

Business Retention & Expansion 2013 Survey Analysis and Report



Prepared by:

Taylor Gronau

Economic Development Director

City of Cuba City

108 North Main Street

Cuba City, WI 53807

Executive Summary

Studies have consistently demonstrated that eighty percent of growth results from expansions of *existing* local businesses rather than the attraction of *new* businesses to a community. Because much of Cuba City's future development depends on its current business' capacity to thrive and expand, The City of Cuba City and the Cuba City Community Development Corporation, in partnership with the Cuba City Chamber of Commerce have conducted the first Business Retention and Expansion Program (BR&E) Survey.



The survey consisted of nine distinct categories. In each category, a series of questions were asked to provide the basis to better understand the mix of businesses in Cuba City, how they are performing, if they are anticipating changes in operations, and what factors the City of Cuba City needs to be concerned with to sustain and improve the overall business climate.

The City of Cuba City business retention and expansion survey was sent out via mail to all active Cuba City businesses in early August 2013. A total of 97 surveys were successfully delivered. 44 valid surveys from a wide spectrum of Cuba City businesses were completed and returned to the Cuba City City Hall by the response deadline.

Responses from completed surveys were entered into a data spreadsheet and analyzed for trends and themes. A careful analysis of survey results reveals important insights and lessons for the City and local business organizations. They are listed below.

1. Businesses are generally pleased with Cuba City as a place to do business and very satisfied with the current level and quality of services provided by local government;
2. Cuba City has a diverse business base;
3. Cuba City has a stable, though aging, business base;
4. Cuba City has a significant number of new/unestablished businesses;
5. The local economy determines the success of a majority of Cuba City's businesses;
6. The availability of skilled labor appears to be a major challenge for most businesses, especially those in the manufacturing and health care sectors; and
7. Business assistance programs (Local, County, Regional, State & National) are either not being fully utilized or being offered to businesses.

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Introduction

Studies have consistently demonstrated that eighty percent of growth results from expansions of *existing* local businesses rather than the attraction of *new* businesses. Since much of Cuba City's future development depends on its current business' capacity to thrive and expand, it is important to better understand their perceptions, concerns and plans for doing business in Cuba City. By monitoring existing businesses, the City and the Chamber can accomplish this and begin working on improving overall business conditions and operations.

One strategy used by local economic development organizations to encourage development has been to focus on retaining those businesses established in the area and to create an environment which encourages growth. Expanding and retaining existing businesses can be the simplest and most efficient way to increase local employment and production. The subsequent multiplier will increase the tax base of the community and upgrade the quality of life of all who live there.

Ultimately, if retention and expansion efforts prove effective, and a healthy, positive business environment prevails, the stage will be set for new business attraction. Reasonable operating costs, good infrastructure, and a local government with the reputation of responding to the needs of its existing businesses increase the odds that business attraction efforts will succeed.

The purpose of this study is to assess business' attitudes about the current and future business environment in the City of Cuba City, the availability of business assistance in the community, strengths and weaknesses of the City as a place to conduct business, and business' perceptions of local barriers to expansion. It is important to note that this study is not an analysis or assessment of the economic health and stability of the business environment or the effects of recent business closures in the study area.

This study was conducted for the first time to provide the City, Community Development Corporation and Chamber with important information to assist in enhancing the business conditions in Cuba City.



Objectives

By distributing the survey and conducting this study, business owners were provided with an opportunity to have their opinions listened to and passed directly on to municipal representatives in a confidential manner. For local government leaders and officials, the study provides insight into the implications of their decisions for a very important segment of the community. Generally, the study allows local government to ensure it is being responsive to business needs. Specific objectives include:

1. Demonstrate appreciation of local businesses in the City of Cuba City and the positive economic impact they have;
2. Gain an understanding of the business community's view of the local economy;
3. Determine future business plans of companies (i.e. expansion and/or relocation);
4. Identify training and technical assistance needs;
5. Improve the communications bridge between local government and the business community; and
6. Identify specific concerns and problems of local businesses, and provide swift, effective solutions.

Procedure & Methodology

The City of Cuba City, Cuba City Community Development Corporation and Cuba City Chamber of Commerce developed a comprehensive Business Retention and Expansion (BR&E) survey consisting of nine major categories:

1. General Company Information/Business Profile
2. Community Services/Assistance
3. Market/Products
4. Raw Materials/Suppliers
5. Personnel/Labor
6. Labor Availability/Skills
7. Business Activity/Business Climate
8. Business Assistance
9. Other

In each category a series of questions were asked to provide the basis to better understand the mix of businesses in Cuba City, how they are performing, if they are anticipating changes in operations, and what factors the City of Cuba City needs to be concerned with to sustain and improve the overall business climate.

Data Collection Procedures

The City of Cuba City business retention and expansion survey was sent out to all active Cuba City businesses in early August 2013. The survey was distributed by mail through the United States Postal Service. It contained a cover letter with specific instructions on how to complete and return the survey and a postage paid, pre-addressed envelope. To minimize the amount of paper used, the survey was copied on three pages front and back. There were specific instructions in the cover letter, bolded, to notify respondents that the survey was on both sides. The first, second, third, fourth and fifth pages of the survey contained “(over)” and the sixth/final page contained “Completed – Thank You” in the bottom right corner of the footer.

Provided they had a Cuba City address, businesses located outside the city limits also received copies of the survey. The City and Chamber provided the names and addresses of 98 Cuba City companies to send the BR&E survey. 1 was returned as undeliverable. As a result, 97 surveys were delivered to current business operators.

Business owners who had not yet responded received a reminder letter in late August. Beginning in mid-September, businesses were contacted via a series of telephone calls or personal visits asking them to complete the survey by Friday, November 1st.

A total of 44 valid (2 surveys were returned after the deadline and are not included in the results presented in this report) surveys were completed and returned to the Cuba City City Hall by the response deadline. This results in a 45.4% response rate, which is higher than expected and better than average.

A copy of the survey instrument and cover letter sent with the initial mailing as well as the reminder letter are included in Appendix A.

Data Preparation

When the survey was finalized, a data entry spreadsheet was created to input the data from the surveys.

Confidentiality

Due to the in-depth nature of the survey questions, confidentiality was strongly emphasized throughout this project. All returned questionnaires were only reviewed by City personnel for computer data entry and analysis. Results are being reported in the aggregate with no identifying marks included. Comments or responses that may reveal the respondent’s identity have been edited to maintain confidentiality.

Survey Results

This section is based on the summary of 44 surveys returned by Cuba City business operators during the Fall of 2013. It contains chart illustrations and brief narrative descriptions highlighting selected items of significance.

Please note that all percentage figures are based on the number of responses to that question unless otherwise indicated. Due to rounding, percentage totals may not always equal 100%.

Business Profile

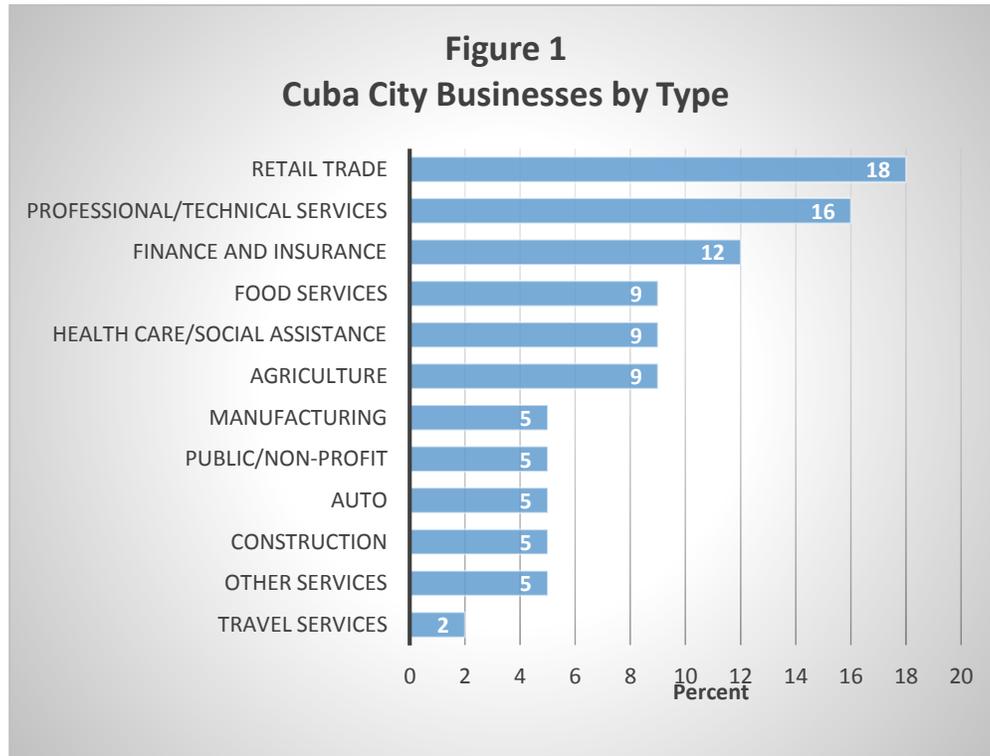
In the first section of the survey, respondents were asked to provide basic information (e.g., contact, years at location, product sold) about their business. Though personal information is not disclosed in this report, aggregate data on the mix and longevity of businesses in Cuba City yields important insight and can shape citywide economic development policy.

Primary Business Category

Cuba City business interests are diverse with twelve (12) business categories represented among survey respondents (Figure 1). Though no business category holds a clear majority, the top four (retail trade, professional/technical services, finance and insurance, food services) comprise 55% of Cuba City businesses. Businesses in these categories often occupy downtown buildings and are crucial to the success and vitality of Cuba City's core business district. Importantly, their success is often most closely tied to the growth or contraction of the local economy and local trade area and less impacted by regional, national and global trends. They are typically more stable than other categories of businesses.

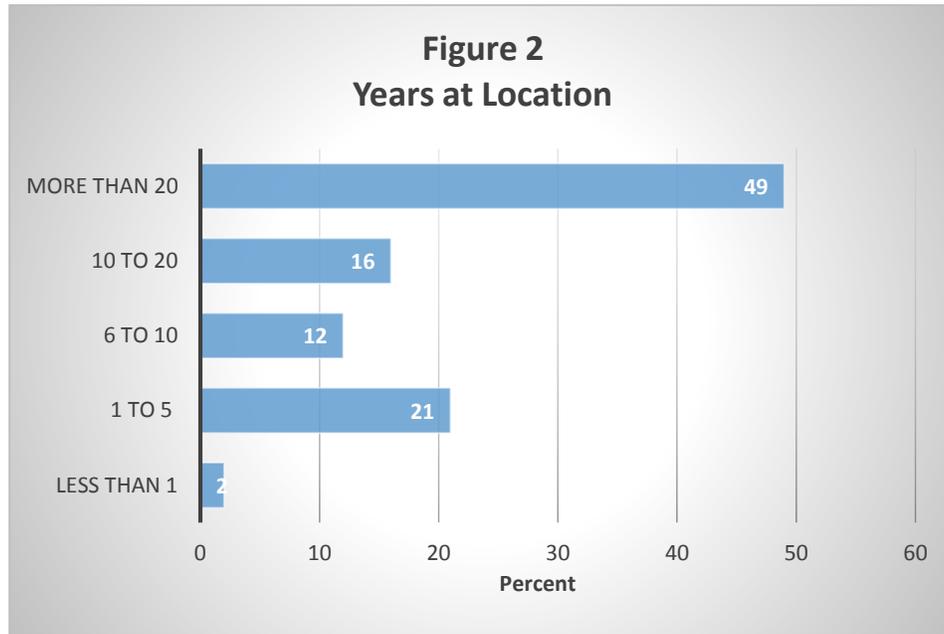
Strong representation from agriculture and manufacturing businesses reinforce their importance to the local economy. However, unlike businesses in the categories mentioned earlier, these businesses are heavily impacted by national and global economic trends and are more prone to the cyclical nature of the global and national economies. The existing diversity of businesses that are currently operating in Cuba City can help guard against the lows of business cycles.





Years at Location

Well over half (65%) of businesses in Cuba City have been located at their current location for at least ten (10) years (Figure 2). Conversely, 35% of businesses report being located at their current location for less than ten (10) years. The data reveal that Cuba City has a relatively stable, though aging, business base. The stability of Cuba City's businesses is sure to have been an asset through present time. Looking forward, however, this may present a significant threat as older business owners sell or close their business. The relatively long tenure of businesses at their current location suggests that Cuba City's commercial building stock is aging and that business owners may soon be looking to upgrade their existing facilities or find new facilities that suit changing business demands. Despite the generally long tenure of Cuba City's businesses at their existing location, the second largest category is comprised of businesses that have been at their location between 1 and 5 years (23%). Though these businesses present great potential for growth, they have not had the opportunity to fully establish their roots in the community and lack the stability of older businesses.



Community Services/Assistance

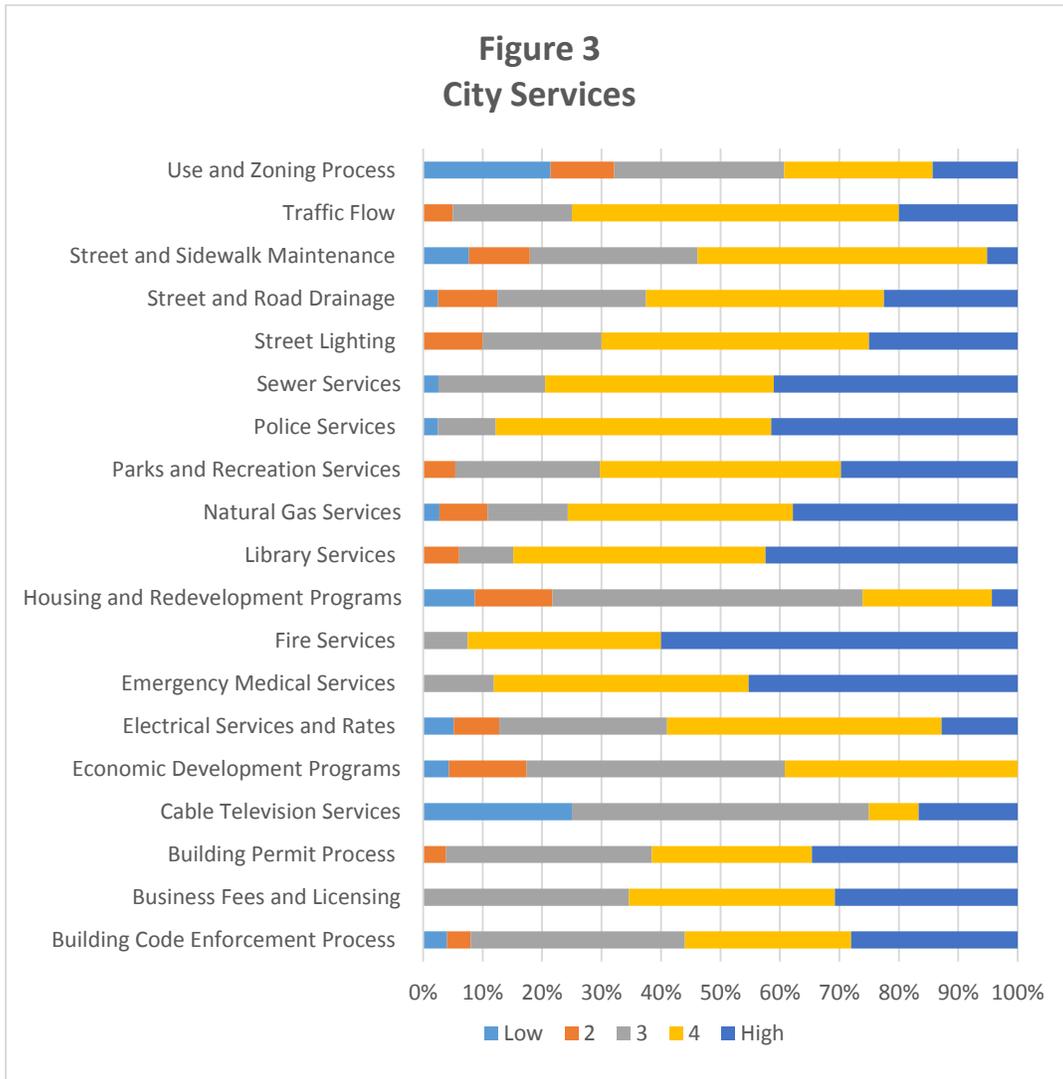
Community services that residents and businesses rely on daily are important for business retention and expansion. Historically, the stronger a community's services, the more attractive it becomes for families and business. This section summarizes respondents' thoughts on the Cuba City region's services.

Question # 1- City Services

Using a scale from 1 to 5, please rate what you feel to be the quality of the following services provided in the community. If you do not know or if the service does not apply, please mark the box designated with "D".

Question number one of the questionnaire asked respondents to rate nineteen (19) services provided by the City and twelve (12) services provided by the region on a scale of 1 to 5 with an option to select "do not know or does not apply." Figure 3 shows the distribution of ratings for each of the City Services.

The majority of responses to the City Services question were positive. Nearly every service had an average of three (3) or higher. Fire Services (average of 4.5), Emergency Medical Services (4.3) and Library Services (4.2) ranked highly among respondents. Among the lowest ranked were Cable Television Services (2.9), the City's Use and Zoning Process (3) and Housing and Redevelopment Programs (3). Cuba City's Economic Development Programs received an average rating of 3.2.

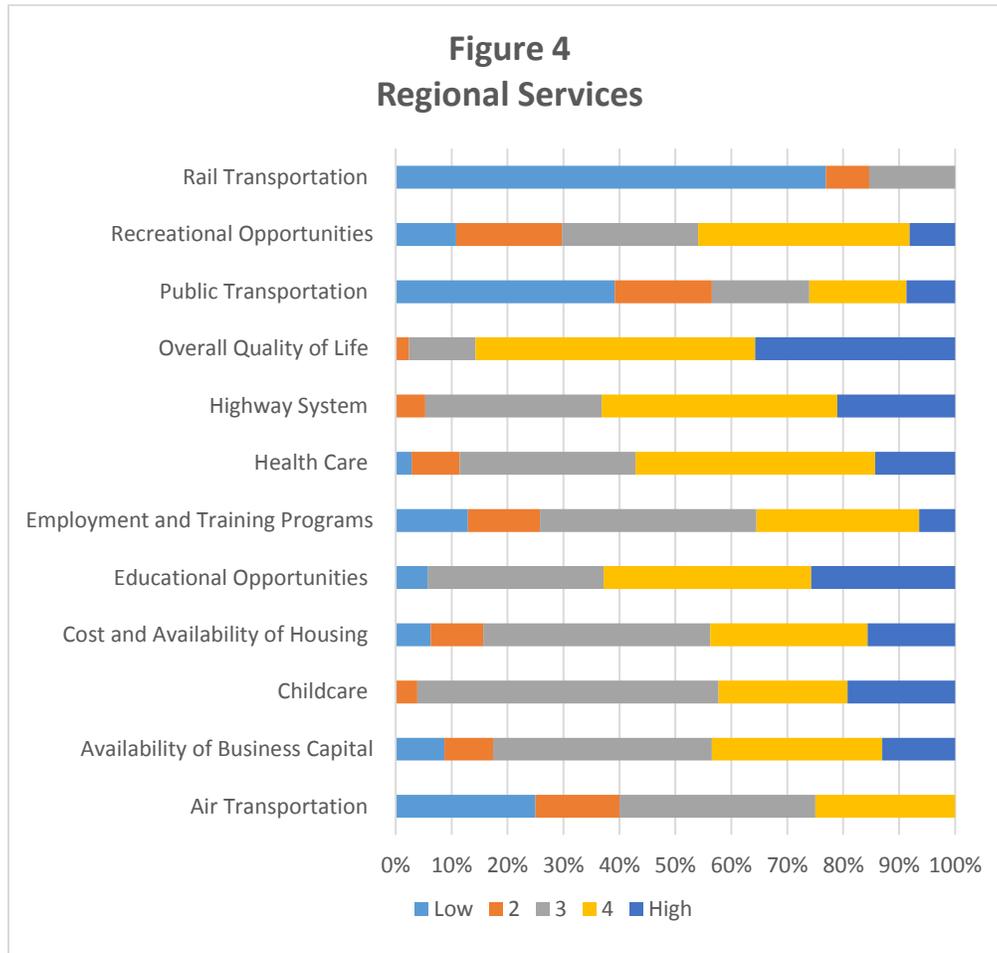


Question # 1- Regional Services

Using a scale from 1 to 5, please rate what you feel to be the quality of the following services provided in the community. If you do not know or if the service does not apply, please mark the box designated with "D".

Part two of question number one asked respondents to rate services that are not offered by the City, but are offered by its regional partners. Again, respondents were asked to rate each service on a scale of 1 to 5 with an option to select "do not know or does not apply." Figure 4 shows the distribution of ratings for each of the Regional Services.

The responses to Regional Services were mixed and included a number of "do not know or does not apply." Though respondents were happy with their Overall Quality of Life (average of 4.2), ratings dipped significantly when respondents were asked to rate specific services. Educational Opportunities (3.8), Highway System (3.8), and Health Care (3.6) were ranked highly. Conversely, respondents ranked Rail Transportation (1.4), Public Transportation (2.4), and Air Transportation (2.6) poorly.

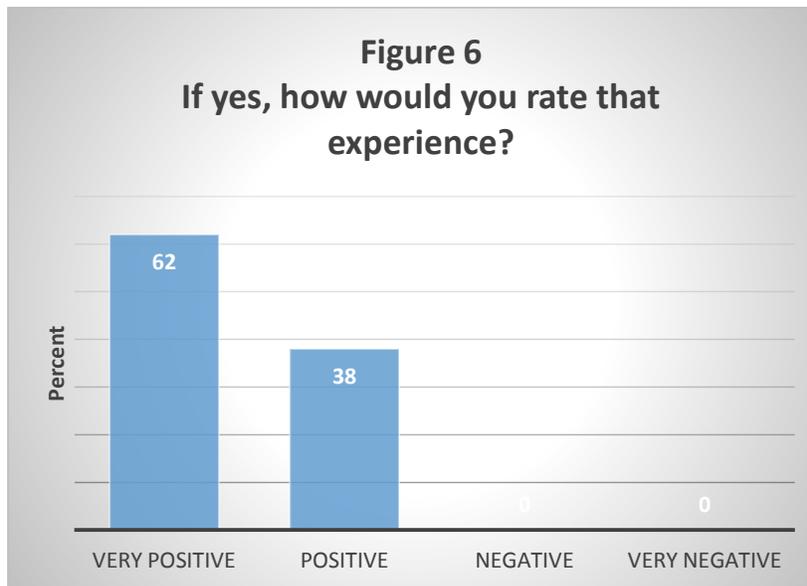
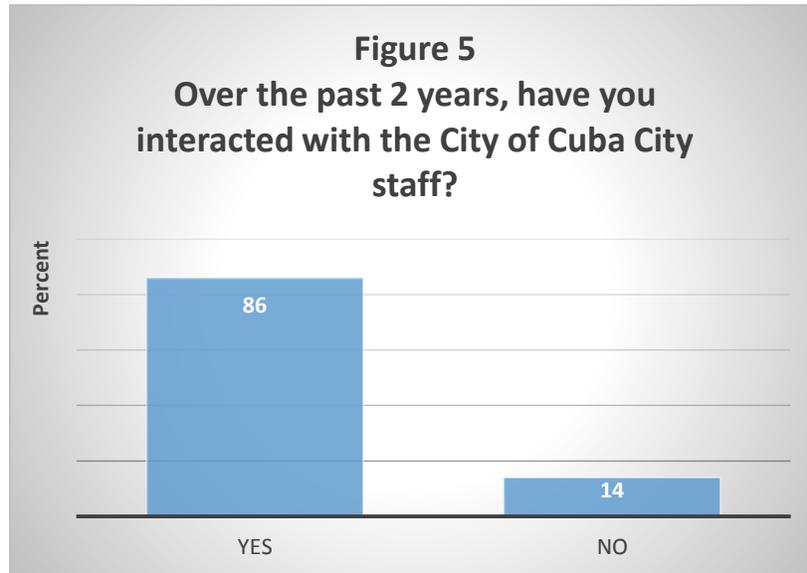


Question # 2- Please provide us with additional information on any items you rated 2 or less.

Comments provided for rankings of two or less in response to the services in question one can be found in Appendix B. A number of the comments dealt with recent zoning issues, street and sidewalk maintenance and transportation (air, rail, public).

Question # 3- Over the past 2 years, have you interacted with the City of Cuba City staff? If yes, how would you rate that experience? Please use the following space to describe your experience.

Eighty-six percent (86%) of respondents reported having interacted with City staff in the past two years (Figure 5). Of those who answered yes, all of them indicated they had a very positive or positive experience (Figure 6). Specific comments about interactions with city staff can be found in Appendix B.

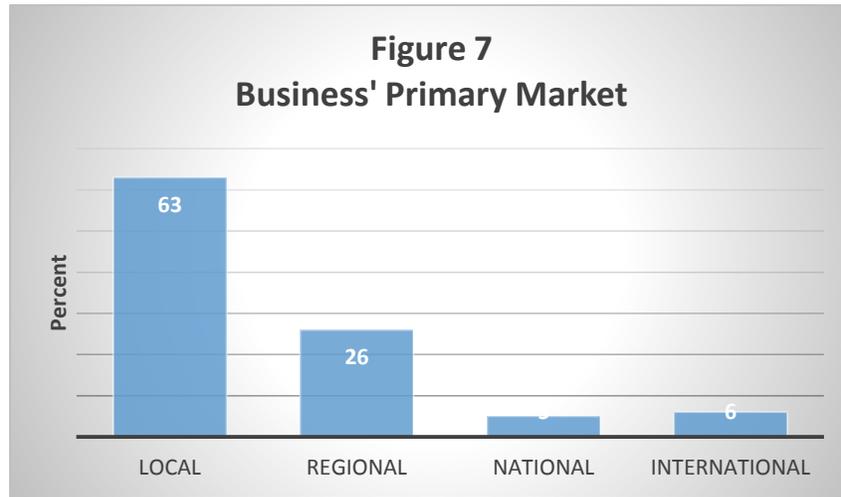


Market/Products

In this section, respondents were asked questions regarding their primary business market, business sales, products/services offered, and plans for future expansion. This information provides context to the market Cuba City businesses operate in and helps local decision makers prepare for probable changes in local market conditions.

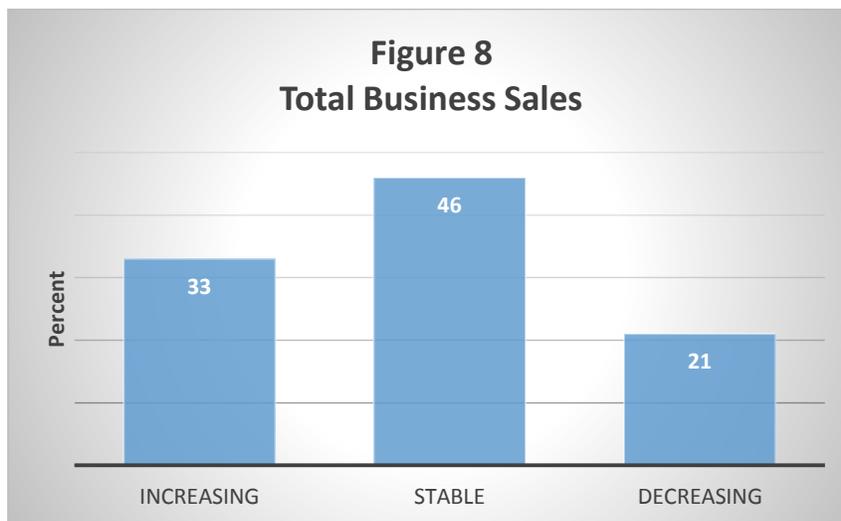
Question # 4- Is your business' primary market local, regional, national or international?

Most Cuba City businesses identified the local and regional markets as their primary business market, with eighty-nine percent (89%) responding accordingly (Figure 7). Eleven percent (11%) of businesses operate primarily in the national and international markets.



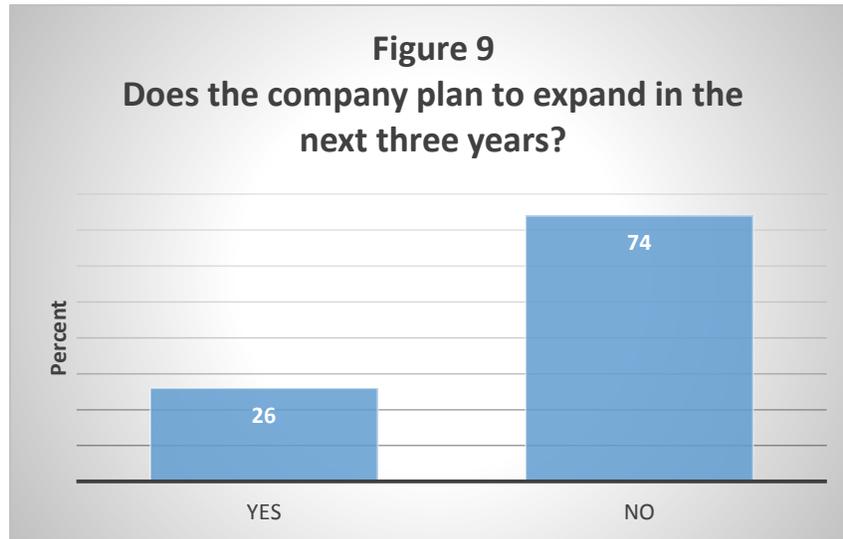
Question # 5- Are total business sales increasing, stable or decreasing?

The responses to this question are a mixed bag of good and bad news. Though seventy-nine percent (79%) of businesses responded that sales are stable or increasing, twenty-one percent (21%) report a decrease in sales. As the economy slowly improves, expect an uptick in the number of businesses reporting stable or increased sales.



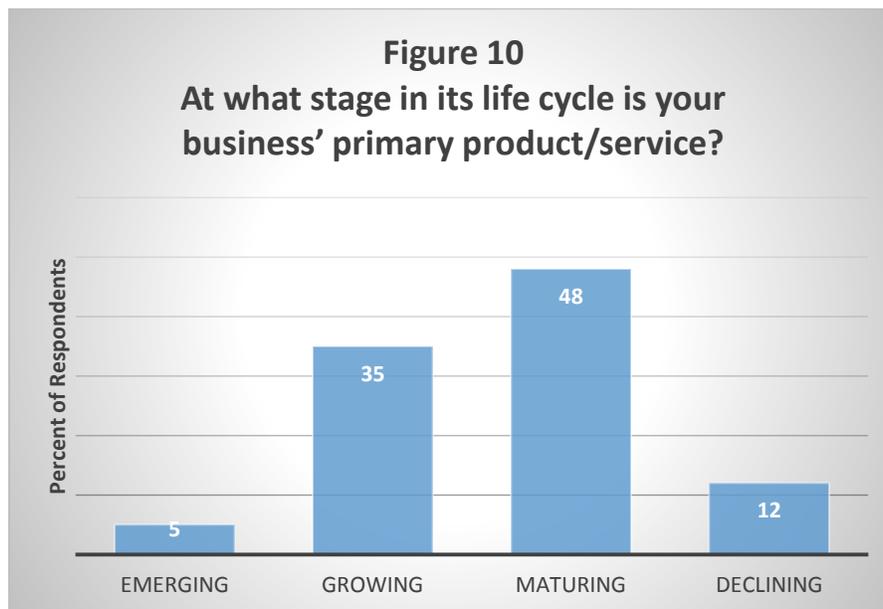
Question # 6 - Does the company plan to expand in the next three years? If yes, estimate dollar investment, jobs to be created, facility size increase, date of expansion.

Respondents who answered this question with a “yes” were also asked to estimate dollar investment, number of jobs to be created, facility size increase and the estimated date of expansion. Twenty-six percent (26%) of respondents said they planned to expand in the next three years (Figure 9). The estimates of future investment exceeded \$3,000,000 with an estimated forty (40) jobs to be created. Cuba City’s manufacturing and health care sectors account for most of the expected investment and job creation.



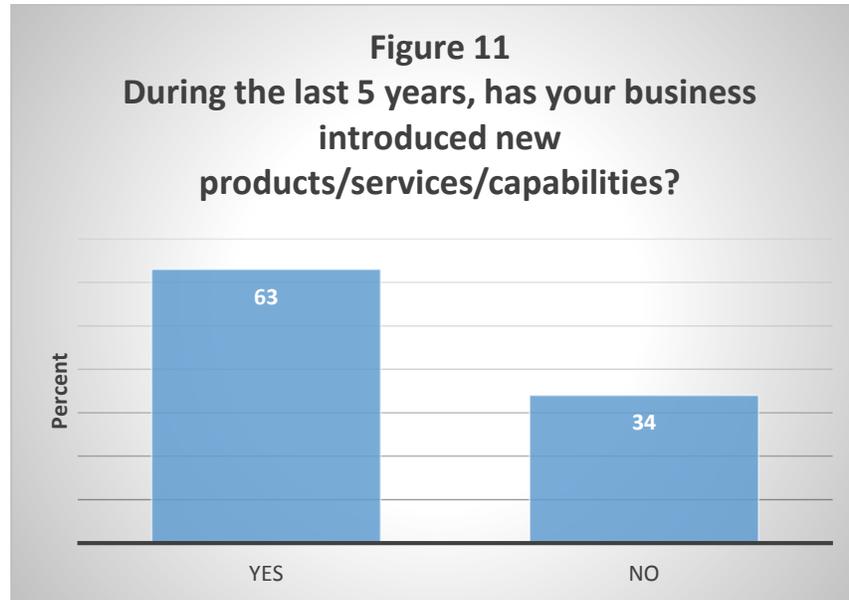
Question # 7- At what stage in its life cycle is your business' primary product/service?

An overwhelming majority of businesses, eighty-three percent (83%), identified their products as growing or maturing (Figure 10). The remaining percent of responses were equally split between emerging and declining.



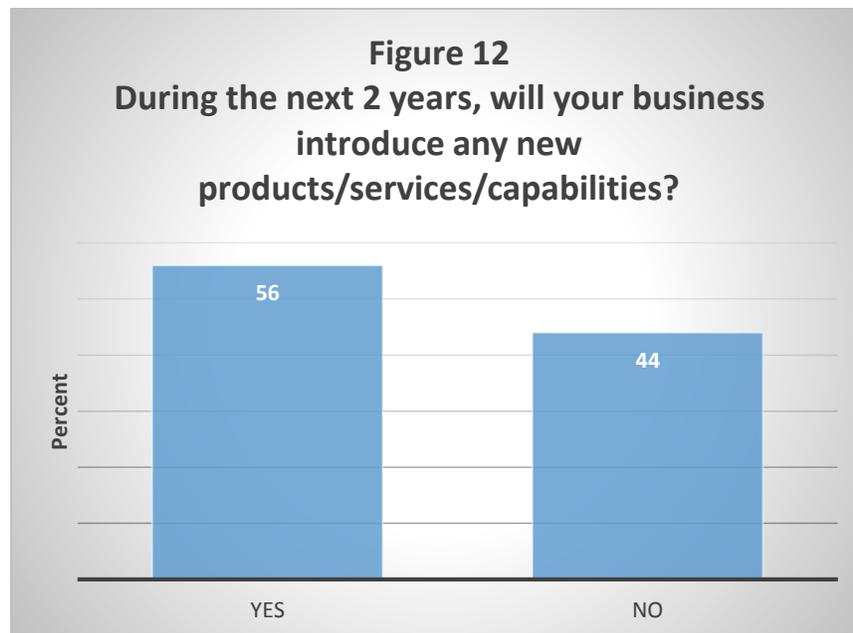
Question # 8- During the last 5 years, has the business introduced new products/services/capabilities?

A majority, sixty-three percent (63%), of respondents reporting having introduced a new product/service/capability in the last five years (Figure 11).



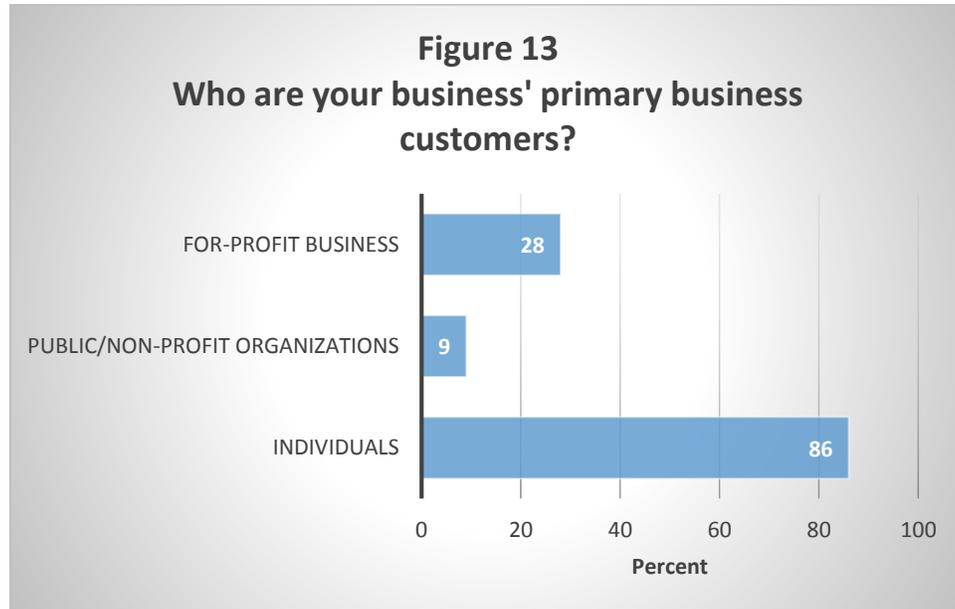
Question # 9- During the next 2 years, will your business introduce new products/services/capabilities?

More than half, fifty-six percent (56%), of survey participants report they will be introducing new products/services/capabilities in the next two years (Figure 12). As the economy slowly improves, expect this number to increase slightly.



Question # 10- Who are your business' primary customers?

Respondents were allowed to select more than one answer. Of those that responded, eighty-six percent (86%) selected "Individuals," twenty-eight percent (28%) selected "For-Profit Business", and nine percent (9%) selected "Public/Non-Profit Organizations."



Raw Materials/Suppliers

In this section, respondents were asked to consider materials they use frequently and what goods or services they would like to purchase locally. This information helps local economic development officials understand what products/services are in demand and can guide business attraction efforts.

Question # 11- Consider your company's major materials. Which goods or services purchased from outside the area would you prefer to purchase locally if available at a comparative price?

This question yielded few responses. They are listed below:

- Lumber (3)
- Paper/Ink supplies (3)
- A well-stocked hardware store, tools
- Art supplies
- Groceries
- IT services
- Raw plastic
- Stainless Steel/Cold Finished; Plating-Zinc Plate

Personnel/Labor

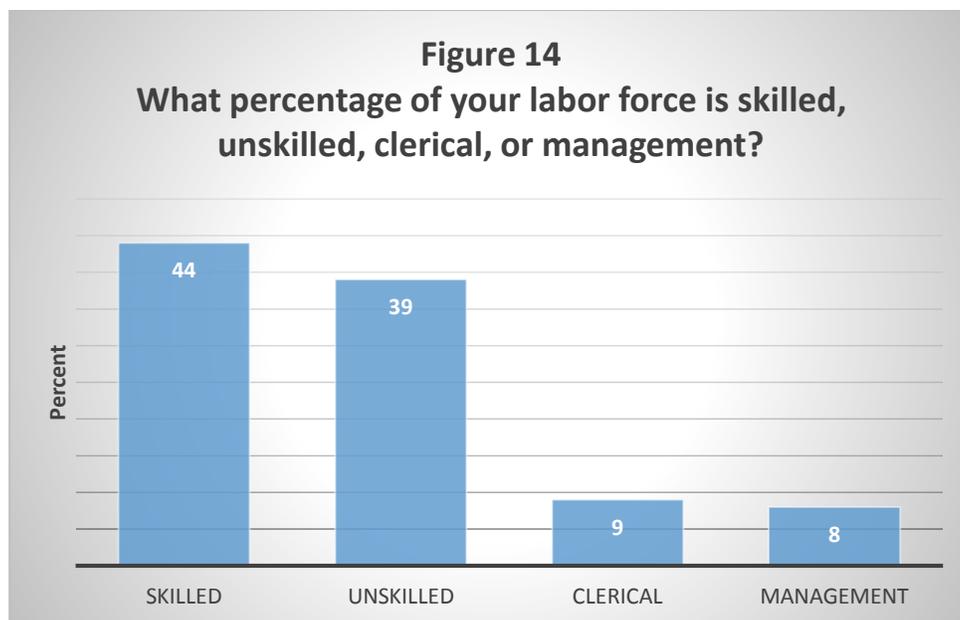
Types of employment, availability of labor and job classifications in a community greatly impact business relocation and expansion decisions. For Cuba City to grow and develop, its community labor profile needs to meet business' labor demands and have available trained workers. If a deficiency exists, or businesses have difficulty hiring specific positions because of the lack of skills, they may be more likely to relocate to another community that better meets their employment needs. The objective is to identify deficiencies and develop programs and strategies to train or attract essential employees. The next two sections summarize employment questions of Cuba City survey participants. This section, "Personnel/Labor," focuses on the current make up of Cuba City's labor force and future employment expectations of survey respondents.

Question # 12- How many do you employ? What percent are union? Please list the union name.

Respondents reported employing a total of 696 employees. The average number of employees for each respondent was fifteen (15). The median was six (6). Of the 696 employees, sixty-three (63), nine percent (9%), were members of a union. Unions listed include: Cuba City Education Association, American Federation of State, County & Municipal Employees (AFSME), American Postal Workers Union (APWU), National Rural Letter Carriers' Association (NRLCA), and The National Association of Letter Carriers (NALC).

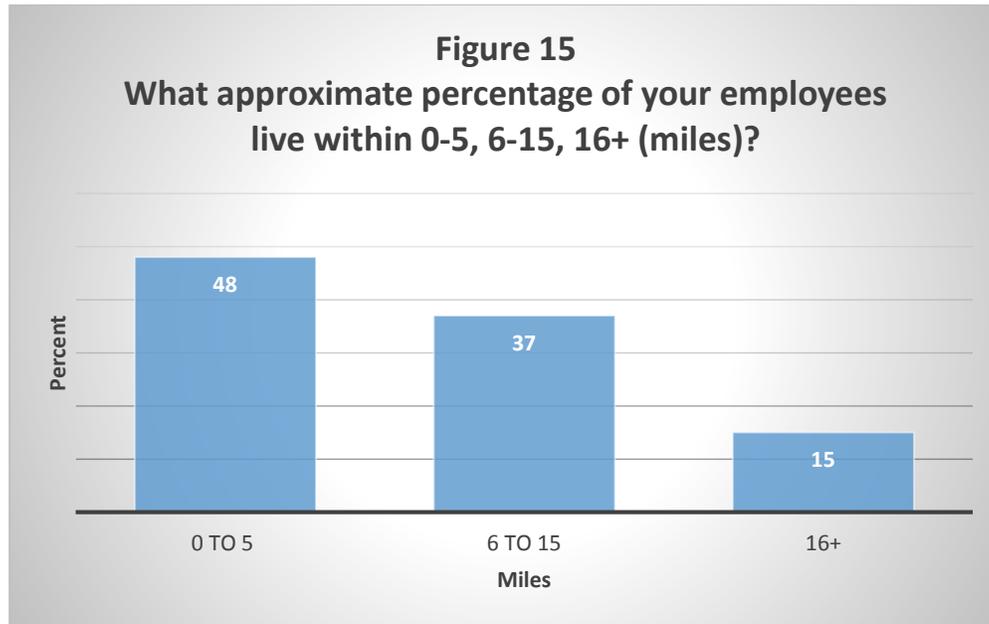
Question # 13- What percentage of your labor force is skilled, unskilled, clerical, or management?

Respondents classified only forty-four percent (44%) of their employees as skilled (generally defined as having some sort of education/training beyond a high school diploma) (Figure 14). In order to remain competitive in today's economy, local job creators, especially manufacturers, need a skilled labor force. It is estimated that by 2025, fifty-five percent (55%) of all jobs will require skilled workers. To compete, Cuba City, and the region, will need to prioritize building a skilled workforce.



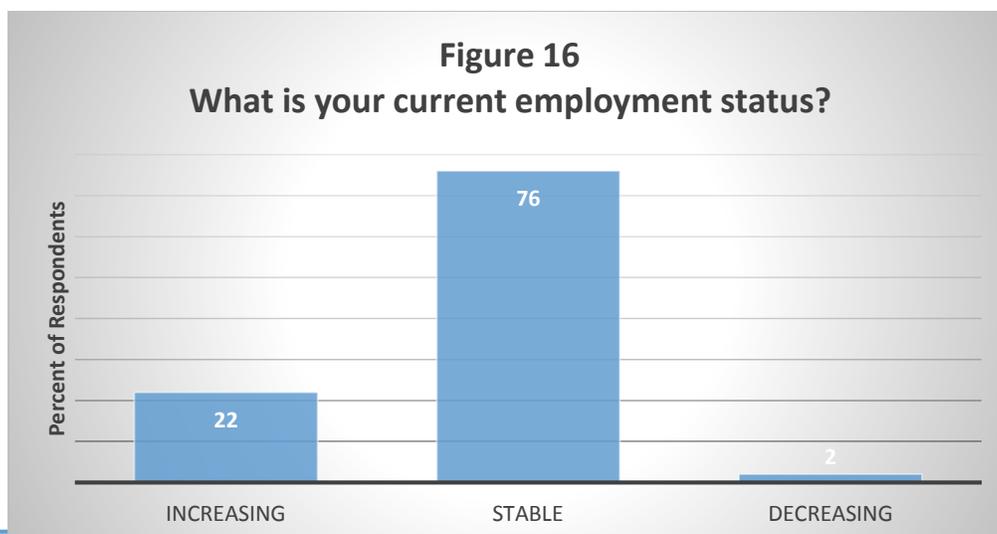
Question # 14- What approximate percentage of your employees live within 0-5, 6-15, 16+ (miles)?

Nearly half, forty-eight percent (48%), of Cuba City's workforce lives within five miles of their place of employment (Figure 15), which is far above the national average of twenty-nine percent (29%). Conversely, respondents reported that only half, fifty-two percent (52%), of their workforce live more than six miles from their place of employment, compared to seventy-two percent (72%) nationally.



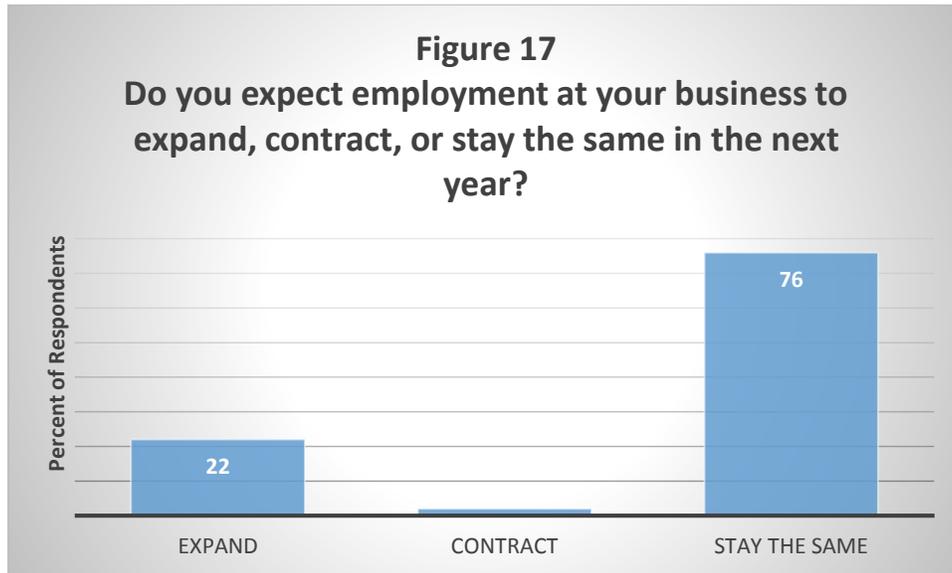
Question # 15- What is your current employment status?

Only two percent (2%) of Cuba City businesses reported an expected decrease in employment (Figure 16). A full ninety-eight percent (98%) expect employment to remain stable or increase. This is likely the result of improving economic conditions and signals an increased demand for labor. Businesses in the manufacturing and health care sectors accounted for the largest increases in employment.



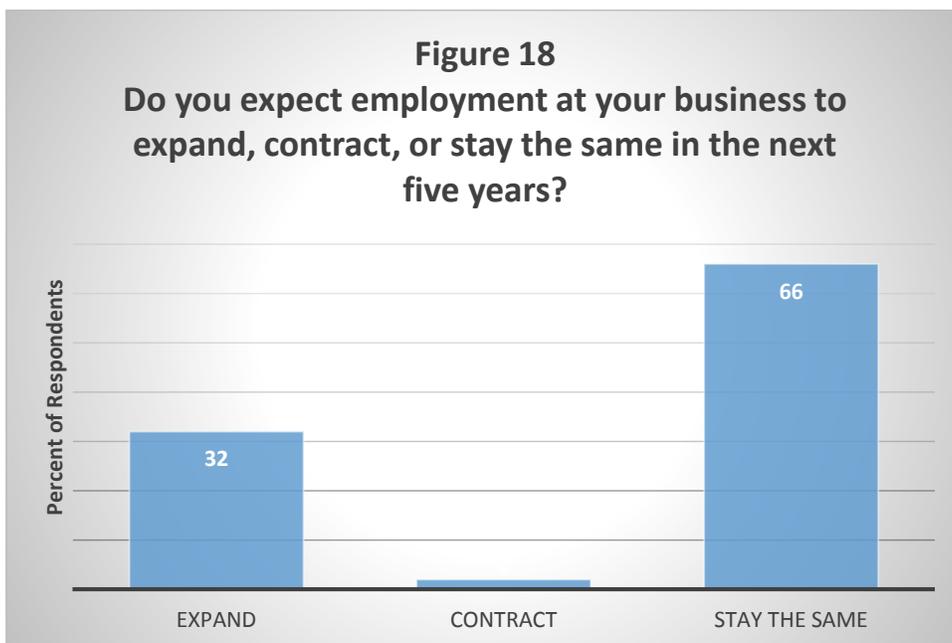
Question # 16- Do you expect employment at your business to expand, contract, or stay the same in the next year? By how much?

Similar to earlier questions regarding employment status, most respondents, ninety-eight percent (98%), expected employment at their business to stay the same or increase in the next year (Figure 17), resulting in a net increase of twenty-two (22) jobs.



Question # 17- Do you expect employment at your business to expand, contract, or stay the same in the next five years? By how much?

The numbers were identical to questions 15 and 16. Again, most respondents, ninety-eight percent (98%), expected employment at their business to stay the same or increase in the next five years (Figure 18), resulting in a net increase of fifty-four (54) jobs.



Labor Availability/Skills

This section, “Labor Availability/Skills,” summarizes survey respondents’ perceptions of Cuba City’s labor force and provides valuable insight into their labor needs.

Question # 18- Using a scale from 1 to 5, please rate the following. If you do not know or if the service does not apply, please mark the box designated with “D”.

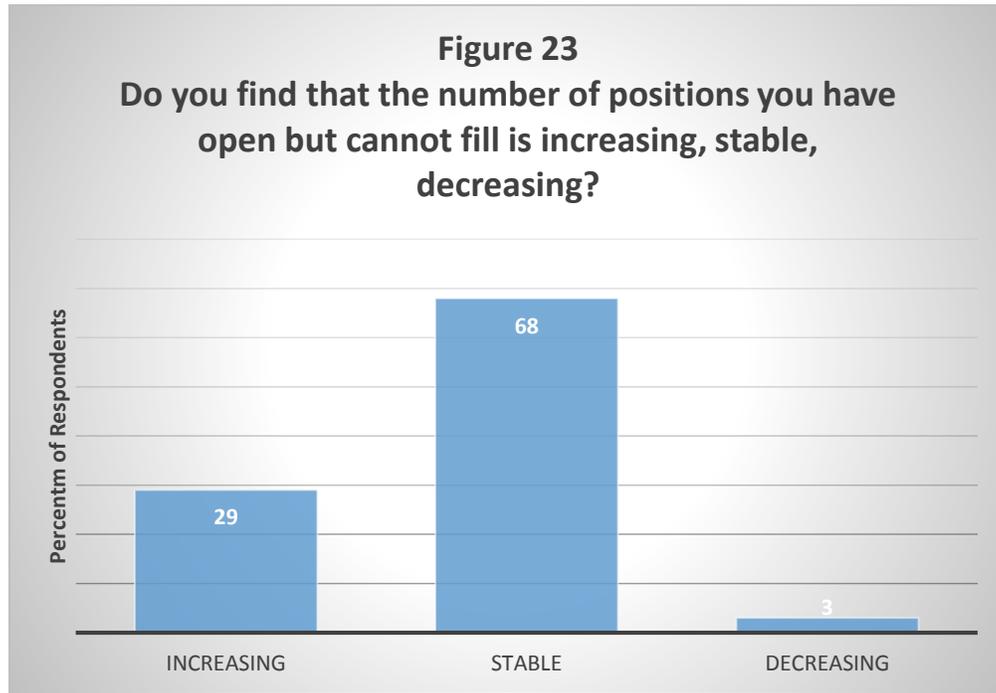
As evidenced by the following data (Figures 19, 20, 21, 22), businesses are generally happy with Cuba City’s workforce. Cuba City ranked highly on “Quality of Workforce” and “Stability of Workforce.” However, responses to the “Availability of Workforce” and “Workforce Training Opportunities” were split. The manufacturing and health care sectors, both experiencing increases in employment, were more concerned about availability of workforce and workforce training opportunities than other business sectors. This suggests a rapidly growing demand for available, skilled workers in the Cuba City area.





Question # 19- Do you find that the number of positions you have open but cannot fill is increasing, stable, decreasing?

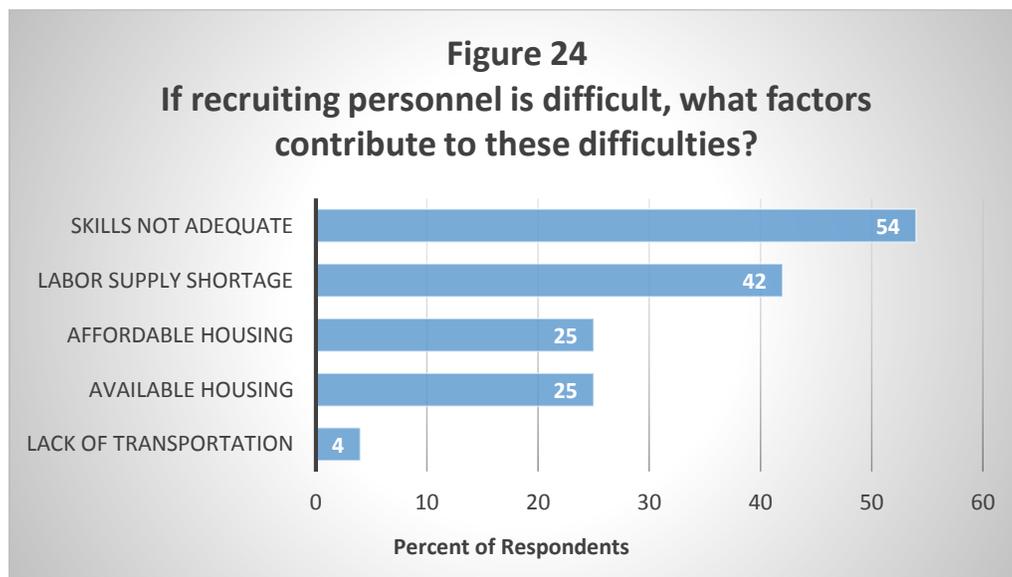
The majority, sixty-eight percent (68%), of respondents felt the number of unfilled positions in their business was stable (Figure 23). Twenty-nine percent (29%) of the respondents indicated the number of unfilled positions was increasing, and only three percent (3%) said it was decreasing. The data here is a bit concerning. Nearly one third of Cuba City's businesses are having issues filling open positions and attracting labor. Even more concerning is that businesses in projected growth sectors, manufacturing and health care, represented a large portion of the businesses that are unable to fill positions.



Question # 20- If recruiting personnel is difficult, what factors contribute to these difficulties? (check all that apply)

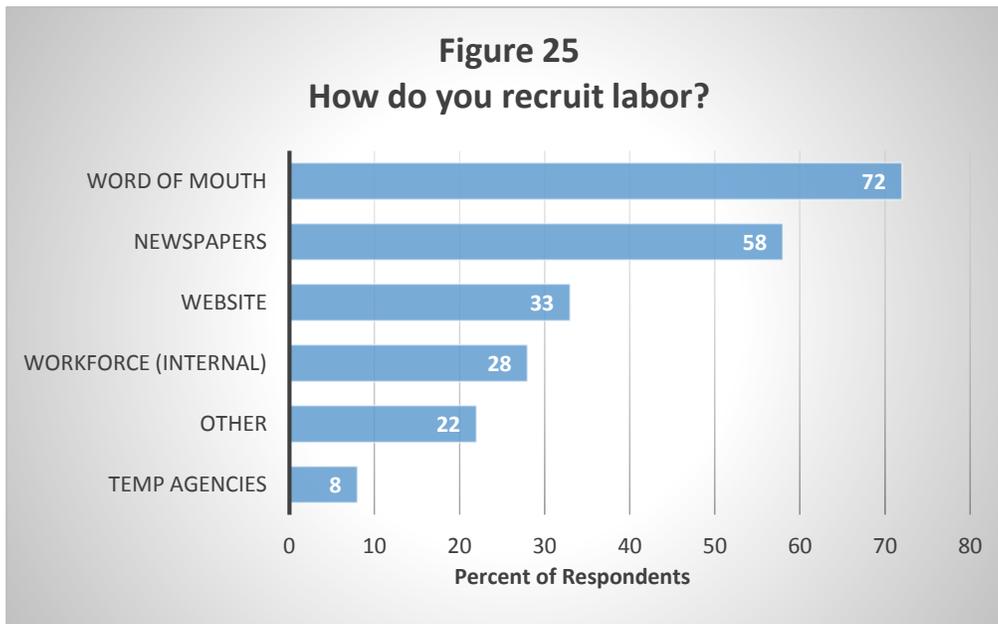
Of respondents who have issues recruiting personnel, over half, fifty-four percent (54%), identified “Skills Not Adequate” as a contributing factor (Figure 24). This provides further evidence of a growing mismatch between the skills required by the job and the skills of Cuba City’s workforce. Fifty-percent (50%) of respondents identified “Housing (affordability/availability)” as an issue. “Labor supply,” forty-two percent (42%), was also a primary factor in recruiting personnel.

Respondents were also allowed to explain “Other” factors. These are included in Appendix B.

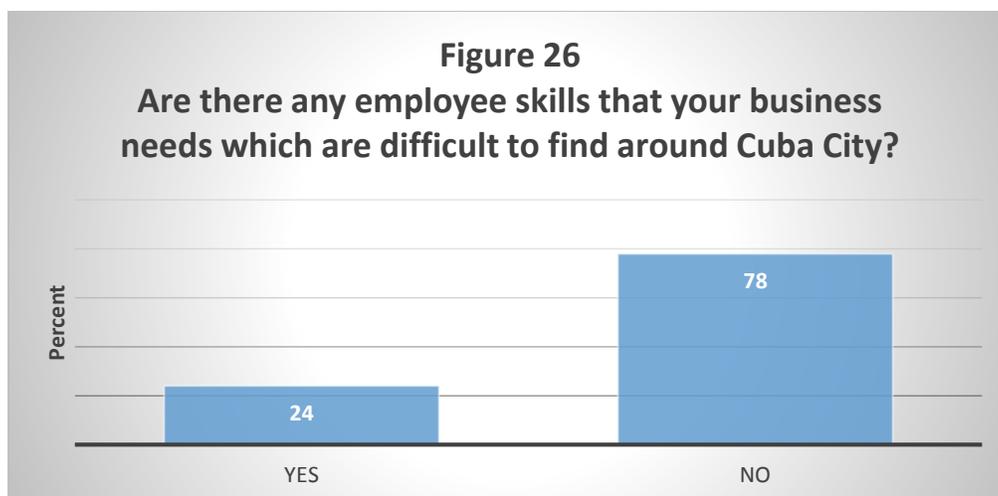


Question # 21- How do you recruit labor? (Check all that apply)

Almost three quarters, seventy-two percent (72%), of respondents identified “Word of Mouth” as a method to recruit labor (Figure 25). Fifty-eight percent (58%) marked “Newspapers.” Only thirty-three percent (33%) marked “website.” In today’s digital age, it is surprising more businesses do not utilize webpages (some are often free) to advertise for open positions or recruit job seekers. Because so many job searches are currently conducted online, websites may be underutilized as a labor recruitment method. Respondents were also allowed to explain “Other” methods. These are included in Appendix B.

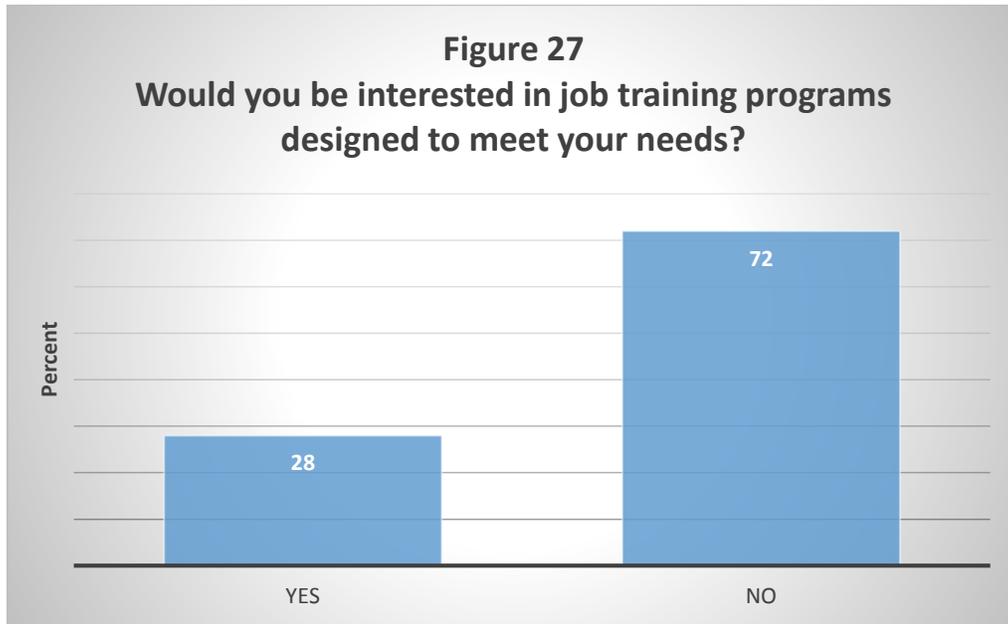
**Question # 22- Are there any employee skills that your business needs which are difficult to find around Cuba City? If yes, what problems, positions, skills?**

Twenty-four percent (24%) of respondents answered “Yes” (Figure 26). Specific responses are listed in Appendix B.



**Question # 23- Would you be interested in job training programs designed to meet your needs?
If yes, what specific types of training?**

Twenty-eight percent (28%) of respondents answered “Yes” (Figure 27). Specific responses are listed in Appendix B. Businesses that responded to this question will be contacted when training opportunities that suit their needs arise.



Business Activity/Business Climate

How a community is perceived for conducting business is very important when trying to retain, expand or recruit businesses. A positive perception by the business of the overall community in terms of business operations will also contribute to the overall quality of life experienced by workers and residents. The following section summarizes Cuba City business responses to the overall business climate and the factors that contribute to this perception.

Question # 24- Please list or describe the greatest advantages of operating your business in Cuba City.

Responses to this question varied widely, but most focused on the community atmosphere and small town quality of life present in Cuba City. For the complete list of responses, please refer to Appendix B.

Question # 25- Please list or describe the greatest disadvantages of operating your business in Cuba City.

Responses to this question were so broad they were hard to categorize. Most respondents did feel that local support and lack of recent growth is a weakness. Others pointed to the aging community and outside competition (Platteville/Dubuque) as major concerns. A detailed listing of responses to this question can be found in Appendix B.

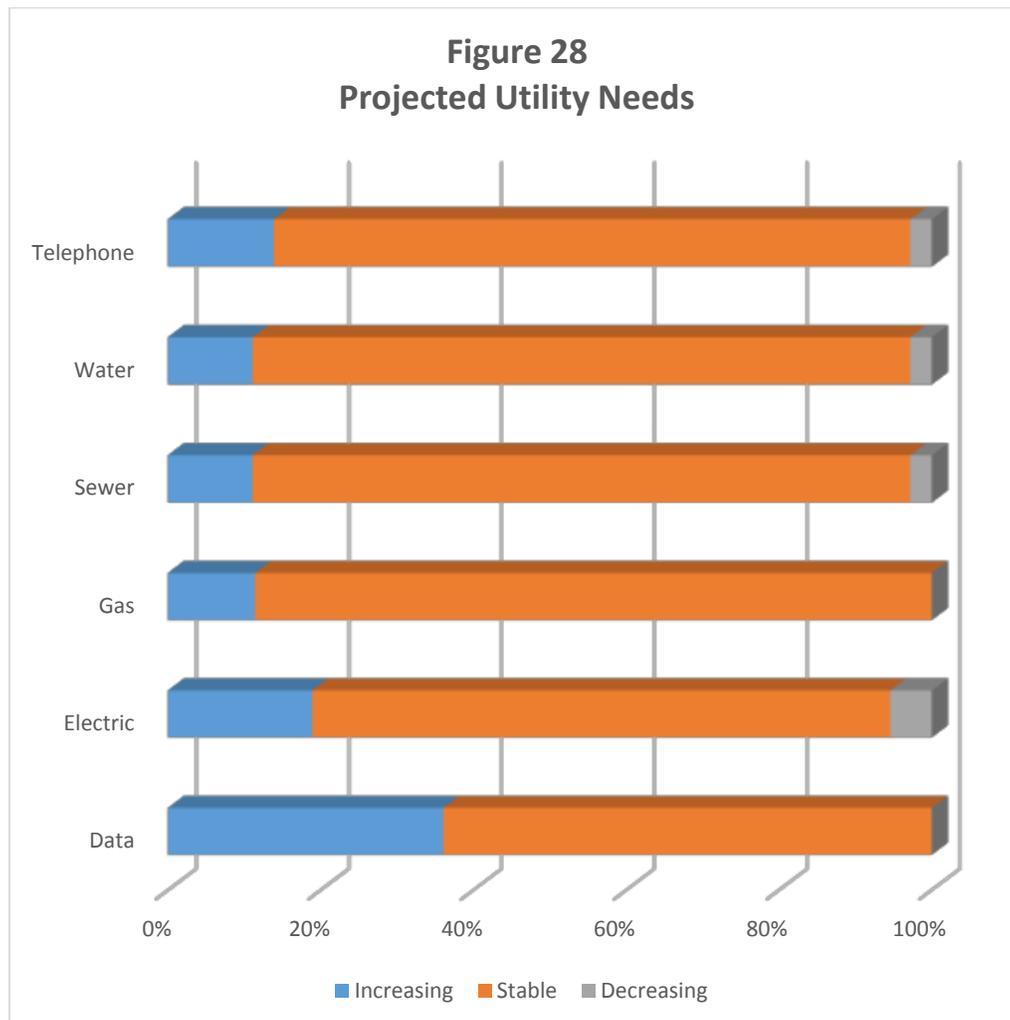
Question # 26- What recommendations do you have for improving the business climate or quality of life in Cuba City?

Again, responses varied widely. A large number of respondents suggested improving the look of the Main Street/Downtown area and expanding incentive opportunities to small businesses. A detailed listing of responses to this question can be found in Appendix B.

Question # 27- Please indicate whether the following projected utility needs for your facility will be increasing, stable or decreasing by marking the box that corresponds to your needs.

Utilities play a vital role in economic development efforts for serving existing businesses and recruiting new businesses and industries. Understanding current and future utility needs is an important first step in ensuring capacity meets demand.

Most respondents expect their utility needs to remain stable or increase slightly in the coming years (Figure 28). However, "Data" was a noted exception as respondents project a greater need for data services in the next one to two years.

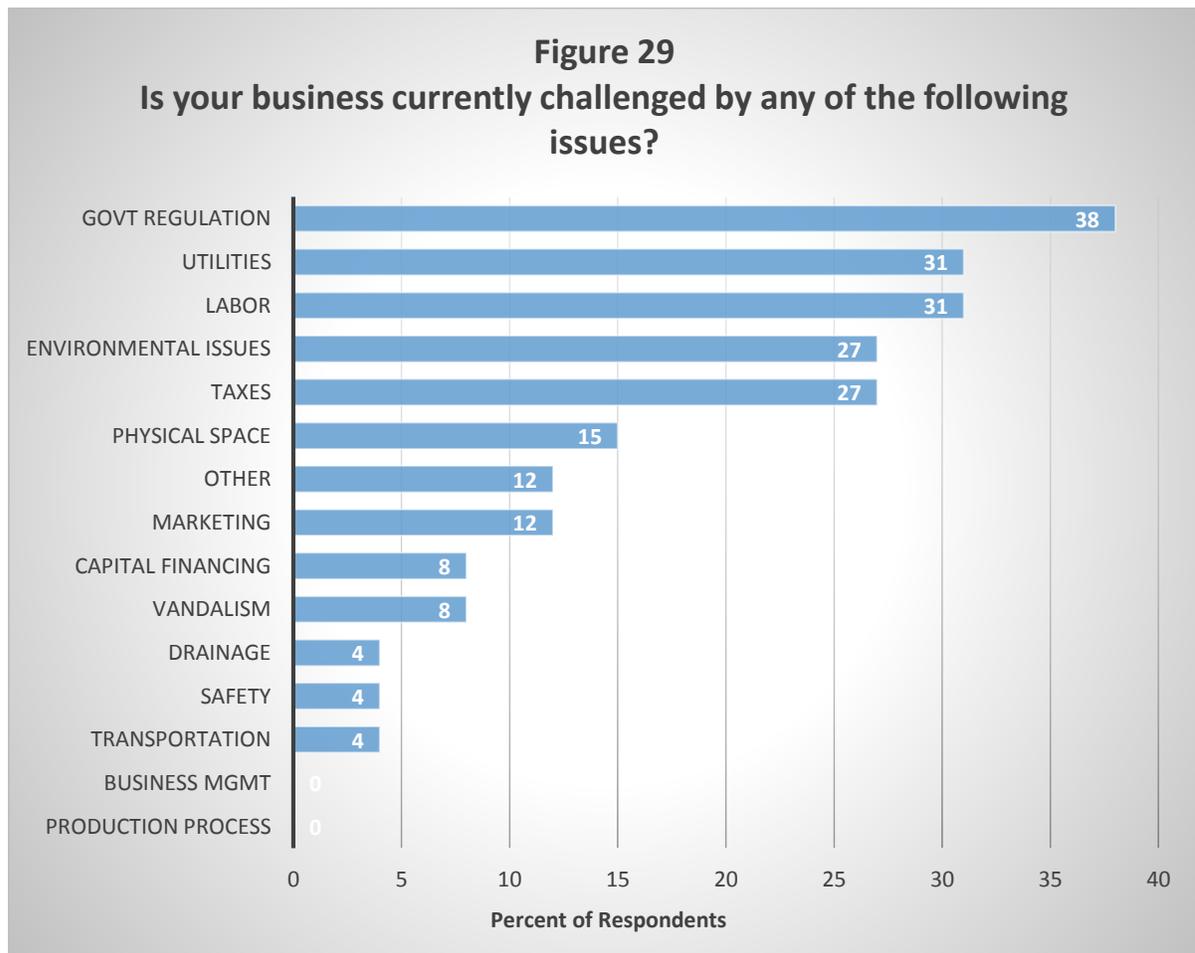


Business Assistance

Whether the focus is business attraction or business retention, provision of technical and financial business assistance is a vital function of local economic development organizations, including local government. Financial assistance such as TIF districts, revolving loan funds and grants can help spur and focus development. Technical assistance provided by local economic development officials can help identify and remove barriers to growth. Provision of local assistance is often the crucial difference between growth and contraction. The following section summarizes information on business' perception of Cuba City's assistance programs and offers insight into local barriers to growth.

Question # 28- Is your business currently challenged by any of the following issues? (check all that apply).

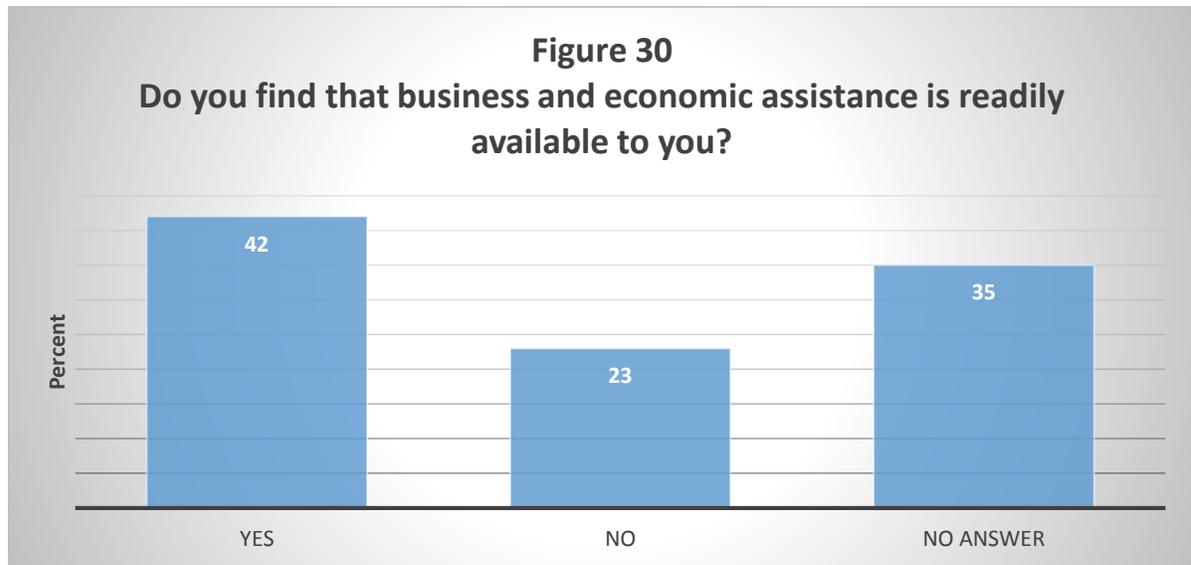
Answers provided by respondents mirror concerns of businesses in national surveys, with "Government Regulation", thirty-eight percent (38%), and "Taxes", twenty-seven percent (27%), located near the top (Figure 29). A number of respondents indicated most of their issues (e.g., government regulation, environmental issues, taxes) were not specific to Cuba City, but rather to the state and national government respectively. However, thirty-one percent (31%) of respondents selected "Utilities", thirty-one percent (31%), as a challenge. It was not clear what specific concerns they had with utilities, though cost is expected to be reason. Labor, thirty-one percent (31%), again, was identified as a top concern.



Question # 29- Do you find that business and economic assistance is readily available to you? If no, do you have any suggestions on how to make improvements?

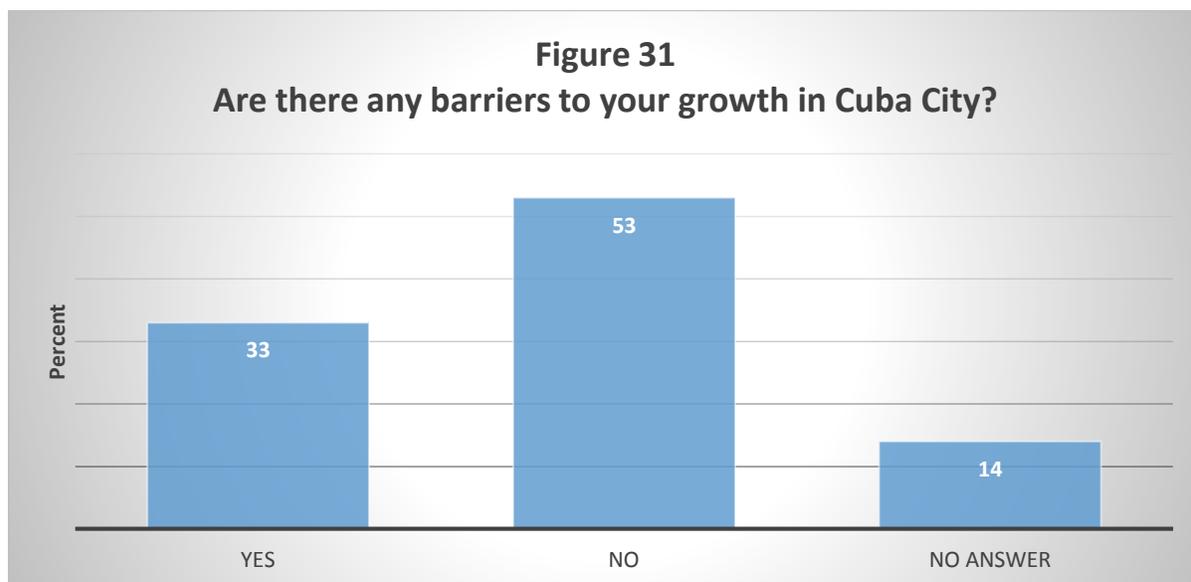
Respondents generally felt that economic assistance is available to them (Figure 30). However, the large percentage, thirty-five percent (35%), of respondents who provided no answer suggests that many businesses are unaware of Cuba City's economic development programs.

Few suggestions for improvements were made and were hard to classify. Specific responses to this question can be found in Appendix B.



Question # 30- Are there any barriers to your growth in Cuba City? If so, what are they?

The majority, fifty-three percent (53%), felt there are no barriers to their growth in Cuba City (Figure 31). Few respondents identified specific barriers and they were hard to categorize. A complete listing can be found in Appendix B.



Question # 31- Are there any specific challenges your business is facing which Cuba City, the CDC, or the Chamber can help resolve?

There were only four responses to this question. They are listed in Appendix B.

Question # 32- Are there any additional industries, support services, or amenities you feel are needed in Cuba City?

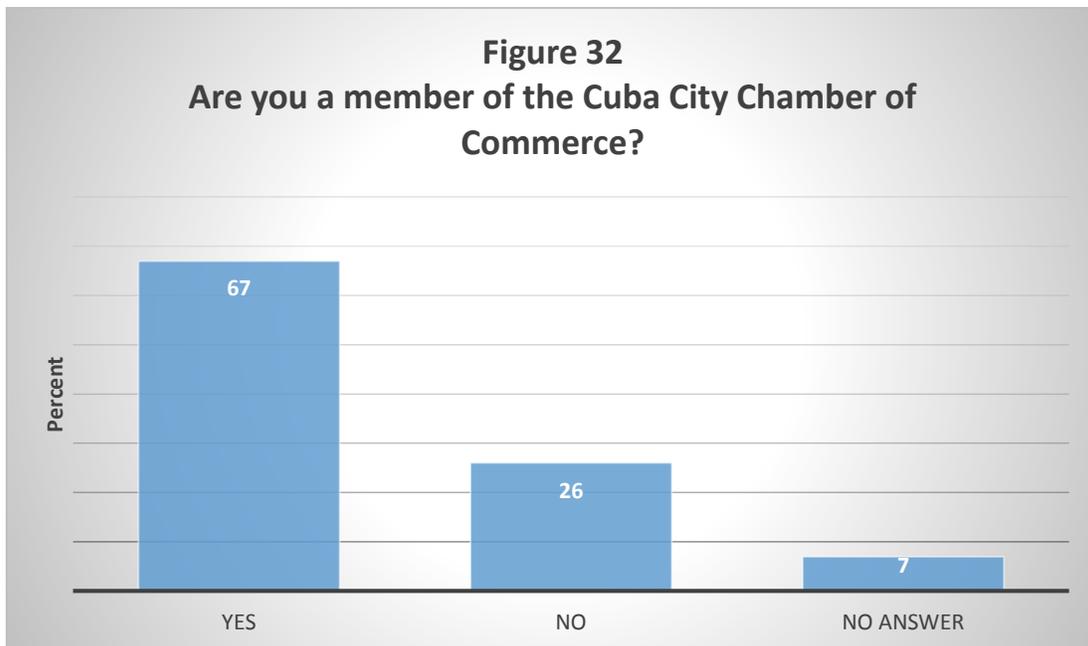
Construction of a community center, housing, industry, health care options, and recreational opportunities were the most popular. A complete list of suggestions is provided in Appendix B.

Other

This section asked questions regarding respondents' membership in local economic development organizations and allowed respondents an opportunity to elaborate on earlier responses or provide recommendations for improving the survey.

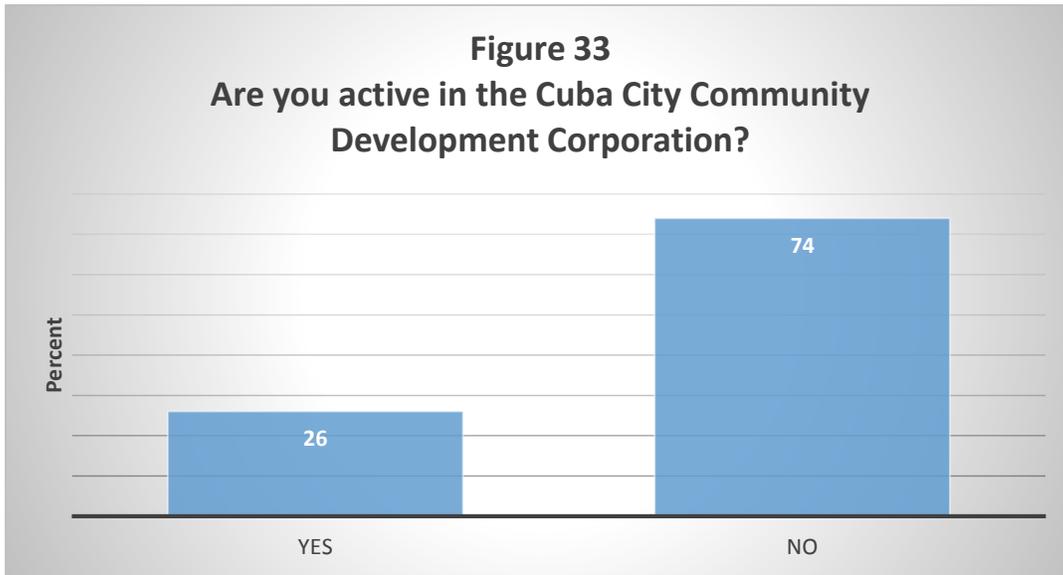
Question # 33- Are you a member of the Cuba City Chamber of Commerce? If no, would you like to be contacted about membership in the Cuba City Chamber of Commerce?

Sixty-seven percent (67%) of respondents indicated they belonged to the Chamber of Commerce (Figure 32). Six respondents indicated that they would like to be contacted about membership in the Cuba City Chamber of Commerce. A list has been provided to the Chamber of Commerce so they can contact these prospective new members.



Question # 34- Are you active in the Cuba City Community Development Corporation?

Membership in the Cuba City Community Development Corporation is limited. Every current member of the Cuba City Community Development Corporation responded to the survey.



Question # 35- Is there a question you think we should have asked that was not included in this survey?

There was one response to this question. It has been included in Appendix B.

Question # 36- Is there anything else you would like to comment on in response to this survey?

Specific responses to this question have been provided in Appendix B.

Conclusion and Discussion

This report begins to provide direction to local economic development officials to better serve existing businesses and, by doing so, improve the overall business climate in the City of Cuba City and set the stage for successful business attraction efforts. A careful analysis of survey results revealed important insights and lessons for the City and local business organizations.

First, survey results indicate that respondents are generally pleased with Cuba City as a place to do business and very satisfied with the current level and quality of services provided by local government. Though, recent complications with zoning were a significant concern. Business owners/managers seem satisfied with the overall community but recognize that improvements can be made to the business climate. Respondents felt that Cuba City's small town quality of life, community atmosphere and relatively low cost of doing business are its greatest strengths. Conversely, local support (or lack thereof), an aging community and increasing competition from Platteville and Dubuque were major concerns.

Second, Cuba City has a diverse business base. The existing diversity of businesses that are currently operating in Cuba City can help guard against the lows of business cycles and maintain relative economic stability. To maintain its diverse business base, business attraction efforts should be tailored to industries and businesses that complement Cuba City's existing businesses.

Third, Cuba City has a stable, though aging, business base. The stability and tenure of the City's businesses is certainly an asset, but may present a significant threat as older business owners sell or close their business. Furthermore, the relatively long occupancy of businesses at their current location suggests that Cuba City's commercial building stock is aging and that business owners may soon be looking to upgrade their existing facilities or find new facilities that suit changing business demands. In order to address these potential threats, the City should:

1. Encourage business succession planning and connect its businesses with resources (e.g., UW-Extension, SBDC) that can help them develop a business succession plan;
2. Provide opportunities for growth within Cuba City (e.g. land, spec building);
3. Maintain an inventory of available properties within or near the City and;
4. Provide financial (e.g. façade improvement grants, revolving loan) and technical (e.g. design support, design standards) assistance to businesses looking to upgrade existing facilities or build a new facility.

Fourth, Cuba City has a significant number of new/unestablished businesses. Though these businesses present great potential for growth, they have not had the opportunity to fully establish their roots in the community and lack the stability and expertise of older businesses. To help these businesses succeed, the City and local business organizations should embrace the principles of economic gardening. Standard new business welcoming procedures, new business orientation, easy access to business support services and economic development practitioners, mentorship opportunities, networking or "mixer" events, business2consumer programs, free or reduced price membership in local business organizations, etc. are all ways to effectively "garden" new businesses and help them establish roots that are vital to their long term success and stability.

Fifth, the local economy determines the success of a majority of Cuba City's businesses. Though no business category holds a clear majority, the top four (retail trade, professional/technical services, finance and insurance, food services) comprise 55% of Cuba City businesses. Businesses in these categories often occupy downtown buildings and are crucial to the success and vitality of Cuba City's core business district. Importantly, their success is often most closely tied to the growth or contraction of the local economy and local trade area and less impacted by regional, national and global trends. As a result, most of Cuba City's businesses rely on local support for their success. Therefore, a key goal of local economic development policies should be to increase the size and stability of the local trade area.

Attracting consumers to Cuba City and encouraging them to shop locally is a common strategy to accomplish this. Methods vary, but include: buy local programs, tourism and community events, investment in the functionality and aesthetic appeal of the downtown business district (e.g., infrastructure improvements, façade improvement grant programs, etc.), and population growth (available, affordable housing options are crucial).

Sixth, the availability of skilled labor appears to be a major challenge for most businesses, especially those in the manufacturing and health care sectors. Businesses pointed to a variety of reasons, but most centered around two issues: 1) the lack of training opportunities that suit their needs, and 2) the availability and affordability of local housing options. Another issue identified by the survey results is that Cuba City businesses recruit most of their labor from a very small local labor shed. With skilled and growing labor sheds in nearby Platteville, WI and Dubuque, IA, there are opportunities to increase the size and skill of Cuba City's labor shed. Additionally, less than one third of businesses reported utilizing a web page to advertise open positions and recruit labor. Because so many job seekers complete their search entirely online, businesses would be well served by increasing online labor recruitment.

Though workforce related issues are generally addressed regionally, local economic development organizations do have a role to play. Working with area institutions of higher education and local businesses to develop specific training programs, increasing the supply of local housing options, and providing the opportunity for businesses to recruit labor via the City website are all options to consider.

Finally, business assistance programs (Local, County, Regional, State & Federal) are either not being fully utilized or being offered to businesses. Specific areas that may be considered are business plan preparation and updates, marketing strategies, financial planning and e-business. Several federal, state and local agencies currently provide these services and have the expertise to deliver them at reasonable costs. The City is well positioned to connect local businesses with these opportunities.

Building on strengths and addressing issues identified by this study now becomes the task of the City of Cuba City and local business organizations. If growth is the ultimate goal, a focus on the retention and expansion of existing businesses should be the strategy. Ultimately, if retention and expansion efforts prove effective, and a healthy, positive business environment prevails, the stage will be set for new business attraction. Reasonable operating costs, good infrastructure, and a local government with the reputation of responding to the needs of its existing businesses increase the odds that business attraction efforts will succeed. The City, Community Development Corporation, and the Chamber remain committed to local businesses, small and large, and this study allows the opportunity to keep their issues in the forefront of local economic development policy.

Appendix A





CUBA CITY COMMUNITY DEVELOPMENT CORP.

108 N. MAIN STREET, CUBA CITY, WI 53807-1538
GRANT AND LAFAYETTE COUNTIES
PHONE: 608-744-2152 FAX: 608-744-2151

Dear Cuba City Business Owner:

Studies have consistently demonstrated that eighty percent of the growth in most communities results from expansions of *existing* local businesses rather than the attraction of *new* businesses to the community. As a business owner or manager in Cuba City, you are an essential factor in the success of our local economy.

Since much of our city's future development depends on your capacity to thrive and expand, it is important to better understand your perceptions, concerns and plans for doing business in Cuba City. Therefore, the City of Cuba City, Cuba City Community Development Corporation (CDC) and Cuba City Chamber of Commerce have partnered in a business retention and expansion program that will help us better understand your business plans and needs.

This program includes a survey of all Cuba City businesses, a process of following up on specific problems identified by the survey, and a professional analysis of the responses we receive from the survey. The purpose of this survey is to learn more about companies in the City of Cuba City and about ways the City of Cuba City, Cuba City CDC and Cuba City Chamber of Commerce can best support our existing companies.

In addition to obtaining information that will help in planning programs and services for area companies, your responses will enable us to identify ways in which we can support your specific company. In order to have enough data to complete a meaningful analysis, it is important that everyone complete and return the survey. **Please note that the survey is three pages, front and back and take care to fill out the entire form.** All individual responses to this survey will be held in strict confidence.

The survey includes a space at the end of the form for you to make any comments or note any specific concerns you would like to address. We are committed to meeting individually with you in the next 3 months to follow up on issues identified in this survey. Please note that while we value your comments, we need a listing of *specific* issues or problems so they can be addressed.

Please complete the survey form as quickly as possible and send it back in the pre-addressed envelope by August 28, 2013. You may also return the form by fax to (608) 744-2151. If you wish to submit the survey electronically, you can fill it out, scan it into a PDF document and email it to cubacitycdc@gmail.com.

Thank you for your participation in the Cuba City Business Retention and Expansion program! We value your input and appreciate your business being located in Cuba City. If you have any questions about the survey, please call Cuba City Economic Development Director, Taylor Gronau at (608) 744-2152.

Leland Weber, Mayor
City of Cuba City

Randy Brookens, President
Cuba City CDC

Tim Gile, President
Cuba City Chamber of Commerce



CUBA CITY COMMUNITY DEVELOPMENT CORP.

108 N. MAIN STREET, CUBA CITY, WI 53807-1538
GRANT AND LAFAYETTE COUNTIES
PHONE: 608-744-2152 FAX: 608-744-2151

August 26, 2013

Dear Cuba City Business Owner:

We recently mailed you a survey regarding business retention and expansion in the City of Cuba City. We have not received your completed survey and are looking forward to hearing from you. Your response to our Business Retention and Expansion Survey is important, especially since much of our city's future development is going to result from your business' success and growth.

Please complete the survey and send it back to us by September 4, 2013. **Please note that the survey is three pages, front and back and take care to fill out the entire form, or as much of it that applies to your business.** All individual responses to this survey will be held in strict confidence.

Completed surveys may be returned by mail to City Hall, fax to (608) 744-2151, or email to cubacitycdc@gmail.com after downloading the survey from our website located at www.cubacity.org.

Thank you again for participating in the Cuba City Business Retention and Expansion program! We value your input and appreciate your business being located in Cuba City. If you have any questions or would like assistance filling out the survey, please call Cuba City Economic Development Director, Taylor Gronau at (608) 744-2152.

Leland Weber, Mayor
City of Cuba City

Randy Brookens, President
Cuba City CDC

Tim Gile, President
Cuba City Chamber of Commerce

**CITY OF CUBA CITY
2013 BUSINESS RETENTION AND EXPANSION PROGRAM
SURVEY**

General Company Information

Business Name: _____

Contact Person: _____ Title: _____

Address: _____ City: _____ State: _____ ZIP: _____

Phone Number: _____ Fax Number: _____

Email: _____ Website: _____

Product/Service(s): _____ Years at Location: _____

I. Community Services/Assistance

1. Using a scale from 1 to 5, please rate what you feel to be the quality of the following services provided in the community. If you do not know or if the service does not apply, please mark the box designated with "D".

City Services	Low	1	2	3	4	5	High	□ D
Building Code Enforcement Process		1	2	3	4	5		□
Business Fees and Licensing		1	2	3	4	5		□
Building Permit Process		1	2	3	4	5		□
Cable Television Services		1	2	3	4	5		□
Economic Development Programs		1	2	3	4	5		□
Electrical Services and Rates		1	2	3	4	5		□
Emergency Medical Services		1	2	3	4	5		□
Fire Services		1	2	3	4	5		□
Housing and Redevelopment Programs		1	2	3	4	5		□
Library Services		1	2	3	4	5		□
Natural Gas Services		1	2	3	4	5		□
Parks and Recreation Services		1	2	3	4	5		□
Police Services		1	2	3	4	5		□
Sewer Services		1	2	3	4	5		□
Street Lighting		1	2	3	4	5		□
Street and Road Drainage		1	2	3	4	5		□
Street and Sidewalk Maintenance		1	2	3	4	5		□
Traffic Flow		1	2	3	4	5		□
Use and Zoning Process		1	2	3	4	5		□
Regional Services	Low	1	2	3	4	5	High	□ D
Air Transportation		1	2	3	4	5		□
Availability of Business Capital		1	2	3	4	5		□
Childcare		1	2	3	4	5		□
Cost and Availability of Housing		1	2	3	4	5		□
Educational Opportunities		1	2	3	4	5		□
Employment and Training Programs		1	2	3	4	5		□
Health Care		1	2	3	4	5		□
Highway System		1	2	3	4	5		□
Overall Quality of Life		1	2	3	4	5		□
Public Transportation		1	2	3	4	5		□
Recreational Opportunities		1	2	3	4	5		□
Rail Transportation		1	2	3	4	5		□

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2. Please provide us with additional information on any items you rated 2 or less.

3. Over the past 2 years, have you interacted with the City of Cuba City staff? Yes No
 If yes, how would you rate that experience? very positive positive negative very negative
 Please use the following space to describe your experience:

II. Markets/Products (Try to answer all questions, but use "NA" for those not applicable)

4. Is your business' primary market: local regional national international
5. Are total business sales: increasing stable decreasing
6. Does the company plan to expand in the next three years? Yes No
 If yes, estimated dollar investment: \$ _____
 estimated number of jobs to be created: _____
 estimated facility size increase: _____
 estimated date of expansion: _____
7. At what stage in its life cycle is your business' primary product/service?
 emerging growing maturing declining
8. During the last 5 years, has your business introduced new products/services/capabilities? Yes No
9. During the next 2 years, will you introduce any new products/services/capabilities? Yes No
10. Are your business' primary customers: Individuals Public/Non-profit organizations For-profit businesses
 If you answered "For-profit businesses", please list them in the space provided below.

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III. Raw Materials/Suppliers (Try to answer all questions, but use "NA" for those not applicable)

2. Consider your company's major materials. Which goods or services purchased from outside the area would you prefer to purchase locally if available at a comparative price?

IV. Personnel/Labor (Try to answer all questions, but use "NA" for those not applicable)

3. Total Employees _____ % Union _____ Union Name(s) _____
4. What percentage of your labor force is: _____ Skilled _____ Unskilled _____ Clerical _____ Mgmt
5. What approximate percentage of your employees live within (miles) _____ 0-5 _____ 6-15 _____ 16+
6. Current employment status: increasing stable decreasing
7. Do you expect employment at your business to expand, contract, or stay the same in the next year?
 expand (by # _____) contract (by # _____) stay the same
8. Do you expect employment at your business to expand, contract, or stay the same in the next five years?
 expand (by # _____) contract (by # _____) stay the same

V. Labor Availability/Skills (Try to answer all questions, but use "NA" for those not applicable)

9. More
- | | Low | 1 | 2 | 3 | 4 | 5 | High | <input type="checkbox"/> D |
|----------------------------------|-----|---|---|---|---|---|------|----------------------------|
| Availability of workers | | 1 | 2 | 3 | 4 | 5 | | <input type="checkbox"/> |
| Quality of workforce | | 1 | 2 | 3 | 4 | 5 | | <input type="checkbox"/> |
| Stability of workforce | | 1 | 2 | 3 | 4 | 5 | | <input type="checkbox"/> |
| Workforce training opportunities | | 1 | 2 | 3 | 4 | 5 | | <input type="checkbox"/> |
10. Do you find that the number of positions you have open but cannot fill is: increasing stable decreasing
11. If recruiting personnel is difficult, what factors contribute to these difficulties? (check all that apply)
- Labor supply shortage Skills not adequate Affordable housing Available housing
- Lack of transportation Other (explain) _____
12. How do you recruit labor? Newspapers Workforce (Internal) Temp Agencies Word of Mouth
- Website Other (explain) _____

(Go on to next page) Page 3 of 6

2. Are there any employee skills that your business needs which are difficult to find around Cuba City? Yes No
If yes, what problems, positions, skills:

3. Would you be interested in job training programs designed to meet your needs? Yes No
If yes, what specific types of training?

VI. Business Activity/Business Climate (Try to answer all questions, but use "NA" for those not applicable)

4. Please list or describe the greatest advantages of operating your business in Cuba City:

5. Please list or describe the greatest disadvantages of operating your business in Cuba City:

6. What recommendations do you have for improving the business climate or quality of life in Cuba City?

7. Please indicate whether the following projected utility needs for your facility will be increasing, stable or decreasing by marking the box that corresponds to your needs.

Type of Utility	increasing	stable	decreasing
Data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If increasing or decreasing, how soon? _____

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VII. Business Assistance (Try to answer all questions, but use "NA" for those not applicable)

2. Is your business currently challenged by any of the following issues? (check all that apply)

- Utilities Physical Space Vandalism Capital Financing Labor
 Transportation Safety Taxes Production Process Govt. Regulation
 Business Mgmt. Drainage Marketing Environmental issues _____ Other

3. Do you find that business and economic assistance is readily available to you? Yes No
If no, do you have any suggestions on how to make improvements?

4. Are there any barriers to your growth in Cuba City? Yes No
If so, what are they?

5. Are there any specific challenges your business is facing which Cuba City, the CDC, or the Chamber can help resolve?

6. Are there any additional industries, support services, or amenities you feel are needed in Cuba City?

VIII. Other (Try to answer all questions, but use "NA" for those not applicable)

7. Are you a member of the Cuba City Chamber of Commerce? Yes No
If no, would you like to be contacted about membership in the Cuba City Chamber of Commerce? Yes No

8. Are you active in the Cuba City Community Development Corporation? Yes No

9. Is there a question you think we should have asked that was not included in this survey?

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Appendix B



Question # 2- Please provide us with additional information on any items you rated 2 or less.**Use and Zoning Process**

- Worst zoning I have ever seen- business means business, not apartments on or above a business.
- Apparently the city attorney is not up on things, need new attorney.
- Disappointed with recent complications in zoning.
- I think the problems have been brought to everyone's attention.
- City zoning procedures are burdensome and too influenced by disinterested parties.
- Use/Zoning process needs to be amended to let everyone know of new changes being made.
- Zoning is messed up.

Traffic Flow

- The speed limit on the South end of town is too high, needs to be raised to a minimum of 35 MPH.

Street and Sidewalk Maintenance

- More streets need to be repaired, need more sidewalks or maybe a walking path.
- Our sidewalks are awful, many of them full of cracks.
- If I didn't take care of my own sidewalk, it wouldn't get done.
- Need more handicap spaces.
- Snow removal is very limited on some streets/sidewalks.
- The streets need to have more done each year, with only \$100,000 budgeted, we are losing the street battle.
- Always garbage in curbs.

Street Lighting

- Street lighting is low, especially on side streets.
- Street lights on Main St. burned out or not working.
- Street lighting: our side of town is not very well lit at night.

Sewer Services

- No storm sewers in parts of town creates water runoff issues.

Parks and Recreation Services

- Parks are beautiful and baseball diamonds are great, but no pitching machine, no snack bar or beverage offered except during games, children need jobs and nutrition to play.
- No fitness center.

Utilities (Electric and Gas)

- Rates seem very high.
- Electrical rates are way too high.
- Natural gas availability is low.
- Water & Electric utility rates too high.
- Not thrilled with WE Energies.

Housing and Redevelopment Programs

- Need more rental apartments- I have employees looking, but nothing here.

Economic Development Programs

- Not clear whose job this was/belonged to- City Manager or Mayor?
- Not much growth since Dick Davis was Mayor.
- Clicks and secretive funding opportunities.
- All economic development programs have been tied to creating jobs, this does not help us.
- Hard to find information about programs available to businesses.
- Land to expand is either priced too high or farmers won't sell in order to build more homes to expand Cuba City.

Cable Television Services

- Cable: Very high and no options.
- Cable TV is not important to our business.
- We need cable that compares to Dish.

Building Permit Process

- No need for building permits from State- waste of money.

Transportation Services (Air, Rail, Public)

- Dubuque airport has one airline and connects via O'Hare: connection via Atlanta, Minneapolis or Detroit would be preferred.
- No public transport or passenger rail.
- No rail service nearby.
- No railroads.
- Not much available for air transportation.
- Public transportation not available.
- Would be nice if we had something locally other than county to transport to doctor appt. or shopping.
- Really no public transportation.
- There are no public or rail transportation services.
- Air transport- only Dubuque.
- Lack of public/rail transportation.

Employment and Training Programs

- Not much opportunity for employment, when jobs do become available it's already been decided who is getting it (nepotism).
- Not much to train for- not many good workers looking for work.
- Difficult to find good employment opportunities, especially with a college degree.
- Need more opportunities for kids.

Recreational Opportunities

- Not much of anything for adults.
- Little to do recreationally, must leave area.

Childcare

- Needs attention, better facilities and workers.

Quality of Life

- This town is very clicky.
- Try and get young people involved.
- Everything is not based on schools.
- Give the average person a chance.

Question # 3: Over the past 2 years, have you interacted with the City of Cuba City staff? If yes, how would you rate that experience? Please use the following space to describe your experience.

- Chief of Police handled my complaint about parking along my shop well.
- City Hall has always been a positive experience in answering any questions I have had.
- City hall staff has always been friendly along with the library staff.
- City has very positive good people.
- Director of Public Works is a real asset in helping businesses grow and expand.
- DMV, Police Department, Fire Department provide excellent service.
- Everyone is very helpful and accommodating.
- Every time I stop at City Hall everyone is very friendly and greets me with a smile!
- Frozen water pipes- fixed problem; Garbage pickup was missed- fixed problem; Front desk does fantastic job.
- Hard to explain- sometimes seems that City workers do not want to have any additional work.
- I have felt very welcome at the Chamber of Commerce and City Council meetings
- Intersection at Jackson/Kelly has needed to be fixed for 4-5 years.
- The City needs to take a much stronger approach to the homes in town in bad shape with junk on the property.
- Mainly Director of Public Works- was always helpful with any issues or concerns during building process.
- Most city staff are approachable.
- They are very helpful.
- This is a small community and I have had no problems on staff. They have all treated me fairly and been very professional in their jobs.
- Wrong reading on utility bill- Clerk took good care of it for us- corrected in a timely manner.

Question # 20: If recruiting personnel is difficult, what factors contribute to these difficulties? (Other)

- Lack of motivation to work.
- Want to stay on unemployment for as long as possible.
- Government handouts.
- People don't want to work.
- People would rather stay on welfare.
- Offer part time w/ no benefits.
- Would rather collect unemployment.
- Not suitable for food workers.

Question # 21: How do recruit labor? (Other)

- Facebook. (2)
- Southwest Technical College. (2)
- Signs at store. (2)
- Personal contact.
- Bulletin boards at office.

Question # 22: Are there any employee skills that your business needs which are difficult to find around Cuba City? If yes, what problems, positions, skills? (Comments)

- Trained meat cutters.
- Technical experience.
- Cosmetology.
- Communication/people skills.
- Employees are hard to find due to changing, inconsistent hours.
- Writing skills.
- Willingness to work.
- Seed production.
- The will to work for an honest living.
- Cash handling expertise.
- Cooks.

Question # 23: Would you be interested in job training programs designed to meet your needs? If yes, what specific types of training? (Comments)

- CNC entry level training.
- Forklift.
- Hazcom.
- Meat knowledge/cutting.
- Work with high school.
- CNA, LPN.
- Product awareness training; marketing training.
- Unsure.
- Currently do in house.
- Seed production/manufacturing.
- Apprenticeship programs.
- More training for management of Rural Development & HUD.

Question # 24: Please list or describe the greatest advantages of operating your business in Cuba City:

- A lot of businesses bring people to town.
- At first, the employees and workforce (no longer).
- City is very helpful and willing to work with us.
- Can't imagine living elsewhere.
- Safe place to raise a family.
- Cost of ownership- lower property cost.

- Close to people; hometown atmosphere.
- Familiar to community.
- Friendly customers.
- Geographic area- central USA.
- Great freeway/interstate access South and West.
- Very friendly and cooperative City employees.
- Good location for agriculture.
- Great geographic area for professional services.
- Great town to live in.
- Close school.
- Great people.
- Great place to live.
- History with City.
- Agriculture and livestock in the area.
- Hometown.
- I know a lot of people.
- I love and proud of Cuba City.
- Know customers personally.
- Lived in Cuba City my entire life.
- Local suppliers- within reason for fast turnaround.
- Location.
- Low level of competition.
- Loyal customer base.
- Good schools.
- Close to larger cities.
- Nice community; nice people.
- No competition in town.
- Community small enough to know everyone.
- Shopping here is just like a family reunion.
- Proximity to schools.
- Traffic flow on Main St.
- Close to home.
- Small community.
- Customer loyalty.
- Small town atmosphere.
- Caring/involved families.
- Small town atmosphere.
- Know almost everyone you deal with.
- Small, personal town.
- Well known, roots in community.
- Word of mouth advertising in small communities, although a majority of business comes from outside Cuba City.
- Work close to home.
- Work with people who care about their business.
- You know your customers.

Question # 25: Please list or describe the greatest disadvantages of operating your business in Cuba City:

- Attracting new employees.
- Average internet service.
- Most people shop out of town.
- Business has been sucked out by Platteville.
- Getting people, especially community leaders; to shop locally.
- Customer loyalty.
- Low traffic.
- Willingness to drive 10 miles to save \$0.05.
- Drinking laws, police.
- Lack of professional young adults, aging community.
- Lack of workers.
- A lot of people won't buy local.
- Organizations won't work together.
- Local support.
- Local support is not as good as it should be.
- Low population means lower sales.
- More affordable to get groceries and supplies in Platteville.
- Need to make noise to be heard.
- Internet cost is high.
- For every step forward, it seems like we take a step back.
- No disadvantages. (2)
- No growth.
- No interstate near Cuba City.
- None that are city specific: more to do with State government and local competition.
- Outside competition- locals purchasing product from neighboring towns.
- Small community.
- Too many locals think it is cheaper to shop out of town.
- Small town. (2)
- Taxes.
- Workers.
- Too many people go out of town for business.
- Too many contractors.
- Workforce experience.
- No interstate straight North, no freeway/interstate to Rockport- Hwy. 20 needs work
- Older Cuba City residents want Cuba City to be a bedroom community and are not supportive of business growth and expansion.

Question # 25: What recommendations do you have for improving the business climate or quality of life in Cuba City?

- Better plowing/salting of HWY 80 between Cuba City and Platteville.
- More access to housing and rental properties.
- Bring more business to town.
- Get people to buy local.
- Clean up Main St.

- Build from within.
- Fund an incubator building.
- Take down old buildings (e.g., furniture building, gas station by Gile Cheese).
- Clean up Main St.
- Property at 107 S. Main needs attention.
- Community center is a start but it needs to be centrally located with a new design
- Old furniture store needs to be torn down.
- Apartment complex downtown.
- Continue support of local schools.
- Council makes to decisions too early.
- Fitness center.
- More businesses downtown.
- Give incentives for people to move here. (2)
- Provide affordable lots for people to build on.
- More jobs.
- Give public a break on land purchase instead of just business owners.
- Keep doing what you started- improving business climate, attracting new people/business, etc. to area.
- Keep Main St. clean and attractive.
- Properties should be maintained/keep junk to a minimum.
- Keep snow removal in public parking lot.
- Make Main St. more presentable.
- Promote our businesses more.
- Help people clean up their properties.
- More street lights.
- Low interest financing for façade improvements.
- Quit insider politics- do what's best for entire community.
- Be proactive and bring in more blood.
- Be open with the public.
- Be consistent with message.
- Rental accommodations are a must.
- Buy local programs to support community first.
- Support the school system.
- Winter recreation options to attract young couples/families.

**Question # 29: Do you find that business and economic assistance is readily available to you?
If no, do you have any suggestions on how to make improvements?**

- Grant County ED Corporation.
- ?
- Have not looked into it.
- Not sure what is available.
- More promotion of City activities at low cost to business.
- Revolving loan funds should be made available to help revitalize downtown.
- Low cost loans.

Question # 30: Are there any barriers to your growth in Cuba City? If so, what are they?

- Workforce.
- Business property.
- Drinking laws.
- Residents- they need to shop locally.
- Difficult to find effective ways to market business.
- Can't handle any more debt.
- Nearby residential hampers our ability to expand.
- The City seems to favor certain businesses.
- We can only grow as the City grows.
- Employees.
- Listed throughout the survey.
- Lack of land.
- Lack of an interstate nearby.
- Lack of financial support makes it difficult to make improvements.

Question # 31: Are there any barriers to your growth in Cuba City? If so, what are they?

- Be fair to all businesses.
- Chamber is negative, has negative meetings.
- Cheaper advertising.
- Enjoy being members of the Chamber but it is difficult to make the 2 mandatory meetings and work the hours for the activities.

Question # 32: Are there any additional industries, support services, or amenities you feel are needed in Cuba City?

- Accounting firm.
- Assisted living.
- Community center.
- Expanded healthcare options.
- Try to get some industries here- this industrial park is a joke.
- Retail stores.
- Manufacturing in industrial park.
- Retail stores.
- Industry that draws a large workforce.
- Housing.
- Great leaders.
- Community center would be great if it is not a burden to taxpayers.
- Do something about old buildings- nothing looks worse in a town.
- More park area for recreation.
- Pool, bike paths, community center.
- Transportation for older people.
- Assistance researching grants.

Question # 35: Is there a question you think we should have asked that was not included in this survey?

- Happiness with parks.

Question # 36: Is there anything else you would like to comment on in response to this survey?

- Doing a good job! Keep it up!
- Cuba City is a great town! Glad I run my business here.
- Need more active chamber members.
- Service clubs (e.g., Lions/Lioness, City of Presidents, VFW, Legion) need to work together
- City needs to be more involved in the Community Center planning and is too reliant on Community Center Committee for information.
- People in this community need to learn to work together more.
- The elderly don't like change.
- The street dance attendance is pathetic.
- If the Chamber members attend only to work their hours and run, how do we expect others to change?
- Spending over 3 million on a community center is questionable in these economic times
- The town is very divided/clichy.
- None of the organizations want to work together, seem to look out for themselves.
- Need to come with a way to get younger people active in the community and improve the quality of life.
- Try to get businesses to work together and focus on not just what is good for themselves; bring people and customers to town.
- Want to know City's plans on how it will address upcoming retirements.
- We made the right step in hiring an Economic Development Director, now we need to get behind him, support him and plow ahead.
- What is the community center going to be used for? Why are the people on the Community Center group not from here? They should not have a voice if not from Cuba City.