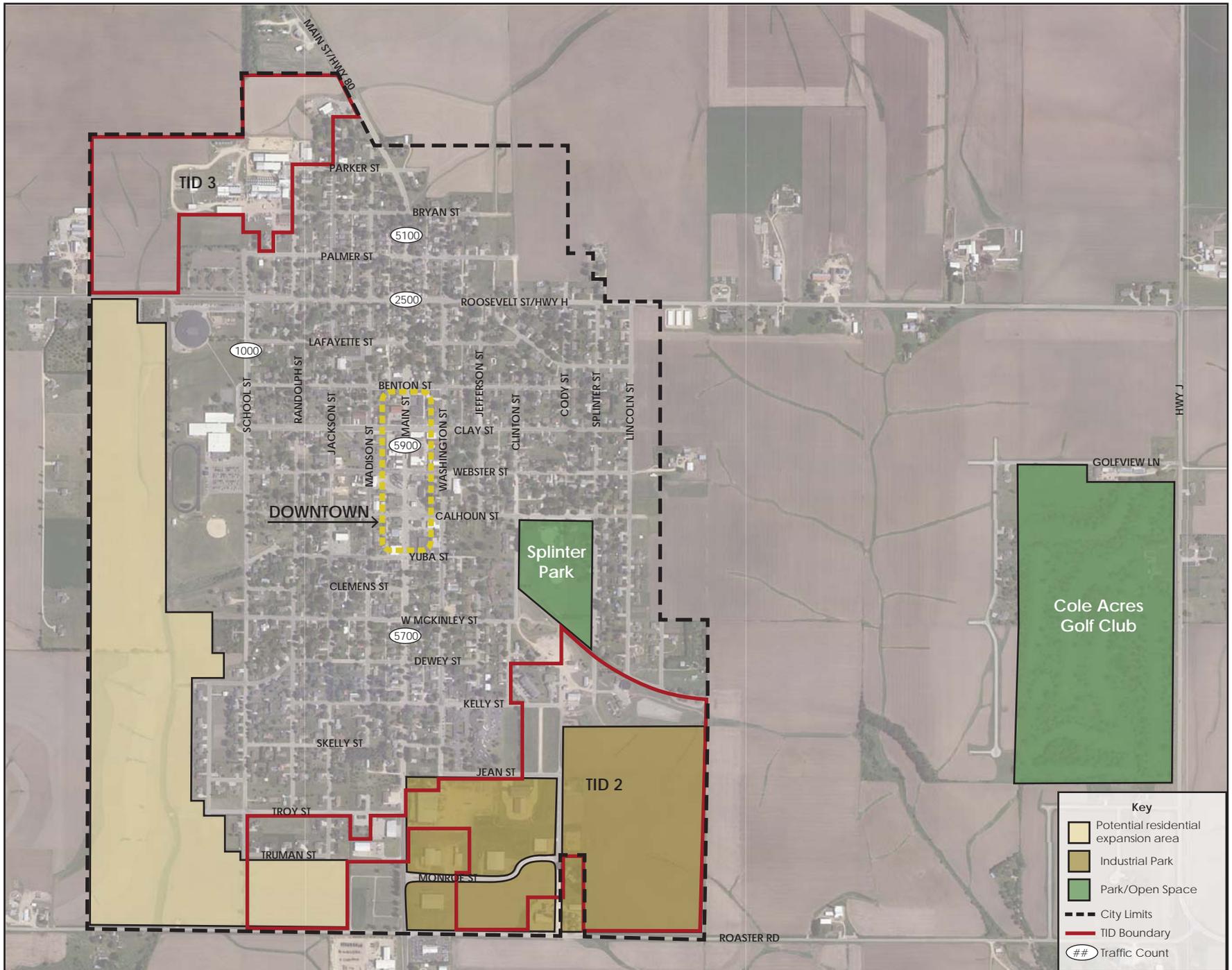
Demographics & Housing

Cuba City's 2,086 residents are on par with the state average for educational attainment, with 24 percent of residents holding a bachelor's degree or greater.

Residents enjoy a fairly low cost of living, with average home prices at \$120,000. However, a relatively stagnant long term population has resulted in strictly replacement levels of new home building, adding only 2.5 percent of the County's new single family homes within City limits. Similarly, Cuba City has experienced none of the multifamily housing growth that has occurred statewide and elsewhere in Grant County. Multifamily growth (including apartments and senior housing projects) has contributed 342 new units to Grant County's housing stock (40% of all new units).







Approximately 15 platted lots remain undeveloped in the existing residential subdivisions west of the City, with additional septic-served lots on and adjacent to the golf course to the east. Approximately 90 acres west of town have been identified as appropriate for future residential growth.

A survey of for-sale residential properties in the City identified 21 homes for sale as of December 2013. Prices for these homes ranged from \$70,000 to \$250,000, with the newest homes built in 2005. The average home for sale had been on the market 79 days. One positive sign for Cuba City's housing market is the lack of significant rural home development. In many rural communities, a majority of new home building activity in the past decade has occurred in large lot rural subdivisions, limiting demand for existing City homes and eliminating potential additional tax revenue for the municipality.

Many individuals identified a lack of quality rental housing as a limiting factor for local workers and residents looking to live within the community. Interviews with owners and managers of existing rental units identified strong demand for units, with multiple calls for any newly listed unit, which is supported by the 3.8 percent vacancy identified in the 2010 census. However, property managers could identify no individual demographic which represents the bulk of this demand, making it difficult to specifically quantify the size and type of units demanded. Additionally, low lease rates in some existing units create some uncertainty about the market's ability to support rental rates required by new construction.

A survey of currently available units in late 2013 identified multiple properties listed at \$300 to \$400 per month, with the highest asking rental rate of \$800 for a 2-bedroom single family home. The 2010 census identified a median gross rental rate for the City of \$604 per month, with only 15 percent of units charging more than \$750 per month. In some rural communities, tax credits (such as WHEDA's Section 42) program can help close the gap between rental rates

and new construction costs by subsidizing construction. However, Cuba City does not currently fall into one of the identified priority areas for this program, making it highly unlikely that projects in Cuba City would qualify for funding. However, alternate programs such as the USDA rural rental housing and the HOME program by the Department of Housing and Urban Development (HUD) can provide low interest loans or, in some cases, grants to create rural rental housing. However, fewer developers are familiar with these programs as compared to the Section 42 program, and the City would need to play a more active role in securing these funding streams.

Based on population growth and changing demographics, an additional 60 new housing units will be needed to retain existing population and employment share. This figure includes relocating employees (60 percent of whom rent) to fill new jobs, and increased demand due to natural population growth and an aging population base. For example, in Cuba City, 40 percent of individuals aged 75 and older rent, versus 24 percent of the entire population, and only 5 percent of individuals aged 55-64. The breakdown of this future demand is illustrated in Table 2.0, and should be seen as a baseline level of growth. It is possible for Cuba City to grow more rapidly than this, especially if this plan is successful in attracting additional businesses and jobs to the community and enhancing Cuba City's reputation as a desirable residential destination.

Table 2.0: Housing Unit Demand Projections

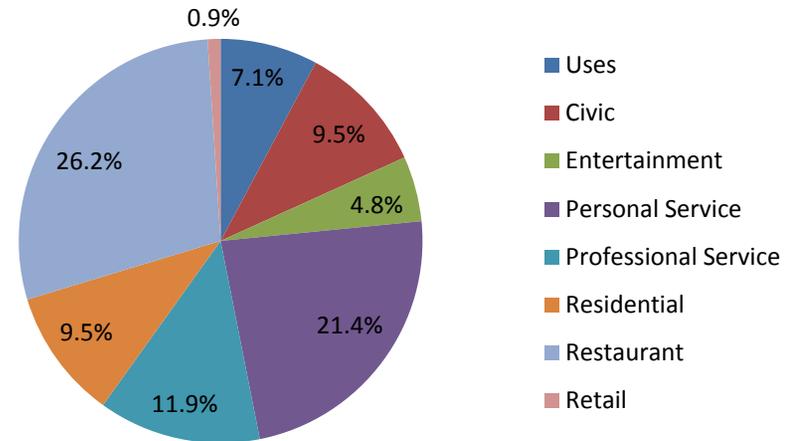
Demand Driver	2010 Population	2020 Projection	Units Supported (Rented/Owned)
Natural Population Growth	2,086	2,090	2 (1/1)
Workforce Growth (7% live in Cuba City)	501	581	5 (3/2)
Demographic Change (Household Own/Rent by Cohort)	-	28% increase in HH < age 34 115% increase in HH > age 65	36 (33/3)

Retail Supply & Demand

A majority of Cuba City’s existing retailers are clustered within the 42 downtown storefronts. Additional local retail and business attractions include Weber Meats, located on the north edge of town, Cole Acres Golf Course to the west, and numerous local supper club establishments in surrounding towns.

Despite an overall perception of decline in downtown, only four storefronts were vacant during a survey in late 2013. This represents less than 1 percent of the total inventory. This is the result of strong recent absorption, with 26,000 square feet of downtown space purchased or leased in the past year. However, an additional five storefronts are occupied by residential uses, which do not contribute to local foot traffic and detract from the appearance of commercial activity downtown. Occupied storefronts include a mix of service and retail uses, with more than half attracting customer activity. This ratio is slightly higher than for most communities, where a ratio of 45 percent customer-oriented and 55 percent service or professional use is more common.

Chart 2.1: Cuba City Storefront Occupancy



Because of its location as an employment and economic hub for a fairly large rural geographic area, Cuba City attracts a significant amount of spending from outside of the municipal boundaries. According to 2012 retail supply and demand gap information from ESRI, 83 percent of total retail sales within the City come from non-residents. Most of this spending is attributable to specific strong businesses sectors, most notably gas stations, grocery and specialty food, and bars and restaurants. This outside spending comes from surrounding rural residents, local employees, through traffic on Highway 80, and destination visitors attracted to the local antiques and specialty foods clusters. Because a significant amount of sales from Weber Meats and Gile Cheese occur on a business to business or wholesale basis, the full impact of these businesses on drawing traffic to Cuba City cannot be determined.

Overall, Cuba City businesses retain just over one quarter (26%) of spending from local residents, or approximately \$5,400 per household per year. Although this is a relatively low percentage of overall spending, spending capture in categories where Cuba City has strong businesses is significantly higher. A majority of outside

spending is in categories where there are few or no local businesses, such as automotive sales, clothing and general merchandise.

Sustainable new retail and service businesses must meet one or more of the following criteria:

- The total amount of local customer demand for particular goods and services is more than twice the annual revenue of the average business in that category (i.e., a business can survive locally without needing to attract business from all households in town).
- There is strong local demand for the product, and it is also in a category which has unmet demand within the larger regional trade area (i.e., the businesses has a good chance of drawing customers from the surrounding area).
- There is moderate local and regional demand for a product that builds on an existing strength in the community, thereby creating an expanded customer base.

For Cuba City, there are only two business categories which meet the first set of criteria and can be supported locally. These businesses and local customer demand are included in the following table.

Table 2.0: Retail Demand Gap

Retail Sector	Cuba City Unmet Demand	5-Mile Unmet Demand	Average National Per Store Earnings
Health & Personal Care	\$1.05 million	\$2.9 million	\$168,000*
General Merchandise	\$1.9 million	\$5.8 million	\$2.4 million

*Represents State average for personal care services. The average independent pharmacy has revenues of \$2.5 million.

Source: ESRI, US Census, Industry Groups

Although the planned opening of a Hometown Pharmacy in the former dental office space will absorb a significant amount of demand in the health and personal care category, the large demand gap coupled with the potential to target existing customers of antiques and specialty food stores is likely to create sufficient demand to support an additional business in this sector, especially if the business also has an online sales component.

For other sectors with strong local demand but insufficient revenue to support an additional business, existing businesses may be able to expand product offerings to meet this demand, boosting overall sales. One example for Cuba City is automotive parts and supplies, which has an unmet demand within the City of \$213,000 and a 5-mile demand of \$505,000. Although the average chain automotive supply store generates an average of \$1.5 million in annual sales, a local repair shop or hardware store could stock additional automotive supplies and capture a percentage of this local market. Building supply also has a small local gap (\$400,000), and can cater to the significant number of area construction trade workers while also complementing existing clusters.

Other business categories which fall into the second and third categories of business opportunity include sporting goods and hobby supply (\$630,000 locally and \$1.1 million in unmet regional demand). Quilting and other hobby related businesses are a complement to existing clusters and often rely on regional and national sales for a significant portion of income. Similarly, furnishings and home goods have an additional \$632,000 locally and \$1.4 million regionally. Although it is unlikely that Cuba City can support a traditional furniture store, a business featuring locally made goods and services would complement existing local clusters and also coordinate with regional tourism and a burgeoning second home market in the area.

In addition to traditional retailers, professional and personal service providers occupy more than half of downtown storefronts in most

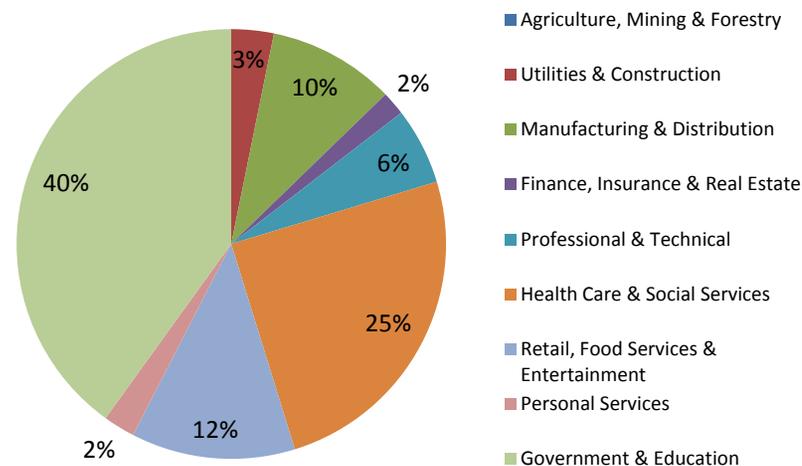
communities. These businesses typically serve similar or slightly larger trade areas than traditional retailers, and select locations based on local demand and the presence of competitors. Although the potential to support an additional business cannot be identified based on existing supply and demand data, a ratio between the trade area population in specific demographic groups and the number of competitors, coupled with survey data, can point to potential service sector opportunities.

Cuba City employers identified a shortage of local Information Technology (IT) and accounting services. Other specialty medical services such as optometry are also not available locally. As both technology and medical services are growing industry sectors, they may represent a recruitment target for the community. Although there are individuals located in and around Cuba City that provide these services, they do not occupy a storefront locally (several are associated with businesses located in Platteville or elsewhere, and are not readily visible in the community).

Employment & Workforce

According to the 2011 economic census, Cuba City is home to 121 business establishments employing a total of 502 workers (this total includes all businesses registered with a Cuba City address, including businesses in adjacent towns). This is slightly less than the 696 total employees identified in the retention survey, although survey data include both full and part-time positions. The largest sector is education and government. The 300+ private sector employees include retail and service sector (14% combined), health care (25%), and primary goods-producing businesses (13%) – see Chart 2.2. The City’s business park is home to several manufacturing businesses with finished goods ranging from wood products to injection molding and fiber composites. Professional services and finance, insurance and real estate fields represent a small but growing local employment sector.

Chart 2.2: Employment by Industry (Daytime Workers)



Source: Economic Census 2011

As identified in the 2013 Business Retention Survey, nearly half of these businesses have been in their present location for 20 years or more, while 23 percent have been in their current location for 5 years or less. Although most firms felt sales were stable or increasing, 21 percent were concerned about the direction of business sales.

The City has seen the number of daytime workers increase by 8.7 percent since 2007, despite the economic recession. Data from Economic Modeling Systems International (EMSI) indicates a stable employment base year after year, similar to the surrounding region. All of Cuba City’s strong primary employers are included within strong statewide industry clusters.

In the future, EMSI projects that Cuba City’s growth will mirror that of the larger Grant and Lafayette County environment, with consistent 1% growth on an annual basis. The Dubuque MSA is expected to grow at a slightly faster pace, while Iowa County is expected to see

declining employment. These trends are illustrated in Table 2.1. EMSI projects are based on models of industry growth, company growth, company size, and company characteristics. Significant variation can exist at the individual business level. For Cuba City, the results of the business retention survey project employment growth of 2.7 percent annually for the next three years, with particular growth in the manufacturing and healthcare sectors.

Table 2.1: Employment Growth Projections

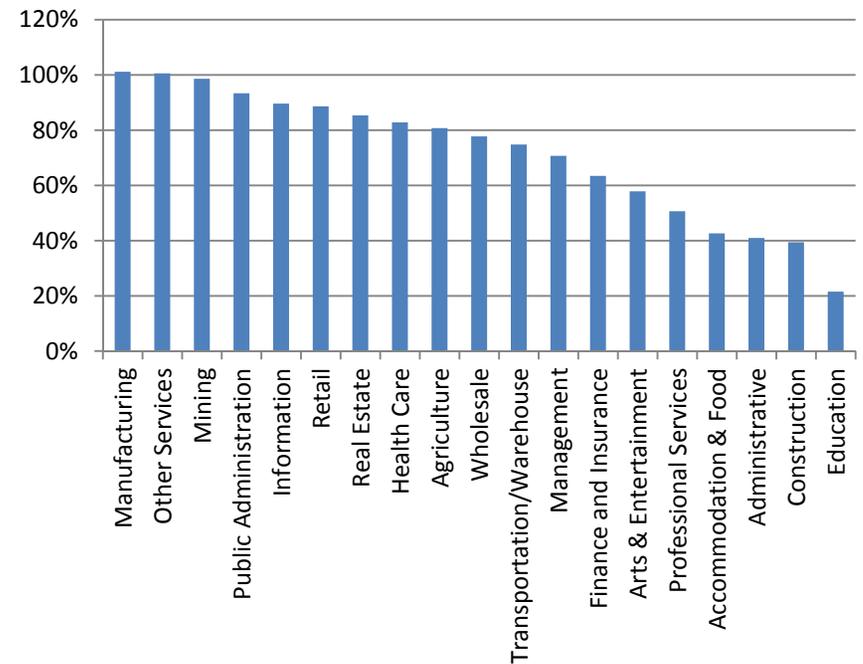
Geography	2013 Jobs	% Employment Growth Through 2020
Cuba City	1,590	8%
Grant County	20,616	5%
Lafayette County	4,905	12%
Dubuque MSA	62,277	12%

Source: EMSI, 2012

EMSI also provides information on the average wage across industries. Because Cuba City primarily competes with the Dubuque MSA for workforce talent, the average wage for Cuba City and Dubuque MSA workers in various industry sectors is shown in Chart 2.3. This data shows that Cuba City businesses in manufacturing, services and mining offer highly competitive wages regionally. In addition, factoring in the lower cost of living in Cuba City, a number of other sectors offer comparable wages, including many professional sectors such as information, real estate and health care.

Although workers employed by Cuba City businesses enjoy a competitive wage, numerous businesses report difficulty in identifying and recruiting workers to fill open positions. Perhaps as a result of this challenge, Cuba City workers are significantly older than either the local population or the regional average. In Cuba City, 33.5 percent of all employees are aged 55 and over. Regionally, the average is closer to one-quarter of all workers. The disproportionate share of older workers is also notable because this percentage has

Chart 2.3: Occupational Wage Comparison: Cuba City & Dubuque Metro



Source: EMSI 2012

been increasing more quickly than can be attributed solely to the aging of the existing workforce. As might be expected, a significant number of these older workers represent some of the highest paid workers at local businesses, and comprise half of all local workers with college or advanced degrees. These older workers are not concentrated in any individual sector, but can be found across the manufacturing, service and retail sectors. Working with local businesses to facilitate ownership transfer, workforce training, and employee recruitment over the next decade will be critical to the ongoing success of local businesses.

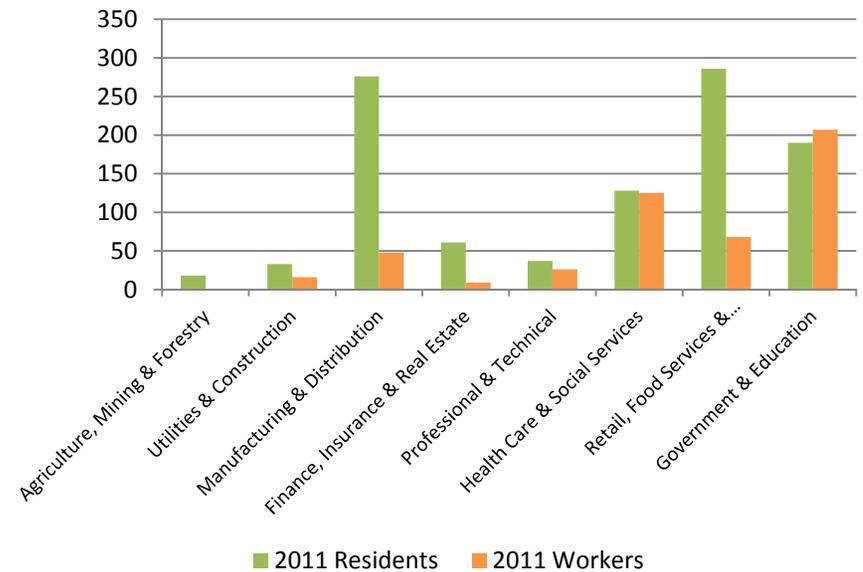
Comparing commuting and labor market patterns for local residents to the local employee base, there is a significant difference in geographic area. While Cuba City residents commute to several regional population centers for employment, most notably Dubuque (23%), Platteville (12%) and Madison (5%), Cuba City businesses attract workers from a much smaller labor shed. A majority of workers traveling to Cuba City commute less than 10 miles (52%), and primarily travel from the north and west where there are fewer employment opportunities.

This discrepancy presents some opportunity to replace retiring local workers with residents skilled in related industries. Similarly, there are a number of industry sectors where significant numbers of skilled local workers may present an opportunity to recruit additional employers or satellite offices. Chart 2.4 indicates the relative number of skilled local residents and daytime workers employed within individual industry sectors. There are significantly more residents skilled in Retail and Manufacturing than there are locally available jobs.

Although a certain number of residents will always choose to commute elsewhere for higher wages or professional opportunity, a recent study indicated that workers who can walk or bike to work will accept 40 percent less pay than those who commute one hour or more for their job.

An additional factor for consideration is the number of residents who work from home. Nationally, this trend has grown exponentially with the rise of higher speed broadband connections. Additionally, many firms are using limited-basis remote work options as an employee retention tool to accommodate worker needs. The 2010 census results indicate that only 30 individuals in Cuba City, or 3 percent of the local workforce, work from home. This is lower than the 3.5 percent regionally and does not represent a large number of individuals to support focused economic development efforts. However, there is some evidence that Cuba City residents are

Chart 2.4: Resident vs. Workforce Employment Gap



Source: Economic Census 2011

increasingly pursuing home-based businesses as a side career, and/or working from home on a limited basis, as evidenced by the 3,200 non-employer firms identified in Grant County in 2012 by the Bureau of Labor Statistics. Facilitating networking among these residents (including adjacent towns) can encourage a sense of community and facilitate a future entrepreneurship strategy.

Rural communities frequently have a wealth of entrepreneurs with second businesses, hobbyists, and home-based businesses which are not officially classified as businesses, but which can have a tangible economic impact. In Grant County, there are more than 3,200 such entrepreneurial enterprises operating, including more than 500 individuals working in construction and skilled trades (i.e., carpenters), 400 in retail trade (i.e., artisans or home sales such as Mary Kay), 440 in real estate, and 250 in professional services

(including photography, accounting, etc). A Facebook search of Cuba City businesses identified several of these businesses in or adjacent to the City, including graphic designers, photographers, and artisans. Leveraging these individuals can create a future source of storefront tenants.

Chapter 3: Stakeholder Outreach Summary

A number of opportunities were provided for Cuba City residents, businesses, property owners, and stakeholders to provide input and feedback on this plan. Economic development must balance both economic realities and the local vision for the future to be supported by Cuba City stakeholders and have the greatest chance of success.

Business Retention and Expansion Survey

The City completed a business retention survey in December of 2013. Forty-four businesses responded, representing a wide variety of industries and business types. The survey explored a number of topics, and also asked businesses to identify major issues which could present a challenge to future growth in Cuba City. The top three issues identified by this survey were:

1. Workforce recruitment, retention and training
2. Housing availability and affordability
3. Need for technical assistance

Businesses have a generally favorable perception of City government and municipal services - nearly all City services were ranked as moderately high or high in quality. Out of the 19 services, only three (land use/zoning, housing/redevelopment, and cable television services) were ranked as at or below average by respondents. Administration of the City's zoning code was a frequent complaint by those who chose to provide written comments.

Other highlights of the survey include:

- 86 percent survey of respondents had interacted with City staff at least once in the past two years, and these interactions were unanimously viewed as positive.

Economic Realities of Cuba City + *Local Vision for the future* = *Attainable Market-Based Vision*

- Business' primary market were overwhelmingly local (63 percent) or regional (26 percent).
- 79 percent of businesses said that sales were either stable or increasing, but 98 percent said that employment was either stable or increasing.
- 26 percent of respondents planned to expand in the next three years, estimating a total of over \$3 million in additional investment and 40 more jobs.

The most common objectives expressed were overall economic growth and increased coordination and participation. With few exceptions, growth was viewed as a positive, with business growth, customer growth and residential growth supported by most stakeholders. Vacant storefronts and industrial facilities were seen as pressing issues facing the community.

Increased coordination was also identified as a high priority. Many point to past initiatives such as the downtown streetscape and 'City of Presidents' brand as evidence of past community engagement. However, many individuals associated with these past successes are aging, and there is no established system for encouraging participation and input from newer residents and younger generations.

The full report is available through the City's website: <http://www.cubacity.org/economic.php>

Developer Interviews

Five developers were contacted to learn about perceived challenges and opportunities for real estate investment in Cuba City. Three successful interviews were completed.

Developer A indicated they would need tax credits to be interested in Cuba City as a place for investment. He determined that Cuba City was not on WHEDA's list of priority communities for housing tax credits. This doesn't rule out their investment in the community, but with the small market it would make it difficult. If TIF was available, it could help overcome the problems of investing in a small market. The minimum size residential development this developer would consider is 16 units.

Developer B was familiar with Cuba City because of their basketball team. This developer felt a particular challenge were the relatively low rents in the community. He felt that an investment could only be viable if his development costs were brought down to a point where those costs could be covered by relatively low rents. This could be done in a number of ways including below market land costs, TIF, or tax credits. Alternatively he could look at the market for a project that charged higher than market rents, but he would need to understand the local employment base, particularly for the larger employers. This would require demonstrated support from those employers for a project. The minimum project size for this developer would be 24 units. This developer was interested enough in the opportunity to ask for follow-up information.

Developer C was already very familiar with Cuba City and already owned a single property in the community. He viewed Cuba City as being in transition between being a sleepy bedroom community and becoming more vibrant. He saw a number of positive aspects to the community including being a safe comfortable community, local businesses growing and investing, the community's investment in the industrial park, the hiring of the economic development

director, the new homes that have been constructed recently and the great workforce. On the negative side he saw much of the leadership as being reluctant to consider doing things differently or involving other people, there is not a lot of expansion on Main Street. He saw some opportunities in providing housing for younger retirees such as nicer apartments or condos – he thought Cuba City is a good market for this demographic, particularly drawing from farmers in the surrounding area who are retiring. All-in-all though he did not think he would invest in Cuba City because he sees it as a tough market to be successful.

Public Open House

An open house to gather public input was held on January 8, 2014 at the Cuba City Fire Department building. Approximately 60 people attended the meeting. The meeting began with an overview presentation of the results of a market analysis, which was followed by the attendees breaking into groups to discuss three issues:

1. Areas of Preservation & Opportunity
2. Economic Opportunities & Challenges
3. Major Destinations & Missing Links

Attendees rotated through each station. Feedback received at each of the stations is summarized below.

Areas of Preservation & Opportunity

This station used Lego blocks to identify areas in and around downtown Cuba City that should be preserved, enhanced, or redeveloped. Results from the three stations were compared and consolidated to generate one overall map summarizing the results of the three groups. Differences between the maps were reviewed and analyzed in the context of the surrounding land uses before deciding how to approach the consolidation of feedback into one map.

Economic Opportunities & Challenges

The opportunities and challenges station discussed four major issues:

Cuba City's Strongest Assets

A number of strengths were identified in multiple groups: education/schools, good food/grocery stores (Thompson's IGA, Weber Meats, Gile Cheese), a strong park system, a variety of taverns, the industrial park, a good selection of elderly housing, and responsive fire/EMS departments. Various other business-related assets were mentioned in the three group discussions, such as a good manufacturing base, agricultural businesses, and antique stores. All of these items can be marketed and boosted even further to continue to raise the quality of life for Cuba City residents and businesses.

Major Challenges

The aging population and the need to attract/retain young families were recurring themes among the three groups. A related challenge was a lack of new housing options – no assisted living, no condominiums/apartments for households that may want to downsize, and few new residential lots. These issues are linked together – if long-term residents who want to stay in the community have limited condominium or senior housing options, they will tend to stay in their homes longer, which reduces the options for young families who may want to move into the community. Similarly, a lack of apartment choices can leave young people who may want to live and work in Cuba City with little option but to live elsewhere and commute.

The potentially conflicting desires of better street/sidewalk maintenance and lower property taxes were brought up across multiple groups. Economic development challenges included trying to encourage more people to buy local, attracting more businesses to the industrial park, retailers that tend to emulate local success rather than take on new products, and a lack of continuing education opportunities in the community.

Areas of Improvement or Decline

Attendees were asked about things they have noticed have improved or declined over the past 10 years. All three groups mentioned excellent improvement in the City's parks. The loss of some businesses and the desire to better retain industrial businesses were also mentioned. People have noticed an improved Main Street appearance and better focus on boosting housing maintenance. A lack of coordination, and sometimes even competition, between community groups was seen as a drawback – the perception was that some community groups are more



Three groups participated in determining areas of preservation and opportunity.



focused on their own group successes, rather than working together to improve the broader community.

Creation of Opportunities

Each of the three groups provided feedback on what the City and surrounding area could be doing better to create opportunities for residents and businesses. Consistent with feedback in the previous three questions, people stated that Cuba City and various community groups could:

- Publicize grants available to businesses and provide assistance with grant applications.
- Do a better job of advertising business opportunities and community events.
- Boost the downtown through a façade improvement program and through encouraging people to buy local.
- Have better coordination between governments, educators, and the community, including potential satellite classes from UW Platteville and/or Southwest Wisconsin Technical College.

Major Destinations & Missing Links

Participants were asked to map their destinations within Cuba City and provide feedback on where they think new housing, businesses, or public amenities should be located. The downtown was

confirmed as the biggest overall community destination, with particular focus on the grocery store, the two gas stations to the north of the grocery store, and City Hall.

Popular destinations outside of the downtown included the High School, St. Rose of Lima Church, Weber Meats, and various City parks.

A variety of ideas for new development and amenities were provided throughout Cuba City. Bike/walking trails were overwhelmingly popular, especially provision of a bike link to Platteville. New housing – including assisted living, multifamily, and single-family – were also common suggestions. New business additions to downtown, such as restaurants, office space, an optometrist, a veterinarian, and a coffee shop were desired. Increased green space downtown was also encouraged. Some highway-oriented businesses, such as a car wash and truck stop, were desired along Route 80 coming into town from the north.



Public Survey

A public survey was performed as part of the Strategic Economic Development Plan. The survey was publicized to residents through the City website, at the Open House, and through various other local media. 41 people responded to the survey. Respondents

were largely long-term residents – over half have lived in Cuba City for more than 25 years. 27 of the 41 respondents were age 46 or older. Nine primary questions were asked – answers are summarized below.

What activities do you conduct/participate in locally in Cuba City?

11 possible responses were given, which are ranked below:

1. Dining (90%)
2. Personal services – bank, salon, etc. (90%)
3. Shopping (85%)
4. Religious (73%)
5. Education (68%)
6. Recreation (66%)
7. Library (54%)
8. Work (51%)
9. Special Events (51%)
10. Entertainment/Nightlife (46%)
11. Government Business (46%)

Approximately how often do you patronize Cuba City businesses?

- 3 or more times per week: 70%
- 1-2 times per week: 18%
- A few times per month: 8%
- About 4 times per year: 3%
- Rarely/never: 3%

Which three destinations do you visit most often?

The five most popular destinations were:

1. IGA Grocery
2. Kwik Trip
3. Nick's Café
4. St. Rose Church
5. Munyon's Auto Service

What are three things you like most about Cuba City?

The five most popular things were:

1. Clean, well-maintained properties
2. Friendly people
3. Schools
4. Small-town lifestyle
5. Proximity to Platteville/Dubuque

What is the biggest challenge Cuba City faces?

Rising property taxes and attracting/keeping businesses were the most often cited challenges. Other challenges that were mentioned more than once (in no particular order) were:

1. Demographic issues – aging population/attracting younger residents
2. Keeping an open mind to change
3. Growing the community
4. City leadership/people in government.
5. Street maintenance
6. Getting people to shop locally
7. Lack of quality rental housing

What stores/businesses do you feel are missing or that would be successful in Cuba City?

A fast food restaurant was by far the most popular answer to this question. Other business types that were mentioned more than once were:

- Ice cream shop
- Clothing store
- Sit-down restaurants
- A community center
- Strip mall.

Other specific store types that were mentioned include a coffee shop, bakery, gift shop, variety store, grocery store, vet clinic, barber shop, liquor store, and sporting goods store. The need for additional

housing options was mentioned multiple times, though additional housing is not really a store or business.

What three words describe your vision for Cuba City in 20 years? What should the City look like? What things, activities, or uses should be located here in the future?

The five items that tended to be repeated throughout were:

1. Growth (for both Main Street and the Industrial Park)
2. Construction of a new Community Center
3. Increase in rental housing options
4. A beautified Main Street
5. Attraction of young families

In the next five years, which improvements are important to enhancing Cuba City?

11 possible improvements were listed, and respondents were given a scale of one (least important) to four (most important). The overall ranking of improvements, from highest priority to lowest, is shown below:

1. More jobs and businesses (3.60 average)
2. Better marketing of Cuba City's residential and business opportunities (3.48)
3. More restored/renovated buildings/storefronts (3.18)
4. Cleaner and more beautiful downtown environment (3.18)
5. Increased educational opportunities from preschool through continuing education (3.13)
6. More pedestrian and bicycle friendly community (2.83)
7. More residential options (2.83)
8. More shopping choices (2.65)
9. More restaurants (2.55)
10. More festivals and events (2.50)
11. More parks and active greenspaces (1.83)

Which one of these items is the most important to address in the next five years?

Of the items listed, the following were the most popular:

1. More jobs and businesses (7 votes)
2. Cleaner and more beautiful downtown (6)
3. Improved education options (2)
4. Marketing/support of businesses (2)

Chapter 4: Cuba City Competitive Position

Although Cuba City has a number of unique assets and a generally positive reputation as a business-friendly and proactive community, it does not exist in a vacuum and will compete regionally to attract new residents, jobs and businesses. In some cases, Cuba City is an attractive candidate for future investment, due to its low business and living costs. However, other communities in the area offer more housing diversity and better transportation connections, which create compelling reasons for locating elsewhere. Although the examples provided above are market based factors, general perceptions of a community can be equally important in influencing decisions about where to expand or locate a business.

This chapter explores real and perceived competitive opportunities and challenges which may impact Cuba City's ability to compete regionally for new investment and economic activity. This plan works towards identifying opportunities associated with existing areas of strength and addressing challenges which pose obstacles to growth. This plan recognizes that Cuba City is not competitive in all areas, and will focus on strategies that work to retain and recruit individuals and companies that are best suited to survive and thrive in the community.

Real Estate & Infrastructure Assessment

The real estate assets present in a community will influence the near-term potential for residential and business expansion. The presence of existing available structures or appropriately zoned and entitled land significantly reduces the risk associated with expanding or locating within a community. The time and expense associated with purchasing, rezoning and developing land requires significant investment from the initial investor. In a smaller market where the returns on investment are smaller and local processes are unknown or unpredictable, it will be more difficult to attract individuals without existing ties to the community.

Currently, Cuba City has three commercial and three industrial properties marketed for sale or lease within the community. However, all of the spaces differ significantly in size, creating limited opportunities for a business interested in the community to find suitable existing space. Additionally, many properties are not listed online and/or do not have a posted sale or lease rate, making it less likely that prospects unfamiliar with the community will identify them as viable options.

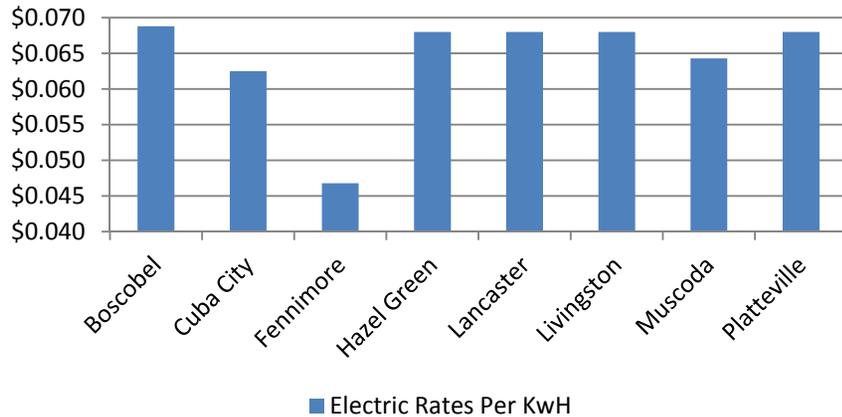
The City's two municipally-owned lots in the business park include a parcel with 3 buildable acres and a large (nearly 20-acre) parcel which can be subdivided. Both lots are priced competitively within the region with a pricing formula based on jobs and investment in the community. The City markets these lots, as well as other available space, on its website and also on Dubuque's regional economic development site.

In addition to real estate and transportation, discussed in Chapter 2, the availability and expense of infrastructure can be a significant cost factor for certain types of businesses. Cuba City ranks favorably for both electric and water rates, and has adequate existing capacity to accommodate new users with its present day facilities. Charts 4.0 and 4.1 illustrate the relative cost of electricity and water for large industrial users in southwestern Wisconsin. Cuba City's utility costs are below average in both instances.

While traditional utility infrastructure still represents the largest cost item for many manufacturers, access to broadband connectivity is the fastest growing utility demand. Businesses of all types are becoming increasingly reliant on global connectivity, and require greater data bandwidth and higher speed connections to conduct business. In Cuba City's retention survey, 35 percent of businesses identified an anticipated need for increased data usage in the next two years. Although Cuba City has several broadband providers, the most commonly offered speed is 10 Mbps download, which is sufficient for most basic business applications, but does not support

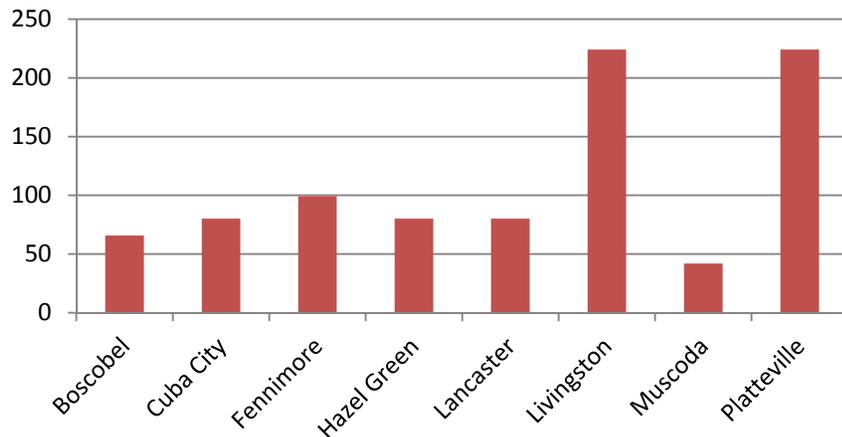
most videoconferencing, VOIP or server backups, which are becoming increasingly commonplace. (NTIA)

Chart 4.0: Electric Rates Per Kwh



Source: Grant County EDC, 2012

Chart 4.1: Monthly Water Rates - Large User



Source: Wisconsin PSC, 2012

Development Constraints

In addition to competitive opportunities or challenges at the community level, individual sites may pose unique challenges to conversion or redevelopment. The most common limitations are associated with environmental corridors, brownfield or contaminated sites, and the presence of historic structures.

Environmental Corridors

A significant amount of wetland area surrounds Cuba City. In addition to a generally high water table which precludes certain types of development, wetlands exist in areas surrounding the business park and to the north and east of the City limits. Development in these areas may require larger parcel sizes to create adequate buildable sites.

Brownfields and Contaminated Sites

There are four sites with open cases of reported contamination within the City. Three of the sites are associated with leaking underground storage tanks, and one is a former drycleaner. All are well underway with the cleanup process, although some would require additional remediation for full redevelopment to occur.

These sites include:

- DT Liquor and Convenience store at 3019 STH 80
- Cuba City Station at 123 N Main Street
- Kessler Cleaners at 204 S Main Street
- Phillips 66 at 302 S Main Street

Historically Significant Properties

Although a 1976 architectural survey resulted in 79 of Cuba City's historic properties being included in the State's register of historic places, neither the downtown nor any of the individual buildings are certified as historic. This precludes properties from receiving any federal tax dollars for restoration, although State tax credits are available for historic restoration of properties in existence since prior

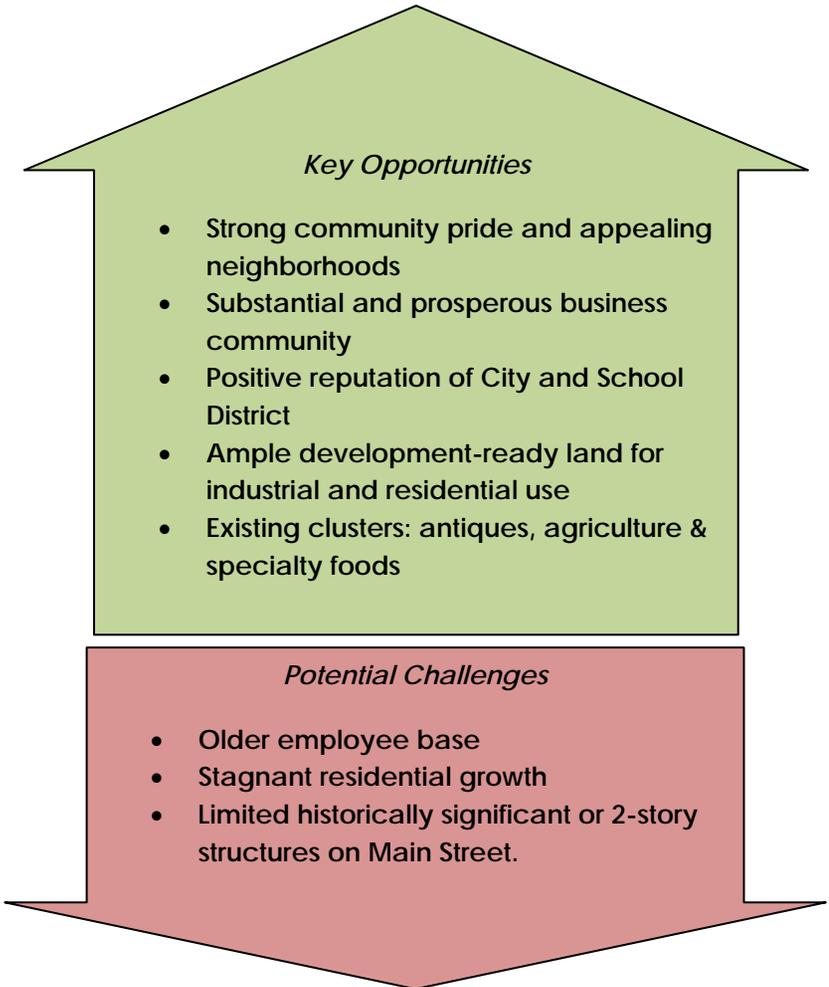
to 1937. Cuba City's downtown has several distinctive structures which are cherished by the community and should be preserved. Other historic properties which have not been adequately maintained or are not historically important may be incorporated into redevelopment sites.



An active brownfield site exists at the former Cuba City Station.



Although some downtown buildings retain their historic facades, many others have been altered or covered during previous renovations.



Key Opportunities

- Strong community pride and appealing neighborhoods
- Substantial and prosperous business community
- Positive reputation of City and School District
- Ample development-ready land for industrial and residential use
- Existing clusters: antiques, agriculture & specialty foods

Potential Challenges

- Older employee base
- Stagnant residential growth
- Limited historically significant or 2-story structures on Main Street.

Opportunities & Challenges

Based on market information and stakeholder input, a set of key opportunities and potential challenges was identified. These factors represent elements of the local economy and business climate which may demonstrate a competitive advantage in attracting growth in certain sectors, or introduce hurdles to recruitment in other areas.

Recommendations within the strategic plan will provide a framework for effectively marketing opportunities and assets to target audiences while simultaneously addressing or mitigating shortcomings to create longer-term success.

Chapter 5: Economic Development Strategies and Implementation Work Plan

Combining the result of market analysis and stakeholder input, the Community Development Corporation approved a formal economic development vision for the community. This vision is

Cuba City will become an economic development leader amongst Wisconsin's rural communities by encouraging redevelopment, increasing the number of well-paying jobs through growth in new and existing businesses, and enhancing the City's quality of life through strategic investments in community infrastructure.

In order for Cuba City to achieve this vision, it must maximize areas of competitive advantage and address several challenges which impact the City's ability to be competitive in certain sectors.

Recommended Strategies

Based on the results of the market analysis and stakeholder input, a set of economic development strategies are recommended for Cuba City. These strategies are grouped into five major categories:

1. Organization & Funding
2. Business Retention/Expansion/Recruitment
3. Events & Marketing
4. Redevelopment
5. Infrastructure Improvements

There are 24 total strategies summarized in the chart at the end of this chapter. Some strategies apply to more than one category.

Business Recruitment Targets

Although 80 percent of new investment and job growth is likely to come as a result of existing business expansion, Cuba City has the potential to recruit new businesses both to downtown and the

business park. This section identifies recruitment targets for the City, which will enable staff to tailor marketing and outreach to businesses that have the greatest chance of success in the community, and which will leverage the unique assets in the community and potentially spur additional growth. Although the City will continue to work with all prospective businesses, a more proactive approach to outreach can increase effectiveness of these efforts given limited staffing and funds for these initiatives.

Professional & Industrial

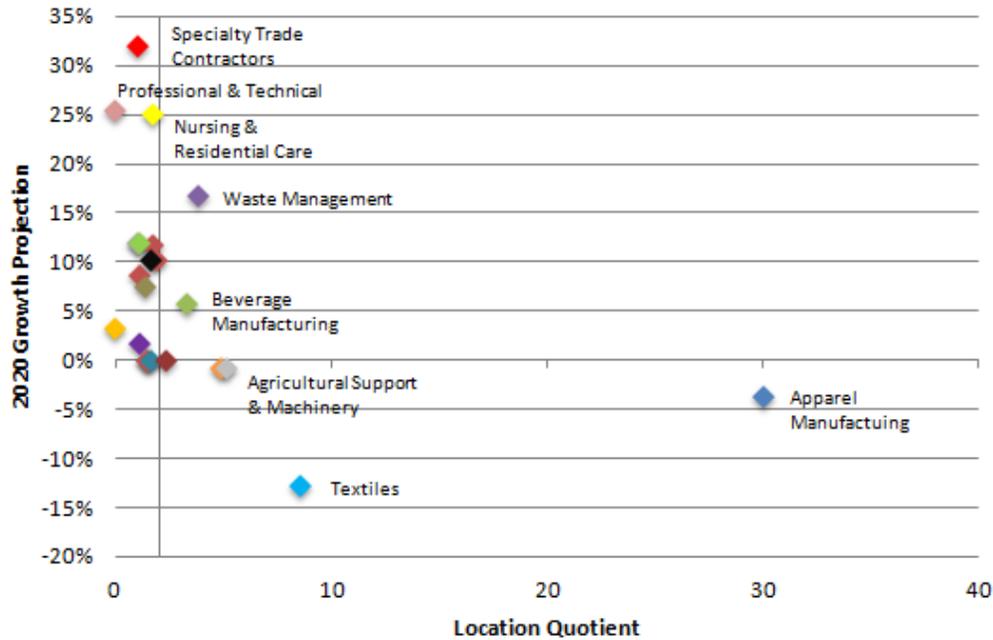
Recruitment targets for professional and industrial employers rely on the presence of the following factors to identify an optimal relocation:

1. Existing workforce
2. Existing supplier/vendor companies
3. Existing facilities or suitable land with adequate infrastructure

Additionally, Cuba City should focus most of its recruitment efforts on industries with strong growth prospects. In addition to being the most likely to have near term expansion needs, they also provide a positive outlook for future growth. Chart 5.0 illustrates industries with a high location quotient in Grant County according to their long-term growth prospects.

Location quotient is a measure of the relative concentration of an industry in an area, indicating that a cluster exists, and/or that there are unique assets which make that industry competitive in an area. Location quotients can only be calculated at the County level. However, as most stakeholders identified other Grant County communities and Dubuque as primary competitors for business prospects, it is safe to assume that a business locating in Cuba City can take advantage of a County-wide network of suppliers and vendors.

Chart 5.0: Industry Cluster and Growth Projections



Source: BLS, DWD

As illustrated in the chart, Beverage Manufacturing and Waste Management (including biodigesters) represent the most positive sectors. Other industry clusters, such as textile, apparel and agricultural support, have a strong presence in the County, but more limited industry-wide growth prospects. Marketing to businesses within this sector should be targeted based on existing vendor/supplier networks within the County, or focused on sub-sectors or companies investing in expanding products or services.

From a recruitment perspective, Cuba City has adequate and affordably priced infrastructure to support a majority of the industries represented by the higher growth sectors, which share a common demand for high volume water and wastewater service. With the

exception of facilities which are focused on high volume distribution, companies in any of these sectors would be appropriate targets for Cuba City’s business park.

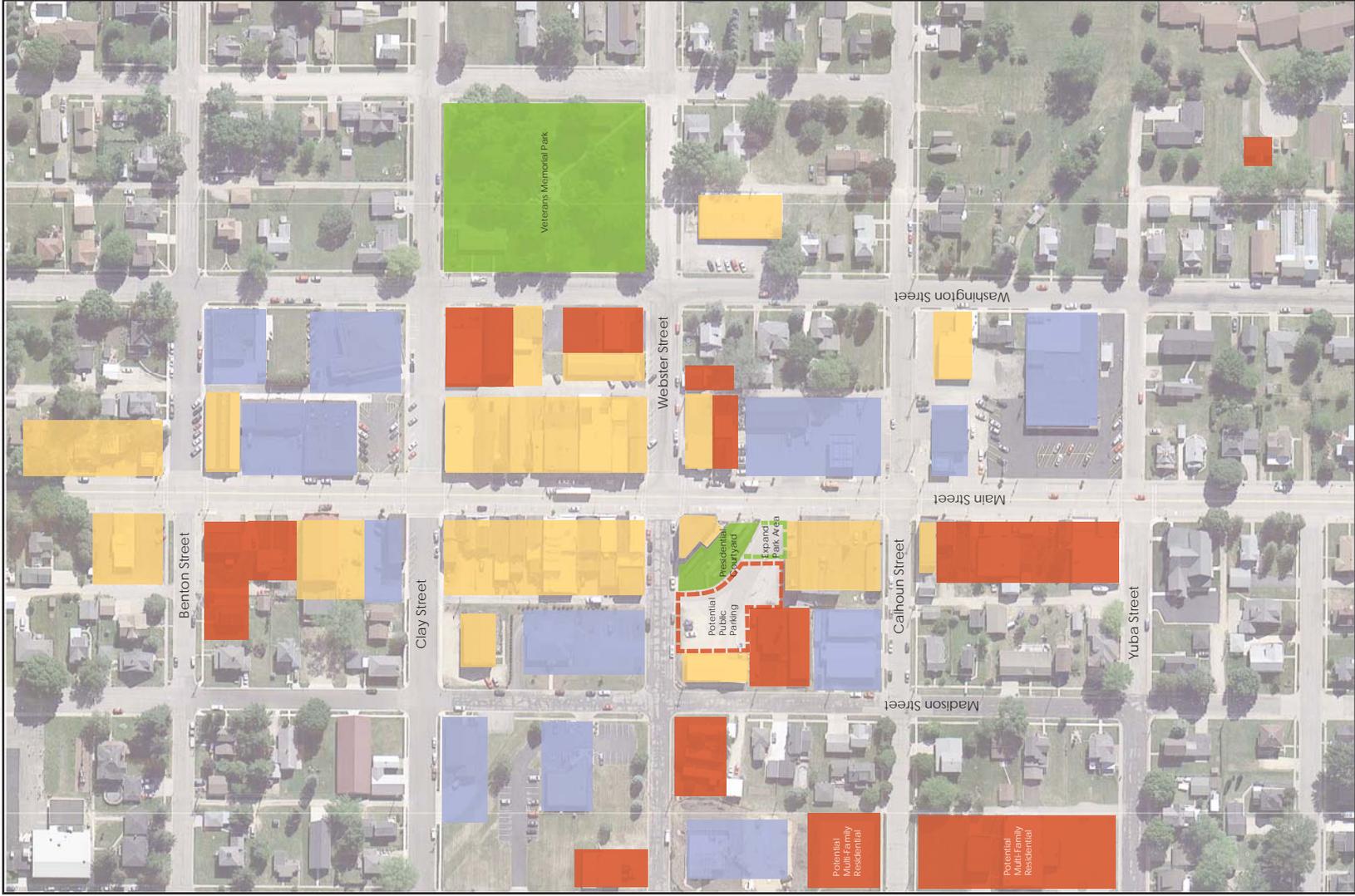
New Development and Infill Opportunities

An opportunity exists to introduce market-supported uses at key infill sites in Cuba City. The map on the following page identifies key redevelopment sites, as well as areas to preserve or enhance.

Chapter 5 introduced a number of recommendations for furthering Cuba City’s economic development efforts, working toward achieving the City’s vision of an economically prosperous community with a strong quality of life. However, Cuba City, due to its small size, has a limited budget and staffing for implementation efforts. This requires the City to maximize its ability to leverage local and regional partners, and to attract outside investment to the community. This chapter provides a 5-year work plan which breaks down individual recommendations into smaller elements, creating a sequential series of initiatives which will help the City remain on track for achieving its vision.

5-Year Work Plan

The following pages include a 5-year work plan for economic development initiatives within Cuba City. This work plan identifies individual economic development strategies, tactics to implement the strategies, priority levels, timing, implementation partners, potential costs/funding sources, benchmarks, and the benefits of carrying out the strategies and tactics.



- Preserve
- Enhance
- Redevelop
- Park

Land Use Summary Map
Public Open House #1
 Cuba City Economic Development Strategic Plan

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
1	◆			◆		Provide sites with public services for businesses wanting to locate in and grow in Cuba City.	Prepare a one-page marketing flyer for the Business Park; continue to use Cuba City's two industrial TIDs as a tool to maintain an inventory of industrial sites with public services and to provide incentives to companies interested in locating or growing in Cuba City; work with regional broadband providers to increase broadband speed and capacity.	High	Continuous	Econ. Dev. Staff; CDC; City Council	Nominal for marketing material & coordination with telecoms; TIF incentives dependent upon project.	Number of businesses opened.	TIF is one of the most powerful economic development tools available to local governments in Wisconsin. It provides municipalities with the financial capacity to implement projects that will support growth in both the tax base and the jobs base. On-going and wise use of TIF is critical to success in economic development.
2	◆			◆		Redevelop/rehabilitate blighted structures.	Perform blight determination to quantify the extent of the problem; implement façade improvement program for buildings to be preserved; work with local lenders to create a low-interest loan fund for downtown building renovations; recognize outstanding properties & carry successful design themes through to other businesses.	High	Continuous		High (\$5,000-\$10,000 per building for façade program; additional for redevelopment)	Blight determination.	Like many small Wisconsin communities with a traditional downtown, Cuba City has some buildings that have either suffered from lack of maintenance or been remodeled without regard to the building's historic architecture. Some newer buildings have been constructed without regard to the downtown context. An analysis of building conditions in and around the downtown is needed to quantify the extent of the problem and set the stage for solutions via a potential tax increment district and facade improvement program. Outside grant funds can sometimes also be used to address blight, if an analysis has been performed to quantify the number and extent of dilapidated structures. While the term "blight" can result in controversy, a property condition analysis is actually the first step that leads to City reinvestment in the area's building stock.
3				◆		Develop/redevelop underutilized sites.	Produce profiles of target sites on page 24; contact property owners to determine interest in participating in marketing for potential redevelopment and/or selling properties; create TID & redevelopment district to assist in redevelopment projects.	High	Continuous	Econ. Dev. Staff	Nominal (for profiles); High (for potential redevelopment assistance)	Redevelopment projects.	Sites to target for potential redevelopment were identified as part of this economic development plan. The City will need to work with property owners to facilitate redevelopment into land uses targeted as part of this study.
4	◆					Establish redevelopment-focused organizational capacity.	Training of Redevelopment Authority (RDA) or Plan Commission; clarify City committee and allied organizations' roles for implementation.	High	Short Term	City Council, Plan Commission, CDC	Establish RDA ~ \$2,500; Plan Commission or RDA Training ~\$750	RDA formed or use Plan Commission; training sessions held.	Plan commissions oftentimes meet only as needed to review development proposals, and do not meet to proactively address a community's redevelopment goals. Sometimes a Commission doesn't have development expertise and/or becomes bogged down in political considerations related to development. Establishing a RDA, with members who have experience in development and related fields (real estate, engineering, etc.), to focus on carrying out redevelopment goals can lead to better results. Similarly, empowering the Plan Commission, through training and a broader mission - encouraging and implementing redevelopment - can yield similar results.

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
5	◆	◆		◆	◆	Create a dedicated local funding source for downtown improvements.	Create Downtown TID.	High	Short Term	City Council, Plan Commission, CDC	\$15,000-\$20,000	TID Creation	While grant funding can be an important part of revitalizing any community, there will inevitably be grant matching costs and/or projects that are not eligible for grant funding. A dedicated local source of funding with minimal impact on the tax levy is critical to implementing plan goals. Communities around the state have successfully used TIDs in their downtowns to implement revitalization programs.
6		◆		◆		Increase workforce multifamily housing.	Promote sites to developers, including redevelopment sites close to downtown; establish land bank & incentives for multifamily development; approach local lenders/investors/HUD/USDA to establish a favorable financing package; explore the potential of pre-leasing units.	High	Short Term	Econ. Dev. Staff, CDC, RDA	\$500 for promotional fliers; \$5,000 - \$500,000 to either acquire or secure options to purchase on key redevelopment sites	Dwelling Units (DU) constructed.	Growing jobs within a community is only one part of a broader economic development initiative. If employees have no place to live within the community, the local economy does not acquire the full benefits of job creation - employees will spend a significant amount of money close to their home and become more engaged in their home community. Similarly, it can be difficult to attract new businesses or retain expanding businesses if the local housing stock does not provide a sufficient number of options for employees. Community acquisition of sites to land bank and market to developers and/or facilitating redevelopment between developers and willing sellers can go a long way to close the gap between employee desire for local housing options and the market's ability to respond to demand.
7		◆		◆		Increase multifamily housing for seniors.	Promote sites to developers, including redevelopment sites close to downtown; establish land bank & incentives for multifamily development.	Medium	Short Term	Econ. Dev. Staff, CDC, RDA	\$500 for promotional fliers; \$5,000 - \$500,000 to either acquire or secure options to purchase on key redevelopment sites	DU constructed.	Senior housing can be a forgotten part of the economic development equation. However, not only does senior housing grow jobs by keeping purchasing power within the community and creating medical/service jobs, it also frees up housing for new families by giving seniors low-maintenance options to move out of their single-family homes while still maintaining the community connections they enjoy.
8		◆				Increase professional services options.	Prepare market profile sheet; recruit IT/accounting businesses to City; connect potential IT firms/accountants with local businesses.	Low	Short Term	Econ. Dev. Staff; Chamber	Nominal	Number of businesses opened.	Local options for business services such as information technology and accounting are lacking in Cuba City. Many businesses have to use outside firms for common tasks/services. Sufficient demand may exist to support more local services in certain sectors if area businesses commit to buying local.
9		◆		◆		Increase restaurant options.	Prepare market profile sheet.	Medium	Short Term	Econ. Dev. Staff; Chamber	Nominal	Number of businesses opened.	While most small Wisconsin communities have a variety of bar/tavern choices, the selection of full- and limited-service restaurants can sometimes be lacking. Restaurants are an important part of establishing a complete community - they can retain dollars brought in to the community by commuting employees, provide a place for businesses to entertain clients, and create positive spillover impacts on surrounding commercial properties. While it is difficult to start a new restaurant, the community can get a head start on encouraging new activity by compiling market statistics illustrating what parts of the restaurant sector have unfulfilled demand in and around Cuba City.

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
10		◆		◆		Increase general merchandise retail choices.	Prepare market profile sheet.	Medium	Short Term	Econ. Dev. Staff; Chamber	Nominal	Number of businesses opened.	Grocery stores and general merchandise stores tend to be the most frequent retail trips for most households, which often combine other errands with these trips. If people are traveling outside the community for general merchandise wares, the community can lose more than just general merchandise sales. Such stores can also serve as a magnet to the surrounding countryside, attracting some trips from nearby residents that may currently be making the longer drive to Platteville or Dubuque instead of making purchases in close by Cuba City. Small and medium-sized general merchandise retailers have been expanding throughout smaller cities and villages in the Midwest. Illustrating market demand is the first step to attracting such retailers.
11		◆				Expand service offerings of existing businesses.	Reach out to local businesses to publicize spending gaps shown in the market analysis.	Medium	Short Term	Econ. Dev. Staff; Chamber	Nominal	Increased local sales.	Communities often focus on landing big new businesses when trying to address shortcomings in the business mix. However, incremental addition of product lines to existing businesses can be just as effective as luring new businesses, while also being less risky. Right now, the two biggest unmet retail spending gaps in Cuba City are in the Health and Personal Care category (cosmetics, eye glasses, health supplement stores, pharmacies), and General Merchandise (department stores, dollar stores, stores like Wal-Mart/Target). Other sectors with strong local demand include auto parts, building supplies, sporting goods, hobby supplies, and furniture. Existing businesses in Cuba City may be able to building upon their success by adding product lines to meet demand that is currently leaving the City.
12		◆		◆		Move home-based businesses into Downtown or Industrial Park, as appropriate.	Survey home-based businesses to determine demand and needs; work with home-based entrepreneurs and building owners to match businesses with available space; determine whether/how much assistance may be needed and best way to provide assistance.	Medium	Short Term	RDA/Plan Commission; Econ. Dev. Staff; Chamber	Nominal	Occupied storefronts (downtown); new buildings or remodels (industrial park)	Assisting willing businesses in taking the step from home business to commercial businesses is a way to build off of current local successes. The transition from startup into dedicated commercial/industrial space is a difficult one that can be made easier with local facilitation between home businesses looking to grow and property owners who have space. Depending on the situation, businesses may need funding assistance to move operations.
13	◆		◆			Create more special events.	Use Cuba City's "City of Presidents" theme to plan future events.	High	Short Term	Chamber	TBD	Events held.	Not only do special events build community pride, they also help establish recognition within the region and attract visitors who spend money at area shops and restaurants. While Cuba City already has a built in "City of Presidents" brand, the opportunity exists to further boost the brand with presidential-related special events. Presidents' Day (aka "Washington's Birthday"), which is observed on the third Monday in February, is the most obvious day for related special events. Aside from the more widely observed Memorial Day and Independence Day holidays, community events could also be held on Flag Day (June 14th).

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
14			◆			Enhance downtown aesthetics.	Facilitate opportunity for businesses to meet with experts on marketing via storefront displays; participate in UW Extension's "First Impressions" program.	High	Short Term	Econ. Dev. Staff; Chamber; UWEX	Nominal	Storefront displays enhanced.	Opportunities exist to boost the downtown business climate through more engaging displays along Main Street. The City can facilitate such an improvement by working to bring in a marketing expert to meet with businesses to work on display techniques to increase sales. Coupled with a facade improvement program (see #16 below), such an effort could have a significant impact on the vitality of the downtown.
15				◆	◆	Improve design and aesthetics of parking areas.	Improve selected parking areas (such as the area by Presidential Courtyard park).	High	Short Term	Parks Department; Public Works	High (\$20,000-\$100,000+, depending on design/amenities)	Reconstruction of parking areas.	While the downtown generally has a sufficient supply of public and private parking within easy walking distance of businesses, the aesthetics and layout of off-street parking areas, especially the area adjacent to the Presidential Courtyard park, could be improved with a redesign. Attractive and well-designed parking can make a good first impression with visitors. In the instance of the Presidential Courtyard area, the design could be combined with an expansion of the park to enhance its presence along Main Street. It is also important to provide some level of off-street parking for longer-term visitors so on street stalls can be reserved for convenience stops directly in front of businesses.
16		◆		◆		Better utilize existing buildings.	Zoning ordinance enforcement; prohibit first floor residential in downtown core.	High	Short Term	City Staff	Nominal	Active storefronts/parcels.	Contrary to original design and current zoning, many buildings in and around downtown Cuba City are used for storage/ warehousing. Such buildings are often bought up for use as cheap storage by people/companies with businesses in larger cities, such as Dubuque. This conversion of space from active retail/service/residential uses to storage uses has a detrimental impact on the vitality of the downtown. Properties must be converted back to active use via strict enforcement of existing zoning regulations. Similarly, it is important for commercial businesses to have a continuous commercial frontage - breaks in storefronts by warehouse or residential uses can be detrimental to the entire downtown.
17	◆			◆	◆	Leverage grant opportunities to implement identified strategies.	Match specific public and private grant funding programs to action plan.	High	Mid-Term	Economic Development Director, CDC, Public & Private Funders	\$5,000 - \$10,000	Report matching specific projects with grant opportunities.	Cuba City will not be able to implement all strategies within this plan purely with local funding. There are a variety of public and private grants that are available for various economic development activities - such programs should be studied in detail to match funding opportunities with desired outcomes, as outlined in this chart. Cost is an estimate of level of staff effort to prepare grant applications.

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
18	◆	◆				Workforce development & training.	Link employers/employees with training opportunities available through SW WI Technical College and UW Platteville; work with SW Tech and UWP to bring high-demand training opportunities to Cuba City; work with the Wisconsin Women's Business Initiative Corporation (WWBIC) to provide business resources and training.	High	Mid-Term	Econ. Dev. Staff; CDC; SWTC; UWP	Nominal for distributing information about training opportunities; \$500 - \$3,000 to underwrite the cost of bringing programs to Cuba City	# training opportunities distributed to employers; # training opportunities provided in Cuba City	Numerous Cuba City businesses reported difficulty in recruiting qualified workers to fill open positions in the City. Part of the difficulty may be attributable to a lack of local continuing education opportunities. However, opening a local technical college branch offering a variety of educational opportunities is unlikely. Economic development organizations should work with employers, potential employees, and educators to identify the most pressing needs and coordinate training opportunities to match job-seekers with educational opportunities that pay off with immediate employment upon completion.
19				◆	◆	Improve downtown pedestrian safety.	Improve sidewalks/terraces, implement traffic calming measures.	High	Mid-Term	City Staff; Public Works; City Council	High (cost depends on measures to be implemented)	New infrastructure.	Improving storefronts is only part of the equation when enhancing a downtown. No matter how attractive the storefronts are, people won't visit the stores if they don't feel comfortable walking around. Narrow terraces, a lack of pedestrian amenities, sidewalk obstructions, and dangerous street crossings are all impediments to a thriving downtown business district. Slowing traffic not only increases pedestrian safety, but also enables drivers to be more aware of their surroundings and makes them more likely to stop at a business. Implementing curb bumpouts, widening/enhancing terraces, and installing raised crosswalks are all examples of methods to improve the downtown pedestrian experience.
20		◆	◆			Increase purchases of local goods and services.	Establish a "buy local" campaign; determine feasibility of an indoor winter location for the Community Market; expand upon the success of community market days by encouraging expanded business hours.	High	Mid-Term	City Staff; CDC; Chamber	\$500 - \$1,000 "buy local" campaign; nominal for understanding feasibility of indoor market location & encouraging longer hours.	% of local merchants reporting increased sales.	The American Independent Business Alliance has estimated that that each dollar spent at a local business returns three times more money to the local economy than one spent at a chain. Buying local builds community, support the unique community character, increases choices, and creates jobs.
21	◆	◆				Boost awareness of job openings in Cuba City for local & regional employees.	Work with employers to establish a resource to advertise positions within Cuba City; communicate with Cuba City alumni to promote Cuba City job and investment opportunities.	Medium	Mid-Term	City Staff; CDC; Chamber	Nominal for coordination & communication	Increase in available Cuba City jobs posted on internet.	Currently only 33% of area businesses list job openings on the internet. This greatly limits the ability of Cuba City to attract new residents and causes local labor shortages for skilled positions.

Strategy #	Organization & Funding	Business Retention/ Expansion/ Recruitment	Events & Marketing	Redevelopment	Infrastructure Improvements	Economic Development Strategy	Tactic(s)	Priority Level (High, Medium, Low)	Timing	Implementation Partners	Cost & Funding	Benchmark(s)	Benefit
22	◆	◆				Improve capacity to assist local businesses with ownership transfer	Partner with SBDC, SWTC, UW Extension and regional attorneys and accountants to conduct a series of workshops on ownership transition.	Medium	Mid-to-Long-Term	Econ. Dev. Staff; CDC; SBDC; UW-Extension; SWTC; Accountants, Attorneys	Nominal	Workshop attendance.	Many small rural communities lose businesses through attrition - there is no one to take over the business when the owner is ready to retire, so the business just closes. Encouraging local businesses to consider and plan for ownership transition could help retain a number of businesses that might otherwise close over the long-term. This can also provide business opportunities for other community residents.
23				◆		Improve the existing housing stock in the City.	Establish a locally-funded housing stock improvement program funded by TIF.	High	Mid-to-Long-Term	City Council, RDA or Plan Commission, CDC	\$250,000	Homes improved.	One of the issues holding Cuba City back is the relative poor quality of the housing stock. As older residents age and senior housing options become available, more single-family homes will come on the market. Many of these homes will need work to bring them up to modern standards demanded by today's young families. A housing stock improvement program can provide an incentive to both attract young families to Cuba City and help to improve the housing stock.
24		◆				Establish agriculture-related business cluster.	Locate new agriculture businesses in proximity to existing agriculture businesses.	Low	Long Term	Plan Commission	Nominal	# Ag businesses; mean distance from Gro Alliance	Cuba City supports the continued strong agricultural tradition of the surrounding countryside. To build off of this tradition, the City should, over the long term, plan for an area to be set aside to attract agriculture-related businesses.
25		◆		◆		Embrace Cuba City's growth as a bedroom community.	Provide a variety of residential housing options to serve local and regional employees.	Medium	Long Term	Plan Commission	Nominal	DU constructed.	Given Cuba City's proximity to Dubuque (20 minute drive) and Platteville (<10 minute drive), the potential exists to attract employees who work in those communities to live in Cuba City. People are generally most involved in their home (not work) community - the City would see benefits in business growth to serve such workers. The City may need to facilitate development of mixed-income residential neighborhoods via Comprehensive Planning and working with developers to implement planned outcomes.
26					◆	Develop a trail network to connect residents to local and regional destinations.	Investigate DNR/DOT grant opportunities for trail planning.	Medium	Long Term	City Staff	~\$2,000-\$6,000 for grant application assistance	Inclusion of trails in Comprehensive Plan.	Resident participation in the development of this plan identified a desire for recreational trail connections to local and regional destinations. The City should pursue grant opportunities for trail planning through the DNR and DOT; Stewardship grants and Transportation Enhancement grants are the most likely candidates. The City should pursue partnerships with other governmental entities, such as Grant County and the City of Platteville, depending upon the potential scope of regional trail planning efforts. The results of any trail planning should be integrated into the City's Comprehensive Plan.

Timing: Short Term <2 years; mid-term 2-4 years; long term >4 years.

Appendix: Business & Community Resource Guide and Retail Supply & Demand Analysis

Business & Community Resource Guide

There are multiple organizations and resources available to Cuba City as it moves forward with implementing this plan. Some resources which may be particularly useful are provided below, grouped according to purpose and focus. Of course, many resources are also available locally within the community and should be utilized whenever possible.

Startups and Small Businesses

- SCORE (Service Corp of Retired Executives) provides regular workshops and individual business counseling and mentoring services. Services are free, and businesses are matched with executives with similar industry experience. Run through Small Business Development Center (below).
- Small Business Development Center. www.sbdc.wisc.edu Free business counseling for start-up and existing businesses. The program also hosts numerous workshops on business planning, financial management and small business finance.
- [Early Planning Grant \(EPG\) program](#) The EPG program allows applicants working within certain industry clusters to hire an independent third party to help them prepare a comprehensive business plan.

Downtown, Community Marketing and Local Arts & Retail

- [Wisconsin Main Street](#) Assistance for program communities for manager training, best practices, marketing, business recruitment, volunteer development, design consultation and more. Communities of under 5,000 must hire part time director and demonstrate financial commitment to be eligible.
- 3/50 Buy Local Program www.the350project.net – Available assistance for buy local campaigns including media releases, posters, best practices and other information on supporting local retail.

- Downtown Merchandising Assistance: Carolyn Fredericks – interior design and merchandising consultant. carolynfredericks@charter.net, 920-210-3359
- Grant County Economic Development Corporation – <http://www.grantcounty.org/> – local organization to assist communities in marketing and economic development.
- Destination Bootcamp – managed by Jon Schallert, the program is akin to a local retail conference dedicated to individual communities. www.destinationbootcamp.com

Education, Training and Workforce Development

- [Business Employees' Skills Training \(BEST\) Program](#) BEST was established to help small businesses in industries that are facing severe labor shortages upgrade the skills of their workforce. The BEST program provides applicants with a tuition reimbursement grant to help cover a portion of the costs associated with training employees.

Business Finance & Grants

- Regional Revolving Loan Fund. Funds available for retention or creation of jobs and fixed asset investment. Ron Brisbois, Grant County Economic Development Executive Director at gcedc@grantcounty.org
- [Qualified New Business Venture](#) Early-stage businesses engaged in developing innovative products or services related to proprietary technology may be designated as Qualified New Business Ventures. This designation is designed to assist businesses in their efforts to attract investors by making state tax credits available to individuals and groups investing in these businesses.
- [Technology Assistance Grants \(TAG\)](#) TAG aids small, high-technology businesses in their efforts to obtain seed, early-stage or research and development funding.
- [Rural Economic Development \(RED\) Program](#) The Rural Economic Development program is designed to provide working capital or fixed asset financing for businesses.

- [Blight Elimination and Brownfields Redevelopment \(BEBR\) Grants](#)
The BEBR program is designed to assist communities with assessing or remediating the environmental contamination of an abandoned, idle or underused industrial or commercial facility or site in a blighted area, or that qualifies as blighted.
- [Economic Diversification Loan \(EDL\) Program](#) The goal of the Economic Diversification Loan (EDL) program is to diversify a local community's economy. The EDL program is designed to help businesses establish and expand operations. The EDL program is a low interest loan program that may be able to finance a portion of the costs of these improvements.
- [USDA Rural Development Grants](#) Low interest loans and grants for community facilities and infrastructure projects. Funding based on area income, utility rates and borrowing capacity of applicant community.
- [Wisconsin Business AnswerLine](#) A free service of the Wisconsin Small Business Development Center. AnswerLine counselors have real-world business management experience. They're available to give free answers to your business start-up or management questions.
- [Wisconsin Business Wizard](#) Determine licensing, permitting and regulatory requirements, obtain necessary application forms, identify available state resources, and access other valuable business-related information.

Community Development Funding Resources

- The [USDA](#) offers a variety of programs for assisting in community development, housing, and community facilities.
- The [CDBG program](#) offers assistance for a variety of community development activities, such as construction of public facilities (CDBG-PF), planning efforts (CDBG-PLNG), and housing development (CDBG-Housing).
- The [Wisconsin Department of Tourism](#) offers assistance for event planning and associated marketing.
- The [DNR](#) offers funding assistance for a variety of environmental initiatives from park and trail acquisition to water quality to cleanup of environmentally contaminated "brownfield" sites.
- The [DOT](#) has programs for major street reconstruction projects and trail projects.
- The [Wisconsin Economic Development Corporation \(WEDA\)](#) manages a number of community development programs; their website also offers a directory of various grant programs managed by other state agencies (including those mentioned above).

Property Listings

- [www.costar.com](#) – free service for property owners to list properties. City may submit listings, but must be confirmed by property owner at followup call.
- [www.loopnet.com](#) – free service for City or property owners to list properties. Account can be setup online. Tracking information to view number of property hits and downloads.
- [www.locateinwisconsin.com](#) – free service for City or property owners to list properties.
- [www.propertydrive.com](#) and [www.xceligent.com](#) – fee-based listing services for property listings commonly used by brokers.

Useful Internet Guides for Business Information and Assistance

- [SBA Guide to Wisconsin Resources](#) A PDF document covering "Getting Started in Wisconsin," "Financing Your Business," and "Ideas for Growing Businesses."
- [State of Wisconsin Business Services](#) Links to state agencies, resources, programs and information helpful to people interested in doing business in Wisconsin.



Retail MarketPlace Profile

Regional Trade Area_1
Cuba City, WI
Ring: 1 mile radius

Latitude: 42.60911
Longitude: -90.43077

Summary Demographics	
2012 Population	2,183
2012 Households	875
2012 Median Disposable Income	\$33,684
2012 Per Capita Income	\$19,387

Industry Summary	
Total Retail Trade and Food & Drink	44-45
Total Retail Trade	44-45
Total Food & Drink	722
Demand (Retail Potential)	\$18,335,363
Supply (Retail Sales)	\$30,836,689
Retail Gap	-\$12,501,326
Leakage/Surplus Factor	-25.4
Demand (Retail Potential)	\$16,713,649
Supply (Retail Sales)	\$30,045,754
Retail Gap	-\$13,332,105
Leakage/Surplus Factor	-28.5
Demand (Retail Potential)	\$1,621,714
Supply (Retail Sales)	\$790,936
Retail Gap	\$830,779
Leakage/Surplus Factor	34.4

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Motor Vehicle & Parts Dealers	441	\$3,218,842	\$23,610	\$3,195,231	98.5	0
Automobile Dealers	4411	\$2,778,980	\$23,610	\$2,755,369	98.3	0
Other Motor Vehicle Dealers	4412	\$226,731	\$0	\$226,731	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$213,131	\$0	\$213,131	100.0	0
Furniture & Home Furnishings Stores	442	\$320,220	\$0	\$320,220	100.0	0
Furniture Stores	4421	\$201,810	\$0	\$201,810	100.0	0
Home Furnishings Stores	4422	\$118,410	\$0	\$118,410	100.0	0
Electronics & Appliance Stores	4431	\$515,177	\$0	\$515,177	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$628,957	\$76,972	\$551,985	78.2	1
Bldg Material & Supplies Dealers	4441	\$505,716	\$76,972	\$428,744	73.6	1
Lawn & Garden Equip & Supply Stores	4442	\$123,241	\$0	\$123,241	100.0	0
Food & Beverage Stores	445	\$2,727,319	\$1,254,662	\$1,472,657	37.0	3
Grocery Stores	4451	\$2,545,014	\$0	\$2,545,014	100.0	0
Specialty Food Stores	4452	\$58,458	\$886,255	-\$827,797	-87.6	2
Beer, Wine & Liquor Stores	4453	\$123,846	\$368,407	-\$244,561	-49.7	1
Health & Personal Care Stores	446,4461	\$1,580,158	\$523,465	\$1,056,693	50.2	1
Gasoline Stations	447,4471	\$2,134,525	\$27,177,551	-\$25,043,026	-85.4	3
Clothing & Clothing Accessories Stores	448	\$774,612	\$11,729	\$762,882	97.0	0
Clothing Stores	4481	\$516,574	\$11,729	\$504,845	95.6	0
Shoe Stores	4482	\$139,599	\$0	\$139,599	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$118,438	\$0	\$118,438	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$374,065	\$85,803	\$288,262	62.7	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$290,292	\$85,803	\$204,489	54.4	1
Book, Periodical & Music Stores	4512	\$83,773	\$0	\$83,773	100.0	0
General Merchandise Stores	452	\$2,612,592	\$684,734	\$1,927,858	58.5	1
Department Stores Excluding Leased Depts.	4521	\$1,265,351	\$684,734	\$580,617	29.8	1
Other General Merchandise Stores	4529	\$1,347,241	\$0	\$1,347,241	100.0	0
Miscellaneous Store Retailers	453	\$372,863	\$207,226	\$165,637	28.6	3
Florists	4531	\$25,455	\$124,614	-\$99,159	-66.1	1
Office Supplies, Stationery & Gift Stores	4532	\$114,212	\$0	\$114,212	100.0	0
Used Merchandise Stores	4533	\$58,638	\$43,696	\$14,942	14.6	1
Other Miscellaneous Store Retailers	4539	\$174,558	\$38,916	\$135,642	63.5	1
Nonstore Retailers	454	\$1,454,321	\$0	\$1,454,321	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$1,154,391	\$0	\$1,154,391	100.0	0
Vending Machine Operators	4542	\$66,686	\$0	\$66,686	100.0	0
Direct Selling Establishments	4543	\$233,244	\$0	\$233,244	100.0	0
Food Services & Drinking Places	722	\$1,621,714	\$790,936	\$830,779	34.4	5
Full-Service Restaurants	7221	\$615,408	\$112,075	\$503,333	69.2	1
Limited-Service Eating Places	7222	\$831,121	\$515,927	\$315,194	23.4	2
Special Food Services	7223	\$71,857	\$0	\$71,857	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$103,328	\$162,934	-\$59,606	-22.4	2

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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November 20, 2013



Retail MarketPlace Profile

Regional Trade Area_1

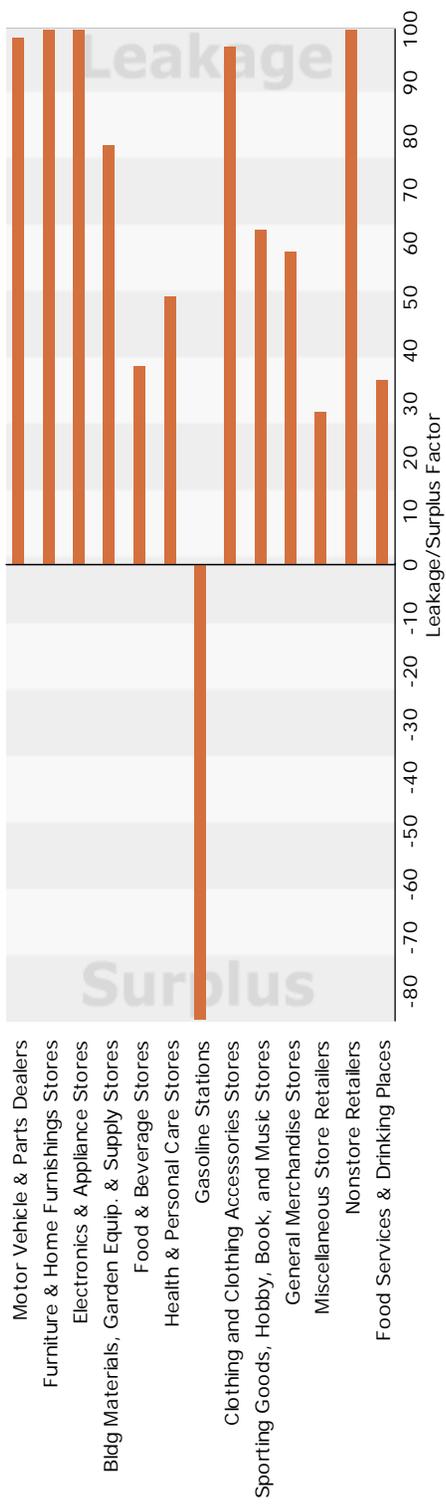
Cuba City, WI

Ring: 1 mile radius

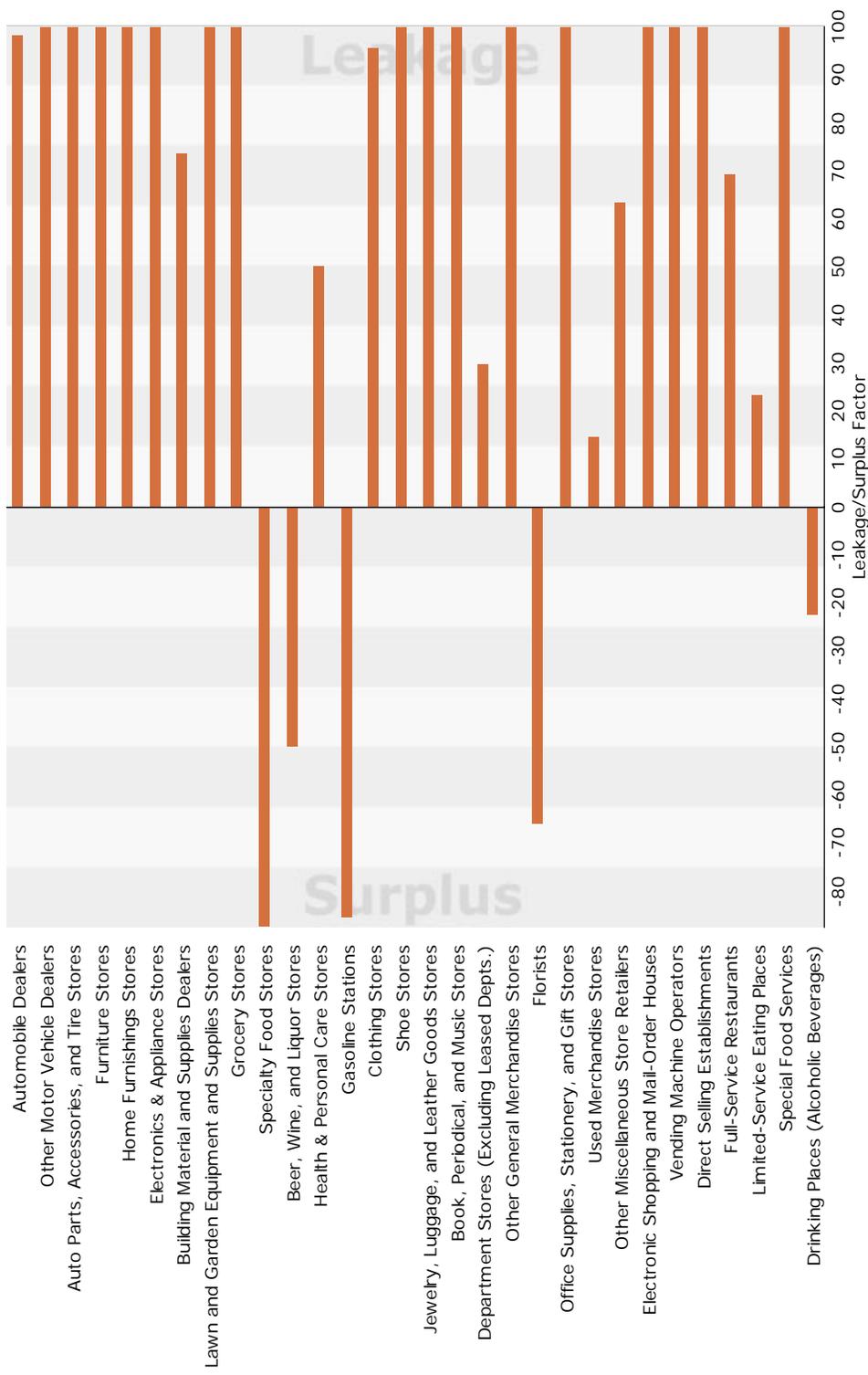
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Longitude: -90.43077

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Regional Trade Area_1
Cuba City, WI
Ring: 3 mile radius

Latitude: 42.60911
Longitude: -90.43077

Summary Demographics

2012 Population	2,765
2012 Households	1,090
2012 Median Disposable Income	\$34,803
2012 Per Capita Income	\$19,659

Industry Summary

Total Retail Trade and Food & Drink	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Total Retail Trade	44-45	\$23,801,120	\$35,980,188	-\$12,179,069	-20.4	24
Total Food & Drink	44-45	\$21,712,058	\$34,803,753	-\$13,091,696	-23.2	17
	722	\$2,089,062	\$1,176,435	\$912,627	27.9	7

Industry Group

Motor Vehicle & Parts Dealers	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Motor Vehicle & Parts Dealers	441	\$4,181,378	\$3,557,980	\$623,398	8.1	1
Automobile Dealers	4411	\$3,608,938	\$3,488,396	\$120,542	1.7	1
Other Motor Vehicle Dealers	4412	\$297,405	\$69,585	\$227,820	62.1	0
Auto Parts, Accessories & Tire Stores	4413	\$275,035	\$0	\$275,035	100.0	0
Furniture & Home Furnishings Stores	442	\$413,823	\$12,307	\$401,517	94.2	0
Furniture Stores	4421	\$260,786	\$0	\$260,786	100.0	0
Home Furnishings Stores	4422	\$153,037	\$12,307	\$140,730	85.1	0
Electronics & Appliance Stores	4431	\$666,179	\$0	\$666,179	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$825,317	\$100,776	\$724,541	78.2	1
Bldg Material & Supplies Dealers	4441	\$662,464	\$91,826	\$570,637	75.7	1
Lawn & Garden Equip & Supply Stores	4442	\$162,853	\$8,950	\$153,904	89.6	0
Food & Beverage Stores	445	\$3,539,737	\$1,428,927	\$2,110,810	42.5	4
Grocery Stores	4451	\$3,304,133	\$158,250	\$3,145,883	90.9	1
Specialty Food Stores	4452	\$75,856	\$902,270	-\$826,414	-84.5	2
Beer, Wine & Liquor Stores	4453	\$159,748	\$368,407	-\$208,659	-39.5	1
Health & Personal Care Stores	446,4461	\$2,061,472	\$578,107	\$1,483,365	56.2	1
Gasoline Stations	447,4471	\$2,779,353	\$27,241,134	-\$24,461,781	-81.5	3
Clothing & Clothing Accessories Stores	448	\$994,093	\$39,399	\$954,694	92.4	0
Clothing Stores	4481	\$662,847	\$39,399	\$623,448	88.8	0
Shoe Stores	4482	\$179,881	\$0	\$179,881	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$151,364	\$0	\$151,364	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$484,333	\$90,424	\$393,909	68.5	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$376,978	\$90,424	\$286,554	61.3	1
Book, Periodical & Music Stores	4512	\$107,355	\$0	\$107,355	100.0	0
General Merchandise Stores	452	\$3,387,453	\$701,429	\$2,686,024	65.7	1
Department Stores Excluding Leased Depts.	4521	\$1,637,514	\$701,429	\$936,085	40.0	1
Other General Merchandise Stores	4529	\$1,749,939	\$0	\$1,749,939	100.0	0
Miscellaneous Store Retailers	453	\$485,610	\$619,173	-\$133,563	-12.1	4
Florists	4531	\$33,508	\$124,614	-\$91,106	-57.6	1
Office Supplies, Stationery & Gift Stores	4532	\$148,192	\$13,118	\$135,074	83.7	0
Used Merchandise Stores	4533	\$75,351	\$43,696	\$31,655	26.6	1
Other Miscellaneous Store Retailers	4539	\$228,559	\$437,745	-\$209,186	-31.4	2
Nonstore Retailers	454	\$1,893,309	\$434,097	\$1,459,212	62.7	0
Electronic Shopping & Mail-Order Houses	4541	\$1,499,134	\$176,989	\$1,322,145	78.9	0
Vending Machine Operators	4542	\$86,456	\$0	\$86,456	100.0	0
Direct Selling Establishments	4543	\$307,719	\$257,108	\$50,611	9.0	0
Food Services & Drinking Places	722	\$2,089,062	\$1,176,435	\$912,627	27.9	7
Full-Service Restaurants	7221	\$792,240	\$209,629	\$582,610	58.2	2
Limited-Service Eating Places	7222	\$1,071,553	\$528,506	\$543,047	33.9	2
Special Food Services	7223	\$92,785	\$70,097	\$22,688	13.9	0
Drinking Places - Alcoholic Beverages	7224	\$132,485	\$368,203	-\$235,718	-47.1	3

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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November 20, 2013



Retail MarketPlace Profile

Regional Trade Area_1

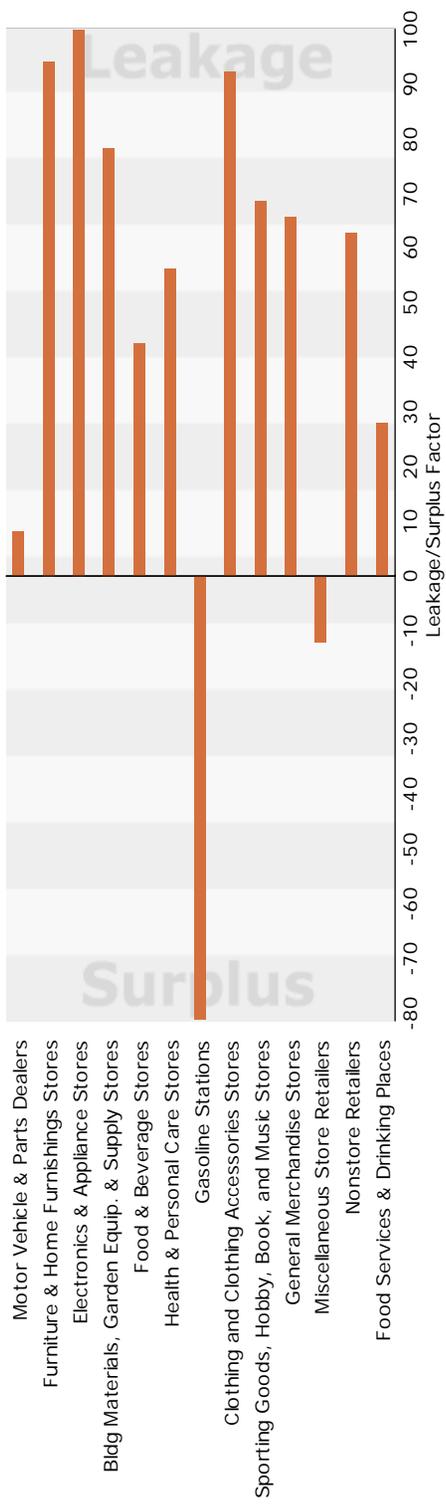
Cuba City, WI

Ring: 3 mile radius

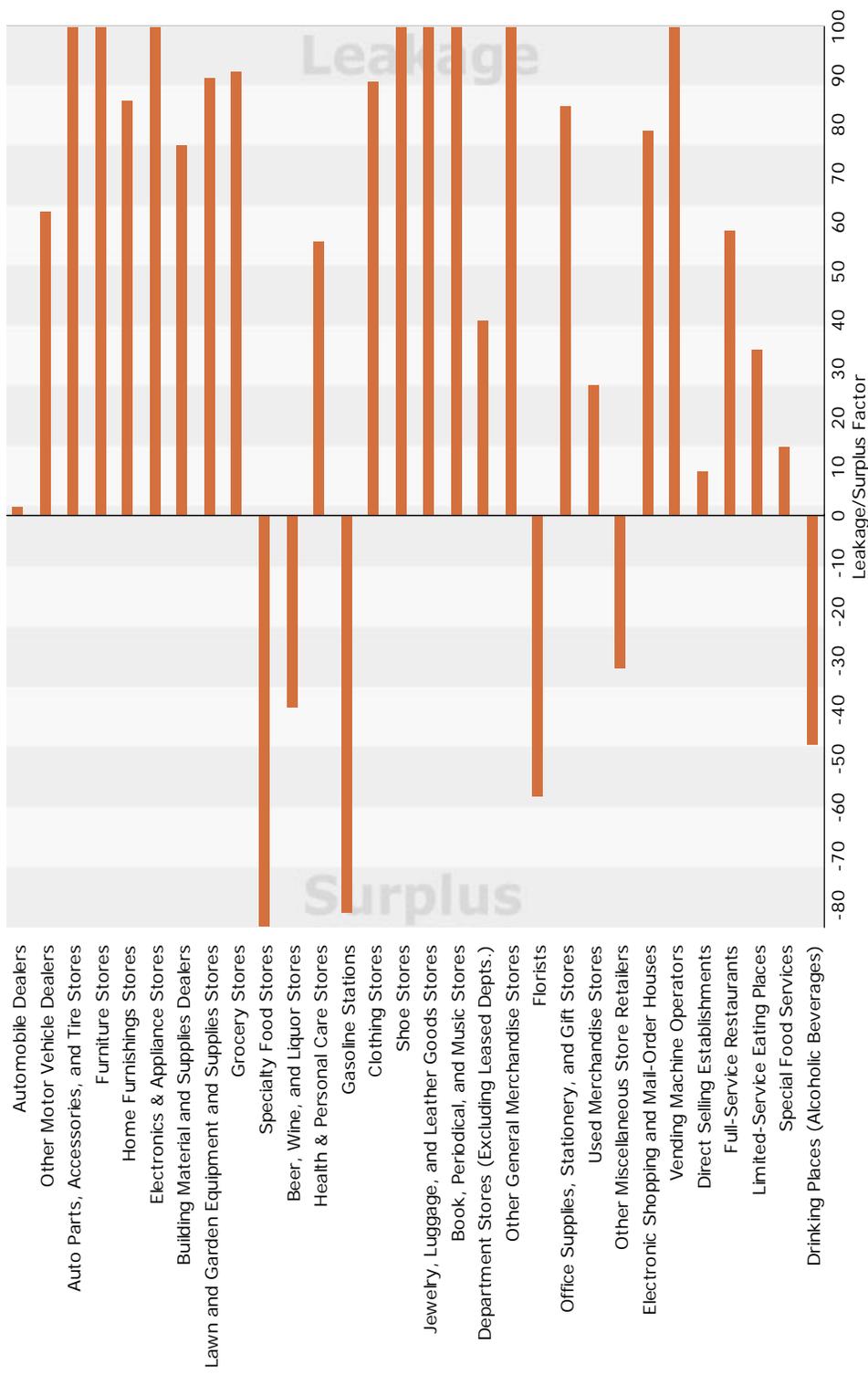
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Longitude: -90.43077

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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November 20, 2013

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Retail MarketPlace Profile

Regional Trade Area_1
Cuba City, WI
Ring: 5 mile radius

Latitude: 42.60911
Longitude: -90.43077

Summary Demographics

2012 Population	5,237
2012 Households	2,026
2012 Median Disposable Income	\$35,048
2012 Per Capita Income	\$20,186

Industry Summary

Total Retail Trade and Food & Drink	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Total Retail Trade	44-45	\$46,017,929	\$47,551,117	-\$1,533,189	-1.6	44
Total Food & Drink	44-45	\$42,026,001	\$45,571,270	-\$3,545,268	-4.0	31
	722	\$3,991,927	\$1,979,848	\$2,012,079	33.7	13

Industry Group

Motor Vehicle & Parts Dealers	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Motor Vehicle & Parts Dealers	441	\$8,074,880	\$8,014,183	\$60,697	0.4	2
Automobile Dealers	4411	\$6,970,012	\$7,715,297	-\$745,285	-5.1	2
Other Motor Vehicle Dealers	4412	\$578,511	\$278,341	\$300,170	35.0	0
Auto Parts, Accessories & Tire Stores	4413	\$526,357	\$20,545	\$505,812	92.5	0
Furniture & Home Furnishings Stores	442	\$792,693	\$159,984	\$632,709	66.4	1
Furniture Stores	4421	\$500,558	\$0	\$500,558	100.0	0
Home Furnishings Stores	4422	\$292,135	\$159,984	\$132,151	29.2	1
Electronics & Appliance Stores	4431	\$1,277,167	\$11,939	\$1,265,228	98.1	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,604,316	\$1,197,132	\$407,184	14.5	3
Bldg Material & Supplies Dealers	4441	\$1,283,818	\$978,808	\$365,010	16.6	2
Lawn & Garden Equip & Supply Stores	4442	\$320,497	\$278,324	\$42,174	7.0	0
Food & Beverage Stores	445	\$6,856,722	\$2,216,454	\$4,640,268	51.1	5
Grocery Stores	4451	\$6,403,813	\$930,541	\$5,473,273	74.6	2
Specialty Food Stores	4452	\$146,898	\$917,506	-\$770,608	-72.4	2
Beer, Wine & Liquor Stores	4453	\$306,011	\$368,407	-\$62,396	-9.3	1
Health & Personal Care Stores	446,4461	\$4,014,630	\$1,024,410	\$2,990,220	59.3	2
Gasoline Stations	447,4471	\$5,418,174	\$28,004,126	-\$22,585,952	-67.6	4
Clothing & Clothing Accessories Stores	448	\$1,891,259	\$195,457	\$1,695,801	81.3	2
Clothing Stores	4481	\$1,260,588	\$195,457	\$1,065,131	73.2	2
Shoe Stores	4482	\$344,622	\$0	\$344,622	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$286,048	\$0	\$286,048	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$932,374	\$98,012	\$834,362	81.0	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$728,123	\$98,012	\$630,111	76.3	1
Book, Periodical & Music Stores	4512	\$204,251	\$0	\$204,251	100.0	0
General Merchandise Stores	452	\$6,542,777	\$701,429	\$5,841,348	80.6	1
Department Stores Excluding Leased Depts.	4521	\$3,152,400	\$701,429	\$2,450,971	63.6	1
Other General Merchandise Stores	4529	\$3,390,376	\$0	\$3,390,376	100.0	0
Miscellaneous Store Retailers	453	\$944,591	\$1,133,099	-\$188,509	-9.1	8
Florists	4531	\$65,172	\$127,311	-\$62,139	-32.3	1
Office Supplies, Stationery & Gift Stores	4532	\$286,174	\$38,139	\$248,036	76.5	1
Used Merchandise Stores	4533	\$143,810	\$95,789	\$48,021	20.0	2
Other Miscellaneous Store Retailers	4539	\$449,434	\$871,861	-\$422,427	-32.0	4
Nonstore Retailers	454	\$3,676,419	\$2,815,044	\$861,376	13.3	1
Electronic Shopping & Mail-Order Houses	4541	\$2,902,809	\$2,300,828	\$601,981	11.6	1
Vending Machine Operators	4542	\$167,193	\$0	\$167,193	100.0	0
Direct Selling Establishments	4543	\$606,417	\$514,216	\$92,202	8.2	0
Food Services & Drinking Places	722	\$3,991,927	\$1,979,848	\$2,012,079	33.7	13
Full-Service Restaurants	7221	\$1,511,967	\$482,066	\$1,029,901	51.6	3
Limited-Service Eating Places	7222	\$2,051,264	\$555,149	\$1,496,116	57.4	2
Special Food Services	7223	\$177,596	\$142,707	\$34,889	10.9	1
Drinking Places - Alcoholic Beverages	7224	\$251,099	\$799,926	-\$548,826	-52.2	7

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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November 20, 2013



Retail MarketPlace Profile

Regional Trade Area_1

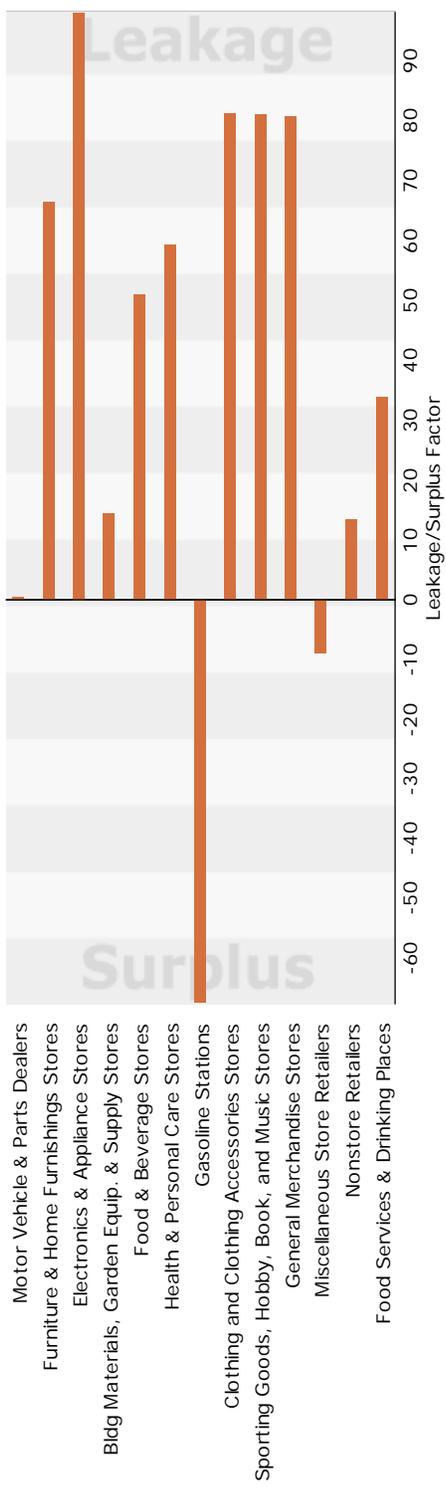
Cuba City, WI

Ring: 5 mile radius

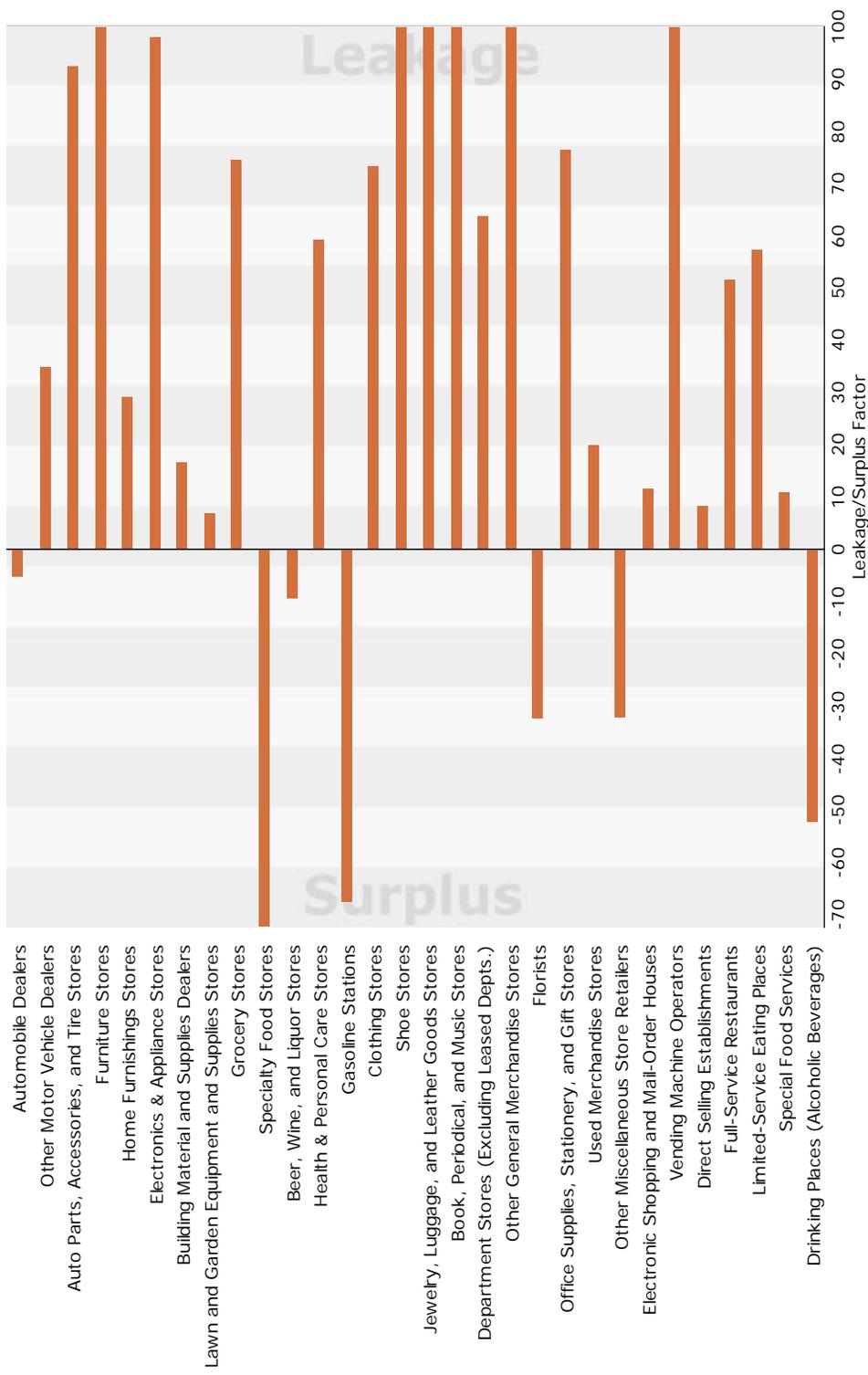
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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Regional Trade Area
Area: 227.11 Square Miles

Summary Demographics		NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
2012 Population							10,001
2012 Households							3,880
2012 Median Disposable Income							\$35,313
2012 Per Capita Income							\$20,457
Industry Summary							
Total Retail Trade and Food & Drink		44-45	\$89,781,552	\$85,607,031	\$4,174,521	2.4	91
Total Retail Trade		44-45	\$82,037,230	\$81,290,772	\$746,459	0.5	67
Total Food & Drink		722	\$7,744,322	\$4,316,259	\$3,428,063	28.4	24

Industry Group		NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of
Motor Vehicle & Parts Dealers		441	\$15,764,737	\$19,380,337	-\$3,615,600	-10.3	7
Automobile Dealers		4411	\$13,605,278	\$18,228,552	-\$4,623,274	-14.5	6
Other Motor Vehicle Dealers		4412	\$1,136,818	\$956,800	\$180,018	8.6	0
Auto Parts, Accessories & Tire Stores		4413	\$1,022,641	\$194,985	\$827,657	68.0	0
Furniture & Home Furnishings Stores		442	\$1,541,667	\$176,489	\$1,365,178	79.5	1
Furniture Stores		4421	\$973,347	\$16,505	\$956,842	96.7	0
Home Furnishings Stores		4422	\$568,320	\$159,984	\$408,336	56.1	1
Electronics & Appliance Stores		4431	\$2,484,761	\$363,318	\$2,121,443	74.5	3
Bldg Materials, Garden Equip. & Supply Stores		444	\$3,153,501	\$4,606,346	-\$1,452,846	-18.7	6
Bldg Material & Supplies Dealers		4441	\$2,520,266	\$2,239,935	\$280,331	5.9	5
Lawn & Garden Equip & Supply Stores		4442	\$633,235	\$2,366,411	-\$1,733,176	-57.8	1
Food & Beverage Stores		445	\$13,374,956	\$5,965,522	\$7,409,434	38.3	10
Grocery Stores		4451	\$12,494,145	\$4,547,761	\$7,946,384	46.6	6
Specialty Food Stores		4452	\$286,508	\$1,047,755	-\$761,247	-57.1	3
Beer, Wine & Liquor Stores		4453	\$594,303	\$370,006	\$224,297	23.3	1
Health & Personal Care Stores		446,4461	\$7,859,026	\$1,409,292	\$6,449,734	69.6	4
Gasoline Stations		447,4471	\$10,594,365	\$28,148,962	-\$17,554,596	-45.3	4
Clothing & Clothing Accessories Stores		448	\$3,659,326	\$423,469	\$3,235,857	79.3	3
Clothing Stores		4481	\$2,438,877	\$423,469	\$2,015,409	70.4	3
Shoe Stores		4482	\$668,850	\$0	\$668,850	100.0	0
Jewelry, Luggage & Leather Goods Stores		4483	\$551,598	\$0	\$551,598	100.0	0
Sporting Goods, Hobby, Book & Music Stores		451	\$1,815,806	\$320,406	\$1,495,400	70.0	3
Sporting Goods/Hobby/Musical Instr Stores		4511	\$1,421,077	\$320,406	\$1,100,671	63.2	3
Book, Periodical & Music Stores		4512	\$394,729	\$0	\$394,729	100.0	0
General Merchandise Stores		452	\$12,753,627	\$715,941	\$12,037,686	89.4	1
Department Stores Excluding Leased Depts.		4521	\$6,136,401	\$715,941	\$5,420,459	79.1	1
Other General Merchandise Stores		4529	\$6,617,226	\$0	\$6,617,226	100.0	0
Miscellaneous Store Retailers		453	\$1,847,071	\$2,319,130	-\$472,059	-11.3	21
Florists		4531	\$128,440	\$222,775	-\$94,335	-26.9	3
Office Supplies, Stationery & Gift Stores		4532	\$558,148	\$187,228	\$370,920	49.8	6
Used Merchandise Stores		4533	\$278,510	\$213,484	\$65,026	13.2	4
Other Miscellaneous Store Retailers		4539	\$881,974	\$1,695,644	-\$813,670	-31.6	9
Nonstore Retailers		454	\$7,188,386	\$17,461,560	-\$10,273,174	-41.7	2
Electronic Shopping & Mail-Order Houses		4541	\$5,664,510	\$16,498,519	-\$10,834,009	-48.9	1
Vending Machine Operators		4542	\$325,871	\$0	\$325,871	100.0	0
Direct Selling Establishments		4543	\$1,198,005	\$963,041	\$234,964	10.9	1
Food Services & Drinking Places		722	\$7,744,322	\$4,316,259	\$3,428,063	28.4	24
Full-Service Restaurants		7221	\$2,931,802	\$1,738,047	\$1,193,755	25.6	7
Limited-Service Eating Places		7222	\$3,981,823	\$747,184	\$3,234,639	68.4	3
Special Food Services		7223	\$345,301	\$279,156	\$66,145	10.6	1
Drinking Places - Alcoholic Beverages		7224	\$485,396	\$1,551,872	-\$1,066,476	-52.3	13

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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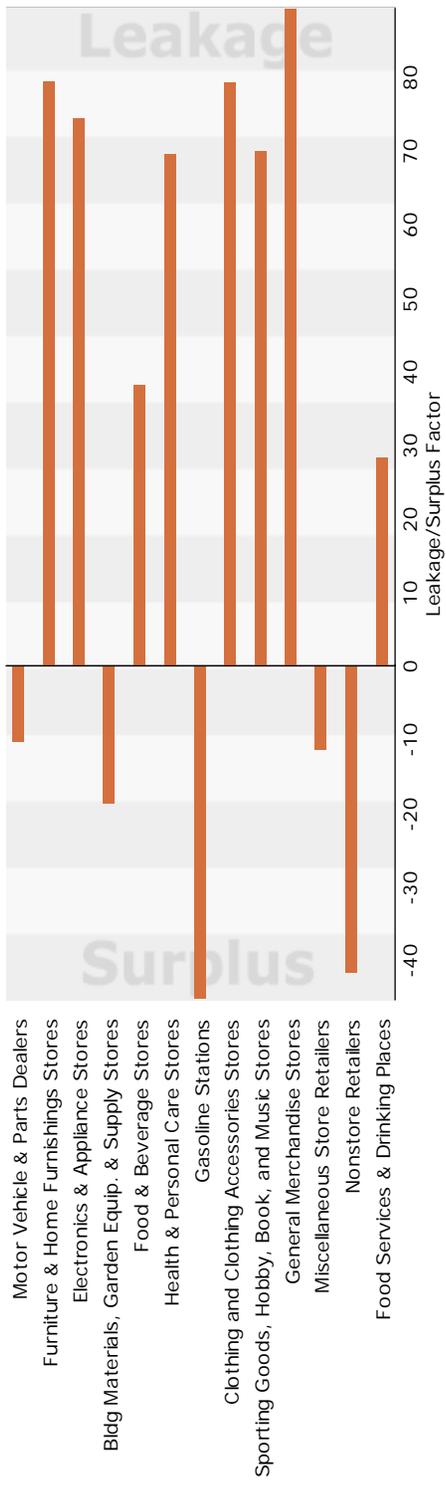
November 20, 2013



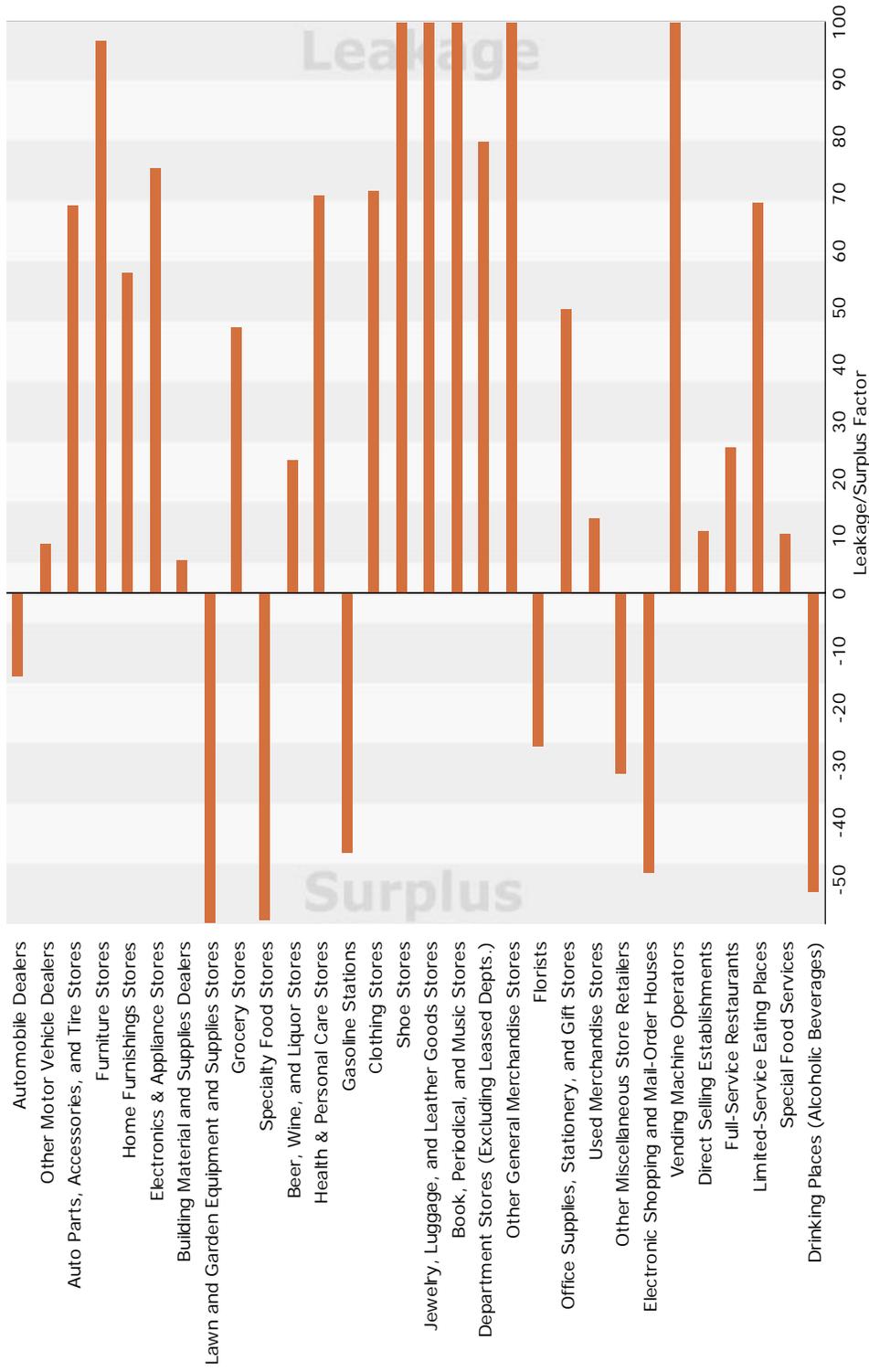
Retail MarketPlace Profile

Regional Trade Area
Area: 227.11 Square Miles

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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